



## *Report*

# **FACILITATION WORKSHOP FOR THE IMPLEMENTATION OF THE ‘TRAINING AND MENTORING PROGRAM FOR WOMEN-LEAD BUSINESSES PROJECT IN LIBERIA, SOUTH AFRICA, DRC, MOZAMBIQUE, SENEGAL AND RWANDA**

*11TH- 12TH JANUARY, 2008  
HÔTEL AL AFIFA, DAKAR, SENEGAL  
DAKAR, SENEGAL*



## **BACKGROUND**

FAS has developed a training programme in partnership with the Instituto Empresa (IE), a renowned business school based in Madrid Spain, which aims to build the capacity of women in business. In collaboration with I.E, FAS aims to train leaders who promote innovation and change in business organizations, entrepreneurial style of management that generate employment, collective health and well-being.

This program has been implemented with the commitment of the Spanish Cooperation to strengthen women capacities in Africa. The long history of Spain's involvement in Africa's development and its recent focus on the gender agenda led by the Ministry of Development Cooperation to organize a meeting in Tenerife in May 2005, where FAS was invited to share its experiences in Africa. Furthermore, the Government of Spain, together with the Mozambican Government, convened a meeting attended by 250 African and Spanish women who adopted the Maputo Declaration. Afterward, the Government of Spain has supported FDC and FAS to organize the African Women Leaders brainstorming in Maputo in September 2006. FAS has been invited to join the next step of the implementation of the Declaration in a meeting which took place in Madrid in October 2006. The meeting developed a framework for the creation of a network between African and Spanish women.

## **INTRODUCTION**

FAS and the IE organized a two day facilitation training workshop. The main objective of the workshop was to train facilitators on the use of the project selection criteria. Held in Dakar, Senegal at the Hotel Alfifa, the meeting was attended 11 participants and facilitated by Dr. Celia de Anca, Director IE and Dr. Pablo Martin, Chairman of the Entrepreneurial Management Department of IE. The specific objectives of the workshop were the following;

- To facilitate the development of feasibility studies on women-led business
- To obtain skills on how to identify and evaluate new venture opportunities
- To gain an understanding of the challenges faced by women entrepreneurs when starting a venture
- To obtain tools and skills required for embarking on a new project
- To understand the nature and purpose of a business

On the first day Dr. Celia de Anca used a series of participatory approaches to introduce participants to the concept of female entrepreneurship. She provided an understanding of the elements of entrepreneurship, and facilitated a discussion on the different cultural landscapes that women in business in both Africa and Europe operate in.

The second day provided participants an opportunity to acquaint themselves with basic theories in business and economics. Using a combination of participatory techniques Dr. Martin Helped participants gain an understanding of the essentials of a successful business. The participants received supplementary reading materials to facilitate their understanding of key business theories and their application in the selection of the projects.

## DAY 1

11th January, 2008

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### SUMMARY

The first day of the facilitation workshop laid the ground for discussion on the unique aspects of women in business. Participants were introduced to the concept of female entrepreneurship. Using a combination of case studies and exercises Dr. Celia de Anca summarized the elements of entrepreneurship, and facilitated a discussion on the different cultural landscapes that women in business in both Africa and Europe navigate. The participants engaged in several exercises which sharpened their understanding of women in business.

The aims of the day were the following:

- To have the same understanding of the project
- To talk about female entrepreneurship and to gain an understanding of the different cultural similarities and differences between the countries
- To learn about the elements of entrepreneurship

### SESSION 1 : OPENING CEREMONY

***PRESENTER: MADAME BINETA DIOP, EXECUTIVE DIRECTOR, FAS***



Madame Bineta Diop, FAS Executive Director welcomed participants and extended a formal welcome to Dr. Celia de Anca and Dr. Pablo Martin..., Executive Director, IE. She stated that FAS and IE worked hard to organize the workshop. The workshop aim was stated as creating an understanding of the Training and Mentoring Program for Women-led Businesses.

