

**FLOW ENTREPRENEURSHIP REVIEW**  
**COUNTRY: BOTSWANA**



Empowering Women – Ending Violence



Chobe District Council. Photo: Mboy Maswabi  
[http://gemcommunity.genderlinks.org.za/gallery/main.php?q2\\_itemId=55036](http://gemcommunity.genderlinks.org.za/gallery/main.php?q2_itemId=55036)

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## Abbreviations

BOCONGO	Botswana Council of Non- Governmental Organisations
FNB	First National Bank
CBO	Community Based Organisation
CEO	Chief Executive Officer
COE	Centres of Excellence in Local Government
GBV	Gender Based Violence
GC	Gender champion
GEI	Gender Empowerment Index
GFP	Gender focal person
GL	Gender Links
IT	Information technology
NAP	National Action Plan to end violence against women and children
NGO	Non-Governmental Organisation
SADC	Southern African Development Community
ToC	Theory of Change
WEGE	A Women Empowerment and Gender Equality (WEGE) Bill drafted by the
BALA	Botswana Association of Local Authorities
UNFPA	United Nations Population fund
LEA	Local Enterprise Authority
CEDA.	Citizen Empowerment

## 1. EXECUTIVE SUMMARY

During the 2015 Gender Protocol@Work Summit held in Botswana the shy Gladys Simon



stood in front of hundreds of participants and declared: "I have learnt that I do not need a man in my life to survive" She highlighted how she learnt to survive, she suffered with her children after their father deserted her. She had suffered abuse at his hands. In 2005 she had started a Landscaping company as her passion laid in tree planting and she was not able to make any profit out of it. She said she almost gave up on her dream had it not been for GL. "GL gave me a new lease of life. I felt that for the first time the workshop was about making a difference in my life. Unlike all the other training I had attended GL followed us up and cared that we succeeded. I have managed to revive my company. I am

now able to keep the books and save money. Ministers have visited my business and donated much needed equipment in the business. The poverty eradication also helped in getting me the start-up equipment and also linking me up with potential clients. I am now able to encourage and empower others all thanks to Gender Links. My life has improved a lot and I managed to put a roof over my family. I am able to provide for their needs and I no longer beg for help from people." The participants gave her a huge hand of applause and in his speech the Vice president of Botswana Mokgweetsi Masisi applauded Simon for her perseverance. Gladys went on to win under the category of existing businesses surpassing 9 other countries she was competing with.

In 2013 GL set out to test whether economic independence could help to reduce the scourge of gender violence through a unique programme involving life skills and entrepreneurship training for survivors of violence linked to work with local councils. The project targeted 15 survivors in each of 100 councils in ten SADC countries, or 1500 women in total. The pilot councils form part of the 425 Centres of Excellence for Gender in Local Government that follow a ten stage process that includes developing gender action plans with flagship programmes for ending gender violence. In Botswana 10 councils were targeted with 109 women completing the three phases.

Regionally the pilot phase, completed in the first half of 2015, trained 1350 women 109 of them from Botswana. This report is part of the follow up monitoring and evaluation involving a range of qualitative and quantitative tools that revolve around the Gender Empowerment Index (GEI) developed for the programme. The GEI is a composite index based on several questionnaires administered at the start and close out of the programme to measure agency, entrepreneurial flair, relationship control, gender attitudes and experience of GBV.

In Botswana the project ran in 10 councils, Kgatleng, Lobatse, Goodhope, Kanye, Jwaneng, Ghanzi, Maun, Chobe, Serowe and Bobirwa.

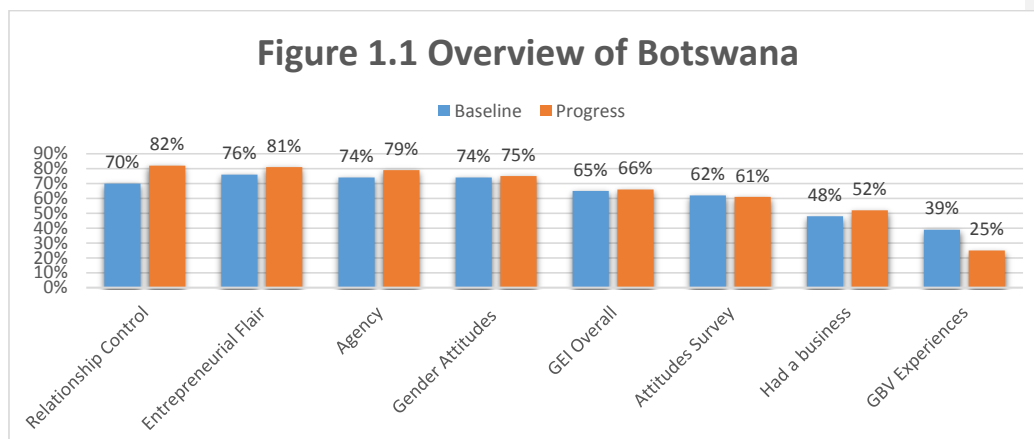


Figure 1.1 summarises the overall results for each of the components of the GEI survey undertaken as both baseline and follow up research. These results are significant because they provide a picture of the results of the pilot programme in the country. They show the potential, even in this short space of time, for entrepreneurship training to enable survivors of GBV to reclaim their lives in a meaningful way.

The most significant change was the reduction in GBV experiences by 14 percentage points (from 39% to 25%). An increase of 12 percentage points in relationship control was also realised (from 70% to 82%). The confidence built means that the women are able to go out and seek available opportunities. There was also an increase from 48% to 52% (4 percentage points) in the businesses started as a result of the training was also realised. This means that there is a possibility of changing lives of that individual and their families. This is lower than the regional average at R796 per month, but nonetheless an improvement in income potential.

The score for entrepreneurial flair increased from 76% to 81%. This can be attributed to the high levels of confidence women showed after the programme. Many of these questions, such as the ability to do a cash flow, were likely overstated in the baseline as demonstrated in by women in the workshops. This could also be because 48% of the women indicated they were in business already and therefore may have assumed that they were in control of their finances.

Personal agency increased by 5% and attitudes towards gender equality rose by 1% but relationship control also significantly improved by 12% as already stated.

This implies that overall the programme in Botswana managed to achieve significant changes in personal agency and reduction of GBV in this short span of time. The women were able to take control of their lives despite 52% not yet owning businesses.

At 75%, gender attitudes in the community, as measured by the Gender Progress Score (GPS) increased slightly at 1% point from 74%, compared to the results in the rest of the region in which this increased by a few percentage points. While drastic changes cannot be expected in this short space of time, the outcome points to the need to strengthen gender and GBV action plans in councils to ensure a supportive environment for the programme as well as transformative and sustainable change.

COE councils were selected on the basis of the council's level of participation in the COE process. This was because the project needed the utmost support from the councils. In the case of places like the Kanye Administrative Authority the selection was based on the availability of the clients as it was difficult to get clients in some of the other areas. However going forward it is essential that the vetting of councils, real commitment and resources to do so effectively, be more robust, as the project received varying degrees of support from the Councils.

The higher levels of dropouts than initially planned for could be addressed through a more robust council and participant vetting and selection process before the programme starts in new councils.

Facilitators and participants noted the long periods between workshops and a lack of support between these. This should be addressed going forward when timetables are set for workshop implementation.

Botswana is a country where the largely spoken languages are Setswana and English; it was sometimes difficult for participants to understand the manuals in English and levels of literacy and numeracy varied. Still they felt it was better in English as their children could help them and again Setswana has many dialects which may confuse them. The lectures were delivered mostly in Setswana. Lessons learned on this front need to be built into future programming. Manuals should be revised on the basis of comments and inputs made from facilitators through their experiences and this should include more attention to language and translation.

Where councils have existing entrepreneurship development services, these should be integrated upfront to take on the role of mentorship especially for those businesses with growth potential. The terms and conditions for such arrangements should be clearly understood and monitored. This will provide an opportunity for business that already exist to be mentored during the course of the process.

Another way in which the programme can be strengthened in future is for potential resource organisations in the public and private sector to join as partners from the very first workshop rather than the third one. Negotiating partnerships with potential funding agencies at national and local level should take place at the very inception of the project.

Going forward the selection of, and arrangements made with councils and participants, should be reviewed to maximise the sustainability of the survivors businesses and the programme itself. During the first 5 councils there were a significant number of illiterate women which caused a delay in the program. This was cleared when selecting the next 5 councils as the selection took into consideration the literacy level. Clear and prescribed arrangements should ideally be in place between GL and councils and councils and the participants to strengthen the potential for positive outcomes.

Finally the programme needs more dedicated staff to implement and follow up on the progress and commitment of councils, the women and the external resources which may be available to offer support in the form of mentoring and opportunities. Such a framework will enhance the relationships and operational capacity to effect positive change in the lives of the women.

## **Gender and governance**

GL's work is guided by the 28 targets of the SADC Protocol on Gender and Development that brings together specific targets for achieving gender equality and enhances these through specific targets and time frames. Originally aligned to the Millennium Development Goals (MDGs) the SADC Gender Protocol is being updated and aligned to the Sustainable Development Goals (SDGs).

Many of these targets are still far from being achieved. For example, Botswana took a step backwards when, in its last local elections before 2015 held in 2014, women's representation in council declined from 20% to 18%. Women's representation in parliament also dropped from 25% to 22% in the 2014 national elections, dealing a crippling blow to the 50/50 campaign on the eve of the 2015 deadline and sparking a campaign for a legislated quota for women in political parties.

The next local elections will be held in 2019. While no legislated quota has been adopted, the ruling Botswana Democratic party does not have any quotas to try and increase female representation in parliament and therefore all parties do not feel obliged to come up with quotas. Botswana Congress Party on the other hand has been implementing the 30% women representation in all the party structures.

### **Gender and the economy**

Globally, it is widely acknowledged that the great majority of women live in deplorable conditions of poverty, especially in developing countries. Poverty is complex, with multi-dimensional problems, and it is rooted in both national and international structural domains. Botswana has progressive legislation on the economic empowerment of women. However women still continue to be the majority of the poor and those in the informal employment sector.

