





THE PROGRAMME

"A number of the WED entrepreneurs said they had come a long way in improving their business practices with the training and support provided by the WED programme. Both the WED entrepreneurs and potential mentors and funders expressed a desire to continue their association beyond the current WED programme" **-Emma Muller, WED Networking Event Consultant**

KATLEGO

The name Katlego is of African Tswana origin. Directly translated to English, it simply means success. Given the emphasis of this publication, it is a fitting enough name that resonates with stories shared and positive outlook and prospects from those who benefitted from the Women Entrepreneurship Development program.

Katlego is usually a name given to a Motswana girl child, as an enunciation of one who is destined for greatness. It is used here to reflect on the impact the programme has had on Batswana business women who participated in the program. It symbolizes the ambitions and aspirations of the women and cut across as a beacon of hope for those who may be going through similar challenges the beneficiaries of the program encountered before the interventions.



Anne de la Blache

AMBASSADOR OF FRANCE TO BOTSWANA: 2013-2016

The Women Entrepreneurship Development Programme was carried out in Botswana as it has a very good reputation of democracy and governance, its liberal friendly country. It is also famous for its diamonds. Richest producer worldwide by value, it also has clean diamonds and has nothing to do with conflict diamonds.

Chanel Corporate Foundation has not been existing for a long time but it has become an up market foundation. In the spirit of the creator of the Chanel brand, Coco Chanel was a very passionate woman and therefore she succeeded in her own will and skills. She did not come from a powerful family nor have an impressive background but she was smart, determined and had a strong will so she managed to step a social ladder to make her business a huge success and sustainable at the same time. The idea of the corporate foundation was therefore to take example from this fascinating woman and help women in other places following her example, in small scale businesses but the broader aspect has been women empowerment.

That is how the story began, the embassy played a pivotal role in liaising with different stakeholders and so the CDE was deemed the most appropriate to house the operations.

I am personally interested in women empowerment so I supported the initiative as much as I could by actively being involved in most of the activities. There are amazing opportunities out there to be explored. One of the objectives for this project was to identify the loopholes and huddles as well as bring opportunities not only money and moral support. Botswana is a good example of women empowerment in Africa. The country is a success story and I think for everyone to be able to benefit from this success story there is more to be done. It is impressive that there are people advocating for women both in the government and the private sector. I am also pleased and proud to advocate for Botswana women in France. I am a strong believer of women development as I believe the role of women is key in any country. Botswana has great women talented in all areas and sectors of the economy, so all of them have a significant role to play in further propelling the country's economic prospects.



Dr. Sid Boubekeur

HEAD, CDE REGIONAL FIELD OFFICE FOR SOUTHERN AFRICA: 2009-2016



The proposal of WED programme was submitted to CHANEL Foundation in February 2012 and approved in June 2012. In 30 years' carrier in development I never saw such a quick decision.

WED programme was designed and launched in 2013 for supporting 30 women entrepreneurs committed to enhance their businesses. This programme benefitted from the support of EU delegation of Botswana which hosted it under the Private Sector Development Programme and which dedicated human resources to facilitate its implementation.

I appreciated the continuous support and encouragement of Her Excellency Anne de la Blache who assisted in the implementation of the programme by providing linkage to high level experts. She further paid regular visits to WED companies to assess the progress and challenges.

From my experience there is no chance for a program to succeed without strong and sustainable partnerships; partnerships with the stakeholders I already mentioned; partnerships with the intermediary associations such as WIBA, HATAB, CEDA, BOBS, BNPC which participated actively to WED steering committee and which provided support, services and useful advices to women entrepreneurs.

