



Training & Mentoring Program for Women-led Businesses in Liberia, DRC, Rwanda, Senegal, Mozambique and South Africa

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Summary:

The “Training and Mentoring Program for Women-Led Business”, has been developed by Femmes Africa Solidarité (FAS) together with the Center for Diversity in Global Management at the Instituto de Empresa (IE) and submitted to the Government of Spain to target and work with 24 women who have established business enterprises with strong growth potential. The goal is to assist in the transformation and expansion of their businesses into consolidated mid-sized enterprises, generating employment and economic benefits. To reach this end, the program will employ a tri-edged approach: equipping, empowering and connecting. The participants will be equipped with the skills, content knowledge and ICT (Information and communication technology) tools needed to succeed in their environment. Furthermore, the participants are empowered by the expertise and experience of individual mentors who will work with them to help in the implementation of new practices and business strategies. Finally, the program aims to connect participants 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.

The program’s objective is to help women entrepreneurs who own small enterprises to grow their businesses into larger, medium-sized businesses. This process will be beneficial in transferring them from what is often the informal sector to the formal economy, generating jobs and tax payments. The women themselves are also personally empowered in a quest for greater equality and more well-rounded and self-sustaining lives.

The program’s strategy will thus use the above mentioned approach to develop a model for poverty reduction and sustainable growth that can be used to foster business initiatives, and facilitate the development of well-established mid-sized companies. Ultimately, this would mean the creation of companies that are fully integrated in the mainstream economy and capitalize on both the regional and global opportunities related to their sectors.

Project justification

The African continent remains by and large marginalized in the world economy, with over half of the population living under US\$1 a day per person. If the major Millennium Development Goal of reducing poverty by half by the year 2015 is to be achieved in Africa, a major policy shift is required at both the national and international level to help boost growth and development in Africa. Africa’s development will largely depend on its sustained economic growth and the development of its productive capacities; the empowerment of women will be a crucial part of this process.

African leaders have adopted the New Partnership for Africa’s Development (NEPAD) in 2001 as well as transforming the OAU into African Union in 2000 as a means of developing new strategies to bring forth positive opportunities for the continent’s development. Throughout this transformation for an African renaissance, women’s groups have advocated for gender equality in these new mechanisms. This process has led to a number of achievements including: the adoption by African Heads of State, of a gender parity principle in 2002; the adoption of the Solemn Declaration on Gender Equality in Africa in 2004; as well as the establishment of the Protocol on Women’s Human Rights in Africa in 2003. In this regard, they also created gender machineries for their implementation, monitoring and evaluation such as the AU gender directorate and the NEPAD gender desk.

Africa had previously played a major role in the adoption of the Beijing Platform for Action, joining forces with the international community to respond to women's needs. The recent Maputo Declaration initiated by the Government of Spain and the Government of Mozambique adopted by 250 Spanish and African women attending the 'Women for a Better World Meeting' held in Maputo on March 7, 2006 is another milestone for the gender agenda. This initiative was a further opportunity to build a common platform and forge partnerships between North and South in the quest for the dual goals of women's empowerment and Africa's development.

It is within this context that this project has been developed with the aim of building the capacity of promising women entrepreneurs for the promotion of innovative and sustainable small and medium enterprises (SME) that participate in generating growth and reducing employment deficit.

Origins of the Project:

Femmes Africa Solidarité (FAS) has opened its Pan-African Centre for Gender, Peace and Development in 2005 in Dakar, Senegal, as one of the Centers of Excellence in Africa to provide advanced training in peace building and development issues with an emphasis on gender.

FAS has been working in partnership with the University of Peace of Costa Rica on a Master's program on gender and peace building which was launched in 2006. FAS is currently in the phase of forging another partnership with the *Center for Diversity in Global Management* at the *Instituto de Empresa* (IE) based in Madrid for the implementation of the Pan African Centre program centered on women economic empowerment. *The Center for Diversity in Global Management's* mission and strategy leverage off the geographic and academic strengths of the Instituto de Empresa in the United States and respond to crucial needs. The center's focus in emerging countries is based on the empowerment of women entrepreneurs.

In emerging market countries, the most critical need for harnessing the power of diversity concerns women. The inclusion of women in the economic process is a fundamental catalyst for dynamic social and economic development at the macro level, and would simultaneously help make companies there more competitive at the micro level. Yet too many women remain excluded from the economic mainstream to the detriment of their societies and their own individual lives. This project thus seeks not only to create conditions for women in Africa to be equal with men but also to provide them with the knowledge, training and access to information and resources necessary to facilitate their personal growth. There has been a growing interest by the business community and development agencies to contribute to and improve general conditions of women entrepreneurs in regions around the world including Africa. For example, IE Community partners feel a debt of gratitude to IE knowing that their success is partly due to the training they received at Instituto de Empresa. Now, these same business people wish to give something back by assisting others in their entrepreneurial struggle.

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. Drawing from this experience, and in consideration of the specific socio-cultural and economic context, FAS will contribute insights and know-how to the project as a means of transferring some of Instituto de Empresa's tools and expertise directly to African women. The project will facilitate contact between African SME's and women's enterprises and incorporating the necessary ICT tools into African enterprises. FAS and IE

are conscious that women today, particularly in Africa, represent an untapped resource with potential for developing beneficial partnerships with the private sector.

The logic of the intervention

General background:

From an economic development perspective, studies show a high correlation between entrepreneurial activity and economic growth. Moreover, entrepreneurial activities by women is more likely than those of men to increase the sustainability of a country's economic growth as women have a greater tendency to reinvest their earnings for the benefit of their family, in priority areas such as nutrition, health and education. Therefore, the empowering of self-employed women can also be seen as an economic growth strategy for regions such as Africa, where high percentages of entrepreneurial activity have been recorded in recent years in countries such as South Africa.

