

Kariega Township Economic Development Project (KTD)

Project Evaluation

From pilot intervention towards a sustained business development support programme

*“The KTD Project brought a light into our corner”/
“Now when I look at myself, it’s like I will die dreaming”¹*

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Report prepared for the Volkswagen B-BBEE Initiatives Trust

This report was prepared by an independent development specialist. As such, the views in the report do not necessarily reflect that of the Sustainable Livelihoods Foundation NPC.

¹ These two quotes stuck out as they represent the start of the project - bringing light and the end of the project – the fear that with the project coming to an end, so will their dreams and hopes. The latter quote indicates an urgent appeal to carry on with the project.

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Executive Summary

The Kariega Township Development Project (KTD) is a pilot intervention that supported township informal micro-enterprises from the automotive, hair care and waste collection sectors from September 2021 to November 2022. It was implemented by the Sustainable Livelihoods Foundation NPC (SLF) and funded by the Volkswagen Broad-Based Black Economic Empowerment Trust (VW BBBEE Trust).

The evaluation report documents the impact that the KTD had on its participants, as well as the effectiveness of the pilot approach and methods and provides recommendations for future interventions in the Kariega township economy.

The findings section provides an overview of the main achievements, unintended outcomes and shortcomings. A detailed project implementation assessment looks at the different phases of the project - recruitment and onboarding (Phase 1), training interventions and experiential learning and site visits (Phase 2), the transition from phase 2 to phase 3 and the specialised sector-specific business development support (Phase 3).

The evaluation found that the overall programme has positively impacted the participants through the skills development and peer-to-peer coaching during phase 2, which laid the foundation for the specialised sector-specific business development support. This was most effective carried out on-site at the entrepreneurs' workplaces. Offering group training in combination with individualised on-site mentoring support from the onset of a programme emerged as the recommended way going forward.

The evaluation further provides insights into the tools provided to participants such as marketing and branding and the micro investment in equipment and technologies. While the marketing support proved to be invaluable, the micro investment was rather contested. It also looks at the means of communication and language preferences as well as perceptions and attitudes and community issues that affect the township entrepreneurs.

The section on sector-specific findings analyses how the three sectors established their networks, what they identified as collective challenges and how they see their role as community builders.

In conclusion, it argues that the informal micro enterprises that are often overlooked by or do not qualify for other business development support programmes should receive further assistance. The successful pilot intervention serves as an invitation to embrace the complex journey of designing and implementing a fully-fledged future KTD programme in close collaboration with the township entrepreneurs.

The recommendations provide short term solutions as an immediate response to continue supporting a select cohort from the pilot project. The recommendations for the medium-term present a way forward to carefully design a KTD programme based on the findings from the pilot interventions and the long-term recommendations provide a future scenario where the previous cohorts play an active role as mentors and facilitators themselves.

List of Abbreviations

FGD	Focus Group Discussion
GBV	Gender Based Violence
KTD	Kariega Township Development Pilot Project
M&E	Monitoring and Evaluation
NGO	Non-governmental Organisation
NPC	Non-profit Company
NYDA	National Youth Development Agency
RPL	Recognition of Prior Learning
SLF	Sustainable Livelihoods Foundation NPC
ToT	Training of Trainers
VW SA	Volkswagen South Africa
VW BBBEE Trust	Volkswagen Broad Based Black Economic Empowerment Initiatives Trust
WA	WhatsApp

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Thank you also to Andrew, the SLF project lead, Lumphumlo, the main facilitator and mentor, Amandla, the digital marketing specialist and Sipha, the VW BBBEE Trust representative for sharing their time and valuable information during the interviews.

And last but not least, thank you to the township entrepreneurs who showed up for the focus group discussions and who invited me into their homes and workplaces to share their experiences openly and honestly – Melvyn, Hamo, Asanda, Julz, Rehana, Bongani, Sisanda, Nomalizo, Thembakazi, Pamela, Neliswa, Matsidiso, Xoliswa, Luthando, Fikiswa, Nokuthula, Cikiswa, Thobeka, Xolani, Zukiswa and Lusanda.

1. Introduction

The Kariega Township Development Project (KTD) is a pilot business development support intervention targeting township informal micro-enterprises. It was implemented by the Sustainable Livelihoods Foundation NPC (SLF) from 2021 to 2022 and funded by the Volkswagen Broad-Based Black Economic Empowerment Initiatives Trust (VW BBBEE Trust) over a period of 10 months. It was the VW BBBEE Trust's first initiative to drive economic development on micro level. The project built on the 'Uitenhage Township Economy Development Strategy', prepared by SLF in 2019.

The KTD advanced this strategy through providing enterprise development support to township entrepreneurs in three sectors - I) automotive services, II) hair care services, and III) waste collection. The 2019 evidence-based strategy highlighted these sectors as the ones with the highest entrepreneurial potential. The overall aim was to enable township entrepreneurs to increase their profit, improve their business's market profile, and enhance their own entrepreneurial skills with a focus on personal development.

Implementing the KTD Project as a pilot project allowed for trial and error, testing if the approach and tools were relevant to the needs of the beneficiaries and changing the course when deemed necessary. The experiential nature of the project proved valuable to determine what is working well and what is not working well. Its aim was to test the suitability and scope for replication of a business support services intervention and apply the learnings to future initiatives.

The envisioned outcomes for all three sectors were as follows:

- Growth in financial turnover, profits and potential savings;
- Growth in customer base;
- Improved professional identity through marketing and/or branding;
- Strengthened relationships within their network, e.g., suppliers, peers, support organisations and sector-specific stakeholders;
- Acquisition of relevant business assets (e.g., tools, technology) through co-investment with the KTD project;
- Potential further specialisation of services, where appropriate;
- Compliance with formalised practices, e.g., business registration, where appropriate.

The pilot project comprised of four phases. The first phase included beneficiary mobilisation and the selection of potential beneficiaries in the townships surrounding Kariega from September 2021 to December 2021. Of the 95 potential candidates that were initially identified during this phase, 46 were selected for the project implementation through a process of natural attrition.

The second phase ran from January 2022 to June 2022, with training interventions for 46 beneficiaries from all three sectors. An assessment of phase 2 based on consistent monitoring by facilitators and participants themselves took place during July 2022, including site visits to establish further development support needs and interest from participants. The findings

informed the third phase, which provided specialised sector-specific business development support to 21 beneficiaries from August 2022 to October 2022.

2. Evaluation Purpose, Methodology and Limitations

2.1. Purpose

The evaluation of KTD project was conducted towards the end of the project from September 2022 to November 2022. The purpose of this evaluation is as follows:

- I. To assess the impact that the KTD project has had on the beneficiaries, in terms of business performance and personal development towards entrepreneurship.
- II. To assess the effectiveness of the pilot approach and methods.
- III. To identify, collate and analyse lessons learnt from the project to inform future interventions in the Kariega township economy.

The evaluation recognises the enormous potential that lies within the informal business sector and the township entrepreneurs themselves. It is an attempt to document how the project has played a role in transforming individual and business potential into success.

The evaluation report will be shared with SLF and the Volkswagen B-BBEE Initiatives Trust to inform why and how the support for township entrepreneurs should continue and how best to sustain and optimise the benefits participants derived from the project. The final report should also be made available to the entrepreneurs who participated in the project to make the evaluation process more inclusive and recognise them as stakeholders and not just beneficiaries.

