

REPORT OF THE WED PROGRAMME IN BOTSWANA



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SUBMITTED BY

GENDER LINKS

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ABBREVIATIONS

BB	Business Botswana
CBO	Community based organisation
CDE	Centre for the Development of Enterprise
IO	Intermediary organisation
PSDP	Private Sector Development Programme
WIBA	Women in Business Association
BITC	Botswana Investment and Trade Centre
BOBS	Botswana Bureau of Standards
BNPC	Botswana National Productivity Centre
WED	Women's Entrepreneurships Development Programme
BEMA	Botswana Exporters and Manufacturers Association
LEA	Local Enterprise Authority
HATAB	Hospitality and Tourism Association of Botswana

1. EXECUTIVE SUMMARY

This report provides an assessment of the Women's Entrepreneurships Development Programme (WED) in Botswana. The programme ran from 2013 to 2016 and set out to provide capacity building to 35 selected candidates. This was largely a technical intervention aimed at supporting business women in Botswana through training and mentorship on key aspects of business development. The results were mixed largely due to the fact that the selection process resulted in a wide range of businesses at different levels of development.

This three-year project was financed by the Chanel Corporate Foundation and executed by the Centre for the Development of Enterprise (CDE) in the framework of the Private Sector Development Programme (PSDP), Botswana. The programme was transferred to Business Botswana in November 2015 as the local entity to take over from the CDE.

A call was put out for women to apply and through a process of analysing the applications, 35 women were selected. These women were then included in both group training and one on one interventions aimed at providing support that would allow them to grow their business and get access to finance.

The expected results for the programme were;

- Women owned enterprises and CBOs are strengthened, thanks to quality improvement and easy access to finance;
- Development of competent Human Resources, for an upgrading of management and staff;
- Facilitation of access to markets for women owned enterprises and CBOs, through information and communication;
- Increase in capacity for IO/CBO to provide better services to their members

The intervention with the highest success rate was the financial management. This was done on a one to one basis and women were able to get their books up to date and better manage their financials. A number of businesses were able to attract more customers, found new markets and grew their businesses, some largely due to the networking opportunities gained through their participation. Whilst not substantial three business were able to hire more staff.

The programme went ahead and provided these women with business skills support such as financial management, developing a business plan and technical skills; the latter primarily in design.

There was some misunderstanding amongst the participants as to how far the project would help them to facilitate funding. The programme intended to build the women's capacity to improve their eligibility for access to finance but a number had thought that more would be done to help them in this regard. This created some negative feelings amongst some participants. Others were not expecting money and applied to improve their business management capacity and to learn skills that would make them more effective business owners.

One of the most frequently identified aspects of the project was the need for more mentorship over a longer period of time to entrench the lessons learned in training and visits by experts who audited and made recommendations. There was not always provision however for follow ups.

CDE Diagnostic tool was used to audit the beneficiaries in preparation of the capacity building activities. The diagnostics exercise has successfully been implemented in a number of intermediary organisations to improve the way that they are able to do business assessments.

The women interviewed represented a sample of the women trained and results were mixed due in the main to their expectation of funding which undermined their level of enthusiasm and the diverse level of business experience and development.

Significant achievements however were realised; the ability to manage their finances better keep books was well received and implemented. Women also recognised the need to have properly prepared books and records to enhance their access to funding. Attracting more customers, better presentation of businesses and the ability to more realistically price products made a difference to the way businesses were run. Networking opportunities resulted from the project; especially with other women. Three participants indicated that they had grown their businesses and improved confidence in managing their enterprises.

Overall all the programme provided a very useful "pilot" project from which substantial learning was possible which can inform future WED projects through and with the stakeholders involved. Entrepreneurship development is key aspect of women's economic empowerment and projects such as the WED initiative are important in the pursuit of this objective.

2. INTRODUCTION

The Women Entrepreneurship Development (WED) programme was a three-year project from 2013 to 2016, financed by the Chanel Corporate Foundation and executed by the Centre for the Development of Enterprise (CDE) initially in the framework of the Private Sector Development Programme (PSDP), Botswana. The programme was transferred to Business Botswana in November 2015 as the local entity to take over from the CDE.

The Private Sector Development Programme (PSDP) was developed in response to the Private Sector Development Strategy (PSDS) that was initiated by Business Botswana (BB). The PSDS was developed with support from the Commonwealth Secretariat in 2008. The programme responds to the aspirations of Botswana's economic goals to strengthen the economy, including the Economic Diversification Drive (EDD) and the National Development Plan (NDP) 10, 2009 - 2016.

The PSDP is part of the empowerment of Non-State Actors programme agreed and signed between the EU and the Ministry of Finance and Development Planning (MFDP) on behalf of the Government of Botswana. PSDP is expected to capacitate SMMEs and CBOs thus enhancing their capacity and competitiveness by strengthening their value chains, improving access to finance and the ease of doing business as well as enhancing women's entrepreneurship.¹

The project was subsequently transferred to Business Botswana (BB) for November 2015, following the closure of the CDE. It was anticipated that 35 women owned business would be selected based on an advertised promotional effort for women in business to apply. The application process required the completion of a form outlining the business and various facets thereof.

The expected results for the programme were;

- Women owned enterprises and CBOs are strengthened, thanks to quality improvement and easy access to finance;
- Development of competent Human Resources, for an upgrading of management and staff;
- Facilitation of access to markets for women owned enterprises and CBOs, through information and communication;
- Increase in capacity for IO/CBO to provide better services to their members

The following steps were taken in the implementation process:

The applicants were reviewed using CDE diagnostic tools to better understand the needs of the selected enterprises and to make recommendations for the most beneficial needs that could be addressed. This included business management, financial management, quality control and productivity.

Capacity building begun in 2014 with group training and mentorship support identified as capacity building tools; the latter focussed on pre specified sectors; notably agro-industries, tourism, leather, fashion and design, jewellery and accessories.

A turnaround strategy was introduced which diagnosed and made recommendations for weaknesses in the businesses operations and business models.

¹ KGODISO NEWSLETTER ISSUE 04 | AUGUST 2015

Business were selected for:

- Support with the preparation of business plans that could be presented for funding opportunities
- Introduction to quality management in order to improve their product quality.
- Benchmarking missions and exchanges between Botswana and France

The stakeholders involved with the WED programme include; Business Botswana, Women in Business Association (WIBA), The Department of Gender Affairs, Botswana Investment and Trade Centre (BITC), Botswana Bureau of Standards (BOBS), Botswana National Productivity Centre (BNPC, Botswana Exporters and Manufacturers Association (BEMA), Local Enterprise Authority (LEA) and Hospitality and Tourism Association of Botswana (HATAB).

Requirements of the assessment

To make an overall independent assessment about the performance of the programme, including;

- The relevance of the supported activities;
- The quality of the proposals and monitoring systems applied;
- Key lessons and recommendations in order to improve current and future actions.

Methodology

- Questionnaires were developed for interviewing of recipients of the programme (Annexure 1) and stakeholder (Annexure 2).
- Interviews were held with beneficiaries (List Annexure 3) and stakeholders (List Annexure 4).
- Field work was done on sight in Botswana, focussed on businesses accessible to the Gaborone and Francistown areas.
- Analysis of documentation provided.

35 women had been selected to participate in the project, of these six were known to have closed down due to operational challenges. A sample of 13 women were interviewed from the remaining women in business.

3. RELEVANCE

This project addressed several issues which could contribute to improving the success of women entrepreneurs in Botswana.