As we turn our attention to Africa, it is important to take into account the primary obstacles faced by self-employed women, namely lack of financial resources, technology, training, education, social services networking and mentoring. For example, women inheriting a business from their deceased husband often find difficulties running it, because of lack of training and managerial experience.

In the African context it is also important to take into account the specific problems women face in post-conflict economies. Economic empowerment of women can address these issues in reconstruction societies by creating sustainable peace and increasing human security.

FAS has a strong track record in mobilizing networks of African women to build their capacities with a view of founding close linkages between women. One of FAS's past achievements is mobilizing African women's networks to mainstream gender in the African Union. Their joint efforts led to the achievement of gender parity in the Commission of the African Union in 2002 and the adoption by the African Heads of States of the Protocol on Women's Human Rights in Africa in 2003 and the Solemn Declaration on Gender Equality in Africa in July 2004. The Declaration includes a commitment to promoting the implementation of legislation to guarantee women's land, property and inheritance rights, which are a requirement for women's full economic participation in society (Article 7). The Declaration also recognises the need to put in place an African Trust Fund to build the capacity of women (Article 11).

With so many opportunities, a ready supply of professional human resources and an experienced source of cutting edge business knowledge and practices, what is most needed for success is a program that systematically integrates these key factors. For this reason this program is focused on the integration and synergies derived from combining the efforts and talents of the various agents from academia, the private sector and development agencies to empower African women to succeed and to be able to control their lives.

Main objective

The goal of this project is to build the capacity of 24 African business women in their respective areas of business. As a means of broadening their knowledge, and developing a network of business women from different countries, the project aims also at connecting business women with the mentors who will coach them to get their SB into MS business. All this is will be done with the general perceptive of:

- Promoting gender equality and bridging the gap between men and women in the business world
- Reducing poverty by creating job opportunity for women and increasing income and profitability for those businesses that will be reinvested in the community later on
- Building capacity through formal education, on line meetings, as well as networking
- Advocating on policy, programs and support for women's economic empowerment

Specific objectives

1- *Building capacities: Mobilizing women entrepreneurs and providing them with initial training.* To be able to participate fully in the program the women entrepreneurs will need some preparatory training, for example in improving their IT skills.

2- *Encouraging gender equality and development: bridging the gap between men and women entrepreneurs through training and dissemination of knowledge, networking as well as developing partnership within the sub-region targeted as well as on international level*

3- *Fighting poverty and contributing to Africa's development as well as creating jobs. Women entrepreneurs that will be selected are already entrepreneurs; this opportunity will allow them to develop their market, provide them with opportunity for growth, and in so doing, create jobs opportunities in their countries.*

4- *Fostering business creation among women entrepreneurs.* The educational tools provided and the setting of the project will foster the kind of scenario needed to reward and develop solid business plans with high growth potential oriented to new markets in Africa. It will also provide a forum for the exchange of knowledge and experiences between business women.

5- *Improving women entrepreneurs' access to financial resources.* The program will train women entrepreneurs in the creation and elaboration of their business plans. The true potential of their business will be evaluated and the business plan will serve as a tool to access investors and sources of capital.

6- *Improving women entrepreneurs' access to technology.* The program provides an information and communication technology (ICT) learning platform that will assist women during the expansion period, after which point it will be used to provide updated information and business knowledge through e-learning connectivity.

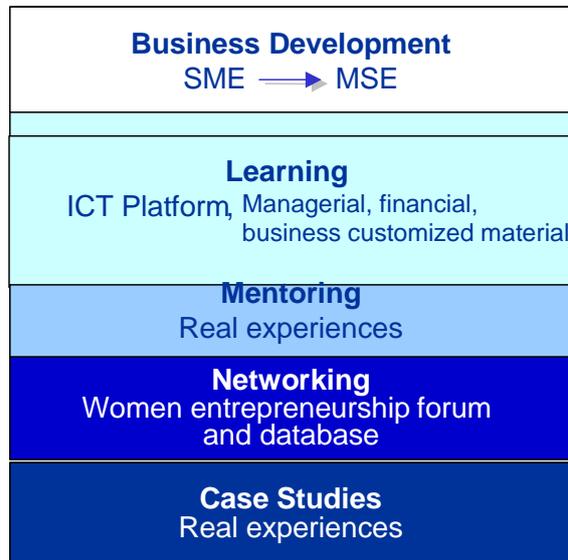
7- *Improving women entrepreneurs' access to markets.* The program develops a mentoring arrangement to guide and assist each participant in their development process and their consolidation in the market. That involves also information on crucial aspects of the international factors that effect the particular sectors in which they work. Information on international fairs, main importers/exporters, other international actors, prices, and standards applied internationally, etc.

8- *Improving women entrepreneurs' access to networking and partnerships.* The program establishes a forum for the exchange and dissemination of knowledge and expertise in management issues. These networking opportunities will be hosted by women entrepreneurs, the private sector (mentors), the academic world (campuses), etc.

9- *Increasing academic knowledge of the challenges of women entrepreneurs in African Countries:* The program’s academic criteria selects the most significant initiatives used to create case study opportunities for use in future program courses.

