

A PROJECT OF



Department for
Digital, Culture,
Media & Sport



A HUB'S GUIDE TO **PROGRAMME MANAGEMENT**



POWERED BY

VIRIDIAN

About This Playbook

Entrepreneurs are the lifeblood of the South African economy, and they have the potential to create significant positive change in our society by creating jobs, stimulating economic activity, and providing better and cheaper services to communities. Never before has there been such a huge need for our young entrepreneurs to succeed.

But it's tough out there! For the best shot at success, entrepreneurs need access to training and to an ecosystem of other entrepreneurs who'll support them.

South Africa has a growing network of entrepreneurship hubs that do amazing work to encourage, connect, train and mentor these entrepreneurs. By running programmes, hubs can provide structured, relevant training to greater numbers of entrepreneurs, while measuring the impact of these interventions.

This Guide is designed as a go-to resources for programme managers and administrations at South African tech hubs, to run successful programme for entrepreneurs. It covers every aspect of programme management, from planning to execution to impact measurement; and is packed with practical information, checklists and examples. This guide should be used alongside the Launch League Hubs suite of programme management templates, which are referenced throughout this Guide and are available for download at www.launchleague.co.za.

A Hub's Guide to Programme Management is designed to be an accessible go-to resource for programme administrators and managers at South African entrepreneurship hubs. It sits alongside an online training programme that explores and practises the principles in the book, but can also be used as a stand-alone resource for quick tips.

This Playbook was created by Viridian, and funded by the UK-South Africa Tech Hub as part of the Launch League project, which aims to create a set of relevant and replicable resources that hubs can use to train idea-stage entrepreneurs.



The UK-South Africa Launch League Hubs Initiative aims to support, connect, grow and mature South African tech ecosystems, by building capacity at existing tech-focussed entrepreneur support organisations (“tech hubs”). Together with our delivery partner, Viridian, we have developed an open-licence idea-stage entrepreneur programme pack for hubs to leverage for training entrepreneurs in their community. The full Launch League programme pack is available for free download at www.launchleague.co.za.

The initiative has also designed and delivered a two-part virtual training programme for hub team members, with two comprehensive Hub Guides as learning material. By networking and training team members from 11 Entrepreneur Support tech hubs from 6 South African provinces in 2020/2021, the Initiative has created opportunities for collaboration, peer learning and contributed to the success of entrepreneurs across the country.



ABOUT THE UK-SOUTH AFRICA TECH HUB

The UK-South Africa Tech Hub forms part of the International Tech Hub network delivered by DCMS (Department for Digital, Culture, Media & Sport), under the Digital Access Programme – a UK government initiative designed to build inclusive prosperity through capitalising on digital services and opportunities in partner countries.

International Tech Hubs are expert teams that work to stimulate local digital economies, build high-end digital skills, and forge innovation partnerships between local tech sectors and international businesses. The Launch League forms part of the UK-South Africa Tech Hub's portfolio of projects aiming to support, connect, grow and mature South African tech ecosystems.

So far, the project has created an open-licence programme pack, delivered a virtual training programme for hub team members, and conducted research into hub operations and challenges. By networking and training team members from 11 Entrepreneur Support Organisations (ESO's) from 6 South African provinces, the UK-South Africa Tech Hub Launch League has created opportunities for hub collaboration, peer learning and contributed to the success of entrepreneurs across the country.



ABOUT VIRIDIAN

Viridian designs and delivers idea-stage entrepreneur and investor programmes, research and strategy. We care deeply about achieving impact and creating thriving entrepreneurial ecosystems with our clients and partners.

Contents

A large, stylized yellow rocket icon with a circular window, positioned behind the text for Section 01.

SECTION 01

Introduction to Entrepreneurial Programmes

Module 1: Why run a programme?

Module 2: Types of entrepreneurial programmes

Module 3: Entrepreneur personas

Module 4: Ecosystem building

A large, stylized red rocket icon with a circular window, positioned behind the text for Section 02.

SECTION 02

Preparing for Your Programme

Module 5: Partnerships and funding

Module 6: Planning and timelines

Module 7: Budgeting

A large, stylized blue rocket icon with a circular window and three vertical exhaust flames, positioned behind the text for Section 03.

SECTION 03

Running Your Programme

Module 8: Recruitment

Module 9: Selection

Module 10: Event management

Module 11: Monitoring and evaluation

Module 12: Community management

SECTION 01

Introduction to Entrepreneurial Programmes

MODULE 1:

Why should I run a programme?

MODULE 2:

Types of entrepreneurial programmes

MODULE 3:

Entrepreneur personas

MODULE 4:

Ecosystem building



Why Should I Run a Programme?

High-quality entrepreneurial support programmes benefit all the role players in the entrepreneurial space, from the hubs that offer these programmes, to the corporates and government agencies that fund them, to the entrepreneurs who participate in them. In this module we will unpack that value, starting with how these programmes add value to a hub's offering.

HOW PROGRAMMES ADD VALUE YOUR HUB'S OFFERING

The Final Report of Launch League's Enterprise Support Capacity Building Project found that hubs have two key needs:

1. training and support for recruitment, facilitation and mentorship; and
2. access to shared learnings by connecting with other hubs.

By running an entrepreneurial programme, hub teams can learn through teaching, boosting their own levels of skill and experience as they work with entrepreneurs.

Programmes which take a cohort approach also provide the hubs with opportunities to expose entrepreneurs to other ecosystems and markets, and provide them with valuable networking opportunities.

Programmes paid for by funders or government can also be important revenue generators for hubs. Running a variety of high-quality programmes can contribute to your hub's financial sustainability.

WHAT IS AN ENTREPRENEURIAL SUPPORT PROGRAMME?

It's a structured series of virtual and/or in-person workshops that promotes entrepreneurship; provides entrepreneurial education, mentoring and training; and facilitates business development among start-ups or small businesses.

HOW PROGRAMMES SUPPORT ENTREPRENEURS

According to The Global Entrepreneurship Monitor 2019/20, there are four times more idea-stage entrepreneurs than there are established business owners in South Africa. **What's stopping those idea-stage SMEs from growing into fully-fledged operations?**

Funding (or access to capital) is usually seen as the key to unlocking that growth. However, even if funding is available, it doesn't help if the entrepreneur owner doesn't have the tools they need to use it effectively, or to qualify for it in the first place. **An entrepreneurial programme fills that gap.**



WHY FUNDERS PAY FOR PROGRAMMES TO BE RUN

In a word: development. Corporate funders might use programmes to meet their B-BBEE goals and to promote enterprise and supplier development. As small businesses are introduced into enterprise supply chains, those corporates gain value from knowing that those new suppliers are running viable businesses.

Government also has socio-economic goals, which programmes like these can help to achieve. Job creation is an important development goal and – according to the Minister in the Presidency – small businesses employ about 47% of the South African workforce. By funding programmes that stimulate small business development in peri-urban areas (away from major business centres), the government can go some way to achieving that goal, too.

WHAT A PROGRAMME CAN ACHIEVE

An entrepreneurial support programme like Launch League could have many outcomes – some intended and some unexpected. (After all, entrepreneurs are creative people, and you never know when or why they're going to have an “Ah-ha!” lightbulb moment!)

Some of the outcomes that a programme could achieve include:

- providing entrepreneurs with clarity and focus by asking key questions about their business idea
- offering skills training which empowers entrepreneurs to develop ideas and execute strategies
- introducing entrepreneurs to tech tools, platforms and software that will help them implement their business ideas
- facilitating peer learning during the core programme by creating a safe space where entrepreneurs can share their experiences
- developing networks through a series of post-bootcamp alumni meet-ups
- ... and many more!

WHAT IS THE LAUNCH LEAGUE PROGRAMME?

The Launch League programme is a learning bootcamp and community for idea-stage entrepreneurs, based in peri-urban areas.

The holistic programme guides these entrepreneurs to think more strategically about their businesses, to consider the tech tools they could use, and to tap into their networks (including Launch League alumni) as they develop their confidence and entrepreneurial mindset.

Launch League is fully funded by the UK-SA Tech Hub, with content design and support by the Fraser Consulting team.

How programmes lead to more programmes

Launch League's research has found that hubs tend to have few standardised tools or programmatic structures – and those that do offer programmes seldom have standardised programme material. Instead, they'll offer ad hoc support, a workspace, and maybe a few events. There's an opportunity here for a pipeline of programmes to support those entrepreneurs at different stages of their business. It could look something like this:



Types of Entrepreneurial Programmes

Every entrepreneur is unique, and each group will have its own character and quirks. In this module we will look at common definitions of programmes and the various ways of running a programme, and examine a few case studies to see how you could adapt Launch League to your circumstances.

DELIVERY FORMATS: LENGTH AND INTENSITY

You've probably heard entrepreneurial programmes referred to in many different ways. Here we run through some of the main types, going from shortest- to longest-running interventions.

Hackathon: Participants are given one action-packed weekend to tackle a defined problem, with the programme organisers providing some mentorship, pitching coaching and sometimes access to technology.

Bootcamp: A bootcamp can be as long as a hackathon (two or three days) or up to a week. It has a stronger focus on imparting knowledge and skills, and networking across the cohort.

Workshop series: This approach doesn't demand too much of a time commitment from an entrepreneur. It can take place across a few weeks or months, with a different focus in each session, tied together by a broad or narrow theme.

Accelerator: Usually focussed on more mature businesses, an accelerator programme takes a few weeks to deep dive on growth, investment readiness and sometimes due diligence, through intensive workshops and coaching sessions.

Incubator: An incubation programme is typically aimed at very early-stage businesses, and runs for about 6 to 18 months. Ongoing mentorship would be a key component and often entrepreneurs are given access to space and shared services.

DELIVERY FORMATS: VIRTUAL VS. PHYSICAL

As we learned from the boom in videoconferencing during the Covid-19 lockdown, programmes no longer have to be limited physical classrooms. You now have a choice between presenting your programme in person or online, or even as a hybrid of the two.

There are upsides and downsides to each. While virtual programmes remove the need for travel (and can be offered on demand to participants from far and wide), physical meetings provide opportunities for in-person networking that you'd never get from a computer screen.

Consider these pros and cons of each, as you think about how you'd like to present your programme:

	 PROS	 CONS
VIRTUAL	<ul style="list-style-type: none">• convenient• saves travel time• cost-effective (cuts the costs of venue hire, catering, etc)• flexible (available on demand)• no limits on participants• can be run countrywide• can be done at participant's own pace	<ul style="list-style-type: none">• no face-to-face interaction• participants often need to self-regulate• requires tech equipment• requires good Internet connection speeds• increased data costs
PHYSICAL	 PROS	 CONS
	<ul style="list-style-type: none">• enables easy social interaction• facilitates networking• don't need finicky tech• facilitator can 'read the room' and address questions as they arise	<ul style="list-style-type: none">• takes up travel time• not as cost-effective (eg. venue, catering, etc)• geographic limitations exclude non-locals

A **hybrid programme**, which has some elements in person and some online, could provide a 'best of both worlds' scenario, where you enjoy the pros of each. It could also do the opposite, getting you bogged down in the cons of both.

WHICH FORMAT WORKS BEST?

There's no absolute answer to that... but some formats may work better than others in certain circumstances. Consider what the following programmes learned:



EXPRESS EXPERT

Created by the UK-South Africa Tech Hub in response to 2020's Covid-19 pandemic, this short online series for tech entrepreneurs was delivered through one-on-one coaching and mentoring sessions. Each entrepreneur chose a coach and an accountant from a panel of experts and engaged with them virtually on personal resilience and financial adaptability. In total, 25 entrepreneurs were mentored through three group webinars and two personal sessions with each of their two mentors.

TAKEOUT

Express Expert made the most of its online platform, providing very quick assistance and interventions at a time when (due to the national lockdown) in-person meetings were not possible.