- a. **Target group:** The project was developed on the back of research done in Botswana and the aim was to attract women in the position to benefit from the programme to grow their businesses. The aims implied that the women would need have a reached a certain level of business maturity and be aided to take their businesses to the next level. This however seemed to be difficult to reach given the varied levels of business progress of applications submitted.
- b. **Focussing on women owned businesses:**
The focus of women in business was an important intervention. Whilst men and women both face difficulties when starting or growing a business, it is well documented that women face additional challenges that are gender based. Issues include in summary:
 - a. Women are the largest self-employed group of the population, with the vast majority however still running informal businesses
 - b. Limited levels of education can also inhibited the ability of women to grow businesses and may keep them at the lower ends of the business scale.
 - c. Women are often time poor and have multiple roles to ply which impacts on their ability to meet the aspirations as entrepreneurs
 - d. Limited access to business finance often related to:
 - i. **Information asymmetry:** This is particularly pertinent for start-up or new businesses where there is a gap between the information required by the financial institution and the client. Banks for example are unlikely to lend as the following up of information is a transactional cost which they are reluctant to absorb.
 - ii. **Exposure to financial services:** A lack of understanding of credit processes and financial products often due to the level of information.
 - iii. **Attitudes of banks:** banks tend to be gender blind.
 - iv. **Lack of awareness of development finance:** despite the resources available from private and public development finance institutions, few women in business know about the different institutions, their products or how to access them.
- c. **Focus of the programme:** In terms of what the aims were these were very valid objectives which had been well thought through. Access to finance, competitiveness, quality control and business management were all aimed at growing the businesses.
- d. **Introduction to potential resources:** The initial introduction of business women to potential resources such as financial and business development institutions; at the start of the process; was a very good idea. This was very motivating but could potentially have offered more opportunities for longer term support.
- e. **Provision of expert analysis and advice:** The integration of different service providers into the programme such as HATAB and the BNPC was an appropriate aspect of the programme to support women in business. The services included financial assessments and the setting up of bookkeeping systems, assessments of business with recommendations and milestones. These are competency needed to create sustainable business ventures.

4. ACHIEVEMENT OF PURPOSE (EFFECTIVENESS)

The Call for an Expression of interest defined the aims as:

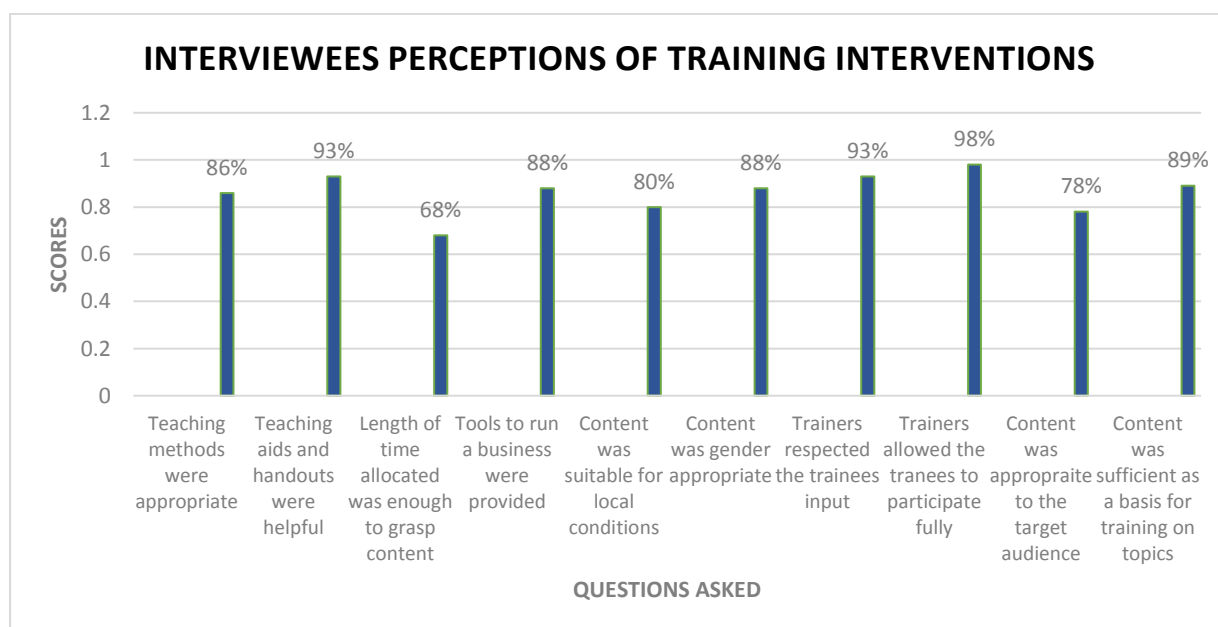
The Women Entrepreneurship Development (WED) Programme is implemented by the Centre for Development of Enterprise to support women enterprises registered and operating in Botswana which have a potential for growth. The programme will provide capacity building to companies in the framework of financial management, human resources management, marketing, productivity increase, business planning and how to access financial resources. It is foreseen to increase the productivity of the companies in order to be more competitive. The Programme is implemented in partnership with WIBA, the Department of Gender Affairs, BOCCIM (now Business Botswana), BEMA, LEA, HATAB.

A sample of participant's and stakeholders were interviewed using the pre prepared questionnaires. The beneficiaries included 13 of the 35 participant women in Gaborone and the Francistown area; women in various levels of business activity and with various expectations of participation. Six of the businesses (17%) has closed down leaving a list of 27 potential interviewees. (List of interviewees attached as Annexure 1)

Capacity building framework

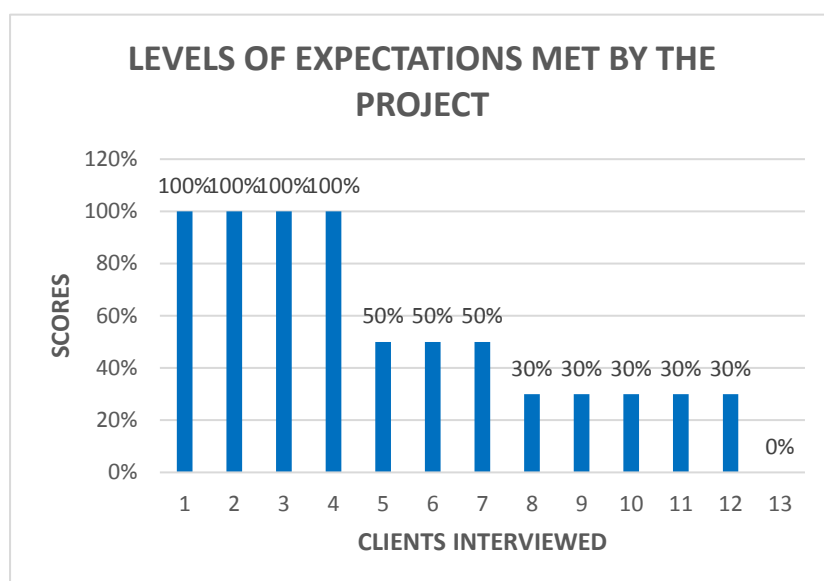
The interventions took the form of training workshops and expert contributions one on one with individual businesses. The latter were however short term; often once off interventions without follow up or monitoring of progress. For most of the women and services providers interviewed, this was a weakness in the programme. This was however due to the monetary limitations set by the CDE procurement rules of a maximum of P20 000; limiting the time that could be allocated to experts.

Interviewee's perceptions of the training programmes was very good and are reflected below.



In terms of expert interventions, interviewees indicated that there seemed to be insufficient integration or communication between consultants in the value chain. This included that reports for example which were seemingly not shared between service providers. Again likely an indication of budgetary constraints.

