

# **COLLEGE OF BUSINESS EDUCATION**



## **GUIDELINES FOR BUSINESS INCUBATION TRAINING PROGRAMME**

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## CHAPTER ONE

### 1.0 INTRODUCTION

#### 1.1 Background

1) The College of Business Education (CBE) is an autonomous academic institution established by the Parliament Act No. 31 of 1965 that has hitherto been amended thrice through an amendment Act Number 17 of 1968 and Number 38 of 1974 and miscellaneous amendment Act Number 2 of 2010. The Act provides a legal framework for the College to offer training, research and consultancy services in various fields of business directed towards attaining sustainable development.

2) The College operates under the Ministry of Industry and Trade (MIT) through the Governing Body (GB) which is its highest authority. Currently, the College has four Campuses namely; Dar es Salaam (Main Campus), Dodoma, Mwanza and Mbeya. Striving to meet the increasing demand for business practitioners and professionals with essential expertise in today's business world, the College offers a diverse range of academic programmes, specialising on different aspects of the business world. The programmes offered include Certificate, Diploma, Bachelor, Postgraduate Diploma and Master's Degree in the areas of Business Administration, Procurement and Supplies Management, Accountancy, Marketing, Information and Communications Technology and Metrology and Standardization.

#### 1.2 Vision of CBE

3) *“To be a leading College in transforming and developing business education capabilities”*

#### 1.3 Mission

4) *“To provide demand-driven and competence based business education, and to offer quality public services through applied researches and consultancies”*

#### 1.4 Functions of College

5) The main functions of the College of Business Education are to:

- (i) Provide facilities for the study of and for training in the principles, procedures and techniques of Business Administration.
- (ii) To conduct training programmes leading to recognized professional and sub-professional qualifications in Business Administration relevant to middle level managerial positions in trade and industry.
- (iii) To advance learning and knowledge through teaching and research,
- (iv) To provide technical and professional services,
- (v) To promote, facilitate and sponsor research into technological, social, economic and cultural spheres for the welfare and development of mankind within and outside the United Republic; and
- (vi) To conduct and administer examinations and confer degrees, diplomas, certificates and other awards; and
- (vii) Engage in any other educational activity which in the opinion of the Governing Body is necessary, expedient or conducive for the promotion of the business education in the United Republic.

## CHAPTER TWO

### 2.0 ESTABLISHMENT OF BUSINESS INCUBATION TRAINING PROGRAMME

#### 2.1 Background

6) The economic system is largely dependent on the emergence of new generation entrepreneurs. Fostering entrepreneurship is high on the policy agenda of several nations including Tanzania. It is the obligation of education institutions to charge the graduating youth with entrepreneurial orientation. Students' business incubation training programmes are widely recognised and singled out as valuable strategy that would help to facilitate and nurture entrepreneurship among University and College students.

7) Students' business incubators serve as facilities where student entrepreneurs are hosted for a fixed period of time and provided with a variety of facilities and services to help them start and grow (Mckenzie, 2018). The main goal of the business incubation programme is to produce successful enterprises by providing them with a comprehensive and integrated range of support, including: incubator space, business support services, and clustering and networking opportunities.

8) As Universities and Colleges serve as hubs of knowledge, research and innovation driven centres, the management and operation of business incubation programmes represent a huge advantage for the graduate entrepreneurs. It is in this context, CBE intends to establish business incubators for students as one of many means of working towards stimulation of entrepreneurship and self-employment in the country.

#### 2.2 Rationale for Establishing Business Incubation Training Programme

9) Youth unemployment due to diminishing job opportunities in the labour market remains a serious challenge in many sub-Saharan African countries including Tanzania. In 2020, over one million youth within the age range of 15 to 24 years were unemployed in Tanzania (ILOSTAT, 2020). It has been further observed that each year 800,000 to 1,000,000 graduates enter the labour market in Tanzania (NBS, 2015), which in fact creates only 250,000 jobs, with most graduates taking about 5.5 years to secure a wage job (Haji, 2015). To overcome unemployment challenges, entrepreneurship education is

considered as a tool for promoting self-employment to graduates of tertiary education including those graduating from higher learning education (Mangasini, 2015).

10) While the number of College and Universities offering entrepreneurship is increasing, many graduates entering into entrepreneurial ventures do not reflect the level of investment endowed (Mbunda & Kapinga, 2021). While lack of start-up capital and limited access to information have always been cited as the top challenges impeding graduate entrepreneurs' business ventures, inadequacy of entrepreneurial skills and managerial capabilities cannot be underestimated. Those who meet capital, their ideas lack mentorship to be transformed into full fledged businesses. Under these circumstances, Universities and Colleges face a challenging task to innovate ways in which entrepreneurship training programmes can integrate the variables needed to nurture fully-fledged graduate entrepreneurs and give them advantageous position in the labour market.

