



higher education
& training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA



UNIVERSITY CAPACITY DEVELOPMENT PROGRAMME

IMPLEMENTATION PLAN FOR THE ENTREPRENEURSHIP DEVELOPMENT IN HIGHER EDUCATION (EDHE) PROGRAMME 2018-2020

UNIVERSITY INFORMATION

Name of Institution

Name of Programme

Entrepreneurship in Higher Education (EDHE) Programme

Responsible Senior Manager at the University (at least at DVC level)

Title, initials, surname:

Tel no:

E-mail:

EDHE coordinator

Institution name:

Tel no:

E-mail:

Title, initials, surname:

1 SECTION 1: DECLARATION

DECLARATION	
I declare that my institution is the lead institution and fund holder for the EDHE Implementation Plan 2018-2020 and hereby authorize the submission of this plan to the Department of Higher Education and Training.	
Title, initials and surname	Designation
Signature	Date

DECLARATION BY THE DIRECTOR - GENERAL	
I hereby approve the EDHE Implementation Plan 2018-2020.	
Mr GF Qonde Director-General: Higher Education and Training	
Signature	Date

TABLE OF CONTENTS

1	SECTION 1: DECLARATION	3
2	SECTION 2: EXECUTIVE SUMMARY	6
2.1	SUMMARY OF THE EDHE PROGRAMME	6
2.2	KEY FEATURES OF THE EDHE PROGRAMME	7
3	SECTION 3: MANAGEMENT STRUCTURE AND RESOURCES	9
3.1	INTRODUCTION	9
3.2	SUPPORTING ENTITY AND TRANSFER FUNDING	9
3.3	MANAGEMENT STRUCTURE	10
3.4	SKILLS REQUIREMENTS	10
3.5	HUMAN RESOURCE REQUIREMENTS	12
3.6	OUTSOURCING	15
3.7	SUBSISTENCE AND TRAVEL	16
3.8	SPACE REQUIREMENTS	16
3.9	IT INFRASTRUCTURE	17
4	SECTION 4: MONITORING AND EVALUATION OF PROJECT IMPLEMENTATION AND RESULTS	17
5	SECTION 5: PLAN OVERVIEW	18
5.1	PROJECT 1: COORDINATION, ADMINISTRATION AND MANAGEMENT	18
5.2	PROJECT 2: POLICY FRAMEWORK FOR EDHE	19
5.3	PROJECT 3: STAKEHOLDER ENGAGEMENT AND BEST PRACTICES	20
5.4	PROJECT 4: AWARENESS AND VISIBILITY	23

5.5	TARGET BENEFICIARIES	25
5.6	ACTIVITIES IN THE PLAN	30
6	SECTION 6: PROJECT PLANS	31
6.1	PROJECT 1 – COORDINATION, ADMINISTRATION AND MANAGEMENT	31
6.2	PROJECT 2 – POLICY FRAMEWORK FOR DHET	33
6.3	PROJECT 3 – STAKEHOLDER ENGAGEMENT	35
6.4	PROJECT 4 – AWARENESS AND VISIBILITY	39
		43

DRAFT

2 SECTION 2: EXECUTIVE SUMMARY

2.1 SUMMARY OF THE EDHE PROGRAMME

Within the context of increasing graduate and youth unemployment, the resources available at universities, the national drive for SMMEs and the need for third-stream income at universities, the imperative to drive student/graduate entrepreneurship has been growing steadily. Entrepreneurship in its different forms is an area of university development that has been underserved in the past, especially when graduate unemployment was not as prevalent. In response, a platform for Entrepreneurship Development in Higher Education (EDHE) was established at the end of 2016 from within the University Education Branch of the Department Higher Education and Training.

The goals of the EDHE Programme are in keeping with the intention that the UCDP should enable an integrated approach to capacity development across three focus areas, namely student development; staff development and programme/curriculum development, i.e.

- ✓ **Goal 1: Student Entrepreneurship.** Mobilise the national student and graduate resource to create successful enterprises that will ultimately lead to both wealth and job creation.
- ✓ **Goal 2: Entrepreneurship in Academia.** Support academics in instilling an entrepreneurial mindset within all students and graduates through the offering of relevant knowledge, transferral of practical skills and the application of business principles to a specific discipline. This should take place both through the curriculum and through research.
- ✓ **Goal 3: Entrepreneurial Universities.** Create a conducive environment that will enable universities to adapt strategically and embark on projects whereby third-stream income can be generated through innovative business ideas.

In the spirit of the UCDP, the EDHE Programme is **people-focused**. It is intended to develop the entrepreneurial capacity of students, academics and leaders. The intention is for students to be more successful in terms of becoming economically active during and after their tertiary education. In the face of the #FeesMustFall protests, entrepreneurial activity during their studies could enable students to generate an additional income and fast-track the process of becoming economically active. Upon graduation, students would be able to consider entrepreneurship as a career, either as a first choice, or as an alternative, especially if they have difficulty in finding employment.

The people-focused nature of the EDHE Programme extends to developing the capacity of **academics** and support professionals to deliver informed and relevant services in terms of entrepreneurship education. This would include equipping academics across disciplines to encourage an entrepreneurial mindset and culture, as well as subject-specific entrepreneurship education, delivered with confidence.

The EDHE Programme is positioned to make entrepreneurship education and training **accessible** for all students across disciplines. This is a much-needed intervention that would better equip students to successfully participate in the economy upon graduation, regardless of whether they are employed or not.

The EDHE Programme, through driving entrepreneurship development in academia, is intended to optimise existing entrepreneurship **research** and encourage contextually relevant new research. This would include drawing together existing research on the broader topic of entrepreneurship development, but also specifically on the topic of entrepreneurial universities. Entrepreneurship research would be made available to university stakeholders, students and other stakeholders through a centralised online repository of information.