LAUNCH LEAGUE

The first phase of our entrepreneur training programme was presented at existing Entrepreneurial Hubs across rural and peri-urban areas of South Africa. While the programme was run in person, the post-event meet-ups were a mix of face-to-face and virtual meetings. These were very well received, serving as valuable networking and peer learning opportunities. In Polokwane, however, where many of the participants stay outside of the city in rural areas, poor connectivity meant that some struggled to stay online and engaged – and it was tough to have meaningful discussions on a group voice call.

TAKEOUT

Conversations can be difficult in group calls, so it's worth considering data and transport budgets to help entrepreneurs meet and network in person.

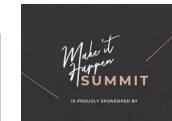


FUTURE FEMALES BUSINESS SCHOOL

Future Females' Business School supports women with ideation phase or early-stage, digitally enabled business propositions that have positive potential at a community, society, economic or environmental level. While it's a global network, its region- and city-specific Facebook communities gather cohorts in local groups.

TAKEOUT

Meet your programme participants where they're at. If they're very active on a particular social platform, consider taking the conversation there.



FUTURE FEMALES MAKE IT HAPPEN SUMMIT

While this two-day virtual summit was more of an event than a programme, it nonetheless demonstrated the power of online communication. The content included a dynamic blend of pre-recorded interviews, live sessions and virtual networking sessions. The numbers were impressive: over 9 300 entrepreneurs attended (6 045 from South Africa, 1 280 from the UK and the rest from other countries), and the organisers tracked 10 500 interactions over the two days.

TAKEOUT

If you're aiming for a broad audience, or one that's not limited by location, consider a virtual delivery!

How to adapt your programme

Every programme cohort is different. They'll come from different places, have different levels of experience, and have different needs, anxieties and ambitions. As the programme facilitator, you'll also have your own style and quirks. You'll naturally adapt your delivery of the programme as you become comfortable with the material. If – or when – you do so, remember to stay within the time (nobody wants to go home late), and to keep the content relevant to the participants.

Tweaks and changes you might consider could include:

- providing case studies or anecdotes that the participants will relate to
- spending more time on issues that are particularly relevant to the participants
- allowing space for group discussions and sharing of experience and ideas
- pre-recording some pieces of content for virtual presentations
- letting participants ask questions to the group
- omitting some questions if they're not relevant or if you're especially tight on time.

The key words here are 'relevant' and 'relatable'. **An effective programme is one that speaks to the real-world concerns of its participants.**



Entrepreneur Personas

When you run a programme, it's important that you understand and appreciate the people you're running it for. In this module we'll give you some tools to build empathy and understanding of where idea-stage entrepreneurs are coming from, and what they need.

WHAT MAKES A GOOD ENTREPRENEUR?

It takes more than a great idea or a go-getter attitude to succeed as an entrepreneur. But more of what? In 2017 the Allan Gray Orbis Foundation conducted a study to answer that question, which boiled it down to 14 essential behavioural competencies:

1. **Opportunity Assessment:** The ability to evaluate an opportunity and make a decision around it.
2. **Problem Solving:** The ability to identify problems, redefine them and create opportunities out of them.
3. **Innovation:** The ability to be creative and turn ideas into reality.
4. **Resilience:** The ability to work through challenges.
5. **Autonomy:** The belief that, as an individual, you have control over your outcomes.
6. **Curiosity:** A drive to find out information without being prompted.
7. **Values Driven:** The extent to which an individual is committed to their personal or organisational values.
8. **Action Orientation:** The extent to which a person is willing to take action to solve a problem without being prompted.
9. **Calculated Risk-Taking:** The ability to identify, manage and take risks to improve the ultimate chance of success.
10. **Value Creation:** The ability to evaluate the potential to create new value for a client or organisation.
11. **Growth Mindset:** The ability to evaluate the potential to create new value for a client or organisation.
12. **Leadership:** The ability to lead a group of people towards the attainment of a specific goal.
13. **Self-Efficacy:** An individual's belief in her own ability to solve problems and achieve goals.
14. **Opportunity Recognition:** The ability to understand information and identify the potential of something to be of value.

TYPES OF ENTREPRENEUR

Every person – and every entrepreneur – is different. Each has their own skills, challenges, assets and ambitions. But there are four broad entrepreneurial archetypes, which you might encounter as you run your programme. Understanding their personality – including their strengths and weaknesses – will help you to present the programme in a way that resonates best with them.

TYPE 1: THE INNOVATOR

This type of entrepreneur comes up with fresh new ideas and turns them into viable businesses. Their passion and drive often makes them strong leaders, while their originality enables them to create products and strategies that make their business stand out from the crowd... or, in some cases, create an entirely new crowd!

Strengths:

- Extremely passionate
- Able to find patterns
- Not afraid of the unknown

Weaknesses:

- Can be obsessive
- Often face resistance from funders/stakeholders

Examples:

Microsoft cofounder Bill Gates, who pioneered the personal computer.

TYPE 2: THE HUSTLER

This is your so-called 'serial entrepreneur'. They have an incredible work ethic, and will often outwork the competition, starting small, getting their hands dirty, and dragging their business to success. They'll try anything to make sure they get what they need, which means they tend to have many hits and misses.

Strengths:

- Hard worker
- Doesn't give up easily
- Knows the importance of networking

Weaknesses:

- Prone to burnout
- Instead of raising capital, they'll simply work harder

Examples:

Ray Kroc, who turned McDonald's into a billion-dollar brand.

TYPE 3: THE RESEARCHER

This type of entrepreneur does loads of homework before starting a business, making sure they've thought it through from every possible angle to minimise their risk of failure. They rely on facts and data, rather than instinct and intuition, and allow very little room for error.

Strengths:

- Compiles detailed business plans
- Good problem solver
- Excellent management skills

Weaknesses:

- Moves slowly
- Can focus too much on the numbers (and not enough on running the business)

Example:

Jeff Bezos, founder of Amazon.com, who continues to research his market despite being a billionaire.

TYPE 4: THE IMITATOR

It's easy to dismiss an Imitator as a copycat. Easy, but wrong. They'll take an existing business idea and improve on it, adding their own ideas to the original concept and turning it into something new and better. Confident and unafraid of risk, they're part Innovator, part Researcher and part Hustler.

Strengths:

- Doesn't have to stress about coming up with the core business concept
- Able to benchmark their performance against the original
- High self-confidence

Weaknesses:

- Ideas are always compared to the original idea
- Often have to play catch-up

Example:

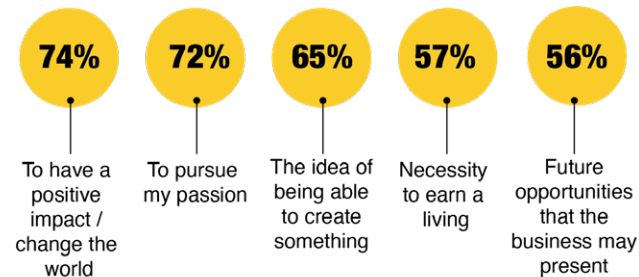
Facebook cofounder Mark Zuckerberg, who took MySpace's idea and turned it into Facebook.



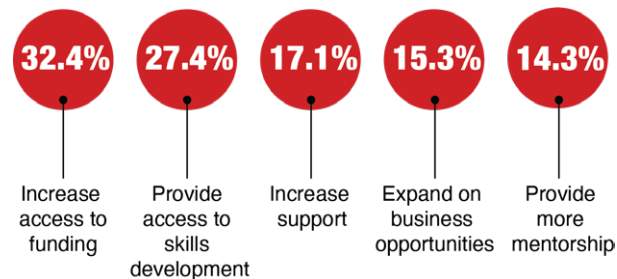
WHAT ENTREPRENEURS WANT... AND THE SUPPORT THEY NEED

Now that you know who you're dealing with, your next step as a programme facilitator is to find out what their motivations are and where they need support. In SME South Africa's 2018/19 Landscape Report, South African entrepreneurs (70% of whom were running their first business) were asked to say why they started their business, and then to name the areas in which they needed the most support. These were the top five responses to each:

TOP 5 REASONS FOR STARTING A BUSINESS



TOP 5 AREAS WHERE SUPPORT IS NEEDED



WHAT'S GETTING IN THEIR WAY?

Now that you know (in broad terms) who your participating entrepreneurs are, what they want and what they need, it's useful to know what their challenges are. A Viridian survey of very early-stage small business owners in South Africa identified the following concerns:

- Generating new business
- Managing cash flow
- Scenario-planning for the business in uncertain times
- Getting relief from financial institutions
- Redesigning products and services for changing contexts
- Time management
- Managing staff
- Managing own health


Added to this are the practical problems that many entrepreneurial support organisations (ESOs) will have seen entrepreneurs struggling with on previous programmes. These everyday frustrations include transport and data costs, digital literacy levels and time poverty.

Why is it important to understand these when implementing a programme?

What are the dreams of the entrepreneurs in your programme? And what's getting in their way? Because of the different personalities you'll have in the programme, it can be tough to get into the heads of everybody you're working with. This is where design thinking can be a valuable tool. We will do a deeper dive into design thinking when we look at programme delivery, but it's useful to remember its basic premise of having empathy for the people you are supporting.

The examples we've sketched out in this module are focussed on the individual entrepreneur in the training room, but you could apply the same models to a group of programme participants, or even to your funders and partners. You may also find it useful to think about the types of entrepreneurs you're likely to encounter on your programme, so that you can understand how best to implement the programme. It may also help when it comes to recruitment messaging and other communication. But it's an ongoing process. You might observe changes in their behaviours as the programme progresses and you get to know them better, so be open to changing your perceptions as you go along.

WHAT IS DESIGN THINKING?



Design thinking is a human-centred process for creative problem solving, which encourages organisations to focus on the people they're creating for. This leads to better products, services and processes.

Ecosystem Building

Ecosystems sustain life and promote growth – and entrepreneurial ecosystems are no different. In this module we'll explore how ecosystems support both entrepreneurs and hubs, and discover ways in which ecosystems can be cultivated.

WHAT IS AN ECOSYSTEM?

In nature, an ecosystem is a geographic area where plants and animals, together with the climate and the landscape, work together to form a bubble of life. Every part of that ecosystem plays an important role in helping the ecosystem to flourish. It's the same in business. If it exists in an environment that allows it to grow, it will have a greater chance of success.

Entrepreneurial ecosystems are exactly that: environments that serve as incubators for innovation and entrepreneurship. It could be a physical place, or it could be a network of companies that share similar goals.

FAMOUS ENTREPRENEURIAL ECOSYSTEMS

In Africa, Nairobi and Cape Town are good examples of entrepreneurial ecosystems. Both have an enabling environment that helps start-ups and early-stage enterprises to take root and grow. Nairobi is known for its hubs, incubators and accelerators; while Cape Town is known for its conferences and events, which create positive networking opportunities.

Worldwide, the best example of an entrepreneurial ecosystem is Silicon Valley, the tech hub in San Francisco, United States. Dozens of high-tech corporations either started up in Silicon Valley or moved there to be part of the ecosystem. Google started there in a varsity dorm room. Apple began life there in a home garage. Oracle, Intel, Cisco, Twitter, Facebook... all were either founded in Silicon Valley or now have their headquarters there.

In its 2019 Global Startup Ecosystem Report, the Global Entrepreneurship Network stated that in the future, there would be no "Next Silicon Valley". Instead, they predicted at least 30 global centres of entrepreneurship that are either regional (eg. Sao Paulo in South America) or sub-sector leaders (eg, Shenzhen, which is a leader in Robotics).

WHAT IS AN ENTREPRENEURIAL ECOSYSTEM?