Madame Diop presented a history of the project. She noted that IE is a leading global business management institute which works in the U.S, Europe and the Arab world. She stressed that this is the first time IE is working in Africa. Madame Diop spoke about her role in persuading Dr. Celia de Anca to implement IE program in Africa. Madame Diop alluded to work that Dr. Celia de Anca had done in empowering Arab women. She spoke about the roles FAS and IE fulfilled in the partnership. FAS concentrates on the peace building aspect of the program, while IE focuses on the business aspects. She stated that FAS and IE are keen on achieving excellent results and successes.

She informed the meeting that the workshop was not planned, but that it was an initial step in concretizing the program. Madame Diop also noted that there have been several changes in the program. These changes would be raised with the Spanish government. She introduced the two consultants who would assist the partners and IE staff. Madame Diop stated that FAS experts were knowledgeable and committed to ensuring that the project is a success. She stated that the program would be evaluated upon its completion.

The role economic empowerment plays in improving the lives of women in post-conflict environments was discussed. Madame Diop alluded to the work that FAS had done with Graça Machel, UN Goodwill Ambassador, in identifying methods of helping women start businesses in post-conflict situations. She said that the UN was initially resistant to integrating this aspect into their programming, but that years later the institution realized the importance of micro-finance in empowering women in post-conflict situations. She spoke about the rationale behind the inclusion of South Africa and Senegal in the program. She said that both countries represented good models of practice. They are politically stable countries where women in business have been successful. Countries such as Mozambique, Rwanda, Liberia, and DRC could adopt best practices from the women involved in business in these countries.

Madame Diop chronicled the relationship between FAS and the Spanish government. The adoption of the Maputo Declaration was identified as a concrete outcome of an initiative organized by FAS in collaboration with the Spanish government. The meeting was attended by 250 African and Spanish women.

In her closing remarks, she presented Dr. Celia de Anca's biography, and highlighted her commitment to empowering women in the Arab world and her dedication to assisting African women.

#### **OPENING REMARKS**

Dr. Celia de Anca gave a brief background to her work with FAS. She stated that the initial contact between IE and FAS took place several years ago. Madame Diop was clear about the advantages of the partnership between IE and FAS. In spite of her initial reluctance, Dr. Celia de Anca came to realize the need and feasibility for the project. She mentioned that the meeting between IE, FAS and the Spanish government signaled the beginning of the partnership. She identified the meeting aims as:

- To have the same understanding of the project
- To talk about female entrepreneurship and to gain an understanding of the different cultural similarities and differences between the countries
- To learn about the elements of entrepreneurship

After Dr Anca, Dr Pablo Martin expressed appreciation for the participants' presence. He stated that entrepreneurship is a challenge for entrepreneurs. Dr. Pablo stressed that female entrepreneurs have a role to play in developing countries, and that the twenty first century is going to be the century for entrepreneurs.

He clarified his role during the workshop as that of facilitating a discussion. One of the areas to be addressed during the workshop was talking about the common mistakes that entrepreneurs make. He stated that eliminating the likelihood of making these mistakes, greatly increased the chances of success. He referred to the hand-out "10 Mistakes Entrepreneurs Make and How to Avoid them". He said that entrepreneurship is hard but is not impossible. Success in this area requires passion and method. He further continued by saying that the project strives to create successful company growth that will serve as an example for other companies.

Dr. Pablo mentioned that the materials distributed to participants should serve as companions, and be adapted to local contexts. He further spoke about the different dimensions of success, and explained that successful businesses developed opportunities for communities to prosper. Dr. Pablo referred to the South Africa case where local businesses facilitated the growth of the

nation. He concluded by stating that the entrepreneurship program could create models of success.