Reducing poverty is seen as the world's greatest challenge and in Botswana. Evidence on unemployment trends in Botswana indicates that the national unemployment rate was 26.2% in 2008; 17.8% in 2009/10; 19.9% in 2011/12 and 20.1% in 2013/14 respectively. Female unemployment stood at 31.2% in 2008; decreased to 21.4% in 2009/10; rose to 22.6% in 2011/12; and dropped by 0.2% in 2013/14 to 22.4%. Thus, many women are unemployed, hence the need for increased efforts for them to engage in profitable income generation, thereby promoting sustainable livelihoods and economic independence. The Botswana Core Welfare Indicators Survey (BCIWS) report established that the majority of households living below a dollar a day were headed by unemployed persons especially women. However, in cities and towns they were headed by employed persons (Central Statistics Office, 2010).

The period 2002/3 to 2009/10 was characterised by a decrease in poverty incidence by 11 percentage points from 30.6% to 19.3%. Further, there has been a 36.9% decrease in the proportion of the population living below the Poverty Datum Line (PDL) translating into an average annual rate of decrease of 5.2%. While poverty remains highest in rural areas, the actual improvement in poverty levels, as measured by the annual rate of change, seems to have occurred in this group. During the same period, rural areas experienced a 45.7% reduction in poverty compared to 24.5% in cities and towns, and 21.6% in urban villages respectively. Also noteworthy is that cities and towns experienced a relatively faster decrease in poverty rates than rural urban centres (Central Statistics Office, 2010). Women do not have equal access to the means of production in subsistence agriculture even though they constitute a sizeable number of farmers. In terms of ownership of resources, there is generally a male dominance. Subsistence cattle rearing is the mainstay of the rural economy controlled by men.



Women tend to be up to 30% poorer than men: "An even larger poverty differential exists between female- and male-headed households: from 40% for the MPI to more than 100% for income. Government has prioritised eradication of abject poverty by developing a Poverty Eradication Programme under the Office of the President since 2008, which some of the women in the entrepreneurship project were able to benefit from. There is also a Presidential Task Force on Poverty comprised of five Cabinet ministers.

### Gender justice

Gender based violence (GBV)<sup>1</sup> levels in Botswana are unacceptably high for a country that is considered peaceful.

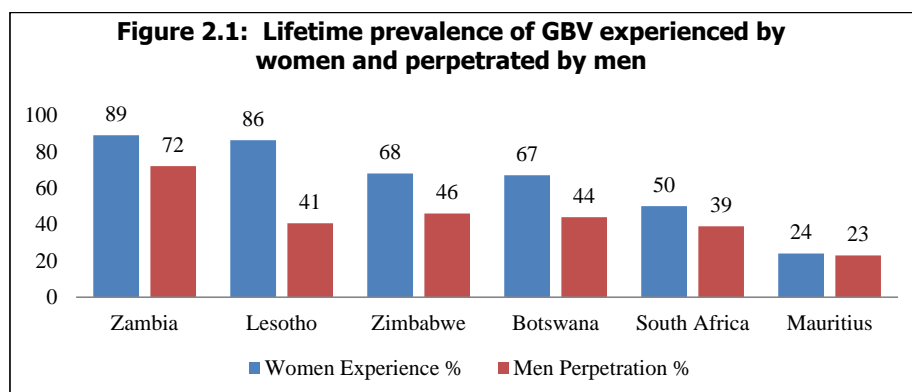
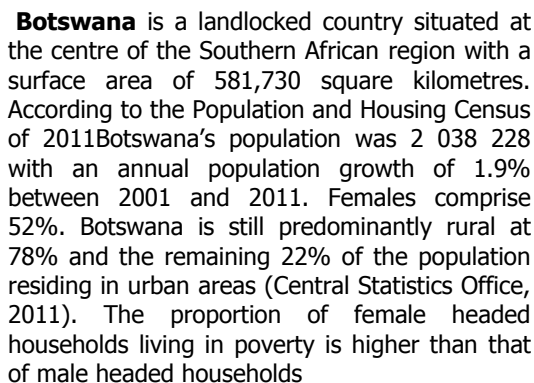


Figure 2.1 shows GL's GBV Baseline Studies in six Southern African countries (covering four provinces in South Africa) measured the extent, drivers, effect, cost, prevention, protection, programmes and participation in the fight to rid our region of this scourge.

<sup>1</sup> GBV in this leaflet refers to any act that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivations of liberty, whether occurring in public or in private life (*Article 2 of the 1993 UN Declaration on the Elimination of Violence against Women*).

## Botswana

## Botswana



GL is a non-profit Southern African organisation headquartered in Johannesburg, with offices in ten of the 15 SADC countries. The Botswana office was opened in 2008. GL is committed to an inclusive, equal and just society in the public and private space in accordance with the SADC Protocol on Gender and Development. GL achieves its vision through its three inter-related media, governance and justice programmes.

## Gender Links' Theory of Change

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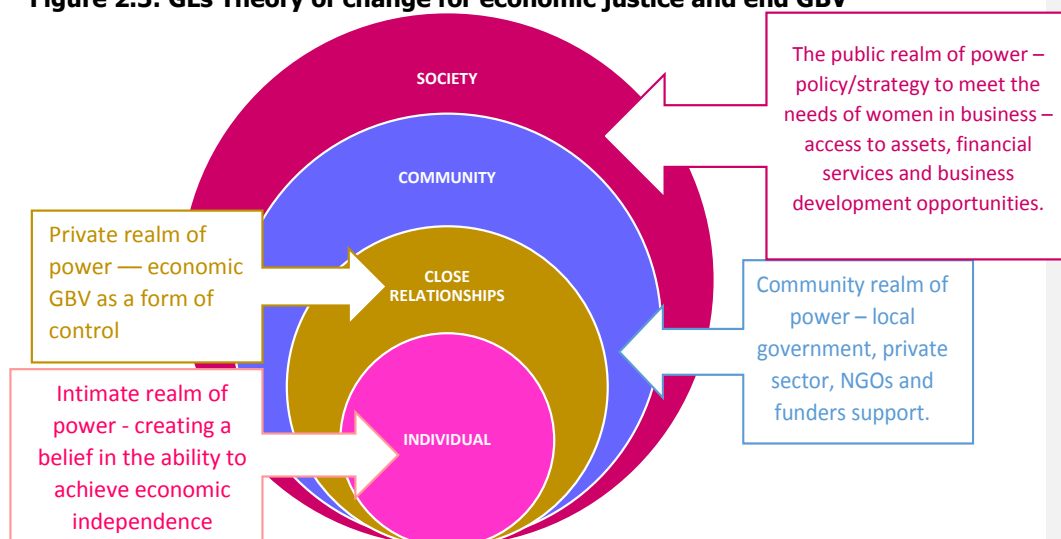
Development with 28 targets to be achieved by 2015. GL works to achieve these targets in its media, governance and justice programmes.<sup>2</sup>

GL's Theory of Change (ToC) is premised on the ecological model which assumes that the vicious negative cycle of VAW can be turned into a virtuous positive cycle by working around different initiatives that target all levels of the model from individual to societal. GL's work in the gender justice programme seeks to "turn around" the layers of attitudes, behaviours and practices at the level of family, community and society through a simple slogan that has been translated into dozens of local languages – "peace begins at home".

Through this programme GL also aims to test the **hypothesis** that economic independence can reduce a GBV survivor's vulnerability to further abuse through the integration of positive personal agency and sustainable economic opportunities, which can offer extended financial confidence and therefore affirmative personal choices.

"Economic dependence traps many women in abusive relationships. Many battered women who do not hold a paying job perceive themselves as incapable of living independently. Often in violent marriages, the husband controls all the finances and secures the family property in his name only."<sup>3</sup>

**Figure 2.3: GLs Theory of change for economic justice and end GBV**



**In terms of the entrepreneurship programme this means:**

- **Individual realm of power;** life skills training.
- **Private realm of power;** taking back economic rights through entrepreneurship training and implementation.
- **Community realm of power;** facilitating support from partnerships with the public and private sectors, service providers of skills and financial support and

<sup>2</sup> <http://www.genderlinks.org.za/article/gender-links-theory-of-change-2013-06-26>

<sup>3</sup> <http://www.alternativestodv.org/aboutdv/whyvictimsstay.html>

funding to support the programme; financial and non-financial services to participants.

- **Societal realm of power;** advocacy for changes that create an enabling environment for women in entrepreneurship.

#### **The role and aims of change at the individual realm of influence and change**

- To develop an understanding of GBV and its impact on the survivor and their relationship with an abuser.
- To develop self-respect and understanding of victimization as a result of GBV.
- To develop ways of building self-confidence and assertiveness.
- To feel positive about planning for the future.

#### **The role of the private realm of influence and change**

- To develop an understanding of financial abuse in a relationship as a form of control.
- To develop skills that can provide an alternative source of income.
- To develop confidence in the ability to support oneself and children.
- Build the survivors confidence to make positive choices in terms of their relationships.

#### **The role of community realm of influence and change;**

- Influence local economic development policies through GBV action plans which focus on the mainstreaming of women in local economic development (LED) and procurement opportunities.
- Influence private sector attitudes towards the economic empowerment of women and reduction of GBV through funding and or in kind assistance.
- Integrate NGOs into the programme especially where skills enhancement or business finance would be available.
- Influence the availability of information for women in business.
- Mentorship.
- Community-based training.