The UCDP emphasises an increasing focus on curriculum development initiatives that examine new and alternative contents and pedagogies which are relevant to the South African context. In terms of driving the entrepreneurship development agenda through the **curriculum**, the EDHE Programme is aimed at embedding entrepreneurship in the curriculum, through flexible curriculum pathways, across disciplines. In the spirit of the UCDP, the intention is for entrepreneurship in the curriculum to be relevant to the local context in order to support the ability of graduates to participate meaningfully in society and in the world of work.

In essence, student development, staff development and curriculum development are interlinked in terms of the EDHE Programme. High quality entrepreneurship programmes would benefit both staff and students. Better equipped and skilled staff would contribute to student entrepreneurship and more relevant academic programmes and research. Similarly, as students expand their entrepreneurship skillsets, staff would be motivated to invest in their own development and academic programmes.

The EDHE Programme spans across institutional and regional boundaries. It is aimed at addressing entrepreneurship development needs at individual institutions, while drawing together regional resources and efforts to the benefit of stakeholders on a national level.

This is a large and complex endeavour that requires multiple focus areas and much time. The good news is that most universities are already taking ownership of the problem and implementing initiatives. Add to this the fact that universities have access to their own resources, and it is clear that the main role the EDHE Programme is to provide strategic focus, create enabling environments, collaboration, partnering and unlocking what is existing.

2.2 KEY FEATURES OF THE EDHE PROGRAMME

The three goals of the EDHE programme as mentioned in 2.1 above, are supported through the following corresponding Communities of Practice (CoPs):

1. CoP for Student Entrepreneurship;

2. CoP for Entrepreneurship in Academia; and
3. CoP for Entrepreneurial Universities.

In each of these areas, EDHE actions and projects have been identified. The approach is practice and action-based, rather than passive and theoretical, given that the Programme is aimed at supporting economic transformation. The programme spans the larger entrepreneurship development to include other public-sector entities, private-sector entities, tertiary education entities and students

The features of the EDHE Programme further include that it is inclusive, collaborative, sustainable, scalable, adaptable, practical and applied, and output-based and performance driven.

The EDHE Programme could be described as enabling *education for entrepreneurship*. In addition to the Community of Practice approach advocating the sharing of best practice, the following approaches to entrepreneurship development are also characteristic of the EDHE Programme:

- ✓ **Platform approach:** Follow an entrepreneurship ecosystem and platform approach, i.e. champion entrepreneurship at the highest level and encourage it as a strategic priority at universities.
- ✓ **National approach:** Follow a comprehensive local, regional and national action approach by optimising opportunities and support from all relevant national government departments.
- ✓ **Integrated approach:** Follow an intra- and inter-university, cross-disciplinary approach by championing the integration of entrepreneurship education across all faculties, embedding entrepreneurship development in curricula, encouraging the practical implementation of research on entrepreneurship education and putting entrepreneurship evaluation mechanisms in place.
- ✓ **Investor-friendly approach:** Follow a funder and investor friendly approach in facilitating funding for strategic entrepreneurship development activities and infrastructure from both the private and public sector. Streamline processes to simplify the participation of potential funders, while encouraging access to and from student and graduate entrepreneurs.
- ✓ **Incentivised approach:** Follow an incentivised approach by rewarding key strategic entrepreneurship development activities based on performance and delivery.
- ✓ **Student empowerment approach:** Follow a student-focused approach to empower and support student entrepreneurs. In addition to the aspects mentioned above, this would include developing a student entrepreneur portfolio system to create an entrepreneurial track record, as well as facilitating the establishment of a student entrepreneurship network at local, regional and national level to support peer learning.

3 SECTION 3: MANAGEMENT STRUCTURE AND RESOURCES

3.1 INTRODUCTION

It is envisaged that the EDHE Programme ramps up over a period of three years to coincide with the cycle of the UCDP from 2018 to 2020.

As the driver of collaboration and partnerships, the EDHE Programme will be positioned as an evolving activity that draws institutions, academics, students, the business community and other structures into an amalgam.

The extent of human resource requirements for the Programme will have direct implications on the execution of projects. The intention is to operate as lean as possible and focus on speedy execution with quick visible results. However, the scope of the project is such that some key skills and resources are required.

3.2 SUPPORTING ENTITY AND TRANSFER FUNDING

This programme will be executed through Universities South Africa (USAf) via transfer pricing. As a result, the governance of the Supporting University will be utilised in executing this project.

As part of this governance, the Universities South Africa (USAf) will provide the following skills as outsourced services:

- ✓ Financial and Procurement Management
- ✓ Human Resource Support
- ✓ IT Support
- ✓ Marketing and Public Relations (partly)

3.3 MANAGEMENT STRUCTURE

The following diagramme provides a quick overview of the management structure:

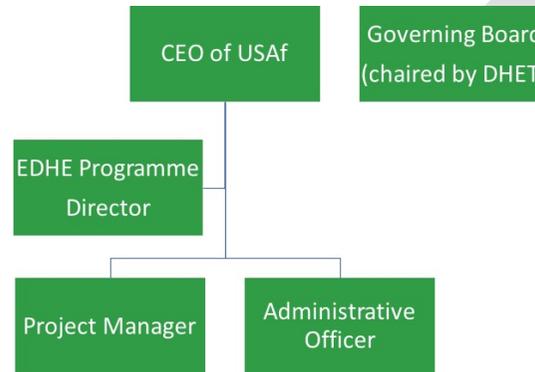


Figure 1: Management Structure

The EDHE Programme will be located within USAf, with a reporting line to the CEO of USAf. A governing board that is chaired by DHET will be tasked with oversight and ensuring alignment between the EDHE Programme and the Department Higher Education and Training.

3.4 SKILLS REQUIREMENTS

The main skills required to execute on this programme are the following:

- ✓ **Programme Management.** The main responsibility for the programme and projects. This includes driving the vision, stakeholder engagement, creating and driving awareness, and reporting.
- ✓ **Project Management.** This skill brings specific project management skills to the programme, which includes aspects of work planning, monitoring and reporting progress on milestones, and project risk management.