## **SESSION 2 : PARTICIPANTS EXPECTATIONS**

Participants introduced themselves and articulated their expectations. A large proportion of the participants requested technical support in business management and leadership skills. Their expectations are noted below:

### Participants' Expectations

- To learn about how to maintain the passion in a business
- To learn about how to mobilize resources
- To learn about and share experiences on how to develop a business
- To learn about how to ensure that the business has community impact
- To learn about the challenges that female entrepreneurs face
- To learn about and share experiences about how to negotiate big ventures
- To learn about how to prepare better female entrepreneurs/leaders
- To learn more about the program

## **SESSION 3 : INTRODUCTION OF THE PROGRAMME**

### ***PRESENTER: DR. CELIA DE ANCA, DIRECTOR IE***



Dr. Celia de Anca introduced the program and spoke about its' vision. "To strengthen the inclusion of 22-25 African women in the economic mainstream, empower them to generate wealth in conditions of equal opportunities." She elaborated this by talking about the need for small businesses to consolidate and join mainstream economies. She highlighted the roles of the IE and consultants:

- The consultants' role is that of assisting in-country teams to identify women who have potential
- IE's role is that of assisting business plan development with the aim of attracting investors.

Dr. Celia de Anca then presented the activities involved in the program implementation. The program kick-off involved training of 24-25 women in Madrid, Spain on business plan development. The participants would then participate in several activities such as visits and on-line training. The best ten would participate in capacity building activities and ultimately participate in the "Investors Forum" in Switzerland. She stressed that the businesses needed to be exceptional and have potential for growth and replication.

The selection criteria for the participants included:

- Women who have existing businesses

- Women who have 3-5 years experience running a business
- Women who have a working knowledge of English
- Women who have a working knowledge of ICT
- Women who have passion

Dr. Pablo stated that IE aims to select a caliber of participants who will create impact and have resounding successes, not only at local but at an international level. The selection criteria should attract women who can act as role models and whose businesses have to the potential to grow. He elaborated that IE could facilitate the growth of their business by assisting the women to find the resources or the support that they need.

He alluded to several research studies which portrayed the high failure rate of entrepreneurs. Dr. Pablo stated that IE would like to reverse this trend. He summarized by stating that IE wants to create an exceptional template, and that starting small is a sign of ambition. The introduction of the program is followed by an exercise on how to identify women for project.

#### **EXERCISE ON FEASIBILITY OF IDENTIFYING WOMEN FOR THE PROJECT**

Dr. Celia de Anca asked participants whether it was possible to select 10 women to participate in the project by mid March 2008. The table below captures details of the country specificities, and identifies the feasibility of engaging 10 women in the project.

**TABLE 1: FEASIBILITY OF IDENTIFYING WOMEN FOR THE PROJECT**

<b>COUNTRY</b>	<b>TYPE OF BUSINESS AND SECTORS OF WOMEN'S INVOLVEMENT</b>	<b>POSSIBILITY OF SELECTING 10 WOMEN TO PARTICIPATE IN THE PROJECT</b>
RWANDA	<ul style="list-style-type: none"> <li>• Women involved in innovative small businesses.</li> <li>• Market still has potential for the 'basket of peace'. U.S is the primary market</li> <li>• Women exploring potential of porcelain project. Noted that porcelain traditionally done in country</li> </ul>	Yes
MOZAMBIQUE	<ul style="list-style-type: none"> <li>• Women involved in agro-business and large agro-processes</li> <li>• Women engaging more in fisheries processing and export</li> <li>• Women in service industry e.g. internet provision</li> <li>• Women moving into tourism e.g. tourism centers and hotels by mostly South African and</li> </ul>	Yes