#### **The role of societal transformation**

- Facilitate a framework which recognises the financial needs of women entrepreneurs beyond micro finance.
- Address legalisation and enforcement of women's property rights.
- Create local and regional task forces on access to finance for women.
- Create platforms for consultation with women on the issues they face as entrepreneurs.
- Encourage gender disaggregated data on women in business at all levels.
- Encourage government-led SMME programed with a focus on breaking the stereotypes of women in business.
- Lobby for changes in economic policies to effect financial inclusion policies in countries.
- Enhance the gender appropriateness of financial services, especially for entrepreneurship, recognising the gender barriers faced by women.
- Develop access to finance action plans with central banks, ministries, development finance institutions and credit granters and other relevant stakeholders.
- Effect women's rights to land and property and other productive resources.
- Include provisions to achieve these in the post 2015 agenda.

### 3. KEY COMPONENTS OF THE PROGRAMME

#### Target group

The target group is women 18 years and older, who have experienced GBV, are unemployed or in their own micro enterprises. They can be from both rural and urban environments, in their countries. The participants represent a socially and economically vulnerable group of women who have faced the consequences of abuse and whose lives have likely been challenged by these experiences socially, physically, emotionally, mentally and economically. This project integrates and addresses key elements likely needed to rebuild the lives of these women, taking into account economic dispossession as the forth element of GBV in the private and public domain.



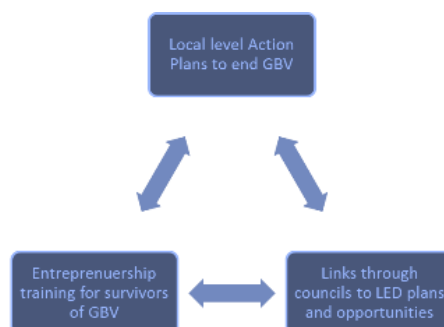
#### Objectives

- To increase women's agency and independence, socially, emotionally and economically.
- To empower them to participate fully in all aspects of their private and public lives.
- To provide them with the tools to realise their economic potential as entrepreneurs.
- To provide women with alternatives to persevering in situations where they experience GBV.
- Break the stereotypes of women in business in emerging markets.
- Connect women with information, services and resources in their own countries to enhance their ability to succeed.

#### The three legs

There are three legs to the project:

- Local level action to end GBV through the Centres of Excellence for Gender in Local Government.
- Identification and training of survivors of GBV in entrepreneurial skills.
- Links through Local Economic Development Plans to opportunities created by the councils.



#### COE programme summary

The COE programme is implemented at the level closest to the majority of people, local government. The programme is designed to enhance policy implementation, action planning and on-site training backed by evidence that informs programme design and implementation. The COE programme focuses on the mainstreaming of gender in local government through a unique, UN-acclaimed<sup>4</sup> model in which councils go through a ten-stage process to become Centres of Excellence for Gender in Local Government, and share good practices at district, national and regional summits.

<sup>4</sup> The COE model is one of seven best practices in mainstreaming gender in Africa featured in a compendium of good practice on gender mainstreaming by the UN Economic Commission for Africa.

Councils in Botswana are rather unique though they operate as autonomous entities at their various localities they remain dependent on the Ministry of Local Government and Rural Development for their operational and recurrent budget. The councils are categorised in five being the City and Town Councils, Main District Councils, Sub District councils, Administrative Authority. All these are according to the population of the given locality. The COEs include all councils located in rural and urban settings.

The COE model is a ten stage process which is described in the table below:

Stage	Process	Principles
1	Meetings with management and political teams and adoption of COE process.	Political support: Getting buy-in at decision-making level.
2	Undertaking a gender audit of the council.	An evidence-based approach: Conducting a situation analysis that is council-specific and will help to address the needs of that council.
3	Mobilising meeting with council representatives and popularising the SADC protocol on Gender and Development.	Community mobilisation through SADC Gender Protocol village level workshops that familiarise communities with the provisions of the sub-regional instrument and empower them to hold their council's accountable.
4	Inception workshop.	Action planning: Conducting council-specific gender and action plan workshops that localise national and district gender policies and action plans.
5	Action planning workshop	
6	Adoption of the action plan.	Commitment: Getting councils to make a public statement about their intentions with regard to the action plan.
7	Media, campaigning skills.	Capacity building through on-the-job training with council officials and political leaders. Assisting councils and communities to apply these new skills through running major campaigns, e.g. 365 Days to End Gender Violence; the 50/50 campaign etc.
8	IT for advocacy.	
9	Monitoring and evaluation	Tracking: Administration of score cards and other monitoring and evaluation tools that can be used to measure change in the immediate, medium and long terms.
10	Summit	Knowledge creation and dissemination: Working to gather and disseminate best practises, case studies, etc. that can be presented at the annual gender justice and local government summit.

GL annually conducts the verification exercise with COE councils as a Monitoring & Evaluation exercise to track the progress of implementation of the process within councils. The exercise takes place with the various COE councils in the various provinces. GL re-administered the Gender Scorecard to track progress. It was also an opportunity to establish the amount of in kind support councils have been contributing towards gender mainstreaming.

The COE councils which implemented the life skills and entrepreneurship project are Mochudi in Kgatleng, Lobatse, Jwaneng, Goodhope, Kanye, Ghanzi, Bobonong in Bobirwa, Kasane in Chobe, Serowe and Maun..

All of the COE councils in Botswana have designated Gender Focal Persons (GFP) tasked with ensuring that gender mainstreaming is implemented within the institutions. The Gender Management System (GMS) structure consists of all departments within the council being spearheaded by the Chief executive of the council and the gender champion who in most cases is the councillor. There is also the BALA women commissioners who are spread throughout the main districts.

All the 31 councils have drawn their action plans and each council is at a different level of implementation. Out of the 31 COE councils who have adopted Gender Action Plans (GAP) 21 are implementing while the remaining councils have not prioritised the adoption and implementation of their plans. Many of the plans remain in draft format, and have yet to be finalised, costed and adopted by the council executive.

### ***Entrepreneurship training***

The first stage of the training provides a combination of life skills training and an introduction to entrepreneurship. This phase is aptly called "Taking charge" and is aimed at building confidence, self-esteem and a belief in a future with the prospect of economic independence.

The second workshop then reintroduces and reinforces concepts and provides further and more in-depth knowledge of business management principles and skills. Topics covered include starting up a business, start-up costing market research, the importance of location, diversity, basic financial skills such as cash flow, record keeping, stock control and funding. The importance of key issues which act as barriers for women in business are also emphasised, such as the prevalence of saturated markets and access to finance.

GL has trained GBV survivors on life and entrepreneurship skills in 100 councils in ten countries to date and aims to link them to local economic development opportunities during the last phase of the current process in 2015 through a process of arranging meetings with potential sources of support in each council. Such partnerships form the backbone and are key to the backstopping of and business development support of those business ideas which have demonstrated sustainability.

### **The programme outline**

<b>Pre training</b>	<b>Outcomes</b>
"I" stories and Gender Empowerment Index (GEI) surveys are carried out with survivors of GBV before the training starts.	These combined instruments provide a baseline on which to measure change over time. Both are repeated.
The GEI measures attitudes towards gender relations before.	
<b>Phase one training (Five days)</b>	
Personal development action plans are completed during this training. A five day course comprises life skills training and an introduction to entrepreneurship and introduces women to computer training. At the end women complete two exercises in developing a business idea. These worked on through the period of the	Goals are set to increase self-confidence and awareness and short term goals
	Women develop insights and skills for personal and enterprise agency

programme.	
<b>Phase two training (Five days)</b>	
A further five day course, provides more in depth training on business management skills such as financial planning, stock management and record keeping. The women continue to work on their business plans over the course of the training	Applied knowledge is learnt to start and/or run a business Business ideas are further developed
<b>Phase three (2.5 days)</b>	
<b>Introduces:</b> <ul style="list-style-type: none"> <li>Further review of business planning and recommendations for mentorship</li> <li>Networking opportunities to identify potential support and opportunities for the women who have completed Phase two.</li> <li>Identifying potential sources of funding in country</li> </ul>	Business plans are assessed for maturity and plans laid to enhance sustainability Groundwork laid for networking, identifying business opportunities and possible sources of funding
<ul style="list-style-type: none"> <li>Monitoring and evaluation (M&amp;E) is repeated with "I" stories and GEI surveys to measure change</li> </ul>	Changes in personal and economic progress is measured

After completing Phase One and Two the participants have a chance to decide what their entrepreneurship goals are based on what they have learnt. This may include:

- **Startin a business** – this may not be the choice for all the women
- **Business Acceleration:** Grow an existing business through mentorship
- **Business Evolve:** Stay at a micro level to create until they feel more confident. Continue to support as a group.
- **Social entrepreneurship:** Pursue sustainable projects that will benefit the community such a recycling cooperative. This will have access to mentorship and provide an opportunity for cooperative projects such as recycling.

### ***Links to support and opportunities***

The programme focuses on a combination of:

- Life skills training including confidence building; writing; public speaking and decision making and understanding gender as a social construct.
- Business skills development such as IT; marketing, market research, record keeping, financial management, developing of business plans, applying for tenders and accessing finance.
- Networking has been introduced as a means of identifying potential support arrangements such as mentorship, for sourcing business opportunities, developing relationships with other businesses in their areas or working in collective to access tenders from local government with local partners.





The importance of key issues which act as barriers for women in business are also emphasised, such as the prevalence of saturated markets and access to finance. This GL project provides a framework for the development of potentially sustainable entrepreneurship opportunities for survivors of GBV through linking them to local economic opportunities through relationship building with local governments and agencies, the private sector, other NGOs, financial services and enterprise support opportunities.

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### Monitoring and evaluation

GL is a learning organisation strongly committed to measuring the impact of the programmes implemented. This includes both qualitative and quantitative research carried out as both baseline and follow up investigations of change. GL employs a set of monitoring and evaluation processes for all its programmes including the COEs. The instruments used are primarily developed in house and freely available on our [website](http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_itemId=56467). The investigations include the collection of personal accounts of GBV; I Stories and the Gender Empowerment Index (GEI) which asks a range of questions on gender, relationships, attitudes, agency, and income and entrepreneurship flair. Key to the understanding of the efficacy of the programme is the need for beneficiary analysis.



Impact Assessment\_ Council Verification in the Jwaneng Town Council for entrepreneurship.

