Training and Mentoring Programme for Women-Led Businesses in Liberia, South Africa, Democratic Republic of Congo, Mozambique, Senegal and Rwanda

Executive Summary
The Women Led Business has learnt the sudden death of Ms. Awa Paye Gueye, our programme facilitator in Senegal. We would like to pay tribute to the work she has done in supporting the present programme. Her commitment to her profession and in particular to women empowerment was significant. Our deepest condolences to her family and friends.
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Bineta Diop

Ms. Bineta Diop of Senegal is the Founder and the Executive Director of Femmes Africa Solidarité (FAS). She has led numerous peace-building programmes, including women peace and security initiatives that resulted in the creation of a strong West African women’s network in the Mano River Basin, which was awarded in December 2003 by the UN General Assembly Human Rights Prize. Ms. Diop has conducted teams to observe elections in post-conflict areas such as Liberia and has facilitated women peace talks, particularly within the Burundi and Congolese peace negotiations. Ms. Diop played an instrumental role in achieving gender parity within the African Union Commission in 2003. These efforts culminated to the election of five women Commissioners out of ten, the adoption of the African Charter on Women and Peoples’ Rights (Maputo Protocol), and the Solemn Declaration on Gender Equality in Africa.

Ms. Diop has been elected as Vice-President of the African Union Women’s Committee as well as the Conference of NGOs (CoNGO). Ms. Diop serves as Board member of the Center for Humanitarian Dialogue, Member of the Council of Humanitarian Assistance of the World Economic Forum, and previously Member of the 6th Advisory Group of the International Committee of the Red Cross (ICRC). Since March 2010, she is co-chairing the Civil Society Advisory Group on UNSC Resolution 1325 on Women, Peace and Security, with Mrs. Mary Robinson, former President of Ireland. Presently, Ms. Diop is completing her PhD in International Relations and Diplomacy.

Celia de Anca

Director of the Centre for Diversity in Global Management at Instituto de Empresa Business School.

She was previously the Director of Corporate Programmes at the Euro-Arab Management School (EAMS), Granada. She has also worked for the Fundación Cooperación Internacional y Promoción Ibero-América Europa. (CIPIE) and at the International Division of Banco de Santander. She has a master’s degree from the Fletcher School of Law and Diplomacy (Boston), and from the Universidad Politécnica de Madrid. She holds a degree and PhD from the Universidad Autónoma de Madrid, with a comparative thesis on Islamic, ethical/ecological investment funds and on the London Market.
INTRODUCTION
Within the framework of its goals on women and the economy, the Pan African Centre for Gender, Peace and Development (PAC), the arm of Femmes Africa Solidarité (FAS) that focuses on capacity building and development on the continent, in partnership with the Centre for Diversity in Global Management at the IE Business School, and with the support of the Government of Spain has organized a project entitled: Training and Mentoring of Women-Led Businesses in Liberia, South Africa, Democratic Republic of Congo, Rwanda, Mozambique and Senegal.

To target and work with 24 women who have established small business enterprises with strong growth potential.

FAS, based in Dakar and Geneva, has 10 years of experience in the field of gender in Africa and has first-hand knowledge of the needs and initiatives of African women and their networks on the continent. FAS works at all levels to promote African women leadership in peace and development through empowerment, education, advocacy and support.

IE Business School, one of the world’s leading business schools, has 30 years of experience and a proven track record of providing some of the most essential elements that small initiatives require. A leader in ICT training, management education, and business practices, IE is continually raising the standard to which businesses aspire.

Based in Madrid at the IE Business School, the Center for Diversity in Global Management’s focus on emerging countries is based in its belief that women entrepreneurs can and should be empowered. The project’s third partner is the Government of Spain. The framework is highlighted in the Master Plan for Spanish Government Cooperation 2005-2008, and includes a commitment to fight poverty and contribute to Africa’s development agenda. Additionally, the Maputo Declaration, adopted during the Women for a Better World Meeting in Mozambique in March 2006, has set up an agenda between African women and Spanish women in building a strategic partnership to work on common issues. The Spanish Government has allotted priority to countries Senegal, Mozambique and South Africa.

PROGRAMME DESCRIPTION
The “Training and Mentoring Programme for Women-Led Business”

GOAL: Assist in the transformation and expansion of these businesses into consolidated medium-sized enterprises, generating employment and economic benefits in the entrepreneurs’ communities.

