TRAINING AND MENTORING PROGRAMME FOR
WOMEN-LED BUSINESSES IN LIBERIA, SOUTH AFRICA, DEMOCRATIC REPUBLIC OF CONGO, MOZAMBIQUE, SENEGAL AND RWANDA
In memory of Ms. Awa Paye Gueye:

The Women Led Businesses programme recognizes the commitment of Ms. Awa Paye Gueye, who passed away at the beginning of the programme’s second phase in 2010. May she rest in peace.
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Bineta Diop

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

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

Celia de Anca

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

She was previously the Director of Corporate Programmes at the Euro-Arab Management School (EAMS), Granada. She has also worked for the Fundación Cooperación Internacional y Promoción Ibero-América Europa (CIPIE) and at the International Division of Banco de Santander. She has a master’s degree from the Fletcher School of Law and Diplomacy (Boston) and from the Universidad Politécnica de Madrid. She holds a degree and PhD from the Universidad Autónoma de Madrid, with a comparative thesis on Islamic, ethical/ecological investment funds and on the London Market.
INTRODUCTION
Within the framework of its goals on women and the economy, the PanAfrican Centre for Gender, Peace and Development (PAC), the arm of Femmes Africa Solidarité (FAS) that focuses on capacity building and development on the continent, in partnership with the Centre for Diversity in Global Management at the IE Business School, and with the support of the Government of Spain, has organized a project entitled: Training and Mentoring of Women-Led Businesses in Liberia, South Africa, Democratic Republic of Congo, Rwanda, Mozambique and Senegal. The project targets and works with 24 women who have established small business enterprises with strong growth potential.
FAS, based in Dakar and Geneva, has 10 years of experience in the field of gender in Africa and has first-hand knowledge of the needs and initiatives of African women and their networks on the continent. FAS works at all levels to promote African women leadership in peace and development through empowerment, education, advocacy and support.
IE Business School, one of the world’s leading business schools, has 30 years of experience and a proven track record of providing some of the most essential elements that small initiatives require. A leader in ICT training, management education, and business practices, IE is continually raising the standard to which businesses aspire.
Based in Madrid at the IE Business School, the Center for Diversity in Global Management’s focus on emerging countries is based in its belief that women entrepreneurs can and should be empowered. The project’s third partner is the Government of Spain. The framework is highlighted in the Master Plan for Spanish Government Cooperation 2005-2008, and includes a commitment to fight poverty and contribute to Africa’s development agenda. Additionally, the Maputo Declaration, adopted during the Women for a Better World Meeting in Mozambique in March 2006, has set up an agenda between African women and Spanish women in building a strategic partnership to work on common issues. The Spanish Government has allotted priority to Senegal, Mozambique and South Africa.

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

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

APPROACH: 3-part approach:
- Equipping: The participants will be equipped with the skills, content knowledge and ICT (Information and Communication Technology) tools needed to succeed in their business environments.
- Empowering: They will be empowered by the expertise and experience of mentors who will work to help them implement new practices and business strategies.
- Connecting: The participants will be connected in open forums where they can network, collaborate and exchange ideas with relevant parties in their business sector and find financial support for the development of their businesses.
OBJECTIVES:
Main objective
The overall objective is to assist in the capacity-building of 24 African businesses in their respective economic areas. This will have the effect of broadening the entrepreneurs' business knowledge, partly by setting up systems of networks and by providing them with dedicated mentoring.
Specific objectives
- Build capacities: Mobilizing women entrepreneur and providing them with initial IT training.
- Fight poverty and contribute to Africa's development, allowing the women to develop their market and providing them with opportunity for growth.
- Assist women in developing their businesses in order to create job opportunities in their countries.
- Foster creativity and self-reliance of the selected women entrepreneurs by encouraging the development of their business plans.
- Increase the body of academic knowledge regarding the specific challenges women entrepreneurs face in African countries.

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

PROGRAMME STRUCTURE

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

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

Mid-Term Evaluation

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

Final Evaluation
PHASE I: EXECUTED ACTIVITIES

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Aisha Bruce Cooper**

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

**Tina Jatei Kpan**

**Business Summary:**
Ms. Kpan’s business is KaSaWa Fashion House, which sells Batik Art, household items and African designs. She wishes to expand her business and thus help her community by creating jobs.