Credit: Mboy Maswabi

[http://gemcommunity.genderlinks.org.za/gallery/main.php?g2\\_itemId=56467](http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_itemId=56467)

The qualitative and quantitative tools applied by GL are described in Table 3.1.

**Table 3.1 Qualitative and quantitative tools**

INDICATOR	QUANTITATIVE	QUALITATIVE	WHEN ADMINISTERED
<b>IMPACT</b>			
Levels of women's lifetime and past year experience of GBV	GBV indicators research	"I" Stories or first -hand accounts. These are documented personal accounts of GBV. These also form the qualitative analysis of change in the entrepreneurship programme.	For the entrepreneurship programme these were collected before and after the project to measure change.
<b>OUTCOME</b>			
Gender responsiveness of councils	COE verification – Gender Score Card (GSC)- Councils	Drivers of change profiles are undertaken in the form of interviews with key partners that	Annually in March as a general principle but in the entrepreneurship

INDICATOR	QUANTITATIVE	QUALITATIVE	WHEN ADMINISTERED
	score themselves against 25 institutional gender indicators and use these to benchmark progress	are making a difference. Changing Lives Analysis are interviews with programme beneficiaries to determine impact.	programme this has formed part of the follow up process to understand change.
Changes in gender attitudes	Gender Progress Score	Drivers of Change profiles	Before and after the development of local action plans to end GBV and is also applied to the entrepreneurship programme
Enhanced agency and income	Gender Empowerment Index (GEI)	"I" Stories or first-hand accounts; Changing lives profiles are undertaken as follow up research	These are conducted before and after the programme with the participants to measure changes in their circumstances, income, personal relationships, and business flair and gender awareness.
<b>OUTPUT</b>			
No of GBV survivors trained	Epi –info	No of "I" stories at the beginning and end.	Ongoing

## Participation

Figure 3.1 Participation in workshops regional.

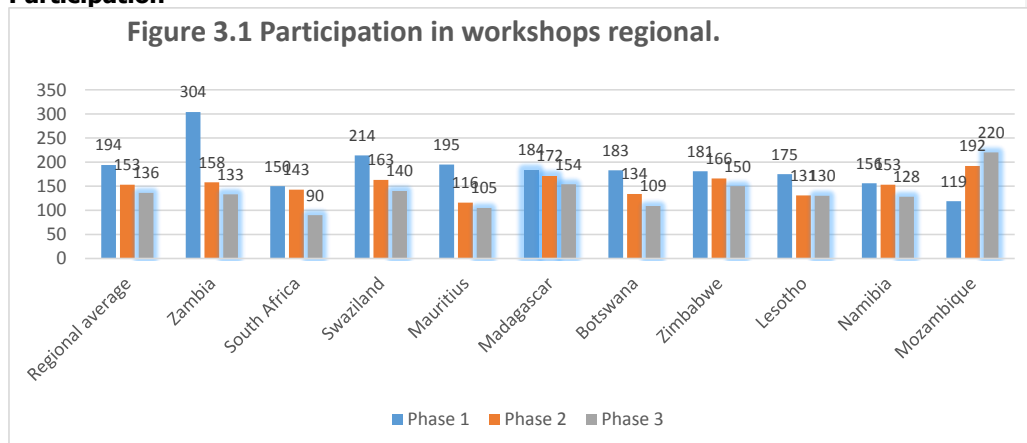


Figure 3.1 shows participation in the three workshops in each of the countries. Overall in Botswana, an average of 194 women participated in phase one (compared to the target of 150); 153 in phase two and 136 in the final phase three: a 70% retention rate. Botswana surpassed the set target of 150 participants and retained an acceptable level of participation in Phase two (134). This dropped to 109 women in Phase three, a 60% retention rate.

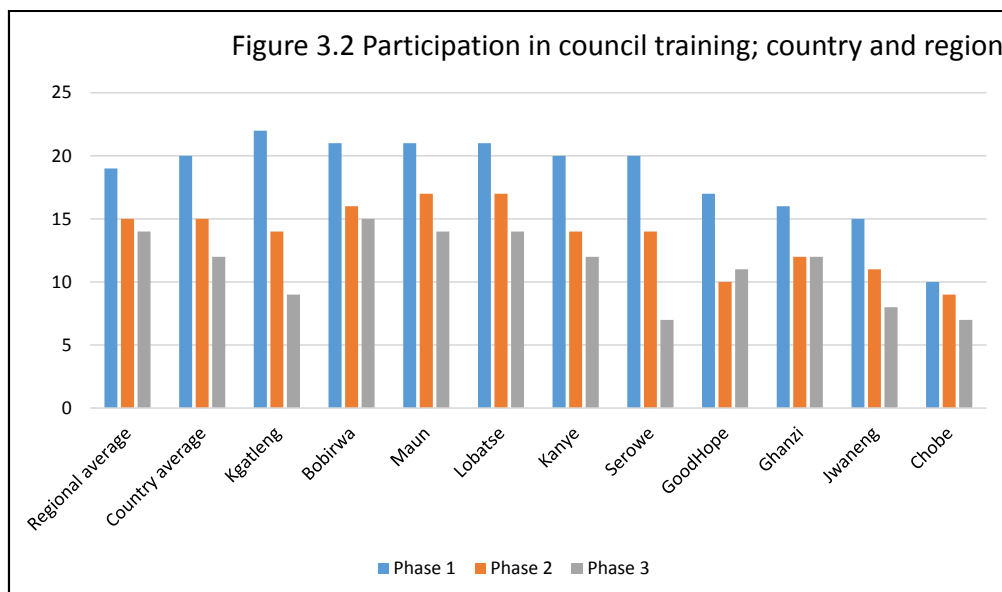


Figure 3.2 demonstrates discrepancies in attendance and participation and can be related to a number of factors such as dropout rates in some councils which occur with women finding jobs, partner interference in the participation and communication by councils to the women who had participated. Some women have indicated that family responsibilities also played a role. The number of attendees has also been affected by council gender representative's commitment to getting the women to workshops.

In Lobatse the support from the gender focal person is high. She helped to identify and motivate women from abusive and poor backgrounds who have embraced the training and made great strides. Business they have started range from saloons, bead making and tailoring. Bobirwa Sub District Council, had a strong programme and consistent attendance despite the limited support from the council. Serowe Administrative authority did not have a designated GFP and this meant the consistency of participants gradually decreased. It was only during the third phase that an officer was officially identified for the role.

#### **Age and educational levels of the participants**

The selection criteria set a limit of 18 years and over for participation. This did not impact on the upper limit of age for women eligible to attend. It is acknowledged that in micro enterprise a number of business practices may not be followed due to a lack of experience or knowledge. The never- too- late to learn principle applies in this case. Very few of the women knew anything about how to mark up and price a product, keep records or manage their cash flow. In follow up I stories women referred to pricing their goods or services and their ability to save as a result.

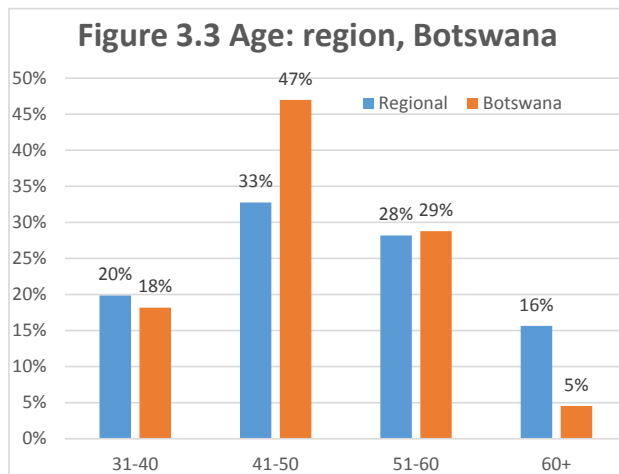
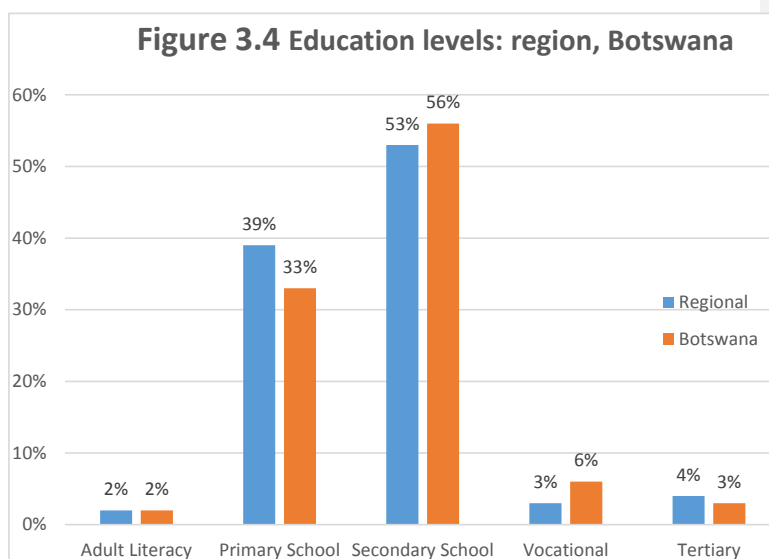


Figure 3.3 shows the age distribution of the participants in Botswana. 81% were over 41, slightly higher than the regional average of 80%. However, Botswana had 5% of participants over 60 years compared with 16% regionally. The age group with most participants were 41-50 years range. From the 'I stories' these are women who have been in the relationships for a very long time and have never gathered enough strength to leave or stand up to their partners.

Figure 3.4 depicts the educational levels of the women who participated in the project in Botswana. Overall, the participants' levels of education in Botswana were almost equal to that in the region. 33% of women had went up to the primary education level. 56% of the women in Botswana had secondary education and 7% had either vocational or tertiary education:



The low levels of adult literacy exposure (2%) is concerning given that for many of the women, levels of literacy and numeracy were impediments to their participation, particularly in rural areas.