Expected results

The outcome of the program is oriented toward the following 5 areas:



- 1- The development of 24 business plans which will lead to the creation of 10 well established mid-sized enterprises. Those plans will be presented to a panel of investors and/or lenders.
- 2- The development of an ICT learning platform, providing assistance to the participants during the expansion, after which point it will be used to provide updated information and business knowledge of the particular sectors of the specific businesses.
- 3- The creation of formal mentor relationships for a minimum period of 10 months, for implementation, support, follow-up and providing the opportunity for longer lasting informal relationships.
- 4- The creation of a women’s on-line forum for the exchange and dissemination of knowledge and expertise in women management issues, comprised of women business owners, faculty, mentors and other players in the global economy.
- 5- The development of better managerial, business skills provided through formal training that will increase the potentiality for growth, job creation for women, as well as investment in the community.
- 6- The broadening of a vision of the general opportunities in the regional, regional and international market in their respective area of business as well as others.
- 7- The training of empowered women, capable of sharing their know-how with their counterparts in their respective countries, thus assuring continuity and expansion.

Beneficiary

Target Group:

Direct Beneficiaries:

The beneficiaries of this project will be 24 business women entrepreneurs from 6 African countries : Liberia, DRC, Rwanda, Mozambique, Senegal, and South Africa.

South Africa is included in this list because of the high participation of women in government, surpassing 25%, and because of its involvement in regional and global trade. Senegal is included because of the efforts it has made in developing gender policies and its active women's political organizations. Both Senegal and South Africa also have a strong track record on women's economic empowerment and already boast many women entrepreneurs. Those countries can thus continue to play an important role in their regions.

FAS' Pan African Centre will link this project to its other projects aiming at empowering women, in particular in experience sharing. It is hoped that the socio-economic success of the women entrepreneurs in these countries will have a triggering effect not only nationally but also regionally.

Indirect Beneficiaries:

- **The families** of the participants will benefit in the medium term. The expansion of the business will allow the owner to hire employees resulting in an increase in their current revenues, a reduction in poverty and an improvement the quality of life.
- **The communities** of the participants will benefit in the long term from the acquired knowledge, as well as the investment and creation of jobs.
- **The region:** the countries that are selected are geographically located in different African zone, such that when women return to their communities and invest locally, they will be able to mentor the other business women and share knowledge
- **The mentors:** In acting as mentors to women entrepreneurs, the mentors themselves will gain a better understanding of the problems faced by small business enterprises in these countries.
- **The academic world** will also learn from this endeavor and will be able to, in turn, adjust their pedagogical materials to newly identified needs.
- **The country and the people** will be enriched by promoting equal opportunities between men and women, bridging the gap by providing knowledge and promoting private sector in general.

Local partners and counterparts

FAS was founded in December 1996 in Geneva as a non-governmental, non-profit women's organization working to enhance women's roles in peacebuilding and conflict resolution. It is governed by Article 60 and subsequent articles of the Swiss Civil Code. A tax exemption was granted to the Organization by the Swiss government in December 1999.

FAS has consultative or observer status with the United Nations ECOSOC, DPI, ECA, UNCTAD, the Francophonie, the African Union ECOSOCC, and the African Commission on

Human and Peoples Rights. FAS is also a member of the Conference of NGO (CONGO), the NGO-Committee on the Status of Women (Geneva), the Working Group on Peace (Geneva), as well as the Working Group on Peace and Security (New York).

FAS's International headquarters is in Geneva, Switzerland, while its Regional African office has been situated in Dakar, Senegal since April 2003 after signing a host agreement with the Government of Senegal. In addition, FAS also has liaison office representation in New York.

In June 2006, FAS celebrated its 10 year anniversary in Bamako, Mali in conjunction with host President Toumani Toure, member of the FAS advisory Board. During the Bamako General Assembly, FAS elected a new Executive Board, Advisory Board, reviewed its general policy, and prioritized its planned activities.

FAS is an organization that is known to work with and for local partners. For the current project, FAS will use its existing networks in the areas it has worked most closely in since its inception. FAS is composed of Members and Associate Members from NGOs from 27 African countries. It has an Executive Board of 7 members and an Advisory Board composed of 10 eminent personalities. Members of FAS contribute voluntarily to the implementation of its programs in the field by conducting training seminars and participating in advocacy activities

In South Africa, FAS has board members already in the business world. For example, FAS has previously worked closely with the Minister of Foreign Affairs and networks such as the African Center for the Constructive Resolution of Disputes (ACCORD). Further, there will be active participation of the NEPAD gender secretariat based in South Africa.

In Senegal, FAS has a Regional office and a Pan African Center on Gender, Peace and Development in Dakar whose facilities and local personnel will help to coordinate most of the activities. In fact, the Project will seek the collaboration of already existing networks of women entrepreneurs such as the West African Women Association (WAWA) working closely with ECOWAS and NEPAD on integration issues.

In Mozambique, FAS has developed a partnership with the Foundation for Community Development, headed by Dr. Graça Machel. This organisation has been involved in working for women's development in rural areas, the promotion of equality, as well as the overall wellness of women in the region.

Instituto de Empresa (IE), 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, Instituto de Empresa is continually raising the standard to which businesses aspire.

The Government of Spain has given Africa priority in their cooperation program. The long history of Spain's involvement in Africa's development and its recent focus on the gender agenda led 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. Since then, 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 in the next step of the implementation of the Declaration in a meeting which will take place in Madrid in October to develop a framework for the creation of the network between African and Spanish women.

Studies of viability and sustainability

Political factors

The political climate in African countries is becoming more favorable to women's empowerment. African governments have made efforts towards promoting parity as well as adopting laws for protecting women's human rights. Further, they are working towards achieving the MDG as defined by the UN and UN Resolution 1325. This project falls into the general strategy of the local and international initiatives for poverty reduction. The project will have an advocacy strategy to link it with government programs and garner their support. The Dakar Centre for example, is already supported by the Government of Senegal, Egypt, South Africa as well as Mali.