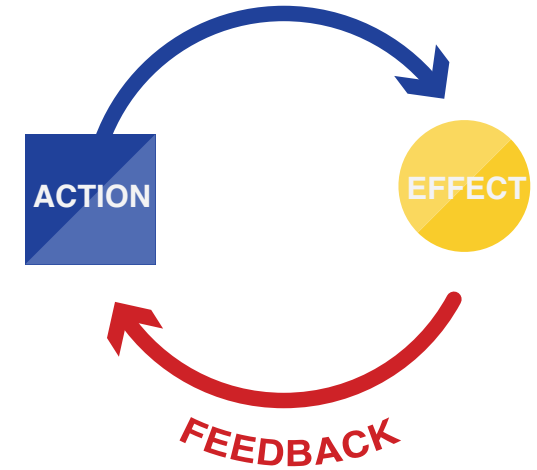
It's a social and economic environment that affects local entrepreneurship.

80

According to the Global Entrepreneurship Network, in 2013 only four ecosystems in the world had produced Unicorns (start-ups valued at \$1-billion) or companies with \$1-billion valuations. By 2020, over 80 ecosystems had achieved that.

HOW DOES AN ENTREPRENEURIAL ECOSYSTEM HELP ENTREPRENEURS TO GROW?

Successful entrepreneurial ecosystems create what's known as a positive feedback loop. This is when positive change 'feeds back' into the system to create more positive change, which then creates more positive change, and so on. The bigger the first 'push', the bigger the next push – and so it becomes a virtuous cycle, which builds momentum. When an entrepreneur feeds into that positive feedback loop, their action creates an effect which then feeds back into more action. Both the entrepreneur and the system as a whole benefit from that positive cycle.

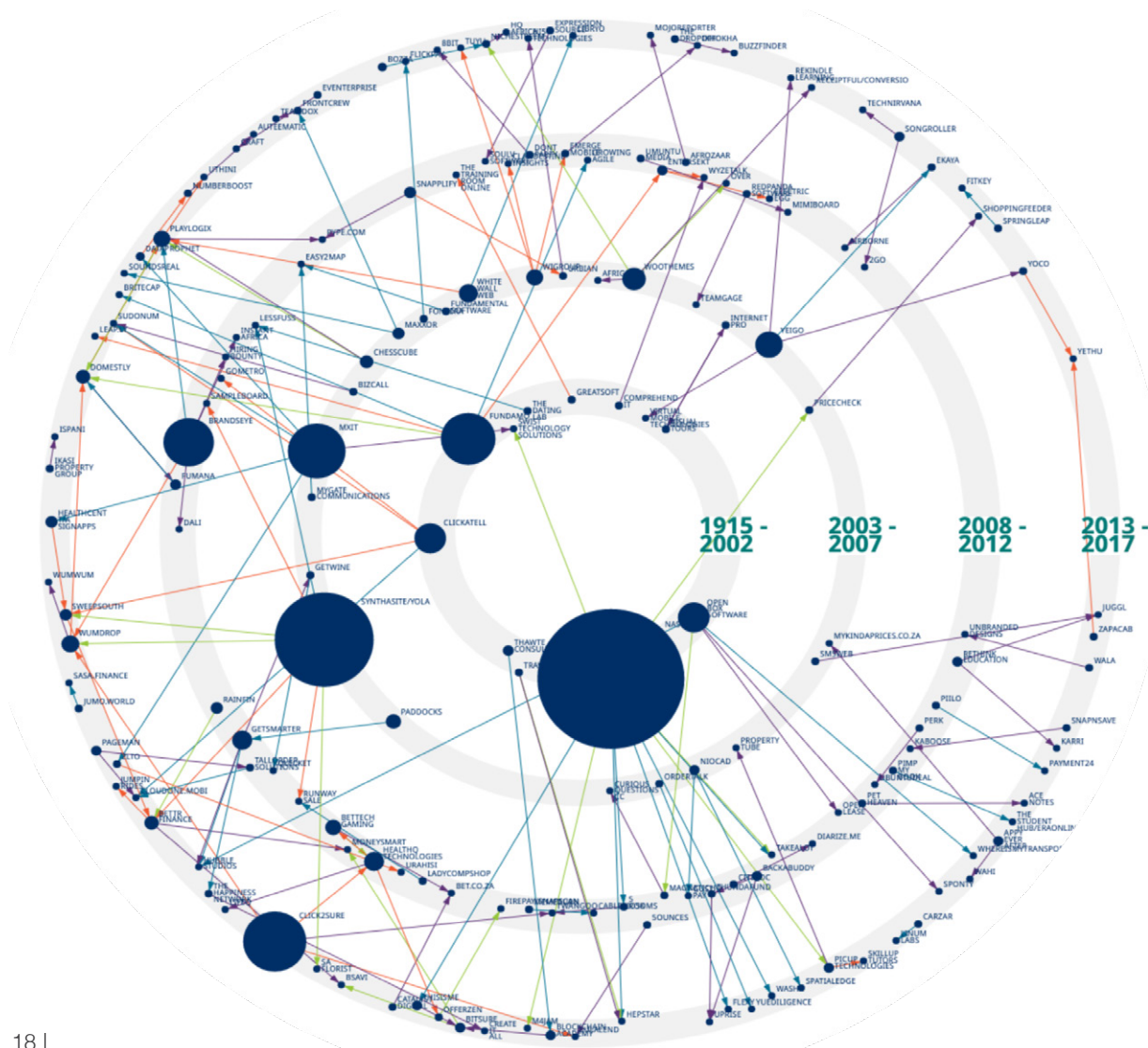


HOW DO ENTREPRENEURIAL ECOSYSTEMS START AND GROW?

As in nature, entrepreneurial ecosystems are built on connections. A practical example of this would be when entrepreneurs mentor other entrepreneurs, or make angel investments in other entrepreneurs' businesses; when entrepreneurs become serial entrepreneurs (starting a series of new businesses); and when entrepreneurs' former employees go on to start their own businesses.

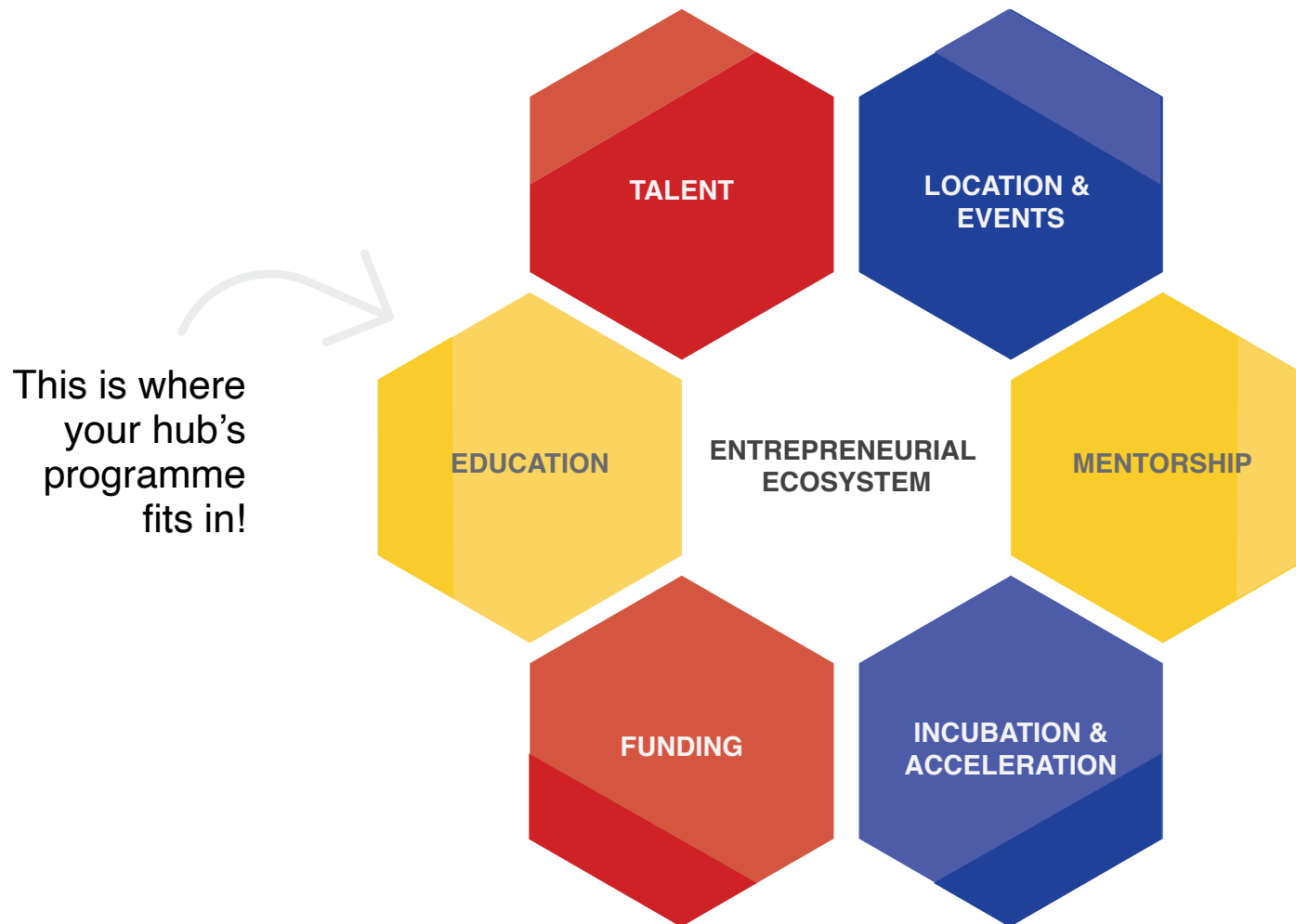
A mature entrepreneurial ecosystem will have dozens, if not hundreds, of these connections. Take the network among software companies in Cape Town as an example. Here, each entrepreneur is linked to at least one other through mentorship, angel investment, serial entrepreneurship or former employment.

You can view the map in more detail [here](#).



ELEMENTS OF AN ENTREPRENEURIAL ECOSYSTEM

It's not just the positive feedback loop that makes an entrepreneurial ecosystem tick. They also provide entrepreneurs with access to six important developmental enablers:



George Deeb, Managing Partner at Red Rocket Ventures, expanded on this, listing 11 elements that are typically found in a successful entrepreneurial ecosystem:

- Access to ideas
- Access to talent
- Access to capital
- Access to customers
- Entrepreneurs
- Mentors
- Investors (eg. angel investors, private equity firms, venture capital firms, etc)
- Incubators (eg. shared workspaces, accelerators, hubs)
- Universities
- Corporations
- Associations and events
- Government
- Service providers (eg. lawyers, bankers, recruiters, etc)



How hubs can enrich their local ecosystem

While entrepreneurs are at the centre of entrepreneurial ecosystems, hubs have an important role to play, too. Hubs facilitate access to ideas, mentorship and education – as your programme will certainly do!

Hubs also provide a physical (or virtual) location for networking to take place. The Launch League's post-programme meet-ups are a great example of this – and they're proof that entrepreneurial ecosystems don't only happen in major cities. By enabling continued connections between entrepreneurs, these meet-ups could strengthen – or even seed – an ecosystem as entrepreneurs share ideas, knowledge, contacts and connections.

Remember, too, that every member of the ecosystem benefits by being a part of it. Your hub can gain tremendous value from being part of an entrepreneurial ecosystem, and by positioning itself as a central point – a hub in the truest sense of the word! – for those all-important connections.

SECTION 02

Preparing for Your Programme

MODULE 5:

Partnerships and funding

MODULE 6:

Planning and timelines

MODULE 7:

Budgeting



Partnerships and funding

The success of your programme – and of your hub – will rely on the partners you bring in and the funding you attract. In this module we'll explore what you need to consider when attracting and onboarding funders, partners and sponsors.

HUBS, PARTNERS AND FUNDERS

As you prepare to present the programme, it's worth taking a step back to analyse your hub's role in the entrepreneurship ecosystem. The International Trade Centre's *Tech Hubs In Africa* report sums it up nicely: 'Hubs are hybrid organisations that build relationships and networks, enhance capabilities and serve as intermediaries.'