11) The vision of CBE is to become a leading College in transforming and developing business education capabilities. To realize its vision, the College strives to establish academic programmes to augment skills and improve innovation capacity of students, clients and staff. In its corporate strategic plan 2020/21 -2024/25 the College has a specific target for generating entrepreneurial competences and supporting business start-ups through business incubation programmes. In this regard, establishment of business incubators and incubation programmes is imperative.

12) While the academic programmes for diploma and bachelor's degree students are offered for three years, students are provided with an opportunity to explore the market needs and test their business ideas. The method of operating student business incubators will help to address this challenge as it follows the principle of "learning by doing" (Hackathorn, *et al.*, 2011).

13) Findings of the tracer study conducted by CBE in 2016 indicate that on average, it takes 12 months for our graduates to secure paid employment. The business incubation programme would be a suitable strategy to help fresh graduates make a smooth college-to-labour market transition and a good start in the world of work.

## **2.3 Programme Goal and Objectives**

### **2.3.1 Programme Goal**

14) The programme aims to establish business incubators at CBE with the ultimate goal of establishing a model for sustainable development of students' skills in entrepreneurship and business management. Participants will have the opportunity to not only learn skills, but also to implement them in starting up their businesses, collaborate with other start-ups and be mentored through the business incubator model.

### **2.3.2 Specific Objectives**

15) The specific objectives are:

- (i) To provide participants with a platform where they can generate, present and test their business ideas and develop their concepts into market ready products
- (ii) To provide participants with a platform where they can share experience and expertise in the field of entrepreneurship
- (iii) To support participants in developing entrepreneurial paths and managing their businesses taking into consideration of legal, financial, and social requirements
- (iv) To assist participants in obtaining financing necessary start-ups and business growth
- (v) To provide participants with networking for technical support and guidance
- (vi) To provide participants with a platform where they can access markets
- (vii) To engage participants in the process of designing and developing new products
- (viii) To provide participants with access to shared resources
- (ix) To help participants start their business by reducing the related costs and risk



## CHAPTER THREE

### 3.0 SWOC ANALYSIS

16) Presented in this chapter are the strengths, weaknesses, opportunities and challenges (SWOC) related to establishment and implementation of apprenticeship training programmes.

#### 3.1 Strengths

17) Internal strengths of the College are listed as follows:

- a) Strong reputation of CBE for providing training and consultancy services in a wide range of business-related areas;
- b) Existing programmes could provide opportunities for incubation training programmes;
- c) Supportive management;
- d) Strategic and accessible locations of the College Campuses;
- e) Availability of spaces to support/accommodate incubation activities;
- f) Experience in collaboration with national and international institutions;
- g) Strong connections with various stakeholders.

#### 3.2 Weaknesses

18) Listed below are the areas that need improvement:

- a) Lack of support mechanisms and services to support students' business ideas and new business start-ups;
- b) Lack of practical experience in entrepreneurship and business creation among course instructors;
- c) Theoretical-oriented teaching model; much focus is solely on teaching and inspiring students to the neglect of empowering them to become entrepreneurs;
- d) Inadequate involvement of different actors in the local entrepreneurship ecosystem (e.g., corporations, student-led entrepreneurial organisations, incubators) in teaching;
- e) Budget constraints to support incubation programme

### **3.3 Opportunities**

- 19) The following are the opportunities that the College can use to its advantage:
- a) Availability of wide range of institutions and stakeholders to partner with;
  - b) Government's commitment to encourage and support entrepreneurship development initiatives;
  - c) Growing students' preference for business programmes;
  - d) Growing demand for education which leads to self-employment