This project aims to equip women with knowledge and tools to expand their business, and guidance and support to create job opportunities in various communities, especially for youth. The intended beneficiaries will share their experiences with other business women with a view to expand their programs and transfer knowledge.

The project will link with the private sector in the view of maximizing profits, reinvesting in the community, creating jobs and improving overall quality of life.

Institutional factors

The Beijing Platform for Action targeted 30 percent of women in decision making spheres, while the Solemn Declaration on Gender Equality in Africa gives provision for gender parity and women's equal and active participation. The African Union has elected 5 women and 5 men as commissioners. There are currently women heading a number of important offices including the Pan African Parliament, the Economic and Social Council of the AU, and the African Commission on Human and Peoples' Rights. Another woman, Ellen Sirleaf-Johnson, was elected Head of State of Liberia in 2005 for the first time in Africa's history. In terms of representation, Rwanda has achieved the world record with almost 50 percent of its parliament being women. Although they have often gone unrecognized, women have also created and managed small enterprises and led successful businesses. While Africa has made some gains on gender and governance issues, much work is still needed in terms of economic empowerment. In particular, women must have access to credit, access to land, and should receive direct investment for their initiatives. The project will use this momentum to engage women entrepreneurs in building medium enterprises that can generate more revenues and job creation and mobilize the private sector and governments for support.

Socio-cultural factors

Recognition of the importance of entrepreneurial activity in economic development is paralleled by the need to acknowledge the participation of women self-employed as being a crucial factor in the development process. The social and cultural barriers that African women have faced in their communities have had a detrimental effect on their access to leadership opportunities. However, women represent more than 50 percent of the world population do not want to see themselves as only victims or marginalized groups; rather, they must be understood as key actors in the development of their nations and agents of change.

From a pure gender perspective, one of the most striking pieces of data from research across countries is that gender disparities are, on average, greatest in poorer countries. These two issues (poverty and gender disparity) constitute two perspectives from which these problems may be addressed. Reducing poverty would go hand in hand with reducing harmful gender disparities as the two inequalities often sustain and amplify one another.

There is a great deal of evidence from a range of countries demonstrating that societies which discriminate on the basis of gender pay a significant price in terms of higher poverty and lower quality of living. In addition, these countries are often plagued by lower economic growth and development, and overall weaker governance. The costs of gender inequality are particularly striking in low-income countries where the poor often bear the brunt of the burden¹.

From an economic development point of view, it has been observed that the entrepreneurial activities of women have a correlation with GDP growth that is stronger than the relationship between the general participation of women in the labor force and the economic growth².

The National Foundation of Women Business Owners (NFWBO) found that although a correlation exists between the economic activity of women and economic growth, this variable only explains a growth in GDP of 1.1%. Furthermore, the participation of women in managerial or administrative positions has virtually no effect at all on GDP growth (with a correlation of 0.003). When looking at the self-employed or women entrepreneurs, however, this variable is responsible for a 19% growth in GDP.

Although the study could be improved by increasing the scope of time and countries sampled, an important conclusion can already be drawn; namely, that women can make greater economic contributions by moving from the labor sector to the entrepreneurial sector.

Therefore, the strategy of empowering women to succeed as entrepreneurs has positive implications not only as an economic strategy but also for the improvement of a country's social, educational, and health policies as well.

Although each individual must do their part, gender inequalities are difficult to confront alone. For this reason, the role of public policy is crucial in the promotion of gender equality. The strengthening of institutions and the promotion of economic development through the fostering of entrepreneurship are critical elements of any long-term strategy for sustainable development. Now more than ever, the encouragement and empowerment attained through self-employment appears to be the vehicle for achieving this long-term development.

Technological factors

The project will focus on business women who are already computer literate as a pre-requisite for participation. The project itself has e-learning component that will be impossible to achieve if this condition is not fulfilled. The FAS Dakar center is well equipped in new technology as well as IE such that technical support and up-to-date material will be provided to all participants during the sessions. In addition, a web site will be created and regularly updated to provide constant information, as well to allow women to keep the network and partnership long after the training is finished. They will also be able to stay in touch with the mentors over a longer period of time.

¹ Elizabeth M. King & Andrew D. Mason., *Engendering Development Through Gender Equality*. Development Outreach. World Bank Institute Spring 2001 pp 5-8.

² Results of a research undertaken by the National Foundation of Women Business Owners (NFWBO) for Latin America and the Caribbean. <http://www.nfwbo.org/>.

Environmental factors

The selection of business women around the aforementioned countries will also take into account the environmental factors in which those businesses operate. The field trip will help the organizers to select participants that are working in the respect of the environment. The training program emphasizes in all its components, the entrepreneur's responsibility to the environment. Consistent with IE's philosophy, the entrepreneur's environmental responsibility will be closely analyzed at each step of the process. As the participant's business plan develops, environmental concerns will be carefully regarded as one of the elements taken into consideration by the panel of experts that will review the business plan at the final presentation

Financial and economical factors

This project seeks to reinforce existing financial structures, such as those in businesses that are already operational and profitable. This involves a view to improve them, expand them using education, render them accessible to mentoring, and provide information for expansion.

In addition, this project seeks to stimulate the development of the private sector as a means of creating job opportunities for women, improving the lives of the people, and investing in the community. The Spanish government is an active entity in fighting poverty and gender equality, and this project will assist these activities through increasing involvement in the local economy from a short term to longer term basis.

On the financial front, FAS its partners will monitor and handle the organization, implementation, monitor and evaluation, and follow up of the project.