This program now has a strong foundation and assets:

- A network of 30 women in business, at different levels but all of them motivated to perform better their respective businesses
- A network of local and European services providers transferring their knowledge to WED entrepreneurs
- Available tools on management, finance and marketing of their products

At enterprise level, WED beneficiaries learned from networking, taking advantage of their experiences and best practices from similar businesses with success stories. Today they are able to organize their workshops better, to develop a work plan, to record their financial data, to prepare costing of their products, and take into consideration the expectations of their clients. We see clearly some notable amelioration as some of them improved the level of production, increased sales and revenue of their companies. Moreover, four of them prepared a business plan to be submitted to financial institutions and four of them consolidated their accounting systems and will soon be in a better position to develop a business plan.

Why this program has become a reference

This program was managed with rigorous technical and administrative tools by PSDP team with the support of WIBA. There was regular communication with the beneficiaries in order to reply to their needs and to develop tailor made assistance. A strong coordination with the CHANEL Foundation team and the French Ambassador to Botswana, who brought high level advisors aided the effectiveness of implementing the programme

Finally, this programme built sustainable partnerships between France and Botswana institutions. The first one is the agreement between Oodi College of Applied Arts and Technology (OCAAT), Jewellery department and BJO Formation in Paris which already trained 2 students from this college on design and jewellery production.

Due to its pertinent method and tools for supporting women entrepreneurs, this programme merits to be disseminated to other African countries.



DR Racious Moatshe

BUSINESS BOTSWANA CEO



BUSINESSBOTSWANA

The Women Entrepreneurship Development (WED) programme 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 for implementation in November 2015, following the orderly closure of CDE. Through this partnership, women enterprises are being empowered and capacitated in areas of business development services, including coaching, mentoring and networking.

A road map has been put in place to improve women empowerment in the form of coaching and mentoring. A tailor-made roadmap was developed for each beneficiary with related action plans. Networking as an important aspect for growth and market access, was organized for beneficiaries to learn from each other, discuss business opportunities and share experiences in running the daily business. As Business Botswana, we understand that success of any programme is dependent on sustainability plan, beneficiaries are encouraged to empower other women enterprises by sharing their expertise on mechanisms ideal for business development and growth. And moreover, critical stakeholders such as CEDA, LEA, BNPC and other have been approached. It is worth stating that BNPC has identified few beneficiaries to work with post the programme.

A call for expression of interest was used to invite beneficiaries. This was widely spread on various print and electronic media. Following the submissions, a total of thirty-five (35) companies were selected to benefit from the programme. The applicants were balanced across sectors including manufacturing, tourism and textile. Participants who were not retained due to logistical needs of the programme were referred to other similar programs such as Tokafala enterprise development program for assistance.

Individual training was implemented via a sectorial approach, companies were introduced to cluster model such that they can collectively access raw materials and other vital input for their businesses. Productivity and work ethic as a key focal intervention was introduced to beneficiaries with assistance from stakeholders such as the Botswana National Productivity Center (BNPC) and Botswana Bureau of Standards (BOBS). Beneficiaries were also linked to financiers such as Citizen Entrepreneurial Development Agency (CEDA) and after a vigorous training on business planning, most of them managed to finalize and submit their business plans to various financiers for funding.

Yes, the programme has achieved its expectations, the aim of the programme was to strengthen women led enterprises by developing competent human resources through upgrading of management and staff, increase in capacity of related Intermediary Organisations (IOs) in order to provide better services to their members. Furthermore, the facilitated market access through networking events and benchmarking missions, while improving the quality of products in order to access markets and compete globally. But there is still more to be covered and we hope the programme would be extended given the need.

Lastly, I would like to acknowledge the dedication and commitment of the Programme officer Mr Malaki Monyamane, who ensured success of the programme.



Tumi Mbaakanyi

WIBA PRESIDENT



As an association that is mandated to empower women in business in Botswana we feel privileged to be selected as the premier country to pilot the first of its kind intervention (WED) program which aims at technically empowering women-led SMMEs. We are optimistic that this will enhance the profile and success of Botswana female owned businesses. This capacity building program couldn't have come at a better time when the business environment is highly competitive and the entrepreneurial skills gaps require filling for these women's businesses to fully prosper.