- ✓ **Administrative Skills.** This programme creates volumes of interactions, data, records and documentation. In addition to this, the programme is primarily interaction based on a national scale, which require many arrangements to be made.
- ✓ **Events Management.** Key projects of this programme are based on hosting regular events. Although the actual hospitality will be outsourced, in-house skills will be required to manage these different events on various levels, e.g. registration, appointments, quality, acting as host, etc.
- ✓ **Social Media Management.** As an awareness programme, social media is already playing a key role. Managing the programme's presence on social media has become a nearly full-time job. This will only increase as the number of participants expand during the next few years.
- ✓ **Financial Management.** This skill provides general transactional and accounting support, and general financial management support to the programme. This is required to ensure proper financial governance and to track progress on budget. This function will also oversee the final financial audit of the programme.
- ✓ **Procurement Management.** This skill provides general procurement support in terms of proper governance procedures. This programme will require a few large procurements which will have to go through tender processes, e.g. the development of the IT Platform.
- ✓ **IT Management.** This project requires the establishment of a national IT platform. This requires various IT skills to help with the stakeholder engagement on requirements collection, system specification, tender evaluation, overseeing system design, testing and implementation, data collection, general system maintenance and support, analysis and reporting. In addition to the platform, this skill also provides technical support to the general operational aspects of the programme.
- ✓ **Marketing Management.** This programme has awareness and collaboration as core activity. This requires various marketing activities, e.g. defining strategies to drive awareness to the various stakeholders, ensuring content for the web site, platform and social media, providing a professional look-and-feel (brand) for the programme.
- ✓ **Graphics Design.** This skill is closely related to marketing, social media and events. As a result of the intensity required of this skill, it will be crucial to have this skill on-board to ensure that no delays are experienced and that these activities can be executed cost-effectively.
- ✓ **General Support.** Various hands-on support activities, e.g. cleaning, food-services support, runner, and basic admin support.

3.5 HUMAN RESOURCE REQUIREMENTS

As this is a programme with a duration of 3 years, the human resources should be recruited/appointed on the same basis. The following table provides a matrix of the envisioned posts, skills, resources and responsibilities that will be required.

Post	Post Description			Resources Requirements			
	Responsibilities	Skills Mix	Level	IT HW	Software	Furniture	Other
Programme Manager	<p>Vision, policy, research and stakeholder engagement</p> <p>Responsible for managing the EDHE Programme</p> <p>Engage with stakeholders and partners in all sectors</p> <p>Identify and facilitate the sharing of best practices</p> <p>Drive ongoing awareness and visibility of EDHE</p> <p>Oversee the establishment of a regulatory framework</p>	<p>Programme Management</p> <p>Project Management</p> <p>Social Media Management</p> <p>Administration Skills</p>		<p>Notebook</p> <p>Mobile Phone</p> <p>Printer/Copier (shared)</p> <p>Shredder (shared)</p> <p>Wi-Fi/Internet Access</p>	<p>Office 360</p> <p>Project Management</p> <p>Dropbox</p> <p>CRM</p>	<p>Desk</p> <p>Chair</p> <p>Cabinets</p>	<p>Private Office</p> <p>Small Meeting Room (shared)</p> <p>Training/Board Room (shared)</p> <p>Kitchen Area (shared)</p>
Project Manager	<p>Establish the EDHE online platform</p> <p>Develop the EDHE National Support Infrastructure Framework</p>	<p>Project Management</p> <p>IT Management</p> <p>Administrative Skills</p> <p>Event Management</p>		<p>Notebook</p> <p>Mobile Phone</p> <p>Printer/Copier (shared)</p> <p>Shredder (shared)</p>	<p>Office 360</p> <p>Project Management</p> <p>Dropbox</p> <p>CRM</p>	<p>Desk</p> <p>Chair</p> <p>Cabinets</p>	<p>Open Office</p> <p>Small Meeting Room (shared)</p> <p>Training/Board Room (shared)</p>

Post	Post Description			Resources Requirements			
	Responsibilities	Skills Mix	Level	IT HW	Software	Furniture	Other
	<p>Responsible for the coordination and consistency of the various events nationally</p> <p>Development of all marketing related materials (website updates, events, brochures)</p> <p>Formatting and development of content for the various online platforms</p>			Wi-Fi/Internet Access	Graphics Design		Kitchen Area (shared)
Administrative Officer	<p>Provide general office support</p> <p>Manage financial aspects and service provider engagement</p> <p>Take responsibility for meeting logistics and documentation</p> <p>Manage social media presence</p> <p>Process/Methodology:</p> <p>Collect content from across the EDHE ecosystem</p> <p>Develop content</p> <p>Create media interface</p> <p>Interface with graphics designers and media companies</p>	<p>Administration Skills</p> <p>Financial Management</p> <p>Social Media Management</p>		<p>Notebook</p> <p>Mobile Phone</p> <p>Printer/Copier (shared)</p> <p>Shredder (shared)</p> <p>Wi-Fi/Internet Access</p>	<p>Office 360</p> <p>Project Management</p> <p>Dropbox</p> <p>CRM</p>	<p>Desk</p> <p>Chair</p> <p>Cabinets</p>	<p>Open Office</p> <p>Store room</p> <p>Small Meeting Room (shared)</p> <p>Training/Board Room (shared)</p> <p>Kitchen Area (shared)</p>

Post	Post Description			Resources Requirements			
	Responsibilities	Skills Mix	Level	IT HW	Software	Furniture	Other
	Drive media projects Interface with other entities in DHET						
(To be outsourced)		Marketing Management Graphics Design Social Media Management Administration Skills		Notebook Large Screen Drawing Tab Mobile Phone Printer/Copier (shared) Shredder (shared) Wi-Fi /Internet Access	Office 360 Project Management Dropbox Graphics Design CRM	Desk Chair Cabinets	Open Office Small Meeting Room (shared) Training/Board Room (shared) Kitchen Area (shared)

3.6 OUTSOURCING

Several aspects involved in the EDHE Programme will be outsourced, while other services will be provided by USAf.