FAS has received support in its previous programs from the Government of Senegal which has provided land where the Centre will be built, as well as space for the Regional Office. FAS's programs and activities have been funded mainly by the Government of Netherlands, Finland, Norway, Luxembourg as well as the Ford Foundation, the University of Peace among others. UN Agencies such as UNDP, UNFPA, UNICEF, UNDPA, UNHCR, and ECA have also contributed to FAS projects. Finally, the African Union has contributed to FAS activities in mainstreaming gender in the AU.

Transparency

FAS has currently a Program Officer and Finance and Administration Manager in the Dakar Office to follow-up the implementation of its programs with partners. In addition, FAS will hire external evaluators and auditors to produce a final narrative and financial report for the partners as a means of demonstrating how the funds have been managed and if the objectives have being met.

There will be three evaluation steps conducted by external experts. This will consist of a pre-evaluation which will take place before the candidates are selected, a mid-evaluation after the pre-course, a harmonization session and first meeting in Dakar, and the final evaluation that will take place 6 months after the training and the mentoring program. FAS and its partners will welcome any evaluation proposed by the Spanish Government.

Relation to the Spanish government and visibility

The frame work in which the Spanish government will be working, is highlighted in the Master Plan for Spanish Government Co-operation 2005-2008, and includes an aim to fight

poverty and contribute to Africa's development agenda. 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 also allotted priority to countries like Senegal, Mozambique and South Africa.

FAS is an organization that works at all levels to promote African women leadership in peace and development through empowerment, education, advocacy and support.

FAS and its partners will ensure that the Spanish government is informed of the various activities and is invited to actively participate. Further, FAS will ensure that the Spanish government's program is documented in its various publications and brochures and that their logo is visible in any communications. On the long term basis, the project will reinforce the partnership between FAS, IE and the Spanish Government, as well as with the women entrepreneurs.

PROGRAM STRUCTURE

The basic aim of the program is to place resources at the disposal of the women entrepreneurs to secure their business success.

The program will provide the following:

- Assessment
- Selection
- Curriculum development
- Practical training
- Face to face interaction and e-learning
- Personalized consultancy
- Mentor allocation
- Network creation
- Advocacy packages
- Support for the consolidation of a multidisciplinary team
- Access to funding: Business Angels and Private Investors

Program Timeline

The program is divided into four phases:

1st phase 12 months (from January 2007- December 2007)

- Preparation, field visit, selection:
 - Meeting with Empresa
 - Development of Terms of Reference and Hiring of Consultants
 - Field visits and reports on findings
 - Development of criteria for selection and posting of information
 - On-line collection of candidatures
 - selection
- Harmonization of the Module (FAS and IE):

- FAS and IE workshop for the harmonization of the curriculum
 - Selection of professors
 - Course preparation and intercultural component adjustments
 - Identification of Mentors
- Dakar Workshop (24 participants) FAS and IE:

This preliminary meeting should take 4 days in Dakar. After this point, the entrepreneur will have a face to face seminar in Madrid, and then continue with the on-line program. This workshop will facilitate the following:

- Preliminary meeting and get-together
- Meeting with FAS and IE
- IT training
- Merging of ideas
- Team building and networking
- Mentorship program
- Advocacy program

2nd phase 12 months (from January 2008 to December 2009)

This part of the training program will be a pre-course that two participants from each country will be part of. They will review the countries proposals and familiarize themselves with ICT. The participants then return to share their experiences.

- Face to Face Training, Madrid (24 participants)
(EMPRESA and FAS)

The pre-course is made up of face to face and interactive training modules. The purpose of these training modules is to provide the participant with a framework to assist her in the development of her business.

- University pre-courses
- Introduction to the course

- Online Training (24 participants)
(Empresa and FAS)

Participants will be trained on-line in how to develop a business plan that will allow them to consolidate the knowledge of the previous period. The participants will work in teams, and will have an online faculty that will oversee and guide this work.

- Development of the business plans
- Coaching and mentoring

They will develop their ideas to complete their individual business plan. Participants will work on an individual basis with online tutorship.

- Negotiation Workshop
(Empresa and FAS)

The business women will receive a Negotiation Workshop and will be assessed on the progress made.

During this final session the participants will participate in the program feedback evaluation. Mentors, professors and the program coordinators will be present at the presentation and seminar. These evaluations will be useful for future references when FAS and partners will need to expand these experiences.

- Presentation to the Private Sector Panel – Panel (24participants)

A Panel of Experts will evaluate the business plans during the course. The ones which are considered appropriate by the panel of experts will be presented to a panel of potential investors.

- This process will be closed with the selection of the 10 best business plans developed during the entire training program
- Selection of the 10 most viable business plans with highest potential

MID TERM MONITORING AND EVALUATION

This evaluation will be done on an internal basis.