### **3.4 Challenges**

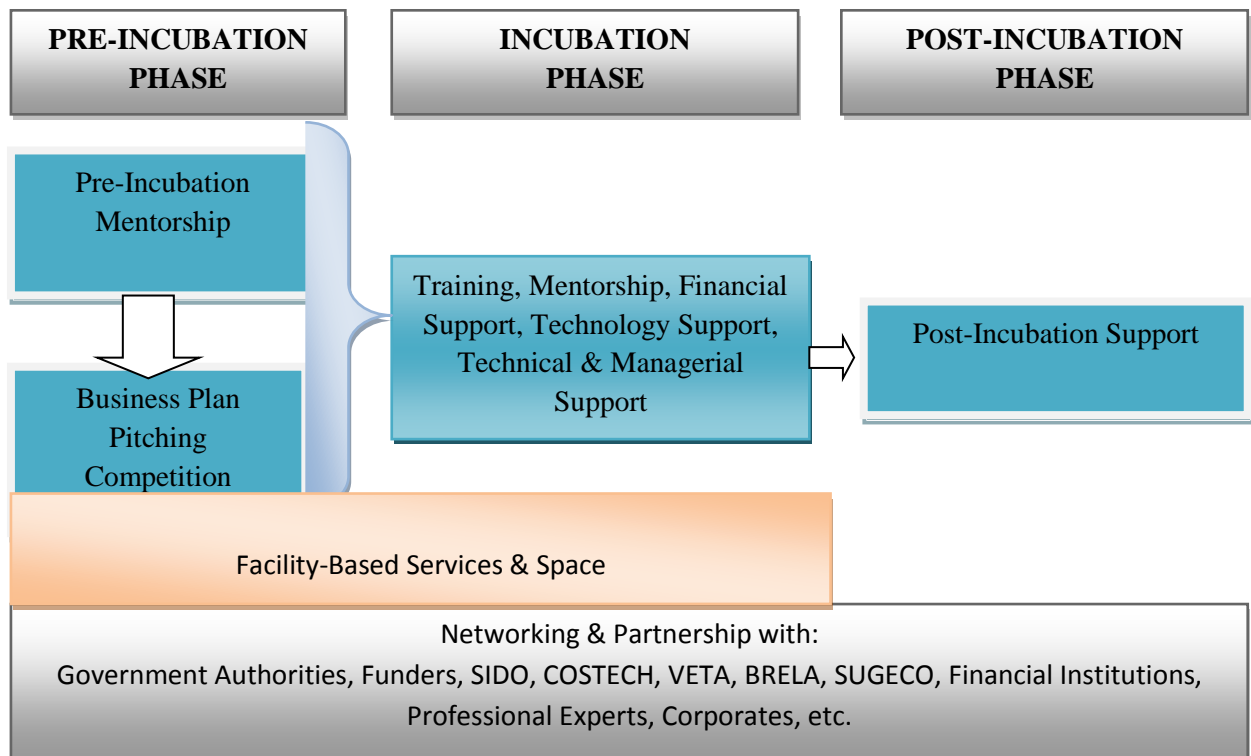
- 20) Appraisal of external factors identified the following threats:
- a) Lack of Students' enthusiasm to become entrepreneurs;
  - b) Demand for white-collar jobs among graduates;

## CHAPTER FOUR

### 4.0 BUSINESS INCUBATION TRAINING FRAMEWORK

#### 4.1 Business Incubation Process

21) The process of incubation will consist of three phases namely, pre-incubation phase, incubation phase and post-incubation phase as illustrated in Figure 1.



**Figure 1: Business Incubation Model for CBE Students**

#### 4.1.1 Pre-Incubation Phase

22) Pre-incubation shall entail pre-incubation mentorship, and business plan competition.

##### 4.1.1.1 Pre-incubation mentorship

23) Potential clients (students) will undergo a series of lectures, seminars, workshops and training to assist them perform market and product research, generate business ideas, develop product concept, develop business plan, and draft idea presentation and

pitch. This is also possible through establishment of co-curricular clubs, pitching competitions.

#### *4.1.1.2 Annual Business Plan Competition*

24) The aim of business plan competition is to allow contestants present their business plans to an audience and a panel of judges for evaluation and selection of candidates to win prizes or be approved for acceptance to the incubation programme. The following initiatives will be involved in this phase:

- (i) Call for application and submission of business ideas. Candidates (potential student entrepreneurs willing to join an incubation programme) will have to complete the application and idea submission form requiring them to provide brief description of their business ideas (Annex I)
- (ii) The Deputy Rector-ARC shall appoint an ad hoc idea screening committee consisting of five (05) experienced members including faculty, entrepreneurs, business coach, and/or incubator manager to evaluate the viability of the ideas and shortlist the applicants with viable ideas and their ability to execute the idea
- (iii) The shortlisted candidates (teams) will be admitted to a training and coaching programme to develop and pitch their business plans
- (iv) The organizer should develop a budget that will cover the different costs associated with the organization of the business plan competition and identify which cost items might be covered through different types of sponsorships.
- (v) The Coordinator of Consultancy and Entrepreneurship Centre in collaboration with organising committee shall take the necessary initiatives to acquire sponsors and other key partners to support the business plan pitching competition. Sponsors can participate in different ways. Some sponsors might want to give cash, while others might want to give equipment to a winner. Others may wish to offer free mentoring sessions to a winner. It is therefore important to identify how sponsors can participate in the competition to support activities.
- (vi) Each candidate (team) will be required to present their business plan in front of an audience of students, faculty and industry representatives as well as a panel of judges. The business plan presentations will be pitches of no more than 15 minutes with no more than 10 slides (power point may be used).