**Grace Scotland**

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

**Anyaa Vohiri**

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

Natividade Bule

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

Leticia Klemens

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

Silvia Maria

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

Amelia Macassane Zambeze

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

Appolone Kalinganire

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

Zulfat Mukarubega

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

Chantal Maweya Murebwaga

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

Immaculée Umutoni

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

Anna Gwanini Phosa

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

Normalizwe Patience Radebe

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

Eva Mmadithaba Ntseoane

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

Sindisiwe Hlatshwayo

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

Mame Khary Diene

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

Mariama Diouf M’Bodji

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

Sylvie Aicha

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

Aissa Dione

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

Suzanne Kahambu Mutamu

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

Rachel Tona Bilongi

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

PARTICIPANTS’ PROFILES: DIASPORA

Ndiémé Ndao

Business Summary:
Mrs Ndieme Ndao, created Dieme Cosmetics SARL Geneva and Dakar (Senegal), a business organization aimed at producing her karité (Shea) butter based natural products.
SELECTED NATIONAL MENTORS’ PROFILE

Mai Bright Urey, Liberia

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

Astrid Manuela Sulger, Mozambique

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

Marie Dialo, Senegal

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

Charlotte Mukankusi, Rwanda

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

Evelyne Lavala, Liberia

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

Michumba Sikumba Dils, Mozambique

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

Clémentine Sangana, DRC

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

Awa Paye Gueye was a social scientist and educationalist. Her areas of expertise included micro-finance, gender and development, training and capacity building, participatory learning approaches, assessment of NGOs and institutional development. She worked for USAID and consulted with several international NGOs. She was administrator for the National Funds for the Promotion of Female Entrepreneurship. The Women Led Business learnt her sudden death at the beginning of this 2nd phase of the programme.

Salome Winnie Omolo, South Africa

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

Rose Kayumba, Rwanda

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

Khadija Doucoure, Senegal

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

Marguerite Monnet, Senegal


Mohau Pheko, South Africa

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

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

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

Training Workshop, Madrid, 14 – 17 July 2008
The Madrid training, at IE Business School, consisted of different courses.

- **Entrepreneurship and new venture creation**: To develop skills to master the process of new venture creations and sustainable growth. To understand the key success factors involved in the creation and expansion of a new venture or existing businesses.
- **Financial entrepreneurship**: To understand the different business models, the different ways of valuing companies and contracting deals.
- **Marketing Fundamentals and strategy in a changing environment**: To learn how to evaluate and prioritize information that influences marketing decisions, to understand the interaction between the variables of the marketing mix, to explore the changing nature of the marketing functions as companies enter into expansion.
- **Presentation skills**: To learn in an interactive way the key factors of effective presentations.
FIELD VISITS, ONLINE TUTORING AND DEVELOPMENT OF 24 BUSINESS PLANS

The IE Business School’s tutors went to the different countries and met with their respective tutors (women entrepreneurs).

They worked together for a week on the different goals:

- Tutor to get a better on-site understanding of the business activities
- Identify strengths and weakness of the business
- Determine which areas the tutoring will be focusing on.
- Define the next steps and action plan for the online tutoring: elaboration of the business plans.

MID-TERM EVALUATION

Objective

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

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

Efficiency: 85%
Globally, the efficiency was very satisfactory. Thanks to FAS and IE anticipation, the issues of technical and technological challenges faced by post-conflict countries were curbed by providing tutoring instead of online training. The underperformance identified in the financial arrangements and the lack of financial resources impacted the implementation of Phase II Project.

Effectiveness: 90%
The general assessment of the effectiveness of the programme was excellent as beyond the effectiveness component, the Training and Mentoring Program for Women-Led Businesses Project already produced effects in terms of its overall objective. It appeared from analysis and field visits that the Training and Mentoring Program for Women-Led Businesses Project was an effective programme with immediate effects.

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

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

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

PHASE III: EXECUTED ACTIVITIES

This 3-day training workshop aimed to provide the WLB participants with best practices in negotiation in order to achieve better agreements in their business environment and to professionally present their business plans to potential investors and institutions. The Workshop was hosted by Casa Africa, a regional office of the Spanish Cooperation in Las Palmas which aims to build and improve cultural, social and economic partnerships between Spain and African countries.
The Workshop, delivered by professors from the Centre for Diversity in Global Management of IE Foundation, was also a good opportunity to introduce the Mentorship Programme.
The training sought to achieve the following objectives:
- Improving women entrepreneurs’ access to networking and partnership;
- Empowering women with negotiation skills in order to be able to defend their business plans;
- Presenting 17 business plans to a jury composed by specialists;
- Identifying and training mentors;
- Developing a mentors’ network;
- Developing an online formal training material to support the mentors;
- Choosing 10 best business plans to be presented during the Investment Panel;
- Documenting the training to capture the history of the women participating to ensure best practices sharing.