#### 4. CHANGE AT AN INDIVIDUAL LEVEL - FINANCIAL AND BUSINESS ACUMEN

At an individual level the qualitative and quantitative research involved baseline and follow up "I" stories or first- hand accounts, and administration of the Gender Empowerment Index (GEI). These tools measure attitudes and experiences of GBV, personal agency and provide insight into the income experiences of the survivors, both as financial dependents and income earners, before and after the programme. This section of the report focuses on the changes that women experienced with regard to their financial and business acumen.

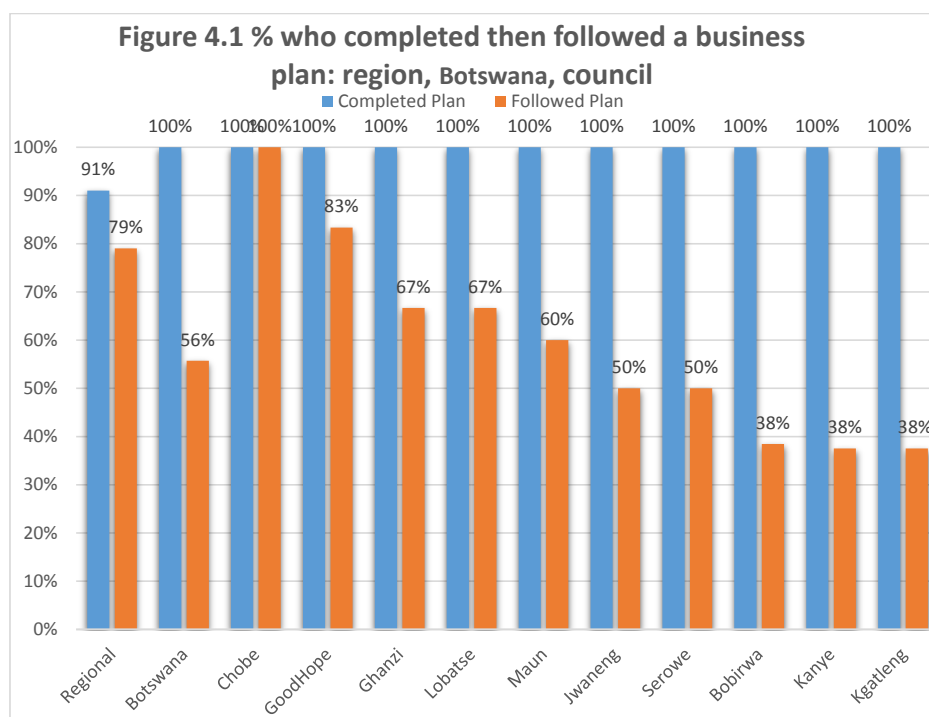


Figure 4.1 shows that 100% of Botswana participants completed a business plan, compared to the regional average of 91%. 56% followed through on the plan, compared with the regional average of 79%. The lower-than-regional-average completion and follow up rate masks important variations between the councils. Five councils scored in excess of 100% for business plan completion. At 100% Chobe achieved the highest follow-through rate. With an average of 54% completing and following through with their business plans, the programme has achieved more than half of the women taking the business planning process seriously.

#### Breakdown of reasons for missing any phase across all councils

Reasons	% of those who did not follow their reporting plan this
Other	
<ul style="list-style-type: none"> <li>My supervisor didn't released me</li> <li>I was pregnant so she had to take care of her baby who was three months</li> <li>I was sick</li> </ul>	43%
Did not have enough time due to other responsibilities eg at home.	14%
I was not personally and emotionally able to attend and participate.	14%

**Figure 4.2 Reasons for not following the plan**

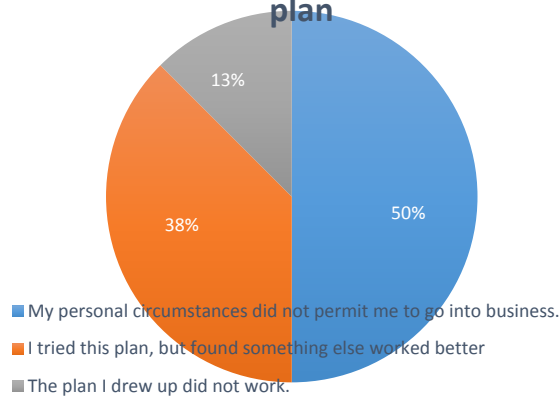


Figure 4.2 reflects the reasons women cited for not following the business plans and the breakdown is as follows:

1. Personal reasons (50%);
2. The plan did not work but found something that worked better (38%); and
3. Lack of funds (14%)

#### Use of IT

Most of the women, who had never used a computer before, highlighted this as a key area of empowerment.

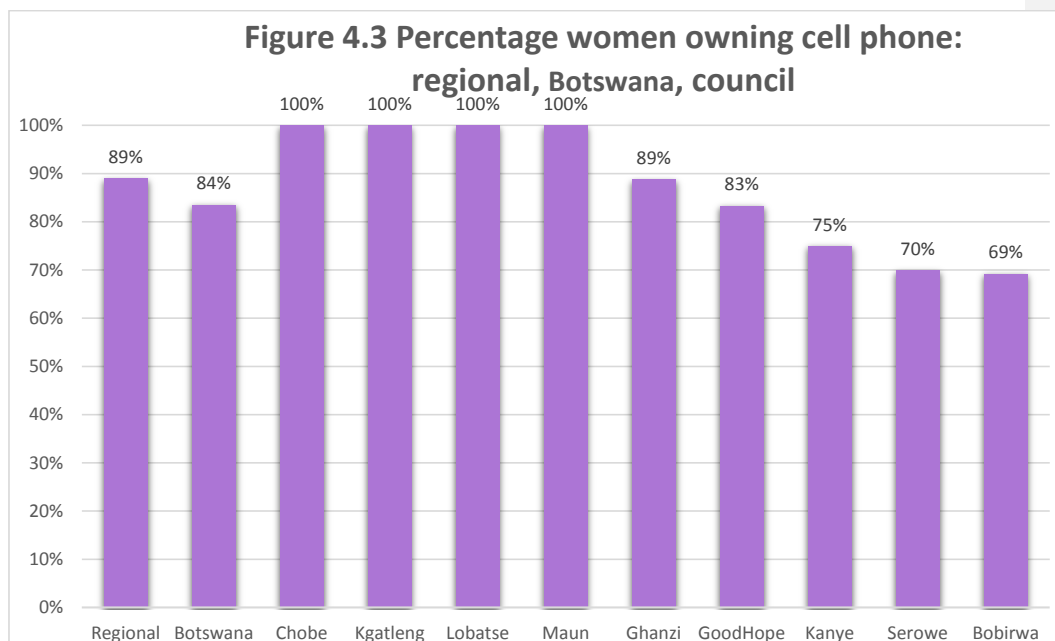


Figure 4.3 shows that in Botswana 84% of the women did own cell phones which is lower than the regional level of 89%. Four district councils Chobe, Kgatleng, Lobatse and Maun were the highest users at 100%. Bobirwa had the lowest score at 69%. This may be attributed to the fact that some of the women were unemployed and could not afford to buy them.

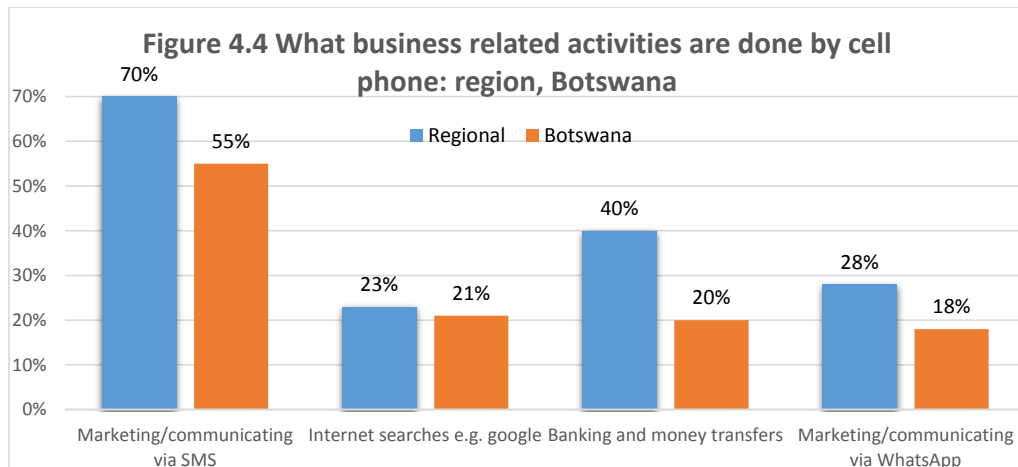


Figure 4.4 shows that at 55%, SMS is the most used in Botswana (compared to 70% in the region), followed by Internet searches at 36% (21% in the region). Banking and money transfers scored 20% (40% in the region) and WhatsApp 18% (against 28% in the region.) There is clearly much opportunity for further development of cell phone usage. The literacy level of the participants has a bearing in their use of cell phones as they mostly use them to call and send SMSs.