- (vii) The panel judges consisting of six members shall evaluate the business plans against a set of transparent criteria for selection of candidates to win prizes or be approved for acceptance to the incubation programme
- (viii) Once each competing candidate/team has presented, judges will vote on which business will receive the offered awards.
- (ix) It is important to determine beforehand the nature of the prizes awarded and their total value. Typically, the prizes to be allocated to the winners can range from cash grants and preferential loans to sponsored incubation package as proposed in Table 1.

**Table 1: Prize Categories for Winners**

<b>Winner</b>	<b>Type of Prize</b>
1 <sup>st</sup> Winner	Seed funding, necessary equipment, facilities and support for the development of their business + certificate
2 <sup>nd</sup> winner	Necessary equipment, facilities and support for the development of their business (worth 75% of the 1 <sup>st</sup> winner) + certificate
3 <sup>rd</sup> Winner	Grant (as seed funding - worth 50% of the 1 <sup>st</sup> winner) to help them kick-off their business + certificate
4 <sup>th</sup> – 5 <sup>th</sup> winners	Specified amount of cash (as seed funding - worth 40% and 30% of the 1 <sup>st</sup> winner) respectively + certificate
Other participants	Certificate of participation

**4.1.1.3**      *Criteria for evaluating and judging the business ideas*

25) The submitted ideas should be evaluated on the basis of the following criteria:

- (i) Originality of the idea
- (ii) Ability and skills of the proposers
- (iii) Innovative potential and uniqueness of the proposed business
- (iv) Value to be created by the product or service e.g. considerable potential to boost the local economy and generate employment
- (v) Demonstration of market demand
- (vi) Business growth and sustainability potential

#### 4.1.1.4 *Criteria for evaluating and judging the business plans*

26) Evaluation and judgement of the business plan should focus on the following aspects:

**a) Quality of the plan:**

- Is the business, product or service description clearly presented?
- Is the Market Analysis clearly articulated?
- Is the competitive advantage/differentiation strategy clearly described?
- Are the financial projections clearly articulated?
- The team has clearly identified its resource requirements and these can be reasonably obtained.
- Presentation skills of the business plan

**b) Viability of the idea:**

- Is there the need for the business or product in the market?
- Is the target market significant, attractive and fit for the business or product?
- Is the business model built on research?
- Amount of required investment funds (and use of) for starting this business
- The innovative nature and technical feasibility of the idea
- Has the team presented a clear and concise overview of its unique capabilities that can grant them a competitive advantage?

**c) Ability of the team to execute the idea:**

- The team has a strong and complete founding management team or a well described plan to build such a team
- The team clearly understands what additional people and skills it needs to build a team

#### 4.1.1.5 *Selection Criteria for Incubates*

27) The selection committee shall use a set of criteria in order to standardise the selection procedure and to ensure potential business success. Even though the criteria can vary depending on the types of business, the following should be used as selection criteria for incubates:

- a) The proposed business should have potential for growth

- b) The proposed business should not be in direct competition with an existing client
- c) Applicants must demonstrate they have undertaken pre-business research and market analysis
- d) The product/service should have sales potential
- e) Applicant should demonstrate ability to execute technological or other key differentiating advantage.

#### 4.1.1.6 *Selection Criteria for Judges*

28) Business Plan Competition (BPC) is organised in three phases. There shall be judging of Business Concepts/ Plans after each phase. BPC applications shall be screened and reviewed for eligibility and completeness, and thereafter screened by an independent team of Judges. At each phase, Business concepts / plans shall be assessed and screened based on clear screening and scoring criteria stipulated in section 4.1.1.4. Each Business concept/ plan shall be assessed by at least 2 judges.

29) The selection committee shall use a set of criteria in order to standardise the selection procedure and to ensure potential business success. Even though the criteria can vary depending on the types of business, the following should be used as selection criteria for judges:

#### **Practical and professional business experience:**

Should be an educated business professional with at least 5 years of business experiences in at least one OR more of following areas

- Operating own enterprise with more than 10 employees
- Experience in working/ managing marketing, sales, business development, finance, or operation departments in established companies.
- Working in financial institutions (e.g., bank, audit firm, micro-financing, Investment Company, etc.)
- Teaching Business, Agricultural or Technology-related subjects in College or University

- Providing Business Development Services/ consultancy to MSMEs in Tanzania. Those with experience in reviewing business plans will have added advantage.