Negotiation Workshop, Casa Africa, Las Palmas, Spain

Round table and Award Celebration
The workshop ended with the awarding of the 10 best Business Plans out of 17 presented. They will have the opportunity to be discussed during the upcoming Investment Panel which will include a group of investors and private financial institutions that might be interested in financing the expansion of some of the projects.
The Jury met in private and voted on the business plans based on predetermined...
criteria, taking into consideration the quality of the project and the participants’ presentation skills. The outcome of the meeting was the nomination and award ceremony of the 10 selected participants.

- **Bioessence Laboratories**, Senegal, Ms. Mame Khary Diene
- **Clean A99**, Rwanda, Ms. Appolonie Kalinganire
- **Eve’s Eden**, South Africa, Ms. Eva Ntseane
- **Gaia Enterprises**, Liberia, Ms. Anyaa Vohiti
- **I.M.A.L.**, Mozambique, Ms. Amelia Macassane Zambeze
- **Leaps Media**, South Africa, Ms. Nomalizwe Radebe
- **Maria Distribution**, Senegal, Ms. Mariama Mbodji Diouf
- **Muyisa Farming**, DRC, Ms. Suzanne Mutamu
- **Proserv-Lda**, Mozambique, Ms. Leticia Klemens
- **Kasawa Fashion**, Liberia, Ms. Tina Jatei Kpan

**Introduction to the Mentorship Programme and meeting with the partners, 9-10 November 2010, Geneva**

Femmes Africa Solidarité and Instituto de Empresa, with the support of the Government of Spain organized a half day meeting with the international mentors of the Women-Led Business programme on 9 November 2010. The main objective of the meeting was to brief the international mentors on their role in the WLB programme, which is to assist the women entrepreneurs in their business development, to guide them in their social progress, and to help them with the legal and market particularities of each country for a period of at least 12 months; secondly to meet some prominent personalities from the diplomatic corps to get their support in the programme.

From the left: H.E Khadija Masri, Ambassador, Permanent Observer at the AU and the UN office in Geneva; H.E. Bente Angelene Hansen, Ambassador and Permanent Representative of Norway to the UN Office in Geneva; Hon. Mohamed Sahnoun, President of Caux Forum for Human Security, Initiative of Change.
Diversity in Global Management at IE Business School, focused and opened the debate on:

- Understanding the mentors’ role;
- Identifying common barriers faced by women entrepreneurs in different regions, and discussing the best instruments to help women progressing in their business;
- Helping mentors assist individuals in identifying their personal career goals and drawing up personal plans.

On the 10th November, a Women-Led Business delegation, composed of Ms. Diop, Ms. de Anca, mentors and participants, went to visit some of the potential partners of the programme:

- The Permanent Mission of Spain to the United Nations Office at Geneva,
- United Nations Conference on Trade and Development,
- International Labor Organization,
- World Economic Forum,
- Business and Professional Women Network
- Gender Equality Project

As part of the Networking activity of the programme, the meeting aimed at involving the Social Entrepreneurship and Philanthropic sector in the Women-Led Business Programme, in order to build strategic partnership in preparation of the Investment Panel in February 2011.

The activity led to the renewal of the collaboration with the International Labor Organization. Mr. Charles Dan, ILO Regional Director for Africa, suggested a partnership with the Women-Led Business programme in occasion of the upcoming 17th “Gender is My Agenda” Campaign (GIMAC), to be held in Addis Ababa on 24-26 January 2011, on the theme of Social Economy as an opportunity for entrepreneurship and women’s economic empowerment.

Thanks to this collaboration, some of the participants will have the opportunity to share their experiences and best practices with the GIMAC network.

Attendees to the Mentorship Program which took place in Geneva, Switzerland
COMMITTED MENTORS’ PROFILE

AMANY ASFOUR, Egypt

In her academic career, she is a Lecturer of Pediatrics at the National Research Center of Egypt. She joined the private sector as a student at the Faculty of Medicine. She established the Egyptian Business Women Association in 1995 with the objectives of promoting young generations of Women Entrepreneurs and providing guidance for women business owners of Small & Medium enterprises. She directed her activities toward Economic Women Empowerment, Capacity Building, Development of Human Resources and stress on equal opportunity for girls and women for education & training and promotion of Women in Science and Technology. Due to the importance of civil society organizations as a partner of development Dr. Asfour was elected Chair of Human Resources, Science & Technology Cluster in the AU - ECOSOCC (Economic, Social and Cultural Council) of African Union.