3rd phase 12 months (from January 2009 to December 2009)

- Advocacy and information sharing:
 - Regular follow up
 - Creating a website through which women will share information, knowledge, advocacy methods

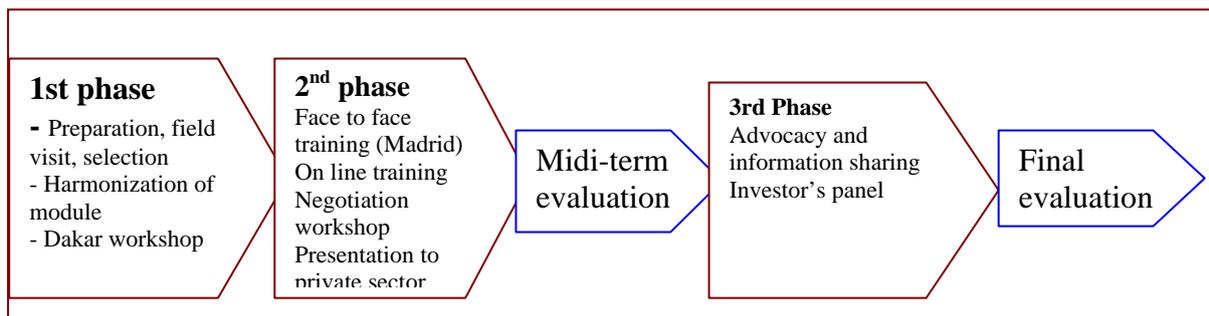
- Investors panel:

The 10 best business plan selected by the panel of experts will be presented to a panel of potential investors for:

- Creating sponsorship with the mentors
- Submitting the 10 projects selected to an investor’s panel

MONITORING AND EVALUATION: lessons learned

As shown in the following picture, the Program is designed to be executed sequentially. The first phase will occur over a period of one year and will entail an introduction as well as a mentoring and training session on IT in Dakar. The second phase will last 12 months and will include face to face training in Madrid followed by online training. During the third phase, the best business plans will be funded, implemented and followed up.



After another year, the project will undertake another evaluation to share its outcomes with new trainees in the Pan African Centre and IE.

V - Implementation

The seminar in Dakar, as well as the seminar in Madrid, will also be crucial in developing networking activities in order to encourage the exchange of experiences among the participants and to build a basis for long-term networking relationships. Some of the networking activities will be as follows:

- During the on-line period some activities will require peer learning and group work. These activities are designed to foster on-line networking and collective work experience. This will help participants become familiar with the collaborative opportunities that the Internet offers
- During the first introduction to ICT, participants will have the opportunity to familiarize themselves with the overall program
- During the first seminar participants will meet with the program staff and faculty.
- During the on-line period some activities will require peer learning and group work. These activities are designed to foster on-line networking and collective work experience. This will help participants become familiar with the collaborative opportunities that the Internet offers
- During the seminars held in Dakar, mentors and participants will find an environment conducive to the exchange of information, the sharing of experiences and debate
- The IT platform will be a constant source of exchange and information. The IT platform will be used for the faculty during the teaching periods and also will be taught by IE faculty, with some help from the mentors, with the most outstanding information relevant to the specific business sectors that they are working in.

After the program the IT platform will remain open to the participants that join the IE alumni body, offering continuous access to the IE portal along with the benefits of exchange and knowledge dissemination offered therein. The Dakar Centre will also offer the use of their website to the business women for continued discussion.

Having the right contacts can be crucial for success in the business world. The mentorship program is designed to help participants connect with the markets and players applicable to their sector, and/or with the relevant political and economic players in their countries. Mentors will be allocated according to their business sector. The role of the mentor is to assist the women business owners in their plan development, guide them in their social progress, and act as a doorway to the “real world” by providing them not only with human contacts but also with the real expectations and real possibilities for expansion.

Mentors will communicate with their entrepreneur on-line and, if geographically feasible, in person. In any case, mentors and participants will meet in Madrid and Dakar during the seminars, where participants will also have the opportunity to meet the on-line faculty and other participants as well as the program directors.

After the program, both mentors and participants will have access to each other via the on-line platform, or alternatively, they may choose to continue the relationship as they see fit. Mentor-entrepreneur relationships, once established, will be allowed to develop unhindered.

The final stage of this project will take place in Geneva. As mentioned earlier, each business woman will develop a business plan with the help of the mentor and using the skills acquired during the training sessions. 8 projects will be selected for further funding and implementation to expand their businesses, for job creation and reinvestment in the community.

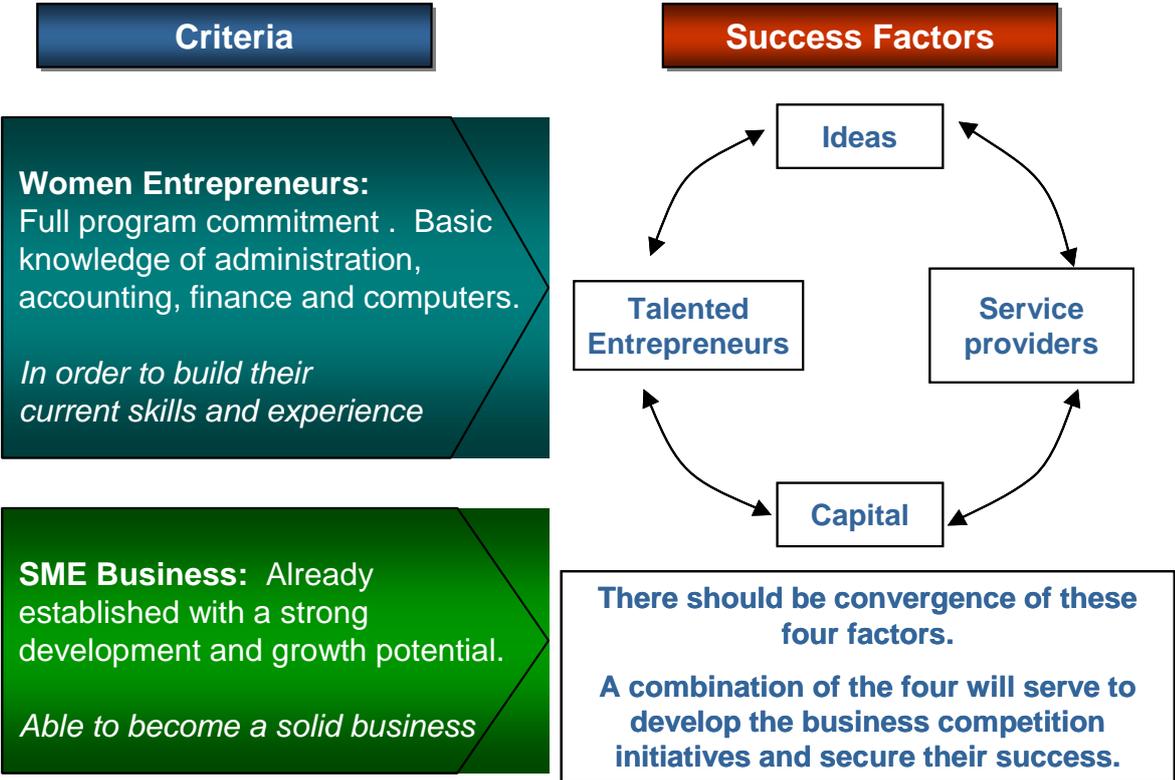
These business proposals will be presented to potential sponsors and investors through the Geneva headquarters of FAS. The business women will be required to implement these projects and a follow up for the implementation will be monitored in the field by the local consultants through the Dakar center.