The report adds that hubs 'aim to have a social impact as they aspire to be (and create) profitable businesses'. So even if your hub is a non-profit organisation, it is important that it remains financially sustainable.

Your hub may serve different purposes as it works to achieve its goals. Sometimes it'll be an incubator, sometimes an accelerator, sometimes a social enterprise. Along the way, you'll end up working with partners and funders – and it's important to appreciate the distinct roles they play.

PARTNER

An organisation that's associated with your hub in a particular project or endeavour. The partnership will be strategic, with both parties gaining some benefit out of the association.

FUNDER

An organisation or individual that provides financial backing for your hub's project or endeavour. Funders will provide that financial support through a grant, investment or loan.

SPONSOR

A sponsor is a type of funder. Sometimes they give cash, but typically a sponsor will give in-kind goods or services towards a programme. They do this in exchange for advertising at your event and materials associated with it.

FINANCIAL VS IN-KIND SUPPORT

When most people think of funding, they'll think of funds... or cash, in other words. But in-kind support is a useful addition or alternative to financial support. In-kind support includes donation of goods or services – for example, sponsored printing from a local copy shop, or someone donating their time as a marketer for a hackathon.

WHAT ARE FUNDERS LOOKING FOR?

As the old saying goes, there's no such thing as a free lunch. As explained in [Module 1](#), funders want a return on their investment. Corporate funders and government agencies have socio-economic development goals, which can be achieved by funding programmes that stimulate small business development. Later (in [Module 11](#)) we will discuss how to measure results and report to funders on these outcomes.


Launch League is a funder-ready programme because it's specifically designed to drive small business development (and, by extension, job creation) in peri-urban areas, away from major business centres.

KEY CONSIDERATIONS WHEN DEALING WITH FUNDERS

We'll say it again: there's no such thing as a free lunch. Remember that, and bear the following in mind when you're working with funders:

- You'll need to compile a post-programme report, with specific and measurable outcomes. Funders are accountable to their own internal stakeholders and will need this information to justify their spending.
- Similarly, you'll have to provide the necessary paperwork and support to help your funder meet their B-BBEE auditing requirements.
- Some programme funders will ask the hub to provide some of the funding towards a programme themselves (this is called matched funding). Make sure that your hub can afford that contribution or has raised it from another funder or donor.
- The funding model assumes that support for the selected entrepreneurs should be free. Because it's not costing them anything, some entrepreneurs might not value the programme, or pay enough attention to it. If this is the case, you might consider asking the entrepreneurs to pay a small, symbolic, fee for attending.

WHAT IS A PBO?



PBO stands for Public Benefit Organisation. If your hub meets certain requirements (for example, if it has education and development as one of its primary objectives), you could apply to SARS for tax exemption as a public benefit organisation. Some funders and donors prefer to work with PBOs as it allows them to claim tax-deductible donations.

WHEN SHOULD YOU ENTER INTO A PARTNERSHIP... AND WHEN SHOULD YOU NOT?

There's a simple (if simplistic) formula for this. You should enter into a partnership if your goals are aligned; if your goals are in conflict, you probably shouldn't.

Partnerships should be mutually beneficial, so if you're competing against each other you'll cannibalise each other's success. That's why it's so important that, as a hub, you understand your potential partners' needs, objectives and constraints before you enter into any agreements with them. Be sure to discuss your expectations and desired outcomes right from the outset. If one party feels as if it is bringing more to the table than the other, it could cause resentment and, ultimately, separation.



CASE STUDY: FSAT LABS

The French South African Tech Labs (FSAT Labs) is a Cape Town-based incubator and accelerator for French and South African tech start-ups. Its success is based on its network of funders and partners.

As a non-profit organisation, FSAT Labs does not require its entrepreneurs to pay cash or give up equity. Instead, it's financed by funders like the South African government (through the Small Enterprise Development Agency, Seda) and Methys (a digital consulting company).

Its partners include the government agency The Technology Innovation Agency (TIA), for whom it manages the application of disbursement of seed fund grants; and the Embassy of France in South Africa, which provides network support and financial assistance for entrepreneurs attending events in France.

Through its events and workshops FSAT Labs has built strong connections with local government (eg. Wesgro and the City of Cape Town), as well as in the local tech community (eg. Silicon Cape).

SPONSORSHIPS

As every hub knows, budgets are tight (see [Module 7](#)). This is where sponsors become important – and often under-valued – members of your network. The exchange of value might seem lop-sided in this case. After all, a sponsor will provide your hub with assistance in the form of funds, goods or services (eg. printing, catering, stationery supplies); and all they'll receive in exchange is thanks and a logo!

Of course, there's far more to it than that. To ensure your sponsors get a good return, it's important that you give them fair exposure. Provide programme participants with your sponsors' business and contact details, and include them as much as you can in the programme. Sponsors are often small businesses, too, so they will get value from the synergies and networking opportunities that arise during the course of the programme.



CASE STUDY: RIVERSANDS, COCA-COLA AND ECO-SMART

In 2017, the Riversands Incubation Hub partnered with Eco-Smart in a project sponsored by Coca-Cola South Africa. Throughout the year, 350 women were empowered to make bags using industrial sewing machines, incorporating discarded billboard materials into the designs. All parties gained something of value:

- **HUB:** Riversands met its own development goals, and strengthened its relationships with its partner, sponsor and entrepreneurs.
- **SPONSOR:** Coca-Cola was able to meet its environmental goals by recycling its old billboards. The company also met its small business development goals.
- **PARTNER:** Eco-Smart received corporate orders for laptop bags, and the project helped it deliver those orders.
- **ENTREPRENEURS:** The participants who made the bags gained income and experience, as well as exposure to the market.

CONTRACTS: THE BASICS

To formalise your partnerships and funding agreements, you'll need to enter into a contract. Written contracts are legally binding promises, which contain the following essential elements:

- **Offer:** This should be specific, laying out exactly what both parties are agreeing to, and what value is being exchanged.
- **Acceptance:** Both parties must accept the specific offer.
- **Mutual Consent:** Both parties must agree to the deal of their free will. Neither can be forced or coerced to sign the contract.
- **Consideration:** Something of value (it could be money or services) must be exchanged between the parties. Both parties must give something; otherwise it's a gift, not a contract.
- **Competence:** Both parties must be sober and of sound mind, and must understand the seriousness of the deal.
- **Legal Purpose:** The contract cannot be for something illegal.

You're not breaking the law if you enter into a contract that doesn't have all of these elements; but if it comes to litigation and one of the elements is missing, the contract will not be valid and cannot be enforced by a court.

Why should your hub be financially sustainable?

The answer may seem obvious, but it's still worth asking the question. Virtually every South African entrepreneurship hub is an NPO (non-profit organisation), which in many people's minds suggests that they don't need to turn a profit. That's not true. While your hub isn't necessarily looking to boost its bottom line at every turn, it is still vital that it remains financially sustainable. The profit that it makes can then be reinvested into serving its beneficiaries – which means more programmes, more projects, and more opportunities to help entrepreneurs grow and develop. We'll unpack this further at a programme-level in [Module 7 \(budgeting\)](#).

Funders, partners and participants are the lifeblood of every programme, and of any hub. By making your hub attractive to those funders and partners, you'll be able to better serve your participating entrepreneurs, turning your hub into exactly what the word suggests: a centre through which stakeholders can connect, increasing value within the entrepreneurship ecosystem.

Planning and timelines

As you prepare for your programme, you'll need to complete a number of tasks. In this module we'll explore why planning is so important to the success of a programme, and introduce Gantt Charts that can help you manage what needs to be done.

WHY IS PLANNING IMPORTANT?

As they say in the classics: If you fail to plan, you plan to fail. The benefits of staying on top of the roll-out of your programme are obvious. Here are just a few reasons why it pays to plan:

- lets you start with the end in mind
- optimises your time management
- keeps your team focused on the same objectives
- minimises uncertainties
- creates an atmosphere of order and organisation
- reduces wasted time, money and resources
- eliminates last-minute panic

WHO'S RESPONSIBLE FOR WHAT?

It's vital that you determine your team's roles and responsibilities for the programme. Create a responsibility assignment matrix to make sure everybody knows exactly where they fit in. A RACI matrix charts all the activities in a process, set against the people who are Responsible, Accountable, Consulted and Informed about those activities.

- **Responsible:** You're the one who does the work to complete the task.
- **Accountable:** You delegate the work, and you're the last one to review it and sign it off.
- **Consulted:** You provide input based on how the task will impact your work, or based on your expertise.
- **Informed:** You're kept in the loop on how the task is progressing, but you don't get roped into the details.

Here's a very basic RACI matrix, just to give you an idea of how it works:

	Ayanda	Bulelwa	Catherine	David
Propose Solution	R	A	C	C
Collect Data	A	I	R	R
Analyse Data	R	A	C	C
Implement Solutions	R	A	I	I

One rule of the RACI matrix, and of resource allocation generally is that only one person can be accountable (A) for a task.

HOW LONG DO YOU NEED TO RUN YOUR PROGRAMME?

There's no 'right' duration for an entrepreneurship programme. Research into entrepreneurship training by the Human Resource Development Council of South Africa found that, 'Programmes varied in length from ongoing support to weekend seminars. The duration of the programmes also varied in contact time. There was no consistent length found in the best-practice programmes.'

The HRDC also found that programmes aimed at start-up businesses tend to be shorter, while those targeted at established businesses are usually of a longer duration. That makes sense, and it's why the Launch League is a quick, intensive bootcamp: idea-stage entrepreneurs need to get their business up and running as quickly as possible.

HOW LONG DO YOU NEED TO PREPARE YOUR PROGRAMME?

Again, it depends. It took the UK-South Africa Tech Hub less than a month to set up its successful Express Expert coaching series; but that was during the crisis of Covid-19, when urgent interventions were needed. Typically, you'd take anywhere from two to four months to set up a programme, including budgeting, content preparation, recruitment and selection.

THE IMPORTANCE OF RHYTHMS

Want your project to go like clockwork? Then you'll need to make sure it ticks along nicely – and that means having regular check-ins and status meetings. Here are some things to consider:

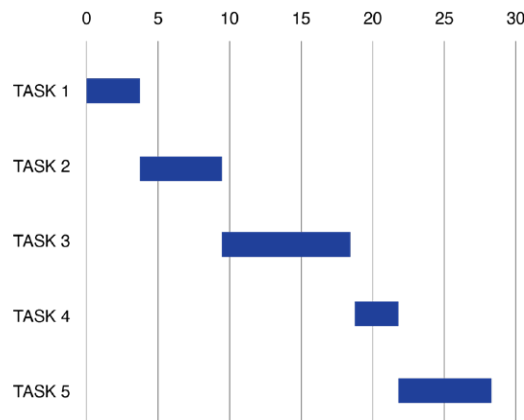
- **kick-off meeting** (once-off) to set out the tasks and agree on ways of working
- **internal status meetings** (weekly) to keep tabs on progress
- **stakeholder check-ins** (weekly, if their schedule allows) to keep your funders and partners up to date
- **post-mortem** (once-off) once the programme's finished, to discuss what went right and what could improve.

A work management app like Asana is very useful in keeping track of everything that needs to be done and when you need to meet.

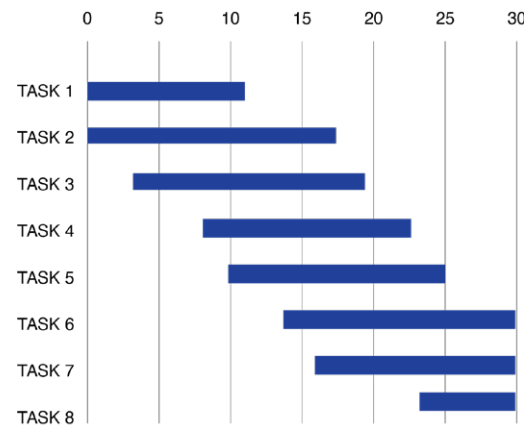
WHAT DOES A TYPICAL TIMELINE LOOK LIKE?