	<p>Portuguese women</p> <ul style="list-style-type: none"> <li>• Emerging sector is that of women buying fuels</li> <li>• Few women involved in mineral wealth.</li> <li>• Government encouraging the development of business development through the “Made in Mozambique” campaign.</li> </ul>	
SENEGAL	<ul style="list-style-type: none"> <li>• Women involved in agro-food and processing of fish products</li> <li>• Women increasingly involved in dairy production</li> <li>• Women face the challenge of packaging their products</li> </ul>	Yes
DRC	<ul style="list-style-type: none"> <li>• Women increasingly involved in small 80% of women in food processing and agriculture. But face problem of transportation of goods</li> <li>• Some women involved in the timber industry but based in Kenya.</li> <li>• Some women engaged in trade with China and Dubai</li> <li>• Women engaged in the purchase of textiles from Nigeria</li> </ul>	Yes. Proposed that the pilot be restricted to Kinshasa. This is based on the fact canvassing the country poses major logistical challenges..
LIBERIA	<ul style="list-style-type: none"> <li>• Women involved in petty trade due to limited resources</li> <li>• Women involved in wood work</li> <li>• Women involved in palm-oil export to Malaysia</li> <li>• Small loans of \$ 2,000 - \$ 3,000 could develop/strengthen businesses</li> </ul>	Yes
SOUTH AFRICA	<ul style="list-style-type: none"> <li>• Women involved in ICT, and there is still more potential</li> <li>• Women involved in fashion, entertainment, arts and film making</li> <li>• Women involved in mining and tourism</li> <li>• Women exploring the possibility of franchising home-based care for people living with HIV/AIDS as well as female clinics</li> </ul>	Yes

Dr. Celia de Anca continued to speak about the criteria. She noted that the business plan needed to be feasible and workable, and that women in the business had to be willing to take the ideas forward. The environment needed to be conducive for the operation of her business.

She stated that each country needed to provide the following by the end of March 2008:

- A one page document which identified the 10 best projects
- The women's CVs
- The ideas



#### **EMERGING ISSUES**

- Discussion ensued on the impact lower priced goods from China have on businesses in DRC. Participant proposed that the government ban the importation of lower priced goods in favor of protecting local industry.
- FAS should ensure that the presence women-friendly laws and legislation is integrated in the mapping process. Noted that the program has a lobbying and advocacy component. FAS could lobby and advocate for the institution of women friendly laws in countries that are lacking it.
- The consultants' role is to assess the legal environment as well as to identify requirements needed to make the business work e.g. information on where to obtain a license.
- The rate of entrepreneurship is higher in politically unstable countries and countries which have experienced natural disasters. But as the rate of entrepreneurship increases, the type of business goes down.
- The key to success is to understand what people value and are willing to buy. Illustrated this with the case study of Patagonia, an island off the coast of Argentina and Chile. In Europe the name "Patagonia" is associated with a vast and beautiful place. Based on this a brand name "Patagonia" was established. Consumers are willing to pay a premium for clothes with that label.
- Lack of financial resources poses a challenge to women want to start innovative business projects.
- It is important for entrepreneurs to identify individuals, businesses interested in funding their ventures. Entrepreneurs usually make mistakes when identifying possible financiers. Noted that banks are not interested in financing start up businesses. Entrepreneurs need to understand the consequences of their actions, and to put themselves in the customers' shoes. Theory of 'failure by design was shared'.
- Non-nationals willing to participate in the program are eligible for selection. IE is interested in businesses with high potential, businesses which have a connection to the country, and businesses which have the potential to grow.

- The main issues affecting women in business is self esteem and not funding. Innovation and finding creative ideas are also other challenges women face.

#### **SESSION 4: WOMEN AND DIFFERENT CULTURES IN BUSINESS**

***FACILITATOR: DR. CELIA DE ANCA, DIRECTOR IE***

Dr. Celia de Anca asked participants whether the lack of women in the corporate sector posed a problem. Using a series of graphics and data she illustrated the following:

- Women are more successful in developing their own businesses
- More women are involved in setting up and managing small and medium sized businesses. This increases their ability to manager personal and professional demands.
- Countries such as Costa Rica, UK, Europe and lastly the Middle East have the worlds' largest number of female legislators, senior officials, and top managers.
- Women in low income countries are involved in smaller micro enterprises. The bigger or macro economic the business, the fewer women represented.
- In countries like Spain almost 50% of women are self employed and have no employees. She alluded to a quote by Ibn Rushd (Averroes) XII Century which demonstrated the interrelation between poverty and women's involvement in mainstream economic activity.
- Dr. Celia de Anca presented reasons why women should be integrated into corporations and mainstream businesses. The newest school of thought by corporations is that there is a positive link between women's involvement in business and society. There is evidence of increased economic efficiency, a related increase in family nutritional status, an increase in life expectancy and general welfare of children, an increase in GDP (up to19%) and a reduction in unemployment.