However many felt that a greater benefit could have been realised if there had been more



provision for one on one opportunities, focussed on the needs of individual businesses and by consistent service providers. Conventional mentorship however was not possible given the constraints of procurement costs allocated. Short visits for between two or 5 days were held with clients which provided for business assessments and recommendations which are currently being followed up by Business Botswana.

Evidence of the one on one approach being effective was the individualised financial management exercise. This was appreciated by almost all of the participants as an important skill which met their needs in terms of appropriate pricing and financial management in their businesses.

During the training, especially the business plan training, women indicated that they befitted most by being able to interact with the trainers individually and focus on their own businesses. Mentorship as the primary source of support was recommended by participants and stakeholders.

Capacitation to grow their business or take their businesses to the next level;

Women joined to learn how to grow and market their businesses, to develop skills and knowledge as entrepreneurs. Some hoped to be better equipped to get their business off the ground, formalise or grow their businesses. These aims were most successful with the more educated and experienced women who were able to grasp and run with the training and technical training and benchmarking visits that were provided.

- *From the start I knew it was for capacity building and would equip me with skills. It wasn't about the money. I was eager to learn. **Kealeboga Merafhe. Surpass.***
- *I understand the programme was to capacitate women in business and develop strategies to grow and formalise a business. **Lebang Kolagano. Lebang Setso.***
- *I expected to be trained, to improve my business and be more profitable. **Ratanang Motlhabane. Dobi Foods.***

Improved competitiveness;

A number of the women interviewed said that the training was valuable in terms of helping them to position themselves more competitively in the future and that they were applying what they had learned to their businesses.

A sample of women were given the opportunity to travel to France to get international experience and to learn from fashion and design experts to improve their market knowledge and competitiveness. This was viewed as a very constructive visit which exposed women to

expert advice on pattern design, cutting and operations for example; which had not been available to them in Botswana.

One of the most successful businesses has been Dobi Foods; a business that sells roasted peanuts, raw peanuts, frozen morogo and ready-made peanut sources. Since doing the course she has extended the space she works from, added more equipped, sourced better priced raw materials and employed two more people. She has improved her competitiveness with better branding and packaging and sells to both small shops and Spar and is negotiating with Shoprite. This business was able to raise finance from CEDA. **Source: Interview Ratanang Motlhabane.**

Turnaround strategy:

This was aimed at expert diagnosis of each business with recommendations on how to address issues identified as critical to the success of the business. The following examples demonstrate the success of this process.

Lebang Setso: Hand Crafted leather goods:

This participant had been assessed and was found to not be designing unique products, had insufficient cash flow to meet order quantities and low margins. Interventions included; training on product costing and recordkeeping; guidance on the business model, strategic focus and accessing global markets through on line platforms.

Further she was advised to produce individualised handcrafted bags, only 10 units of unique bag designs; develop a Face book store and to ensure payments form buyers upfront to improve her cash flow. This business was invited to Paris and had this to say:

As part of the interventions in the Private Sector Development Programme (PSDP), in partnership with the Chanel Foundation and the Women Entrepreneurship Development (WED) Programme, Lebang Kolagano, co-founder of Lebang Setso leather crafters was invited to undergo a benchmarking mission to Paris, France between the 9th and 14th of October, this year. Kolagano's mission included the attendance of the Chanel Corporate Foundation seminar, benchmarking with established leatherworks companies, engaging in skills transfer exercises and seeking out partnership opportunities. Kolagano was enthused as she spoke about her experiences in France; she got the opportunity to visit fashion houses such as Louis Vuitton, Marc Jacobs and Chanel- as well as meet with their leather suppliers and ruminate on the possibilities for partnerships and supplies in Botswana.

Kolagano learned that in order to grow her business, she would have to transform her systems in all areas, including production and administration, and work out a functional easy flow of information from one department to the other. Kolagano was also able to glean knowledge from the way in which different leather crafters run their workshops: "I visited Nicolas Menard's studio in Charonne, Paris. He is the owner of 'La Maroquinerie', a reputable leather bags studio that samples for a wide variety of brands including Louis Vuitton, Gucci and Hermes. All studios had their designs in Illustrator or Photoshop. It is more practical to keeping designs on paper because paper is easily worn and occupies a lot of studio wall space."

In addition, digital designs can be reprinted, easily identified and improved upon without having to start from scratch, which saves time. Mernard also has a cutting machine that plots the designs from the computer to cut. Other machines which aid Mernard's process. "All in all, it was a great opportunity to gain expertise, network, form relationships and learn better ways to manage my workflow and space. I learnt that I really need to get organised in all areas both production and administration and work out a functional easy flow of information from one department to the other." In closing, Kolagano said that it is also very critical that we

know and really understand our target market and work hard to maintain it. "I was given an example of a workshop that handcrafts and does only maximum of 5 bags per month and is able to cover all overheads and make profit because she knows her market and is making exclusive custom made designs." Source: An interview by Business Botswana.

Emang Mosimanyane of O's House of Fashion.

*In particular, what I took great interest on was the fashion design course. Two experts from the fashion industry in Paris were invited to expose us to the level of fashion industry from the city of fashion. I have come to comprehend that the level of fashion in Europe is advanced, particularly in Paris. We are now aware that anything in fashion can be crafted using technology. In that respect, .I now wish that one day I could have a firm big enough to house technology of that standard, a woman can dream.. Despite my busy schedule I tried to attend all the courses as from each one of them I learnt something new and I am very much grateful for the opportunity as I have enjoyed a good harvest from the intervention. **Testimonial from Emang Mosimanyane of O's House of Fashion.** This client had also been trained in product costing and been assisted with resolving with a trade licence exemption application.*

Kealeboga Merafhe of Surpass.

*It's funny how just when this program began, I decided to quit my job (as a Chemical Engineer) and pursue my passion in fashion design. I had to take leave from work but then I had to choose, do I miss this opportunity or do I continue working because I couldn't have both. This program is basically what jump started my career in fashion design... Going forward am grateful that BNPC is continuing to assist me with a business plan even after the term of the program. It has been a great experience, and what is amazing about this project is that it allowed me to expand into other areas and not just fashion through the interactions provided by the intervention. **Testimonial from Kealeboga Merafhe of Surpass. Source: Katlego: WED Success Stories.***

White Angels team

*We underwent quality management system training at BOBS through the WED programme. As the first local dairy manufacturers, we were not sure of how to handle milk for production and maintain a particular quality standard. We have improved milk handling through all the levels of production. Our staff members have also gained knowledge and have since improved in their work. We wish to go through every level one step at a time and we are currently at step one. BOBS will continue to audit whether we are practicing what we have been taught and if we are operating as per the specifications of the standards. We have not yet considered certification as it requires the completion of many steps but it remains our definitive goal. Through the program we managed to get machinery which will contribute immensely to speeding up the production process and with this we have come to realize that we have the potential for growth. We therefore are looking to maximize sales with available resources and combine integrated marketing skills acquired from the program to penetrate other markets locally. We have experienced growth since we received the machinery that we purchased through the funding from CEDA as now we are able to produce double of what we initially produced as a result we have increased our supply chain because initially we were limited by resources to supply a smaller share of the market. Our main market consists of hotels, and we are now able to supply to a number of them. **White Angels team: Source Katlego: WED Success Stories.***

*In Paris I got to experience what it was like to be in a mature fashion business. I learnt about production costs, inventory and stocktaking and met influential people. I also learnt technical design. **Kealabga Merafhe. Surpass***

The testimonials and responses indicate that the technical support provided indeed benefited a number of the participant businesses in the programme.