Here's where a Gantt chart is really useful. A Gantt chart is a type of bar chart that tracks a project schedule, listing the tasks that need to be completed on the vertical axis, and the deadline dates on the horizontal axis. While some organisations build their Gantt charts with project management software, most just use Excel or Google Sheets.

Yours could look like this:



Or, if some of the tasks overlap or link with each other, it could look like this:



Some of the key items that might be included in a Gantt chart are:

- **Task name:** A brief description of the task.
- **Start date:** The date you'll start working on the task.
- **Duration:** How many days you've allocated to the task.
- **Assigned:** The person or team who'll work on the task.

WHAT IS A GANTT CHART?

Named after Henry Gantt, the management consultant who introduced it to American companies over a century ago, a Gantt chart is a visual representation of tasks scheduled over time.



[Go to this template](#) for a spreadsheet you can use in your programme.

FACTORS TO CONSIDER

1. Availability

When you plan your timeline, remember that a standard working week is five days long (not seven, even if you're the type who works on weekends!). Also remember to take public holidays and staff leave days into consideration.

2. Task Dependencies

You may have some tasks that can't start or finish until another task(s) has started or finished. This is called a **task dependency**. In the first Gantt chart example (above), each task depends on the previous one.



3. Milestones

These aren't tasks, but are markers (often represented by a diamond shape) that show the end of an important phase of the project. Milestones are often fixed dates or deadlines that you need to be especially aware of. In hub programmes, these often coincide with funder payments, so don't miss them!



Plan to win

Thorough planning, supported by regular check-ins and guided by clearly-defined roles and responsibilities, is essential to the smooth running of your programme. There's no point trying to 'wing it' or make things up as you go along. Use the tools at your disposal and keep track of what needs to be done so that you can go into your programme confident that everything has been taken care of.



Budgeting

A successful programme has the potential to be a profitable exercise for your organisation, bringing income to the hub while providing value to funders and participant entrepreneurs. One thing you don't want to do, however, is lose money. In this module we'll look at the basics of budgeting, showing you how to manage the money involved in running a programme like Launch League.

WHY IS BUDGETING IMPORTANT?

Your participant entrepreneurs will tell you all about money: how it's hard to come by (especially when you're chasing funding), how some money can lead to more money if you manage it well, how sloppy mistakes lead to wasted money, and how money is the lifeblood of any small business. When you run your programme, you'll learn many of these lessons yourself... but the one lesson you should never have to learn the hard way is the importance of budgeting.

Budgeting is directly linked to planning. A well-planned programme is one that has a pre-set timeline, predictable outcomes and known costs. By keeping an accurate and updated budget, you'll avoid nasty surprises, reduce waste, and ensure good governance practices that attract funders and lead to further business.

LINE-ITEM BUDGETS

When you're running a programme, it's best to use a line-item budget, which groups your expenses by category and shows the comparisons between the past budgeting period and the current or future period. Line-item budgets are easy to use and quick to create, and you don't need an accounting background to figure them out.

A basic budget will have three columns:

- **Expenses:** here you list everything you'll have to spend money on, divided into categories. Each item gets its own line.
- **Previous programme:** this is a rand amount of what your hub spent in each category last time you ran the programme. If you've run more than one in the past, make a separate column for each event. If you haven't run a programme yet, leave it blank for now.
- **Current programme:** here's where you list your estimated costs, in rands, for the programme you're running now.
- **Actual:** here's where you'll track what you actually spend, to keep tabs on whether you're sticking to what you've budgeted.

Analysing a line-item budget is easy because every expense is spelled out, line by line. It's also useful for tracking your costs, and making sure you're not spending too much on any item.

This budget will most likely need to be signed off by your manager or finance department, so make sure you have included every expense and can justify it.



WHAT'S INCLUDED IN THE BUDGET?

If it costs money, it goes in the budget. Often that's easy to recognise (for example, when you're buying catering snacks); but sometimes it's not (for example, many hubs forget to include your team's time as a budget cost!). The concept of budgeting for your team's time is important for accurate quoting to clients, and for your own understanding of how you're allocating your resources.

It's also important to differentiate between internal costs (paying your own staff) and external costs (paying suppliers), as external costs have a big impact on your cashflow.

Here are some line-item budget categories that you'll need to consider when putting your budget together:

- **Catering:** food and consumables, as well as tables, glasses and other hire items
- **Marketing:** T-shirts, Facebook advertising, etc.
- **Stationery:** pens, whiteboard markers, flip charts, etc.
- **Tech:** data, computer, projector, etc.
- **Printing:** worksheets, banners, etc.
- **Venue:** whether it's an external venue (project cost) or a space within your hub (overhead)
- **Facilitator:** either the cost of an external facilitator, or the hourly cost if it's a member of your hub team
- **Staff:** allocate an hourly rate for the time your team spends working on the programme
- **Travel:** if needed, for staff and/or participants
- **Reporting:** staff time, photographer, data collection, survey designs, etc.

You'll find a budget template for a typical programme [here](#).



BUDGET BASICS

How to weight costs

As you fill in the various line-item costs, you'll start to notice the difference between cost and value. You could, for example, spend a fortune on catering... but is an expensive lunch more important than, for example, staff costs? Probably not. Some items are worth spending more on, while others are nice but not always necessary. Keep that in mind as you fill in your line-item budget.

Project costs vs overheads

Some costs will be specific to the programme you're running (these are known as project costs); while others are a natural part of running your hub (these are called overheads). Examples of project costs would include the milk and sugar you're buying to cater for the programme on the day; while overheads would include the hub's kettle/urn and the electricity bill.

Budgets, outcomes and timelines

These are three legs of the same tripod. Your timeline will rely on your budget (*When is money coming in? When is money going out?*), which will be driven by your outputs (*What do you want to achieve? How many entrepreneurs do you want to include?*), which will guide your timeline (*When do you want this done by?*). Be aware of that delicate balance, and remember to manage your cash flow to ensure there's enough funding coming in to cover your expenses at the right time.

How to manage a programme budget

When it comes to budgeting, Allon Raiz, CEO of business incubator Raizcorp, said it best: "The correct way to finance a business is to overestimate your costs, to significantly underestimate your sales, and to provide additional financial buffers for unknowns."

The same applies to managing your programme budget. Build wiggle room into your budget, so that if a supplier lets you down or you're faced with an unexpected expense, you have enough flexibility to keep going.

HOW TO KEEP YOUR RECORDS TIDY

It's important to remember that effective record-keeping is about more than just 'doing the filing'. Most of your records – including your budgets – will probably be stored electronically, so you'll need to update them regularly, store them in folders that are easy to access, and back them up regularly (in the Cloud, if possible) to ensure no information is lost.

WHY IS RECORD-KEEPING IMPORTANT?

Business consultancy PwC ranks poor record-keeping as being one of the most common challenges (along with funding, taxes and delayed customer payments) that impact the operating costs of small businesses. The same is true for your hub: if you're not keeping your records tidy, it will cost you in the long run. Your line-item budget, for example, will help you keep track of expenses, comparing them against previous programmes to ensure you're not over- or under-spending.

But there's also a governance aspect to it, which makes record-keeping crucial from a funding point of view. Funders require reports from hubs in order to keep their own development reporting in check. If your funder doesn't have accurate and up-to-date records from your hub, it'll be difficult – if not impossible – to justify any further funding.

“Records Management requires time, effort and investment. But it is not a luxury. It is a necessity. If you cannot or will not control the flow of information, and especially your records, within your business you will find it hard to grow.”

– South African information management company Iron Mountain

Running a tight ship

A programme like Launch League is designed to help entrepreneurs get a sense of what's important in their business. And one of the most important things is that there is more money coming in than going out. The same applies to you and your hub. Accurate budgeting is absolutely vital to a well-run hub, as it reduces waste, maximises resources, keeps cash flow under control and ensures that everybody – you, the participants, partners, funders and suppliers – is getting their money's worth out of the programme.



SECTION 03

Running Your Programme



MODULE 8:

Recruitment

MODULE 9:

Selection and onboarding

MODULE 10:

Event management

MODULE 11:

Monitoring and evaluation

MODULE 12:

Communication

Recruitment

Recruitment – that is, ensuring that you have the right people participating – is one of the most important parts of your programme, and it's also one of the most difficult to get right. In this module we'll walk you through the steps of the recruitment process.

WHO IS YOUR TARGET MARKET?

During recruitment, knowing your target market is important for a couple of reasons:

1. to avoid getting lots of irrelevant applications that you have to sift through, and
2. to make sure you choose the right channels to reach the right people (more on this later).

Therefore you need to narrow your target market by asking a few key questions, which may include:

- What stage is their business at?
- Are they in a particular sector or using a particular technology?
- Are you focussing on a particular age or other demographic group?
- In what geographic area are the people you're targeting?

GET THE TIMING RIGHT

It's important that you give yourself sufficient time to find participants for your programme, and that you throw your net wide enough to get enough good applications to choose from.

Start early by distributing your marketing material about 6 to 8 weeks before your programme is scheduled to run. Applications should open at the same time.

Entrepreneurs should then be offered a place on the programme two weeks before the first session begins.



LAUNCH LEAGUE TARGET MARKET

With Launch League, the aim is to recruit idea-stage business owners from around your hub. Ideally these will be people who have already started working on their idea, but who have been operating for less than a year.

So that's who you're looking for. The trick is to find them!

FIND THE RIGHT RECRUITS

Tap into all your networks and use multiple channels to attract the entrepreneurs you're looking for. Here's a look at the pros and cons of each network and channel in that recruitment pipeline:

RECRUITMENT NETWORKS

NETWORK: LOCAL COLLEGES & UNIVERSITIES

Tertiary education institutions, usually found in major centres or 'Varsity Towns'.

✓ PROS

- as students, they'll already be in a learning mindset
- students tend to be young and hungry to grow

✗ CONS

- money (and start-up capital) can be tight for students
- campuses are far from the rural and peri-urban areas Launch League is focused on

NETWORK: LOCAL BUSINESS GROUPS

Members of formal or informal entrepreneurs' organisations (eg. chambers of commerce).

✓ PROS

- entrepreneurs are locally based, so travel is not a problem
- these groups have strong existing networks, so news of your programme could spread via word of mouth

✗ CONS

- many members already have established businesses, and might not be the idea-stage entrepreneurs you're looking for
- formal groups exclude new entrepreneurs or those working in the informal economy

NETWORK: PROGRAMME ALUMNI

Former programme participants who are part of your hub's existing network.

✓ PROS

- you know who/what you're getting
- they know the culture of your hub, and will settle in quickly

✗ CONS

- by going back to the same people, you limit your network's growth potential
- risk of repeating content to people who've heard it before

NETWORK: CO-WORKING SPACES

Entrepreneurs who work independently or collaboratively in a shared office space.

✓ PROS

- existing network with good word-of-mouth potential
- these entrepreneurs are often used to working and learning in a group

✗ CONS

- the co-working space might be running its own programme and may see your hub as a competitor
- excludes new entrepreneurs and those in the informal economy

CHANNEL: SOCIAL MEDIA

Entrepreneurs who are active on LinkedIn, Instagram, Facebook, etc.

✓ PROS

- potential for broad reach
- ability to pre-screen many of the applicants

✗ CONS

- no guarantees about the quality of the applicants
 - excludes those who are not active on social media
-

CHANNEL: DATABASE MAILERS

Sent via email, SMS or WhatsApp to your database.