APPROACH: 3-part approach:
- Equipping: The participants will be equipped with the skills, content knowledge and ICT (Information and Communication Technology) tools needed to succeed in their business environments.
- Empowering: They will be empowered by the expertise and experience of mentors who will work to help them implement new practices and business strategies.
- Connecting: The participants will be connected in open forums where they can network, collaborate and exchange ideas with relevant parties in their business sector and find financial support for the development of their businesses.
OBJECTIVES:

Main objective
The overall objective is to assist in the capacity-building of 24 African businesses in their respective economic areas. This will have the effect of broadening the entrepreneurs' business knowledge, partly by setting up systems of networks and by providing them with dedicated mentoring.

Specific objectives
- Building capacities: Mobilizing women entrepreneur and providing them with initial IT training.
- Fighting poverty and contributing to Africa’s development, allowing them to develop their market, provide them with opportunity for growth.
- Assist women in developing their businesses in order to create job opportunities in their country.
- Foster creativity and self-reliance of the selected women entrepreneurs by encouraging the development of their business plans.
- Increase the body of academic knowledge regarding the specific challenges women entrepreneurs face in African Countries.

PROGRAMME ACTIVITIES
To achieve these objectives, the following activities were planned by FAS and IE Business School:
- Preparatory work: hiring consultants; online candidacy search; assessment of social, political and economic environment of women entrepreneurs; field trips for selection; and harmonization of the module.
- Formal trainings in Dakar (Senegal) and Madrid (Spain).
- Online and face to face Tutoring;
- Development of the business plans.
- Negotiation Workshop and selection of 10 business plans: Most viable and with highest potential.
- Introduction to Mentorship Programme
- Panel of investors
- Creation of online platform and ongoing mentorship.

PROGRAMME STRUCTURE

1st phase:
- Preparation, field visits, selection
- Harmonization module
- Dakar Workshop
- Advocacy and Information sharing

2nd phase:
- Face to face training: Dakar and Madrid
- Tutor field visits
- Online training
- Elaboration and submission of Business Plans
- Advocacy and information sharing

Mid-Term Evaluation

3rd phase:
- Negotiation workshop in Las Palmas
- Selection of 10 Business Plans
- Mentorship and online platform
- Investors' Panel
- Advocacy and Information sharing

Final Evaluation
PHASE I: EXECUTED ACTIVITIES

Consultative Meeting, Dakar, July 2007
FAS and IE Business School organized a two days harmonization of the module workshop.

Attainments of the meeting:
- Acquisition of a deeper understanding of both organizations.
- Establishment a joint strategy of the implementation and design of the upcoming workshops.
- Identification and selections of 6 facilitators in each country and two international consultants.

Facilitation Workshop, Dakar, January 2008
The Workshop was organized by FAS and IE Business School in order to:
- Train the facilitators and consultants in the use of the project’s selection criteria.
- Facilitate the participants to have an understanding of the theories to be applied when conducting the selection of the participants.

Advocacy panel during the 52nd Session of the UN Commission on the Status of Women (CSW), New York, 25th February 2008
In order to share information about the project and enhance the dialogue among stakeholders, FAS organized a panel called “Women Empowerment in Africa: Women Entrepreneurs in Post-Conflict Situations”. It was held on the 25th of March, 2008, during the 52nd Session of the UN Commission on the Status of Women (CSW). This panel provided a good opportunity for FAS to publicize its training programme. FAS also saw the panel as a way to bring together Gender Ministries and NGOs around the issue of capacity building for women.
entrepreneurs. Two great achievements of the panel were Senegal and South Africa’s sharing of best practices and lessons learned for implementing this kind of project in Africa.

Donor Roundtable, 52nd Session of the UN Commission on the Status of Women, New York.

MAPPING AND SELECTION OF CANDIDATES
Two international consultants and the 6 facilitators in each country were chosen, and in February 2008 they began to work in the field.

Specific objectives:
- To identify potential candidates.
- To gather information on the social, political and economic situations in each of the selected countries.

Selection criteria for the women entrepreneurs:
- Be a woman owner of an already created business that in itself has a strong development potential or a graduate young woman with an original and interesting project.
- Possess a motivation to expand her business.
- Demonstrate a commitment to participate in all phases of the programme and assist future development of the programme.
- Have a good working knowledge of ICT.
- Possess at least 3 to 5 years of professional experience.
- Have a good working knowledge of the English language.