#### **EXERCISE ON OPTIONS AND CHOICES FOR WOMEN IN BUSINESS LIFE: A CROSS CULTURAL PERSPECTIVE**

Participants were asked to identify real/ and or perceived barriers in women – led businesses with 1 being the highest barrier and 15 the lowest. The barriers were presented in a table, with an additional space provided for the inclusion of other barriers. In groups of 3 participants identified the top 5 barriers. The following were the results:

- Self confidence was identified as the major barrier except for one group which identified lack of finance.
- Lack of skills and commitment to personal life was also identified as a barrier
- Only one group identified lack of quality training as a barrier, whereas one group linked it to lack of connections and ICT skills.

The results were captured on a flip chart. The tabular representation is presented below.

**TABLE 2: OPTIONS AND CHOICES FOR WOMEN IN BUSINESS LIFE: A CROSS CULTURAL PERSPECTIVE**

	<b>TYPE OF BARRIER</b>	<b>VALUE</b>
1.	Lack of ambition	
2.	<b>Lack of skills</b>	
3.	<b>Lack of confidence</b>	
4.	Lack of entrepreneurial drive	
5.	<b>Commitment to personal life or family responsibilities</b>	
6.	<b>Lack of qualified training</b>	
7.	<b>Lack of connections and networks</b>	
8.	Unsupportive legislation for women	
9.	Lack of finance	
10.	Lack of access to ICT	
11.	Social role models for men and women	
12.	Lack of successful women role models	
13.	Sexist attitudes	
14.	Lack of political awareness	
15.	Cultural pressures	
	Any others	

**EXERCISE WOMEN’S OPPORTUNITIES: SPECIFIC SUPPORT FOR THE ENHANCEMENT OF WOMEN – LED BUSINESS**

Participants were asked to rank from 1 to 15 the important areas for support to women in business. With 1 being the most suitable and 15 being the less suitable. They ranked the areas individually and then in groups.

There was more or less an agreement amongst the groups that the following were areas of possible assistance. The results of the exercise depict the following:

- Family support
- Access to finance
- Personal development programs
- Developing styles which males feel comfortable with
- Access to mentors
- Supportive legislation for women

It was noted that the mechanisms to facilitate development seemed to be derived from external sources.

**TABLE 3: WOMEN’S OPPORTUNITIES: SPECIFIC SUPPORT FOR THE ENHANCEMENT OF WOMEN – LED BUSINESS**

	<b>AREAS OF ASSISTANCE</b>	<b>VALUE</b>
1.	Personal development programs	
2.	Participation in international networks, events and conferences	
3.	Seeking challenging opportunities	
4.	<b>Developing styles which males feel comfortable with</b>	
5.	<b>Family support</b>	
6.	<b>Access to the market place</b>	
7.	ICT training	
8.	Managerial training	
9.	<b>Access to mentors</b>	
10.	Access to finance	
11.	Role models (inspiring stories of women at the top)	
12.	Gender awareness programs	
13.	Media support	
14.	Social awareness	
15.	<b>Supportive legislation for women</b>	
	Any other?	

Dr. Celia de Anca compared this with the responses given by European women. The results revealed that European women tended to neglect personal life. This was one of the reasons the IE developed the mentoring program.

**SESSION 5: OPTIONS AND ELECTION OF WOMEN BUSINESS LEADERS**  
**FACILITATOR: DR. CELIA DE ANCA**

Dr. De Anca presented a diagram which portrayed the catalysts and inhibitors found in an entrepreneurs’ life; society, business, individual. The diagram summarized the fact that in spite of the fact that there are more options for women in the corporate sector, there are many inhibitors. The inhibitors include:

- Lack of resources
- Lack of finance
- Lack of skills e.g. legal and finance



Inhibitors such as stereotyping, culture and families need to be tackled individually, and can be addressed by enlisting media support, lobbying and advocacy techniques. Noted that FAS can facilitate lobbying and advocacy efforts.