### **Basic requirements**

- Holds a University degree or higher
- Preferably a mature Tanzanian/ a senior professional working in Tanzania
- Knowledge of Tanzania business environment and particularly MSMEs sector
- Must be of high level of integrity
- Must sign a Confidentiality Agreement and attend judge's orientation
- Ability to commit required time for judging process.

### **4.2 Incubation Phase**

30) This phase will involve training, advisory meetings, business coaching and mentorship in the areas of production and operations management, quality and productivity management, branding and packaging, sales and distribution management, promotion strategies, customer relationship management, negotiation skills, self-management, credit management, human resources management, accounting and financial management.

31) The College will provide space in the form of offices, meeting rooms, exhibition space, halls and other common services including secretarial support, Internet, access to office equipment and conference facilities

32) The College through the incubation steering team will assist in soliciting information and access to financial resources; networking with experts, donors and business actors outside the College nationally and internationally

33) Incubated clients may either be supported at their facilities outside the College or at the College premises depending on the nature of their business. Business incubators are service programs, not necessarily buildings.

34) The incubator may be used to generate income through training consultancies of non-student entrepreneurs who will be charged for services.

35) The average duration of incubation support should not exceed 12 months although there can be exceptions.

36) The criteria for exiting the incubation programme are that the firm is growing with a positive cash flow or at least has funding, customers and initial market share.



### **4.3 Post-Incubation Phase**

37) This is the stage when the business start-up is mature enough to operate on the market on its own. Just because someone has gone through the incubation process does not mean that they won't encounter new and challenging problems that will require further assistance from the incubator. That is what makes the post-incubation programme so valuable because it focuses on providing graduates with successful businesses long term support with coaching, business strategies or even new product development. During this period graduates will be provided with continuous business advisory and support services and get to participate in events related to their business area.

38) In addition, graduates are the perfect people to share their learning and knowledge with new incubates and can also provide training and internships for new/current incubates. This attitude of paying it forward will enable the new incubates to learn the necessary skills from success stories in action.

### **4.4 Specific Support and Resources**

Support and services that should be provided to beneficiaries include: training, networking opportunities, coaching and mentoring assistance, financial advisory services, market development assistance, space and facilities, and funding.

#### **4.4.1 Training**

39) The programme will empower entrepreneurs through specific practical skills including marketing, book-keeping, financial management (cash flow management, trial balance, and profit and loss account), debt management, negotiation, presentation and pitching.

#### **4.4.2 Technical Support**

40) With good connections and relationships with government ministries, universities, technical institutions and industries, incubators will be able to link entrepreneurial businesses with necessary supports.

#### **4.4.3 Networking**

41) The incubator will play a very instrumental role in connecting entrepreneurs with the right networks. Such networks will act as a source of ideas, marketing and financing. The incubator will also encourage similar entrepreneurs to start similar networks.

#### **4.4.4 Mentorship/Coaching**

42) The overall purpose of mentorship is to walk with entrepreneurs from the start to a level where their businesses are considered stable and sustainable. Mentorship/coaching will provide hand-on practical experience and will cover areas such as marketing, human resource, strategy development, developing accounting systems, financial management, networking and personal empowerment and analytical skills

#### **4.4.5 Innovation**

43) One central role for incubators is to facilitate invention and innovation among businesses being supported. The facility will facilitate identification of market innovative opportunities (value proposition) through networking services.

#### **4.4.6 Space and Facilities**

44) The incubator will provide resources in terms of facilities such as working space, offices and other requirements for entrepreneurs to grow and sustain their businesses.

#### **4.4.7 Funding**

45) The College will provide seed capital or assist entrepreneurs get funding from various funders. However, the incubators themselves are not financiers but facilitate funds management and distribution. Thus, funding should not be made the primary goal of incubation or for student entrepreneurs joining the incubation programme.

##### *4.4.7.1 Funding Strategies*

46) Since clients/beneficiaries of the business incubators will be students the potential source of funding will be in form of grants and donations. The steering team will explore sources of grants and mobilise resources. Grants to support the business incubators may come from any of the following: central government, donors, NGOs, entrepreneurs, corporations that have charitable contribution departments, etc. The

incubation programme may also operate on an operational budget allocated by the College.

#### **4.4.8 Potential Programme Supportive Partners**

47) Working smart through win-win agreements, the College will work with the following partners: professional experts, government authorities, business associations, financial institutions, business support service providers, corporates and private sectors.

#### **4.5 Management and sustainability of the Incubator**

48) The incubator will be managed under the College Consultancy and Entrepreneurship Centre. Head of the centre in collaboration of the incubation steering team will work to brand, and represent the centre with the objective of getting members, getting partners, and mobilising resources to ensure sustainability of the incubation programme.