2.2. Methodology

	PHASE 1	PHASE 2	PHASE 3	CLOSE-OUT
Activities	* Recruitment * Project design	* Training interventions * Experiential learning * Site visits	*Sector-specific business development *Sector-specific business support	* External project evaluation * Submission of evaluation report for comments * Final submission of the report
Projected outcomes	Recruit 45 participant into the project	*15 participants from the automotive sector graduates from phase 2 *15 participants from the hair care sector graduates from phase 2 *16 participants from the waste collection sector graduates from phase 2	*9 participants from the automotive sector graduates from phase 3 *7 participants from the hair care sector graduates from phase 3 *5 participants from the waste collection sector graduates from phase 3	*Evaluation report submitted *Final invoices paid
Achieved outcomes	46 Participants recruited into the project	*11 participants from automotive sector graduated from phase 2 *11 participants from hair care sector graduated from phase 2 *9 participants from waste collection sector graduated from phase 2	*6 participants from the automotive sector graduated from phase 3 *8 participants from the hair care sector graduated from phase 3 *5 participants from the waste collection sector graduated from phase 3 *1 participant from the catering sector graduated from phase 3	*Evaluation report submitted
	September 2021	January 2022	June 2022	October 2022 December 2022

Table 1: Project duration, activities, and outcomes

The evaluation methodology included a review of all project documents, including the project inception report, monthly reports and the monitoring data collected during the training interventions (phase 2) and to some extent the reports and monitoring data from the sector-specific business development and mentoring support (phase 3).

It further comprised of a survey with the four main facilitators and key informant interviews with the project lead, the leading training facilitator and mentor, the co-facilitator, the digital marketing specialist and a representative from the VW BBBEE Trust.

It also included three focus group discussions (FGD) with beneficiaries from each sector who participated in both phases. The discussions were complemented with site visits and separate interviews with ten beneficiaries. Four additional interviews were conducted with participants who prematurely exited the project during phase 2.



Images 1-3 : Participants were interviewed at their business sites for the evaluation

2.3. Limitations

The evaluation process reflects the views from a preselected few and not all participants. However, the participants selected for the FGD, interviews and site visits were a good representation of the different sectors, gender, ages, levels of business development, personal growth and geographic location.

The timing of the evaluation was not ideal as it happened towards the end of the programme and coincided with the second handover of equipment that SLF purchased on behalf of the participants as part of the micro-investment. The handover caused frustration among some of the participants, which influenced the FGD and site visits to a certain extent.

Site visits and individual interviews should have happened before the FGD, this would have established a certain level of familiarity, making it easier to use the discussions as verification and validation. Furthermore, not all participants who had confirmed their attendance were available for the FGD. Two of the FGD were dominated by mainly one speaker on behalf of the rest of the group, and it was difficult to break this pattern during the discussions.

Participants should have known more about the purpose of the evaluation prior to the visit as many were not aware and clear of the evaluator's role.

3. Overall Findings



Image 4: A participant from the automotive sector proudly sharing some of his learning outcomes

The findings section provides an overview of the main achievements, unintended outcomes, and shortcomings before going into a detailed project implementation assessment. The assessment covers insights into the approaches, tools and general issues that came up for all participants irrespective of their sectors. Sector specific distinctions and references are mentioned where relevant.

3.1. Main Project Achievements

- Most importantly, the project boosted the general business acumen among all the participants and gave them a roadmap to move from survival strategies to creating a business that attracts customers and has the potential to create jobs.
- The project enabled five participants from the haircare sector to move from informal to formal businesses² that are now able to sustain their business growth.
- Of the 29 participants who completed the M&E tool, 14 experienced an increase in business performance and clients.
- Of the 28 participants who completed the M&E tool, 16 entrepreneurs started financial recordkeeping in one form or another.
- Participants, especially those who completed phase 2 and 3 have been exposed to relevant networks (government agencies, corporate and nongovernmental partners), which offer further training or sponsorships they can harness to boost their business.
- Of the 29 participants who completed the M&E tool, 13 tried new marketing tools and 16 developed marketing material such as business cards, flyers, posters, and social media pages and installed WhatsApp Business. Some learned how to use Canva to design their own marketing tools.
- The project built and strengthened relations between the participants in each sector, particularly among the waste collectors.
- The project also boosted participants self-esteem and changed their mindset by making them aware of the value of owning a business.
- Some of the entrepreneurs improved their workplaces by making them more orderly and customer friendly.
- 13 participants made use of the investment of R1500.00 and obtained equipment that will assist them in their business.
- The performance of the team (SLF and external facilitators and mentors) responsible for the implementation of the project was rated as excellent.

² Although some of the entrepreneurs in the automotive sector had their business registered prior to the project, they would still be considered informal since they are not tax compliant and do not have any formal contracts with clients or staff.



Image 5-8: Julius Kasibe from Julz's Car Wash graduated from the project with distinction

The list below indicates the names of participants who successfully graduated from the project, showed significant, and who should be considered for further support.

Sector	Successfully graduated from the project	Showed significant improvement	Should be considered for future support
Automotive	Theo Breda	x	x
	Starlin Fortuin		
	Michael Koopman		
	Bongani Jack	x	
	Melvin Jagers		
	Albert Gende	x	
	Xolani Kasibe (Julz)	x	x
	Chris Jan Malouw		
	Andile Mngcitha		
	Asanda Veto		
	Deon Williams		
	Haircare	Thembakazi Dlamini	
Lungiswa Manziya			
Aphiwe Blaauw			
Nomalizo Mabanda		x	x
Zoleka Mabanda		x	
Phiwokuhle Melwa		x	x
Babalwa Brenda			
Pamela Stuma		x	x
Xoliswa Madzwili			
Siphokazi Meme			
Sineyethu Ntayisi		x	x
Waste Collection		Luthando Mvandaba	
	Xolani Stokwe	x	x
	Fikiswa Bokwe	x	x
	Ntomboxolo Twalingca		
	Thobeka Madwarha		
	Cikizwa Lungu		
	Nokuthula Stokwe	x	x
	Zukiswa Gqambana		x
Catering	Januarie Witbooi		
	Zoleka Kubashe		x

