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UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT

FOR THE

ESTABLISHMENT OF AN

ENTREPRENEURSHIP AND ENTERPRISE

DEVELOPMENT PROGRAMME IN

SOUTH SUDAN

¹DRAFT for discussion only

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Project Title: ESTABLISHMENT OF EMPRETEC MODEL OF ENTREPRENEURSHIP AND ENTERPRISE SUPPORT PROGRAMME IN SOUTH SUDAN

Project Number:

Implementing Partner: GOVERNMENT OF SOUTH SUDAN/MINISTRY OF TRADE, INDUSTRY AND INVESTMENT

Start Date: MAY 2016

End Date: JUNE 2019

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Brief Description

As South Sudan prepares to implement the Agreement on the Resolution of the Conflict in South Sudan signed in August 2015, the Government of South Sudan faces imperatives of state and nation building, deepening peace building, preventing conflict, improving security, and bringing about a process for rapid economic development to reduce poverty.

The country therefore faces the challenge of achieving rapid rural transformation to improve livelihoods and expand employment opportunities both in the urban and rural settlements. Thus the creation of jobs and employment including self-employment for the many youths who constitute 70% of the population, women and ex-combatants is widely acknowledged as a god foundation to peace building and a valuable step towards building enabling conditions for security.

The ARCISS recognizes the need to improve productivity and efficiency through capacity enhancement and makes provisions for the development of Micro, Small and Medium Enterprises (MSMEs) among rural populations and the urban poor, including but not limited to South Sudan farmers associations, dairy producers associations, poultry producers associations, national private companies in the areas of supply, general trade, construction, and others.

The Government of South Sudan is committed to development of a robust and growing MSMEs to spearhead the revitalization of the local economy, contribute to the structural transformation of the economy and lead to creation of self – employment particularly amongst the women and youth. However, the current state of affairs on the development and incentivization of entrepreneurship is afflicted with a number of policy and programmatic issues including the lack of an overarching, vision, deficiencies in policy, regulatory and operational aspects and other systemic weaknesses including in the financial sector. There is a need for rolling out a context specific and customized model of entrepreneurship development together with a full complement of integrated service which has been tried and tested in settings across Africa in similar settings within the sub-region to the attitudinal and behavioural mind-set which is a precondition for entrepreneurship development, EMPRETEC model offers to be a practical and viable strategy.

There is therefore the urgent need to establish and implement a robust entrepreneurship development programme such as EMPRETEC that provides creative interventions that adopts attitudinal and behavioural mind set change approach to the entrepreneurship development. This is accomplished with a coordinated and programmed package comprising a mix of entrepreneurial and management skills

Development, delivery of follow ups and customized business advisory services for enterprise establishment. The EMPRETEC methodology aims to correct the deficiencies in the other systems by aiming at developing high flying, achievement minded, internationally competitive enterprises within the shortest possible time.

The overall objective of the project is to bring about a transformational change in the development of the youth and women for self-employment and growth of micro, small and medium scale enterprises (MSMEs) by 2019 through entrepreneurial skills training and provision of a comprehensive range of business advisory services whilst simultaneously providing technical support to development of policy and regulatory aspects. The Entrepreneurship Development Programme will identify and select growth oriented enterprise as well as potential entrepreneurs, and unemployed youth and women entrepreneurs, and provide them with entrepreneurship training and a comprehensive and integrate range of business development services in selected locations across the country including at Juba. This service mix shall include entrepreneurial and management training, technical assistance in the preparation and review of business plans, business counselling, assistance in sourcing credit, and assistance in identifying backward and forward linkages including local subcontracting opportunities between small enterprises and large local companies. It is expected that the programme will stimulate between small enterprises and large local companies. It is expected that the programme will stimulate economic growth, create self and wage employment and income generating opportunities lay a foundation for industrial development and poverty reduction in the country.

Contributing Outcome (UNDAF/CPD, RPD or GPD): ICF Pillar 4: Invigorating the Economy through MSMEs Development. Indicative Output(s): 1. Entrepreneurship and Enterprise Development Centre established and functioning 2. Entrepreneurship knowledge and skills promoted across the country through the training of entrepreneurs and trainers for entrepreneurial training, agro-business training and training of business development advisors. 3. Productivity and job creation capacity of MSMEs enhanced through the provision of continuous inclusive business advisory services (with particular emphasis on youth and women enterprises). 4. Improved business environment and enhancement of policy dialogue on MSMEs developed among stakeholders	Total resources required:	US\$5,986,750	
	Total resources allocated:		
		UNDP TRAC:	US\$ 212,500
		Donor:	US\$
		Donor:	
		Government:	US\$
	In-Kind:	US\$	
	Unfunded:	US\$5,774,250	

Agreed by (signatures)²:

Government	UNDP	Implementing Partner
Print Name:	Print Name:	Print Name:
Date:	Date:	Date:

² Note: Adjust signatures as needed

I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

As South Sudan prepares to implement the Agreement on the Resolution of the Conflict in South Sudan signed in August 2015, the Government of South Sudan faces imperatives of state and nation building, deepening peace building, preventing conflict, improving security, and bringing about a process for rapid economic development to reduce poverty.

South Sudan is a country with immense resources that are currently underexploited and specialized attention is required that shall be centred on developing the mind set change appropriate to enabling them take advantage of the numerous opportunities available to them.

The country therefore faces the challenge of achieving rapid rural transformation to improve livelihoods and expand employment opportunities both in the urban and rural settlements. Thus the creation of jobs and employment including self-employment for the many youths who constitute 70% of the population, women and ex-combatants is widely acknowledged as a good foundation to peace building and a valuable step towards building enabling conditions for security.

South Sudan's economic dependence on oil revenues, massive supply side gaps owing to the legacy of the war and the outbreak of the conflict itself which effectively prevented any private sector activity to take roots and generate any employment for the predominantly young labour force. Hence, a broad based macroeconomic and structural reforms initiative with clear emphasis on financial sector development complemented by initiatives such as of entrepreneurship development needs to be systematically pursued.

South Sudan's economic dependence on oil revenues, massive supply side gaps owing to the legacy of the war and the outbreak of the conflict itself which effectively prevented any private sector activity to take roots and generate any employment for the predominantly young labour force. Hence, a broad based macroeconomic and structural reforms initiative with clear emphasis on financial sector development complemented by initiatives such as of entrepreneurship development needs to be systematically pursued.

The many years of conflict have resulted in many citizens having spent the greater part of their lives living in refugee camps and depending on donor assistance for survival. This has resulted in a dependency syndrome for some of the citizens, an unfortunate mind set that must be changed for sustainable living.

Further the conflicts have generated an atmosphere of insecurity that has led to very little infrastructural development. Again and more importantly, this spate of insecurity has blighted the ability of South Sudan to develop any formidable private sector. Though the private sector exists there is thriving small retail trade, and even private foreign investment in hotel-building, for example. But unfortunately there is also a thriving small arms trading sector and military entrepreneurs who set up roadblocks and collect funds that never go to the Treasury. In addition to being far below potential, the main problem with the South Sudanese private sector is that it is highly distorted by **infrastructure constraints** (no activity involving transportation of fragile products or relying in good connection among settlements can prosper); **unsound policies** (for example, in 2014-2015 and even now, it paid far better to use the arbitrage opportunities created by the dual exchange rate system than engage in honest production); **as well as massive political interference, lack of enforceable property rights, monopoly positions and lack of market regulation** that give rise to monopoly profits and outright large-scale corruption. Add to this the increasingly unstable local currency, unpredictable tax burden, risk of violence and of property or profit appropriation, and all investment in anything requiring a longer horizon becomes undesirable because the risk-adjusted return becomes negative. This is the burden imposed by the current situation in the country. That same situation also blocks most ways of reducing the extreme lack of diversification the economy is experiencing; and leads to massive capital flight, starving the economy of investable funds. And to round things off, lack of economic opportunities is a critical factor behind both conflict and flight of human capital. There is a need to turn this destructive set of feedback loops around and need determined policy action to alleviate a critical mass of the above mentioned constraints

With Government being almost the sole provider of job opportunities and the difficulties associated in Government's ability to create jobs, there is unprecedented high level of unemployment with about 90% of

the youth that constitute 70% of the population without any jobs and only minimal education. According to the South Sudan Youth Development Policy (final Draft of November 20, 2012 developed by the Ministry of Culture, Youth and Development and Sports, over 30% of youth are unable to find work. Those looking for work account for 19% while the balance 11% are discouraged workers. There is some variation by residence, sex and age range, but unemployment is high across all of these sub-groups and young women. Fifty-eight percent (58%) of employed youth is in non-wage work in the agriculture sector. Only nine percent (9%) are salaried employees. The composition of youth employment varies somewhat across states but agriculture sector predominates in all of them.³

The reasons for the high unemployment rate are multiple. Lack of adequate education and TVET is one. About 94% of youth enter the labour force with less than primary education, underscoring the urgent need to the second chance of learning opportunities for acquiring job relevant skills⁴. A large number of youth see office employment as the only means of living. Moreover, dependency attitude during the war needs to be reversed.⁵ The other reason is rooted in the culture. Selling water, clearing land, doing construction works, cleaning buildings or outdoor areas, and working in hotels and restaurants invite derisive and humiliating criticism from peers, relatives and elders. This means that there is a fear for character assassination. Culturally, if a girl works in a restaurant, she is considered spoiled that is, no longer a virgin. Waitresses work at night and are prone to abuse by men. Such work also impacts a female youth's dowry price and marriage prospects, just as manual labor can impugn a male youth's reputation and marriage options.⁶The overall manhood/woman division of work and related mindset is a big challenge. The official language of South Sudan is English. For those youth who have returned from Sudan who speak the Arabic language and the vast local majority, English language is a challenge. It is a barrier for employment; requiring immediate action in language educational program

Poverty among this group and women have become endemic and a systematic approach to encourage self employment through the introduction of an integrated approach to entrepreneurship and enterprise development has become necessary to assist the youth and women to create Micro and Small enterprises that shall create job opportunities, generate wealth for the promoters of the enterprises and alleviate poverty among the people.

The country faces the challenge of achieving rapid rural transformation to improve livelihoods and expand employment opportunities both in the urban and rural settlements. Thus the creation of jobs and employment including self-employment for the many youths who constitute 70% of the population, women and ex combatants would be a good foundation to peace building and requisite action that guarantees security.

The Agreement on the Resolution of the Conflict in the Republic of South Sudan recognises the need to improve productivity and efficiency through capacity enhancement and makes provisions for the development of Micro, Small and Medium Enterprises (MSMEs) among rural populations and the urban poor, including but not limited to South Sudan farmers associations, dairy producers associations, poultry producers associations, national private companies in the areas of supply, general trade, construction, and others.

The Resolution further recommends the implementation of the recommendations in the Private Sector Development Strategy (PSDS) developed jointly between the Ministry of Commerce and Trade and Investment and the South Sudan Business Forum which among other things identifies entrepreneurship development as an essential developmental tool for growth and structural change in the economy and therefore must be pursued.

³Opcit

⁴ILO, UNICEF and World Bank Group, Labor market in South Sudan, UCW WORKING PAPER SERIES, DECEMBER 2011

⁵ Jonglei State Youth Consultation Report, Supported by UN/ROSS Joint Program on Employment, May 2011

⁶Marc Sommers and Stephanie Schwartz (the United States Institute of Peace), Dowry and Division Youth and State Building in South Sudan, 2011

The UNDP on the other hand sees the need to re-invigorate the local economy as a key intervention under its Country Programme Document (2016-17) which is also aligned to one of the four pillars under the Interim Cooperation Framework and promote Micro, Small and Medium Enterprises. UNDP has highlighted that tailored, context-specific and market-linked support need to be provided for sustainable livelihood generation and skills training in rural, urban and pastoral communities, rural finance mechanisms, savings and credit schemes, private sector engagement and entrepreneurial development as a means to engage the unemployed, youth, women and ex-combatants in gainful self-employment.

The donor community, believing in the need to develop the private sector as the engine necessary for economic growth, have been implementing various programmes that seek to develop and support the youth and women but are project specific. It is noted that there is an aggressive donor capacity-building activity and according to the South Sudan Donor book 2012-2013, donors pledged aid to the economic functions sector with the aim of invigorating the economy and especially the private sector. The key trade related capacity building donor projects include:

- The Private sector Development Project under the Multi-Donor Trust Fund aimed at the Ministry of Trade, Industry and Investment and was projected at US\$3.45 million in 2012. The project was expected to continue into 2014 and beyond
- The UNDP Support to Inclusive Growth and Trade Capacity Development, targeted at the Ministry of Agriculture and Forestry, the Ministry of Trade, Industry and Investment and the Ministry of Finance and Economic Planning with a projected US\$6.5 million expenditure in 2012/2013.
- Support under the Private Sector Development in Southern Sudan project under the International Finance Corporation (IFC) was projected at US\$3.5 in 2011 and US\$1.4 million in 2012/2013.
- The World Bank Private sector Development Project, projected at a value of US\$7.5 million in 2011/2012 and US\$10.5 million in 2012/2013.

It is observed these support programmes did not have an inbuilt comprehensive entrepreneurship development activity that would help sustain the gains and objectives that these programme seeks to develop. The programmes tended to become livelihood support programmes rather than leaning towards sustainable employment and enterprise development.

The Growth Strategy of the Government of South Sudan (GoSS) 2010-2012 published in January 2010 outlines the approach GoSS will take towards promoting a more diversified economic growth path. It is not a detailed road map with specific plans and targets for poverty reduction and development. Instead, it provides a short and concise statement of broad principles that will guide government policy towards promoting broad-based economic growth. With reduced oil revenues and the burden on Government to rebuild infrastructure, job creation by the government does not seem feasible in the short-term.

This developmental goal emphasizes the need to create conditions that will enable agriculture, manufacturing and the service industry to play a key role in the economy and promote the establishment and growth of export-oriented and import-substituting industries in the country. GoSS Growth Strategy envisions that this will be accomplished by strengthening the micro and small-scale enterprises in a manner that unleashes the full growth potentials of the Micro and Small Enterprises (MSEs) to grow into medium and large-scale domestic enterprises. This is expected to expand the country's industrial base and increase foreign exchange earnings by encouraging export and import substitution activities, and to generate employment opportunities and wealth by promoting value addition to the vast raw materials including primary agricultural produce.

It is noted in the draft Government of South Sudan (GOSS) Growth Strategy (2010-2012) that MSMEs are an essential component of any growing and dynamic economy whether developed or developing. Comparative studies from a broad range of countries reinforce the following points:

- MSMEs are essential to economic growth, wealth creation and employment in economies both large and small;

- The more vibrant the MSME sector, the healthier the national economy;
- The impacts of the MSME sector go beyond wage creation - they generate employment for poor, low-skilled workers, increase skill development and have broader social impacts, such as access to health care and improved housing, access to education;
- It is not possible to say whether MSME vitality is a 'cause' or an 'effect' of healthy economic growth.

The development of the Micro and Small Enterprise sector is the key industrial policy direction that will contribute to the industrial development and economic transformation in South Sudan, and explicit strategies and commensurate targets to be achieved have been identified in the plan of action.

