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The *Dynamic Business Start-Up Project* (DBSP) was started in 1997 in South Africa. The programs were developed by DBSP South Africa along with professionals from the University of the Witwatersrand Business School's Centre for Developing Business. The development team has over forty years of experience in working with new, as well as established entrepreneurs.

Vision and Mission

To see poor and unemployed people successfully start and manage their own small businesses that would also provide jobs for others. To provide outcomes based foundational business skills training, information and aftercare support to motivated individuals, particularly those from an economically disadvantaged background, so that they are able to establish (or improve) their own viable, sustainable business.

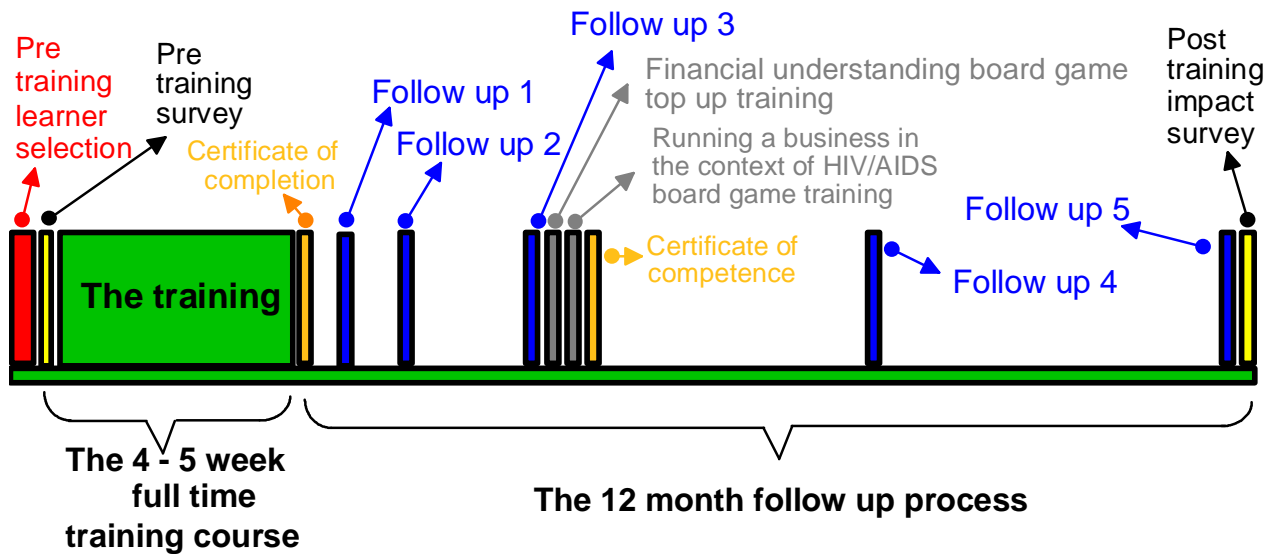
Project Objectives

- To identify areas and communities in need that require business start-up training and run our training programs there.
- To identify and secure sources of funding to train people in these areas. (Because the poor cannot afford to pay for this kind of training, the organization relies heavily on donor funding and community-based partnerships in order to operate.)
- To identify and build relationships with community based organizations with whom we can work in the selected areas.
- To train up DBSP Trainer/Facilitators and Follow up Agents from the selected communities to do DBSP work in the area. (Each Trainer/Facilitator has their own successful business to ensure that they are modeling what they teach.)
- To train primarily with the poor, inclusive of marginalized groups such as those affected by HIV/AIDS, the retrenched and the physically challenged.

The Course Objectives

- To train each learner to identify and research business opportunities.
- To put business theory across in a dynamic, easily understood and interactive way.
- To have each learner demonstrate competence by starting up and successfully managing a business in his/her own community.
- To give each learner hands on experience of making money while learning business principles.

A graphic representation of how the training works



Further Details on the Course

The programme participants are carefully selected for their entrepreneurial inclination. The methodology consists of a 4 week intervention, during which a unique combination of field and classroom work is employed. Business concepts learned in the classroom are applied directly in the community in which the learner will run his/her business. In this way the principles and concepts of business are taught and reinforced in a practical environment. The field work includes researching actual business opportunities and choosing the niche' market strategy which best suits the learner's skills, interest and abilities. The profitability and sustainability of the new business is analysed, the most suitable marketing and management strategy is selected and the new business is started. Ways and means of growing the new venture are also explored. A business plan and record keeping systems are drawn up for the business opportunity.

As part of the methodology, each participant must have KES 500 to be used to make more money during the learning exercise. This ensures commitment from the learners. This money-making aspect of the programme is essential to put the theory directly into practice and to stimulate the learner's self esteem and confidence. Without this, a learner's new business is likely to fail. The money also provides "seed capital" for the new business, meaning that in most cases, the learners self fund from a start-up capital point of view.

