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| SEDA LOGO New    **NORBAZ**  **DATA SOLUTIONS** |
| Project Closure Report |
| Development, Implementation, Maintenance and Support Seda Business Tools (L2022/2606) |
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| --- | --- |
| Project number | L2022/2606 |
| Project description | Development and Deployment of the Automated Business Diagnostic and Assessment Tools & Maintenance of Existing Tools |
| Project Owner | Small Enterprise Development Agency (SEDA) |
| Document name | Project Closure Report |
| Version number/Date | Version 01/27 February 2023 |
| Purpose | Project closure report |
| Source | Norbaz Data Solutions cc |

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1. **Executive Summary**
   1. Project Overview

This report is the project closure report pertaining to the project: Development, Implementation, Maintenance and Support Seda Business Tools (L2022/2606), which was awarded by Seda (Small Enterprise Development Agency) to Norbaz Data Solutions CC.

The project was awarded on the **23 March 2022 for the twelve months to the 22nd of February 2023**

* 1. Key Achievements

In general, all key achievements set in the terms of reference of the project were attained. In summary, the achievements are stated below:

* + Finalization of the development of the new diagnostic tools
  + Successful piloting of the new diagnostic tools
  + Successful launch of the new diagnostic tools into production
  + Development of the new Critical Planning Exercise tools
  + Development of the new Business Planning tool
  + Support and maintenance of existing tools including Excel based Critical Planning exercise.
  1. Lessons Learned

During the project, there are several lessons that we learnt, both positive and negative, all that contributed to the successes and shortcomings of the project.

* + Adequate time needs to be allocated for after-implementation support, to allow monitoring, evaluation and apply system refinements till system stabilizes to acceptable standards.
  + Scope-creep (continuous change or introduction of new requirements) contributes negatively to the delivery of a quality system.
  + Users need to play a critical role in the conceptualization and awareness of a new product to be developed.
  + Users need to be canvased early in the project, so they have a common consensus on the accurate requirements and specifications of a product to be developed.
  + Full participation of all stakeholders is paramount to the success of a project.
  1. Recommendations

All key objectives of the project were attained. There was, however, a delay in rolling out the pilot phase for the newly developed tools, which pushed most of the intended work into the third quarter of the budgeted period.

We managed to publish the tools to production, and we also published the CPE (Critical Planning Exercise) and BPT (Business Planning Tool) for users to get an initial feeling of the tools and contribute feedback.

We therefore recommend that the project be successfully closed.

1. **Project Background**


5. 1. Project Objectives

The potential service provider will assist Seda with the development and deployment of the automated Business diagnostic and assessment tools, including maintenance and support of the implemented solution for a period of 12 months.

* 1. Project Scope

The scope of the project was to take over and continue with the implementation of the new Seda tools, develop new tools, and to maintain and support existing tools. system functionalities. The solution will be implemented, hosted, and centralized at the Seda National Office, located in Pretoria. The solution must be accessed by all Seda provincial network offices and practitioners at these offices.

The specific requirements and expected deliverables are outlines below:

* 1. Requirements

|  |  |  |
| --- | --- | --- |
| **No.** | **Requirement** | **Description** |
|  | Business Analysis | Business and process analysis must be conducted and supporting document(s) provided |
|  | System Analysis | System analysis of the current system (s) must be conducted and supporting document(s) provided |
|  | System development   * Diagnostic and assessment tools portal * Basic assessment tools * Critical Planning Exercise Tool (CPE) * Assessment of Company Operations Tool (ACO) * Export Readiness Assessment Tool (ERAT) * Business Planning Tool (BP) | All Tools must be designed and developed as per Seda requirements.   * Diagnostic and assessment tools portal   The Tools website (Portal) will house all the Tools   * Basic assessment tools   All basic tools Seda uses to assess existing and potential clients. Eg. Checks business idea, personality traits and entrepreneurial capabilities   * Critical Planning Exercise Tool (CPE)   The tool used to assess the business financial health   * Assessment of Company Operations Tool (ACO)   The tool used to assess the efficiency of business operations   * Export Readiness Assessment Tool (ERAT)   The tools used to assess the business readiness to venture into the export market |
|  | Database management (design, development and administration) | The existing database must be maintained and administered together with the database for the new portal that will be deployed. |
|  | System integration with other existing Seda applications | The system must be capable of integrating with other Seda systems |
|  | System maintenance and support | The existing portal must be maintained until the new system is fully implemented and the new one that will be deployed will replace the existing system. |
|  | Reports design and development | All required reports from the system must de be provided |
|  | System Testing | The system must be thoroughly tested before it is released to Seda |
|  | System Training | Train the training must be provided and the supporting documents |