During the implementation period, and given the limited resources available the outputs have been set. These could be up scaled to affect forward and backward linkages in the agriculture, tourism, energy and mining activities. It is envisaged that with the awakening to opportunities that would be a result from the entrepreneurial competencies that would be imparted during the workshops, the agricultural sector that offers the largest source of income and employment (855 of the workforce) would foster employment and can potentially have significant multiplier effect not only on household incomes but also on the wider economy. Besides the local markets, there are opportunities in regional markets. Further is the recognition and development of value chains in the maize, sorghum, groundnuts, gum Arabic and livestock sectors, focusing on upgrading production, processing and distribution by providing to farmers and distributors the necessary inputs and advisory services, infrastructure for storage and transportation as well as financing and marketing facilities. Employment creation could be stimulated by public procurement to supply public schools, hospitals, prisons and the army. Furthermore, linkages could be developed between producers and private companies like hotels and tourist related activities as well as out grower and contract farming schemes where large companies provide inputs and buy products from farmers or cooperatives at agreed prices.

Similar linkages and job opportunities can be created by networking by the Project Implementation Unit.

These targets set in the project document are conservative but its multiplier effect can be achieved through the networking, advocacy roles of the centre to foster policies that would bring about the enabling environment. The enabling environment include the need to provide a systematic and comprehensive business advisory and mentorship support to 1,300 MSMEs so as to release their potential to create wealth and jobs and thereby help to substantially reduce poverty; speed up training by entrepreneurship development trainers who in turn will provide capacity building and impart entrepreneurship, and support MSE development and growth of about 520 MSME entrepreneurs and 220 Farmers by the end of the Project period. Government, in addition, has plans to provide irrigated farmlands for intensive cropping.

However, the extent to which these transformative goals will be realized will not only depend on government commitment but also the support that government receives from its Development Partners both in terms of financing and technical support to enable effective implementation of identified policies and strategies.

Given that industrial development vision must be anchored on the development of visionary and aggressive indigenous entrepreneurs, it is important that innovative and cost-effective mechanisms and institutional and organizational capacity are developed to enable speedier implementation of the MSE development policies and strategies needed to support the realization of the industrial development and structural change that is envisaged in the GoSS Growth Strategy. It is only when we have an able and primed private sector that the many opportunities arising out of the well-meaning strategies by Government at transforming the economy and accelerating its growth would be identified and utilized to propel the growth of the economy.

Currently, there are many agricultural support programs geared towards improving the productivity of the farmer that the Ministry of Agriculture has implemented in the recent past. However, these efforts

notwithstanding, the productivity of the farmer has not improved substantially as expected partly because the attitude of smallholder farmers have largely remained the same and antithetical to the modern norms of entrepreneurship. Furthermore, the government's vision of propelling an agricultural revolution by producing excess agricultural production beyond what is needed for subsistence use will perhaps be hard to achieve if government's support exclusively targets technical and financial needs of farmers at the expense of developing their entrepreneurial skills.

Given Government's unmet desire to develop sturdy and growing MSMEs to spearhead the structural transformation of the economy, the development and practice of entrepreneurship as currently available in the country is grossly inadequate to provide the results envisioned in the GoSS Growth Strategy.

The EMPRETEC methodology aims to correct the deficiencies in the other systems by aiming at developing high flying, achievement minded, internationally competitive enterprises within the shortest possible time.

The overall objective of the project is to bring about a transformational change in the development of the youth and women for self-employment and growth of micro, small and medium scale enterprises (MSMEs) by 2019 through entrepreneurial skills training and provision of a comprehensive range of business advisory services whilst simultaneously providing technical support to development of policy and regulatory aspects. The Entrepreneurship Development Programme will identify and select growth oriented enterprises as well as potential entrepreneurs, and unemployed youth and women entrepreneurs, and provide them with entrepreneurship training and a comprehensive and integrated range of business development services in selected locations across the country including Juba. This service mix shall include entrepreneurial and management training, technical assistance in the preparation and review of business plans, business counselling, assistance in sourcing credit, and assistance in identifying backward and forward linkages including local subcontracting opportunities between small enterprises and large local companies. It is expected that the programme will stimulate between small enterprises and large local companies. It is expected that the programme will stimulate economic growth, create self and wage employment and income generating opportunities, lay a foundation for industrial development that will result in poverty reduction in the country and bring about sustainable economic growth.

There is therefore, an urgent need to establish and implement the more robust EMPRETEC methodology of entrepreneurship development to support the attainment of government development objectives and to help sustain its entrepreneurial drive.

The EMPRETEC methodology aims to correct the deficiencies in the other systems by aiming at developing high flying, achievement minded, internationally competitive enterprises within the shortest possible time. It is the strategy of the entrepreneurship development program to develop the Personal Entrepreneurial Competencies that are associated with successful entrepreneurs worldwide among its entrepreneurs through dedicated training and integrated consultancy and business advisory support systems that would drive them to greater and more sustainable achievement. This program, shall concentrate its efforts on identifying and grooming to success, growth oriented and potential entrepreneurs, women entrepreneurs, and unemployed youth with a passion to be successfully self-employed. Within the shortest possible time the program would support and encourage business start-ups for the unemployed, provide assistance for stabilization of new businesses, guide and support existing entrepreneurs to grow and expand their businesses and thereby create opportunities for increased employment, generation of increased incomes and wealth and increase foreign exchange earnings. The program shall introduce entrepreneurial skills development to farmers in the rural areas to change their mind set and cause them to perceive farming more as a business venture than as a means of subsistence only.

It needs to be emphasised that the outputs envisaged cannot materialise without a sounder policy environment in South Sudan than is available at present. There would be the need for the presence of complimentary policies including financial sector policies and allied drivers and a conducive business environment which will help in realizing the full objectives of the programme. Some of these policies and

programmes have been recommended in the Diagnostic Trade integration Study document published by Government of South Sudan and UNDP in February 2016

II. STRATEGY

This project will adopt the following strategies in the implementation of the entrepreneurship development programme. The programme would be anchored on these major pillars or components, and these include:

- The selection, installation and development of an institutional and organizational arrangement for implementation of the entrepreneurship development program to ensure sustainability
- Developing and executing an entrepreneurship development program that reflects the country's unique needs, opportunities and circumstances. This will include customisation of the program and ownership by training 30 South Sudanese in the methodology and philosophy of the entrepreneurship training. These 30 trainers who would be taken through the necessary processes would be certified as trainers by UNCTAD.
- Designing and implementing a credible, systematic, comprehensive, qualitative and sustainable business development, advisory and mentorship services program and creating a platform for its delivery. To facilitate this 70 South Sudanese would receive appropriate training to qualify as business advisors and mentors.
- Researching and providing advisory support for policy implementation to government on matters relating to entrepreneurship and enterprise development in the country.
- Developing a national entrepreneurship policy framework through dialogue between policymakers and aspiring entrepreneurs, entrepreneurs associations, and other private sector stakeholders, including youth and women entrepreneurs associations.

The development and implementation of these broad areas of project interventions will utilize recent project methodologies coordinated by UNCTAD to install and operate a well-customized EMPRETEC model to entrepreneurship and enterprise development in South Sudan and ensure that the model once operationalized will be scaled up across the major regions of the country for nation-wide impact. The specific feature of the EMPRETEC approach to entrepreneurship development that will be applied to assist the Government of South Sudan achieve its enterprise development objectives, generate large-scale jobs and empower the youth and women, and substantially reduce poverty is elaborated in the subsequent sections. A detailed description of the model is presented in **annex 6**

Some of the specific activities the Program shall emphasize and focus on shall include, but not limited to the following:

- To provide the necessary mind set change through the behavioural change entrepreneurship development program that will enable participants see self employment as a major alternative in self and financial development.
- To provide for nationally owned and led strategic interventions related to economic diversification, revitalizing the agriculture and livestock sector including agricultural value chains, rural connectivity and rural development, and stimulating the services sector for generation of livelihoods and employment including the hospitality sector in urban areas.
- Systematic efforts will be made to build in gender equity objectives, including equal access to productive assets to men, women as well as youth.
- Focus on promotion of Micro, Small and Medium Enterprises, strengthening of private sector linkages with local communities and commodity specific value chains including Gum Arabic, Shea butter, Livestock, Fisheries and Groundnuts

- Farmers will be engaged for developing local solutions so that they can better access and produce agricultural inputs, including higher quality seeds while enhancing community-based systems and training on phyto-sanitary regulations to facilitate export.
- Reintegration and rebuilding of productive community infrastructure as well as the transformation of extensive cattle wealth into economic wealth. The cattle wealth has been highly underutilized in the growth and development of the economy, and has been a major source of communal violence and conflict
- Improve agricultural productivity and reducing post-harvest losses and enhancing sustainable production for food security and income generation by establishing appropriate analysis, agricultural inputs and enhancing market linkages for small holder farmers through the creation of farmer organizations and cooperatives

These activities find expression in Outcome 4 of the UNDP Interim Cooperation Framework that states **the need to reinvigorate the local economy** and the program will commit itself to achieving these objectives.

III. PROJECT COMPONENTS

The strategic framework for support to entrepreneurship and enterprise development in South Sudan is anchored on the need to ensure that the private sector-led manufacturing, agriculture and agro-processing, and services industries, especially micro, small and medium-scale enterprises, sustainably improve their competitiveness and employment creation potentials by 2019.

The components of the programme necessary to achieve the objective are described below.

Institutional Capacity Development

To implement the EMPRETEC entrepreneurship development model in a sustainable manner, an appropriate institutional and organizational framework should be established. In the early stages, it is proposed that UNDP, working in collaboration with Government of South Sudan would spearhead the project implementation for a defined period of time. UNDP and Government would jointly decide on the appropriate and permanent implementation modality and anchor the Centre to continue with the implementation of the Program as deemed appropriate. Irrespective of choice of modality in implementing the program the implementation unit of the will augment existing capacity of the government to implement entrepreneurship development program in the country. The purpose of institutional capacity building within a Public-Private Partnership arrangements is to enable the Enterprise Development Centre perform its mandated functions effectively and efficiently, both in the public and private sector. The centre will receive substantial support from EMPRETEC Ghana to develop and customize training manuals and other materials including case studies, exercises and role playing games to implement an innovative model for entrepreneurship development across all states in South Sudan. The institutional arrangement for the operationalization of the Centre will be designed to ensure financial sustainability and instil efficiency in the delivery of services to the satisfaction of all stakeholders.

The Centre will receive technical assistance from International experts during set up, orientation and implementation of the program during the initial 3 years. The entrepreneurship development unit of UNCTAD that owns the EMPRETEC model entrepreneurship development franchise would at different stages of programme implementation provide quality assurance visits to ensure that the program is being implemented as designed and in conformity with its approved standards.

(b) Entrepreneurship Development

Once the Centre has been established and operational, the EMPRETEC model will be installed and operated to undertake entrepreneurship development programs in the country for the initial period of three years.

The entrepreneurship development that will be undertaken is not only innovative but also uniquely and qualitatively superior and suitable for developing new entrepreneurs (for start-ups) as well as to unlock the growth potential of existing enterprises that have failed to overcome constraints that have inhibited their growth and migrate them into competitive medium and large enterprises. The EMPRETEC model, developed by UNCTAD on a Harvard based methodology and monitored and regularly updated by UNCTAD, comprises a series of ten (10) key Personal Entrepreneurial Competencies (PECs) represented by thirty (30) behaviors that characterize successful entrepreneurs worldwide. The EMPRETEC Program will reinforce and strengthen these competencies through a series of interactive entrepreneurship simulation to reorient and transform the mindset of trainees and ensure that they acquire attitudes and behaviors that characterize successful entrepreneurs. The trainees will leave the entrepreneurship development program with credible and implementable business proposals that would have passed a series of highly interactive and experimental tests. The Entrepreneurship Training Workshops (ETW) would be reviewed to incorporate country specific lessons for scaling-up for nation-wide impact.

A study of the entrepreneurial landscape in South Sudan show a very high preponderance of micro and small entrepreneurs, majority of who are in the informal sector. The program will work with Micro Finance Institutions and their agent organizations to develop basic entrepreneurship among them and further provide advanced entrepreneurship and enterprise development methodologies as they begin to scale up.

Agriculture is the mainstay of the economy of South Sudan engaging about 75% of the population. Contribution of agriculture to GDP is 33%. However, agriculture is predominantly subsistence only. Practices are not scientific and yields are too low resulting in very low incomes for the farmers and perpetuating a cycle of poverty. The program shall develop and provide special entrepreneurial skills training packages to change the mindset of the farmers for them to see farming as a business and not merely for subsistence. The Centre in this respect will work in close collaboration with agricultural extension officers of the various agricultural promotion projects, and the Ministry of Agriculture.

(c) Promote the establishment of start-ups and enterprises' growth

Evidence shows that many start-up enterprises fail during the first year of establishment, even after undergoing entrepreneurship training. This is because training is just one component of developing successful and competitive entrepreneurs. The critical component is the provision of systematic, dedicated and personalized business support services to those that graduate from the entrepreneurial training programs to enable them set-up new enterprises. For those who are currently running micro and small enterprises and seeking to stabilize or grow and expand their businesses, specialized business development support services (BDS) will be provided in a systematic and on continuous basis until they are able to run their enterprises competitively and profitably on their own. In this context, the Centre would be equipped to provide a programmed package of entrepreneurial and management skills training accompanied by a coordinated delivery of customized business advisory and mentorship services (BDS) to develop a cadre of entrepreneurs that actually set up successful and growth oriented enterprises. That is what the EMPRETEC program is made of. Every national Centre adopts and adapts BDS according to its market needs. The provision of BDS to enterprises is of extreme importance especially the period immediately following training.

In addition, while there may be a number of business development services providers, the Centre will deliver them in a unique manner. It will deliver business development services according to the developmental stage of an enterprise. For example, for enterprises that transition beyond the stabilization stage and enter the growth stage, specialized BDS will be provided to enable them expand their operations and migrate them from micro and small enterprises into medium and large enterprises.

The complementary support from the BDS activities would ensure total development of the entrepreneurs and their enterprises and thereby develop Micro, Small and Medium Enterprises (MSMEs) among rural populations and the urban poor, including, but not limited to South Sudan farmers associations, dairy producers associations, poultry producers associations, national private companies in the areas of supply, general trade, construction, and others and unlock the potential for them to create wealth and employment

as envisaged in Agreement on The Resolution of The Conflict (August 2015) and the UNDP Interim Cooperation Framework 2016-2017 and the UNDP Country Programme Document, 2016-2017. The other attendant benefits that this program offers include formalization of the huge informal sector in South Sudan and bringing them into mainstream official economic activity and thereby broadening the tax revenue base.

(d) Development of a national entrepreneurship strategy and stakeholder dialogue for MSE development

Entrepreneurship may be held back by very different factors in South Sudan. It is therefore crucial to identify the main constraints for national entrepreneurial activity. Importantly, these constraints may be outside the Centre or traditional remit of government departments typically entrusted with the promotion of entrepreneurship. Taking a holistic view is therefore important. For example, there may be gaps in their education systems, which may fail to develop the necessary managerial and technical skills, or which may not be sufficiently supportive of creativity and experimentation; other constraints may be in the national regulatory system or the country's financial system.

UNCTAD and EMPRETEC will work with all concerned stakeholders to identify such country specific conditions and constraints and suggest ameliorative actions based on the blueprints provided by UNCTAD's Entrepreneurship Policy Framework. It will also conduct a participatory assessment of existing government initiatives, gathering representatives of all relevant agencies and institutional stakeholders while it helps to develop a national policy on entrepreneurship. The national policy will define how entrepreneurship is expected to contribute to overall national development objectives and where policies should intervene to achieve those objectives. It will be aligned with the country's overall development strategy and harmonized with other existing private sector development policies and initiatives. Clear coordination between different national ministries and government agencies is crucial to exploiting synergies. UNCTAD will help policymakers to secure the involvement of all relevant stakeholders; to harmonize the National Entrepreneurship Policy with private sector development policies; and to create effective coordination mechanisms.