The Board games are used to supplement the training and are strategically placed in the training time line in order to maximise the learning from the interventions.

The follow up section, crucial to ongoing learner success, kicks in upon completion of either the DBS, or MBS programmes and runs for a further 12 months.

The entire programme is designed in accordance with the way adults learn. This is illustrated in diagram 2 reflecting the research of Edgar Dale.

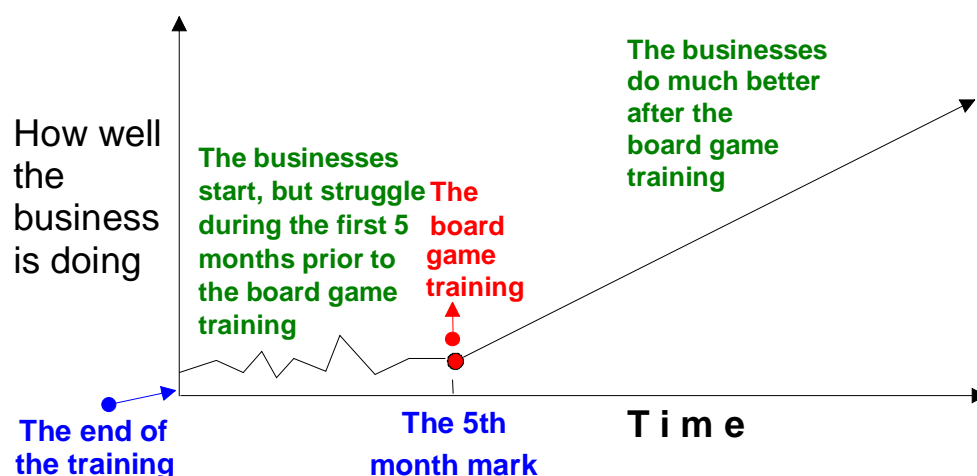


Information on the two board games

Both board games have been designed to supplement either of the training programmes. They can also be run as stand alone training interventions. Both games have been designed to be run during the follow up phase of the training - generally at the 5 month mark after a learner has completed the DBS, or MBS Programme. The reason for this is that the learner must have had some practical experience of trying to manage their finances in their business and struggling.



In addition by the 5 month mark, if the learner is running their business where HIV/AIDS is prevalent, they will most likely have come up against some problems related to this. Hence in both cases, the learner will have had some practical business experience and would have struggled a bit. This means that the learning that the learners receive from both games is invaluable. From research that the DBSP has done it was found that once obtaining the practical information from both board games, the businesses really take off. Graphically what is described above looks like this:



The Financial Understanding Board Game was designed to train the learners practically how to manage their business finances and their working capital, to make good financial decisions, to work through financially-related problems, to manage their cash flow, to manage their stock levels, to keep a cash book on a transaction-by-transaction basis and to write up an income and expenditure statement.

The board game with regard to running a business in the context of HIV/AIDS was designed to have the learners think, plan and strategise around how to run a business successfully if those around the business, or the business person him/herself, or one of their employees has HIV/AIDS. It works on the premise that HIV/AIDS will impact negatively upon your business if you do not understand the context in which the business finds itself and develop contingency plans and educate yourself and your staff about HIV/AIDS and how to manage the pandemic in your sphere of influence.

The Outcomes of the Training Interventions

By the end of the training (both the programmes and the board games), the learners will have achieved the following:

- ➡ Identified a market niche in his/her own community.
- ➡ Calculated when the business will make a profit.

- Developed a marketing and management strategy.
- Drafted the essential records which need to be kept.
- Compiled a business plan around this opportunity.
- Made money.
- Started up this business.
- Gain practical experience on how to manage their finances & to keep records.
- Developed a plan for how to run their businesses in the context of HIV/AIDS.



Program Evaluation and Measurement of Results

Participants for DBSP courses are selected on the basis of an application and interview process which determines their suitability in terms of their aptitude and motivation to run their own business. The course material has been developed and refined in South Africa with considerable success over a period of 13 years. This material has been adapted to suit the Kenyan context.

The trainer submits a detailed report at the end of each course giving an account of various aspects of the training as well as the progress of each participant. Detailed and accurate data on each learner and their business ideas are entered into our computer database. This forms the basis of monitoring and further mentoring them by way of five personal follow-up visits by the course trainer in the year following the course. In addition to this, some months after the completion of the course each learner participates in a financial understanding board game exercise developed especially for DBSP to help them practically integrate the skills and thinking acquired on the course into their business practices.

DBSP is overseen by a Board including the following members:

Peter Twycross	<i>Executive Chairman</i>	Wendy Ludovici	<i>National Director</i>
Julius Toroitich	<i>Vice-Chairman</i>	Sekou Rubadiri	<i>Administrator</i>
Mike Mugambi	<i>Treasurer</i>	Veronica Birgen	<i>Human Resources</i>
Paul Antrobus	<i>Secretary</i>		