Functions provided by USAf include the following:

- ✓ **Financial and Procurement Management.** USAf's Finance Department that will provide services to the EDHE Programme. USAf has a functioning SCM and procurement system in place.
- ✓ **Human Resource Support.** USAf's HR Department will provide services to the EDHE Programme.
- ✓ **IT Support.** USAf's resident IT person works with an external service provider to provide IT needs, including website development and management.
- ✓ **Marketing and Public Relations.** Drive marketing strategy and public relations activities as required. USAf's communications person may provide marketing and public relations services.

Outsourced functions include the following:

- ✓ **Marketing and Public Relations.** Should USAf's communications person not be able to execute on all required services, interns might be recruited and/or work outsourced as needed.
- ✓ **IT Development.** The development of the IT platform will be outsourced following the normal tender procedures. However, the specifications and progress will be tracked from within the unit.
- ✓ **Graphics Design.** Graphics design of marketing materials.
- ✓ **Consultants.** Consultants will be contracted in, e.g. for training development, policy development and to design the measurement and evaluation framework.
- ✓ **Interns.** It is anticipated that interns might be employed to help with lower level administrative research, data capturing and general support.

3.7 SUBSISTENCE AND TRAVEL

One of the key elements of this programme is continuous interaction with the different stakeholders in the EDHE ecosystem. Although much of this can take place electronically, in many cases it will be necessary to attend events and meetings, conduct site visits, and have in-person interaction. Due to the fact that there are 26 public universities across South Africa, a substantial investment in subsistence and travel is required.

3.8 SPACE REQUIREMENTS

The EDHE Programme is to provide coordination, collaboration and project management support on a national scale. This implies that it becomes the central point for communication and interaction to ensure distribution of important information and best practices.

One of the elements will be a proposed online platform and online presence, for which reliable Internet/Wi-Fi access will be required. Also, due to the nature and extent of the programme, it is dependent on the goodwill and stakeholders making their time available to provide support. In addition to office space to house the programme team, it is therefore also necessary to allow for working space for volunteers and interns throughout the programme, as well as access to meeting and training rooms.

The EDHE Programme will require office space of ±80sqm. The following shared USAf facilities will be available to the Programme:

- ✓ Two meeting rooms;
- ✓ A 22-seater boardroom, equipped for tele- and video-conferencing and digital presentations; and
- ✓ A kitchen facility.

3.9 IT INFRASTRUCTURE

Based on the objectives and the national reach of the programme, the IT infrastructure will be predominantly based on cloud service. As it is envisioned that the staff will be travelling extensively, it is important that everyone can keep in touch, and that information can be shared. This dictates mobile computing and communications, as well as access to DropBox to ensure a shared and backed-up storage.

The large number of stakeholder engagements and interactions dictates that CRM cloud-based services be utilised. There is also a requirement for shared project management software (e.g. Smart Sheets). The graphics design function requires subscription access to specialised software as well as hardware.

4 SECTION 4: MONITORING AND EVALUATION OF PROJECT IMPLEMENTATION AND RESULTS

This project will report to the CEO of USAf, who will be responsible for the oversight of the operational aspects of the project, e.g. projects, activities and achievement of set milestones, and interaction between stakeholders.

This project will be funded through transfer funding to a local university, which will be responsible for the financial transactions and procurement.

A detailed annual budget will be developed (in accordance with this proposal) and approved by the Chief Director. Execution on this budget will be the responsibility of the Programme Manager. A Delegation of Authority will be developed to establish signing power within which the Programme Manager can approve transactions. Any larger or out-of-budget transactions will be approved by the Chief Director. Approved transactions will be executed by the university.

- ✓ **Operational oversight.** The programme manager will report functionally to the Chief Director: Teaching and Learning Development.
- ✓ **Finance and Procurement.** Managed by USAf. Programme manager submit requests within Delegation of Authority, and exceptions approved by Chief Director. The financial audits on the project will be budgeted by the project, but be the responsibility of the hosting university.
- ✓ **Advisory Panel.** This is a representative panel to provide guidance and input on progress. This panel advises the Chief Director.

- ✓ **Programme & Project Management.** This will be the responsibility of the Programme Manager with the help of additional project managers. A detailed project plan will be developed once the relevant people are appointed, in collaboration with the Chief Director and within the scope of the budget.
- ✓ **Risk Management.** The Programme Manager will also be responsible, and report on the Risks associated with this programme. Once the programme is initiated, a Risk Register and Mitigation Plan will be developed and updated continuously.
- ✓ **Measurement and Reporting.** Quarterly progress reports will be delivered to the Chief Director. This will include progress on budget and milestone achievements on the different projects approved.

5 SECTION 5: PLAN OVERVIEW

Four projects are envisioned to achieve the goals of the EDHE Programme. Each of these projects will be discussed on high-level in the following, as well as the main outputs/tasks for each.

5.1 PROJECT 1: COORDINATION, ADMINISTRATION AND MANAGEMENT

a) Project Problem Statement

Each university in South Africa has entrepreneurial activities and resources dedicated to it (some more than others). However, no formal coordination function exists to string these activities together, make them visible, provide strategic direction, represent them as a collective on national level, market them nationally, and create a measurement framework to measure progress.

b) Project Goals

The key goals of this project are to establish the EDHE operations and operational framework to coordinate and support entrepreneurship awareness and development nationally within the Higher Education environment, and also to execute on the other projects.

c) Project Outputs

- ✓ **Establish the EDHE operations.** This requires establishing the operational aspects of the programme to support the execution of the other projects proposed in this document. The main activities include the recruiting the necessary staff, setting up the office, operational processes, and assign duties. This also includes governance processes and interfacing methods with stakeholders.
- ✓ **Establish Measurement, Evaluation and Reporting Framework.** Together with the DHET and other stakeholders, a framework will be established to measure and evaluate progress of the programme, and to establish reporting templates to satisfy stakeholder requirements.
- ✓ **Develop an EDHE ecosystem baseline assessment.** Once the previous framework is established, this output will provide a baseline overview of the status of entrepreneurship awareness and development across the Higher Education landscape (predominantly universities).
- ✓ **Report quarterly to the Board of USAf.**
- ✓ **Fortnightly progress reports to the CEO of USAf and the DHET.** Reporting against milestones of the plan.