Advocacy strategies will be developed with the participants during the introduction of the ICT seminar, identifying obstacles for the implementation of their business such as national laws. FAS will join these activities with its campaign on Gender is my Agenda and other campaigns within Beijing and the MDGs as well as SCR 1325

FAS and IE will develop a memorandum of understanding which will define the responsibilities of all partners during the implementation of the project.

Key success factors

The articulation of the program model depends on the success factors shown below. A prosperous business idea should be operational when coupled with the entrepreneur’s talent. When these two components are enhanced with financial resources and a market place where the idea can be commercialized, a reliable model of business development is complete.



The women and their project teams will work closely with local partners. Each team will be assigned a mentor and on-line tutor depending on the project needs. The mentors’ selection is explained further in this document.

During the program, a virtual forum will be opened to enhance knowledge transfer among faculty, mentors and participants.

Preparation and harmonization of program

In total, the hiring of consultants, their study tour and their report will take 3 months. Another period of 3 months has been deemed appropriate for the program announcement and opening, leading up to the enrollment and selection of the participants. This will be followed by the organization of a harmonization workshop for Empresa and FAS staff to provide a forum to exchange views and harmonize our visions for the curriculum.

Selection of Participants:

It is the intention of this program to develop a long-term scheme for the development of businesses. Therefore, it is vital that the participants in this first project are carefully targeted and selected to assure the success of the program, thus securing future program courses. The knowledge and expertise of the program direction team should facilitate the right candidate selection. The selection process for participants will draw from the study conducted by FAS through field visits to the selected countries including Senegal, Mozambique and South Africa to strengthen the criteria for selection.

FAS has strong expertise in the field area, and on the cross cultural networking through local, regional, and international women's organization, local government and NGOs. FAS will use this knowledge to disseminate information on the program.

Selection criteria:

The selected candidate should:

- Be a woman owner of an already created business that in itself has a strong development potential or a graduate young woman with a 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 developments 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 will be considered:

- Curriculum and proven track record + financial and business 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 should be assessed based on the following:

- Type of opportunity
- Design of business model and capacity to expand
- Innovative component and clarity of the 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

In the final recruitment round, the semi finalists will have an interview with a 3 member selection tribunal where each individual will explain further why she deserves to be included in the program and in what way she can contribute to it.

The selection committee will select **10 business ideas** (from the enrolled pool) with the highest potential proposed by women with a strong curriculum and the talent to implement it. Ideally, the 24 candidates will come from the six countries.

Building the Capacity of the Selected Participants

In order for the selected candidates to be able to fully participate in the course it is essential to provide them with some initial capacity-building, such as training on the use of ICTs in the context of the project, what will be needed, how it will be coordinated, and what their input will be.

Equipping: Advanced Management Training Program in entrepreneurship and business development:

In a highly volatile market, SMEs face increasing competition and constant changes in the business environment. In order to survive, small and mid-sized enterprises need a higher level of management and business skills, as well as flexibility to be able to adapt to environmental demands. As well, the business need will arise to create profitable partnerships to share knowledge and coordinate the opportunities that arise as the market gets complicated or as break through in the field begin to multiply.

Companies are currently hard-pressed to devise and implement a strategy of constant innovation that takes advantage of new business opportunities. In response to this, the entrepreneurship course is designed to provide participants with some fundamental business skills including:

- Entrepreneurial motivation and drive
- Business knowledge in marketing, human resources, finance and operations.
- Skills necessary to design and develop a business expansion plan
- Multi tasking capacities as most of these SME are one women's dependant or family managed
- Skills necessary to analyze organizational models and study existing success stories of innovation and entrepreneurial drive

MONITORING and EVALUATION

The activities, strategies and objectives will be monitored and evaluated through the following

- The collection of data before the training
- The collection of feedback through the completion of evaluation forms
- The carrying out of field visits to evaluate the effectiveness of the activities

The first evaluation will take place during the first phase of the project as the consultants will conduct field visits to assess the overall situation.

The second evaluation will take place after the phase Mid-term Review will be carried out by the partners of the project. The FAS center in Dakar will coordinate this evaluation.