Seeing that the program helps to boost management in women-led SMMEs, I trust this program should be adopted in other countries especially in southern Africa considering that SMMEs play an important role in the economy.

At WIBA, subject to availability of funds which usually comes through sponsorships, we hold capacity building workshops and will continue to do so. It is our hope that in the future, we will partner with donors like Chanel Corporate Foundation, to develop and implement support / follow up programs to the WED program. We continue to share relevant information on entrepreneurial programs in the country with our members as well as encourage those WED beneficiaries who aren't members of WIBA to join the organization so that they benefit from ongoing WIBA initiatives. It is most vital to have discussions between key stakeholders in the WED space, to establish programs that will ensure sustenance of WED efforts plus to cover more women in business, and not only the 35 WED beneficiaries as quite a number other women seemed interested in the inclusion of the WED program.



Matlho J. Kgosi

SENIOR MARKETING OFFICER



**BOTSWANA
NATIONAL
PRODUCTIVITY
CENTRE**

About 90% of companies in Singapore (Which is the first if not second most competitive economy in the world) are SMMEs. SMMEs are good because they are not prone to capital flight particularly home grown ones. When the economy tanks or other markets become cheaper they turn to be more loyal and they stay at home. The role of the private sector enabled by the government is to grow jobs, therefore, when SMMEs are supported in a well-structured capacity program and with majority of companies being SMMEs they have great potential and can grow jobs. We must ask how are we capacitating the private sector, particularly SMMEs to become sustainable, grow, create and retain jobs especially considering that currently in Botswana, the survival rate of SMMEs is hugely low: In about five (5) SMMEs created about three or four will die within a year if not within five years so we need to help them stay alive, we need to help them grow beyond SMMEs to transcend into medium, we need to prepare them for export and they need quality and productivity improvement programs that will enable them to grow and sustain the economy.

The WED project focus on a disadvantaged group which in this case is women. What I liked about this program is that it focused on women who would not necessarily have access to capacity building or finance program that the more knowledgeable and affluent business people in cities have.

So it was focusing on a base of women who did not have the access by providing access to them. Some of them were

great companies in the making some of them not but I think it was a very good start and something like this should be done again. Eighty percent of the response from participants was overwhelming, the women were hungry, and they wanted technical support to enable them to be more productive and to grow. For those who were enthusiastic they benefited greatly. Opportunity based entrepreneurs benefited mostly from the turnaround solutions program because they are natural entrepreneurs and when they see a skill that will cause them to go to the next level they cease it, whereas necessity based entrepreneurs are not easy to persuade and motivate to cease the opportunity. As BNPC, we recognize that follow up is important and the board has advised and given permission to continue assisting them and to sustain the benefit out of the program timeline as we have already been following them up and monitoring progress.

Some of the companies experienced significant gains from the program which was great achievement, we also saw remarkable results with waste improvements of up to 15%, and some gross profitability going up by 20-30 %. SMMEs have amazing opportunity for growth. People who participated in this project are only the first or second generation entrepreneurs in Botswana, if you look at countries where entrepreneur skills are extremely high, they have been learning one generation after another, perfecting the skills therefore it's in their blood. "We are only second generation of entrepreneurs and maybe because the world is moving so fast, we are becoming impatient with ourselves to learn."

Through their developmental mandates, government agencies such as BIH, LEA, BOBS, BNPC played a key role in providing capacity building support. We have basically all played our role in supporting the project but in terms of providing an enabling environment, I think a lot still has to be done in that space, I know the SMME policy is about to be approved. If we see SMMEs as an engine of growth in the future we should create policies or align policies and create legislations that enables them to grow.