In terms of benchmarking missions however, this applied to a few only. The trips were based on consultant's recommendations as well as level of commitment from the beneficiaries. The missions opened the project up for criticism to some beneficiaries. Some felt that the process has not been clear to everyone, they were not aware of the criteria or who and why some were selected to travel to France. Criticism included that some were not approached or made aware of the opportunities, became aware by word of mouth. In future this should be handled differently and be more communicative.

Some participants had also received technical support but were unable to sustain their businesses at the same level: One of these was Smart Butter Investments (Producers of peanut butter). They received an introduction of Kaizen principles which created an improvement of 25 % in space in both the workshop and the office, advise on sourcing alternative and cheaper raw materials and promoted a cluster formation for all small producers to meet local authority procurement needs of 50 tonnes per year. The experts negotiated a preferential tender with tender with the Local District Council. However when we visited this business it was no longer operating in premises due to financial constraints and rentals and were producing for local market demand to the local community. They were producing an excellent product with very good branding but lacked the finance to maintain the business at the level anticipated. .

One of the women has a particularly troubling story to tell

This entrepreneur had access a loan from CEDA for in excess of P300000 to start a butchery and general store. The loan was approved without proper due diligence. After the loan was approved the council checked the premises and determined there were some shortfalls in terms of council regulations of the building. This had not been identified by the lender prior to lending the money. This woman was unable to trade for 8 to 9 months but the lender continued to charge her interest and expect their repayments. Furthermore, the business could not benefit adequately from WED due to the above reasons. The manager nonetheless participated to the grouped trainings in Business management and Business planning.

Assessing property suitability for a business is a fundamental consideration for approving a loan; and if discovered prior to lending, arrangements could have been made to address the shortfalls. The loan could have been approved on the basis that these changes being a pre-condition or the lender could have provided a short term loan for the minor renovations or given the client a repayment window. Instead the client has debt to service and no business to service it with and in addition lost her house which had been put up as collateral. This is a very tragic outcome for a process that could have been avoided if principles of development and inclusive finance had been applied. **Summary by Anne Hilton.**

One of the participants in bridal fashion design shared that since she was now paying Vat she was no longer competitive as her competitors did not pay Vat and she lost customers as a result. She had a number of competitors in close proximity which exacerbated this difficulty for her. This was an unintended consequence however. She also indicated that she was unable to attend all the training because she could not leave her business for long periods of time.

Development Human Resources and upgrading of management and staff: There was not much opportunity for this to be realised in the sample of women that were interviewed. Some however did increase the number of staff that they employed as a result

of participating. Human resource management changes were however not interrogated in depth in this study. Experts did indicate that they coached women in human resource management and made recommendations to improve relationships and productivity.

One example is that of the **White Angels** which indicated in their testimonial that one of the outcomes had been *Our staff members have also gained knowledge and have since improved in their work.*

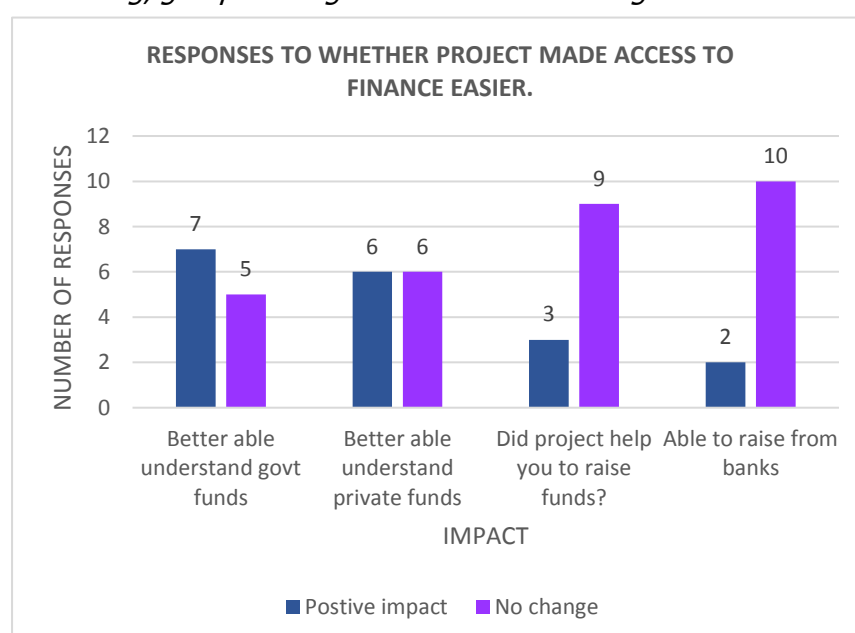
Facilitation of access to markets for women owned enterprises: Interventions like this likely need longer term interaction with small businesses and follow up for a period of time to help identify and secure markets with small enterprises, especially those without the experience to do so. Some women did access new markets but primarily because of networking rather than one on one support to understand and penetrate new markets.

Increase in capacity for Intermediary Organisations (IOs) and CBOs to provide better services to their members.

IOs and Business Development Service Providers (BDSPs) were trained in the use of a Diagnostic Tool to audit enterprises with a view to determine areas of intervention by the PSDP. They were then allocated a number of businesses to audit, prepare a report and submit it to the program.

Other IOs were given the task of making the necessary interventions. During the interviews, they indicated that the experience gained from implementing some of the tasks they were allocated has given them valuable experience which will help them to deliver better services to their clients in future. Their major concern was however on the length of time it took for the interventions to be rolled out. This sentiment is shared by the SMMEs as well. Source: The Newsletter of the Private Sector Development Programme.

IOs and BDSPs agree that the SMME Diagnostic tool was very effective. However the number of days taken to perform a diagnosis seems to be a challenge and it was suggested that the number of days needs to be reduced. As for the BDSPs, it was suggested that following conducting diagnosis, they should thereafter do the interventions which normally range from mentoring, group training and individual coaching. Source: The Newsletter of the Private Sector Development Programme.



The intermediary organisations in Botswana such as CEDA, the Gender Affairs Ministry and LEA were not highly rated by participants who felt largely that these institutions were not making any "special effort" to assist to achieve the expectations of the project or women in business. In terms of access to finance;

women referred to the barriers faced when applying *as business as usual or nothing has changed*. In part the success of the project was affected by the expectation of a number of the women who anticipated that access to funding would be an outcome of the process.

The interpretation that funding would be made available however was not in keeping with the aims of the intervention which was primarily a capacity building programme aimed at capacitating women to be more eligible for business funding.

One of the key barriers to access to finance is however a lack of information. The WED project was able to introduce participants to various sources and conditions of funding which is an essential part of understanding finance when in business. It is our understanding that three women secured funding by having their business cases supported by stakeholders of the programme. One from CEDA, one from a bank and one from the Gender Ministry.

Women however acknowledged that they largely were not keeping records or managing their finances appropriately and that this was a factor in being ineligible for financing.

Most recognised that the help to their books up to date and have a financial system developed for them was one of the most useful aspects of the initiative. When asked what the most significant aspects of the programme were women often referred to this.

- *Learning to manage finances and running my business better.* **Angelina Nkau. Angie's Fashion.**
- *Getting my financials up to date.* **Winani Mmamabu. Sibra Chemicals.**
- *Learning to run the business better, especially the financials.* **Goitseone Ketlhalefile. GK Designs.**

5. SOUND MANAGEMENT AND VALUE FOR MONEY (EFFICIENCY)

The following people and organisations were interviewed from the stakeholders:

PERSON	ORGANISATION	ROLE IN PROJECT
Sid Boubekur	Senior Expert (Former Director of CDE)	Director of WED Programme
Matlho Kgosi	Marketing Manager at Botswana National Productivity Centre	WED Turnaround strategy, Monitoring of WED High Potentials.
Obert Yuyi	Export Development Manager at Botswana Investment and Trade Centre	WED Diagnosis
Tumi Mbaakanyi	President at Women in Business Association	WED Steering Committee and Chairperson
Simon Lloyd	Consultant	WED Tourism
Evans Munalula	Consultant	WED Linkages to Finance, Set up of Accounting Systems
Soline Lippe	Consultant	WED Business Planning Training

Issues of efficiency were raised with both stakeholders and clients. The outcomes of these interviews are summarised.