FAS and IE in consultation with the government of Spain will commission an external and independent expert for the final evaluation; the final evaluation will take place after the project has ended

FAS and IE in consultation with the Government of Spain will commission an external and independent auditor. The financial audit will be conducted at the end of each fiscal year (December)

RELATIONS BETWEEN ACTIVITIES AND BENEFICIARIES

Since its creation in 1996, FAS has developed a long tradition of collaboration with women through advocacy, training and networking. During the different consultations on gender parity at the regional level and other meetings organized by FAS, African women and women from other parts of the world were invited to share experiences and best practises on peace building and development.

In 2004, FAS organized the first dialogue forum between Arab women and other African women on Economics.

In 2005 a process of partnership began between FAS and the Spanish Government through the participation of FAS at the Tenerife meeting to share its experiences in Africa; and in 2006, the organization of the Leaders brainstorming in Maputo with the FDC, a Foundation created by Graça Machel.

In collaboration with DELTA, FAS organized an exchange during the CSW in New-York in 2006 for Afro-Americans women, women from the Diaspora and African women on Education and Economic Empowerment.

These different partnerships that have been built over the years have permitted FAS to document the needs and challenges of African women. Through its networks in Senegal, Mozambique and South Africa, FAS will organize training and mentoring workshops for African women entrepreneurs in order to follow up on the different recommendations made during the meetings and consultations.

Log Frame

	Descriptive summarize	Indicators	Sources of monitoring	Hypothesis
Main objective	Build capacity of 24 African businesses in their respective areas of business in order to broaden their knowledge putting them in networking and mentoring	<ul style="list-style-type: none"> • 24 African business women are trained • 24 African business women are mentored 	<ul style="list-style-type: none"> • Selection forms • Detailed report on the training including the curriculum • Presence list 	if the training is organized , 24 African women business will reinforce their skills in the their respective areas of business and they will be connected with mentors to coach them
Specific Objectives	<ul style="list-style-type: none"> • Provide initial IT training to women • Reduce gap between women and men entrepreneurs through training and dissemination of knowledge, networking and partnership • Allow women to develop their market in order to create job opportunities in their country • Foster women creation among women entrepreneurs by developing their own business plans 	<ul style="list-style-type: none"> • Knowledge on basics IT techniques • 24 women selected have basics skills on IT • Use of ICT by women entrepreneurs • The increase number of women move from informal sector to formal economy • Number of new jobs created by women • Number of people engaged by women entrepreneurs • 24 Business Plans are elaborated 	<ul style="list-style-type: none"> • Participation of women entrepreneurs at online pre-course • Report • Annual reports of women entrepreneurs • Annual reports • Distinction received by women entrepreneurs in their country • Fields visits by FAS • Business plans sent to FAS and Empresa 	<p>Training and mentoring African women business reinforce their skills in their respective areas of business</p> <p>Training and networking reduce the gap between women and men entrepreneurs</p> <ul style="list-style-type: none"> • Training and mentoring women allow them to increase their market and create new jobs • Reinforcing skills of African women

	<ul style="list-style-type: none"> • Improve women entrepreneurs' access to financial resources • Improve women entrepreneurs' access to ICT • Improve women entrepreneurs' access to markets • Improve women entrepreneurs' access to networking 	<ul style="list-style-type: none"> • Number of financial institutions working with women entrepreneurs • Number of women entrepreneurs working with ICT • Number of women entrepreneurs' access to regional and international markets • Competition of women entrepreneurs • Number of businesses opened • A forum for exchange on management issues is created 	<ul style="list-style-type: none"> • Reports • Reports of Women entrepreneurs on the progress of their work • Women entrepreneurs know process to access to regional and international markets • The increase number of Women entrepreneurs in the regional and international markets • Participation of women entrepreneurs during regional and international trade fairs and forums • Online forum between 	<p>allow them to have good business plans</p> <ul style="list-style-type: none"> • Capacity building of women on entrepreneurship and IT increase their access to financial resources • Access of women entrepreneurs on ICT allow them to increase their turnover • The more women are trained, the more they will access regional and international markets • Forum of exchange boost women
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	<p>and partnership</p> <ul style="list-style-type: none"> • Increase academic knowledge of the challenges of women entrepreneurs in African Countries 	<ul style="list-style-type: none"> • Number of case studies on challenges of women entrepreneurs • selected in academic level 	<p>women entrepreneurs exists</p> <ul style="list-style-type: none"> • Programme courses in academic level • Content of courses 	<p>entrepreneurs' access to networking and partnership</p> <ul style="list-style-type: none"> • Best practises and challenges of women entrepreneurs allow academics to use real experiences in their courses
Results	<ul style="list-style-type: none"> • Development of 24 business plans • Development of ICT learning platform • Creation of formal mentor relationships for a minimum period of 10 months • Creation of a women's online forum for the exchange and dissemination of knowledge and expertise in women management • Better managerial, business skills provided through formal training that will increase the potential for growth, job creation for women • Broadened vision of the general opportunities in the regional and international market in their respective areas of business as 			

	<p>well as others</p> <ul style="list-style-type: none"> • Empowered women, capable of sharing the know how with their counterpart in their respective countries 			
Activités	<p>1- Preparatory phase</p> <ul style="list-style-type: none"> • Hiring consultant • Online search and candidacy • Assesment • Field trips for selection <p><u>Harmonisation of the module</u></p> <ul style="list-style-type: none"> • selection of professors • course preparation <p>2- <u>Formal training</u></p> <ul style="list-style-type: none"> • Entrepreneurship training program <p>3- Mentorship programme</p>	<p>Ressources :</p> <ul style="list-style-type: none"> • FAS • FAS Panafrikan Centre • Team of Consultant hired by FAS • Empressa • Empressa/FAS • Professors hired, Empressa • Mentors identified by FAS and Empressa 	Cost (see annexe)	