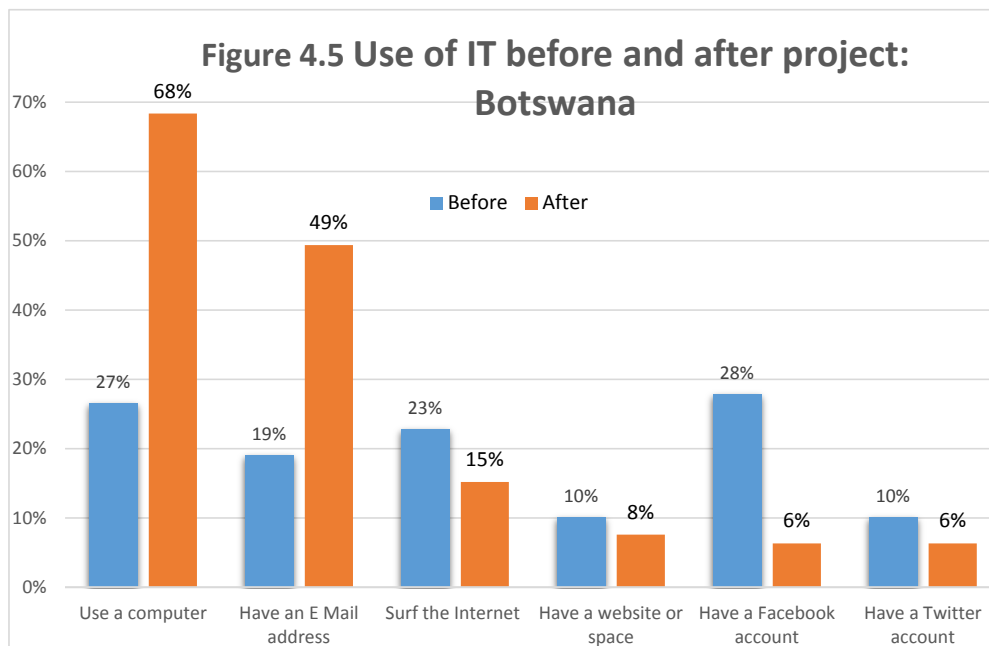


Figure 4.5 shows that 68% of the Botswana participants now use a computer compared to the initial 27%. An increased use of email is evident (49%) compared to 19% at the start.

There is a drop in surfing the net as initially 23% said they were able to surf the internet and this dropped to 15%. The use of Facebook dropped from 28% to 6%; and use of websites from 10% to 8%. One may attribute this to the drop in numbers of women from the initial project to the completion.

"When Tshoganetso (the consultant) told us that we would be taught how to use computers I was very nervous as I had never used a computer before. Never in my wildest dreams did I see myself using one.

"My age and vision were also my greatest worry. When we did our computer lesson it was fun and nerve wrecking at the same time. I did not want to press the button hard fearing that it may break. The facilitator was very patient with us and helped us to understand easily." *Sylvia Monthe from Serowe.*

Breakdown of reasons for not using any IT after the training across all councils

Reasons	% reporting this reason
I do not have access to a computer	61%
It is too expensive	27%
It is too difficult	24%

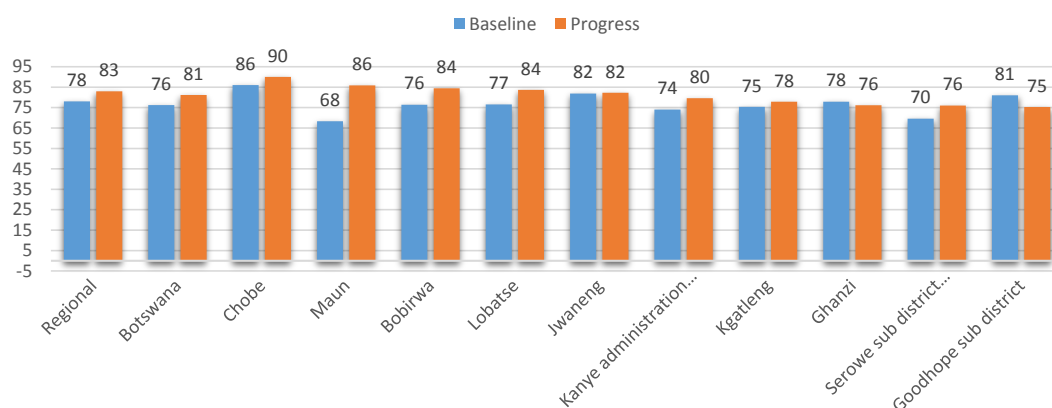


Ssylvia Monthe from Serowe. Photo by Maswabi.  
<http://gemcommunity.genderlinks>

## Entrepreneurial flair

Part of the GEI survey focussed on the women's perceptions of their entrepreneurial flair. These ranged from for example, "I have a desire to succeed in whatever I do, if at first I do not succeed I am prepared to try again" to more technical questions such "I can forecast my income and expenditure."

**Figure 4.6 GEI Entrepreneurial flair: region, Botswana, council**



Region	Baseline	Progress	Variance
<b>Region</b>	<b>78</b>	<b>83</b>	<b>+5</b>
<b>Botswana</b>	<b>76</b>	<b>81</b>	<b>+5</b>
Maun	68	86	+18
Bobirwa	76	84	+8
Lobatse	77	84	+7
Kanye administration authority	74	80	+6
Serowe sub district council	70	76	+6
Chobe	86	90	+4
Kgatlang	75	78	+3
Jwaneng	82	82	0
Ghanzi	78	76	-2
Goodhope sub district	81	75	-6

Figure 4.6 shows that Botswana had an average of 76% for entrepreneurial flair, slightly lower than the regional average of 78% at the beginning of the project. At the end of the project there was a percentage point increase of 5% in Botswana (same as the regional level). Two councils witnessed a decrease in scores, the most significant being a 6% drop for Goodhope from 81% to 75%.

The decrease may be a result of having a better understanding of some of the terms and questions asked after completing the training. On the other hand participants in Maun increased their score to 86%, up from 68%.

### ***Summits affirm good practise***

Facilitators rated business plans for presentations at national and regional summits. The businesses are categorised as start-ups or existing businesses and are judged accordingly. These go on to national and then regional Summits. This motivates participants, extends IT skills to include PowerPoint, enhances confidence through public speaking and recognises efforts and ideas.

In 2015 four inspired emerging entrepreneurs received awards at the SADC Protocol@Work summit in Botswana. Here are two examples of women who came up with unique business ideas that are relevant to their area of Chobe. The women used readily available materials to ensure success of their businesses.



Fanuel Hadzizi from GL buying goods from Sense Mokoti. Photo : Mboy Maswabi

[http://gemcommunity.genderlinks.org.za/gallery/main.php?g2\\_e\\_itemid-52908](http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_e_itemid-52908)

The business I run is that of a cultural home. I am from the Chobe area which is the hub of tourism in Botswana. I realized that in my country there are not many people offering Batswana a feel of the Batswana Culture hence the reason I started the business. I build different traditional houses so that those visiting Chobe can come and see various cultural activities such as pounding mealie meal, cooking traditional food and other activities. Though the business is still starting I feel very proud to be starting up such a business in my locality and hopefully in the long run I will be able to employ others. Winning at the summit was proof that my project has potential" *Sense Mokoti from Chobe; start-up business:*



Gladys Simon showing her flower arranging skills. Evidence Flower.

Photo: Mboy Maswabi.

<http://gemcommunity.genderlinks>

"My business is landscaping and construction. I formally registered it in 2005 but it was not very productive. At one point I even thought of closing in down. But since I started with Gender Links I have been able to re start my business. I have managed to sell my products to the business community in Chobe including government departments and I have been awarded tenders that have helped me to grow my business. In all the places I have done my landscaping I try to recycle and use the locally available resources. In some cases I try to change areas from their original use to beautiful flower gardens. I have also had an opportunity to be visited by dignitaries from

government to see my project. I am able to make enough money to take care of my family. " *Gladys Simon from Chobe; Existing business*

## Business activity before and after the programme

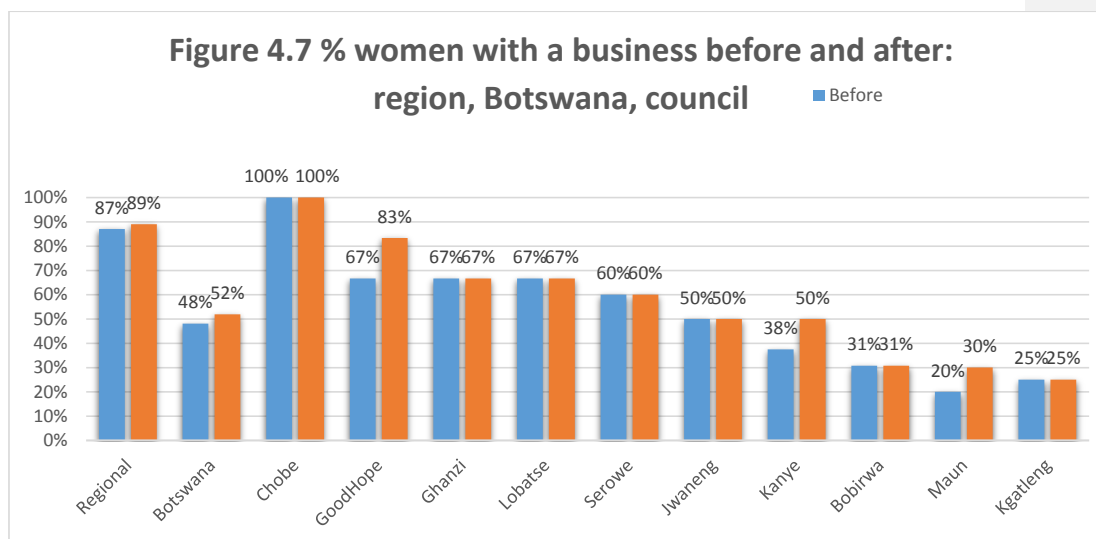


Figure 4.7 shows an overall increase in women with a business in the Botswana from 48% to 52%. Four of the councils recorded an increase in business activity; with Ghanzi, Lobatse, Serowe, Jwaneng, Bobirwa and Kgatleng remaining the same. Goodhope rose from 67% to 83% and Kanye from 38% to 50%. This is not to say that the women remained the same as some grew their businesses while others revived theirs.

However, at 52% overall, Botswana is 37 percentage points lower than the regional average of 87%. A key factor has been the paucity of access to finance opportunities in the councils. Botswana does have a strong entrepreneurship development framework to support emerging businesses however women; especially women in poorer communities and rural areas often times are not able to access the funds due to lack of security.

Micro enterprise finance is scarce compared to many other African countries and there tends to not be a segregation of business development support for different levels and types of businesses.