✓ PROS

- far more targeted than mass communication
- easy to track delivery and responses

✗ CONS

- limited to the audience in your database
 - excludes those without technology
-

CHANNEL: DIRECT MAILERS

Printed flyers that are mailed or dropped in letter boxes.

✓ PROS

- ability to provide detailed information about the programme
- distribution can be highly localised and targeted at specific areas

✗ CONS

- printing costs may be prohibitive
 - direct mailers are often dismissed as 'junk mail'
-

CHANNEL: RADIO ADVERTISING

Short promotion, recorded or broadcast live to a mass audience.

✓ PROS

- potential for broader reach
- most radio stations will read or produce the ad for you

✗ CONS

- can be expensive
- target audience might not hear the ad

MARKETING AND COMMUNICATIONS

You're going to want to be sending out a steady stream of information and buzz in the lead-up to your programme in order to recruit enough good quality candidates. For this, you need a comms plan: a calendar that will plot out what messages you're sending out on what channels and when.

Find a sample comms plan that you can adapt in the **templates folder**.



Social media is likely to be an important channel for your recruitment. Here are some tips:

- **Twitter:** Keep info short and punchy, include images (maybe even gifs) and hashtags.
- **Instagram:** Choose your most striking images or make a short video. Think of a way to get people to tag friends when responding to your post. Images of entrepreneurs from your ecosystem or from past programmes will work well, but ask their permission.
- **Facebook:** You can make your Facebook posts a bit longer and more emotive. Think about what you'll share that will get the community engaged by commenting on your post.
- **LinkedIn:** Keep it professional and positive!

Think of a hashtag that you can use in your recruitment and which participants can use throughout the programme. Remember to ask your funders and sponsors what hashtags they would like used too. For example, the original Launch League's hashtags were #launchleague2020 and #uksatechhub.

If you know your target audience is in a particular physical place, like a university campus or around your hub, you may want to create physical adverts. When you create your posters or flyers (known as your 'marketing collateral'), you'll want it to be clear and attractive, providing information about your programme while getting as much attention as possible. Good news is, you don't need a degree in advertising to get this right!

For your flyer or poster, choose one striking image and don't forget the following information:

- Name of programme
- The types of candidates you're looking for
- Venue
- Dates
- Contact details



Look in the **templates folder** for an example of a poster Viridian created for Launch League.

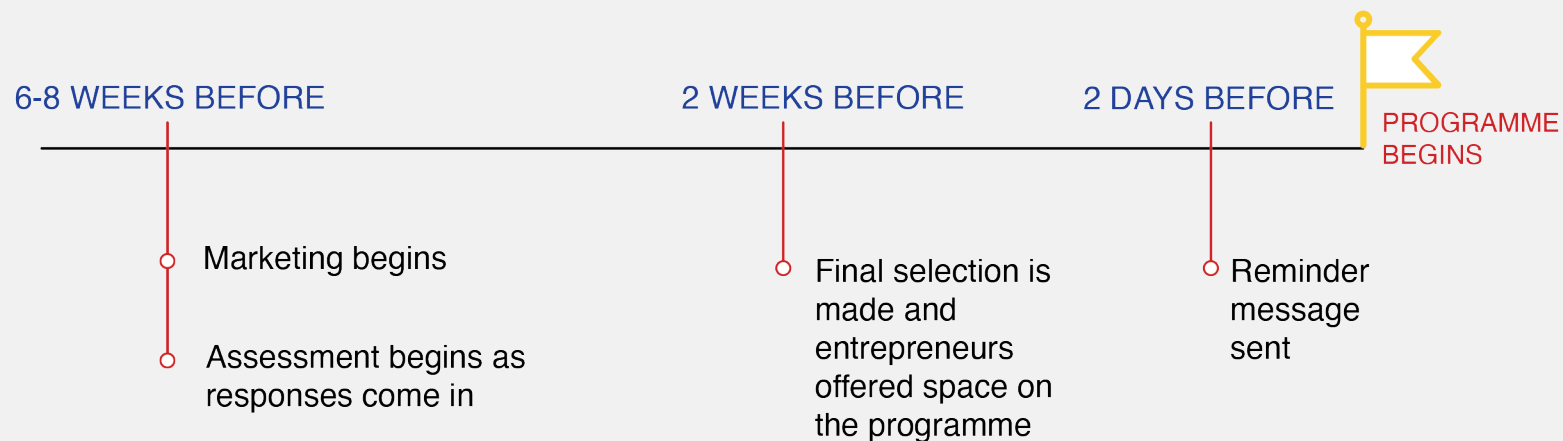
TIP!

To create marketing collateral or social media posts, consider using the free design templates available on Canva (www.canva.com), and royalty-free photographs from platforms like Pexels (www.pexels.com) or Unsplash (www.unsplash.com).

We'll discuss how you select who gets to participate in your programme in the next module, but it's worth remembering that recruitment is a process that only ends when you have 'bums in seats'. You have to keep the information and encouragement flowing right up until your recruits have started the programme, and from there you need to keep working hard to keep them engaged ([see Module 12](#)).

Recruiting timeline

Let's go through that recruiting timeline again.



The moment you start recruitment, you've pressed 'Go' on your programme. From now on, you'll have to pay close attention to your communications, to managing your applications, and to prepping for the big day.

Selection and onboarding

A large part of a programme's success can be attributed to good participant selection. In this module you'll learn how to screen and assess applicants, and how to manage their onboarding process.

WHY IS SCREENING IMPORTANT?

In very basic terms, screening is like a filter that helps you to determine which applicants would be a good fit for your programme, and which ones might not. At some point in your recruitment, you'll find yourself wondering if you'll meet the target of getting enough entrepreneurs to participate, rather than thinking about getting the right entrepreneurs to participate. That's natural, but try not to fall into that trap! Always go for quality rather than just quantity, if you want successful outcomes for your programme.

Your first filter will be the **application form**, where you'll gather high-level information about whether candidates will be a good fit. You will be able to immediately exclude some applicants because they don't meet the minimum criteria for your programme.

Shortlisted applications can be put through a more rigorous assessment by using a rubric, which may score them on factors like how well they articulate their business idea, how long they have been in business or how close they are to the hub: you will need to decide which factors are most important for your programme. By creating a score for each applicant based on the same assessment criteria, you can more easily make a list of top applicants.

As a final filter, phone screening is a good way to gauge the applicants' commitment to the programme (and to their business!), while helping you set your (and their) expectations for the programme. This conversation can help you get more information about the entrepreneur, checking that they are who they say they are, verifying their location, confirming their ability to commit to the programme, and highlighting any barriers to entry (like transport costs).



You can adapt the first-line application form template in the **templates folder** for your own programme.



You can find a rubric to adapt for your own programme in the **templates folder**.

RED FLAGS

Not too sure about an applicant? Consider these factors:

- Can they justify why their business idea is a good one?
- Is their business/idea well explained?
- Is this a hobby for them, or are they serious about making the business work?
- Do they communicate in a clear and professional manner? (Remember, how they speak to you is probably how they'll speak to clients.)

KEEP A B-LIST

Don't completely disregard the applicants that don't make your list. You might have some successful applicants dropping out at the last minute, and you might be able to fill those gaps with candidates who narrowly missed out. (Still, expect a couple of 'no-shows' on the day. These things happen...)

COMMUNICATING WITH UNSUCCESSFUL CANDIDATES

Applicants who don't make the list should be contacted. It's polite, and it will help grow your hub's reputation as a place that nurtures entrepreneurs.

ONBOARDING SUCCESSFUL CANDIDATES

The first step with successful candidates is to let them know, in writing (via email and/or WhatsApp), that they've made the list. Give them an idea of what to expect, by outlining how long the programme will take, how many participants there will be, and – at a very high level – what the programme will cover. Also, tell them that you'll be sending them a pre-programme survey so that you can get to know them better.

The next step in your onboarding process is to share a pre-programme email with more detailed information. Let them know when to report for duty and share the link to that **pre-programme survey**.

The last step is to create a WhatsApp broadcast group. By making it a broadcast group, only you as the admin will be able to post messages. This will ensure no important information is lost in the 'noise' of the pre-programme excitement. (You'll set up a general WhatsApp chat group for community management later on – [see Module 12](#)). You will use this broadcast list to remind people of workshop start times, assignments and other important admin.



If you don't know how to break the news to candidates who didn't make the cut, adapt the rejection email template in the **templates folder**.



Find an example of a typical pre-programme survey in the **templates folder**.



Choose for success!

Selecting your final list of participants can be a tricky business, but having a structured and fair process will guide you to make the best decision. Communication is very important throughout this part of the process. Communicate clearly and professionally with the people who make it onto the list, and with the people who don't. How you speak to people during this phase of the project can have an impact on your hub's reputation among your broader entrepreneurial ecosystem and will also affect engagement with your programme once it starts. You want to keep the good people you've chosen excited about your offering!

Event management

Your recruitment is done and you've selected your participants... it's showtime! In this module we'll provide some practical tips to help you run a smooth training event.

SELECTING A VENUE

You'll want to create an environment that puts your participants at ease, enables learning and encourages participation. Choose a venue that's big enough to accommodate at least 20 people sitting at tables, with you standing in front of the class. Try to get a room that has natural light and good ventilation. Aircon is either a nice-to-have (if there's fresh air coming through the windows, and not too much noise outside); or a have-to-have (if it's a sweltering hot South African day!).

You'll need WiFi or data to access materials online and to do the tech tools exercises. If the WiFi in your venue is unreliable, download the materials ahead of time and save them offline.

Check that there are enough tables and chairs for everybody.

HOW TO SET UP THE ROOM

Your programme will include content lectures with slides, individual exercises and group exercises – so sometimes the participants will be looking at a presentation on a screen, and other times they'll be working on worksheets and their Canvas.

The best set-up for the Launch League Bootcamps is with 4 or 5 tables and chairs gathered around, arranged so that all participants can comfortably and clearly see the projector screen.

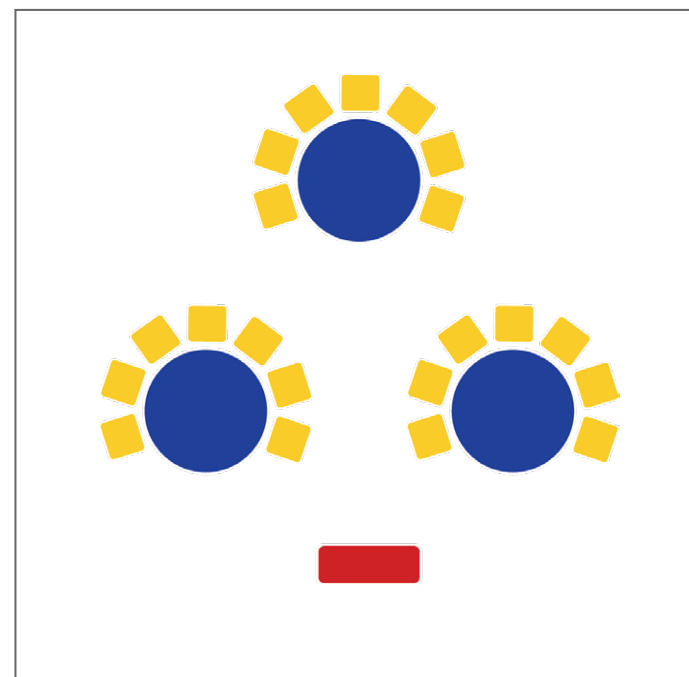
When you're setting up the room, don't forget yourself! You'll need a small table for yourself, your co-presenter if you have one and your materials.

Have a welcome slide ready on the projector with your programme's name and branding on it.

WIFI PASSWORDS

It'll be one of the first questions participants will ask: 'What's the WiFi password?' Put it on your welcome slide. Stick up 3 or 4 posters around the room so that people can refer to the network name and WiFi password easily throughout the day.

You can also put your programme's hashtags on these posters to remind people to use them when they're on social media.