**SESSION 6 : LEADERSHIP AND WOMEN**  
***FACILITATOR: DR. CELIA DE ANCA***

Participants worked on their personal development sheet. The aim of the exercise was to enable participants to better understand how they could help the women they engage in the project. The matrix was specific and focused on social, professional, family, personal and spiritual aspects of a woman's life.

Dr. Celia de Anca noted that when doing the exercise, there is often a marked difference between the way men and women perceive personal and family goals. Women have the tendency of including their husbands in their personal lives, whereas men usually perceive their wives as being part of their family.

It was noted that in African society, more commitment is placed on child rearing. Participants agreed that women need to continually develop themselves so as to be able to not only provide for their families, but also for themselves." If I am not good enough for me, I am not good enough for them".

Dr. De Anca concluded the session by stating that more and more women are finding their way into mainstream small and medium enterprise. The pilot project will act as a tool to facilitate this trend. She spoke about the need to validate and concretize small initiatives which have been in existence in the last 10-20 years. She concluded by saying that it is not society , but women who need to do the work.

***Note***

The workshop participants wrote an appeal to like minded women and supporters in a bid to garner support for the women experiencing conflict in Kenya. The East African nation had been gripped by post-election violence since December 27, 2007. The violence was characterized by clashes and various forms of gender based violence.

## DAY 2

12th January, 2008

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### SUMMARY

The participants were introduced to basic business and economics concepts and schools of thought. They further learned about their practical applications and engaged in an exercise on business plan. Dr. Pablo used a variety of techniques to illustrate the business model.

### OPENING REMARKS

Madame Diop welcomed participants to the second day of the workshop, and explained the reason for the change in program. The change was attributed to the loss of Dr. Celia de Anca's family member. Madame Diop expressed her appreciation to Dr. Celia de Anca, who in spite of the circumstances delivered her presentation with utmost professionalism. The participants agreed to convey their condolences to Dr. Celia de Anca's family and to express their gratitude for her commitment to the program.

### SESSION 1 : INTRODUCTION TO ENTREPRENEURSHIP

*FACILITATOR: DR. PABLO MARTIN*



Dr. Martin clarified his role as that of a facilitating a process, sharing tools, facilitate in the development of ideas and of learning from participants' experiences. He spoke about the cultural differences between the program and the students he teaches in Spain. Stressed the following:

- Female entrepreneurs in Europe do not experience the problem of self esteem
- Women in Europe control their resources

He then shifted the session to speak about the importance of understanding basic economic concepts such as value, price and cost. He stressed the importance of understanding the prices of items and knowing how to charge higher prices for goods. Understanding value was stressed as important because the value has to be superior or equal to the price. It is crucial to understand what value customers derive from goods.

Participants need to help people understand the relationship between value, price and cost, and to arrive to a situation where value is created for all actors. He concluded by stating that the value has to be more or equal to the price, and the price has to be more or equal to the cost.

Dr. Martin debunked the myth of an entrepreneur being a person who likes taking risks, is organized, has drive, passion, and avoids conflict. He said that entrepreneurs usually find ways of reducing costs. He referred to a case study of a fast food restaurant to illustrate the fact that entrepreneurs employ the following techniques to add value to their product:

1. Find ways to reduce costs
2. Find ways of increasing the value added to the customer product or service. If the entrepreneur is successful, he/she can sell more products and increase the price.

## **SESSION 2: THE NEEDS OF THE CUSTOMER**

***FACILITATOR: DR. MARTIN***

The pitch summarizes the customer's needs and what they need to buy. The pitch is essentially 1-2 paragraphs and describes the essence of the business. Questions addressed in the pitch include:

- What is being sold
- The cost at which the product is being sold
- What value does the product generate for the customer

Dr. Pablo debunked the myth that entrepreneurs find it difficult to find ideas. The problem is translating the idea into a project that works. Noted that the idea has to have a big and growing market, and that the cost and price need to be right.