MARK STEEVES, United Kingdom

Mark is the founder of Samphire & Associates Ltd, which invests in Africa and other emerging market related businesses. The company offers advisory services based on management’s wide experience of multinational management, product development, growth management, strategic positioning, company start-ups, succession planning and SME sale & purchase. Mark has spent thirty years working on the African continent. Mark is a non-executive director of Phoenix Africa Development Company Ltd and of the Business Council for Africa. He sits on the Development & Fundraising Committee of the Geological Society.
Thandi Orleyn is a director and shareholder of Peotona Group Holdings, a South African investment company. She serves as a non-executive director of various boards including the South African Reserve Bank, Toyota SA, Implats Ltd, Reunert Ltd, ArcelorMittal South Africa Ltd, Freeworld Coatings Ltd and Ceramic Industries Ltd. She is also a mediator and arbitrator, an Adjunct Professor of Law at the University of Cape Town. Thandi was an attorney and regional director of the Legal Resources Centre, National Director of the Commission for Conciliation, Mediation and Arbitration and director of Eversheds. She holds a BJuris (Fort Hare), BProc and LLB (Unisa).

Andreas Heinecke, phD, is the founder and CEO of Dialogue Social Enterprise (DSE), a Hamburg based social enterprise with team members working from Italy, India, France and Bulgaria. The objectives of DSE are to create jobs for disabled people and to change the mindset towards otherness. This happens through exhibitions such as “Dialogue in the Dark” or “Dialogue in Silence” and Business Workshops. Andreas won various awards and became the first "Ashoka-Fellow" in Western Europe in 2005. Two years later he was nominated “Outstanding Global Social Entrepreneur” by the Schwab Foundation. In 2008, Andreas was nominated as a member of the World Economic Forum’s Global Agenda Council on Social Entrepreneurship.

Jean Ayoub is senior executive in International and Humanitarian Affairs with over 25 years of experience in development cooperation, disaster, people and program management. With successful track record as a leader, change manager and strategist, he has substantial experience in working for large and complex membership organizations, providing them with vision, solid situation analysis and strategic thinking. He is an expert in teambuilding and team management working in diverse and multicultural settings, and he has travelled to more than 140 countries across the world for field visits as well as for evaluation and assessment missions.
MARÍA EUGENIA GIRÓN, Spain

Maria E. Girón is an entrepreneur with over 15 years experience in luxury good retailing. She has led and operated successfully concepts and successfully advised numerous luxury companies on strategic development and brand building. She led the management buy in of Carrera y Carrera in 1999. Within the span of 6 years she conducted a turnaround of the company that resulted in going from loses of 2 million euro in 1999 to operating profit of 4 million euro in 2005 and from stagnant growth, to compounded sales growth of 20% over the five year period. She started her professional career at First Chicago Bank as a financial analyst. Later, during her time at Harvard Business School, she was involved as consultant with the Guggenheim Museum and Estee Lauder Company. Ms. Girón is member a member of the Advisory Board of IE Universidad and member of the Executive Board of IWF (International Women's Forum) and was awarded as best women executive of Spain in 2004.

GISELE YITAMBEN, Cameroon

In 1986, Gisèle Yitamben completed a study for the African Development Bank, which revealed that women in Africa were systematically deprived of credit because their businesses were too small and they could not provide collateral. Convinced that many of these women could develop into successful entrepreneurs, Yitamben convinced a group of professionals and businesswomen from Douala, Cameroon’s largest city, to support women's entrepreneurship. She established the Association pour le Soutien et l'Appui à la Femme Entrepreneur (ASAFE) which provides business training and development services, alternative financing and access to e-commerce to support thousands of women entrepreneurs in Africa. Today, the organization is actively engaged with technology companies and business incubators to help African entrepreneurs overcome the digital divide, and it seeks to shift the focus from poverty reduction to wealth creation in Africa, from depending on international aid to stimulating national development by cultivating local entrepreneurship.
REGIONAL AND INTERNATIONAL NETWORKING

In order to enhance the visibility of the Women-Led Business project and to expose the women to the international scene, the Women-Led Business participants and the FAS staff have attended a number of international events focused on women Entrepreneurship and Economic Empowerment.

- Women for a Better World Exhibition aimed at strengthening the economic exchanges between African and Spanish women, June 2010, Madrid;
- 16th GIMAC in partnership with ILO on the theme of Social Economy, July 2010, Kampala.
- 17th GIMAC in partnership with ILO on the theme of Social Economy, Addis Ababa, January 2011. During the 3-day event a session on the theme of Social Economy as an opportunity for Entrepreneurship and Women Economic Empowerment was organized by FAS and ILO, with the participation of three mentors who contributed to the success of the session.

THE WAY FORWARD

- Investment Panel, hosted by Hon. Dr. Graça Machel on 9th February 2011 in Pretoria, South Africa;
- Development of case studies to be used in further training;
- Finalization of the website and online platform;
- Final Evaluation and reporting;
- Development of partnerships to support the trained women;
- Implementation of similar programmes with individuals from other African countries.

Participants and IE Professors during a training session in Madrid, Spain.