By mid to the end of the project there was excellent signage between all the parties; all the consulting agencies, intermediary organization, capacity building companies, CDE and all the parastatals including the women. I definitely think this program can be adopted in the region, I trust we learnt a lot in this pilot phase. The next time such a project comes it's going to be more successful. For me the large project of Private Sector Development strategy (PSD) is an excellent initiative I think we all know we cannot depend on the mining sector as we have been for the last fifty years of independence we need to diversify the economy, we need to grow SMMEs as they are the fastest growing, they are actually more agile and can grow faster than large companies and an SMME has the ability to double its jobs. So I think more of these initiatives are required, I think we will structure them differently, partner differently but this is the way to the future it's a just a matter of how we do it and in order to improve the prospects for gender parity in business we need to support women.



Evans Munalula

MANAGING PARTNER

Alliant CPA

Financial management is a business skill and without that skill the company cannot make money. The WED program engaged Alliant CPA so as to assist the participating enterprises in up scaling their financial skills in the quest to source for financial assistance from financial institutions for reasons of expansion and operational purposes. I have to admit, most of the enterprises had challenges of financial management but through the engagement of Alliant CPA there has been great improvement.

Although the program faced a few challenges, the financial development aspect of the intervention has proven to be really successful. As one of the enterprises managed to get about a million Pula funding from CEDA, the other enterprise was financed with about half a million Pula from Stanbic while the third enterprise was backed with two hundred and fifty thousand Pula from the Department of Gender Affairs. We still get some of the companies coming in to ask for assistance so as to pave their path in getting funding.

I am proud to say that there are areas outside the scope of the program that the participants benefited from. The WED program has created a stage to carry forth from, so it's important that the implementation of the project goes beyond the current timeline. This calls for engagement of tertiary institutions to be linked with SMMEs in the provision of attachment to allow for effective financial management and transfer of skills, enhanced training for the students aspiring to go into the field ultimately culminating in employment creation. WED has also managed to bring in the aspect of sustained enterprises, this will result in economic contribution of these SMME's so basically, these enterprises are not the only ones that enjoyed the packs of the program; the belief is that the country's economy will eventually benefit from this.



White Angels

Team

Agro sector

White Angels



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 decided the next stage for the company will be to venture into semi-automated machinery and later we can adopt full-auto. We are yet to make findings on the effects of this transition on revenue as not all the machinery purchased has been installed yet. 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. Our wish in terms of expansion is to exhaust our local market then we can go on to explore regional prospects. We are grateful as now we are well informed on the business sphere and understand that for us to be able to sell outside we need to go through Botswana Investment and Trade Center, which is one of the stakeholders for the WED program. To sum up our involvement in the programme we can only allude that it has proved a remarkable stepping stop for us.



Ratanang Motlhabane Executive Manager

Agro Sector

Dobi Foods



When the program initially started I had a fright as I believed I was going into something out of my league and that I wouldn't manage. When you meet women who have done great in the industry and talk of their success stories you ask yourself questions like, who am I, where am I going? Will I be able to fit into this group or will I be able to achieve anything? As the program continued I realized that as much as they might have achieved something, I can actually get to where they are as well as be able to compete with some of them.

Even though we produce high quality products, it has been revealed that we haven't quite marketed them, we have thus developed a marketing strategy and have already started its implementation and by far we are happy with where we are going.

The training pointed out that growing one's business is of great importance and that a business needs to be reviewed from time to time including contact with clients to get feedback from them. I have learnt that communication with the market helps to ensure that the products can be improved and become of high quality. I also came to realize that stuff development is as vital for the growth of the business and this has been my weakness as I have continued with employees who have underperformed from year to year.

The quality management course has assisted us as we are currently working on the quality manual of the business and everyone in the business has come to appreciate all the aspects that come with it. This is inclusive of our suppliers, we have now learnt that we must communicate with our suppliers on the quality of supplies we need from them.

Sometimes we just go into the business without knowing what the market wants, after the intervention we have comprehended that we need to please our market. Customer satisfaction is imperative. The intervention has brought up the issue of looking into international markets, though am not there yet it's something to consider in the future. At present am considering getting my own place to avoid issues of paying rent and constant relocations, this will also help to keep money in the business.