49) To ensure sustainability and effectiveness of business incubators the following approaches will be deployed:

- (i) Developing and strengthening strategic partnerships and networking with key stakeholders;
- (ii) Intensifying Research and Development (R&D) to innovate and produce value added products and services;
- (iii) Sourcing funding for the business incubator and incubates and providing financial support such as loans to incubates for venture development and growth;
- (iv) The programme should begin as a pilot in all CBE Campuses. After the business incubation programme for student entrepreneurs has taken off it should involve community entrepreneurs as incubates who will be charged a specified fee to serve as source of revenue

## CHAPTER FIVE

### 5.0 GOVERNANCE OF BUSINESS INCUBATION PROGRAMMES

#### 5.1 Campus Business Incubation Programme Coordinator

- (i) Acts as a focal and contact personnel for all matters pertaining to Business Incubation Programme at the Campus level;
- (ii) Monitors day to day implementation of Business Incubation Programme guidelines at the Campus level;
- (iii) Prepares progress report and communicates to Campus Business Incubation Programme Secretariat;
- (iv) Performs administrative and routine activities to facilitate undertaking of Business Incubation Programme.

#### 5.2 Central Business Incubation Programme Steering Committee

##### a) Membership

The Central Business Incubation Programme Steering Committee shall consist of the following members:

- |  |             |
|--|-------------|
| (i) Deputy Rector ARC  | Chairperson |
| (ii) Head of the College Consultancy and Entrepreneurship Centre | Secretary   |
| (iii) Campus Business Incubation Programme Coordinators          | Members     |
| (iv) Campus Manager-ARCs   | Members     |
| (v) Director of Undergraduate                                    | Member      |
| (vi) Director of Post Graduate                                   | Member      |
| (vii) Quality Assurance Manger                                   | Member      |

##### b) Roles and Responsibilities

- (i) Collaborate with the Head of Departments in the recruitment of incubates;
- (ii) Review progress and final reports submitted by the Campus Business Incubation Programme Secretariats and communicate the report to CAB

#### 5.3 Campus Incubation Secretariat

##### a) Membership

Dar es Salaam Campus	Other Campuses
(i) Director of Undergraduate Studies (DUS) – Chairperson	(i) Campus Manager-ARC – Chairperson
(ii) Head of the College Consultancy and Entrepreneurship Centre	(ii) Campus Business Incubation Programme Coordinator- Secretary
(iii) Campus Business Incubation Programme Coordinator- Secretary	(iii) Heads of Academic Department- Members

(iv) Heads of Academic Department-Members (v) Quality Assurance Manager	
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**b) Roles and Responsibilities**

- (i) Coordinate the establishment and implementation of Business Incubation Programme;
- (ii) Coordinate development and review of Business Incubation Programme standards;
- (iii) Work in close collaboration with sponsors to recruit and select incubates;
- (iv) Review progress and final reports as submitted by the coordinator;
- (v) Communicate progress reports to Central Business Incubation Programme Committee

**5.4 Appointments of Business Incubation Programme coordinators**

Coordinators will be appointed by the Deputy Rector – Academic, Research and Consultancy.

## CHAPTER SIX

### 6.0 MONITORING AND EVALUATION

In order to assure the quality of Business Incubation Programme, it is necessary to monitor and evaluate the performance of the various stakeholders.

50) The Head of the College Consultancy and Entrepreneurship Centre will be responsible for overseeing the day to day monitoring and reporting on the implementation of the programme.

51) The main performance indicators for monitoring and evaluating the success of business incubation programme are:

- (i) Number of objectives achieved;
- (ii) Skills gained by incubates;
- (iii) Number of new start-ups and subsequent success rate;
- (iv) Number of new jobs created through self-employment;
- (v) Funding and sponsorship accessed;
- (vi) Adequacy of resources mobilized to implement the incubation programme;
- (vii) Adequacy of support from various stakeholders including donors, government, etc.

52) These issues will be tracked by using M&E matrix that encompass the outcome and indicators used to monitor and evaluate implementation of the incubation program.

53) In collaboration with key stakeholders the Central Business Incubation Programme Steering Committee shall develop a monitoring and evaluation system to guide implementation of Business Incubation Programme.

54) Business Incubation Programmes are subject to the College's procedures for programme monitoring and periodic review. The Deputy Rector-ARC shall be responsible for ensuring that the annual monitoring report reviews are undertaken.

55) The Campus Business Incubation Programme Coordinators shall submit the monitoring and evaluation reports to the Campus Business Incubation Programme Secretariats.