The Centre will play an important role in building stakeholder dialogue on issues affecting the establishment and growth of micro, small and medium enterprises in South Sudan. Working with establishments like South Sudan Chamber of Commerce and Industry and other membership based private sector organizations, the Centre will undertake activities aimed at creating awareness of the problems, constraints and opportunities in the MSME sector across different actors in the economy. In particular, training and awareness workshops will be conducted for financial and non-financial institutions, government agencies, private sector organizations including youth and women business associations, training institutions, and entrepreneurs to have a better understanding of the MSMEs and thereby encourage them to provide services and products suitable to entrepreneurs at various stages of development. The Centre will provide policy support services to government in the areas of entrepreneurship and enterprise development. This will be an innovative way of expediting actions to resolving constraints that often inhibit enterprise development especially in developing countries.

IV. PROGRAM OBJECTIVE, OUTCOME AND OUTPUTS

The overall objective of the program is to bring about a transformational change in unleashing the growth potential of micro and small-scale enterprises, transform livelihood farmers to economic farmers by 2019 through entrepreneurial skills development and provision of a comprehensive range of business advisory services and to create opportunities for self-employment for the teeming unemployed youth and women.

The identified outcome of this project is that by 2019, private sector-led South Sudanese agricultural, manufacturing and service industries, especially micro, small and medium enterprises sustainably improve their competitiveness and employment creation potential, and in addition agricultural producers increasingly use enhanced entrepreneurial skills, improved institutional services, efficient marketing system, and

appropriate technology and practices to sustainably increase agricultural production and productivity. The programme aims in the short-term (2016-2019) to develop a number of private enterprises that are sustainably efficient and provide improved services and products. In the long term these enterprises would mature and champion a private sector –led agricultural, manufacturing and service sector beyond 2019.

The project aims to achieve this outcome by strengthening institutional capacities to implement an entrepreneurship and enterprise development program that fosters the emergence of a productive and competitive private sector in South Sudan. To ensure sustainability, the project aims to reinforce the operations of Enterprise Development Centre to spearhead and implement the innovative entrepreneurship skills training and provision of customized business development services to new and existing MSMEs in the country. The project will also serve to interface with financial institutions to provide both awareness workshops and training, develop appropriate products, and interface with entrepreneurs. It will also support strategic stakeholder engagement and policy dialogues aimed at creating awareness and solutions to address institutional, policy and market constraints that inhibit establishment and growth of MSMEs in South Sudan. The following broad outputs are expected to result from the implementation of this project. Attainment of this objective will result in the following broad outcomes and outputs:

Outcome: By 2019 private sector-led South Sudanese manufacturing and service industries, especially micro and small enterprises, and rural farmers sustainably improved their competitiveness and employment creation potential.

Output 1: Entrepreneurship Development Centre established and functioning in Juba.

The first output of the project is the establishment and technology transfer to the staff of the Entrepreneurship Development Centre to build the institutional capacity to design and implement entrepreneurship development initiatives to support the country's vision of accelerating economic growth. To this end, the project will install the EMPRETEC Model of entrepreneurship development at Entrepreneurship Development Centre in Juba. Fully customized EMPRETEC systems will be installed and operated for the country. This would involve selecting and training South Sudanese as entrepreneurship trainers and business advisors, as well as encouraging them to facilitate training and delivery of advisory services in the local dialects to enable the larger illiterate population to benefit from the programme. The Project Implementation Unit would be encouraged to translate training documents into at least two major local languages According to the Diagnostic Trade Integration Study published by Government of South Sudan and UNDP, only 27% of the population above the age of 15 is literate. The Entrepreneurship Development Centre will develop best practices and pilot promising initiatives. This Centre will sign a Memorandum of Understanding with UNCTAD regulating the transfer of the EMPRETEC methodology to South Sudan and its full integration into the regional and global network of EMPRETEC Centres.

Output 2: Entrepreneurship knowledge and skills promoted across the country through the training of trainers for entrepreneurial training, agro-business training and training of business development advisors.

Coordinated Enterprise Support Services delivered across South Sudan through entrepreneurial training and skills development for 1,880 MSME's of which 30% would be women entrepreneurs, 30% unemployed youth and 10% allocated to Farmers. Of these, 30 South Sudanese nationals will be recruited by the Centre as trainers and will undergo further systematic and coordinated training (Trainer of Trainer training) to become entrepreneurship trainers who will be certified by UNCTAD to provide a resource of trainers for the program during and after the project intervention period. In addition, the skills of 70 South Sudanese would be developed to become Business Development Service (BDS) Advisors. They would undergo business development, advisory and mentorship training. The capacity building of South Sudanese nationals is to ensure sustainability during and after project intervention. By the end of the 3-year project period, a total of 47 entrepreneurship workshops would have been organized, 7 TOT's for Entrepreneurship trainers, 4 Accelerated training of Trainers and 12 skills training courses conducted for business advisors. Detailed schedule and annualized workplan are provided in the Annualised workplan tables below and in Entrepreneurship and Business Advisory Training and budget detail analysis provided at Annex 7(3-4)

Output 3: Productivity and job creation capacity of MSMEs enhanced through the provision of continuous inclusive business advisory services (with particular emphasis to youth and women enterprises).

Productivity and job creation capacity of 1,880 MSMEs including 30% women entrepreneurs, 30% unemployed youth, 10% Farmers, would be **enhanced** through the provision of systematic and on a continuous basis, a comprehensive range of business advisory and mentorship support services (BDS). This is expected to generate 5,640 new jobs. (An average of three additional new jobs created by each participant attending the workshops and provided the systematic BDS services during the initial 3 years of the project life.) Forty percent (40%) of the number is expected to be business start-ups while 10% would be farmers and 50% would be existing MSMEs seeking to stabilize, grow or expand their businesses. In all, there would be 7,520 business development interventions provided by the 70 trained BDS advisors. Each Advisor would provide an average of 4 interventions per year to each client. During the period it is expected that average profitability growth of 10% per annum would be achieved for the MSMEs while number of business formalised/registered would be 564 (30% of entrepreneurs trained). Detailed schedule and annualized workplan are provided in the table below (Annualised workplans) and in the BDS schedule and detail budget and summary analysis. Annex 7 (1)

It is to be noted that there are other development impacts that cannot be estimated at the project formulation, but several other job opportunities would avail as outlined earlier in the agricultural sector and in the hospitality industry. There would also be dynamic effect of backward and forward linkages as well as jobs to be created along the value chain once the local economy is incentivised.

Output 4: Development of improved business environment and enhancement of policy dialogue on MSMEs development among stakeholders

Development of improved business environment and enhancement of policy dialogue for MSMEs development among stakeholders is to be organized. It is planned to hold 3 of such roundtables (one in each of the 3 years' project life) to foster policy dialogues. These stakeholder engagement activities will target financial and non-financial institutions, policy and regulatory bodies, and other private sector operators active in the MSE sector. The aim would be to create awareness of the problems, constraints, and business opportunities available in the MSE sector and build relationships that would favourably facilitate MSE development in the country. The project will provide policy support services to government in the areas of entrepreneurship and enterprise development. This will be an innovative way of expediting actions to resolve constraints that often inhibit enterprise development especially in developing countries

The Ministry of Trade, Industry and Investment has developed an MSME Private Sector Development Strategy Document for South Sudan. There is however the need to develop a national policy that shall capture and consolidate all the pieces of policy to regulate entrepreneurship in South Sudan as a nation. To this end, the centre in consultation with the supervising Ministry would organize national entrepreneurship forums with the participation of the stakeholders to stimulate public-private sector partnership discussion towards developing such Entrepreneurship Policy for South Sudan. The forums will develop a policy roadmap with related action plans. The action plans will set core indicators, benchmarking tools and monitoring mechanisms. The experience and expertise of UNCTAD will prove very helpful and necessary addition in this exercise

From a participant context, successful entrepreneurs will be encouraged to form a business forum or business society. The benefit of such associations is that they create the opportunity for the members to network and trade among themselves yielding potential subcontracting, franchising or export opportunities.

Target Clients /Beneficiaries

The primary target clients/beneficiaries for the EMPRETEC program shall be the youth, women and ex combatants whose mind set need to be changed towards self-employment as a means to sustainable livelihood and personal development. In our interaction with the Ministry of Labour, Public Service and Human Resource Development, we were informed that the youth and ex-combatants may need to be deployed in one economic activity or the other and they constitute a huge target of beneficiaries for the EMPRETEC program. These groups may need to cultivate business ideas, entrepreneurial culture and provided with start-up capital to go into self-employment.

The second group are the Micro, Small and Medium Enterprises with high growth potential and export capability. The EMPRETEC program in South Sudan will identify the Micro, Small and Medium size Enterprises (MSMEs) as its target beneficiaries and will reach out to them through their associations and other public offerings. Such groups in South Sudan constitute a large crop of entrepreneurs who when properly trained and provided with appropriate business development support and advisory services will grow their businesses to impact positively on the economy.

The Women Entrepreneurs Association and Chamber of Women Entrepreneurs Forum, who are mainly engaged in businesses in the informal sector constitute a potent force who when provided with entrepreneurial skills training and adequate mentorship will be able to make the transition to formal businesses and bring their economic activities into the tax bracket. It will also enable them to create wealth for themselves while providing job opportunities for themselves and others. UN Women and other donor groups have been working with these groups and their activities would be integrated into the EMPRETEC program and enhanced immediately the Centre is established.

Each year, the institutions of higher learning in South Sudan churn out more graduates than the formal job opportunities available. It is a known fact that the government will not again be able to provide jobs for this teeming graduate class. The EMPRETEC program recognises that this is the age of the entrepreneur and the program should be used to prepare these young graduates to see self-employment as a viable alternative and defuse the graduate unemployment time bomb that hangs on the necks of governments in developing countries.

The farmers and agro-processors in the value chain of South Sudan constitute the backbone of the economy. The provision of entrepreneurial skills to free their mind set from subsistence farming to commercial production, and using their entrepreneurial competencies to drive the technical knowledge provided by the sector Ministry, will be a major boost to the economy and the achievements in agricultural production in the South Sudan Development Plan. Upstream, agro processing would be given the needed emphasis as a viable activity and the programme would encourage the youth to go into cooperatives to own agro processing equipment.

Various technical and vocational schools abound in South Sudan with the mandate to train persons in technical and vocational skills. While the aim of the training includes providing the trainees with technical and vocational skills to be able to supply industrial manpower to industry, it should be more importantly aimed at facilitating their entry into self-employment. The EMPRETEC Centre shall as a matter of priority, work directly with these schools across the country to provide Entrepreneurial training to enable the hundreds of trainees at the centres to see self-employment as a more viable option. The end result of this will be employment generation, creation of wealth and alleviation of poverty.

Over time, the Centre shall work with the Ministry of General Education and Instruction and the Ministry of Higher Education, Science and Technology to develop curriculum in entrepreneurship for introduction in first and second cycle schools at an earlier age and break the myth and negative mind-set that surround entrepreneurship. A national entrepreneurship policy when developed shall facilitate this provision. UNCTAD has developed an Entrepreneurial Policy Toolkit that could be beneficial to emerging economies and it our recommendation that UNCTAD is invited to assist in the development of the National Policy.

V. RESULTS AND PARTNERSHIPS

Expected Results

The expected results during the initial 3-year project phase would include:

1. Entrepreneurship and Enterprise Development Centre established and functioning
2. Entrepreneurship knowledge and skills promoted across the country through the training of entrepreneurs, training of trainers for entrepreneurial training, agro-business training and training of business development advisors.
3. Productivity and job creation capacity of MSMEs enhanced through the provision of continuous inclusive business advisory services (with particular emphasis on youth and women enterprises).
4. Development of improved business environment and enhancement of policy dialogue on MSMEs development among stakeholders

It needs to be emphasised that for the outputs envisaged, the Project Implementing Unit must facilitate and guide especially the business start-ups during the start-up training availability of financing for working capital and possibly for investment. The implementing unit must identify, as centre of information, institutions that offer specific support to enhance the ability to export. The implementing Unit need to ascertain the legal requirements, the taxation rules, reporting, statistical, health and safety regulations that would apply to each start-up. The Chamber of Commerce may need support to effectively defend the interests of entrepreneurs. In the South Sudan context, this would mean advocacy and regular reporting about the prevalence of illegal roadblocks (a burdensome way of illegal taxation), corruption, and bureaucratic red tape.

The quantitative planned Interventions are summarised per table 1 below as follows

Coordinated Enterprise Support Services delivered across South Sudan through entrepreneurial training and skills development for 1,880 MSME's of which 30% would be women entrepreneurs, 30% unemployed youth and 10% allocated to Farmers. Of these, 30 South Sudanese nationals will be recruited by the Centre as trainers and will undergo further systematic and coordinated training (Trainer of Trainer training) to become entrepreneurship trainers who will be certified, upon successful performance, by UNCTAD to provide a resource of trainers for the program during and after the project intervention period. In addition, the skills of 70 South Sudanese would be developed to become Business Development Service (BDS) Advisors. They would undergo business development, advisory and mentorship training. The capacity building of South Sudanese nationals is to ensure sustainability during and after project intervention. By the end of the 3-year project period, a total of 47 entrepreneurship workshops would be organized, 7 TOT's for Entrepreneurship trainers, 4 Accelerated training of Trainers and 12 skills training courses conducted for business advisors.

The effect on the economy or the expected change that would result from the project are that productivity and job creation capacity of 1,880 MSMEs including 30% women entrepreneurs, 30% unemployed youth, 10% Farmers, would be **enhanced** through the provision of systematic but continuous and comprehensive range of business advisory and mentorship support services (BDS). This is expected to generate 5,640 new jobs. (An average of three additional new jobs created by each of the 1880 people who are provided entrepreneurship training and provided the systematic BDS services during the initial 3 years of the project life.) Forty percent (40%) of the number is expected to be business start-ups while 10% would be farmers and 50% would be existing MSMEs seeking to stabilize, grow or expand their businesses. In all, there would be 7,520 business development interventions provided by the 70 trained BDS advisors. Each Advisor would provide an average of 4 interventions per year to each client. During the period it is expected that average profitability growth of 10% per annum would be achieved for the MSMEs while number of business formalised/registered would be 408 (30% of entrepreneurs trained).

The above would be in line with UNDP Interim Cooperation Framework which seeks to invigorate the economy with support and development of MSMEs as its target.

Resources Required to Achieving the Expected Results

The project over its three year planning period would require financial resources of **US\$5,986,750** to achieve the output/results as per the summary table below. **Detail analysis of costs and activities is per Annex 7(1-5)**

Table 1 below provides a summary of project funding as well as matrix divided into expected inputs and outputs during the first initial pilot phase and two and half years of full implementation.

During the initial pilot phase the Project would be run from UNDP office in view of limited funds. Setting up of the project office with its related procurement of equipment, office furniture and engagement of project personnel is planned to commence after the initial six months (year 1). Provision has been made for the cost of UNDP Technical Advisor during the 3 year project life.

Provision has also been made for both project review and monitoring at midterm and at end of project cycle. Though the project would be an ongoing venture, project outputs have been planned only for the 3 year project life, hence in 2019 only 6 months project activity have been captured.