* 1. Expected Deliverables

In the table below we indicated the expected deliverables of the project, together with the location of the deliverable.

|  |  |  |
| --- | --- | --- |
| **Item** | **Delivery Item** | **Deliverable Address (URL)** |
| 1. | Documented business requirements specification and functional specification | [Tools Reports](https://github.com/zabronm/SedaDocs-2022/tree/main) |
| 2. | Documented system analysis report | * + [Analysis Report - CPR](https://github.com/zabronm/SedaDocs-2022/commit/48acae1e3522c5ec6cf0c5f17e72dca6ee9454a0#diff-79d4780826f414a5fbff44f2a1e0531da0f490497321a936d0ef7b3b7fb9f71e)   + [Analysis Report - BPT](https://github.com/zabronm/SedaDocs-2022/commit/48acae1e3522c5ec6cf0c5f17e72dca6ee9454a0#diff-79d4780826f414a5fbff44f2a1e0531da0f490497321a936d0ef7b3b7fb9f71e) |
| 3. | Designed, developed and Implemented Tools | |
| 4. | Diagnostic and assessment tools portal | <http://10.64.0.48:84> |
| 5. | **Basic Assessment Tools** | |
|  | * Pre-Startup Assessment tools | <http://10.64.0.48:84/pst_tool> |
|  | * Entrepreneurial Diagnostics tool | <http://10.64.0.48:84/edt_assess> |
|  | * Export Readiness Assessment Tool (ERAT) | <http://10.64.0.48:84/ERAT_Tool> |
|  | * Business Planning Tool (BPT) | <http://10.64.0.48:81> |
| 6. | **Advanced Assessment Tools** | |
|  | * Critical Planning Exercise Tool (CPE) | <http://10.64.0.84:85> |
|  | * Assessment of Company Operations Tool (ACO) | <http://10.64.0.48:84/ACO_tool> |
| **7.** | **System support, maintenance, and enhancements** | |
|  | * Documented Monthly reports | [Monthly Reports](https://github.com/zabronm/SedaDocs-2022/tree/main) |
|  | * Maintenance and Support plan | [Monthly Reports](https://github.com/zabronm/SedaDocs-2022/tree/main) |
| 8. | **Integrated System** | |
|  | * System integration analysis report | [Integration Analysis Reports](https://github.com/zabronm/SedaDocs-2022/tree/main) |
|  | * System integration report | [CRM/Tools Integration Report](https://github.com/zabronm/SedaDocs-2022/raw/main/Tools_CRM_System%20Integration%20Report_v002.docx) |
| **9.** | **Training** | |
|  | * User guide | [User/Training Guide](https://github.com/zabronm/SedaDocs-2022/raw/main/User%20guide%20-%20Seda%20Tools%20Website_v1-2.docx) |
|  | * Admin guide | [User/Training Guide](https://github.com/zabronm/SedaDocs-2022/raw/main/User%20guide%20-%20Seda%20Tools%20Website_v1-2.docx) |
| **10.** | **Testing** | |
|  | * Test cases and testing report | [Test Cases & Technical](https://github.com/zabronm/SedaDocs-2022/raw/main/Tools%20Test%20Cases._V2docx.docx) |
|  | Project close-off report | [Close Off Report](https://github.com/zabronm/SedaDocs-2022/raw/main/Project%20Closure%20Report%20L2022-2606.docx) |

* 1. Stakeholders

Stakeholders are individuals or groups who have a vested interest or are affected by the project's outcomes. These have varying degrees of influence and involvement throughout the project lifecycle.