SUMMARY OF REMARKS FROM SERVICE PROVIDERS.	SUMMARY OF REMARKS FROM PARTICIPANTS.
<ul style="list-style-type: none"> Lack of experience in government to implement such a project Choice of candidates was a challenge as they were at different levels and programme was aimed at mature and established businesses. There needs to be a due diligence before accepting people onto the programme Revise the selection process and be clear about the target. There were too many stakeholders and the process was fragmented and not well coordinated. Working with multiple consultants was exacerbated by the lack of integration between consultants that worked with clients. More work needed to be done on access to finance solution. The short periods for service providers to spend with clients was insufficient and there was no provision for follow up to check on progress; that time is wasted if there is no room for follow up. There needed to be a structured roadmap linked to objectives. Training should have been outcomes based. Women often did not have computers or knowledge of how the internet and social media could be applied to their businesses. 	<ul style="list-style-type: none"> Selection of candidates meant women were at different levels which created different levels of comprehension and insight during training. The process was too fragmented. The selection of women to go overseas was seen as not transparent in terms of criteria and selection. "Experts" came for short periods of time but there was no follow-up to assist women to implement. Too many people visited the businesses and the purpose was not always clear. The process of facilitating access to finance was not adequately managed. Communication with participants was a problem. Some seemed to know more than others. New people (women) seemed to be introduced into the project later. There did seem to be a coherent relationship between stakeholders (government and private)

SUMMARY OF REMARKS FROM SERVICE PROVIDERS.	SUMMARY OF REMARKS FROM PARTICIPANTS.
<ul style="list-style-type: none"> • More one on one time was needed with the women (mentorship). • Changes in programme coordination caused some difficulties. • Management was more bureaucratic than developmental. • Expectations and aims were not entirely clear. • For some the length of training meant too long away from their businesses and training should be modularised. • Intermediary organisation do not integrate their activities. 	

The issues raised were fairly consistent and seem to indicate that these were real issues identified. In terms of value for money especially for the participants; more emphasis and funding allocations for mentorship over a period of time for follow up and monitoring was mentioned by many interviewees.

6. ACHIEVEMENT OF WIDER EFFECTS (IMPACT)

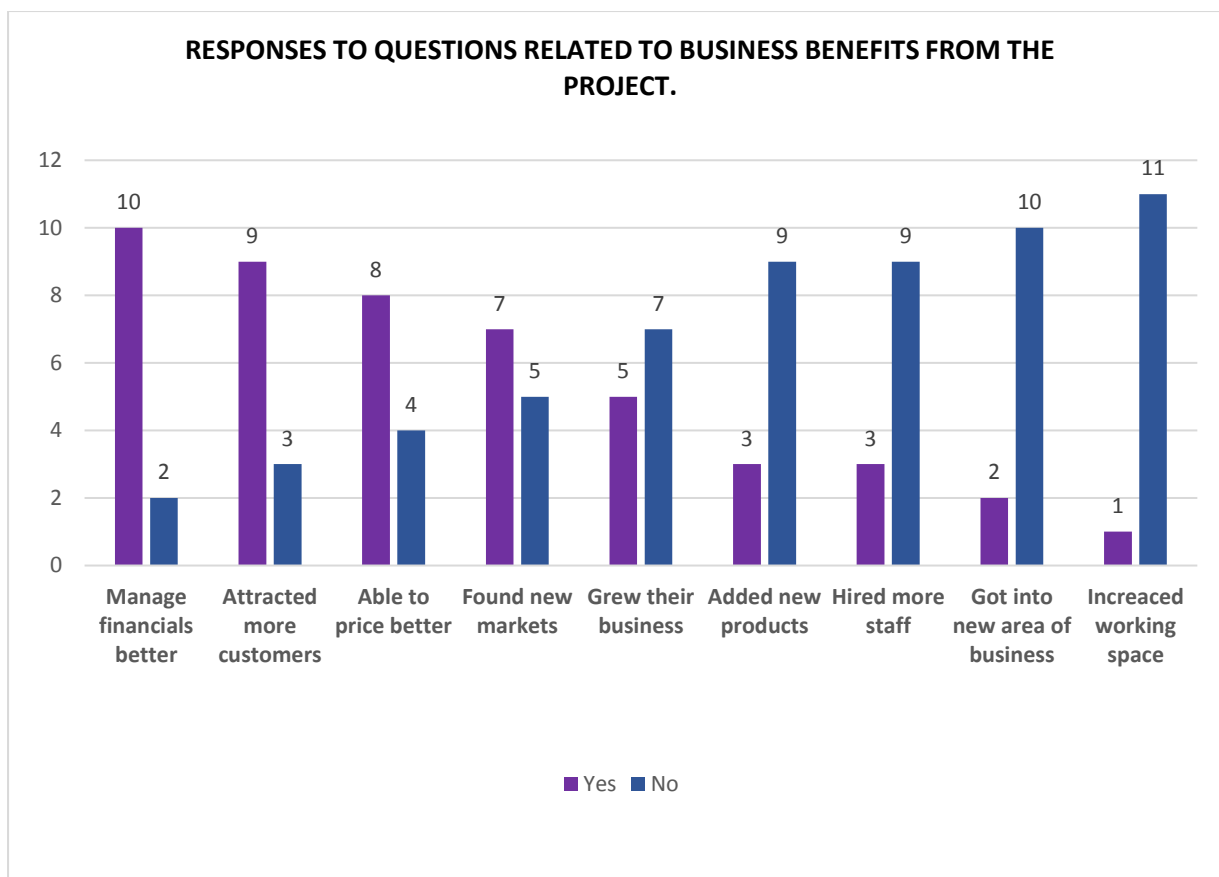
The impact on the women was very varied. Some, especially those that had travelled overseas were very happy especially with the technical training and exposure that they had received.

Impact on the businesses of the women interviewed

A series of questions on the potential impact of the programme was included in the question administered with participants. These were:

1. Did you grow your business because of the project?
2. Did you go into a new area of business because of this project?
3. Did you add new products as a result of the project?
4. Did you hire more staff because of the project?
5. Did you find new markets because of the project?
6. Did you increase the size of the space you work from as a result of this project (eg through renting a premises, building a new structure, or adding a room to an existing structure).
7. Were you able to manage your financials well because of the project?
8. Were you able to attract more customers?
9. Were you able price properly?
10. Did you open a bank account because of the project?

The last question was asked in anticipation of some not having a bank account but all had existing accounts with banks. This is not included in the following results as it would reflect as an unnecessary negative. The results are reflected in the following table.



The most significant outcomes appear to be;

- The ability to manage their finances better due to the training and the fact that books were sorted out and up to date and therefore more easily manageable for the business owners. On the whole that was recognised as a very significant benefit from the programme. Women also recognised the need to have properly prepared books and records to enhance their access to funding.
- Attracting more customers scored high and was attributed to the networking opportunities that resulted from the project; especially with other women.
- Another positive outcome from the financial management in puts was the ability to price products and services better. Two clients interviewed however had issues however when they got back to their businesses due to the multiplicity of raw materials in their businesses. This made pricing more complicated for them.
- Three of the indicated that they had grown their businesses.