Deciding to be a part of this intervention was one of the best business decisions I have made as it has opened my eyes in a number of things. We have had a disturbance with a thin line of gross margin, we even got discouraged because we thought we were growing only to realize the cost of production was very high, but since we have constantly produced more (high distribution) and have seen new customers due to the new marketing strategy we have seen significant growth. I believe this may also be caused by the

financial assistance we got from CEDA through the intervention as we were able to purchase more raw materials.

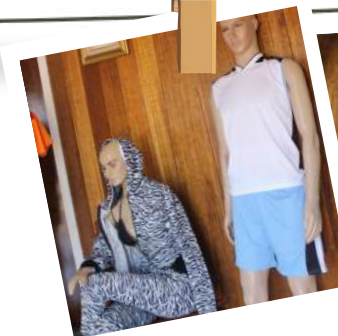


FLORANCE RADISWENG

Manager



Feura Sports



When the WED program started, I had just relocated to our new workshop and my attachment with BNPC assisted me with housekeeping around the workshop as it taught me how to strategically place materials and tools. I have gained great knowledge from the intervention especially from the fashion design course taking into consideration that am not a fashion graduate. Actually I changed careers to venture into sports design and through the intervention I managed to learn about fashion design for the first time.

The intervention has also boosted my confidence level because when you don't have a background on something you tend to shy away, thanks to the various trainings, I am now confident that I can do anything. Records management training also helped me to better organize my business especially in filling.

I used to combine different documents in one file, but I have since learnt it's important to separate documents and it makes everything a lot easier.

I had the opportunity to have my business plan upgraded and I have come to understand that a business plan needs to be constantly reviewed. Following review and training on product costing, I have seen great improvement in revenue, and thanks to the introduction of Kaizen, a system which enables us to produce more and save time.

BNPC installed a system that constantly reminds me on what needs to be done and the most amazing thing is the continuous monitoring from their side. I am proud to say that LEA came to benchmark in our workshop and were impressed with housekeeping among other things.

I have been privileged to join two other women from the program on an exposure mission in France, it was a once in a lifetime experience! Coming back from the benchmark, I have so many ideas that if I had the ability I would change the landscape of fashion in Botswana. I have learnt the aspect of social entrepreneurship and I now feel my workshop is underutilized so going forward, I should be able to do more.

We spent ten days in Paris, we visited the Chanel quarto workshop and they surprised us with a special show that was exclusive for us and Chanel workers, the experience was out of this world. I experienced fashion design on a totally different level. The one thing I learnt from Chanel is that she takes very good care of her employees, who in turn are committed and loyal to their work. "The biggest lesson is take care of your employees and the business will take care of itself."

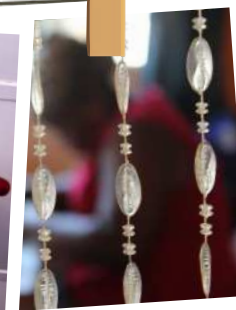


Emang Mosimanyane

Manager



O's House of design



The intervention took us through different courses, accounting being one of them of which its main core was expansion. The course was also an eye opener for me as I used to take my books casually and did not constantly keep records. The course helped me realize that it's important to do financials monthly as they make it easier to reflect how the business is performing from time to time. The little knowledge I adopted from the course showed me that I still have room for expanding my business and going forward, I believe am in a better position to ask for funding from financial institutions and be successful.

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.

I feel this program is a great initiative and it's very important because sometimes as women we go into business just for survival but naturally we as women, have the inner strength of a woman that allows us to persevere in anything we put our minds to. The WED program creates a network platform that allows us to learn a lot from different people through interactions. The program has also helped me to recognize the potential I have and that with training I can grow even beyond my expectations, from where I am today I trust that in three to five years people will experience a different phase of O's House of Design.

If such an opportunity presents itself especially when it comes free, I wish we could embrace it, show a level of commitment and effort so as to enrich our lives and better manage our businesses as we stand a better chance in creating employment for other women as well as the entire nation.