In this project, the identified stakeholders are indicated in the table below:

|  |  |
| --- | --- |
| **No.** | **Name/Group** |
| 1. | Project sponsor- Seda |
| 2. | Seda project team |
| 3. | Seda tool users |
| 4. | Seda Learning Academy |
| 5. | Norbaz project manager/s |
| 5. | Norbaz Development team |

1. **Project Timeline**
2. 1. Initial Timeline vs. Actual Timeline

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ID | Task | Month 1 - 2 | Month 3 -4 | Month 5 - 6 | Month 7 - 8 | Month 9 - 12 |
| 1. | PROJECT PLANNING |  |  |  |  |  |
| 2. | REQUIREMENTS ANALYSIS |  |  |  |  |  |
| 3. | SYSTEM DESIGN |  |  |  |  |  |
| 4. | IMPLEMENTATION/  DEVELOPMENT |  |  |  |  |  |
| 5. | SYSTEM TESTING/  INTEGRATION |  |  |  |  |  |
| 6. | MAINTENANCE & SUPPORT |  |  |  |  |  |
| 7. | PROJECT HAND-OVER/ SIGN-OFF |  |  |  |  |  |

|  |  |
| --- | --- |
| **Key** | |
|  | Initial proposed milestones timelines |
|  | Actual milestone timelines |

**Table Interpretations**

1. The Requirements Analysis started earlier than planned because we had some prior knowledge of most of the expected solutions.
2. System Design started earlier than planned to follow the Requirements Analysis that had started earlier.
3. Implementation took longer to complete due to the delayed pilot phase.
4. Maintenance and Support of the old tools had to wait too till the new tools were implemented.
5. **Project Budget Overview**
6. 1. Project Budget Summary

The chart below indicates the summary budget allocation for the project.

|  |  |  |
| --- | --- | --- |
| **ITEM** | **ITEM DESCRIPTION** | **AMOUNT** |
| 1. | Project Management, Planning & Initiation | R17,480 |
| 2. | Requirements Analysis | R72,520 |
| 3. | System & Database Design & Integration | R196,150 |
| 4. | Tools’ Development | R486,700 |
| 5. | Tools’ Testing & Integration | R73,690 |
| 6. | Tools Maintenance and Support | R99,360 |
| 7. | Project Hand-over/Sign Off | R41,120 |
| TOTAL: | | R987,020 |

* 1. Resource Allocation

This project was allocated three (3) main team members. Detailed allocation of these resources is indicated in the table below, together with budget breakdowns and durations spent on each item.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Budget items | **Budget** | **Budget** | **Lead Developer** | **Developer/ Engineer** | **Developer/ Documenter** |
| **Hours** | **Fees** |
|  |  | **R450/Hour** | **R420/Hour** | **R415/Hour** |
| 1. **PROJECT PLANNING** |  |  |  |  |  |
| * 1. *Project Chatter* | *8* | *R3,600.00* | *8* |  |  |
| * 1. *Planning & Management* | *24* | *R10,280.00* | *8* | *8* | *8* |
| * 1. *Logistics & Infrastructure* | *8* | *R3,600.00* | *8* |  |  |
| 1. **REQUIREMENTS ANALYSIS** |  |  |  |  |  |
| * 1. *Business Analysis* | *100* | *R43,000.00* | *40* | *20* | *40* |
| * 1. *Requirements Analysis* | *24* | *R10,440.00* | *12* | *12* |  |
| * 1. *Infrastructure Analysis* | *20* | *R8,640.00* | *8* | *12* |  |
| * 1. *Solution Identification & Documentation* | *24* | *R10,440.00* | *12* | *12* |  |
| 1. **SYSTEM DESIGN** |  |  |  |  |  |
| * 1. *System Processes Designs* | *100* | *R43,050.00* | *40* | *30* | *30* |
| * 1. *Interfaces & Graphic Designs* | *100* | *R42,200.00* | *20* |  | *80* |
| * 1. *Databases & APIs Designs* | *68* | *R29,720.00* | *40* | *20* | *8* |
| * 1. *Program Designs* | *60* | *R26,300.00* | *40* |  | *20* |
| * 1. *Reports Designs* | *80* | *R34,000.00* | *20* | *20* | *40* |
| * 1. *Virtualization/Container Designs* | *48* | *R20,880.00* | *24* | *24* |  |
| 1. **IMPLEMENTATION** |  |  |  |  |  |
| * 1. *Program Development/coding* | *400* | *R172,300.00* | *160* | *140* | *100* |
| * 1. *Database & APIs Development* | *300* | *R129,200.00* | *120* | *100* | *80* |
| * 1. *Interfaces/Graphics Development* | *120* | *R51,600.00* | *40* | *80* |  |
| * 1. *Reports Development* | *60* | *R25,700.00* | *20* | *20* | *20* |
| * 1. *CRM/Other Tools Integration* | *140* | *R60,500.00* | *60* | *60* | *20* |
| * 1. *Documentation* | *70* | *R29,400.00* | *10* |  | *60* |
| * 1. *Training & Staff Development* | *40* | *R18,000.00* | *40* |  |  |
| 1. **TESTING & INTEGRATION** |  |  |  |  |  |
| * 1. *Unit Testing & Test Cases* | *40* | *R17,350.00* | *20* | *10* | *10* |
| * 1. *System & Integration Testing* | *32* | *R14,040.00* | *20* | *12* |  |
| * 1. *Data Migration/Data Take-On* | *20* | *R8,640.00* | *8* | *12* |  |
| * 1. *Retire & Archive current Facilities* | *78* | *R33,660.00* | *30* | *48* |  |
| 1. **MAINTENANCE & SUPPORT** |  |  |  |  |  |
| * 1. *Current Tools Maintenance & Support* | *104* | *R44,400.00* | *24* | *80* |  |
| * 1. *New Tools Monitoring & Evaluation* | *104* | *R46,080.00* | *80* | *24* |  |
| * 1. *New Tools Post Implementation Support* | *20* | *R8,880.00* | *16* | *4* |  |
| 1. **HAND-OVER & SIGN-OFF** |  |  |  |  |  |
| *7.1 Tools Hand-Over (Admins/IT)* | *72* | *R30,840.00* | *24* | *24* | *24* |
| *7.2 Project Sign-Off* | *24* | *R10,280.00* | *8* | *8* | *8* |
| Totals | 2,288.00 | R987,020.00 | 960 | 780 | 548 |