Note on Output 4 –Improving Business Environment and Entrepreneurship policy: Though activities towards achieving this output would continue into the future after the initial two years, no budgetary allocation has been made in this three year resource forecast. It is envisaged that the Ministry of Trade Industry and Investment would assume responsibility for this output and provide the necessary funding where necessary for the achievement of this output.

Table 1: Summary Implementation schedule and resource analysis

PROJECT SUMMARY SHEET								
Entrepreneurship Development Project in South Sudan								
DELIVERABLES		1st Six Months	Year 1	Year 2	Year 3	Total	Notes	
		April-November 2016 (Pilot)	Jan-Dec 2017	Jan-Dec 2018	Jan-June 2019			
No of ETW training Sessions held		2	18	17	10	47		
Entrepreneurs & Unemployed Youth, Women and Farmers Trained		80	720	680	400	1,880		
Entrepreneurs Trainers Trained (ToT)**			15	15	15	30		
Entrepreneurs & Unemployed Youth, Women and Farmers Provided BDS Support		80	720	680	400	1,880		
Business Advisors Trained***		35	35	35	35	70		
No of Start Up Businesses		32	288	272	160	752	40% of ETW participants	
Jobs/Employment Created		240	2,160	2,040	1,200	5,640	3 additional for each trainee	
Average profitability growth achieved by existing businesses		10%	20%	40%	60%			
No of businesses formalised/registered		19	173	163	96	451	30% existing +30% start ups	
COSTS								
EXPECTED OUTPUTS	ACTIVITIES		US\$	US\$	US\$	US\$	US\$	
OUTPUT 1: EMPRETEC South Sudan set-Up and Running	Procure Office premises	Output 1.1		170,000	170,000	85,000	425,000	Annex 7(2)
	Set Up Project Staff Costs	Output 1.2		278,400	278,400	139,200	696,000	Annex 7(2)
	Set Up-Office running expense	Output 1.3	5,700	52,800	61,550	30,900	150,950	Annex 7(2)
	Set Up Non Expendable Costs	Output 1.4		202,050			202,050	Annex 7(2)
	Technical Advisor (UNDP)	Output 1.5	31,400	62,800	62,800	31,400	188,400	Annex 7(2)
	Local Monitoring, Annual Review, Mid-Term Evaluation and End of Project Evaluation	Output 1.6	-	86,076	41,900	41,676	169,652	Annex 7(2)
	Monitoring (UNCTAD)	Output 1.7	31,464	31,464	31,464	31,464	125,856	
	Subtotal Output 1		68,564	883,590	646,114	359,640	1,957,908	
OUTPUT 2: Entrepreneurship knowledge and skills promoted across the country through trainer of trainers for entrepreneurial training, agro-business training and training of business advisors	Entrepreneurship Workshops Costs	Output 2.1	13,200	136,125	122,100	75,900	347,325	Annex 7(3)
	Entrepreneurship Training of Trainers(ToT)-Local Consultants Costs	Output 2.2	-	151,200	145,800	81,000	378,000	Annex 7(3)
	Entrepreneurship Training of Trainers(ToT)-Intrnl. Consultants Costs	Output 2.3	67,374	399,196	402,660	186,788	1,056,018	Annex 7(3)
	SUB-TOTAL ETW TRAINING		80,574	686,521	670,560	343,688	1,781,343	
	BDS Training Provided to Selected Advisors-Training Costs	Output 2.4	34,125	55,825	55,300	54,775	200,025	Annex 7(4)
	BDS Training)-Local Consultants Costs	Output 2.5	92,000	151,250	116,250	63,750	423,250	Annex 7(4)
BDS Training)-Intrnl. Consultants Costs	Output 2.6	55,976	102,400	59,424	59,424	277,224	Annex 7(4)	
	SUB-TOTAL BDS TRAINING		182,101	309,475	230,974	177,949	900,499	
OUTPUT 3: Productivity and job creation capacity enhanced through provision of continuous inclusive business advisory services	BDS Service delivered to Clients(MSMEs, Women, Youth etc)	Output 3.1	52,000	504,000	476,000	280,000	1,312,000	Annex 7(4)
	Monitoring(See Output 1.6)						-	
	SUB-TOTAL BDS Delivery Services		52,000	504,000	476,000	280,000	1,312,000	
OUTPUT 4: Improved business environment and entrepreneurship policy document developed and implemented	TOTAL BDS (Training and Service Delivery) 2.4,2.5,2.6 &3.1	Output 2.4,2.5,2.6 &3.1	234,101	813,475	706,974	457,949	2,212,499	
	Prepare Education and Information Campaign and launch	Output 4.1						
	Hold Meetings with Stakeholders	Output 4.2						
	Dialogue with UNCTAD and Government of Entrepreneurship Policy	Output 4.3	10,000	20,000	5,000		35,000	Annex 7(2)
	Dialogue with Government and Stakeholders for conducive business environment and removal of barriers to doing good business	Output 4.4						
	Monitoring(See Output 1.6)							
	Sub-total Output 4		10,000	20,000	5,000	-	35,000	
Evaluation								
General Management								
TOTAL			393,239	2,403,586	2,028,648	1,161,277	5,986,750	

****ETW Trainers-30 Selected and provided TOT over the period

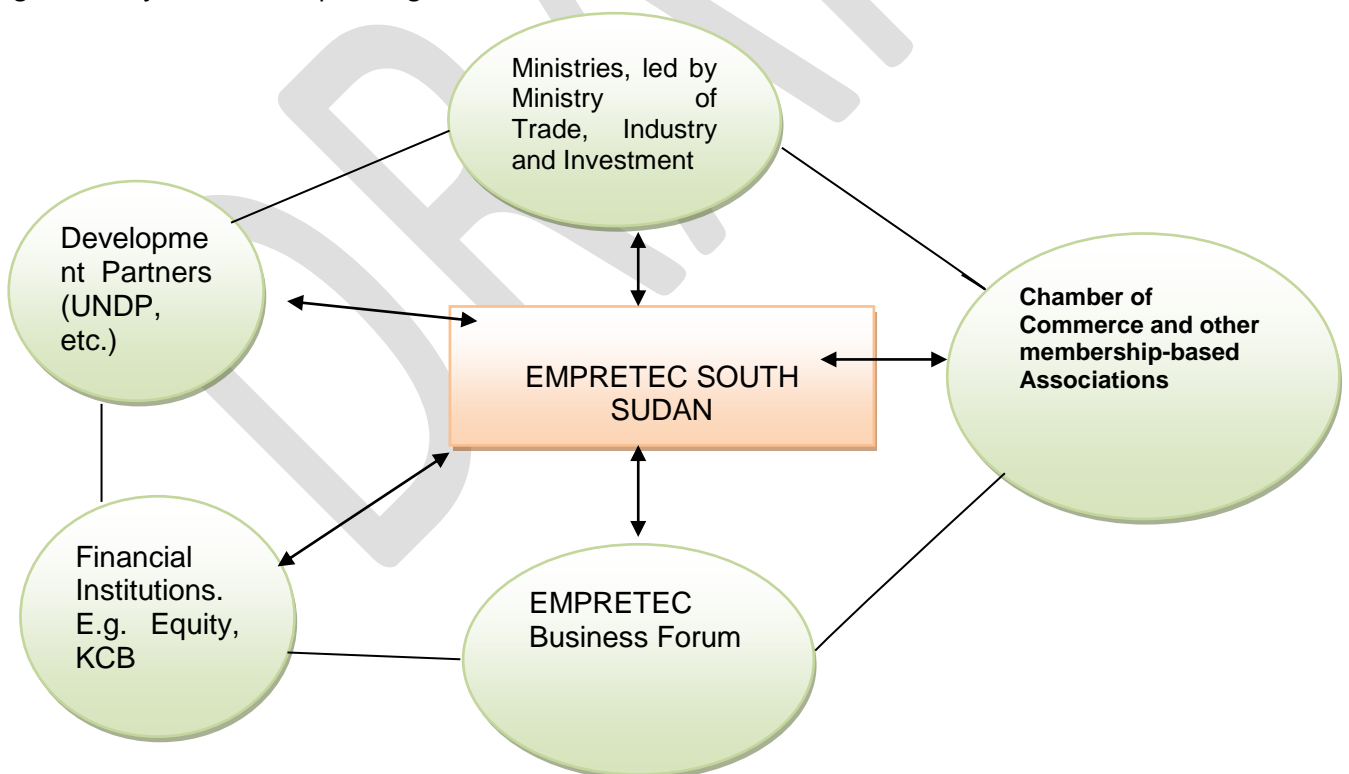
****Business Advisors Trained-70 Selected and Provided BDS Advisor/Mentorship over the period

Partnerships

The donor community have various programmes that seek to develop and support the youth and women but are project specific. These projects, though very beneficial, are isolated and specific in design. It is expected that the donor community, at least those seeking to undertake human resource development would align their development projects with the entrepreneurship development project and thereby achieve the synergy the combined resources could offer. To this end the project should endeavour to establish partnership with the identified partners illustrated in the Figure 1 below. What is needed and what this project offers is a comprehensive programme of entrepreneurship development that offer post training business support service, facilitate access to finance and mentor the entrepreneurs to either start or nurture the growth of an existing business while it engages the government in initiating policies that would create the necessary enabling environment for the private sector to operate competitively. The EMPRETEC model of entrepreneurship development provides the answer to that and should be constantly promoted to the donor community, the Chamber of Commerce, Microfinance institutions, the banks and other government institutions to align their programmes and offer the required support.

It is therefore necessary for the Centre to develop active stakeholder engagement strategies that will be implemented over initial period of three years in line with the project life span. The focus of the stakeholder engagement strategy will be to ensure better coordination of program activities and to provide a platform for harmonization of development assistance allocated for the implementation of the entrepreneurship development program by the Centre. The partnership framework is sketched in figure 1 below.

Figure 1: Project Partnership Arrangement



Risks and Assumptions

The principal concern of the project is to ensure that project is efficiently and effectively implemented in a friendly, economic and business environment. A risk log has been attached at Annex 3 and it includes mitigation measures enunciated to reduce potential risks and improve potential for efficient project management and achievement of the expected results.

The following major risks and mitigation measures are listed here in addition to Annex 3

MAIN RISK FACTORS

- Simplified processes for registering and doing business to reduce cost of doing business,
- Inadequate good road infrastructure that allow for easy movement of goods from production areas to markets,
- Barriers to free flow of economic goods as there are too many road check points,
- Harmonisation of custom/tax system to enable investors and businesses understand the tax regime and pay appropriate taxes,
- Need for standards authority to facilitate the codification and certification to facilitate goods for export,
- Regular supply of power for industries to ensure cheaper cost of production.
- Appropriate incentives to attract investment from local sources, the diaspora and large companies
- Control of inflation, currency fluctuations to attract inflow of investments.
- Access to finance - unwillingness of the financial institutions to grant loans to MSE sector

MITIGATION FACTORS

- Government to take steps through the implementation of the Private Sector Development Strategy to address the challenges in the shortest of time to enhance the competitiveness of enterprises in South Sudan.
- For many, their sustenance lies in the mitigation of these challenges, especially with the Government creating the enabling environment for doing business
- The banks and financial institutions creating a window to support MSMEs (project Financing rather than collateral financing), Government actualising the creation of Youth and Women's Development Fund

Stakeholder Engagement

- The primary target clients/beneficiaries for the EMPRETEC program shall be the many youth, women and ex-combatants whose mind set need to be changed towards self-employment as a means to sustainable livelihood and personal development. In our interaction with the Ministry of Labour, Public Service and Human Resource Development, we were informed that the youth and ex-combatants may need to be deployed in one economic activity or the other and they constitute a huge target of beneficiaries for the EMPRETEC program. These groups may need to cultivate business ideas, entrepreneurial culture and provided with start-up capital to go into self-employment.
- The second group are the Micro, Small and Medium Enterprises with high growth potential and export capability. The EMPRETEC program in South Sudan will identify the Micro, Small and Medium size Enterprises (MSMEs) as its target beneficiaries and will reach out to them through their associations and other public offerings. Such groups in South Sudan constitute a large crop of entrepreneurs who when properly trained and provided with appropriate

business development support and advisory services will grow their businesses to impact positively on the economy.

- The program also should have the possibility of offering services to large-scale companies as it obtains in places like Ghana, Uganda, Mauritius and Jordan.
- The Women Entrepreneurs Association and Chamber of Women Entrepreneurs Forum, who are mainly engaged in businesses in the informal sector constitute a potent force who when provided with entrepreneurial skills training and adequate mentorship will be able to make the transition to formal businesses and bring their economic activities into the tax bracket. It will also enable them to create wealth for themselves while providing job opportunities for themselves and others. UN Women and other donor groups have been working with some of these groups and their activities would be integrated into the EMPRETEC program and enhanced immediately the Centre is established.
- Each year, the institutions of higher learning in South Sudan churn out more graduates than the formal job opportunities available. It is a known fact the government will not again be able to provide jobs for this teeming graduate class. The EMPRETEC program recognises that this is the age of the entrepreneur and the program should be used to prepare these young graduates to see self-employment as a viable alternative and defuse the graduate unemployment time bomb that hangs on the necks of governments in developing countries.
- The farmers of South Sudan constitute the backbone of the economy. The provision of entrepreneurial skills to free their mind set from subsistence farming to commercial production, and using their entrepreneurial competencies to drive the technical knowledge provided by the sector Ministry, will be a major boost to the economy and the achievements in agricultural production in the South Sudan Development Plan.
- Various technical and vocational schools abound in South Sudan with the mandate to train persons in technical and vocational skills. While the aim of the training includes providing the trainees with technical and vocational skills to be able to supply industrial manpower to industry, it should be more importantly aimed at facilitating their entry into self-employment. The EMPRETEC Centre shall as a matter of priority, work directly with these schools across the country to provide Entrepreneurial training to enable the hundreds of trainees at the centres see self-employment as a more viable option. The end result of this will be employment generation, creation of wealth and alleviation of poverty.
- Over time, the Centre shall work with the Ministry of General Education and Instruction and the Ministry of Higher Education, Science and Technology to develop curricula in entrepreneurship for introduction in first and second cycle schools at an earlier age and break the myth and negative mind-set that surround entrepreneurship.

The project would engage the services of Corporate Development and Marketing Manager whose responsibility would include ensuring the projects visibility and marketing the project to the identified beneficiaries above. The strategies would include but not limited to mounting billboards and undertaking educative programs on Radio and Television to inform South Sudanese of the opportunities the project offers, who the project is intended for and the services and benefits of an associating with the project. The necessary information leaflets, explaining the projects components and potential benefits would be prepared and disseminated.

South-South and Triangular Cooperation (SSC/TrC)

UNCTAD and EMPRETEC Ghana would provide technical partners and would transfer the EMPRETEC methodology of entrepreneurship and enterprise development to the Centre through a Technical Assistance and Cooperation contract during the three years whiles the project undertake and implement a strategy for sustainability.

Knowledge

As part of its corporate image and marketing efforts, the project will need to establish a management information system that would include a database on its clients and analysis of baseline data with comparative improvements achieved over a period; and develop a strategy of producing the necessary informative brochures, documentary of success stories during the initial period that would create visibility for knowledge and lessons learnt so as to appeal to other stakeholders to align their development efforts and resources to the programme.