7. LIKELY CONTINUATION OF ACHIEVED RESULTS (SUSTAINABILITY)

Sustainability can be defined as the ability of a project to maintain its operations, services and benefits during its projected life time.² This can apply to the ability of the project to continue to deliver the services under scrutiny in term of this assessment.

Factors that influence sustainability:

ITEM	IMPACT	ASSESSMENT OF THE WED PROGRAMME
Logistical	Has there been sufficient grounding of logistical arrangements to maintain the project ; funding and institutional support	Institutional support has been fragmented through the life of the project and this would need to be addressed for further implementation. This has been expressed as too many role players and not enough communication between role players.
Benefits to participants	Has there been a consistent flow of benefits to all participants and has the level of support been realisable?	The diversity of business levels ultimately selected provided a challenge in this regard. The selection process would need to be revised based on a clearer identification of the target market and criteria for entry to achieve the attracting the desired target market.
Community participation.	Has the project achieved favourable levels of support from stakeholders and participants?	The stakeholder interventions were disjointed and uneven and better planning of these interventions would need to inform future roll outs.
Equitable sharing of benefits	Was the project able to provide the same level of benefits to all participant?	This was not equal and created mistrust between the project and participants that were excluded from some activities.
Institutional stability	Was the institutional support consistent and dependable?	The changes from EDS to BB was not clearly articulated to all participants.
Management and ownership of the project	Was management consistent and well organised?	There was a feeling that too many people and organisations involved without clear levels of accountability.
Financial	Was there sufficient funding and what were the real costs per participant.	Funding was provided for the first 3 years and would need to be renegotiated (approx. P4 000 000). The primary costs have not been assessed as financials have not been made available. The Chanel budget however provides for services, management and logistics. Achieving long term benefits may need to budget to include mentorship over a period of time.

8. VISIBILITY

The initial Call for participation was made public through the press and organisations such as LEA and WIBA for submissions to be submitted in 2013. In preparation of the launch of the program, a briefing meeting was held on the 8 April 2013, at CDE Office, Gaborone. This meeting included Women In Business Association, Women Finance House, Botswana

² <http://www.mande.co.uk/docs/khan.htm>

Confederation of Commerce Industry and Manpower, Local Enterprise Authority, Botswana Export and Manufacturers Associations and Citizen Entrepreneurial Development Authority representatives and Miren Bengoa Delalande. Executive Director, CHANEL Corporate Foundation.

A networking event was held on the 27th May 2016. The WED event was attended by around 70 people from Botswana's business community, the Government's civil service and international organisations, including the European Union, the German and French embassies as well as local development agencies and parastatals. During the event the women entrepreneurs were introduced and discussed issues affecting their businesses with experienced women in business, potential mentors and funders. The stakeholders present, including Business Botswana, BNPC and the EU Delegation were offered valuable insights into the WED programmes achievements enabling them to assess possible follow up action. The interaction between the WED women entrepreneurs, potential mentors and funders in the various discussions was active. In addition, during the tea and lunch breaks there was active mingling among the WED women entrepreneur's speakers, WED stakeholders, potential mentors and funders. During the coaching sessions, the WED entrepreneurs split up in smaller groups with two mentors per group, to discuss their business challenges and draw up joint recommendations. **Source: Follow Up Report WED Networking Event May 27th 2016 By E Wyndham.**

Press releases. Press release was circulated on the 9 April 2013 and launch announcement on the 25 September 2013.

Newspaper Articles: Updates on the WED programme were placed in the Sunday Standard business section in 2015.

9. OVERALL ASSESSMENT

As an overall view of the project the impressions from the documents and interviews can be summarised as follows:

- This was an excellent initiative with very good intentions which suffered some crucial setbacks not least of which was the diversity of the participants selected. This may have been due to the general nature of the initial aims and objectives, the messages relayed to the potential target market and the emphasis on how to access finance which created a set of expectations which attracted a wide range of women. This may have biased the participation in terms of potential participant's reasons for entering. A number of entries were not developed by the women themselves leading to exaggerated levels of information.
- The programme was aimed at women that would benefit from the quite high-level assessments and interventions; evidenced by the assessment tools and interventions used in the project. The expectations of the stakeholders were high and the reality was that all of the women selected were not at the stage of business maturity that had been anticipated. The interventions therefore were not necessarily suitable for some beneficiaries due to the levels of business maturity. An example of this was the lack of any formal financial management in these businesses. Perhaps the interventions prescribed in the project and budgeted for were prematurely identified as the key areas to be addressed as clients had not been selected yet.
- There was little provision made for medium to long term mentorship for one on one specialised interventions with milestones and follow ups until the businesses achieved the level of management, information management and stability to be eligible for funding from CEDA or the banks.

- Arrangements with financial institutions were not negotiated prior to implementation so that women experienced a “business as usual” response from these institutions.
- Those that gained the most seemed to be those that were well educated, had work experience and were most driven as entrepreneurs.

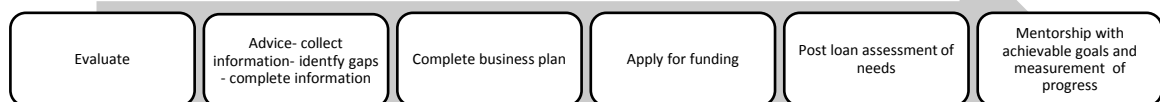
10.CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The importance of supporting women in business in any economy, especially an emerging economy is critical in a number of ways. Economies cannot grow and development can never be successful without the full participation of women. In order for the economic empowerment and entrepreneurship development of women to participate as equals in any economy, basic fundamentals need to be addressed. These include access to resources and assets, educational opportunities, infrastructure, control over land and property, freedom of movement, equal partnerships, appropriate business development and financial inclusion policies and implementation. Not one of these in isolation can effect gender equality. Issues such as appropriate access to finance for businesses may be seen to be equal but the underlying social constructs of inequality requires more than that and when appropriate special provisions need to be made in order to start to balance the imbalances.

Lessons learnt

- This was well funded three year programme which could have focussed more on longer term, business specific mentorship to instil and apply the information learnt in the group training.
- The evaluation and selection process did not appear to verify the status of the businesses until after selections were made. On visiting the business, many were found to not be at the level suggested by their applications.
- It is very difficult to run a programme and to provide the right level of training or other interventions when the level of business activity is so diverse. The needs of micro and small business are different.
- There were too many different interventions by too many service providers which women largely felt was not coordinated enough to address individual business needs.
- Geographically some participants were quite isolated making access difficult.
- Business assessment tools were quite sophisticated and the language used may not have been familiar to all the women at their level of business maturity.
- In some evaluations it was recorded that women did not find the training too long, but during these interviews a number complained that the length and timing of training meant they could not attend due to the opportunity cost to their businesses and felt that kore consideration should be given to this.
- Access to finance is a value chain of interventions and most of the women were not able to provide the information needed for funding applications.



- This provides for a framework to address the issue of information asymmetry and risk if applied effectively.
- The mix of women at different levels was problematic during grouped trainings despite attempts to provide criteria for applications. Organisers were unhappy with the level

of business finally selected and recognised this difficulty; given the stated objectives of the WED programme. This is likely due to the format of the application form which then impacted on the selection process. Questions were mostly open ended and provided a window of opportunity for applicants to perhaps “fuzz” answers rather than provide detail and specifics. A number were prepared by consultants and it was noted by Sid that the information was often inflated and not backed up by visits to businesses that were selected.

- Benchmarking opportunities were not available to most of the women which created trust issues and reflected negatively on the project. Many felt that the process was not clear especially in terms of selection criteria.
- Technology drives the business sector but not all of the women were computer literate, had computers or were using social media to market their businesses. Many did not have a website or access to booking sites such as Booking.com; relevant for tourist businesses in particular. Globally the need for women to be active participants in the technological boom; especially in IT and communications; is vital for their competitiveness.