Some of the COE did not have the infrastructure or market potential for women to set up sustainable businesses. The COE continue to support the women were possible by providing needed materials to start their businesses at the same time referring them to other organisations that are likely to fund them.

Degree of challenges experienced after the training across the 5 areas assessed across all councils

Area Assessed	Not Challenging	Challenging	Very challenging
Apply the information you learned	38%	28%	34%
Keep records of your income and expenditure	33%	24%	43%
Find markets	19%	37%	44%
Access infrastructure like buildings	9%	14%	77%
Access finance	5%	39%	56%

Table 4.1 shows some of the challenges women encountered. Places to trade (77%) and access to finance (56%) ranked highest as barriers to business growth; followed by finding markets at 44%.

The focus group interview in **Gaborone** identified lack to access of infrastructure such as buildings and money as the barriers to getting their businesses started. The late support from the council has been disappointing for some of them because they feel that there has always been a representative from the council in all the workshops but the person did not take enough initiative to get the appropriate role players present. There are opportunities for the women to get funding but they said it has been a slow process though some are still hopeful. Some also shared about the negativity from their partners and family members, doubting that they will succeed. There are not enough places to access funds to start or sustain their businesses especially because they do not have assets to put down as collateral or have full time jobs. *Interviewed by Gomolemo Rasesigo.*

"In **Jwaneng** which is a mining town the women were linked with the business community however, no clear and consistent support has been available for the women for further development. The women keep in close contact with the GFP, who is helping them identify possible funders. Some women in Mochudi were very hopeful as one was in the process of being given a youth grant while the other has been promised assistance from council and the last one has opened a bakery still with the help of council. The focus group in the **North** highlighted the slow response rate of COEs as what hinders progress on their side. In addition there has been a lack of support from the business community and other agencies who feel that the women's projects are too small to support." *Case study by Gomomlema Rasesigo.*

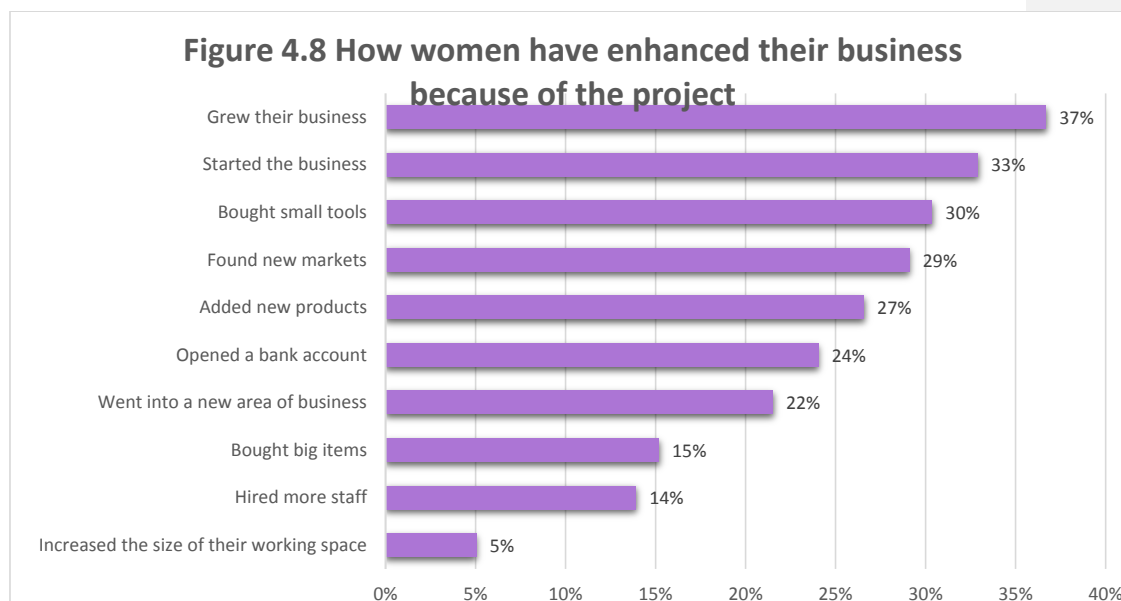


Figure 4.8 illustrates how women have **enhanced their businesses** which is an encouraging result. 33% started a business while 37% grew the businesses they already had. 30% bought small tools to use in growing their businesses. 22% diversified their product base, 29% were able to find new markets while 14% hired staff. Interestingly 24%

opened a bank account to save and control their money. Botswana was lower than the region on all these indicators; for example women opening bank accounts (24%) is 31 percentage points lower in Botswana than in the region. The change may not be much but the women appreciate the lessons learnt and have used them to improve their lives. Many of these improvements reflect how learning from the training has been applied, as reflected in excerpts from the "I" Stories:

**Women have been able to apply what they have learnt:** "I am currently sewing at home to make small funds. My business has not grown but I do make few coins that I bank at the post office. I am trying to save so that I grow my business because have challenges with getting funds to improve my business. I sew all kinds of clothes shirts, trousers, skirts and dresses. With the knowledge I got from Gender Links I always ensure that I do not use all the money for the business to be able to save. I am grateful that now I can support my family I can buy groceries, clothes and school fees. Even though I use it to buy groceries at home I make sure that I keep some for banking. With the knowledge I got I now keep financial records indicating income and payments. This really helps because I am now able to see that I make around P2500.00 and I spent around P1000.00 per month and my profit is P1500.00. Again now I know what to do to grow my business. I have to avoid spending time on one product to attract more customers and ensure the I make the best and most beautiful products." *Cecilia Webb, Ghanzi*

**Skills and have improved business management:** "I had a business that was not doing well due to lack of knowledge on business management. I managed to find work and currently I am trying to save up to get the equipment necessary for my business. I got a lot of help from the Gender Links and I am pleased with the knowledge from the seminars. I took my business plan to the social workers who promised me help in the near future. The physical and health inspector has done the inspection and now I wait for my licence to be issued, I have paid for it all including the business name that was issued at Registry of Companies." *Anna Legotse, Mochudi*

"I was not business minded before I met GL. During the seminars I however brainstormed a couple of business ideas. I have now written down a business plan on my business idea which is a tuckshop. The Maun council has not been able to assist me as yet but I will persevere." *Thato Sitang, Maun*

"I am currently doing my business making floor polish and decorations. I am where I am today thanks to Gender Links and the lessons they gave me on business. The lessons given were very detailed and my children also told me that when I showed them the manual. I have not received assistance from anyone and I am running the business using my own funds. I am hopeful that the council will fund my business so I can grow it. I intend on continuing to learn more on business and continuing to slowly grow my business until I get help from the relevant offices. I do not expect money from any man and this means that there is no violence on my side. If you have no money life becomes very difficult." *Rebabonye Amos, Bobirwa*

**Women opened bank accounts for their businesses:** "During training I learned that I should know the market gap and do research. The courses gave me the ideas of having a bank account and how I can manage my money. The challenges I faced was that my product was from outside the country and therefore was difficult to get it in time to sell to my customers. Before the training I was dependent on my family but after going through the training there is a difference. I can pay school fees for my son and be able to give him all the support he needs. The courses have given me ideas about market research and

market gaps which I apply on my business today. I want to see my business growing. In the near future I would like to have a chain of stores.” Gontle Motang, Goodhope

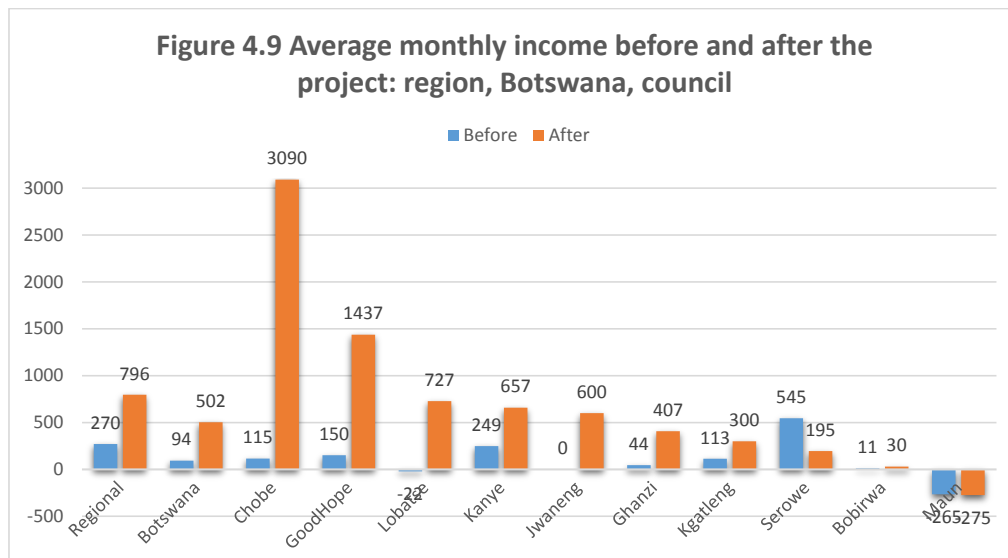


Figure 4.9 shows the average income for Botswana participants in the programme rose from R94 to an average of R502 per month: lower than the regional average at R796 per month, but significant in that overall participants are no longer making losses. Some of the councils recorded significant gains. The average monthly income of participants in Chobe rose from R115 to R3090 per month and Goodhope from –R150 to R1437. Whilst Lobatse only shows an average monthly income of R727 this is from a negative baseline of –R22. Maun failed to register any growth as it remained in the negative. This may be because the majority of the women are still in the process of requesting for business start-up funds.