* 1. Budget Variance Analysis

As indicated in the table below, there was no variances in the budgeted resources.

|  |  |  |  |
| --- | --- | --- | --- |
| ITEM | DESRIPTION | DURATION(HRs) | AMOUNT |
| 1. | Original proposed budget | 2,288 | R985,680.00.00 |
| 2. | 01-3636/1-SDA - 23 Mar 2022 | 617 | - R246,755.00 |
| 3. | 050522/2-SDA - 05 May 2022 | 624 | - R249,524.00 |
| 4 | 01-3636/3-SDA - 05 Aug 2022 | 378 | - R 151,325.00 |
| 5 | 01-3636-4/SDA - 05 Nov 2022 | 448 | - R 179,200.00 |
| 6. | 01-3636-5/SDA - 06 Feb 2023 | 401 | - R 160,216.00 |
| VARIANCE | | | R00.00 |

1. **Quality and Performance**

1. 1. Quality Assurance Activities

Ensuring high-quality deliverables and achieving satisfactory project performance were key objectives throughout the project lifecycle. Rigorous quality control measures were implemented, and performance indicators were monitored to meet or exceed stakeholder expectations. The following content highlights the key aspects of quality and performance:

* 1. Quality Assurance Processes

A comprehensive quality assurance process was implemented to verify that project deliverables met the defined quality standards.

Quality checkpoints were established at critical milestones to review the completeness, accuracy, and compliance of the deliverables.

Testing activities, including unit testing, integration testing, system testing, and user acceptance testing, were conducted to validate the functionality and performance of the software.

* 1. Compliance with Requirements

The project team ensured that all deliverables met the specified requirements and aligned with stakeholder expectations.

Regular reviews and validations were performed to verify that the software functionality, features, and design elements matched the agreed-upon specifications.

Any deviations or gaps were identified and addressed promptly through collaboration with stakeholders.

* 1. Performance Monitoring and Optimization

Performance metrics were established to measure the efficiency and effectiveness of the software, taking into account factors such as response time, scalability, and system stability.

Regular performance testing and monitoring were conducted to identify bottlenecks, optimize system performance, and ensure smooth operations.

* 1. Defect Management

A systematic approach to defect management was followed, including bug tracking, issue resolution, and documentation of corrective actions taken.

Defects were captured, classified, and prioritized based on their severity and impact on the software's functionality and user experience.

Prompt actions were taken to address identified defects, reducing their impact on the project schedule and end-user satisfaction.