KEALEBOGA MERAFHE

Managing Director

Textile

SURPASS



It's funny how just when this program began, I decided to quit my job 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. Since I did not go to school for fashion design, it created a platform where I learnt about the industry. I really appreciated the capacity buildings that we had to go through because some of them were tailored to what we do, even the people who were brought in came in with a lot of experience so for me this was a perfect experience.

I was actually following my passion so a lot of commitment and hard work had to be put in, it had to work because now it was moving from being a passion to what is supposed to sustain me. Luckily through this mission, I have met so many business people some of them have been doing it for fifteen years and I learnt from them that success doesn't come overnight. The entire experience humbled me.

When I was in Paris I met a fashion designer lady who is in social entrepreneurship with fashion for marginalized people and abused women and children. I really liked her initiative because it was not just about fashion it also had a purpose behind it and I realized that. It is what I would also like to do.

So when I came back I started working with a few designers trying to see how we can make our fashion have a purpose. I wish to build a facility where graduates can be attached, with the provision of machinery and financial assistance, then they can launch their collection and we provide a distribution points and once they can stand on their own they can carry forth with their career. It's an invaluable initiative as not everyone has the opportunity to start up right from school.

Since I worked with the ladies in Paris I realized that my power is on the ready to wear collection which am currently working on and more people are taking interest though my capacity is still small and I can't take them all, I am looking into expanding so as to meet the demand. The ready to wear model seems to be working even better because am producing more units in a short period of time hence increasing revenue. The program helped me to start thinking of my passion as a business and only then I started having an appreciation of long term planning that I have to grow and make an impact hence now I have moved onto to the mentoring idea, "business with a purpose."

Europe is very fashion orientated, so you are exposed to fashion everywhere. Paris was a one in a million experience that actually inspired me even further. I never even imagined

I would be given that opportunity, but it made me appreciate that a fashion designer has a back story of the software people, the trimming team, the accessories team and all this taught me that there are various support systems in fashion design, so coming back I was eager to learn more and I visited our local fashion schools to apprehend the syllabus for fashion in our country and to my surprise all these were inclusive.

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's 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.



LEBANG KOLOGANO

Manager



Lebang Setso
LEATHER CRAFTERS



Through the WED intervention Lebang Setso business model was revised in order to improve market access and profitability and with variation of coaching and training we had to re-work our products and processes resulting in new products that we learnt from the intervention. We are still working on the entire process and believe that in time, we will be where we want to be.

Through this process we have also come to learn more about marketing and appreciate that it is the key factor in business. We had initially targeted craft shops and individuals both in Botswana and South Africa but the scope has now changed and we are looking at the global paradigm. We have since intensified our e-campaigns and have registered with services such as EBay and PayPal, which we were at first skeptical about. Botswana is a small market alone so we need to penetrate international markets online besides, it has been proven to be cheaper to sell online.

Money has always been a burning issue but through the intervention we have realized that we can finance ourselves especially considering that there are limitations to sourcing funds from financial institutions. The issue of finance unfortunately, have been self-inflicted as we did not keep records. As a result, we have decided to craft samples that can sell, price them correctly as well as concentrate on products that bring us good revenue, through this we will

slowly grow in that respect. Before the program we thought we understood our market only to realize that there is more we need to offer our customers among other things, exclusivity. We have subsequently adopted the business model strategic focus which was introduced to us during training. We wish to be a designer brand so it's important to tap into factors and aspects of brand recognition which is a very interesting and exciting exercise because now we have a vision of where we want to go.

We are currently working on creating a unique signature on our products that will have a reflection of Botswana since we are now to compete with other international brands. We have begun to experiment on springbok, we have come to realize the absence of springbok in Europe so we are trying to incorporate it in each product we craft.