Sustainability and Scaling Up

At the initial stage, a pilot phase would be run due to challenges with available funds. In this respect, only two entrepreneurship development workshops would be held for eighty 80 participants. The eighty participants would be a mixture of the target beneficiaries and the participants would receive a full range of business development support services during the six months. The pilot phase is to establish the potential of the project to bring about a positive impact and should serve as a catalyst to generate interest of donor community and other stakeholders and beneficiaries.

After the pilot phase and with enough resources mobilised, a project centre would be set up during its first year after the pilot phase and should be equipped with both human resource and non-expendable equipment and logistics to function. The key positions and their job functions have been identified per figure 2 below and their function per Annex 5.

Thereafter the project activities would be scaled up whereby the project would train 720 beneficiaries in year 1, 680 in Year 2 and 160 in Year 3. Business development service would be offered to the number of entrepreneurs trained.

To sustain the project the technical partners would train thirty (30) South Sudanese as entrepreneurship trainers as well as seventy (70) business advisors. The necessary training manuals would be customised and transferred as well as skills necessary to implement the full range of the EMPRETEC model of entrepreneurship and enterprise development.

The project has been designed initially to be located and operate from the Juba centre but over time and with security situation calmed to an appreciable level, and subject to availability of funds, the project would be rolled out to two more states with commercial and concentrated farming communities.

To ensure sustainability of programme, the EMPRETEC centre would learn from the reasons for the failure of some of the centres. The Entrepreneurship Development Programme in South Sudan would be designed with measures to prevent a repeat of deficiencies that led to the demise of some of the centres. It will be very important for the Entrepreneurship centre to receive adequate project funds during the initial 3 – 5-year project life and a scheme put in place for gradual withdrawal of funds support whiles the management designs a scheme to wean itself from donor/government dependency and introduce policies and actions that will lead to sustainability.

Similar to EMPRETEC Ghana and other successful EMPRETEC centres, the centre should begin to charge progressive fees for training and business support services to its clients. Secondly the centre should embark on income-generating activities including bidding for, and winning management and implementation of donor or government economic and social intervention programmes for professional fees and also undertake consultancy assignments for the private sector. EMPRETEC Ghana in collaboration with UNCTAD during the period of provision of Technical Assistance will provide guidance on financial sustainability to the new entrepreneurship centre to be set up.

VI. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Taking the resource input required to implement the project the outputs planned is an under estimation of potential long term outcome. The benefits of the project could be up scaled to affect forward and backward linkages in the agriculture, tourism, energy and mining activities. It is envisaged that with the awakening to opportunities that would be a result from the entrepreneurial competencies that would be imparted during the workshops, the agricultural sector that offers the largest source of income and employment (855 of the workforce) would foster employment and can potentially have significant multiplier effect not only on household incomes but also on the wider economy. Besides the local markets, there are opportunities in regional markets. Further is the recognition and development of value chains in the maize, sorghum, groundnuts, gum Arabic and livestock sectors, focusing on upgrading of production, processing and distribution by providing to farmers and distributors the necessary inputs and advisory services, infrastructure for storage and transportation as well as financing and marketing facilities. Employment creation could be stimulated by public procurement to supply public schools, hospitals, prisons and the army. Furthermore, linkages could be developed between producers and private companies like hotels and tourist related activities as well as out grower and contract farming schemes where large companies provide inputs and buy products from famers or cooperatives at agreed prices.

Project Management

The Centre would in the initial 3 years operate from its offices in Juba. The project would roll out to the state capitals during the 3rd year when there is sufficient guarantee of peace and availability of resources. In the meantime, and in deciding on the structure of project and its management, three options were considered. From various discussions and opinions expressed by stakeholders, it is suggested that **option 2** should form the basis of institutional set up for the delivery of the entrepreneurship programme i.e. the government sets up a semi-autonomous privately run institution with Government, Development Partners and Private Sector funding and be supported to operate on cost-recovery basis from year 3. Such institution shall be accountable to the Ministry of Trade, Industry and Investment (Directorate of Private Sector Development) for purposes of strategic direction, monitoring and control.

The advantages for selecting **Option 2** include the following:

- It enables the shaping of the mind set within management of the need to run EMPRETEC South Sudan as a sustainable and viable business enterprise
- It will send a strong signal to beneficiaries and clients about the fact that the services to be offered are not to be considered as mere government patronage.
- It will ensure that Management and staff adopt business-oriented approaches to the performance of their responsibilities.
- The Centre itself must practice to the letter the competencies that are expected of entrepreneurs in its day-to-day operation and the Ministry may not be known to exhibit that.
- The structure of the Steering Committee set up will ensure that the efforts of the centre are directed to achieve the objectives of developing MSMEs set by Government as a priority in its development agenda.
- It will be ideal as a public private partnership institution to collaborate with other institutions to provide entrepreneurship as a complement to other technical skills development programmers already operating in the country.

- It must develop and implement a sustainability plan that will enable it to wean itself off Government and other development partners' financial support without the program suffering any handicap.

The other options were not favoured because:

- **Option 1:** A unit within an existing Ministry or Department may not offer the expected commitment for success by the managers, and beneficiaries may see it as a normal government intervention and may not attach much value to the Programme. Further as a department within a Ministry, or an existing institution, bureaucracy and various hierarchy of reporting levels may be created that may hinder close supervision and accountability. In some cases, inter-ministerial rivalries could stunt the performance of the Centre.
- The Centre may not be driven to become sustainable throughout its lifespan because of the assurance of governmental financial support. After all the wages of the personnel at the centre would be captured in the National budget.
- **Option 3:** A private-for-profit institution may be seen as independent operator and might not be seen as a government effort to develop MSMEs. Besides, the managers may not be directly responsible to account to government on their outputs and impact of their services. It may decide not to follow the government's development programme and may choose to offer other services other than entrepreneurship development programme, or may refuse to operate in areas far away from Juba with the reason that it may not be profitable to spread their activities to all the States.

A management team with a passion for entrepreneurship development, and a commitment to excel, comprising a Chief Executive Officer and assisted by four key managers responsible for Entrepreneurial Training, Business Advisory Services, Finance and Administration shall be appointed. There should also be Corporate Affairs and Marketing Manager responsible for marketing the services of EMPRETEC South Sudan. His/her functions shall remain core to sustainability. The organogram is illustrated as per figure 2 below and their job functions, including the supervisory steering committee are given as per Annex 5.

EMPRETEC South Sudan should be fully supported with funds from Government, development partners and possibly the private sector during the initial 3-5 years, with a charge on the management to effectively transition to become a self-financing independent organisation by the end of the project phase. An Agreement for exit strategy may be entered into as part of the performance contract to be signed with the new management of EMPRETEC South Sudan.

The management team should receive technical support in the form of transfer of technical skills and expertise, programme installation and implementation, administration and dissemination of the programme during its initial 3 years by an experienced organisation like EMPRETEC Ghana that has installed and supervised similar Entrepreneurship development institutions across Africa and Central America, and with a sustainable record of achievement over its 25 years of existence.

VII. RESULTS FRAMEWORK

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁷	Baseline	DATA SOURCE	Resource		DATA COLLECTION METHODS & RISKS				Target	
				Value US\$	Year	Initial 6 months (Pilot)	Year 1	Year 2	Year 3		
Output 1: Entrepreneurship Development Centre (EDC) established and functioning	1.1 Office premises available and furnished	None(2016)	Qtr Reports of EDC	425,000	2016- 2019		1	1	1	1	
	1.2 Project Staff at Post and functioning	None(2016)	Engagement letters of project staff	695000	2016- 2019		6	6	6	6	
	1.3 Operational manuals on Office management, Entrepreneurship Training and Business development Services available	None(2016)	Documents, Manuals	150,000	2016- 2019	3	6	6	6	6 manuals	
	1.4 Office furniture and equipment procured	None(2016)	Procurement orders Supply contracts	202,050	2016- 2019		1	1	1	1	
	1.5 Technical Advisor engaged	None (2016)	MoU with UNDP	188,400	2016- 2017	1	1			1	
	1.5 Enhanced project coordination and monitoring	None(2016)	Quarterly progress reports Annual Reports Mid-term review report Project Completion report	169,652	2016- 2019		1	1	1	6 reports	
	1.6 UNCTAD Quality Control monitoring	None(2016)	UNCTAD monitoring reports	125,856	2016- 2019	1	1	1	1	4 reports	

⁷ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁸	Baseline	DATA SOURCE	Resource		Yearly Performance Targets				Target	
				Value US\$	Year	Initial 6 months (Pilot)	Year 1	Year 2	Year 3		
Output 2 Entrepreneurship knowledge and skills promoted across the country through the training of trainers for entrepreneurial training, agro business training and training of business development advisors.	2.1 41 Entrepreneurship Training Workshops held for 1,840 entrepreneurs	None(2016)	Training Reports	725,325	2016-2019	80	720	680	400	1,880	
	2.2 ToT for Trainers in Entrepreneurship for 30 trainers	None(2016)	Training Reports,	1,056,018	2016-2019		15	15	15	30	
	2.3 BDS Training provided to Business Advisors for 70 BDS Advisors	None(2016)	BDS Training Reports	200,026	2016-2019	35	35	70	70	70	
	2.4 BDS Services provided to 1840 clients	None(2016)	BDS Field Reports	700,474	2016-2019	80	720	680	400	1,880	
Output 3 Productivity and job creation capacity of MSMEs enhanced through the provision of continuous inclusive business advisory services (with particular emphasis to youth and women enterprises)	3.1 Provide continuous mentoring and advisory services	None(2016)	Mentorship quarterly reports	1,312,000	2016-2019	320	2,880	2,720	640	6,560	
	3.2 Prepare 1880 Business Plans	None(2016)	Copies of Business Plans		2016-2019	80	720	680	400	1,880	
	3.3 Assist 1,880 to raise finance and implement start-up business or grow businesses	None(2016)	Loan agreements		2016-2019	80	720	680	400	72,880	

⁸ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁹	Baseline	DATA SOURCE	Resource		Yearly Performance Targets					Target	
				Value US\$	Year	Initial 6 months (Pilot)	Year 1	Year 2	Year 3			
OUTPUT 4 Development of improved business environment and enhancement of policy dialogue on MSMEs development among stakeholders	4.1 Prepare Education and Information Campaign	None(2016)	Copies of brochures, visibility signposts etc.	35,000	2016-2019	1	1	1	1	4		
	4.25.2 Quarterly meetings with stakeholders	None(2016)	Minutes of meetings		2016-2019	2	4	4	2	12		
	543 Dialogue with UNCTAD for Development of Entrepreneurship Policy	None(2016)	Correspondence with UNCTAD		2016-2019	1	1	1	1	4		
	4.4 Dialogue with Govt. and Stake holder for conducive business environment and removal of barriers to successful business.	None(2016)	Record of meetings/ workshop held		2016-2019	1	1	1	1	1		

⁹ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

VIII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	Steering Committee and Ministry of Trade/UNDP	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	Steering Committee and Ministry of Trade/UNDP	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	Steering Committee and Ministry of Trade/UNDP	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	Steering Committee and Ministry of Trade/UNDP	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	Steering Committee and Project Management	
Project Report	A progress report will be presented to the Project Steering Committee and key stakeholders, consisting of progress data	Annually, and at the end of the project (final		Project management	

	showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Steering Committee and Ministry of Trade/UNDP	

Evaluation Plan¹⁰

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
e.g., Annual review, Mid-Term Evaluation	Steering Committee and Ministry of Trade/UNDP	Annual Progress Review Report/Mid term Evaluation Report				

¹⁰ Optional, if needed

IX. MULTI-YEAR WORK PLAN ¹¹¹²

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. Services that will result in direct project costs need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Initial 6 months (Pilot)	Year 1	Year 2	Year 3 (6 months)		Funding Source	Budget Description	Amount
Output 1: EMPRETEC South Sudan Centre Set up and functioning	1.1 Procure office Premises		170,000	170,000	85,000				425,000
	1.2 Procure Project Management Staff		278,000	278,400	139,200				696,000
	1.3 Set Up Office running Expense	5,700	52,800	61,550	30,900				150,950
	1.4 Procure Non-Expendable resources etc.		20,2050						205,050
	1.5 Technical Advisor	31,400	62,800	62,800	31,400				188,400
	1.6 Local Monitoring, Annual Review, Midterm Evaluation and End of Project Evaluation		86,076		41,676				169,652
	1.7 Monitoring (UNCTAD)	31,464	31,464	31,464	31,464				125,856
Sub-Total for Output 1									1,957,908
Output 2 Entrepreneurship knowledge and skills promoted across the country through the training of trainers for entrepreneurial training, agro business training and training of business development advisors.	2.1 47 Entrepreneurship Training Workshops held for 1,880 entrepreneurs	13,200	136,125	136,125	75,900				347,325
	2.2/2.3 ToT for Trainers in Entrepreneurship for 30 trainers	67,374	550,396	548,460	267,788				1,434,018
	2.4-2.6 BDS Training provided to Business Advisors for 70 BDS Advisors	182,101	309,475	230,974	177,949				900,499

¹¹ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹² Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	Sub-Total for Output 2								2,681,842
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Initial 6 months(Pilot)	Year 1	Year 2	Year 3 (6 months)		Funding Source	Budget Description	Amount
Output 3 Productivity and job creation capacity of MSMEs enhanced through the provision of continuous inclusive business advisory services (with particular emphasis to youth and women enterprises)	3.1 <i>BDS Services provided to 1880 clients</i>	52,000	504,000	476,000	280,000				1,312,000
	Sub-Total for Output 3								1,312,000
OUTPUT 4 Development of improved business environment and enhancement of policy dialogue on MSMEs development among stakeholders	4.1 Prepare Education and Information Campaign	10,000	20,000	5,000					35,000
	4.2 Hold meetings with stakeholders								
	4.3 Dialogue with UNCTAD for Development of Entrepreneurship Policy								
	4.4 Dialogue with UNCTAD/Govt. and Stake holder for conducive business environment and removal of barriers to successful business.								
	MONITORING								
Sub-Total for Output 4								35,000	
Evaluation (as relevant)	EVALUATION								
General Management Support									
TOTAL									5,986,750

X. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Given the unique South Sudan context and need for accountability of donor resources, the first year should be managed by UNDP led PMU (figure 2)

In subsequent years a new Public-Private Partnership institution that would be set up may be called “EMPRETEC South Sudan” to enable it continue to be part of the International EMPRETEC network to receive support from EMPRETEC programmes worldwide. The operating structure is depicted as Picture 3 Once formed it must have an independent Steering Committee to give strategic policy direction and guidance to ensure its mandate is fulfilled. The following representatives of the under mentioned stakeholders may constitute the Steering Committee.

- Ministry of Trade, Industry and Investment
- UNDP
- Ministry of Finance and Economic Planning
- Ministry of Labor, Public Services and Human Resource Development
- Ministry of General Education and Instruction
- Ministry of Gender, Child and Social Welfare.
- Chamber of Women Entrepreneurs Forum
- South Sudan Chamber of Commerce, Industry, and Agriculture
- 2 Private sector persons (successful entrepreneurs)
- Chief Executive Officer, EMPRETEC South Sudan
- One representative each of the Financial Institutions (KCB and Equity)

The Steering Committee may consider appointing a very respected and successful private sector person as Chairman of the Committee. The functions of the Steering Committee are as per **Annex 5**.