Table 2: List of KTD Pilot Project graduates

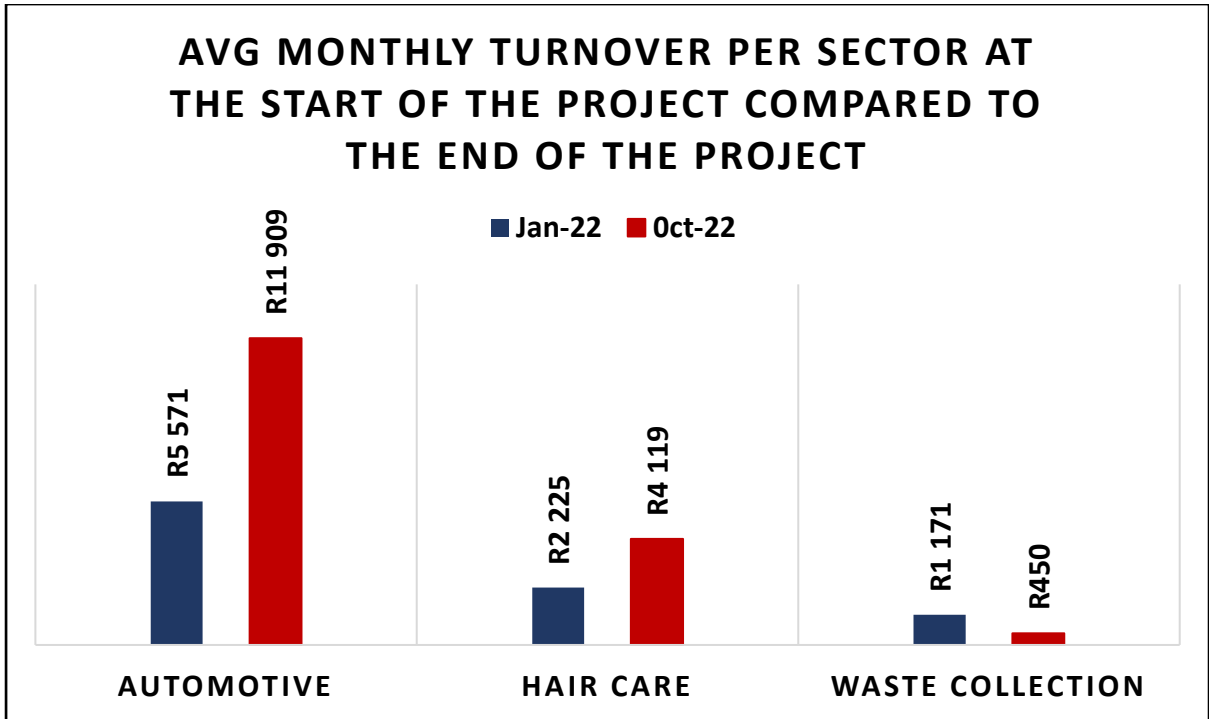


Figure 1. Growth in turnover per sector

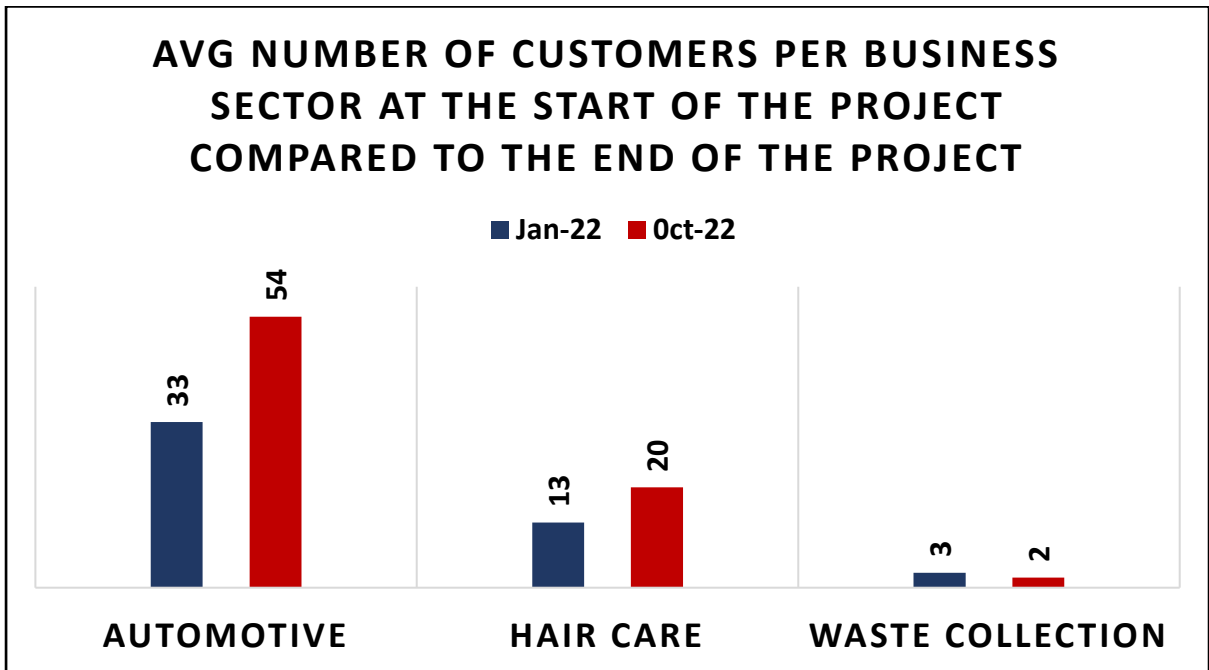


Figure 2. The average number of customers at the start of the project vs the end of the project

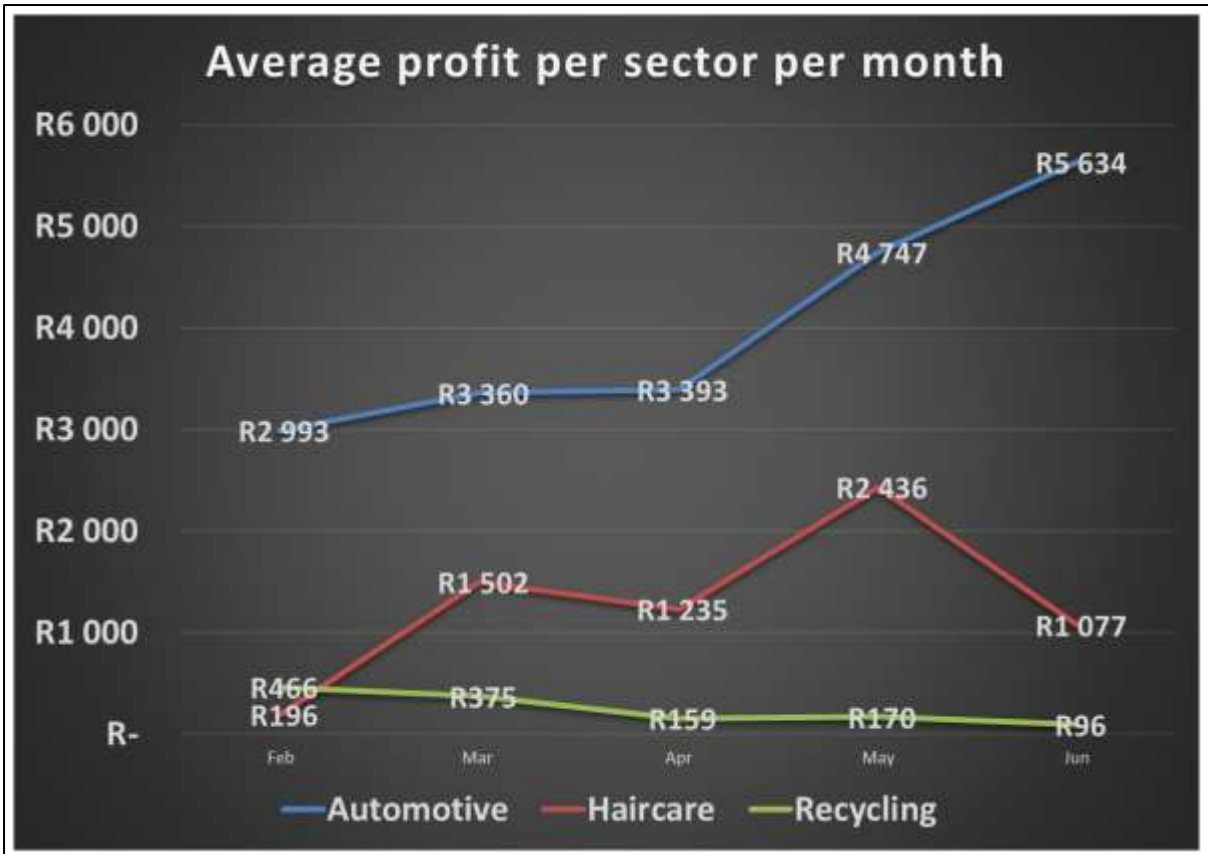


Figure 3: The average growth in profit per sector over six months

3.2. Unintended Outcomes

There were several unintended outcomes that were not foreseen when the project implementation started. These turned out to be beneficial for two participants in particular and in one case it turned out to be beneficial for all participants and the hair care sector in particular.

Case 1: Ntoshi’s Kitchen and Waste Management



One of the participants recruited as part of the waste collection group, was able to grow his street food business by applying all the learnings from the project to this business as well. Initially he started his food business to feed his family and had no systems in place to manage his money. During the course of the project, he started to record income and expenditure consistently. This made him realise the profitability of his business and put him in a position to grow his business. He also purchased two card machines to serve his cashless clients.