Our mentor, Vincent du Sartel, (an international expert in leather) was brought in during the intervention. He was impressed with our work, it was through this that I got the opportunity to experience ten days of paradise in Paris. I was exposed to the crafting process of some of the world's greatest brands like Chanel and Louis Vuitton. This benchmarking uncovered a whole new perspective on the leather industry for me. I learnt that these countries are actually looking for more partners (including East Africa) who can produce their products, this means that should we make our mark in

the industry our country might have a share of the pie. Basically, this exposure made us aware of the magnitude of the leather industry. It was beyond my dreams to find myself with my small brand in an industry of this greatness. It has also provided me with a chance to showcase my work which was a great start and the mission to Paris motivated me to pursue our unique products and taking pride on a brave brand that stands out. I am now able to share my ideas with the experts and get feedback on how the designs and products can be improved.

We have a saying in Setswana, 'tselakgopo ga e latse nageng.' Relating it to this, it simply suggests that Businesses don't prosper overnight, you need to constantly craft your work, believe in your product and have the spirit to persevere. Women out there should dream big! Be passionate and have patience. Let us not be afraid of our dreams, let them drive us. I am an evident example that when you aim higher and work hard towards your dream you can end up living the dream like I did mine in Paris.



Matshediso Hansen Managing Director

Tourism Sector

Motse Lodge & Cultural Village



Motse Lodge & Cultural Village (Pty.) Ltd has been actively involved in the Women Entrepreneurship Development programme from program initial stages as far back as early 2014. Apart from numerous training workshops that I and some of my staff members attended, WED, through their consultant – Botswana National Productivity Centre (BNPC), conducted an “Integral Diagnostic Review” of our business and a report of this exercise was subsequently shared with us. Subsequently we were accorded to implement some of the recommendations of the report.

Since the release and sharing of the report, a series of training workshops were held, all of which we were represented and a number of other curative measures were undertaken by the company to address some of these challenges.

We observed that our problem of staff turn-over was then linked to poor financial performance which leads to problems such as below market rate wages, late payment of wages, to cite a few examples. Again, with improvement in financial performance, tallied with a lean functional structure, we think we have since effectively addressed this problem for now. Since our training session(s) with WED, we came to realize that choice of the right staff to man the right jobs in the business is core to customer satisfaction. I would say, during our recovery period (June 2014 – December 2015), we have experienced a surge in customer satisfaction as shown by

length of stay by customers and repeated bookings. This has been an excessive achievement. As is always the case with projects of this nature, we have observed that inventory management is a core function. Inventory losses in the past were linked to low staff morale and general management laxity. However, we feel that this problem has since been addressed. In the past, there were substantial losses incurred in the kitchen, bar, restaurant, and in the rooms, we have since put in place an inventory registration and management system that enables shift managers to be accountable for losses.

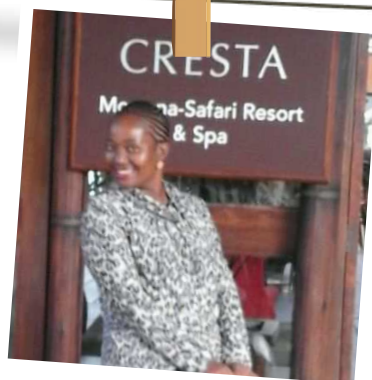
Again, during our business recovery period (June 2014 – December 2015), we recognized that some of the reasons for the business poor performance was again traced to poor staff morale and management laxity. Thus, we have since decided to have One (1) staff member responsible for sourcing and requisition of stock. This has since been strengthened by an “event specific” budgeting, sourcing and reporting system.

Despite a marked increase in the number of competitors in Kanye, our records so far have proven that Motse Lodge remains a preferred visitor’s destination in Kanye. While we went through a major regression phase, our bookings have improved remarkably over the past twelve (12) months, again as indicated by the number of ± 1 week – 1 month bookings and repeat bookings (by both individuals, government

institutions, and companies)

The business has since re-captured its niche in the local events and banqueting marketing. This includes outside catering to Southern District, Council (SDC), Ngwaketse Landboard, and various government departments in Kanye. We have adopted a number of marketing channels which are cost-effective and these are: booking.com, Road signage and Social media.

