



**TRAINING AND MENTORING PROGRAM FOR WOMEN-LED
BUSINESSES IN LIBERIA, SOUTH AFRICA, DEMOCRATIC
REPUBLIC OF CONGO, MOZAMBIQUE, SENEGAL AND
RWANDA**



Photo: Senegal 's Minister of « Famille de la solidarité, l'Entrepreneuriat féminin et de la Microfinance », FAS Executive Director and WLBP 's participants.

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 Co-operation 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.

PROGRAM DESCRIPTION

The “**Training and Mentoring Program for Women-Led Business**”’s

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, in part 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.

PROGRAM 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).
- **Tutoring and mentorship program:** Development of the business plans. Ongoing mentorship and online program.
- **Selection of 10 business plans:** Most viable and with highest potential.
- **Panel of investors**



Photo: FAS, AECl and IE Business School harmonization meeting.

PROGRAM STRUCTURE



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.



Photo: FAS Executive Director, IE Business School's director and AECL manager in the Consultative meeting

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.



Photo: Facilitators, IE Business School's Professor in Dakar Facilitation Workshop

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 project. 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.



Photo: Donor roundtable 52nd Session of the UN Commission on the Status of Women

MAPPING AND SELECTION OF CANDIDATES

The 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 entrepreneur:

- 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 participating in all phases of the program and assisting future development of the program.
- 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.

During the field trip by the consultant, the following criteria were considered:

- 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 program.

The business idea was 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 the FAS and IE Business School's selection committee.

Outcome:

- Based on the highest potential, 22 women with 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 program for women-led businesses: DRC, Liberia, Mozambique, Rwanda, Senegal and South Africa.



Photo: Consultant and participant in the field visit South Africa.

PARTICIPANTS' PROFILES

Country: Liberia

Aisha Bruce



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.

Country: Liberia

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.

Country: Liberia

Grace Scotland



Business Summary: Ms. Scotland is the managing director of Amazing Grace, Inc., which manufactures and designs beaded jewelry, baskets and handbags.

Country: Liberia

Anyaa Vohiri



Business Summary: Ms. Vohiri is the manager of Fauna and Flora International, 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.

Country: 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.

Country: Mozambique

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.

Country: Mozambique

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.

Country: Mozambique

Amelia Zambeze



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.

Country: Rwanda

Appolonie Kalingarie



Business Summary: Ms. Kalinganire is the manager of Clean A99, a laundry and dry cleaning company. Her customers come from both the private and public sector. She wishes to become a business consultant in her industry.

Country: Rwanda

Zulaft Mukarube



Business Summary: Ms. Mukarubega began 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.

Country: Rwanda

Chantal Maweya Murebwaga



Business Summary: Ms. Murebwa 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.

Country: Rwanda

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.

Country: South Africa

Ana 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.

Country: South Africa

Normalizwe 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.

Country: South Africa

Eve Tepsy



Business Summary: Ms. Tepsy's 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.

Country: South Africa

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.

Country: Senegal

Mame Khary Diene



Business Summary: Ms. Diene's company is Bioessence Laboratories, which formulates creams, lotions, gels and balms with organic African ingredients. Her goal is to improve her products and expand her business to hire more local workers.

Country: Senegal

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.

Country: Senegal

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.

Country: Senegal

Aissatou 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.

Country: DRC

Suzanne Kahambu Mutamu



Business Summary: Ms. Mutamu is the manager of a stock farm. 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 wishes to expand her business by opening a butcher's shop.

Country: DRC

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.

Country: Senegal (Based in Switzerland)

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.

MENTORS' PROFILES

Country: Liberia

Mai Bright Urey



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.

Country: Mozambique

Astrid Manuela Sulger



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).

Country: Rwanda

Charlotte Mukankusi



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.

Country: Senegal

Marie Diallo



Business Summary: Ms Diallo is a manufacturer of natural body and hair care products. Her company, Dr Marie Diallo 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 production.



Photo: Selection field visit in Liberia: Mentor, Consultant and Facilitator.

EXECUTED ACTIVITIES

Workshop, Dakar, 16th-18th June 2008

It was held in Dakar, Senegal, and was facilitated by IE Business School to the participants.



Photo: participants and IE Business School's professors in Dakar Workshop

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.



Photo: participants and IE Business School's professors in Dakar Workshop

Workshop, Madrid, 14th – 17th July 2008,

The Madrid training, at IE Business School, consisted of different courses.



Photo: participants and IE Business School's professors in Madrid Workshop

- 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 or creating a new one.
- 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



Photo: participants and IE Business School's professors in Madrid Workshop



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 tutorees (women entrepreneur).



Photo: Participants and IE Business School's tutors in the field visit

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 focusing on.

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

MID-TERM EVALUATION

The goal of the evaluation is to study the pertinence (to which extent the stated project objectives met the participants' priorities) and efficiency of the activities carried through so far in the first and second phases of the project.

In order to diversify the sources of information and in the aim to give an extra qualitative dimension to the feedback collected in the questionnaire two field visits have been carried thru in the selected countries are Liberia and Senegal.



Photo: Consultant in Liberia mid-term evaluation filed visit, with the women trained in handcraft by participant Grace Scotland.

THE WAY FORWARD

- Negotiation workshop.
- Selection of the 10 best business plans.
- Presentation to a panel of investors and/or lenders.
- Final Evaluation.
- Development of case studies to be used in further training.



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