5.2 PROJECT 2: POLICY FRAMEWORK FOR EDHE

a) Project Problem Statement

No policy or regulatory framework exists to specifically regulate entrepreneurship within the Higher Education space. There is therefore a regulatory vacuum, which will only increase based on the success of EDHE. It is therefore paramount that policy and regulatory certainty be established through a Policy Framework in Higher Education.

b) Project Goals

The purpose of this project is to drive the establishment and implementation of a policy framework over the course of the programme duration.

c) Project Outputs

- ✓ **Research Policy Baseline.** There are several national and provincial departments that engages with entrepreneurship (e.g. provide support, measure SMME progress, job creation, etc.). These stakeholders (both private and public) needs to be identified and engaged. There are also various policies and regulations in play already that impacts on entrepreneurship activities as it relates to the Higher Education environment. In addition to what exists, it is also necessary to determine areas of policy vacuum. These aspects need to be researched widely within the South Africa context, but also to determine similar policy frameworks (and consequences) internationally.
- ✓ **Develop policy statement.** Once the research is completed, a policy statement can be drafted to incorporate the inputs and gain wide input from the stakeholder.
- ✓ **Approval of policy.** Once the policy statement has been circulated for input, it will need to go through a formal approval process as determined by DHET.

5.3 PROJECT 3: STAKEHOLDER ENGAGEMENT AND BEST PRACTICES

a) Project Problem Statement

The success and impact of the EDHE Programme is predominantly dependent on the participation and support of entrepreneurship development stakeholders and partners across public and private sector entities. This type of engagement does not happen spontaneously, but is often the response to interventions that are positioned to facilitate interaction and participation.

The activities across the EDHE ecosystem (e.g. both universities and practitioners) create learning through hundreds of local experimentations. It is important to celebrate the successes of these “experiments”, provide visibility, but more importantly, to identify the best practices and diffuse these practices for use by other stakeholders.

b) Project Goals

The key goals of this project are twofold:

- ✓ To continuously identify new and existing stakeholders and engage with them, and ultimately create beneficial partnerships; and
- ✓ To identify best practices by these partnerships, develop knowledge products from it, and distribute it on a wide scale within the ecosystem.

c) Project Outputs

- ✓ ***Annual EDHE Consultation event.*** Get input from representatives from key groups of stakeholders (as represented by the Communities of Practice) to assess and provide input to the EDHE team with regards to methods, outcomes and suitability. This will be presented as minutes of the event to the next event, and provide a tracking mechanism to improve operational effectiveness.
- ✓ ***Bi-annual Communities of Practice events.*** The already-existing Communities of Practice will meet bi-annually to drive the activities nationally and generate practice outputs from the various information feeds to distribute into the EDHE ecosystem. The main goal will be to collect, analyse and share best practices from various events and stakeholders. Annual updated reports and other knowledge products from these communities will be submitted and made available to everyone in the EDHE ecosystem through the EDHE platform.
- ✓ ***Annual EDHE Lekgotla.*** This national flagship event will bring all stakeholders in the EDHE ecosystem together to share their experiences, identify both best practices and available solutions, and identify issues and short-comings. The output will be proceedings of the event which will be available to all through the EDHI platform. The EDHE team will also incorporate the key aspects in an annual report. The output of this event will also feed into the Communities of Practice for processing.
- ✓ ***Annual regional and intra-university indabas.*** Most universities have no complete overview of internal initiatives within their own entrepreneurship development space, which implies uncoordinated activities within universities. Even more critical, there is little or no awareness or coordination between universities on a regional basis. The purpose of this output is to create regional and intra-university indabas to identify local initiatives and people working in the entrepreneurship ecosystem, and to encourage collaboration and provide coordination support where necessary. Mobilisation of local resources will also be an output. Each of these indabas will provide a proceeding which will be distributed on the EDHE platform, and some of this information will flow to the Communities of Practice and Lekgotla.
- ✓ ***Annual University Executive Leadership workshop.*** This event provides a national platform for the executive leadership from the different universities to engage on the specifics of entrepreneurship development. The output is a proceeding posted on the EDHE platform, but also input to the Communities of Practice to further analyse. This will include the senior management (including the deans) from the various universities.

- ✓ **Establish Private and Public Partnerships.** One of the ongoing outcomes of this project is to develop partnerships between the different stakeholders. This firstly imply introducing the different stakeholders through the different events, but also to facilitate partnerships to be forged between the partnerships. These partnerships will be tracked for the number of partnerships, as well as the outcomes produced.
- ✓ **Participate in the annual USAf Higher Education conference.** Arrange an annual conference stream on entrepreneurship development at the conference.
- ✓ **Collaborate with the USAf World of Work/Future of Work Strategy Group.**

The relationship between, and importance of these different outputs, is represented in the following diagramme:

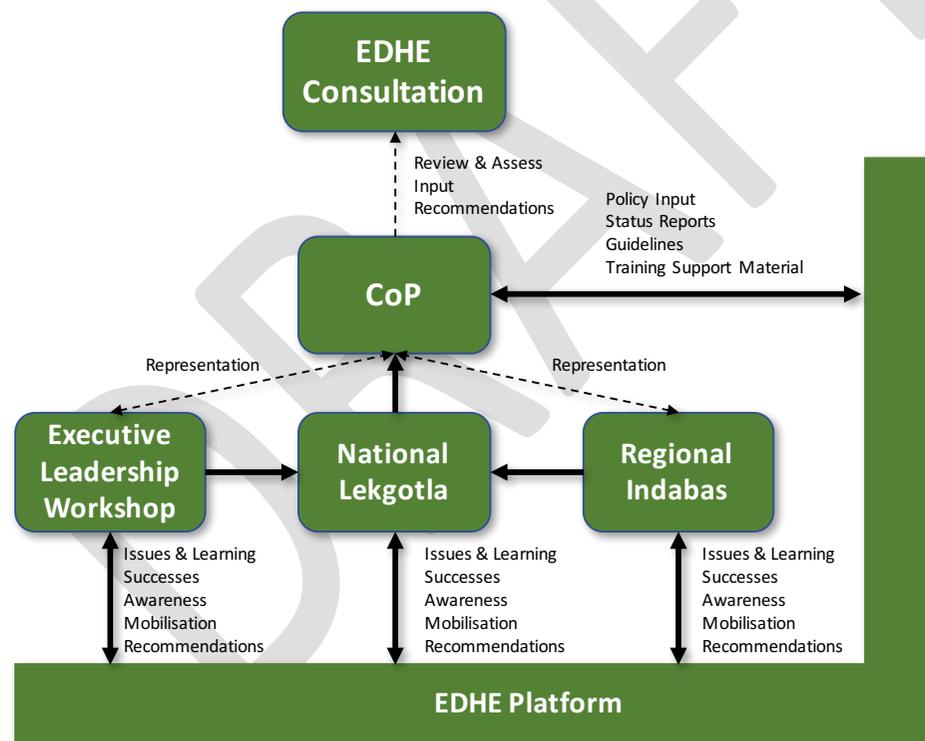


Figure 3: Relationship between project outputs

5.4 PROJECT 4: AWARENESS AND VISIBILITY

a) Project Problem Statement

Students are not always aware that entrepreneurship is a possible career choice. Academics, lecturers and university management are also not familiar with entrepreneurship options, the support available, how to begin and how to support student entrepreneurs. There are also many local and national entrepreneurship development practitioners available (some already operating within various universities), however, university personnel are not always aware of what they offer. This often results in either no action or support, or a duplication of efforts.

b) Project Goals

The key goals of this project are to increase awareness of entrepreneurship as a career option amongst students. In order to achieve this objective, it is necessary to increase the visibility of the EDHE programme, its projects and complementary entrepreneurship initiatives available in the larger entrepreneurship ecosystem. It is also important to provide developmental support to academics and management of universities to support student entrepreneurs.

c) Project Outputs

- ✓ ***Develop and distribute the EDHE Entrepreneurship Book.*** The initial work on this book was started in 2017, but the bulk of the work will need to continue in 2018, with updates annually. This book will be one of the projects by the Communities of Practice, based on input from EDHE stakeholders. The idea is to develop this book for free distribution to all students (mostly in electronic format). This book should be based on timeless entrepreneurial principles, but modulated by local knowledge for the local environment.
- ✓ ***Online EDHE Entrepreneurship Platform.*** This is the main source of communication within the EDHE ecosystem. This will be an electronic platform developed specifically for the purpose of the EDHE initiative, and will be a source of knowledge, communication and information distribution. A key element will also be to develop a localised database of suppliers, start-ups, funders and resources available, all relevant to the student community.

- ✓ ***Annual EDHE Competition and Awards event.*** The purpose of this project output is to encourage excellence across the different spheres of the EDHE ecosystem. This will be an annual event incorporating student entrepreneurs, academics and universities, but also practitioners within the scope of the EDHE ecosystem. This will require the definition and approval of objective evaluation criteria, and the appointment of expert (and independent) panel members.
- ✓ ***Annual Student Entrepreneurship Week.*** This flagship event has as purpose to create awareness amongst students nationally across all universities. The first such week was held in 2017, and proved to be well supported by most universities. However, to expand it, better planning, coordination and support is required to expand its scope and reach to all universities.
- ✓ ***Training of faculty and support staff.*** As entrepreneurship development has been a relatively under-represented academic field, academics will require training to implement entrepreneurship development concepts across the curriculum. Through the various initiatives discussed earlier, best practices will be continually developed and updated annually. One of the key outputs will be developing guidelines and training

DRAFT

5.5 TARGET BENEFICIARIES

PROJECTS AND ACTIVITIES	TARGET BENEFICIARY			
	STUDENTS	ACADEMICS	SUPPORT PROFESSIONALS	UNIVERSITIES
PROJECT 1: COORDINATION, ADMINISTRATION AND MANAGEMENT				
Activity 1.1 Establish the EDHE operations	Establish operations to serve in the interest of students, academics, support professionals and universities.			
Activity 1.2 Establish Measurement, Evaluation and Reporting Framework		The ME&R Framework will aid academics, support professionals and university leadership in determining the impact of activities and interventions, also in comparison to other initiatives nationally.		
Activity 1.3 Develop an EDHE ecosystem baseline assessment	The EDHE ecosystem-wide research will establish a baseline from which all further planning and activities will emanate. The information will support all four categories of beneficiaries in planning their activities and will be made available for all to use.			

PROJECTS AND ACTIVITIES	TARGET BENEFICIARY			
	STUDENTS	ACADEMICS	SUPPORT PROFESSIONALS	UNIVERSITIES
PROJECT 2: POLICY FRAMEWORK FOR EDHE				
Activity 2.1 Research Policy Baseline	This research will cover all stakeholders as well as the regulatory environment that impact on all the listed stakeholders. The information will again be relevant to all stakeholders and made available for use by all.			
Activity 2.2 Develop policy statement	A policy statement would serve as a governance framework that would reduce uncertainty in terms of entrepreneurial engagement for academics, support professionals and universities.			
Activity 2.3 Approval of policy	A policy statement would serve as a governance framework that would reduce uncertainty in terms of entrepreneurial engagement for academics, support professionals and universities.			
PROJECT 3: STAKEHOLDER ENGAGEMENT				
Activity 3.1 Annual EDHE Consultation Event	Annual EDHE Consultation Events would provide a forum for all key stakeholders to provide input and guidance in terms of the EDHE Programme to the benefit of students, academics, support professionals and universities.			