The following criteria were considered by the consultant during the field trip:
- Curriculum and proven financial and business track record.
- Team skills (analytical, interpersonal and practical).
- Motivation to develop and share knowledge.
- Added value brought by women and team to the programme.

The business idea were assessed based on the following:
- Type of opportunity
- Design of business model and capacity to expand;
- Innovative component and clarity of idea.
- Feasibility and viability on a mid to long term basis.
- Industry to be developed.
- Timing
- Support of a team to develop the idea.
- Willingness to reinvest in the community.

The evaluators sent their recommendations to FAS and IE Business School’s selection committee.

Outcome:
- Based on the highest potential, 22 women with a strong curriculum were selected.
- Resulting in four candidates from each
country except the DRC. In that country, only two women were chosen, resulting from issues with the language barrier and the fragile political and economic climate in the DRC.

- Selection of 4 mentors.
- Publication of a mapping report on the political and socio-economic situation of the six countries involved in the training and mentoring programme for women-led businesses: DRC, Liberia, Mozambique, Rwanda, Senegal and South Africa.

During the field visits and the selection of candidates in the respective countries, consultants were supported by FAS local Focal Points, namely:

- Cadre permanent de concertation de la femme congolaise (CAFCO) in DRC;
- Profemme Twese Hamwa in Rwanda;
- Fundação para o Desenvolvimento da Comunidade (FDC) in Mozambique and South Africa;
- Mano River Women’s Peace Network (Marwopnet) in Liberia.

Their role will be amplified at the end of the programme as direct partners to ensure the integration of the women entrepreneurs in the Civil Society agenda.
PARTICIPANTS’ PROFILES: LIBERIA

Aisha Bruce Cooper

Business Summary: Ms. Bruce’s business is Terravilla Gardens, Inc., which provides both the private sector and government ministries with floral arrangements. She wishes to make the site of the Gardens a resort facility as well.

Tina Jatei Kpan

Business Summary: Ms. Kpan’s business is Wofegasp Packaging, Quality Control and Networking, which sells Batik Art, household items and African designs. She wishes to expand her business and thus help her community by creating jobs.

Grace Scotland

Business Summary: Ms. Scotland is the managing director of Amazing Grace, Inc., which manufactures and designs handcraft products such as recycled glass bead jewelry, including necklaces, bracelets, earrings and bangles, bead hand bags and straw basket.

Anyaa Vohiri

Business Summary: Ms. Vohiri is the Founder and CEO of Gaia Enterprises, Inc., which promotes the use of bamboo as environmentally friendly. She wishes to expand her business and hire more local workers to fight poverty in her community.
PARTICIPANTS’ PROFILES: MOZAMBIQUE

Natividad Bule

**Business Summary:**
Ms. Bule has a Charter Company that provides air travel and specializes in event organizing and catering to government and local businesses. She wishes to have more opportunities for financing.

Leticia Klemens

**Business Summary:**
Ms. Klemens creates mosquito nets which have the approval of the WHO. She is constantly thinking of ways to expand her base, especially in the commercial market.

Silvia Maria

**Business Summary:**
Ms. Maria is owner of one of the largest award winning travel agencies in Mozambique. She wishes to go further by opening a tour operation division with buses.

Amelia Macassane Zambese

**Business Summary:**
Ms. Zambeze’s business is IMAL, which manufactures school, travel and personal bags, the only company to manufacture bags in Mozambique. She wishes to hire more workers and compete with companies buying goods from China.
PARTICIPANTS’ PROFILES: RWANDA

Appolone Kalinganire

**Business Summary:**
Ms. Kalinganire is the manager of Clean A99, a laundry and dry cleaning company. She started also a hotel business because she found it complementary to Laundry and Dry cleaning business. Now the Dry cleaner serves to clean all the hotel linen as well as the client's clothes.

Zulfat Mukarubega

**Business Summary:**
Ms. Mukarubega opened a school of tourism. She teaches skills to youths who would otherwise be unemployable. She wishes to build an even bigger facility and to expand into all areas of the hospitality industry.

Chantal Maweya Murebwaga

**Business Summary:**
Ms. Murebwaga is the managing director of New Kigali Designers and Outfitters, which designs and supplies clothing to the private sector, commercial outfits and the government. She wishes to begin exporting her clothes regionally and to ultimately reduce the amount of clothing importation in her country.