Figure 2: INTERIM (DURING INITIAL ONE YEAR OPERATING STRUCTURE)

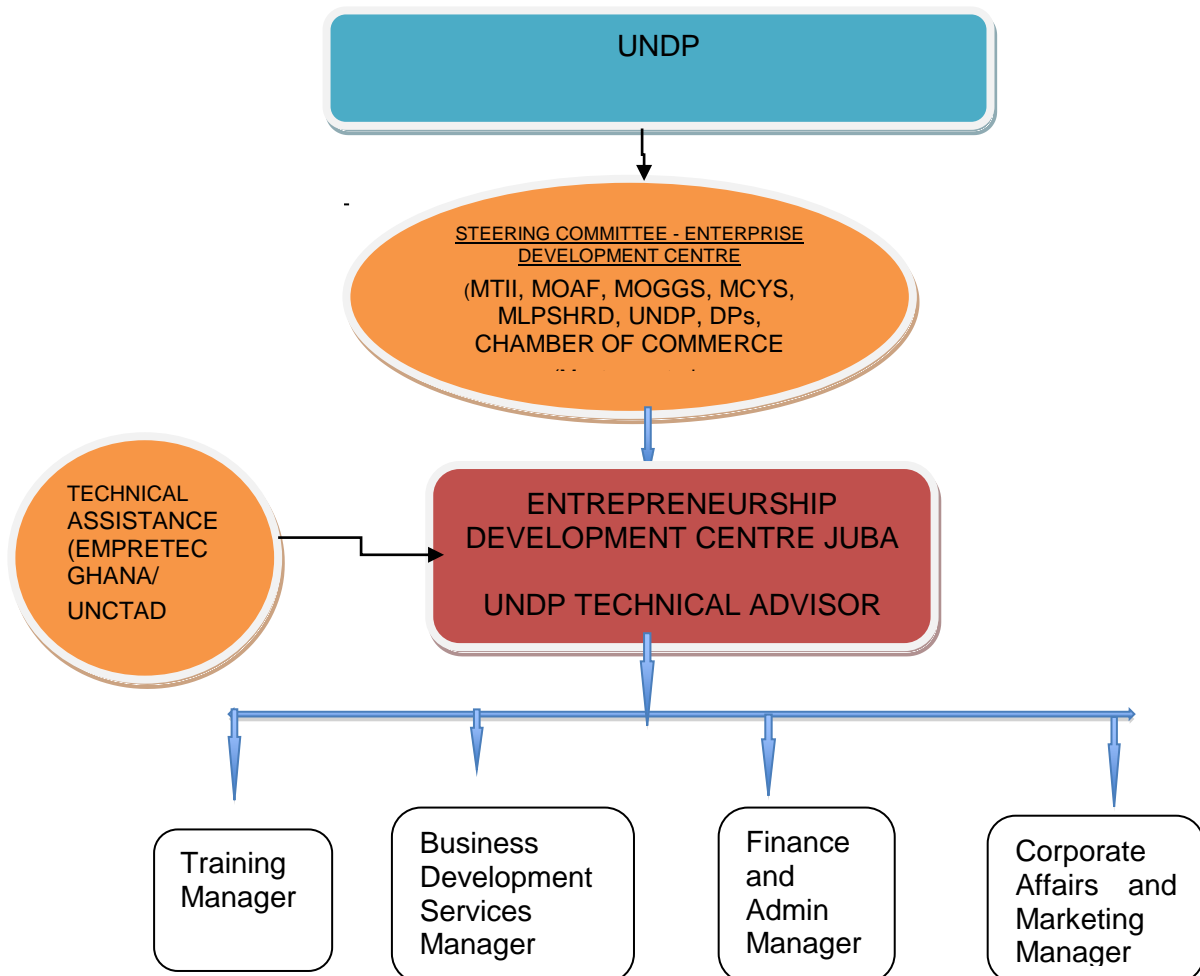
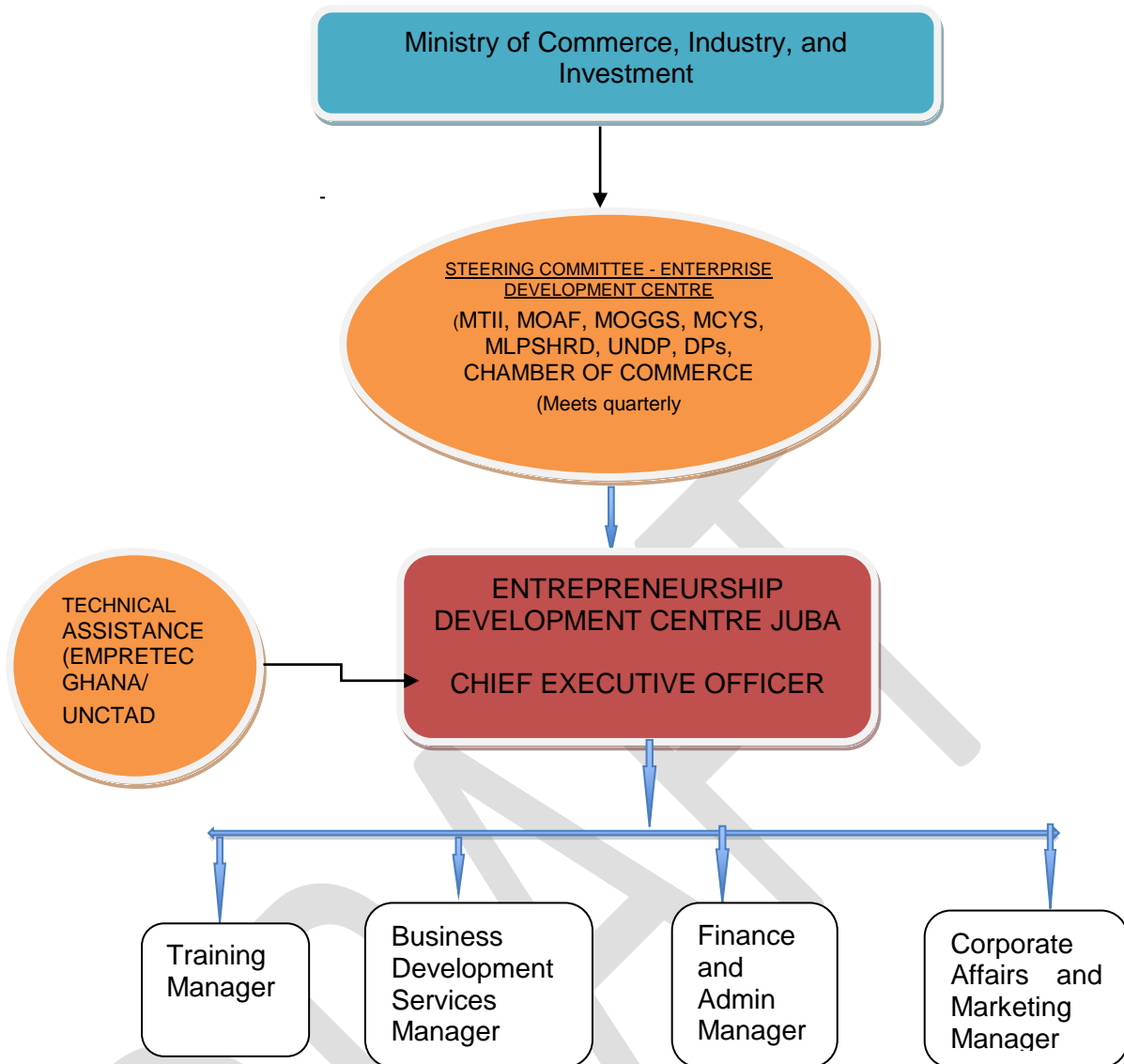


Figure 3: LONG TERM OPERATING STRUCTURE



TECHNICAL ASSISTANCE

Technical assistance would be provided by EMPRETEC Ghana Foundation, a leading and sustainable entrepreneurship development organisation with the experience of setting up the EMPRETEC model of Entrepreneurship Development in collaboration with UNCTAD in the following EMPRETEC Centres across Africa and Central America:

- Enterprise Botswana
- EMPRETEC Mauritius
- Enterprise Mozambique
- Enterprise South Africa
- EMPRETEC Nigeria
- EMPRETEC Zimbabwe
- Enterprise Uganda
- EMPRETEC Guyana
- Entrepreneurship Development Centre. Ethiopia
- Enterprise Namibia (in partnership with EMPRETEC Zimbabwe)
- EMPRETEC Gambia

EMPRETEC Ghana was invited by the UNDP in South Sudan to undertake a “Scoping Mission” with the objective of identifying an appropriate mechanism for providing a sustainable entrepreneurial development programme appropriate to South Sudan that comprises the full package of services—namely, entrepreneurial training and post-training advisory services in a sustainable manner and to recommend an action plan and institutional arrangement that will facilitate the activation of such intervention by government, the private sector and development partners.

UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT (UNCTAD)

The main objective of the program implemented by the United Nations Conference on Trade and Development (UNCTAD) and its other agencies is to assist developing countries – especially least developed countries (LDCs) – and economies in transition to integrate beneficially into the global economy, and to help the international community promote a global partnership for development, increase coherence in global economic policymaking and assure development gains for all from trade. With regard to Entrepreneurship Policy, UNCTAD developed the Entrepreneurship Policy Framework to assist policymakers in identifying the key elements of an entrepreneurship policy and formulating actions. It also provides policy options that will help developing countries and countries in transition to stimulate inclusive and sustainable growth. While cautioning that one-size does not fit all, the policy recommendations are clearly stated and are accompanied by practical checklists, an inventory of selected examples and monitoring indicators.

To achieve the foregoing objectives, UNCTAD has developed many interventions including the EMPRETEC Program of the Investment and Enterprise Division. EMPRETEC is an integrated capacity building programme of UNCTAD that is currently operating in 34 countries across the developing world. EMPRETEC distinguishes itself from other training by offering a behavioural approach to entrepreneurship. Research undertaken has demonstrated that there are a series of ten key personal entrepreneurial competencies (PECs) represented by thirty behaviours associated with successful entrepreneurs.

The EMPRETEC Programme reinforces and strengthens these competencies through an Entrepreneurship Training Workshop (ETW) that involves self-assessment, individual transformation and business stimulation activities. The ETW encourages individuals to focus on their role as entrepreneurs and challenges them to critically examine their personal strengths and weaknesses. The training method is highly interactive and experiential. In addition, training workshops and business forums are organized by EMPRETEC nationally, regionally and internationally. EMPRETEC centres offer entrepreneurs:

- A “one-stop shop”, providing a range of training and business development services;
- A life-bond: the EMPRETECOs associations (the trainees’ peer network) bring together successful, committed entrepreneurs;
- Networking and mentoring: trainers share their training methodology and evaluation tools, in “train the trainers” sessions and offer mentoring;
- Local certified trainers: training is delivered locally in Arabic, English, French, Portuguese, Romanian, Spanish and Swahili.

The EMPRETEC programme, through its UNCTAD-EMPRETEC Women in Business Award, held every two years, also celebrates women entrepreneurs who have benefited from the Entrepreneurship Training Workshop and have gone on to grow successful businesses and have become role models in their communities.

UNCTAD owns the program as a not-for-profit franchise and develops national Centers that are requested by National governments and installed with the consent of UNCTAD. UNCTAD develops regular updates of the training material, certifies local and international trainers and provide support for tailor-made local business development services.

UNCTAD looks to the following in partner institutions installing centres:

- Prestige (a good name, widely recognize by the local community)
- Long standing experience and sustainability
- Capacity and availability to finance the centre (facilities, promotional activities, local trainers, etc.,)
- Links with the business possibly with the financial sector
- Political neutrality
- Ability to connect with public and private sector
- Experience with donor funded activities
- The capacity to interact with different stakeholders (SMEs, indigenous community, business associations, local government)

EMPRETEC Ghana through its Chief Executive Officer has UNCTAD affirmation to install EMPRETEC Programmes in other countries (see Annex 3)

XI. LEGAL CONTEXT AND RISK MANAGEMENT

Select the relevant one from each drop down below for the relevant standard legal text:

1. Legal Context:

- Country has signed the Standard Basic Assistance Agreement (SBAA)
- Country has not signed the Standard Basic Assistance Agreement (SBAA)
- Regional or Global project

2. Implementing Partner:

- Government Entity (NIM)
- UNDP (DIM)
- CSO/NGO/IGO
- UN Agency (other than UNDP)
- Global and regional projects

It is recommended that Public-Private Partnership institution that would be set up may be called “EMPRETEC South Sudan” should be registered to enable it continue to be part of the International EMPRETEC network to receive support from EMPRETEC programmes worldwide

XII. ANNEXES

ANNEX1: Project Quality Assurance Report

There would be annual review of the project for performance using the standard UNDP Project Monitoring and Evaluation Framework.

In addition, the project would be subject to annual financial audit to ensure accountability, and effective use of resources of the project.

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ANNEX 2: Social and Environmental Screening Template

The proposed project will not have any negative impact on the environment. The provision of equipment to the Enterprise development Centre as well as the training and business development programme will not pose any threat to the environment.

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ANNEX 3: Risk Analysis.

<i>Risks /Threats</i>	<i>Likelihood</i>	<i>Impact on project</i>	<i>Mitigation Log</i>
South Sudan lacks a national policy and framework of entrepreneurship development. The project may therefore not be sustainable.	Medium	Medium	South Sudan needs to design a national policy framework and strategies of entrepreneurship development and could learn from UNCTAD experiences
Lack of sustainable adequate fund to implement the project	Medium	High	Stakeholders including GOSS to mobilise sufficient funds
Lack of committed Staff to run the project and possibly fast employee turnover in the centres due to the dynamic, inspiring and independence seeking nature of the project packages to be delivered to the staff	Medium	Medium	Create staff incentive packages that will make staff stay in the project
Donors may quit from their commitments before the end of the project time due to global financial crisis and their local economic recession.	Low	High	On the basis of their bilateral or multilateral agreements with the Govt. of South Sudan, the payments need to be in place on time.
Fragile Peace Arrangements and economic stability	Medium	High	All stakeholders to endeavour to follow the Peace accord, and government ability to develop policies that would turn the economy around.

ANNEX 4: Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

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ANNEX 5: Project Steering Committee and Terms of Reference and TORs of key management positions

ENTREPRENEURSHIP DEVELOPMENT PROGRAMME FOR SOUTH SUDAN

OBJECTIVE OF ENGAGEMENT

The overall objective of the project is to bring about a transformational change in the development of the youth and women for self-employment and growth of micro, small and medium scale enterprises (MSEs) by 2019 through entrepreneurial skills training and provision of a comprehensive range of business advisory services. The Entrepreneurship Development Programme will identify and select growth-oriented enterprises as well as potential entrepreneurs, and unemployed youth and women entrepreneurs, and provide them with entrepreneurship training and a comprehensive and integrated range of business development services in Juba and all the and in all the other states of South Sudan in the long term. This **service mix** shall include entrepreneurial and management training, technical assistance in the preparation and review of business plans, business counselling, assistance in sourcing credit, and assistance in identifying local subcontracting opportunities between small enterprises and large local companies. It is expected that the programme will stimulate economic growth, create self and wage employment opportunities, bringing equal development, improving income of the society and poverty reduction, facilitating economic growth and lays foundation for industry development. During the implementation, both local and external resources will be mobilized for scaling up the programme

5.1. FUNCTIONS OF STEERING COMMITTEE

- Provide technical advisory support, strategic and policy direction for the EMPRETEC South Sudan.
- Provide strategic guidance to EMPRETEC South Sudan for the preparation of Annual Work Plan (AWP)
- Approve the AWP and deliver to Ministry of Trade, Industry and Investment (MoTII)
- Responsible for mobilisation of resources for implementation of AWP
- Follow up, Monitor and Evaluate the implementation of the AWP
- Receive and review quarterly financial and narrative reports for the activities carried out by EMPRETEC South Sudan and submit to MoTII and the UNDP.