Image 9: Ntoshi Kitchen and Waste Management flyer

Case 2: Zoleka Kubashe



Image 10: Zolekha provided the catering for the training workshops

SLF noted that one of the fieldworkers, contracted to assist with the KTD mobilisation and recruitment phase, had started a catering business during Covid. SLF contracted her to provide catering for the workshops during phase 2. This allowed her to expand her menu and market her business. SLF recognised the entrepreneurial potential and offered further business development support during phase 3. This has put her on a growth path, and she is in the process to register her business, develop a business plan and apply for NYDA support. Without the project she would have not been where she is now.

Case 3: Amandla Didiza, marketing mentor



Image 11: The marketing expert, Amandla Didiza

A guest speaker was invited to the marketing workshop in March 2022 to share his experience as a digital marketing expert. He also shared his journey as a township entrepreneur who grew from humble beginnings to becoming a successful businessman without losing touch of his origins.

Based on his expertise and popularity with the participants, SLF contracted him for additional marketing sessions to work with participants during phase 2. He was able to transfer digital marketing skills to participants and help them set up WhatsApp Business, improve their social media presence on FB and Instagram and develop their own online flyers. During phase 3 he was contracted to support participants from the hair care sector with the development of a social awareness campaigns.



Image 12-14: Business cards designed during the workshop presented by Amandla

3.3. Shortcomings

- Apart from a few exceptions, most of the participants still struggle with their financial and business management systems, future growth projections, formalising and growing their business.
- Not all participants completed the project. Some participants lost interest along the way and their level of commitment and attendance dropped, while some participants withdrew from the project entirely for various reasons.
- While participants appreciate their newly created and strengthened networks of fellow entrepreneurs, they do not use them effectively for collective action or as a

support system. Hence, solid and strategic partnerships that could outlive the duration of the project have not yet been established.

- Although participants were exposed to and gained knowledge of sector-specific stakeholders and other small business support organisations, they were not able to establish and maintain meaningful relationships.

3.3.1. Factors influencing shortcomings

One of the main factors has been the broad, but ambitious outcomes set for the project under very trying circumstances for the small businesses. Realising that the project needed to accommodate the different development stages of all township entrepreneurs stretched the project staff leaving limited time to adapt and fully reach all project goals.

In addition, the timeframe for the implementation was extremely short, considering that most of the businesses had not had any business systems in place at the beginning of the project. Although spread over six months, in reality the training accumulated to only six workshop days for each sector.

Many of the township entrepreneurs started their business to look after and feed their families with little sense for saving money to grow the business into a profit-making entity. The notion of recording income and expenses was foreign to many due to limited practical experience of working with numbers by growing up in households used to living from hand-to-mouth and poor basic maths education at school.

The confusion around the micro investment of R1,500 and the participants' contribution towards the purchase of equipment for their business, as stipulated in the KTD agreement that was signed at the first workshop in January 2022, was another reason that influenced the outcomes negatively.

Although a monitoring and evaluation (M&E) system was in place for the project, a more detailed M&E framework with more specific indicators would have helped to measure project outcomes more accurately during the different phases and address shortcomings timelier.

Other factors are largely external with businesses still reeling from the effects of Covid, water shortages, loadshedding, high levels of crime (resulting in cable theft, break-ins, etc.) and generally the personal hardships people experience on a day-to-day basis.

3.4. Project Implementation Assessment

3.4.1. Recruitment and Onboarding (Phase 1)

The recruitment process included three methods - direct recruitment, recruitment through community champions, and recruitment utilising the media. When this did not produce the anticipated number of candidates, SLF followed a door-to-door approach in recruiting suitable participants.

The final cohort of 46 participants – 18 from the automotive sector, 14 from the hair care sector and 14 from the waste collection sector was identified after on-site inspections.

Although the recruitment process worked well, it could have been more competitive with stricter selection criteria for the final cohort.



Image 15: WhatsApp flyer inviting candidates to the application workshop



Image 16: Candidates from the haircare sector attending the application workshop at the Science Centre

The workshops were planned and organised by the SLF team, including the project lead, the business manager, and the co-facilitator who was the link between office and project participants, facilitators and other entities involved in the project. An external facilitator based in Gqeberha with expertise in small business development was recruited to conduct the six workshops.

The day-long workshops for each sector, rolled out over a period of six months, started in January 2022. At the first workshop participants signed an agreement stipulating the role and responsibilities of SLF and themselves. This process worked well for all participants.

While the KTD Project was the first business support programme for most participants, some had attended other business development programmes (NYDA) before or heard about them from other township entrepreneurs.

3.4.2. Training Interventions (Phase 2)

For each sector, six one-day workshops were rolled out, covering the following topics:

1. Business Analysis and Introduction (24-26 January 2022)
2. Financial Management (21-24 February 2022)
3. Marketing and Sales (25-28 March 2022)
4. Business Systems (25, 26 and 28 April 2022)
5. Mentorship visits and fieldtrips (23-28 May 2022)
6. Workshops for all three sectors (June 2022)

The workshop format, topics and teachings were well received and helped participants to understand the importance of recording income and expenses, keeping track of clients and separating business-related expenses from personal expenses.

The combination of theoretical training with group (peer-to-peer) coaching sessions worked very well as it allowed people to connect with each other and learn from each other. The attendance and input of sector-relevant stakeholders from government and the VW BBBEE Trust as well as input from a social media expert who attended some of the workshops, provided the entrepreneurs with information and access to a wider network.

Although the workshops were offered to each sector separately, the overall content was the same for all groups. A more specialised approach and tailor-made content for each sector could have been more beneficial, considering language, literacy levels as well as industry related issues.



Image 17: Representatives from the VW BBBEE Trust met with participants from the automotive sector during the first workshop



Image 18: Participants from the haircare sector conducting SWOT analysis of their businesses



Image 19: Participants from the recycling sector receiving instruction from SLF facilitator, Anthony Muteti

Participants received an allowance of R250.00 at each workshop. Initially it was planned for the allowance to be paid out at the end of the project as a countervalue to the micro-investment to purchase equipment. However, participants requested to be paid the allowance at each workshop, an indication of the rather precarious financial situation experienced by most of the township entrepreneurs.

Workshop attendance was the highest at the beginning of the project in January 2022 and went down significantly during March with only 60% of the participants attending the workshops. Attendance increased again in April. Participants were offered to attend a workshop not specific to their sector in order to catch up.

Attendance from May onwards fluctuated with some participants losing interest in the project and others withdrawing from the project entirely. The reasons for dropping out varied:

- inconvenience of workshop dates, which were scheduled towards the end of the month, the busiest time for most of the businesses, especially the hairstylists;
- frustration about the misunderstandings regarding the micro investment in equipment;
- being offered permanent or contractual employment;
- ill health;
- unreasonable expectations for receiving sponsorships (as this was not indicated as being part of the project).

The majority of participants felt that a one-day workshop once a month for six months was too short, as one of the interviewees said, *“six months equates to six days, how do you expect to achieve big things in six days?”*. They shared ideas of what could have worked better for them and might have affected more meaningful and lasting change:

- Three days in a month instead of just one;
- Use the workshops to share participants’ business practices and use them as case studies to help each other;
- More focus on value systems, personal growth and initiative;
- Include practical or experiential visits to small but established local businesses in line with the services each business offers e.g., spray painting;
- Allow additional staff at workshops with business owner/manager for greater sustainability.

The four participants who were interviewed as they left the project at different stages during phase 2, indicated they felt bad to leave the project but did not have any other choice at that time. Not one of them left because they did not benefit from the project. On the contrary, they all attested that they learned a lot and some had even started implementing some of the learnings, e.g., saving money by keeping it separate from family expenses.