Immaculée Umutoni

**Business Summary:**
Ms. Umutoni’s company, Gorilla, is the only woman-owned company to assemble computers in the Central African region. Her goals are to increase her technical capacity and her branding in the region, to encourage more young girls to enter the field of IT, and, ultimately, to get computers into every school in Rwanda.
PARTICIPANTS’ PROFILES: SOUTH AFRICA

**Anna Gwanini Phosa**

**Business Summary:**
Ms. Phosa is the co-owner of Balemi Baleke Agri Cooperative. Her cooperative grows maize and breeds cattle for the government and the private sector. She wishes to become a commercial farmer, and develop a milling company and an abbatory.

**Normalizwe Patience Radebe**

**Business Summary:**
Ms. Radebe’s company, Leaps Media, provides post-production film services. She wishes to expand her business and employ more disadvantaged youths who have a passion for film.

**Eva Mmadithaba Ntseoane**

**Business Summary:**
Ms. Tepsy is the COO of Eve’s Eden, an agro-business that has grown into a company that produces food for caterers. Her goal is to attract more funding.

**Sindisiwe Hlatshwayo**

**Business Summary:**
Ms. Hlatshwayo’s company, Mhayise Design, turns recycled products into handmade jewelry, home décor and gifts. Her company not only provides a service to the environment, by working with recycled goods, but also provides a service to her community through job creation. She wishes to expand to all South African provinces and ultimately, the international market.
PARTICIPANTS’ PROFILES: SENEGAL

Mame Khary Diene

**Business Summary:**
Ms. Diene’s company is Bioessence Laboratories, which formulates creams, lotions, gels and balms with organic African ingredients. Bioessence works for sustainable rural development, conservation of forest resources, exploitation of wasted products (seeds and nuts) and especially to promote the Made in Senegal. Her goal is to improve her products and expand her business to hire more local workers.

Mariama Diouf M’Bodji

**Business Summary:**
Ms. M’Bodji is the general manager of Maria Distribution, which is engaged in food and drink production. Specifically, she turns local fruits into juice, jams and syrups. She wishes to expand with new partners in distribution and marketing.

Sylvie Aicha

**Business Summary:**
Ms. Aicha is the managing director of Nirwana Au palais de l’encens, which sells incense. She uses local raw materials like sticks, bowls, cores and pastes, as she learned in India, to create scents, and wishes to expand her business and hire more workers.

Aissa Dione

**Business Summary:**
Ms. Dione is the general manager of Aissa Dione Tissus (ADT SA), which creates and sells an African deco line. She wishes to expand her business, especially her organic cotton line.
PARTICIPANTS’ PROFILES: DEMOCRATIC REPUBLIC OF CONGO

Rachel Tona Bilongi

Business Summary:
Ms. Bilongi is president of Congo Lips, an agro-business that grows manioc. In the future, she wishes to turn the manioc into manufactured products, like flour and chikwange.

Suzanne Kahambu Mutamu

Business Summary:
Ms. Mutamu is the manager of a stock farm called Muyisa Farming. She grows her own food to feed her animals, and so keeps costs low. She is trained as a pharmacist and therefore has a better understanding of the health and necessary nourishment of her animals. She wish to expand her business by buying more land and by mechanizing our agriculture. She would also like to enlarge her breeding and install a butchery and a pork butcher’s shop.

PARTICIPANT’S PROFILE: DIASPORA

Ndiémé Ndao

Business Summary:
Mrs Ndieme Ndao, created Dieme Cosmetics SARL Geneva and Dakar (Senegal), a business organization aimed at producing her karité (Shea) butter based natural products.
PRE-SELECTED MENTORS’ PROFILES
(selected during the country mapping)

**Mai Bright Urey: Liberia**

**Business Summary:**
Ms Urey is the president of Wulki Farms. Her farm is an exceptional place, with an abundance of wildlife and crops. She has a long and varied history of work experience, and is well respected in her community.

**Astrid Manuela Sulger: Mozambique**

**Business Summary:**
Ms Sulger is the managing director and designer of Shanty Craft, which produces high quality jewelry made out of cow horn. She is focused on the export market on the continent and abroad, (Johannesburg, New York, and Switzerland).

**Marie Dialo: Senegal**

**Business Summary:**
Ms Diallo is a manufacturer of natural body and hair care products. Her company, Dr Marie Dialo Laboratories, specializes in Research and Development. She has established her brand across West Africa, Europe and the US. Ms. Diallo has served as a consultant for UNIFEM and has been involved in training women in best practices for body care product manufacturing.