## **SESSION 3: TOOLS TO EVALUATE A BUSINESS MODEL**

***FACILITATOR: DR. MARTIN***

Dr. Martin talked about the tools required to evaluate a business model. Diversification important. The idea should be able to add value without affecting the cost. It was noted that Africans tended to value products manufactured abroad. He shared that the process involves 4 stages

1. The participants need to be in contact with people who have the idea that is being implemented
2. There needs to be a move from the idea to the business model (economics, price, value)
3. An estimation of resources required for the business
4. Thinking about the deal being offered to people who are going to finance the business. The deals need to be beneficial to entrepreneurs and investors. Entrepreneurs need to be aware of the consequences of deals on their businesses.

## **EXERCISE ON CHARACTERISTICS OF IDEAS WHICH HAVE GOOD POTENTIAL**

In a brainstorming session, participants identified the characteristics of ideas which have good potential. The responses are noted below:

- Ideas that can be put into practice
- There is a market for the ideas
- There are materials to develop the ideas
- The ideas are in line with local legislation and context.

He alluded to the opportunity entrepreneurs in Argentina used to provide cheaper, smaller sized goods during the country's economic crises. Entrepreneurs produced smaller and cheaper

commodities such as Coca Cola and soap. In Guatemala, entrepreneurs capitalized on knowing local tastes and needs to start a fast food chain which sold chicken and side dishes that the customers valued. The fast food service and the fast food chain logo also appealed to the Guatemalan customers. As a result, American fast food franchises such as Kentucky Chicken



posed no competition.

#### **SESSION 4: HOW TO EVALUATE THE POTENTIAL MARKET**

***FACILITATOR: DR. MARTIN***

Dr. Pablo stated that the business model is a tool which helps assess a products' market potential. The narrative story provides evidence that customers are willing to buy the product, while the financial feasibility of the project assesses the potential for the project to generate profit.

#### **EMERGING ISSUES**

- The length of the term medium term is intrinsic to the business need e.g. the expansion of a three roomed hotel to 50 rooms requires more time than the medium term in orchid growing.
- Studying the customers' psychology is important in assessing the customers' need and values. Chinese entrepreneurs have studied the Senegalese psyche and know what the customers need, want and value.
- The need for capacity to be built in how to conduct market research was raised.

#### **SESSION 5: BUSINESS GROWTH**

***FACILITATOR: DR. MARTIN***

Using various examples, Dr Pablo illustrated the relationship between income, cost and revenue in business growth. Noted that at the beginning, small businesses will not generate any income. Revenue is made when costs are lower than income. The break-even point is when the project income and costs are equal. It is at this point when the entrepreneur has recovered the money they invested in the business.

Accuracy is important in developing business plans. Failure to do so jeopardizes the future of the business, and means that the entrepreneur has to look for additional sources of financing the project. To minimize risks, the entrepreneur needs to estimate the amount of money the project needs and know how long the business will not derive revenue e.g. long, short or medium term.

### **EMERGING ISSUES**

- Female entrepreneurs need to know value of their goods and need to realize the mutual need derived from the investor and entrepreneur relationship. This strengthens an entrepreneurs' bargaining power.
- Female entrepreneurs tend to take up projects with fewer financial risks because they do not want to jeopardize their roles in the family. They also manage risks by phasing out the activities or 'slicing' the project.
- Female entrepreneurs need to be more focused on the business and not spend its profits.
- Facilitators need to guide female entrepreneurs on where to obtain technical support e.g. personal support, where to obtain information, organizations etc...
- Female entrepreneurs need to separate family affairs from the business. Businesses have their own logic which comprises of income, costs, profit and ownership. Entrepreneurs should not hire unqualified family members to participate in the business.

### **EXERCISE ON HEATHER EVAN'S BUSINESS PLAN**

The exercise aimed to sharpen the participants' understanding of the components of a good business plan. Heather Evans is a graduating from the Harvard Business School, one of the best institutions in business, and wants to develop a designer clothing line for corporate women. She bases all her plan on launching a winter line. The case study raises issues she encounters in setting up the business and in attracting investors to finance her project.