All participants admitted a certain level of powerlessness to proactively engage with KTD (despite some still receiving information on the WhatsApp group) to find alternative solutions to continue with the programme.

3.4.3. Experiential Learning/Site Visits

During the workshops, government officials, industry experts and motivational speakers were brought in to enhance the entrepreneurial learning journey. This was complemented with site visits to facilities relevant for each sector.



Image 20: Participants from the automotive sector visiting the VW factory

The automotive sector went to visit the VW SA production plant and met with VW representatives for a Q&A session. Although the visit went well and participants appreciated the exposure, some felt it was too high level. They might have benefitted more from visiting a successful small business more directly along their line of work.

The haircare sector went to visit Images 1 Hair Academy and Headsmart Hair Academy in Gqeberha. The biggest learning was the information on the trade test and Recognition of Prior Learning (RPL), which presents an opportunity to improve hairdressing skills and obtain a recognised qualification. This sparked interest among some of the hairstylists to explore this route as part of their career.



Image 21: The haircare sector participants visited the Headsmart Academy



Image 22: Participants from the waste collection sector visiting

The waste collection sector visited DNF Waste & Environmental Services in East London. This was a highlight for all participants and opened their eyes to the possibilities of how recycling is done on a large scale. The biggest learning was that collecting cardboard and plastic makes more money than bottles. Participants left feeling encouraged to expand their recycling materials. They were inspired to follow advice they received from the recycling centre, which is shaping the way to develop Kariega's own recycling centre.

3.4.4. Transition from Phase 2 to Phase 3

The initial duration of the pilot project was from January to June 2022, including six workshops and site visits. The consistent monitoring showed that progress was much slower than anticipated. Hence, it was decided to extend the project until October 2022 and provide more specialised sector-specific business development support.

Phase 3 started after the site visits around July and August and brought some changes to the approach and implementation. Participants who were still actively involved were offered to join phase 3 voluntarily. 21 participants chose to continue with the project - nine from the automotive sector, seven from the haircare sector and five from the recycling sector.

Other changes involved a handover within SLF and the co-facilitator was no longer involved in phase 3. Other team members were brought on board to manage phase 3 and to assist with the procurement of the equipment. The main (external) facilitator was re-hired to offer one-on-one financial management mentoring to participants from the hair care and waste collection sector. The digital marketing specialist who was roped in for the Marketing and Sales workshop during phase 2 was contracted again to specifically assist the hair care sector. An experienced Afrikaans speaking bookkeeper was brought on board to specifically assist the automotive sector.

Some of the changes caused misunderstandings and confusion among participants and facilitators. The new facilitators entering phase 3 would have benefitted from receiving more

information on the proceedings during phase 2 and a detailed breakdown of what was covered during each workshop session.

3.4.5. Specialised Sector-Specific Business Development Support (Phase 3)

This phase consisted of a combination of half-day workshops and one-on-one support over a period of three months. Attendance for the group meetings and one-on-one sessions, even though organised at different venues (Science Centre and KFC KwaNobuhle) to make it more accessible, was rather poor.



Image 23: Receiving on-site mentoring

Responding to the poor attendance, the mentors changed their approach and arranged to meet the entrepreneurs at their homes and business premises. This proved to be much more effective. All participants who received mentoring valued the support and felt that the direct interaction at their workplace boosted their business. Phase 3 consolidated the foundation laid during phase 2. The books participants were given during the workshops were put to better use as it helped that the mentor physically went through the books together with them, looking at files, establishing

the number of clients, the money that was generated, the amount that should go to the bank and expenditure needed to keep the business going. It also introduced another level of accountability, tracking progress from session to session (month to month).

The mentoring also helped the entrepreneurs to focus and become more aware of their strengths and weaknesses. Realising that some of their efforts during phase 2 were proving to be successful (increase in customers, registering income, etc.) boosted their self-esteem and led to a more positive mindset. The one-on-one sessions also allowed the participants who were quiet in the workshops to thrive as pressure from more dominant group members was eliminated.

Some of the participants were not available regularly during phase 3, citing various reasons, such as personal matters, ill health, misunderstanding the transition from phase 2 to phase 3 and frustration about their contribution towards the micro-investment in equipment.

The overall programme has positively impacted the beneficiaries through the skills development and peer-to-peer coaching during phase 2, and individualised mentorship in phase 3. The mentors complemented the learnings in the workshops and checked in each month to advise on the achievements and challenges. There was a strong argument for the mentoring sessions to be ongoing and not just towards the end of the project to ensure regular engagement. This would have also allowed a stronger emphasis on personal initiative and values to build entrepreneurial competencies.

*“Imagine we would have had this (the mentoring) since January until now (October 2022).”
(Participant)*

3.4.6. Project Team

SLF had identified and contracted a holistic project team to meet both the conceptual and practical demands of the KTD. Team members were selected based on their skills, experience and knowledge of township economic development, practical experience working with township entrepreneurs, and insight into learning modalities applicable to township entrepreneurs. External specialists were brought on board to complement the team.

Participants rated the engagement with the team as excellent and really appreciated the efforts made to accommodate all participants on their entrepreneurial journey. Of particular mention are Andrew Charman (project lead), Zani Lamb (project manager), Anthony Muteti (co-facilitator), Lumphumlo Joka (main facilitator and coach), and Amandla Didiza (digital marketing specialist).

3.4.7. Marketing and Branding

Participants were offered a marketing tool development workshop during phase 2 where they developed marketing tools for their businesses. Some participants were trained in the online tool Canva to boost their social media presence. This has proven valuable to market their businesses, especially for the hairstylists who have started using WhatsApp Business and Facebook to share new hairstyles.

Other participants chose to develop more traditional tools such as business cards and flyers. The R500 contribution as per the initial agreement was used to pay for the printing and production of these items, which were handed back to the participants. Participants from the automotive and waste collection sector mostly chose business cards, stating that they lend credibility and a certain status to their business and are easy to hand out. Participants from the haircare sector mostly opted for flyers and posters, as these were popular to market special offers.

The marketing component worked well as it made participants aware of alternatives to their usual word-of-mouth marketing strategy. They recognised that a social media presence or printed item to hand to customers shows professionalism and enhances their business value. It also linked to their financial management skills as they learned that expenses for marketing need to be budgeted for. There is great potential to further advance participants social media skills to engage and grow their audiences.

3.4.8. Micro-Investment in Equipment or Technologies

The agreement that each participant signed at the first workshop stipulated a R1500 contribution from SLF towards the purchase of equipment or technology for each business that would attend all six workshops, contribute 25% or more towards the purchase of the equipment and provide quotations of the equipment they would like to purchase. The idea was to encourage personal saving, introduce a competitive procurement process as part of the learning, support business development, and reward commitment to project attendance.

Participants were encouraged from the start to save towards their contributions, and it was proposed they should save a portion of their stipend (R250.00 for each workshop attendance). But only a few participants fully grasped this concept when it was explained to them. And some people simply could not or did not want to understand it. The precarious financial situation for most township entrepreneurs was probably the main reason for this.

The procurement process was scheduled for March 2022 but only happened towards the end of the project. Although participants were asked in March to think about the equipment they need, quotes were only collected when phase 2 was winding down towards May and June.

Although the micro-investment was just an additional incentive to the overall business support, participants placed a high value on it. Some participants felt that the initial promise to assist them in boosting their business was not fulfilled, *“how can you take a business to the next level without providing tools?”*

Some participants mentioned programmes that offered similar training for township entrepreneurs, where participants received equipment such as compressors. This raised expectations that the KTD would do the same, as one participant explained, *“when I came to the project, I thought maybe I get a machine or tools. Now towards the end it was only R1500.”*

Considering the fact that most entrepreneurs failed to successfully save towards the micro-investment, because they either use the money they make to feed their families or put it in a stokvel while struggling to keep their businesses afloat, this component could have been handled differently. Some participants suggested it should have not even formed part of the project. They would have still participated in the project but without any monetary expectations.