**Charlotte Mukankusi: Rwanda**

**Business Summary:**
Ms Mukankusi owns a company called Rwandagri, which deals in coffee and honey production. She employs over 200 people, most of who are women.
FACILITATORS’ PROFILE

Evelyne Lavala: Liberia
Ms. Adelaine Lavala is a finance professional with vast experience managing, advising and directing businesses. Her areas of expertise include project management, financial management, analytical skills and managing client relationships. She has a B.A in Business Administration from Marquette University and is currently the owner and manager of Naya Incorporated. She speaks English and French.

Michumba Sikumba Dils: Mozambique
Ms. Michumba Sikumba Dils is an independent Consultant in gender, social development, monitoring and evaluation, facilitation, simultaneous translation and investment promotion. She has vast experience working with NGO in various capacities. She is a founder member and President of the Association for Rural Transformation. She has a B.A in Commerce and is currently pursuing a Master’s degree in Community Economic Development. She speaks English and Portuguese, French and Tonga.

Clémentine Sangana: DRC
Clementine Sangana Biduaya is a university lecturer and is the Head of Works at the University of Kinshasa, DRC. She is an expert in economic sociology, data collection and conducting research and has worked with CODESRIA. She has a B.A in Sociology and has a post-graduate diploma. She currently supervises data collection in a UNDP and UNICEF demographic and heath study. She speaks French, Swahili, Lingala and Tshihuba.
FACILITATORS’ PROFILE

Awa Paye Gueye: Senegal

Awa Paye Gueye is a social scientist and educationalist. Her areas of expertise include micro-finance, gender and development, training and capacity building, participatory learning approaches, assessment of NGOs and institutional development. She has worked for USAID and consulted with several international NGOs. She is currently administrator for the National Funds for the Promotion of Female Entrepreneurship. She has a degree in Social Science from the Institute of Social Sciences in France, and a Masters’ in Educational Science. She speaks French, English and Wolof.

Salome Winnie Omolo: South Africa

Salome Winnie Omolo is an economist by profession. Salome has vast experience in research, internal controls, budgeting and variance analysis, management and information systems, report writing and facilitation. She currently works as a Senior Researcher with the Guateng Provincial Legislature in South Africa. She has a B.A. in Economics and M.A in Economics from Nairobi University. She speaks English, Swahili, German and French.

Rose Kayumba: Rwanda

Trained and with a diploma in Business, she has a wide experience working with both financial and governmental organizations. She worked as personal Assistant to His Excellency Donald Kaberuka President of AfDB when he was Minister of Finance and in the last four years she worked with the International Monetary Fund as charged of Administration, where she interacted with most of the business people, companies and the Rwandese Private Sector. She is elected executive board member and commissioner with Profemme-Twese Hamwe’, Board member of Rwanda Women Network; and on the technical committee of Ndabaga Association of women ex-combatants.
Khadija Doucoure: Senegal

Khadija Doucoure worked from 1983 to 1993 for a national company in Senegal, where she held various positions of responsibility. It was later that she embarks on the private sector. She is founder member and Director of the African Centre for Women Entrepreneurs. Khadija Doucoure has vast experience in management, enterprise development, gender analysis, monitoring and evaluation and is a trainer and a counselor. Khadija has worked with international finance institutions such as the World Bank and with several international NGOs. She has a Masters in Enterprise Management, Finance and Accounting and has an Advanced Diploma in Economics. She speaks French, English, Wolof, Soninke and Pulaar languages.

Marguerite Monnet: Senegal


Mohau Pheko: South Africa

Mohau Pheko is Coordinator of the African Gender and Trade Network (GENTA). Based in South Africa, GENTA delivers economic and social research to parliamentarians, women’s organizations and civil servants. As an independent political economist she has advised governments, corporations and international aid programmes.
PHASE II: EXECUTED ACTIVITIES

Introductory Workshop, Dakar, 16th-18th June 2008
It was held in Dakar, Senegal, and was facilitated by IE Business School to the participants.

Objectives:
• To give the participants an overview of the Training and Mentoring project while acquainting them with basic theories in business and economics and to prepare them on how to create a workable business plans
• ICT training session was organized for the participants at Dakar University to offer to those women with less developed computer skills some extra tutoring during the E-learning process.

Entrepreneurship and new venture creation: To develop skills to master the process of new venture creations and sustainable growth. To understand the key success factors involved in the creation and expansion of a new venture or existing businesses.