TERMS OF REFERENCE FOR ENGAGEMENT OF CHIEF EXECUTIVE OFFICER AND OTHER OFFICERS.

JOB DESCRIPTIONS

5.2. Chief Executive Officer

Responsible to the Steering Committee

Main Duties and Responsibilities

- Identify, develop and direct the implementation of business strategy for operational management and development so as to meet agreed organisation's performance plans within agreed budgets and timescales
- Plan and direct the organisation's activities to achieve stated/agreed targets and standards for financial and operational performance.
- Recruit, select and develop executive team members
- Direct functions and performance via the executive team
- Develop and maintain organisational culture, values and reputation with all staff, stakeholders and client's entrepreneurs.
- Report to shareholders/Advisory Board on organisational plans and performance

Person specifications

- Self-driven, results-oriented professional with a positive outlook
- A clearly demonstrated passion and commitment to entrepreneurship development and understanding of the private sector
- Mature, credible, and comfortable in dealing with public officials, private industry officials, professional personnel, and entrepreneur clients of EMPRETEC Ethiopia
- Minimum, a Master's Degree
- Ten years post qualification experience with three (3) years in Senior Management.
- Ability to work to deadlines with good prioritization and time management
- Knowledge, Skills, and Abilities
- Ability to obtain and analyse facts and precedents in making administrative decisions.
- Ability to solve problems and make decisions.
- Ability to instruct, direct, and evaluate employees.
- Ability to plan, direct, and coordinate program and administrative activities of a complex, interrelated and interdependent nature
- Good Communication skills
- Good computer literacy skills, with knowledge of Microsoft Office applications including Word, Excel, Outlook
- Ability to maintain favourable public relations.
- Fluency in English and Amharic
- Job requires extensive travel and many days outside station

5.3 Corporate Affairs and Marketing Manager

Responsible to the Chief Executive Officer

Main Duties and Responsibilities

- Develop, review and implement an annual work plan
- Plan and implement marketing strategy, including advertising and PR.
- Research and come up with, in consultation with other departments, programs that institutions and entrepreneurs desire
- Maintain and develop corporate image and reputation, and protect and develop the company's brands via suitable PR activities and intellectual property management.
- Plan and implement client retention and development.
- Develop and maintain steady and cordial relationships with target beneficiary institutions and all other institutions that work with the Centre
- Recruit, manage, train and motivate direct reporting staff according to company procedures and policy.
- Maintain administration and relevant reporting and planning systems.
- Manage relevant reporting of management and financial information for the Finance Department.
- Select and manage external agencies efficiently.
- Provide supervision over the BDMM department in the regions
- Manage Research and Development and new business development.
- Communicate regularly with key colleagues through regular reporting, by email, phone and occasional face-to-face meetings

Person specifications

- A Master's Degree from a recognized University
- Demonstrated passion and commitment to entrepreneurship development and understanding of the private sector
- Proven proficiency in Marketing
- Five years' post-graduation experience in a Management position with two years in Marketing
- Ability to plan, direct, and coordinate program and administrative activities of a complex, interrelated and interdependent nature
- Ability to maintain favourable public relations.
- Ability to work as part of the staff team to achieve organisational goals.
- Communicate regularly with key colleagues through regular reporting, by email, phone and occasional face-to-face meetings
- Ability to formulate policies and procedures based on information of a conceptual nature from varied and complex sources.
- Ability to establish and maintain effective relationships with public officials, private industry officials, professional personnel, and entrepreneur clients of EMPRETEC Ethiopia.
- Ability to work to deadlines with good prioritisation and time management skills.
- Good computer literacy, with knowledge of Microsoft Office applications including Word, Excel and Outlook
- Fluency in English and Amharic
- Job requires extensive travel

5.4 Business Development Services (BDS) Manager

Responsible to the Chief Executive Officer

Main Duties and Responsibilities

1. Develop and review annual work plan for the BDS department
2. Produce organisational strategy and plans to meet the provision of BDS programs as stipulated in the annual workplan
3. Review training materials and customise BDS material to suit needs of entrepreneurs
4. Plan functional operational budgets, forecast costs and delegate numbers as required by organisational planning and budgeting systems.
5. Develop and customize BDS according to the needs of the entrepreneurs.
6. Visit entrepreneurs in the businesses and have first-hand experience of their businesses
7. Understand their problems and offer the appropriate interventions to mitigate their problems
8. Revise and review BDS strategy and plans as deemed appropriate
9. Record all BDS transactions on template and enter into the clients' database system managed by the IT department.
10. Provide training to trainee BDS Advisors
11. Provide supervision over the BDS department in the regions

Person specifications

- Mature, credible, and comfortable in dealing with MSME entrepreneurs.
- Reliable, tolerant, and determined.
- Empathic communicator, able to see things from the other person's point of view.
- Demonstrated passion and commitment to entrepreneurship development and understanding of the private sector
- A Master's Degree from a recognized University with 5 years' post qualification experience in senior Management
- Sufficiently mobile and flexible to travel extensively within the country
- Keen for new experience, responsibility and accountability.
- Able to get on with others and be a team-player.
- Must be able to work extended hours
- Good Communication and reporting skills
- Good computer literacy skills, with knowledge of Microsoft Office applications including Word, Excel, Outlook
- Fluency in English and Amharic
- Job demands extensive travel out of station for long

5.5. Training Manager

Responsibility: To the Chief Executive Officer

Main Duties and Responsibilities

- Develop and review annual work plan for the training department
- Produce organisational strategy and plans to meet training programs as stipulated in the annual workplan
- Review training materials and customise training material to suit needs of trainees
- Plan functional training budgets, forecast costs and delegate numbers as required by organisational planning and budgeting systems.
- Plan and organize profiling sessions for prospective entrepreneurs and develop profiling results for use in the training program

- Develop a roster of Trainers and manage external training providers necessary to deliver required training to appropriate standards.
- Develop a close professional working relationship with external trainers and other stakeholders in other training institutions
- Plan and deliver training courses personally where necessary to augment that provided externally.
- Organise training venues, logistics, transport, accommodation as required to achieve efficient training attendance and delivery.
- Undertake quality assurance monitoring visits to the training centres on a regular basis, and provide necessary technical advice to the trainers
- Working closely with the Business Development and Marketing Manager, design training courses and programmes necessary to meet training needs of clients.
- Market special programs developed to institutions and organizations.
- Monitor and report on activities, costs, performance, etc., as required.
- Provide training to trainee trainers
- Provide supervision over the Training department in the regions
- Develop self, and maintain knowledge in relevant field at all times.
- Communicate regularly with key colleagues through regular reporting, by email, phone and occasional face-to-face meetings.

Person specifications

- A Master's Degree from a recognized University
- Five years post qualification experience in senior management.
- Proven capability and flair for training
- Demonstrated passion and commitment to entrepreneurship development and understanding of the private sector
- Ability to work to deadlines with good prioritization and time management
- Ability to work without supervision
- Must be able to work extended hours
- Ability to work as part of the staff team to achieve organisational goals.
- Good Communication and reporting skills
- Good computer literacy skills, with knowledge of Microsoft Office applications including Word, Excel, Outlook
- Fluency in English and Amharic
- Job requires very extensive travel and many days outside station

5.6 Finance and Administrative Manager

Responsibility: To the **Chief Executive Officer**

Main Duties and Responsibilities

Finance

- Develop, review and implement an annual work plan
- Establish and implement financial procedures in line with organizational requirements.
- Recording and reconciliation of project recoveries and income recognition.
- Timely and accurate recording of all financial transactions in line with organisational and donor requirements and deadlines.
- Establish and prepare accurate and timely information for budget monitoring and progress reporting of programme funds and grants.
- Provide financial management advice on revisions of budgets, preparing periodic forecasts and any changes needed
- Monitoring of the petty cash and bank balances to ensure sufficient funds are always available depending on the programme needs.
- Management and reconciliation of the bank and cash accounts, preparation of the

weekly cash counts and monthly financial records including cashbooks, to be submitted to Ministry of Finance and Economic Development ensuring financial and resource accountability and effective management for records as required for auditing.

- Control of salary payments to staff, including tax liabilities, reconciling the same and monitoring medical expenses, etc.
- Collection and filing of regular financial reports and budget records from the Regions.

Administration

- Plan, develop and implement strategy for HR management and development (including recruitment and selection policy/practices, discipline, grievance, counselling, pay and conditions, contracts, training and development, succession planning, morale and motivation, culture and attitudinal development, performance appraisals and quality management issues)
- Establish and implement administration and logistics procedures in line with organisational requirements
- Identify, establish and manage an effective working office for the EMPRETEC Centres ensuring effective security.
- Identify, establish and manage accommodation for international staff ensuring effective security.
- Establish and manage all procurement and logistics activities including management of vehicles and drivers.
- To work as part of the staff team to achieve our organisational goals.
- Communicate regularly with key colleagues through regular reporting, by email, phone and occasional face-to-face meetings

Person Specification

- Qualified Accountant (ACCA, CIMA or equivalent) or qualified by experience
- At least 5 years' relevant experience in a Finance and Administration function in the field at an appropriate level
- Proven financial analysis capability
- Production and interpretation of management accounts.
- Proven ability to provide support, guidance and training to financial and non-financial managers and colleagues.
- Ability to work as part of the staff team to achieve organisational goals.
- Communicate regularly with key colleagues through regular reporting, by email, phone and occasional face-to-face meetings
- Ability to work to deadlines with good prioritisation and time management skills.
- Good computer literacy, with knowledge of Microsoft Office applications including Word, Excel and Outlook
- Fluency in both English and Amharic

5.7. IT Specialist

Responsibility: To the **Chief Executive Officer**

Main Duties and Responsibilities

- Prepare and the operate a Performance Tracking System (PFT) and manage the database system
- Working closely with the Training and BDS Departments, use the PFT to record into the database all activities with the entrepreneurs.
- Generate on a monthly basis reports on all entrepreneurial activity for use by Management
- Design and manage a network system for the Centre
- Design and operate other software as the operations of the Centre may require
- With information technology constantly changing, IT Specialist must stay up-to-date on emerging technologies and the potential effectiveness of these advancements in the current system within EMPRETEC Ethiopia

- Manage and train IT officers at the regional offices in the use of the PFT and any other software that may be in use at the Centre
- Advise Management on new advances in IT technology
- Provide supervision over the IT department in the regions

Person specification

- A well experienced hands-on professional with a Bachelor's degree in Computer Science
- Minimum of 5 years post qualification experience
- Must have thorough knowledge and great strength in Access and Database management systems
- Must be able to work under minimal or no supervision
- Must be able to work extended hours
- Ability to work as part of the staff team to achieve organisational goals.
- Communicate regularly with key colleagues through regular reporting, by email, phone and occasional face-to-face meetings
- Ability to work to deadlines with good prioritisation and time management skills.
- Ability to work as part of the staff team to achieve organisational goals

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ANNEX 6: Detailed Description of EMPRETEC Model of Entrepreneurship and Enterprise

Development.

EMPRETEC MODEL OF ENTREPRENEURSHIP AND ENTERPRISE DEVELOPMENT.

6.1 Introduction

The overarching objective of Government of South Sudan is to develop Micro, Small and Medium Enterprises (MSMEs) among rural populations and the urban poor, including but not limited to South Sudan farmers associations, dairy producers associations, poultry producers associations, national private companies in the areas of supply, general trade, construction, and others and unlock the potential for them to create wealth and employment. This is envisaged in the Agreement on The Resolution of The Conflict (August 2015) and the UNDP Interim Cooperation Framework 2016-2017. The expected results of such action shall be the creation of wealth and alleviation of poverty which can be achieved through entrepreneurial skills training and enterprise development from provision of business development services.

The EMPRETEC model shall install and implement an integrated, one-stop enterprise development and support program that consists of a comprehensive package of core services and ancillary interventions designed to improve the operational efficiency and enhance the competitiveness and profitability of emerging micro, small and medium enterprises both in the domestic and export markets and also small scale farmers in the rural areas.

This model revolutionary approach to enterprise development will transform the MSEs and bring the informal sector into mainstream formal economic activity. The service mix is illustrated in **figure 1** below and are further explained in the following strategy

6.2 Strategy

6.2.1. Entrepreneurship Development

Intervention 1: Trainer of Trainers

EMPRETEC will build local capacity to deliver the Entrepreneurship Training Workshop (ETW), the flagship-training program. The program shall identify potential trainers and take them through a series of training programs and apprenticeships to enable them competently facilitate the training of entrepreneurs. Similar customized training programs and apprenticeship shall be organized for trainers of farmers in the rural areas. The training shall follow this arrangement:

Phase 1: All potential trainers shall go through the flagship Entrepreneurship Training Workshop (ETW) that takes 6 days. This shall enable them appreciate the behaviours and competencies that go to make a successful entrepreneur.

Phase 2: The potential trainer will go through apprenticeship under a certified trainer for 2 training sessions after which if he distinguishes him/herself, he/she will be approved to attend the Trainer of Trainers program.