56) The contents of all material relating to Business Incubation Programme provision shall be brought together and analysed annually in an overview report compiled by the

Head of College Consultancy and Entrepreneurship Centre. This will be an opportunity to highlight good practice and identify any problems or issues that might have wider relevance beyond the individual programme. These reports will be shared with the Central Business Incubation Programme Steering Committee and CAB and will form part of any decision-making process.

57) Programmes approved for Business Incubation Programme provision shall be subject to periodic programme review every five years using the programme review process.

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## **APPENDIX I: BUSINESS CONCEPT GUIDELINES**

Please read through carefully before writing your business concept. The following outline should be used. The Business Plan Concept should be typed in English using Times New Roman font size 12, and MUST not exceed 3 pages. Business Plan Concepts not meeting the basic criteria shall not be read and shall be disqualified.

### **1) Business idea title (business name or working title)**

*State clearly the business/ trading name*

### **2) Business opportunity (include all of the following)**

- a) *Describe your business idea/ concept*
- b) *Describe location of the business*
- c) *Describe the market need your business will address*
- d) *Describe your product(s) or service(s)*
- e) *Describe how the product(s)/service(s) will meet the market need you identify*
- f) *Describe your target markets (who are your customers/potential users?)*
- g) *List your top 3 customer categories/ target groups*

### **3) Competitive environment (include all of the following)**

- a) *Competitors: Who are the significant existing and new competitors offering similar products/services?*
- b) *Challenges: What are the challenges and barriers to entering into this industry?*
- c) *Innovativeness: What makes the product(s)/service(s) you plan to offer distinctive (why do you think your target customers will choose your product(s)/service(s) over others that are available)?*

### **4) Viability of business idea (include all of the following)**

- a) *Pricing: How will you determine product or service pricing?*
- b) *Marketing: How will you reach your target market (how will your target customers learn about your product(s)/service(s))?*
- c) *Distribution channels: How will you distribute/deliver your product(s)/service(s) (get to retail or service delivery locations and where will these locations be)?*
- d) *Financial projections: How will your business make money and how long will it take to become profitable?*

- e) *Staffing: What are your employment projections for the first/ next two years of operations (how many employees will you need for the first year of operations and how many will you need for the second year)?*
- f) *Sales projections: What are your sales revenue projections for the first four years of operations (how much money will you make in sales revenues in the first year of operations, second year, third year, and fourth year)?*
- g) *Financial requirement: How much investment will you need (how much money will you need to raise in the first / next year and second year and beyond, in order to operate your business)?*
- h) *Source of Finance: How will you achieve this investment level (where will you get the money you need from)?*

**5) Entrepreneur experience and commitment (use only descriptive terms, do not give specific names of people, schools, businesses, etc.)**

- a) *Education level & experience: Describe your education and experience as it relates to the business idea (what experience, knowledge, skills, contacts do you have in the industry, as an entrepreneur, as a leader, etc.?)*
- b) *Commitment level: Briefly describe your commitment to accomplishing this start-up or expansion (how long have you been planning, how much time are you willing to spend on it, how much of your own money are you willing to put into it, etc.?)*
- c) *Current occupation: What is your current occupation and how does it relate to what you intend to do?*
- d) *How many months in the year will you be able to supply your product /service? If not throughout the year what is your plan for the other months?*

## APPENDIX II: THE APPLICATION AND IDEA SUBMISSION FORM

### I. Demographic Information

1. Surname: \_\_\_\_\_
2. First name: \_\_\_\_\_
3. Middle name: \_\_\_\_\_
4. Nationality: \_\_\_\_\_
5. Gender (tick where appropriate): Male  Female
6. Age (tick where appropriate): 18-23  24-29  30-35  Over 35

### II. Contact Information

7. Postal Address: \_\_\_\_\_
8. Location/Town: \_\_\_\_\_
9. Home District: \_\_\_\_\_ Region: \_\_\_\_\_
10. Telephone / Mobile phone Contacts: \_\_\_\_\_
11. E-mail address: \_\_\_\_\_
12. Please specify the CBE Campus you wish to submit your application form  
\_\_\_\_\_

### III. Business/Business idea Information

13. In which industry category does your business idea best fit (tick one)?  
Agribusiness & Processing  Manufacturing  Services  Tourism  \_\_\_\_\_  
Other \_\_\_\_\_
  14. Have you participated in another Business Plan Competition in Tanzania?  
Yes  No
  15. If yes which one? \_\_\_\_\_
  16. Tick where appropriate  
My business concept is for start-up   
My business concept is for expansion of an existing business
- If business concept is for existing business, please answer the following questions, if not proceed to the Business Concept Guideline.***
17. Name of Business \_\_\_\_\_
  18. Is your business registered? (Tick one)  
Yes  No

19. Business ownership

Sole proprietorship  Partnership  Company

20. If partnership/ company, what percentage of the business do you own? \_\_\_\_\_

21. Business location and address

Location: District \_\_\_\_\_ Village/ Town \_\_\_\_\_ Plot No. \_\_\_\_\_

22. Number of employees (excluding yourself)

**Declaration by the Applicant**

I declare that the information given in this Application is correct to the best of my knowledge.