* 1. User Satisfaction and Feedback

User satisfaction surveys, feedback sessions, and usability testing were conducted to gather input from stakeholders and end-users.

Feedback was actively sought and incorporated into the project to improve the user experience and address any usability concerns.

Stakeholder feedback was used to validate that the deliverables met their expectations and to make necessary adjustments, if required.

1. **Risk Management**
2. 1. Risk Identification

A comprehensive risk identification process was conducted during the project planning phase, involving the project team, stakeholders, and subject matter experts.

Risks were systematically identified by considering project constraints, uncertainties, and external factors that could impact project outcomes.

* 1. Risk Assessment

Identified risks were assessed and evaluated based on their potential impact on the project objectives, timeline, budget, quality, and stakeholder satisfaction.

Probability and impact assessments were conducted, allowing risks to be prioritized based on their severity and urgency.

* 1. Risk Mitigation Strategies

Mitigation strategies were developed for prioritized risks to proactively reduce their probability of occurrence or minimize their impact.

Strategies included actions, controls, or measures to address the identified risks, such as process improvements, contingency planning, or resource allocation adjustments.

* 1. Risk Monitoring and Control

Throughout the project lifecycle, risks were continuously monitored and tracked to ensure the effectiveness of the mitigation strategies and to identify any emerging risks.

Regular risk review meetings were conducted to assess the status of identified risks, update risk registers, and adjust mitigation approaches as necessary.

* 1. Contingency Planning

Contingency plans were developed for high-impact risks that could potentially jeopardize project objectives.

These plans outlined predefined actions, alternate approaches, or fallback options to be implemented if certain risks materialized.

1. **Stakeholder Engagement**

Throughout the project lifecycle, stakeholder engagement played a pivotal role in ensuring project success and customer satisfaction. The project team recognized the significance of active stakeholder involvement and implemented several strategies to foster effective communication, collaboration, and alignment. Key highlights of stakeholder engagement activities are as follows:

2. 1. Stakeholder Communication

There was robust communication amongst all stakeholders. We were able to relay all requirements for assistance to the Seda project team while we also took note of their input, concerns, and suggestions.

A comprehensive communication plan was developed, outlining the communication channels, frequency, and methods to engage stakeholders throughout the project.

Regular progress updates, status reports, and milestone achievements were shared with stakeholders to keep them informed and involved in the project's progress.

* 1. Stakeholder Meetings and Workshops

Periodic stakeholder meetings, workshops, and feedback sessions were conducted at critical project stages.

These sessions provided opportunities for stakeholders to provide input, express concerns, and offer valuable insights to shape the project's direction.

* 1. User Acceptance Testing (UAT)

Stakeholders were actively engaged in the user acceptance testing process, ensuring that the software met their requirements and expectations.

Their valuable feedback and testing efforts helped identify issues and drive necessary refinements and improvements.

* 1. Change Management

Stakeholder involvement was crucial during change management activities, especially when addressing scope changes or potential modifications to project deliverables.

Stakeholders were consulted and kept informed about any proposed changes, and their feedback was taken into account during the decision-making process.

1. **Lessons Learned**
2. 1. Challenges and Issues Encountered

* **User resistance**

We observed a general feeling of user-resistance during tools’ User-Acceptance testing (UAT) and piloting. There could have been due to:

* Natural user resistance to change from old to new processes.
* Fear of the unknown, from suspicion of being scrutinized through the new system, more auditing, and workloads.
* **Scope creep**

As mentioned in earlier sections of this report, scope creep remained a main challenge to the project.

* **IT infrastructure challenges**

The Seda IT infrastructure is currently accessed through Virtual platforms (VPN). On several occasions, we experienced challenges using the VPN as it was either completely offline or somehow slow. We also received user queries that related to inaccessibility of the VPN.

* **Electricity Load-shedding**

The electricity loadshedding schedules being rolled out nationally affected the project significantly, especially during the later months of the project. Most of the development requires us to always connect to the Seda CRM database that is hosted on the Seda infrastructure. If there is no electricity, our gadgets run out of power hence, we are unable to connect to the Seda services since the internet connections are also affected.

* 1. Solutions and Best Practices
* **Consultative requirements**

Wider and more thorough user consultations and engagements are needed to draw up requirements that have a near consensus from all Seda branches.