Suggested room set-up for bootcamps

CATERING

Your programme participants will be learning, thinking, brainstorming and workshoping all day long... so they'll need fuel to keep them going.

You could either take care of catering yourself (or assign a member of your team to do so), or hire a catering service – particularly for the hearty lunch. Either way, remember to check ahead of time if any of the participants have food allergies (eg. nuts, gluten), religious requirements (kosher, halal), or meal preferences (eg. vegetarian or vegan).

Here's a look at the food and drink you could consider providing.



Breakfast

Provide tea and coffee at registration, along with a light, protein-rich breakfast (eg. cheese, egg, or tuna sandwiches) or muesli and yoghurt (which can be served in mugs if you don't have bowls). Fruits like apples and bananas are also a good idea, as they're not messy and participants can take them into the training room if they want to.



In session

Have glasses and water jugs (or bottles of water) available in the training room.



Lunch

A hearty, cooked meal (like rice and stew with veggies and salad) will provide an excellent mid-day boost. Remember to have cooldrinks or fruit juice and water available as well.



Afternoon break

Help your participants push through the last couple of hours with an afternoon pick-up. Tea, coffee and fruit juice are a good idea, and snacks like biscuits or peanuts and raisins (if no one has allergies) will give a nice boost.

FOOD FOR THOUGHT

Avoid sugary foods in the mornings. If you provide pastries or biscuits for breakfast, your participants will start crashing by mid-morning.

EQUIPMENT REQUIRED

Delivering a great event often means making loads of lists, and ticking things off as you go. Here, for example, is a list of the equipment you'll need in the room:

- Projector
- Computer and speaker (for video sound)
- Flip chart and paper
- Whiteboard pens
- Extra writing pens for entrepreneurs
- Other stationery: Post-It notes, Prestik, bulldog clips (for putting paper back on flip charts)
- Other useful items: extension cable/s, multiplug/s
- Furniture (yes, it sounds obvious... but it's worth checking!)

Be sure to test your equipment before the programme starts, checking that the pens are all writing and the projector, computer and speaker are all working properly.

DOCUMENTS TO PREPARE

Your pre-training preparation will include a visit to the office printer. Make sure you have printouts of the following available:

- Register
- Feedback forms
- Worksheets
- Launch League Canvas

NAMETAGS

Going into the programme, most of the participants won't have met each other. Help them get to know each other by providing nametags with their preferred name printed large and in capital letters, or ask them to write their own.

You can turn nametags into an icebreaker tool by getting participants to write under their names one interesting non-work thing that other people can ask them about (eg. baking, Arsenal, poetry).

COVID-19 SAFETY



The Covid-19 pandemic has added an extra layer of complexity to public gatherings. Keep everybody involved in your programme safe by:

- **Fever screening:** You may need to screen participants at the door. If you check their body temperature and it's above 37°C, you'll have to ask them to leave (and alert local health authorities).
- **Contact tracing:** Your registration form will help you keep track of your participants, but remember to also make a note of anybody else who enters the venue – including your team!
- **Requiring masks:** That goes for everybody in the venue, including the facilitator!
- **Providing hand sanitiser:** Place bottles at all venue entrances and keep a few spare in case they run out.
- **Encouraging social distancing:** Participants may want to shake hands or bump fists. Discourage that by displaying signs (printed or electronic) encouraging social distancing.
- **Seating:** Allow for social distancing by keeping a 1.5-metre gap between chairs.
- **Food:** Put portions of food onto tables where participants will be eating, rather than have them crowding around a buffet.
- **Disinfecting:** Regularly sanitise frequently touched surfaces, including door handles, sink handles, water coolers, etc.
- **Providing ventilation:** Keep windows and doors open as far as is safe and possible.
- **Using multiple entrances and exits:** This will discourage crowded waiting areas.

EVENT CHECKLIST

Ready to start? Not just yet... First you'll need to do a quick run-through to make sure everything's in its right place. Make sure that:

- ☐ Register is printed and at reception
- ☐ Nametags are printed and at reception OR label stickers and thick pens are available at reception
- ☐ Bootcamp feedback forms are printed and in venue
- ☐ Worksheets are printed and ready in venue
- ☐ Catering times are confirmed
- ☐ Projector and speaker are tested
- ☐ Water is available in venue
- ☐ Your phone is charged and ready to take photos and time work sessions

WAKE UP WITH AN ICE-BREAKER

And you're ready to start! Or are you? The first few minutes when everybody's getting settled can be awkward, especially if nobody knows each other. So start with an ice-breaker exercise that helps participants quickly learn a few fun facts about their fellow entrepreneurs, and maybe find some things in common.

Remember, ice-breakers are there to put people at ease, so it shouldn't be embarrassing... but if it gets people laughing, that's perfect.

One that works really well (when Covid isn't a concern) is to get participants to line up in order of height. Do some Googling to find a fun, relaxed ice-breaker that could work for your programme.



LAUNCH LEAGUE DOCUMENTATION

The sponsors of the Launch League programme have specific documentation requirements, including a form that participants need to sign that grants the DCMS and UK-SA Tech Hub permission to use photos taken of them during the programme for marketing purposes. Check whether the funders of your programme have their own requirements.

The power of preparation

The room is ready, the participants are primed... Now it's time for the learning to begin. In this module we've focused on setting things up, rather than on the nuts and bolts of the actual facilitation process – this is covered in the second playbook of this series.

Getting the room, paperwork and catering ready is the foundation of good programme delivery. The better prepared you are, the more comfortable your participants will be, and the better they'll be able to connect with your programme content – and with each other.



M&E and reporting

You've just finished running your programme, and all you have to do now is... a pile of paperwork? Reporting may seem like a chore, but it's absolutely vital. In this module we'll explain why, and show you how to gather, store and communicate data.

WHY IS REPORTING IMPORTANT?

Good reporting, based on accurate monitoring and evaluation (M&E), enables your hub to improve its performance, while providing funders and partners with measurable justification for spending the money or resources invested in your hub.

WHO DO YOU REPORT TO?

When it comes to your hub's relationships with its stakeholders, writing a post-programme report is as important as writing the initial proposal asking for funding. Those stakeholders – whether they are corporate funders, private donors, government agencies, partners, or internal stakeholders – will use your written report to provide accountability for their activities. Your report shows them that their investment has left a lasting impact, and helps them to justify more funding further down the line.

WHAT DO YOU TELL THEM?

Your report obviously should include information on your programme, but the focus should be on the outcomes, and on the impact your programme had on the participants who took part in it.

Remember to include:

- **Outcomes:** What the programme achieved.
- **Outputs:** Activities that contributed to achieving those outcomes.
- **Testimonials:** Include quotes and comments from participants, expressing in their own words the positive impact that the programme had on their lives and businesses.
- **Lessons learned:** Participating entrepreneurs learn a lot from the programme – but so do you! Include those lessons in your report so that your hub, your funders and partners can share them with others who may want to implement the programme in future.
- **Financial report:** Your funders gave money to your hub, and they'll want to know how that money was spent. A financial report will be an important part of their (and your hub's) accounting.

WHAT IS MONITORING AND EVALUATION?

M&E forms the basis of reporting, letting you track and assess the results of interventions throughout the life of a programme. It helps to ensure that your programme is achieving its set targets, and it demonstrates to your funders and partners ([see Module 1](#)) that your hub is using their funds or resources for the purposes you all agreed on.

Monitoring refers to tracking the outputs of your programme while it's in progress – which is most of what you'll be doing – while evaluation looks at the impact the programme has had, often retrospectively.

BASIC MONITORING

Outputs form the building blocks of monitoring – so gather evidence as you go. Types of evidence include:

- **Registration forms**, which show how many participants you had (and who they were!)
- **Attendance lists**, which show how many participants attended each session
- **Photographs**, which are a great way of showing the process of the programme
- **Examples of participant work**, which demonstrate the activities completed during the programme

ADVANCED MONITORING

Outcomes are the real meat of your reporting and they require careful evaluation. Here your evidence can be gathered through short feedback forms after each training day, and through longer pre- and post-programme surveys. You can learn a lot about how much people have learned by doing a comparison of pre- and post-programme surveys.

You can find examples of a pre-programme survey, a post-programme survey and a feedback form in the **template folder**.

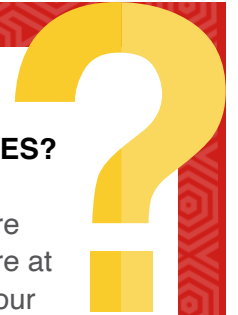


OUTPUTS VS OUTCOMES?

Outputs and outcomes are often confused, but they're at very different stages of your impact measurement.

Outputs are the activities or items created during the programme. These include the training sessions offered, participants served, etc.

Outcomes, meanwhile, are what was achieved as a result of those activities. The outcomes focus on how a person or a system has shifted due to the intervention. Because outcomes measure change, they're a better indicator of how effective your programme really is, but they are also harder to measure.



Use a Likert Scale (which asks for responses on a scale of 1 to 6) to give your surveys measurable results, as in the following example from the daily feedback form:

Post-session feedback questions

On a scale of 1-6, how was your experience today?



On a scale of 1-6, will you be able to apply what you learned today in your business?



On a scale of 1-6, did you learn something new today?



To get more detail for your report, you could also ask participants to share comments. The responses can provide excellent constructive feedback. Here are some examples:

Post-programme survey questions

What did you enjoy the most?

What can we improve on the programme?

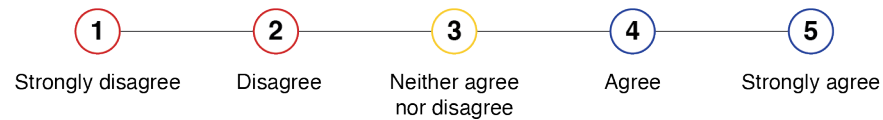
What would you expect or want from a second programme?

Finally, if you ask the same questions before and after the programme, you can compare the responses to see how the participants' knowledge and confidence have changed. Here are some examples of how you can assess entrepreneurs' understanding of their business model, again using a Likert Scale.

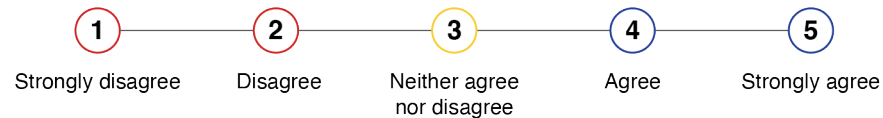
Ask the same questions before the programme and again after, and see whether things have improved due to your training.

Using the following scale, do you agree or disagree with the following statements?

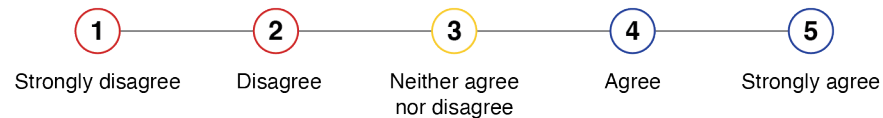
Q1. "I understand the problem that my business is solving."



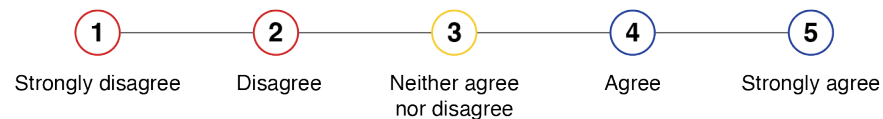
Q2. "I know who my target customers are."



Q3. "I can explain to other people what makes my business unique."