Name: \_\_\_\_\_ Signature: \_\_\_\_\_

Date: \_\_\_\_\_

### APPENDIX III: BUSINESS CONCEPT EVALUATION FORM

Applicant ID: \_\_\_\_\_ Judge ID/ Serial No: \_\_\_\_\_

#### I. Completeness of key Business Concept elements

If aspect was addressed in the summary, mark (√) 1-point box. If not, mark ( ) 0-point box.

Aspect	1	0	Aspect	1	0
Business idea title			Marketing plan		
Description of business idea			Distribution/ delivery plan		
Location of business			Employment projections for the first two years		
Description of market need			Profit structure (revenue/ cost)		
Description of product or service			Breakeven point analysis		
How the product/ service will meet the market need			Revenue projections for the first four years		
Description of target market			Amount of investment required		
List of top 3 customer categories/ target groups			Source(s) of investment		
Existing competitors			Description of relevant education or experience		
Potential new entrants (new competitors)			Description of commitment to business		
Entry barrier for this market			Description of current occupation/ situation		
Description of competitive advantage (distinctiveness)			Description of operation period (x months /year)		
Pricing plan					

Sub total: \_\_\_\_\_ / 25

(Sub total X 2) **Section I total:** \_\_\_\_\_ / 50

#### II. Structure and delivery of overall Business Concept

Tick one box from each category

Category	3.5 to 5 Points	√	1.5 to 3 Points	√	0 to 1 Point	√
Structure	Structured well in a logical order and easy to follow		Summary was structured in basic sections		Summary was disorganized and hard to follow	
Delivery	Easy to understand; helpful explanations; excellent style		No grammatical errors; average writing style		Obvious grammatical errors; hard to understand	

Use of facts, figures and results of analyses	Used in effective manners to enhance reliability of plan		Some facts, figures and results of analyses used		No objectives used to support business plan; false usages	
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**Section II total:** \_\_\_\_\_ / 15

**III. Quality of business idea / entrepreneurship and commitment**

*Tick one box from each category*

Category	3.5 to 5 Points	√	1.5 to 3 Points	√	0 to 1 Point	√
Uniqueness/originality of business idea	Original; unique		Not completely new but improved		Nothing new; ordinary ideas	
Growth potential	Protected from competitors; strong differentiator		Solid early growth but has limited upside potential		Unrealistic growth projection; low growth potential	
Understanding of market needs	Clearly identified unmet market needs		Narrow market needs; questionable		Vague; unreasonable target	
Competitiveness of business idea	Distinctive; clear competitive advantage		Some competitive advantage; Not sure		No significant competitive advantage	
Feasibility of business idea	Easy to implement and/or low risks		Will depend on market conditions or hard to judge		Hard to implement and/or high risks	
Rigorousness of business concept/plan	Clear plan/ concept; back up analyses; ready to implement		Rough plan but includes key elements		Unrealistic plans; many gaps; hard to understand	
Entrepreneurship and commitment	Demonstrated in many cases or in strong case		Demonstrated in one case		No significant motivation or track record	

**Section III total:** \_\_\_\_\_ / 35

**Comments**

*Note other significant observations or reservations about application, if any*

**Total**

**/100**

## Appendix iv: ACTION PLAN

No	Activity	A	S	O	N	D	J	F	M	A	M	J	J	A	S
1	Preparation of guidelines for establishing and managing business incubators for student entrepreneurs	█	█												
2	Approval process of the proposed guidelines			█											
3	Secure sponsorships for awards				█	█									
4	Launch the Business Plan Competition						█								
5	Start outreach Campaign for advertising the competition using various promotional mix						█	█							
6	Plan preliminary training workshops						█	█							
7	Get partner organizations on board: training partners, sponsors, judges...						█	█	█						
8	Close registrations and collect submissions								█	█					
9	Pre-select candidates based on business ideas									█					
10	Train (short-listed) candidates on business planning									█					
11	Judging round based on business plans										█				
12	Organize awards event											█			
13	Winners start implementation of ideas into viable businesses											█	█	█	
14	Start incubation activities i.e training and related support services											█	█	█	█
15	Post incubation care (Exit strategy)														█
16	Monitoring and evaluation of the program (Program impact assessment)														█