* **User awareness**

There was quite substantial awareness to the tools. However, users still did not offer a lot of support through forwarding their requirements, especially at branch level. We therefore concentrated on using tool templates supplied by the steering team, only for the users to forward suggestions during testing and piloting processes.

* **Adequate project durations**

All else equal and available, the project had reasonably ample time for the development and rolling out of the tools into production. However, given the fact that the tools have a potential audience of more than 100 users; there was supposed to be adequate time allocated for post-implementation support, to allow thorough testing, monitoring and fine-tuning so the tools get to stabilization levels. At least 6 months would have sufficed, but 12 months would have been most ideal.

* 1. Areas for Improvement
* **Stakeholder Engagement and Satisfaction:**

Foster stronger relationships with users by actively involving them earlier in the project and regularly seeking their feedback.

* **Training on general IT as an inevitable means of working**

Users must be encouraged to continuously improve their understanding and appreciation of standard IT systems as a way of improving their routine deliverables. Some users were generally repulsive and quite resistant to the introduction of the tools, as a way of standardizing and centralizing the assessment process.

1. **Recommendations**

Based on the experiences and insights gained during the project, several recommendations are proposed to enhance future project outcomes and improve project management practices. These recommendations aim to optimize efficiency, mitigate risks, and promote successful project delivery. The following recommendations are provided:

1. 1. Future Opportunities

* **Further Consolidation of the tools**

Most tools require similar basic data, for example company background and general information. This means basic tools’ data can be centralized so it is captured once and applied to the rest of the assessments in different tools.

In the current scenario, the emphasis was on the integration of the tools data and CRM data, but the tools data is still disparate.

* **Implement Robust Change Management:**

Develop a well-defined change management process to handle scope changes, requirements modifications, and potential project adjustments.

* 1. Process Enhancements
* **Standards enforcements**

Seda, as an organization, must enforce standards in terms of the tools’ usage. While the standards documents exist, we noticed many users are reluctant to abide by them on using the tools, preferring to use their own, rudimentary methods of assessments.

* **Host tools in the cloud environment**

Accessing tools and development facilities presents a bottleneck that can be removed with modern day cloud PaaS, SaaS and IaaS.

This will remove the sometimes delays experienced while seeking assistance from the IT infrastructure custodians and third-party consultants, while it also makes it more convenient and faster to do so.

1. **Project Documentation**

All documentation for this project, including al source code is saved on a GitHub repository created for this specific project. The URL of the GitHub repository is stated below:

1. 1. Monthly Reports

<https://github.com/zabronm/SedaDocs-2022>

* 1. Final Project Reports

This final report (Project Closure Report) is accessible from the GitHub repository through the link below:

<https://github.com/zabronm/SedaDocs-2022/raw/main/Project%20Closure%20Report%20L2022-2606.docx>

* 1. User Manuals or Guides

<https://github.com/zabronm/SedaDocs-2022/raw/main/User%20guide%20-%20Seda%20Tools%20Website_v1-2.docx>

1. **Acknowledgments**

The following team members played vital roles in the course of the project:

|  |  |  |
| --- | --- | --- |
| ID | PERSON/GROUP | ROLE/S |
| 1. | Mapheello Kele | Head of Seda steering and management team and Business Analysis |
| 2. | Hilda Kotola | Project management and Administration |
| 3. | Learning Academy   * Thembisile Sithole * Nokwanda Khoza * Kwanele Ruth Mpanza | Seda’s Learning Academy for the roles in supplying user requirements, feedback, testing and quality assurance |
| 4. | Seda Users and Stakeholders | For their roles in testing, piloting and providing feedback to refine the requirements of the tools |
| 5. | Norbaz Data Solutions team members   * Lawrence Mucheka * Thato Samuel Magana * Mphonyana Moiloa | For their different roles in ensuring the realization of the deliverables of the project from Requirements Analysis, development, and implementation |

1. **Approvals**

By signing this document you agree to this as the formal Project Closure Report.

| Title/Role | Name/s | Signature | Date |
| --- | --- | --- | --- |
| Project Sponsor - Seda |  |  |  |
| Project Manager – Seda |  |  |  |
| Project Manager:  NORBAZ DATA SOLUTIONS | Zabron Muyambo |  |  |