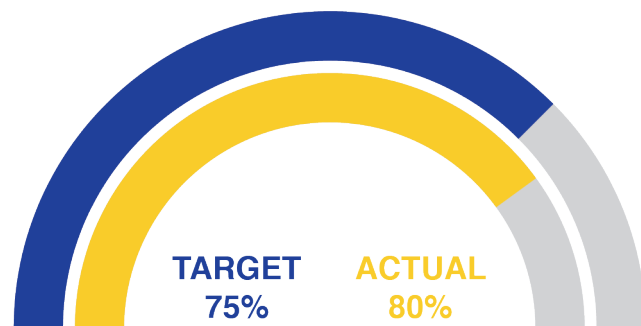


Q4. "I feel confident that I can use digital tools and platforms to grow my business."



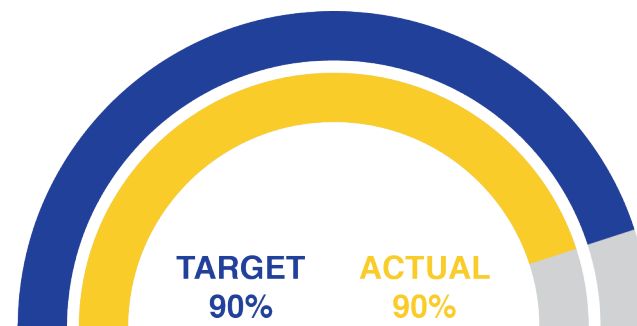
FRAMING THE RESULTS

Some results are easy to measure, while others are a bit trickier. For example, if your aim was for 75% of your participating entrepreneurs to be female, and your attendance register proves that 16 of the 20 participants were in fact female, then you achieved 80% against a target of 75% for that output. Here's a way to report it:



METRIC: # of women
DATA SOURCE: Database, registers

Let's do another one, this time for a short-term outcome. If your target was for 90% of your participants to increase their skills or knowledge, and 18 of the 20 participants said in the survey they Agree or Strongly Agree that they did, that means you achieved 90% against a target of 90%. You could report it like this:



METRIC: % People who say they have increased skills/knowledge
DATA SOURCE: Survey

If you don't meet a target, remember to give an explanation of the circumstances that contributed to the shortfall.

WHAT TO INCLUDE

The more relevant information that you include in your report, the better... but remember that quality always beats quantity! Use data and outputs to support your findings. Use qualitative feedback – like testimonials – to express the impact of your programme.

- ☐ **Introduction:** A brief overview of the programme and its intended outcomes.
- ☐ **Key learnings:** Right up front, go through what you learned, how you learned it, and what you might change next time.
- ☐ **Funders and partners:** Short profiles of the programme funders and/or partners.
- ☐ **Facilitator(s):** Short profile(s) of the facilitator(s) who ran the programme.
- ☐ **Needs assessment:** What needs did the programme hope to satisfy, and how did you determine them?
- ☐ **Recruitment:** Where and how did you recruit participants for the programme?
- ☐ **Programme:** Include information on the schedule, venue, content and participants, with photographs to support it all.
- ☐ **Surveys and feedback:** Include the results of your surveys, with key data points extracted and highlighted.
- ☐ **Impact measurement:** Include your target outputs and outcomes, and the quantitative indicators that demonstrate whether those targets were met.



Learning from your report

As we mentioned at the beginning of this module, reporting isn't just for the benefit of your funders and their accountants. By analysing the outputs and outcomes, you'll determine what worked and what didn't work, so that you can make your programme better next time. For example, if your target cohort size was 20 entrepreneurs but only 8 showed up on the day of the programme, you know that something went wrong with your screening process and your communication, or perhaps you need to supply travel costs next time.

The survey responses can also provide valuable insights. If you asked, 'What can we improve on the programme?' and several people respond with, for example, 'Not enough time for 6 modules', then you might consider extending the programme or editing the content.

It's an age-old rule of business: When performance is measured, performance improves. When performance is measured and reported, the rate of improvement accelerates. By recording and measuring the activities in your programme, you'll create a body of evidence to demonstrate its successes, and to highlight where you can improve in future. This is hugely valuable, both for your stakeholders and for your hub.

Community management

Good community management can increase participants' engagement with the programme and contribute to the building of an ecosystem around your hub. In this module we'll explore some ways to set up your community and communicate with them.

WHY BUILD A COMMUNITY?

One of the biggest challenges in any programme that lasts beyond a day is retention – how do you keep entrepreneurs coming back and participating over time? By creating a social contract and a sense of mutual accountability, participants will buy into the programme more strongly and be more likely to keep their promises to the group. Treat participants as members of a community from their first interactions with you and by communicating with them regularly with relevant information, and they'll return for more!

On top of these immediate programmatic concerns are the benefits to the participants. Entrepreneurship is a lonely journey and to belong to a community of peers that are walking the same road can be both comforting and inspiring.

COMMUNICATION IS THE CORNERSTONE OF COMMUNITY

One of your programme's target outcomes is to create a community of entrepreneurs who can learn from and lean on each other, and who can be active in your ecosystem. Consistent, continuous communication is key to this, as it gets participants talking, encourages conversation, and keeps them engaged with the programme, with your hub, and with each other.

That communication has to be carefully paced across the lifespan of the programme, and beyond.

Once your programme has run its course, you will hopefully have a tight-knit group of entrepreneurs who feel comfortable turning to each other for advice and support.

To extend the participants' customer journey even further, add the cohort to your hub's mailing list to let them know about ecosystem events and further training opportunities. Three months after the final meet-up, consider having a 'reunion' meet-up with the cohort, so that the group can reconnect in person and share their progress.

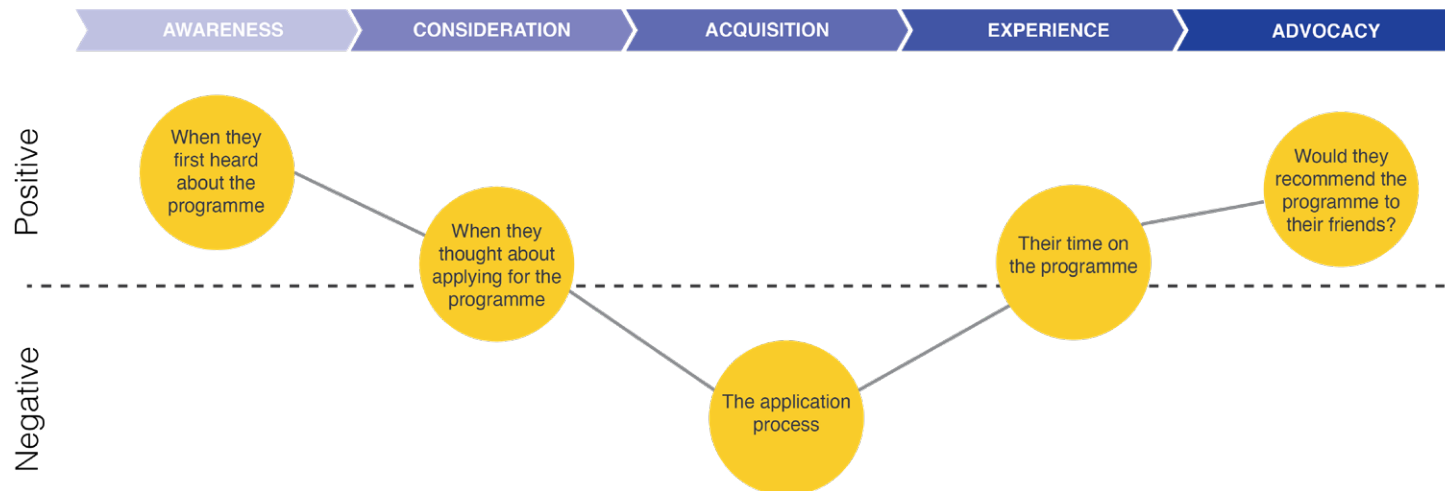
WHAT IS A SOCIAL CONTRACT?

A social contract is a list of expected behaviours that participants draw up together at the beginning of a programme. These can range from specific rules like "Be punctual" to ways of interacting like "Don't be dismissive of other peoples' ideas".

MAPPING THE CUSTOMER JOURNEY

Take some time now to map the customer journey – either for the individual participants, or for the cohort as a group. The idea is to track how they progress from their initial awareness of the programme to becoming an advocate who'll promote the programme to their network.

There are five steps in a simple customer journey map, which – using the participants' feedback – you can rate as being either positive or negative:



The information you gather from the customer journey map can help shape your communications during the current programme, as well as for programmes in the future.

THE CUSTOMER JOURNEY

Each participant's experiences with your hub form part of their customer journey. Every interaction – whether it's via email, social media, in person, WhatsApp or whatever – is part of that journey and part of their relationship with your hub and each other.

WHO'S TALKING?

Choose one person from your hub to be in charge of community management and communications. This person will be your SPOC, or single point of contact. The benefits of having a SPOC include:

- reduced risk of tasks 'falling through the cracks', because everybody's not waiting for somebody else to send the message
- increased trust, as participants have a person – a name and a face – that they can associate with the hub, and with the programme
- increased efficiency, as programme participants can direct their questions to the SPOC without being transferred or referred from one hub representative to the next.

TWO-WAY COMMUNICATION

You're using communication tools to build a relationship with your entrepreneurs, so make sure it's a two-way conversation, where you invite and take on their feedback. If the feedback is negative or critical, don't be defensive; rather contact the person directly (by telephone, if possible) to hear them out.



BUILDING A COMMUNITY

The Launch League programme is designed to encourage networking and community-building. Rather than ending abruptly after the in-person bootcamps, the programme continues with a further five weeks of (mostly virtual) meet-ups, some of them with guest speakers. When running a similar programme, you might consider incentivising attendance at those meet-ups, perhaps by rewarding attendants with certificates, airtime, or guaranteed shortlisting for later premium programmes.

Launch League's reporting has found that entrepreneurs really value this community as a positive platform for networking and peer learning. This is especially true in remote or peri-urban areas, where entrepreneurial ecosystems ([see Module 4](#)) aren't yet developed and opportunities to engage with other entrepreneurs are rare or non-existent.

CHANNELS OF COMMUNICATION

There are various means of reaching your programme participants, each with their pros and cons.



EMAIL

Best for: setting up initial contact, sending large files

PROS

- easy to keep a paper trail
- can be designed to be visually appealing

CONS

- responses aren't always immediate
- messages can get caught in spam filters



WHATSAPP

Best for: managing groups, sending reminders

PROS

- notifications let you know when messages are received and read
- groups are easy to create and manage
- most people already use it constantly through the day

CONS

- requires network data
- requires a smartphone and an app
- can irritate some people if used for too much 'chit chat'



SMS

Best for: reaching people who struggle with data coverage

PROS

- easy to use
- higher engagement than with email

CONS

- text only
- can be costly



FACEBOOK

Best for: a back-up option if email and WhatsApp aren't working

PROS

- cheap (data cost only)
- can share media files

CONS

- some users don't see Facebook as a messaging platform, so messages may go unread
- requires data and a smartphone



DO'S AND DON'TS OF WHATSAPP GROUPS

Load the programme participants' phone numbers onto your phone and use them to set up a WhatsApp group for the event. A WhatsApp group is a quick, easy and effective way to communicate with them, and to share reminders and extra resources. It can also be a great tool for building the entrepreneurs' peer-support community.

You'll need to establish some ground rules, though. These could include:

- **DO** use the group for sharing business content, opportunities and networking events only.
- **DON'T** use it to share jokes or memes!
- **DON'T** hold private chats on the group. One-on-one conversations can happen in private chats.
- **DO** post single messages, rather than lots of separate messages.
- **DON'T** send late-night or early-morning messages.
- **DON'T** share big videos or attachments. Data isn't cheap.
- **DO** share links to large files, which people can follow if they have the data.



And... that's it! You've planned and run your programme, and you've done all you can to create a community of entrepreneurs. Maybe you've strengthened an existing entrepreneurial ecosystem; maybe you've created a new one from scratch. Either way, you'll have learned important lessons and brought great value to your hub and its stakeholders.

Now it's time to think about your next programme, and your next cohort of enthusiastic entrepreneurs!



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