Recommendations

These recommendations are based on the input from participants, stakeholders and global best practice for the pursuit of WED.

- In future contracts with funders of the WED include agreed to clear targets, outputs and outcomes anticipated; with a work plan for greater clarity of programmatic implementation over the period of funding to ensure that the time allocated maximises the opportunity for roll out and benefit to participants.
- Expand the reach within Botswana but cluster businesses in pre allocated hubs such as Francistown or Lobatse to maximise impact and maximise effectiveness. Specify these areas as targets for the project to encourage applications from these areas. Provide local training; due diligence and mentorship.
- When selecting target industries/sectors for future programmes; consider benchmarking opportunities for all sectors and build this into budgets.
- Revise the promotion and selection process to achieve access to businesses targeted for the project i.e. businesses with growth potential.
- Devise an alternative strategy together with LEA and the Gender Ministry to support very small businesses.
- View access to finance from a gender perspective taking into account recognised barriers for women;
 - Evaluate financial products and services; both private and public; for their sensitivity to gender in their service and products suites.
 - Identify barriers and negotiate for terms which could include more women being eligible such as alternative risk management strategies such as an integrated model of small business development (financial and non-financial support in parallel). Issue of long leases, collateral in the form of land or property, certificates of land ownership impede on women’s eligibility.
- Provide consistent mentorship interventions based on the principles of assessments, milestone setting, monitoring and reporting **over a period of time to measure change to:**
 - Achieve long term goals such as market penetration and quality control.
 - Promote access to funding.
 - Monitor sustainability of the businesses
 - Measure change for planning and reporting to stakeholders

Mentorship as a long term support framework

Mentorship should be considered as a longer term one on one format for supporting the businesses to achieve the aims of the WED programme.

- Mentorship can provide a non-tangible form of risk management for credit granters where traditional forms of security are not available; such as property and land. This is particularly pertinent for women for the reasons given.
- Mentorship provides medium to long term support, specific to the business and allows for the monitoring and measuring of progress over time. The aim is to take the business owner from a state of high dependence to low dependence.
- Mentorship can supplement generic business training and the application of theory to the individual business.

Differences between coaching and mentoring: There are various views on this can be very confusing. The reality is that there is often overlap. Mentors often provide coaching as well during their interactions with a mentee. Key points of difference include:

Coaching	Mentoring
Coaches need not have knowledge or experience of the business; they are there to enhance agency and motivation at a personal level.	Mentors do need to have the knowledge. Mentoring is the sharing of knowledge and experience between a more skilled or experienced person with a less experienced person to improve performance and career objectives.
Coaches explore the more personal needs of the person such as self-confidence, presentation, business and motivation	Mentors work with the mentee to pass on their skills and knowledge in an experiential way.
Coaching is usually short term and for a specific period.	Mentorship is based on the needs of the mentee based on need and on an ever decreasing basis.
Coaching focuses on raising personal performance within the business	Mentorship focuses on improving business skills by helping an entrepreneur to make positive changes in their skills, productivity, performance and self-confidence to make their own decisions.

A potential structure for a mentorship programme could include the following:

- a) **Mentorship framework** to meet the aims of the WED project
- b) **Establish accountabilities** and objectivity with Service Level Agreements (SLA) between;
 - BB and mentors accredited to provide services to WED Participants
 - Mentors and menteesThese will determine lines of accountability and the parameters of each relationship and address expectations on both sides.
- c) **Selection and allocation of mentors;**

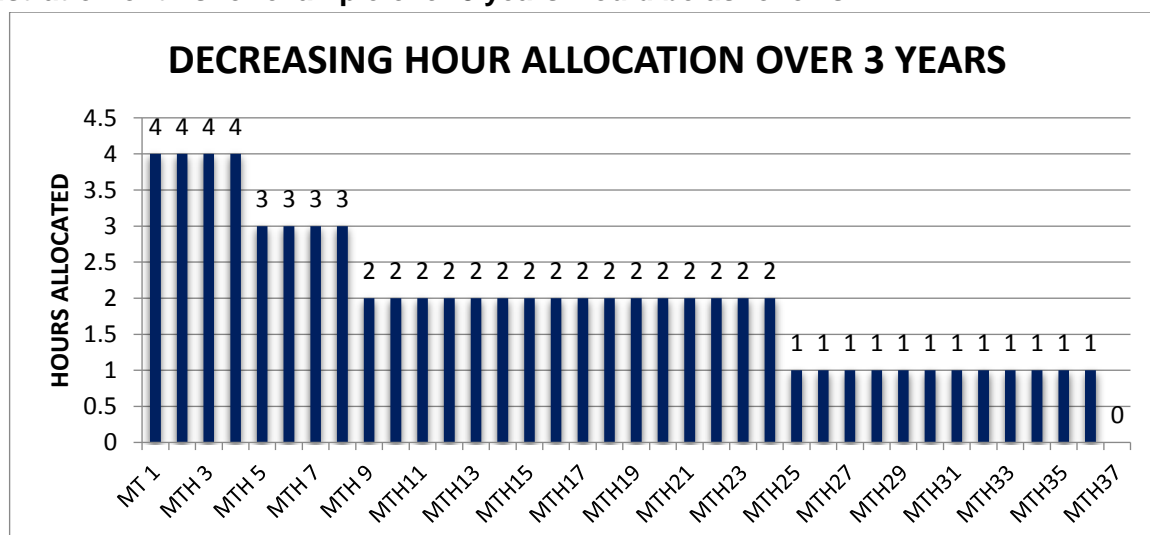
Mentors would be accredited and allocated to mentees on a basis not unlike the process used in the WED project:

 - General business skills
 - Expert/sectoral business skills
 - Generalist mentors would be supported by specialist mentors who would be able to offer specialised support if needed e.g. engineering, legal, hospitality etc.
 - Specialist mentors would be integrated into the team of mentors when specific requirements were identified.
 - Geographic access to clients/ language compatibility
 - Size and type of business

- d) **Training of mentors:** Ideally selected mentors should be trained to understand the role of a mentor.
- e) **Reporting requirements:**
- ***A standardised reporting framework*** could be provided to effect the following outcomes:
 - i. **The ability to track and monitor** progress monthly as a coherent sequential record month to month.
 - ii. **Provides a framework** for evaluation of the project.
 - iii. **Mentor reporting;**
 - ***Mentors would need to provide reports on each client after each visit.***
 - i. These would need to be checked by BB.
 - ii. Once approved, mentors could get paid based on agreed terms.
 - iii. Clients should sign off any reports before they were submitted to BB.
- f) **Quality management:**
- All reports from mentors will be scrutinised for quality and accuracy. Any concerns would then be reflected back to the mentor for review
 - Clients would be required to provide a quarterly report on the services of the mentor
 - BB would visit clients with mentors as an additional check on quality and client satisfaction
- g) **Establishing a baseline:** Mentors would undertake a baseline visit with each client and set milestones (not unlike the WED project but with longer term follow up and monitoring to measure progress and address issues such as quality management and market access over time. Mentor and mentee will sign off on the baseline report and recommendations for mentorship together with a short prescribed SLA format which would define the roles, responsibilities and logistic arrangements for the relationship.
- h) **Assign mentorship:** Based on this the BB would then assign mentorship to the mentee outlining BB expectations from this e.g. number of days allocated, rates etc.