Financial entrepreneurship: To understand the different business models, the different ways of valuing companies and contracting deals.

Marketing Fundamentals and strategy in a changing environment:
To learn how to evaluate and prioritize information that influences marketing decisions, to understand the interaction between the variables of the marketing mix, to explore the changing nature of the marketing functions as companies enter into expansion.

Presentation skills: To learn in an interactive way the key factors of effective presentations.

Training Workshop, Madrid, 14th – 17th July 2008
The Madrid training, at IE Business School, consisted of different courses.
FIELD VISITS, ONLINE TUTORING AND DEVELOPMENT OF 24 BUSINESS PLANS

The IE Business School’s tutors went to the different countries and met with their respective tutors (women entrepreneur). They worked together for a week with the different goals:

- Tutor to get a better on-site understanding of the business activities
- Identify strengths and weakness of the business
- Determine which areas the tutoring will be focused on.

Define the next steps and action plan for the online tutoring: elaboration of the business plans.

MID-TERM EVALUATION

Objective

Its main objective was to evaluate the implementation of Phases I and II of the Training and Mentoring Programme for Women-Led Businesses Project by:

- Analyzing the implementation of Phases I and II of the project and assess the level of achievement of planned activities;
- Comparing the results with those expected and to identify factors that helped or hindered the achievement of objectives;
- Showing how the approach to Training and Mentoring Program for Women-Led Businesses Project is innovative and original;
- Identifying recommendations resulting from the analysis and lessons learned in order to improve the operational mechanism of the project.

Participant and IE Business School’s tutor in the field visit

Consultant in Liberia mid-term evaluation filed visit, with the women trained in handcraft by participant Grace Scotland.
Outputs
Efficiency: 85%
Globally, the efficiency is very satisfactory. Thanks to FAS and IE anticipation, the issues of technical and technological challenges faced by post-conflict countries have been curbed by providing tutoring instead of online training. The underperformance identified in the financial arrangements and the lack of financial resources impacted the implementation of Phase II Project.

Effectiveness: 90%
The general assessment of the effectiveness of the program is very excellent as beyond the effectiveness component, the Training and Mentoring Program for Women-Led Businesses Project already produces effects in terms of its overall objective. It appears from analysis and field visits that the Training and Mentoring Program for Women-Led Businesses Project is a program very effective with immediate effects.

Relevance of the Project
Analysis of different mapping shows that the program is in tune with the issues and challenges for development of female entrepreneurship in the target countries, promotion of women entrepreneurs as well as strengthening their managerial and technical capabilities.

Coherence of the Programme
Although the overall coherence of the program is good, the evaluators believe that the project document contains some limitations which have not constituted a barrier to its development:
- The anchor of the component in the mentoring program was not sufficiently developed;
- Regarding components mainly based on ICT (ICT Session, Online training, IT Platform, Networking), the program would be more effective if the technological dimension was supported horizontally and at all levels of the program.

Innovative aspect of the Programme
The Training and Mentoring Program for Women-Led Businesses Experience Project is an original and innovative initiative for promoting women entrepreneurs because of:
- its approach: the project considers women as key players rather than vulnerable people or victims and has a challenging ambition to scale up women entrepreneurs’ businesses;
- a comprehensive offering of services as a package built around equipping, empowering, networking;
- An extensive use of ITC (online training, mentoring, ICT platform, networking);
- An institutional partnerships and intersectoral synergies between academia, the private sector, promotion agencies and economic empowerment of women;
- A system of mentoring and coaching
- A project with immediate effect with concrete and visible impact on women entrepreneurship skills, on their business, and within their community.
Conclusion
Despite some constraints by which the project has suffered in its execution, the level of Programme effectiveness is very satisfactory particularly in strengthening managerial skills and in developing business plans which will facilitate the access to financial resources.
At this point, the mission suggests:
• to finalize the uncompleted activities of Phase II as soon as possible;
• to continue funding the Programme by the Spanish Cooperation, in order to consolidate the results achieved so far.

THE WAY FORWARD

• Negotiation workshop;
• Selection of the 10 best business plans;
• Mentorship and Online platform
• Panel of Investors and lenders.
• Final Evaluation;
• Development of case studies to be used in further training;

Participants and IE Professors during a training session in Madrid.

Participants attending training lessons at the Instituto de Empresa
Femmes Africa Solidarité

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