PROJECTS AND ACTIVITIES	TARGET BENEFICIARY			
	STUDENTS	ACADEMICS	SUPPORT PROFESSIONALS	UNIVERSITIES
Activity 3.2 Bi-annual Communities of Practice events	A dedicated EDHE CoP is aimed at developing Student Entrepreneurship	A dedicated EDHE CoP is aimed at developing Entrepreneurship in Academia, pertaining to both academics and support professionals.		A dedicated EDHE CoP is aimed at developing and supporting Entrepreneurial Universities.
Activity 3.3 Annual EDHE Lekgotla	The annual EDHE Lekgotla will have a one-day track aimed at addressing the needs of existing student entrepreneurs.	The primary purpose of the annual EDHE Lekgotla is to meet the needs of academics, support professionals and university leadership in terms of trends, latest developments and best practice in entrepreneurship development.		
Activity 3.4 Annual regional and intra-university indabas	Annual intra-university and/or regional EDHE indabas will indirectly benefit students through the improved coordination of university initiatives.	Annual intra-university and/or regional EDHE indabas will benefit academics and support professionals, and by implication, universities through the sharing of information, encouraging inter-disciplinary collaboration and improved coordination of internal and/or regional initiatives.		
Activity 3.5	Through the EDHE team's participation in entrepreneurship-related events, valuable collaborative relationships and partnerships are forged to the benefit of students, staff and universities.			

PROJECTS AND ACTIVITIES	TARGET BENEFICIARY			
	STUDENTS	ACADEMICS	SUPPORT PROFESSIONALS	UNIVERSITIES
Establish private and public partnerships				
Activity 3.6 Annual University Executive Leadership Workshop		Senior leadership share issues pertaining to universities and ways to generate 3 rd stream income and support entrepreneurial initiatives.		
PROJECT 4: AWARENESS AND VISIBILITY				
Activity 4.1 Create and distribute the EDHE Entrepreneurship book for students	The book on entrepreneurship is aimed at guiding students and graduates in terms of practical and accessible, locally contextualised information that would assist the young entrepreneur.	The secondary purpose of the book is to serve as an accessible resource for academics and support staff who serve the interests of students in terms of entrepreneurship.		

PROJECTS AND ACTIVITIES	TARGET BENEFICIARY			
	STUDENTS	ACADEMICS	SUPPORT PROFESSIONALS	UNIVERSITIES
Activity 4.2 Online EDHE Entrepreneurship Platform	The centralised online platform is to be aligned with the three goals of the EDHE Programme and will be aimed at providing a repository of research, information and discussion portals to students, academics, support professionals and university leaders in terms of entrepreneurship development.			
Activity 4.3 Annual EDHE Competition and Awards event	The Annual EDHE Awards Event will be aligned with the three goals of the EDHE Programme and will be aimed at recognising the accomplishments of student entrepreneurs, top-performing entrepreneurship academics and support professionals, as well as entrepreneurial universities. The annual national EDHE competition (which culminates in the Annual EDHE Awards Event) will consist of three categories aligned with the three goals of EDHE, i.e. to recognise top student entrepreneurs, entrepreneurship academics and support professionals, and entrepreneurial universities.			
Activity 4.4 Annual Student Entrepreneurship Week.	The annual national Student Entrepreneurship Week is aimed at promoting entrepreneurship as a career option to students, as well as equipping students			

PROJECTS AND ACTIVITIES	TARGET BENEFICIARY			
	STUDENTS	ACADEMICS	SUPPORT PROFESSIONALS	UNIVERSITIES
	with entrepreneurship skills.			
Activity 4.5 Academic training		Training of support professionals and academics across disciplines would serve to equip those who are responsible for facilitating student learning and providing guidance to students in terms of entrepreneurship.		

5.6 ACTIVITIES IN THE PLAN

See summary budget in Section 6.2

SECTION 6: PROJECT PLANS

5.7 PROJECT 1 – COORDINATION, ADMINISTRATION AND MANAGEMENT

a) Project Summary Budget

(Removed)

b) Activity 1.1 – Establish EDHE Operations

Indicator	Appointments
Latest known baseline	Non-existent
Target to be achieved	<ul style="list-style-type: none"> ✓ Establish MoU with USAf ✓ Appoint the designated staff members ✓ Setup infrastructure (rent, facilities, equipment) ✓ Appoint operational service providers
Evidence of achievement/ Means of verification	<ul style="list-style-type: none"> ✓ Signed MoU ✓ Signed employment contracts

	✓ Visual inspection of operational environment
--	--

c) Activity 1.2 – Measuring, Evaluation and Reporting Framework

Indicator	Approved document
Latest known baseline	Non-existent
Target to be achieved	<ul style="list-style-type: none"> ✓ Approved framework document (Chief Director) ✓ Quarterly progress reports based on the approved framework
Evidence of achievement/ Means of verification	✓ Submitted document

d) Activity 1.3 – Develop EDHE Ecosystem Baseline

Indicator	Approved document
Latest known baseline	Non-existent
Target to be achieved	<ul style="list-style-type: none"> ✓ Approved scoping document (Chief Director) ✓ Completed document

Evidence of achievement/ Means of verification	✓ Submitted document

5.8 PROJECT 2 – POLICY FRAMEWORK FOR DHET

a) Project Summary Budget

Removed.

b) Activity 2.1 – Research Policy Baseline

Indicator	Submitted document
Latest known baseline	Non-existent
Target to be achieved	<ul style="list-style-type: none"> ✓ Approved scoping document (Chief Director) ✓ Completed document on preliminary work
Evidence of achievement/ Means of verification	✓ Submitted document

c) Activity 2.2 – Develop Policy Statement

Indicator	Submitted document
Latest known baseline	Non-existent
Target to be achieved	✓ Draft Policy Statement document
Evidence of achievement/ Means of verification	✓ Submitted document

d) Activity 2.3 – Approval of Policy

Indicator	Submitted document
Latest known baseline	Non-existent
Target to be achieved	✓ Approved policy document (Chief Director)
Evidence of achievement/ Means of verification	✓ Submitted document

5.9 PROJECT 3 – STAKEHOLDER ENGAGEMENT

a) Project Summary Budget

Removed.