The false hopes and expectations created by the participants around the micro-investment in equipment led to a high level of frustration among some of them, especially towards the end of phase 2, with some participants leaving the project and others not attending meetings regularly in phase 3.

3.4.9. Equipment Purchases

The first handover of equipment took place in August 2022, with an additional opportunity to purchase by October after some participants expressed their dissatisfaction with the process. This was mainly related to participants having to select items that did not necessarily match their most urgent needs as negotiations to purchase products or building material instead of tools or equipment did not yield any results. Also, some participants had to choose tools they not necessarily needed but which fitted the quote and were affordable to them at that time. Another challenge was that some participants did not have the money at the time for SLF to purchase the equipment and still needed to raise the money to match their contribution.

The majority of participants who purchased equipment were from the automotive sector, followed by the hair care and then the waste sector. By the end of October, 13 participants had received the equipment they had obtained quotes for. The following equipment was purchased for the entrepreneurs:

- Socket set, spray gun, vacuum cleaner, jack stands, 5-piece coupler quick connector set, needle spiral, 4x4 spanner (automotive)
- UV lamps, hair dryer, electric comb, stainless steel urns (hair & beauty)
- Boots, goggles, gloves, hammer and overalls (waste)



Image 24-27: Participants receiving the equipment purchased through the micro-investment initiative

The equipment received through the micro-investment was beneficial in many ways. For instance, the hairstylists who purchased the urns can keep water warm during loadshedding. Another hairstylist can expand her business by offering manicures as an additional service thanks to the UV lamps. The waste collectors are now better equipped to conduct their collection and preparation of waste material in a safe manner kitted out in protective gear. The auto mechanics are able to provide more efficient services with the equipment they received, such as a spray gun that works much quicker than the older version, jack stands that can lift a car for tyre changes and an additional vacuum cleaner to serve more customers at a time.

3.4.10. Communication

Communication between participants, organisers and facilitators mainly took place via phones using WhatsApp (WA) with participants individually or via WA groups for each sector. This was mostly done to confirm dates and times of workshops, meetings and site visits. Participants not available on WA, were phoned directly. However, communication on WA was not always effective and even normal phone calls often proved challenging as participants had their phones stolen, broken or not charged. Often fellow participants or neighbours had to be contacted to inform of any changes in the programme or follow up on certain tasks. This proved to be particularly challenging for facilitators trying to arrange on-site visits with participants, causing delays for the mentoring sessions.

In terms of language, SLF went out of their way to simplify the reading material and the language used during the workshop process until everyone understood. The main facilitator and social media specialist were both able to communicate in English and isiXhosa and successfully managed to simplify business jargon. The bookkeeper who assisted the automotive sector in phase 3 was Afrikaans speaking.

Although participants generally felt comfortable with English being used as the main language of communication and they appreciated the efforts made for everyone to follow the processes, participants had to step in and assist with translations to Afrikaans and isiXhosa. Especially the Afrikaans speaking participants (automotive sector) felt they could have benefitted more if the workshops would have been conducted in Afrikaans. Some of the

Xhosa speaking participants also expressed that the workshops could have been more beneficial if held in isiXhosa.

3.4.11. Perceptions and Attitudes

Participants acknowledged that while they work well together as a group in the workshops, it is difficult to continue doing so when back in their own business environment. *“People are not what they say they are in the workshop. They are fine in class but once you get out, they have a different agenda.”* (Participant)

Other issues that came up in relation to this was linked to trust, *“trust is a demon that is hanging over so many black people. Black people don’t trust each other”*, and a lack of confidence and curiosity. Participants displayed a hesitancy of asking questions or enquiring for more clarity and information. Also, people tend to compare themselves with others and then judge themselves harshly, resulting in feeling demotivated.

There was also a general sense that the interest in money seems bigger than the zest for learning. People want to make money quickly and fail to see the bigger picture that requires a process of monitoring, evaluating and learning. This became evident in some of the participants leaving the project when it became clear they are not getting equipment or financial incentives they were hoping for even though this was based on false expectations.

Addressing these issues requires more time for peer-to-peer learning settings and one-on-one coaching sessions to shift people’s mindset to effect positive behavioural change.

3.4.12. Community Issues

The social problems in Kariega seem unsurmountable and permeate every section of the community. These affect all of the entrepreneurs as they constantly fear for the safety of their family as well as their business and the effect this has on their livelihood. One participant said, *“it’s a dangerous society.”* Drug abuse, especially tik, is a huge problem, also among the temporary staff that some of the entrepreneurs hire. It is usually young people who are using drugs, they are quick to steal tools, electricity cables or cheat customers to make quick money. Some even become violent.

Gender Based Violence (GBV) and alcohol abuse are other problems the communities are faced with. Gangsterism and violence are rife in all the areas. Just in the week before the evaluation visit, nine people were shot in KwaNobuhle³.

The police is not able to respond adequately to the problems as they are under resourced. They do not have enough vehicles to patrol or attend to emergencies. People are reluctant to step in and help if they witness a problem in the community out of fear of becoming the next target for the criminals.

³ <https://www.news24.com/news24/community-newspaper/ud-news/five-suspects-arrested-for-killing-of-nine-people-in-kwanobuhle-20221016>

Some people are not aware of the support that is offered to deal with GBV and mental health issues, despite information being shared. People do not know that treatment and medication is available through counsellors and psychologists in the local clinics.

Township entrepreneurs have the potential to step into their role as community builders to create more awareness around these issues and collectively find solutions.

4. Sector Specific Findings

This section focuses on the sectors as groups rather than individual entrepreneurs. It looks at the network they were able to establish as part of the programme and the challenges they experience collectively as well as the role they play or can play in giving back to their communities.

4.1. Automotive Group

The automotive sector is a homogenous group, all male and predominantly coloured with most businesses in Rosedale and KwaLanga and some black entrepreneurs in KwaNobuhle. There was a general sense that the group works well together, especially in their geographic locations. It seems they know each other well, even before they came together for the project. The services they offer are quite diverse, hence they complement each other more than competing against each other and can easily refer clients.

The network they have created for themselves seems to be sufficient, however, there is an appetite to further strengthen it, especially to explore joint ventures that would allow them to secure long-term contracts but also to share successful business practices as well as challenges.

Challenges



Image 27: A participant operating in the street due to a lack of workspace

The most pressing challenge for the automotive entrepreneurs is the lack of proper tools and a lack of space. Even though the equipment purchased from the micro-investment made a difference, most of them still must rely on second hand and outdated tools, making the work more tedious and time consuming and compromising the quality of work. The business places are small and lack shelter, meaning they cannot work in bad weather and the safety of clients' cars is at risk as vehicles must be parked in the street or in neighbours' yards.

The other challenge is staff stealing from the business or cheating clients. This directly links to one of the major problems for the automotive sector – the scrap yards, as they buy the stolen goods from staff.

Giving Back to Community

It seemed that the sector had not given much thought to their role as community builders, despite expressing a strong wish to give back to the community. Recognising the high levels of substance abuse and GBV and that the majority of perpetrators are boys and men, the entrepreneurs felt that they are well positioned to do more since the automotive sector mainly attracts men.

4.2. Hair Care Group

The hair care sector is very homogenous, all female, predominantly young (average age mid 30s) and all are located in KwaNobuhle. The group is led by Nomaliso Mabanda who has been in the hair industry for over 30 years and brought most of the hairstylists into this project. She owned the first African hair salon in Uitenhage from 1994 until 2020, which had to be closed during Covid. She also used to work as a teacher.