The participants identified Heathers' challenges as:

- Lack/limited training in design
- Not certain about how much to invest in the project
- Not conducting a good preparatory costs and benefits analysis
- Not working in a team
- Not factoring the investors' expectations and needs
- There is a point of disjuncture between the timing of the project and the designers' engagement

The participants proposed the following interventions to increase the likelihood of success

- Start by focusing on a pilot project or roll out making the products. She can then test the market and gain practical experience.
- To invest her energy on in the larger business instead of focusing solely on the winter line.

- To be clear about what she is selling investors
- To plan better
- To get initial capital start up
- To determine what she needs from the market
- The need to redefine the business plan, understand the market, the product and the key players.



Dr. Pablo stated that market studies facilitate a better understanding of the market. He said that the participants need to assist the women they engage on ways to identify and minimize the risks involved in their business. Dr. Pablo urged the participants to encourage women who qualify to participate in the program. He expressed optimism in the program and said that 10 projects should be funded by the end of 2008.

#### **SESSION 6: WRAP UP**

***FACILITATOR: MADAME BINETA DIOP, EXECUTIVE DIRECTOR FAS***

Madame Diop asked participants to evaluate the program and to identify challenges they might encounter in implementing the program.

#### **EVALUATION**

Overall, the participants rated the program highly and stated that they had learned a lot about business management and economics. One participant was impressed with the content covered during the two day meeting. Whilst another stated that she had 'renewed energy'.

#### **POTENTIAL CHALLENGES AND PROPOSALS**

- Participant proposed that FAS organize a workshop to facilitate an understanding of the project and the recruitment of candidates. The South African participant, who works with the Kwateng Province, stated that it is necessary to communicate the project to the legislative level. For it is at this level that the project support will be derived.
- Participant proposed that FAS pilot the project in Kinshasa, DRC. The participant from DRC cited logistical and financial challenges in implementing the program at national level. DRC is a vast country. She stated that a workshop would be beneficial to the process, and that language posed a constraint in the selection of participants.
- Participant from Mozambique stated that language poses a challenge in the selection of participants. A large number of the women she works with are at the grass roots level.

Stated that Mozambique has a formal way of handling business. Part of the programs' success is based on observing this.

- Participant from Rwanda proposed launching the program in the country. Alluded to the Gender Award FAS had given President Kagame. She spoke about the need to be inclusive in the program activities. The participants said that radio and television campaigns in collaboration with the Rwandese Women's Business Association and other stake holders would be useful.

#### **NEXT STEPS**

- FAS to brief the Spanish government on the project progress as well as highlight the need for changes to be made to the original program. This is during the meeting on the African and Spanish Women's Network, scheduled to take place in April 2008 in Niger. Noted the role that Dr. Celia de Anca will play in supporting the argument for the need to have an on-line study and for participants to study at IE.
- Madame Diop spoke about how classes will be divided to cater to participants who do not have a strong command of the English language. FAS will ensure that efforts will be made to make sure that a tutor assists participants during the on-line sessions.
- FAS to explore how it can facilitate the implementation of the media strategy e.g. radio adverts, posting information and call for applications on the IE and FAS web-site.
- FAS to provide facilitators and consultants Terms of Reference (TOR), contracts (IE and FAS), and a time line for the activities. This includes the mentoring work.
- Noted that women who have a working knowledge of English but prefer to work in either French or English will be supported.
- Facilitators need to provide background materials, information on the legal framework, make appointments for the consultants.
- FAS to address the issue of documenting the program activities e.g. photographs, reports, videos etc...
- FAS has to identify ways in which it can support the launching of programs in countries such as Rwanda.
- FAS to work with the Ministry of Gender in Liberia to assess feasibility of including with a member of a successful women's business in the program. She would transfer the skills and information to her colleagues.

Madame Diop formally closed the workshop by thanking Dr. Celia de Anca and Dr. Pablo for their commitment to the process. Appreciation was directed to Madame Aminata Dieye, Program Coordinator, Pan African Centre, and FAS staff for their hard work and to the interpreters.