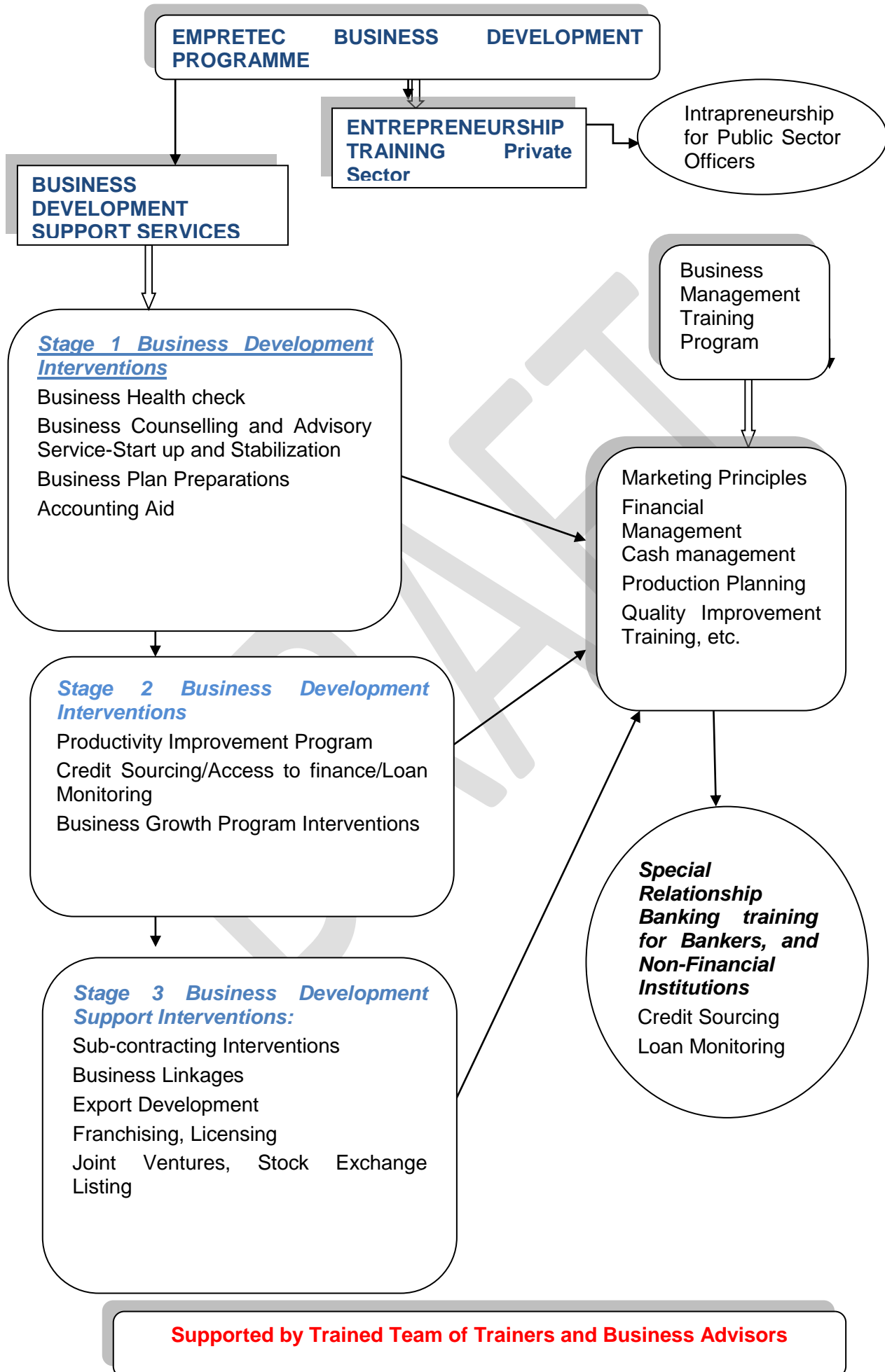
Phase 3: This phase will take the potential trainer through the Trainer of Trainer (TOT) program during which he/she is introduced to the EMPRETEC philosophy and methodology, presentation skills, familiarization with the Trainers Manuals, exercises, case studies and role play. They will also learn the selection and profiling system of potential candidates and how to use it for training. This phase will last 6 consecutive days. Additional Trainer of Trainer program shall be held for facilitators in the rural farming communities to equip them with the appropriate modules and methodology for their assignment.

Phase 4: Trainers who successfully complete this program shall be assigned two (2) facilitation sessions under the guidance of Master Trainers. They will then run additional four (4) sessions successfully with minimal supervision and present themselves for evaluation towards certification as National Trainers.

Drawing from experience in many African and Latin American Centres, great opportunities will be given women to be trained as they make good trainers. This training of trainers for indigenous Gambians will help localize the training process and decrease dependence on foreign trainers. Very experienced and international Master Trainers shall be provided to implement and supervise the training process.

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Figure 4 EMPRETEC Program Model-Flow Sheet



Intervention 2: Training of Entrepreneurs

EMPRETEC will identify and select growth oriented entrepreneurs from the private sector, women's groups and committed unemployed youth who demonstrate a passion for entrepreneurship to undergo systematic training in entrepreneurial skills development. In identifying more women entrepreneurs, EMPRETEC shall access some of the women in the economic clusters and identify the eagles among them and train to make the transition to small and medium enterprise operators. Young graduates that are not employed shall be implored to attend the training programs to enable them go into self-employment as a winning alternative.

To support Government's policy of modernizing and boosting agriculture, farmers shall be trained in entrepreneurship in addition to technical skills acquisition, for them to see their activity as a business and treat it as such. The farmers shall be assisted to identify additional markets to sell their enhanced production to create greater opportunities for wealth creation. The increased productivity and production arising from their improved attitudes towards their enterprise, shall fuel the supply of raw materials to industry. Modules specially designed for farmer groups shall be used in their training. The program shall work diligently and in tandem with the Ministry of Agriculture to enable farmers have adequate knowledge and effective utilization of winning agronomic practices in their farming activities.

The modules for facilitation and length of the entrepreneurship-training program shall be dependent on the category and backgrounds of entrepreneurs that are being trained. Special shall be designed to ensure their relevance to each category of entrepreneurs. The program shall range from 4 and 6 days duration and shall be full day non-residential program. The training programs are practical, hands-on attitudinal and behavioural change-training programs. Aside classroom coaching, much of the facilitation is done by way of case studies, games, role play, exercises and experiential sharing. All attending entrepreneurs who successfully complete the training program are presented with certificates.

6.2.3. Enterprise Development

Intervention 1: Training of Business Development Service Advisers

The success of the EMPRETEC model depends so much on post-training support that is provided the entrepreneurs. The development of entrepreneurship in entrepreneurs and the growth of their enterprises do not result from a training program. The development results rather from a programmed package of a mix of entrepreneurial and management skills training and a coordinated delivery of customized business advisory services. That is what the EMPRETEC program is made of. It is therefore imperative that a core of Business Advisors are trained and within geographical reach of the entrepreneurs to provide business advice. Staff of EMPRETEC Gambia and other public and private local advisors that shall be enlisted as associates, shall be trained in the EMPRETEC methodology to empower them to offer standardized but personalized business advice to their clients.

The training program that shall last five (5) days shall include topics like Business Diagnostic and Health check, Business Counselling, Guide to Business Planning and Review, Sub-contracting opportunities, Financial Analysis and Management, etc. This shall be followed by a further 5-day field trip to provide practical hands on field training for the Advisors. Very experienced International Technical Assistance and Business Advisors with relevant experience in many African EMPRETEC Centres will undertake and supervise the training of the Business Advisors to deepen their understanding.

Intervention 2 Provision of Business Development Advice

It is the provision of business advisory services that will consolidate the gains that would be made from the entrepreneurship training and transform their enterprises. A month after each training workshop, Business Advisors shall assemble the participants of the workshop at a central location and recap the training program. Participants will discuss their understanding of what had been done at the workshop. Participants will also express their understanding by what they have been able to do in their businesses since the workshop and explain which of the entrepreneurial competencies they have used since they left the workshop. Participants will learn from each other as they share their experiences. In an open platform like this setting not many entrepreneurs can discuss some pressing and personal problems so after this session, the program will break and opportunity will be given to all the entrepreneurs to hold private one-on-one discussions on their businesses with Business Advisors. Business Advisors will provide the appropriate counselling to the entrepreneurs. This type of business advisory session will be repeated two more times, at the end of three (3) months and the last at the end of six (6) months. Any entrepreneur requiring BDS service

after the 6 months shall be required to pay a fee, no matter how small for each service. During this period of group counselling, the Advisors will look out for entrepreneurs that deserve special attention and fast track their development by concentrating on their development by providing more one-on-one interactions.

Another level of business advice shall be introduced that addresses the business needs of growing and expanding entrepreneurs. It will include business advice in areas of Financial Management, Marketing, Delegation, Preparation towards, and accessing the Export Market, Subcontracting arrangements, Developing Business Linkages, etc. Fees shall be paid for this service.

Intervention 3: Access to Finance

Access to finance remains one of the critical problems faced by MSMEs. Financial institutions view them as high credit risks. The Program will provide BDS service to enable entrepreneurs be able to manage and record their financial transactions towards developing proper accounts at the end of each month and each year. Provision of BDS will result in proper organization of the enterprises. Their management would be strengthened and their real projections would show profitability. This provision of financial literacy will encourage responsible borrowing and lending. The Centre will develop special relationship with the financial institutions that shall allow the Centre to recommend MSME clients for financial support. The Centre shall develop **MUTUALIST** guarantee schemes between the banks and the MSME clients that shall allow the banks to provide the MSME clients loans against group savings at the bank as collateral.

Training programs shall be run for the bankers to enable them have a better appreciation and understanding of the MSME operator and how to relate to the operator to obtain the maximum out of the operator to increase the profitability of the bank.

During the policy engagement, recommendations shall be made to the Women and Youth Development Fund to explore the possibility of setting up Development banks for MSMEs and Industry to facilitate their development. Agriculture and Industry require more than the short term funding currently on offer by the Commercial Banks.

In addition, the two bodies shall be requested to further explore the possibility of enacting a policy that shall enjoin the Commercial banks to set aside part of their profits towards the development of the MSME sector.

6.2.4 Targeted catalytic interventions

Catalytic interventions, that impact on the enterprises, are necessary to stimulate growth and could produce entrepreneurial champions. These interventions will deliver self-employment, create employment opportunities, generate wealth and propel the economy forward faster.

Intervention 1: Develop Entrepreneurial Role Models

The Centre shall identify growth oriented enterprises and provide fast track BDS beyond the ETW to enable them make the transition to higher levels of production and profitability. Such structured business assistance will facilitate their growth and development into role models and captains of industry. This however will be done without peril to the greater majority. The development of such successful local indigenous role models shall spur a lot more Gambians to follow suit.

Intervention 2: Develop networking capabilities for entrepreneurs

The Centre will group together all clients that have passed through their training sessions into a semi-autonomous association run by the entrepreneurs with assistance from the Centre. The grouping shall be called the EMPRETEC Business Forum. The Forum, with a national register of members and business services of members, could offer the members a great opportunity to network and trade among themselves. By the end of the project period, at least 6000 high calibre locally and internationally competitive entrepreneurs would have been trained in entrepreneurial best practices and one could imagine the huge market and supply opportunities 6,000 enlightened entrepreneurs could bring to themselves.

6.2.5. EMPRETEC SERVICE MIX

EMPRETEC MODEL OF ENTREPRENEURSHIP AND ENTERPRISE DEVELOPMENT		
SET UP AND BUILD CAPACITY OF INSTITUTION	PROVIDE ENTREPRENEURSHIP AND MANAGEMENT TRAINING PROGRAMMES	PROVIDE BUSINESS DEVELOPMENT SERVICES
Provide orientation to staff on programme objectives, expected outputs and implementation strategies	Entrepreneurship Training workshop based on Ten (10) Personal Entrepreneurial Competencies (PECS)	<i>Stage 1 Business Development Interventions</i> Business Heathcheck Business Plan Preparations Accounting Aid Business Counseling and Advisory Service-Start up and Stabilization
Install and train staff on EMPRETEC Model of entrepreneurship development components	<i>Supplementary Business Development and Management Training Programs</i> Marketing Principles Financial Management Cash management Production Planning Quality Improvement, etc.	<i>Stage 2 Business Development Interventions</i> Business Growth Programme Interventions Productivity Improvement Programme Credit Sourcing/Access to finance Loan Monitoring
Prepare and customise manuals and operational instructions	<i>Special Relationship Banking training for Bankers, and Non-Financial Institutions</i>	<i>Stage 3 Business Development Support Interventions:</i> Sub-contracting Interventions Export Development Franchising, Licensing Joint Ventures
Advocacy on Conducive Business Environment/ Entrepreneurship Policy and Strategy Development		

The EMPRETEC Model of entrepreneurship development as depicted in the above figure 1 I has the following components

i. TRAINING PROGRAMMES

- **Entrepreneurship Development Training** for MSME Owner Managers
- **Corporate Intrapreneurship Training** for Corporate Executives and Public sector officials
- **Management Development Training Programmes**
 - Business Awareness/ Start Your Own Business
 - Graduate Entrepreneurship Development Programme
 - Business Growth programme
 - Relationship Banking for the Premium Small Business Customer (for banks)

- Customised Management Training usually tailored to specific needs of clients. Current offerings include Time Management, Effective Supervision, Managing Your Finances and Premium Customer Care, Improving Productivity through Better Working Conditions.
- Succession Planning for SMEs
- Business Record Keeping and Working Capital Management for SME clients
- Training in Financial Management
- Training in Productivity Improvement

ii. FOLLOW UP BUSINESS ADVISORY SERVICES

- **Business Diagnosis and Health Check Service**

After the Entrepreneurship Training Workshop, a Health check exercise will be conducted for participating enterprises. This will involve conducting a comprehensive diagnostic study of the management and operations of each company in order to identify key problem areas and determine the specific actions required to be undertaken to address them. This exercise will form the basis of the type of assistance that would subsequently be provided to each Enterprise.

- **Business Counseling and Advisory Service**

Working hands-on with the owner managers, on-site business advice and counseling is provided to address some of the problems identified during the Health check exercise.

- **Business Plan preparation**

Each SME attending the entrepreneurship workshop is assisted to prepare a business plan to guide the business in its growth program.

- **Credit Facilitation Scheme and Loan Monitoring service**

This involves the identification and evaluating alternative sources of financing for client companies and it introduces a Loan Monitoring Service to the banks as part of scheme to facilitate and encourage SME lending.

- **Client Accounting and Bookkeeping Service (CABS)**

This is an accounting and bookkeeping scheme that is designed to assist SMEs to document, process, analyze and maintain and understand financial records.

- **Installation of Performance Tracking System (PTS):**

A computerized Performance Tracking System (PTS) is installed. The PTS is a management information system that will enable the EMPRETEC centre to closely track the performance of its client companies as well as local business advisors enrolled to provide service to the program. The PTS will thereby provide data for monitoring the impact of all program activities.

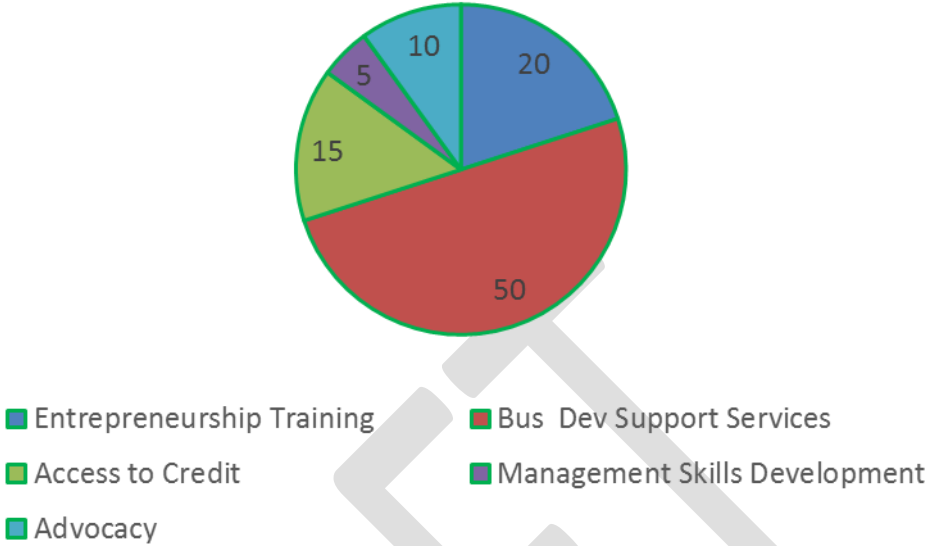
iii. SUPPORT FOR BUSINESS LINKAGES

The services provided include preparing the MSMEs and facilitating:

- Sub-Contracting
- Joint ventures
- Franchising
- Technology licensing

6.2.6. Percentage of Focus of Entrepreneurship Development and Enterprise Support

% of Focus



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Annex 7: Detailed Cost Analysis

As per Excel File –South Sudan Project Doc. Reduced Budget File)

- 7.1 Project Summary sheet (Excel Document-sheet 1)
- 7.2 Project Administrative cost (Years 1-3)
- 7.3 Entrepreneurship Training (Years 1-3)
- 7.4 Business development Service (years 1-3)
- 7.5 Analysis of Consultant (EMPRETEC Ghana) Cost

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