Image 28 : Nomaliso at her hair salon

While there is a sense that the group works well together, it seemed it was limited to the workshops. A WA group created for the project to communicate dates has not been used for any other purposes. It further seemed that the group was dominated by certain participants, leaving little room for those less confident and quieter to actively participate and show up in the workshops. This might have also been the reason that the workshop dates were kept unchanged even though they did not work for many of the hairstylists.

As part of the overall programme, the haircare sector was offered two particular interventions. Participants had the option to enrol for the trade test for the RPL, which four took up of which two are currently continuing with the process. Some did not qualify, and others found the process too time consuming, fearing loss of revenue. The other opportunity was to develop a social media awareness campaign during phase 3. However, most did not grasp the concept fully and lacked the capacity to understand the benefit of linking a campaign to their marketing efforts.

There seems to be plans under way to form a group, with each hair and beauty stylist bringing their distinct skills – nails, braids, chemical, dreads – to build a training academy. It is not clear if this plan has been in the pipeline for long or was motivated by attending the programme. They want to approach schools as partners to offer basic hairstyling and beauty skills to learners, especially during holidays.

Challenges

The biggest challenge identified by the hair sector are the African foreigners who they claimed are killing the industry by offering lower prices. However, when probing the threatening undercharging of services, participants felt that the foreigners are not necessarily to be seen as a threat to their business but rather as competition.

“There is lots of pressure with competition but when you know what you are doing it’s not a problem, the clients always come back. Happy clients attract more clients.” (Participant)

Giving Back to Community

There is great awareness of the problems experienced in the communities, especially around GBV, as some clients open up and talk freely in their salons. They explained that addressing GBV is complicated in a conservative and patriarchal society such as South Africa. Based on the statistics of GBV, it is likely that the majority of female entrepreneurs in this project themselves have been victims of violence. Before being able to work with that topic, internal healing needs to happen.

4.3. Waste Collection Group

The group is the most diverse in terms of gender and age and is spread over three locations – Kwalanga, KwaNobuhle and Despatch. Participants did not know each other before the programme, except for some of the waste collectors within their immediate neighbourhood. The programme provided them with a once in a lifetime opportunity to connect with people from other areas who share the same vision and join forces to work together as a group. Their resilience to keep going in an extremely tough environment – with very low returns and the exposure of being ridiculed by the community as “poor” waste pickers – is admirable. Many of the participants started collecting waste as a means to survive and not to run a business. The group provided a safe space and support system, making participants feel less alone and stronger.

*“I’m glad I participated (in the project) because maybe I would have given up if I didn’t.”
(Participant)*

Participants work well together as small groups in their different locations and they all expressed an interest in working together as a bigger collective in Kariega. However, communication and meeting as a group is challenging as not all have phones and the locations are far from each other.

This group came across as the most enthusiastic and most committed to the project, eager to learn new things and making the most of the opportunity that was presented to them.

“It was the best thing for those six months that could have happened to me. I always wanted to do a business but I didn’t know what I know now if these people didn’t come. My mind got opened.” (Participant)

“They said they’ll put my business on another level. I saw myself moving, I got everything I needed. I didn’t want the world, I only wanted information, that they gave me. The other things (tools) will just be a cherry on top.” (Participant)

Challenges

The biggest challenge for the waste collection sector is that recycling cannot be run as a business on its own as one would need to collect tons of waste in order to make money. All waste collectors need to engage in other income generating activities to supplement the recycling and make ends meet.



Image 29: Waste collectors collaboratively bundling their waste



Image 30-31 : Waste waiting until it can be collected for recycling



The other major challenge is the dependency on Cannibal, the local buy-back centre, which is now being addressed in a feasibility study of establishing a recycling centre similar to that of Use-It in KwaZulu Natal.

Giving Back to Community

Participants recognised their role as community builders as they constantly move through the community and see things. While they would like to do more, *“a business is not about me, it is about everybody”*, they are also aware that their own struggles might block them.

Despite being driven to generate money from collecting waste, there is a vested interest in seeing cleaner communities. There is a potential to link waste collection with clean-up campaigns in the area with the waste collectors creating more awareness about recycling.

5. Lessons Learnt

In terms of the pilot interventions approach and methods following lessons stuck out and should be considered going forward.

The workshops during phase 2 were an important component that served the purpose of strengthening the specific sectors and the entrepreneurial spirit in general. Phase 3 succeeded in consolidating the foundations laid during phase 2 and participants derived most benefit for their business growth from the one-on-one mentoring sessions that took place at their workplaces. Hence, a **combination of group training and individualised on-site mentoring** from the onset is advisable.

The monthly engagements in the one-day workshops and one-on-one sessions are not sufficient. **Support should be offered more regularly** or over a longer period of time.

Although the peer-to-peer coaching in the group sessions that formed part of the workshops was very effective, there is a greater need for **more individualised coaching** to address the struggles of each entrepreneur and enable personal growth.

The marketing tool development workshop, using online and conventional methods, has produced tangible results and made participants aware of the linkage between successful marketing strategies, customer relations and business profitability. The **practical**

development of marketing tools should form a component of training interventions. foundation has been laid for participants to grow their online audiences and use their marketing efforts for social awareness campaigns.

The experiential learning and **site visits** were an important ingredient for the township entrepreneurs to gain insight into other initiatives. Sites to visit should be in line with what the entrepreneurs strive to achieve.

The **micro-investment** has enabled those entrepreneurs who purchased equipment to either expand their business, improve their business practice, and be protected against external factors such as load shedding. Going forward, the micro-investment should rather be considered as a sponsorship.

The **trade test for RPL** that was offered to hairstylists did not produce the envisioned results. There was a lack of buy-in and capacity to fully engage in this as it is a time-consuming process.

6. Conclusions

The pilot intervention of the KTD from September 2021 until November 2022 has shown what worked in enabling township entrepreneurs to increase their profit, improve their business market profile, and enhance their own entrepreneurial skills. It also revealed what should be done differently to sustain the positive changes and to design future interventions.

Of the initial 46 participants in phase 2 and the 21 participants who moved on to phase 3, plus the caterer who only joined phase 3, 32 participants are ready for graduation, of which 11 should graduate with distinction. 12 participants should be considered for further support and building a cohort that can sustain the learnings from this intervention. Of these 12, two dropped out during phase 2 but show great business potential.

The KTD pilot project shows that investing in informal small businesses can create positive impact. The programme has lifted the majority participants out of a poverty cycle and transformed them into businesspeople with a purpose. Investing in small businesses is a complex and lengthy journey and requires one to reverse and take detours to move forward. It takes courage to step into this space and allow a non-linear process to unfold, developing and adjusting approaches that fit the context and learning from mistakes. Yet, the KTD project has achieved phenomenal results over a very short period of time, considering the challenges that have accompanied the programme.

By supporting the informal business sector that is overlooked by many business development support programmes, this project has shown that harnessing potential is not only about the ability to see what others may have missed, but also the courage to challenge the standard of supporting small businesses. It is on this path that the project should continue, involving the people who are most affected by the process of creating a suitable support system, instead of only seeing them as a testing ground for a pilot project.

“They must continue with us. I was shocked to hear that the programme is coming to an end. It’s coming to an end now that we are starting to see the importance and other things. And we saw this can work, it opened our minds.” (Participant)

The project has the potential to address unemployment and create sustainable small businesses that contribute to South Africa’s economic growth and development, reducing the number of people that rely on government grants.

Emerging together from the ‘messiness’ of piloting a project, it is now possible to imagine solutions that can empower township entrepreneurs by continuing walking this path together. This requires bravery from all sides and the willingness to invite complexity and discomfort into the space on the mission of bringing about change. Although the VW BBBEE Trust has been given a very clear understanding of the township realities through SLF, participants would welcome more engagement.