My expectations for the WED programme initially were that the programme will provide funding for our businesses. However, we were satisfactorily made to understand that as a capacity-building programme, WED existed to assist us with skills development and not direct financing. On the basis of these, we were able to produce a new business plan for a particular time period. This document was meant for submission with CEDA. However, the business was in serious financial problems and was about to be liquidated. But, due to its strengths and other training components of the WED training we managed to negotiate with CEDA to postpone the liquidation and offer us another lease of life. Overall, I am certain the WED programme came at an opportune time as I can comfortably ascertain that the programme saved our business from immediate liquidation. I am of the belief that I, together with my company have greatly benefited from the WED Programme, and still look forward to future cooperation and support.



Wapula Matshambane

Manager



Footprints Africa Safaris



I am a very ambitious woman, and when the intervention was introduced I had a lot of strong ideas for my business but they lacked focus and so the intervention assisted in developing a business focus that led to a strong core competence for my company. I am currently into business tourism with a focus on conferences, I have diversified from leisure into corporate. Through this line of work I get the chance to meet many international clients, wine and dine with business executives and in the process grow my business. The intervention has facilitated for me to develop inbound travel desks within hotels, which turned out to be a brilliant move for the business. I also take clients to Botswana prime destinations for excursions.

Marketing has become an important part of the business and I am currently working together with my mentor from the WED program on a new website to easily tap into the international market. I am also on Facebook and WhatsApp and use these platforms as forms of communication with my current clients and the market that I wish to tap into. I have really grown since the intervention, I have fixed my mistakes in the business and I am currently in contact with embassies to do ground handlings as it is a great platform for recognition. I have come to face reality and understand the business world with strong focus. I am very lucky as I have great support from my family. I am considering working with the other women who are outside tourism whom I met during the intervention to come up with a unique package to offer clients.

We managed to understand the business world during training; through financial management, Sid's mentoring, the BNPC training to just mention a few. The intervention has managed to motivate me in many ways, resulting in an even more professional business woman. Life is not always about money but getting the experience and exposure, so we should use such interventions for self-development and discovery.



Gaone Otsile

Jewellery

Oodi College of Applied Arts & Technology



Botswana presently possesses a vibrant economy driven mostly by mineral wealth of which, is not exploited to its full profit-generating capacity, the diamond downstream industry for instance doesn't utilize the prospects of jewellery fabrication. The country has lack of jewellery craft-related skills and expertise but it would benefit from using its resources to the maximum benefit by venturing into its beneficiation and jewellery production.

At present, many Botswana travel to South Africa to purchase jewellery due to the lack of supply and diversity of jewellery within the country. Almost ninety percent of jewellery available in Botswana is imported from other countries in the region or abroad. The WED exchange was no doubt a fruitful and unforgettable experience for us. I and Barulaganye Oratile gained and enhanced a lot of theoretical and craft- technical skills during our studies at OCAAT. I am motivated and starting to believe even more on what I am doing right now. The plan is to start my own business and on the other hand learn some more technical skills. Furthermore, I am now in a better position to get financial assistance to enable us to start our Jewellery business.

Jewellery is an ideal product for the tourists market due to its size, portability and preciousness. The combination of economic success and traditional integrity is unique within the region, and I aim to create a path where jewellery design can be employed as a sales strategy.

Manufacturing is the male dominating industry. Its high time women also infused themselves into the industry particularly crafts and make significant impact. Women are creative, patient, and tolerant just to mention a few traits, same way as men and even better. There are so many opportunities and resources which are not exploited. Many women locally and internationally are making a mark, changing lives, inspiring and empowering the nation. They are no longer over shadowed by male domination as we saw from the past, they have identified the gap and utilizing it. More women should come forth and keep the fire burning and interventions such as the WED program can play an even bigger role in empowering these women.







*" If you were born without wings, do nothing to prevent
them from growing "*