Mentorship should be managed on a practical basis. It should be aimed at taking the beneficiary from a position of high dependence to low dependence and should be managed on a decreasing basis. It is important that the mentee does not become dependent on the mentor who is there to teach the mentee how to do it themselves as a fundamental principle. The programme and time allocations for support should be planned and managed to achieve this, depending on the needs of the clients e.g. some may need more time than others.

An illustration of this for example over 3 years would be as follows:



Beneficiaries with particular needs would need to have allocations reviewed from time to time. Beneficiaries' requirements will be evaluated quarterly and recommendations to review their support would be made at this time. This may mean some have their time reduced or increased.

Annexure 1. List of women interviewed

PERSON INTERVIEWED	BUISNESS	PLACE	DATE AND TIME	BY WHO
Angelina Nkau	Angie Fashions	Gaborone	Wednesday 19 Oct 0800am	AH and GR
Kealeboga Merafhe	Surpass LTD	Gaborone	Wednesday 19 Oct 1200noon	AH
Wapula Matshambane	Foot prints Africa Safaris	Gaborone	Thursday 20 Oct 1200noon	AH
Goitseone Ketlhalefile	GK Designs	Gaborone	Friday 21 Oct 1200noon	AH
Thoko Rangaswamy	Trans Kalahari Distributers	Gaborone	Monday 24 October	AH
Dikeledi A. Mogobe	Clean Cities and towns	Gaborone	Monday 24 October 1000am	AH
Winani Mmamabu	Sibra Chemical Industries	Odi	Monday 24 Oct 1200am	AH
Ratanang Motlhabani	CocoB Holdings	Pilane	Monday 24 Oct 1400pm	AH and GR
Tshwaraganang Basadi Peanut Butter	Gojewang Otsile	Palapye	Tuesday 25 Oct 0900am	AH and GR
Smart Butter Investment	Bontle Nkarabang	Serowe	Tuesday 25 Oct 1100am	AH and GR
Shashe Mooke Milling	Esther O. Mokgosi	Shashe Mooke	Wednesday 26 Oct 0800hrs	AH and GR
Calexious	Sophie and Marula Alexu	Mathangwane	Wednesday 26 Oct 1000hrs	AH and GR
Stella Makhetho	Steel Mac Services	Francistown	Wednesday 26 Oct 1200hrs	AH and GR

Annexure 2: List of stakeholders (Actually interviewed are in bold)

	Name	Position	Role in WED Programme
1	Anne de la Blache	Ambassador of France to Botswana	Facilitator for networks, providing advice to implementation
2	Sid Boubekur	Senior Expert (Former Director of CDE)	Director of WED Programme
3	Matlho Kgosi	Marketing Manager at Botswana National Productivity Centre	WED Turnaround strategy, Monitoring of WED High Potentials
4	Nomeko Mlobeli	Scientist at Botswana Bureau of Standards	WED Quality management Systems
5	Obert Yuyi	Export Development Manager at Botswana Investment and Trade Centre	WED Diagnosis
6	Tumi Mbaakanyi	President at Women in Business Association	WED Steering Committee and Chairperson
7	Simon Lloyd	Consultant	WED Tourism
8	Evans Munalula	Consultant	WED Linkages to Finance, Set up of Accounting Systems
9	Emma Wyndham	Consultant	WED Networking Event
10	Soline Lippe	Consultant	WED Business Planning Training
11	Business Women's Association of South Africa (BWASA)	Consultant	WED Business Management Training
12	Christopher Manthe	Consultant	WED Local Agro Expert

Annexure 3. Questionnaire for participants.

QUESTIONNAIRE FOR RECIPIENTS OF THE WED PROGRAMME

GENERAL QUESTIONS

1. Did you find the minimum requirements for applying to participate;

- ☐ **Not difficult to provide**
- ☐ **Difficult to provide**
- ☐ **Very difficult to provide**

2. If difficult or very difficult; what aspects of the requirements were difficult to comply with?

3. Why did you enter to participate in the project?

4. What did you understand the objectives were of this project?

5. What did you expect to get out of participating in the project?

6. Were your expectations met?

- ☐ **Yes**
- ☐ **No**
- ☐ **Partly 75% 50% 30% Less than 30%**

7. Please explain your answer?

ACCESS TO FINANCE

- 8. One of the aims of the project was to strengthen your access to finance for the business. How did this help you?**

	Yes	No	Please explain
Were you better able to understand what financial products were available to you in the government sector?			
Were you better able to understand what financial products were available to you in the private sector?			
Were you able to access funding from a government programme?			If yes which?:
			How much were you able to access/borrow?
Were you able to access funding from a private source?			If yes which?:
			How much were you able to access/borrow?
Did participating in the project assist you to apply for finance?			In what respect?

- 9. If you did raise funding in which ways did the project help you to raise capital?**

- 10. If you experienced difficulties in raising funding; how could the project have better prepared you?**

TRAINING

11. Positive aspects of the training?

What were the 4 most useful topics of the training for you?	Why were these topics most useful to you:

12. Less positive aspects of the training?

What were the 4 least useful topics of the training for you?	Why were these topics least useful to you:

13. Were there parts of the training that were difficult for you? Yes/No

Which were the most difficult sections?	What problems did you encounter?

14. What were the most significant benefits of the training for you?

Most significant parts?	Why do these stand out for you?

15. Application to your business?

Which parts of the training were easiest for you to apply to your business?	Why?

Which parts of the training were most challenging for you to apply to your business?	Why?

16. Was the overall level of training?

- ☐ Easy to understand
☐ Difficult to understand

17. How would you rate the trainers that provided the training?

Item	Rating out of 10 – 10 is the highest - tick	Comments
Teaching methods were appropriate for you?	10 9 8 7 6 5 4 3 2 1	
Teaching aids and handouts were helpful?	10 9 8 7 6 5 4 3 2 1	
Length of time allocated was sufficient to grasp the content?	10 9 8 7 6 5 4 3 2 1	
Tools to run a business were provided?	10 9 8 7 6 5 4 3 2 1	
Content was suitable for local conditions?	10 9 8 7 6 5 4 3 2 1	
Content was gender appropriate?	10 9 8 7 6 5 4 3 2 1	
Trainers respected the trainees input?	10 9 8 7 6 5 4 3 2 1	
Trainers allowed trainees to participate fully?	10 9 8 7 6 5 4 3 2 1	
Content was appropriate to the target audience	10 9 8 7 6 5 4 3 2 1	
Content was sufficient as a basis for training on topics.	10 9 8 7 6 5 4 3 2 1	
TOTAL		

18. What recommendations would you make for making the project more appropriate for women in business?

19. How has your business benefited?

		YES	NO
1.	Did you grow your business because of the project?		
2.	Did you go into a new area of business because of this project?		
3.	Did you add new products as a result of the project?		
4.	Did you hire more staff because of the project?		
5.	Did you find new markets because of the project?		
6.	Did you increase the size of the space you work from as a result of this project (eg through renting a premises, building a new structure, or adding a room to an existing structure).		
7.	Were you able to manage your financials well because of the project?		
8.	Were you able to attract more customers?		
9.	Were you able price properly?		
10.	Did you open a bank account because of the project?		

20. What were your overall impressions of the project?

Annexure 4. Questions for stakeholders.

QUESTIONNAIRE FOR INTERVIEWING STAKEHOLDERS

INTERVIEWS WITH WED STAKEHOLDERS

Name of stakeholder:

Person Interviewed:

QUESTIONS

1. What was your role in the project?

2. What do you think were the main:

a. Challenges:

b. Strengths:

3. The process has been thorough why do you think the results have been mixed?

4. How could this have been handled differently?

--

5. The objectives included:

a. Making access to finance easier?

--

b. Improving competitiveness?

--

c. Promoting access to markets?

--

d. Promoting investments?

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