“You need to make known to VW what is happening on the ground. If they don’t come to our workplace, they won’t know who they are dealing with. It is very important if I fund you to know what I am funding for. It is only then, that you realise there is a need, seeing the people who are doing the work. When they see our places, then they’ll see this work is necessary. These people are bridging unemployment, they are bridging lots of things.” (Participant)

7. Recommendations

A number of recommendations can be proposed to build onto the lessons learnt from the KTD pilot project in the short and the medium-to long term. As an immediate response, interventions should be considered to deepen and sustain the achievements from the pilot project. More time should be spent on a planning process to adjust the KTD project and position it as a firm programme in supporting township entrepreneurs in the Eastern Cape. The recommendations for the immediate response and the medium- and long-term solutions are set out below.

7.1. Short-term – Immediate Response

It would be advisable to continue with some of the entrepreneurs who were part of the pilot intervention and provide a two-pronged support – personalised and sector-specific.

7.1.1. Personalised Support

12 participants identified from phase 2 and 3 should receive continuous support over a period of three month to a maximum of 12 months (depending on each person’s needs).

- Develop individual action plans for intensive coaching in close collaboration with each of the entrepreneurs, according to their needs and weaknesses discovered during the pilot project.
- Focus on further developing and formalising the businesses (incl. financial management, marketing, legal compliance) and personal development (incl. values, initiative, time management, commitment). These sessions should also be used to pick up underlying issues that prevent group cohesion and the forming of collectives.

- Consider life coaching and counselling as part of the personal development, considering the magnitude of people’s personal struggles, the high levels of violence against women and children and rampant drug and alcohol abuse in South Africa.⁴
- Make funds available for sponsorship between the value of R5000 – R10000 for each entrepreneur to address their most pressing needs once progress is visible and certain indicators have been met.
- Consider language preference of each entrepreneur and gender of facilitators to ensure fair representation of all genders.

7.1.2. Sector-specific Support

The personalised support should be complemented by sector specific support in form of half-day workshops and should include peer-to-peer coaching as this was very effective in the group sessions during phase 2. The workshops should also bring in industry related experts or coaches from time to time that hail from the same areas and share a similar background.

Automotive

Harness the great potential of this group’s collaborative spirit developed over the years, by organising a guided strategic planning workshop to

- elaborate how they can improve working together and better use their different expertise and skills sets,
- discuss ideas of a joint venture to attract bigger clients,
- explore the possibility of hiring an accountant (and splitting the costs among them as a group) to ensure all their books are in order,
- identify stakeholders who can assist them with training, apprenticeships and trade test to optimise the qualifications of the entrepreneurs themselves and/or their staff and how best to approach them.

Waste

The group’s in-depth knowledge of the waste collection challenges, and deep understanding of community issues should be brought into the early-stage discussions that SLF and VW BBEEE Trust have started with Use-It to explore a waste collection system for the greater Kariega area. The group should select one or two representatives to join this process from the onset and ensure their view and input is included.

As this group emerged as part of the KTD, their network should be further strengthened. A strategic planning workshop can assist to learn from each other, overcome challenges, explore how formalise the sector to successfully manage waste collection and how to run campaigns to raise awareness about the climate crisis, recycling and keeping the community clean.

Hair

The hair and beauty stylists would benefit from a workshop to discuss how to establish an informal hair care forum to liaise with different stakeholders that might offer support to

⁴ It is likely that a high number of female entrepreneurs are and have been victims of violence, with trauma dating back to childhood years that has not been addressed.

identify a suitable venue or site for containers, e.g., the local municipality and explore the possibility of establishing a township hair academy for hairstylists to teach learners and unemployed youth.

7.2. Medium term

By further building the KTD Project for future cohorts, the focus should remain on micro informal businesses who have not received any or little development support.

The project should continue with sector-specific support to the

1. Automotive sector – because this responds to the core work of VW SA and the automotive industry in the Eastern Cape at large;
2. Waste Collection sector – because this responds to the climate crisis and the responsibility of corporate businesses to be part of the solution;
3. Open up to other sectors (including hair care) – because this responds to the achievements of the KTD pilot project and extends this opportunity to other township entrepreneurs who show commitment and potential.

Preparations for the next KTD should include

- Research small business support programmes and their challenges and successes to help shape the future of KTD.
- Consultations (planning workshop) with all stakeholder from the pilot to discuss goals, format, structure, sponsorships or financial investment of the next business support development programme.

See annex 1 for a detailed list of recommended actions to develop a fully-fledged programme for the future KTD.

Professionalising informal businesses is not easy. For a sustained investment the project should put resources aside to address the crisis in people's lives, and equip them with tools to better manage the many external factors that influence their personal and professional growth, e.g., wellness sessions, counselling, adult education and the prevention and treatment of GBV.

Once these issues have been addressed it will be easier to implement social awareness campaigns, especially for women-owned enterprises as women are more affected by GBV. Social awareness campaigns should be developed with entrepreneurs across all sectors and men and women alike. This could be done in partnership with NGOs that address GBV and substance abuse by putting up relevant posters on the business premises, distributing informative flyers and launching social media campaigns.

Township entrepreneurs are also well positioned to create more awareness on climate change and the short- and long-term effects it will have on their community. So far there has been very little awareness and not much knowledge on alternative solutions, like a waterless car wash system for instance.

7.3. Long term

The township entrepreneurs who successfully completed the pilot project and any consecutive programme should become KTD ambassadors. Their commitment and knowledge should be utilised to mentor incoming participants until this cohort will be ready to assist the next set of participants, thereby growing a cohort of entrepreneurs that can continue formalising businesses in Kariega. If successful, this can follow a Training of Trainers (ToT) approach and build a pool of competent mentors and facilitators.

7.4. Recommendations for future programming

Developing a fully-fledged KTD project should include the following components:

- Selection of entrepreneurs should be more competitive and based on stricter criteria, including site inspections. Among others the selection criteria should include the number of years in operation, business revenue, customer base.
- Selection of entrepreneurs should also consider the potential to pass skills on to fellow entrepreneurs and/or maximise improvements for social and environmental well-being in their community.
- Consultations (planning workshop) with all stakeholder from the pilot project to shape the future programme - overall goals (formalising business, personal development), format and structure (a combination of workshops and onsite one-on-one mentoring/coaching), duration, sponsorships or financial investment.
- Consultations should also identify the most appropriate resource people (possibly utilise some entrepreneurs from the pilot project as mentors or advisors) and should also include live coaches and counsellors for personal development.
- Involvement of the leading resource people in the high-level discussions from the onset so they can contribute to finalising content, structure of the programme and a monitoring and evaluation plan.
- Establish solid relationships with small business support systems, e.g., SEDA, SEFA, NYDA, etc. ahead of the programme.
- Allow a family member or staff of selected enterprises to also attend the project to ensure shared learning and consistency among at least two people.
- Individual consultations with all selected entrepreneurs to design individual plans including clear performance indicators before signing individual agreements.
- Create platforms for regular (virtual) meetings with all stakeholders to report back on progress, share successes and challenges and provide solutions.
- Include an excursion to VW SA for all (not just the automotive sector) to get to know them better as the funder and partner without creating unrealistic expectations within the community.
- Arrange site visits to local businesses from a similar background that are doing well and have achieved something that the entrepreneurs can see themselves doing in 5-10 years.
- Conduct a mid-term and end-term utilisation focused evaluation.
- Consider the language capabilities of participants and plan accordingly.

7.5. Role of SLF in all the above

SLF should continue creating spaces and conversations where people engage consistently. SLF has the expertise and good relations with the VW BBBEE Trust as well as the facilitators, coaches and the entrepreneurs. They can handle a project of that magnitude and manage the platform for all the stakeholder to come together, share information, talk openly and honestly critique each other.