b) Activity 3.1 – Annual EDHE Consultation Event

Indicator	Attendance
Latest known baseline	Non-existent
Target to be achieved	<ul style="list-style-type: none"> ✓ Attendance of at least one member of the 3 CoPs ✓ Attendance of at least 5 external members ✓ Input from members on EDHE strategy and operations
Evidence of achievement/ Means of verification	✓ Approved Minutes

c) Activity 3.2 – Bi-annual meeting of Communities of Practice

Indicator	Attendance of events
Latest known baseline	Two meetings in 2017

Target to be achieved	<ul style="list-style-type: none"> ✓ Attendance of members of the three CoPs ✓ Document of best practices ✓ Individual CoP outputs
Evidence of achievement/ Means of verification	<ul style="list-style-type: none"> ✓ Approved Minutes ✓ Documents

d) Activity 3.3 – Annual EDHE Lekgotla

Indicator	Attendance of events
Latest known baseline	Launch Lekgotla in 2017
Target to be achieved	<ul style="list-style-type: none"> ✓ Minimum of 300 delegates ✓ Published proceedings
Evidence of achievement/ Means of verification	<ul style="list-style-type: none"> ✓ Attendance register ✓ Electronic proceedings on online Platform

e) Activity 3.4 – Annual intra-university Indabas

Indicator	Attendance of events
Latest known baseline	Non-existent
Target to be achieved	<ul style="list-style-type: none"> ✓ One indaba per university per year ✓ Summary report/minutes of the indaba ✓ Presentations from indabas available online
Evidence of achievement/ Means of verification	<ul style="list-style-type: none"> ✓ Attendance register ✓ Online presentations ✓ Minutes of each indaba

f) Activity 3.5 – Annual university executive workshop

Indicator	Attendance of events
Latest known baseline	Non-existent
Target to be achieved	<ul style="list-style-type: none"> ✓ Minimum 30 attendees per workshop ✓ Summary report ✓ Presentations from workshops available online

Evidence of achievement/ Means of verification	<ul style="list-style-type: none"> ✓ Attendance register ✓ Online presentations ✓ Minutes/report of each workshop
---	--

g) Activity 3.6 – Participate in Public and Private Sector Events

Indicator	Attendance of events
Latest known baseline	Non-existent
Target to be achieved	<ul style="list-style-type: none"> ✓ One international visit and/or conference ✓ Increase EDHE stakeholder database with at least 10% per annum ✓ Minimum of two additional private partnership with universities
Evidence of achievement/ Means of verification	<ul style="list-style-type: none"> ✓ Attendance register/certificate ✓ List of additional contacts in the EDHE database ✓ MoUs or other agreements of private-university partnerships

5.10 PROJECT 4 – AWARENESS AND VISIBILITY

a) Project Summary Budget

Removed.

b) Activity 4.1 – Create and distribute the EDHE entrepreneurship book

Indicator	Number of books distributed
Latest known baseline	Non-existent
Target to be achieved	<ul style="list-style-type: none">✓ Development and content updating of book each year✓ 2600 hard copies distributed each year to students (100 per university)✓ Electronic copies freely available on the electronic platform✓ Electronic copies distributed to first-year students at most universities
Evidence of achievement/ Means of verification	<ul style="list-style-type: none">✓ Revised electronic book✓ Receipt of 2600 books received by universities✓ Online counter of number of people downloading the book

c) Activity 4.2 – Online EDHE Platform

Indicator	Number of registered users
Latest known baseline	Non-existent
Target to be achieved	<ul style="list-style-type: none"> ✓ Requirements Specification of the platform ✓ Appointment of developers ✓ Implementation of version 1 of the operational system ✓ Completed data take-on ✓ 1000 new users registered on the system per year
Evidence of achievement/ Means of verification	<ul style="list-style-type: none"> ✓ Signed-off requirements specification document ✓ Purchase order ✓ Online availability of the system ✓ List of registered online users

d) Activity 4.3 – Annual Competition and Awards Event

Indicator	Number of entrants
------------------	--------------------

Latest known baseline	Non-existent
Target to be achieved	<ul style="list-style-type: none"> ✓ Development of competition rules ✓ Appointment of at least 3 judges per category not involved in participating entities ✓ Attendance of 200 participants ✓ Submission of at least 200 student entrepreneur entrants to the competition ✓ Submission of at least 50 academic and support professional entrants to the competition ✓ Submission of at least 10 private practitioner entrants to the competition
Evidence of achievement/ Means of verification	<ul style="list-style-type: none"> ✓ Approved document with competition rules ✓ Appointment letters of panel judges ✓ Attendance register/certificate ✓ List of student entrepreneur entrants from the platform ✓ List of academic and support professional entrants from the platform ✓ List of private practitioner entrants from the platform

e) Activity 4.4 – Annual National Student Entrepreneurship Week (SEW)

Indicator	<p>Student attendance of events</p> <p>Number of Social Media followers</p> <p>Platform registrations</p>
------------------	---

Latest known baseline	Inaugural launched in August 2017
Target to be achieved	<ul style="list-style-type: none"> ✓ At least 20 universities participating, growing to 26 ✓ Reach at least 6000 students each year during the SEW, with a 10% growth year-on-year ✓ Marketing materials (flyers and banners) at each participating university ✓ Increase of 1000 students registered per annum on the platform as a result of SEW
Evidence of achievement/ Means of verification	<ul style="list-style-type: none"> ✓ Attendance register ✓ List of students registered on the platform indicating “SEW” as source of referral ✓ Increase in EDHE social media followers by 10% year-on-year

f) Activity 4.5 – Training of Support Professionals, Academics and University Management in Student Entrepreneurship development in South Africa

Indicator	Attendance of training events
Latest known baseline	Non-existent
Target to be achieved	<ul style="list-style-type: none"> ✓ Development and review of train-the-trainer course (incorporating current local best practices) ✓ Minimum of 50 participants attending training events
Evidence of achievement/ Means of verification	<ul style="list-style-type: none"> ✓ Attendance register

DRAFT