**Women have been able to save:** “The lessons given by Gender Links have helped me to start my small business and with that I am able to care for the children without asking for help from anyone. What pleases me more is that my children are very happy and safe. I was a model in my community in that when I had problems I was able to seek help. I now give advice to women experiencing abuse and I direct them to relevant service providers. I have also made peace with those people who hated me for telling the truth about my husband’s wrong doings. I am now able to save some money and also provide for my family. I learnt that it is important to market my business and also to be able to buy only the stock that I need for a particular period of time and not to overstock.” *Matshediso Nare, Bobirwa.*

**Figure 4.10 Average assets value before and after the project:  
region, Botswana, council**

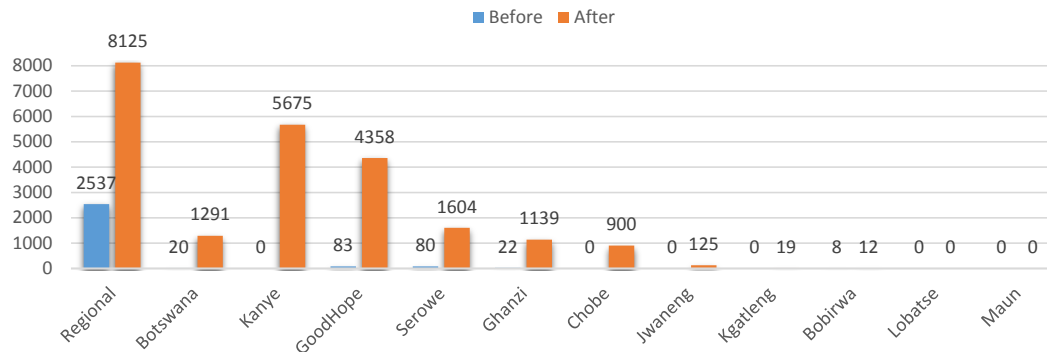


Figure 4.10 gives average increases in assets defined as small items such as pots and pans to larger items such as fridges for businesses. In this Botswana rose from an average of R20 to R1291; lower than the comparative regional figures of R2539 to R8513. Whilst lower, the country has been able to show an increase in the acquisition of assets in this target market.

**Figure 4.11 Perceptions of change in financial status:  
region, Botswana, council**

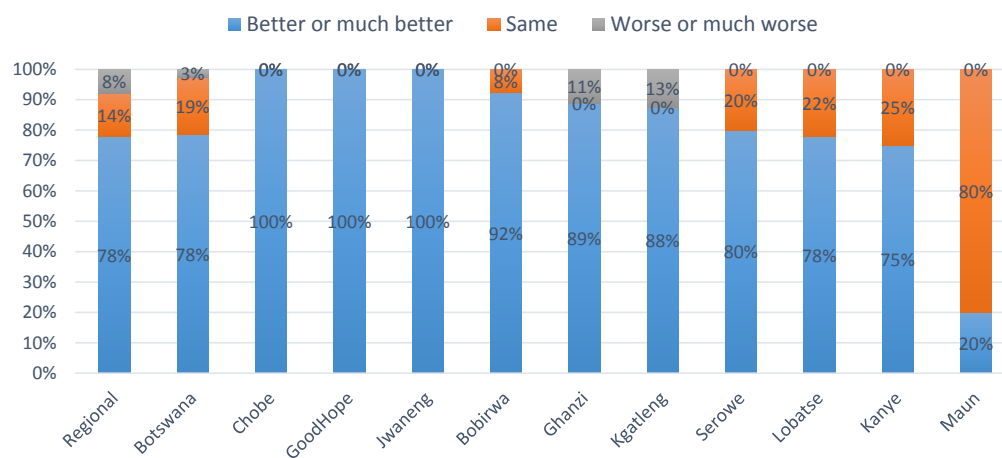


Figure 4.11 shows that overall 78% of the participants in Botswana felt that they are "better or much better" off financially, same as the region. However Botswana reflects 3% as "worse or much worse" lower than the region by 5 percentage points. In all of the councils women reflected a positive perception of financial status since starting the project. This ranges from 100% as reflected in Chobe, Goodhope and Jwaneng to 20% in Maun, which also recorded the highest score the situation remain the same. The two examples that follow reflect the positive changes in women's lives.



**These two stories show that the women not only needed assistance with money but dealing with their abuse and also learning new skills. Women have developed pride and confidence through their ability to earn income:**

"I got introduced to Gender Links in 2013 and I have been fortunate enough to attend all the seminars held. I learned about business start-up and also received the much needed counselling. I was abused both emotionally and physically but ever since Gender Links a lot has changed for the better and I now live happily with my family in peace and freedom. The council has been by my side and helped me to pay for my children's school fees, took me on courses which were about jewellery making and also gave me a tuck-shop; which I use as my source of income. Ever since I make my own money I have a lot more self-esteem and other people value me way more. The tuck-shop I have been given has helped me take care of my family. I now inform people about Gender Links and the services they may get at the organization if they happen to experience abuse of any sort." *Susan Moduku, Ghanzi*.

"Although all the lessons were important to me the ones that particularly caught my eye are how to use a computer, save money and how to ensure development in my business. All this I apply to my current business and has aided me to reach as far as I have come. I already had my business when I started the GL programme and have been able to expand after lessons from GL." *Totnang Gasemodimo, Serowe*.

**6. CHANGES AT AN INDIVIDUAL LEVEL – PERSONAL AGENCY**

The programme aimed to increase the financial and business opportunities for women who have experienced GBV as well as increase their ability to be self-reliant and therefore better able to support themselves or negotiate positive relationships. Each women completed a personal development plan in Phase one and again after completing the training.

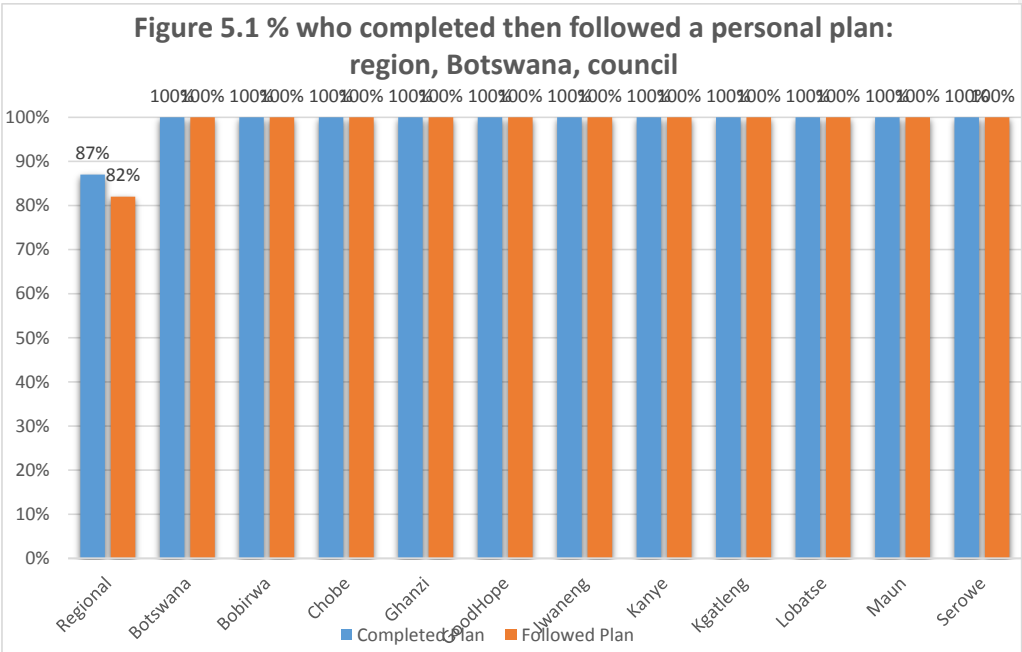
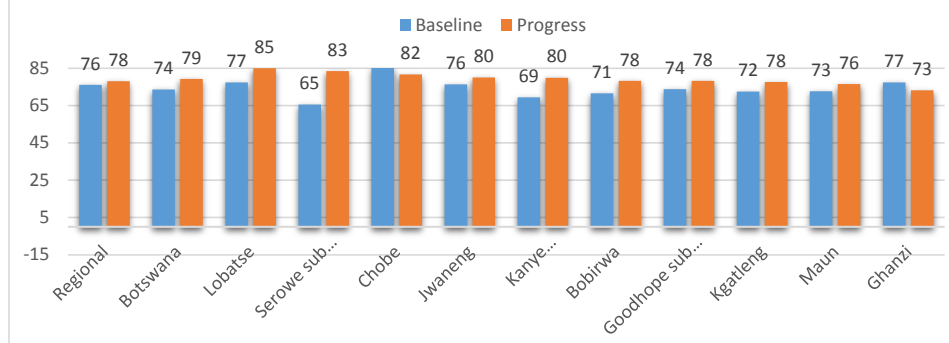


Figure 5.1 shows that 100% women in Botswana (compared to 87% regionally) completed a personal development plan and all (compared to 82% in the region) followed the plan.

**Figure 5.3 Agency score progress versus baseline:  
region, Botswana, council**



	Baseline	Progress	Variance
<b>Regional</b>	<b>76</b>	<b>78</b>	<b>+2</b>
<b>Botswana</b>	<b>74</b>	<b>79</b>	<b>+6</b>
Serowe sub district council	65	83	+18
Kanye administration authority	69	80	+11
Lobatse	77	85	+8
Bobirwa	71	78	+7
Kgatlang	72	78	+6
Jwaneng	76	80	+4
Goodhope sub district	74	78	+4
Maun	73	76	+3
Ghanzi	77	73	-4
Chobe	85	82	-3

Figure 5.3 shows the agency score, administered at the beginning and after the project, included questions answered on a sliding scale from strongly agree to strongly disagree. Botswana's agency score was initially 74 % (2 percentage points lower than the region at 76%). Post the training Botswana rose to 79% (compared to 77% in the region).

These results show significant rises in agency in some of the councils. Serowe rose from 65% to 83% (an increase of 18 percentage points) and Kanye rose from 69% to 80% (an increase of 11 percentage points). Two councils, Ghanzi and Chobe showed a decrease in agency.

Overall the scores and the personal testimonies reflect a positive trend towards greater personal agency, as reflected in the example below:

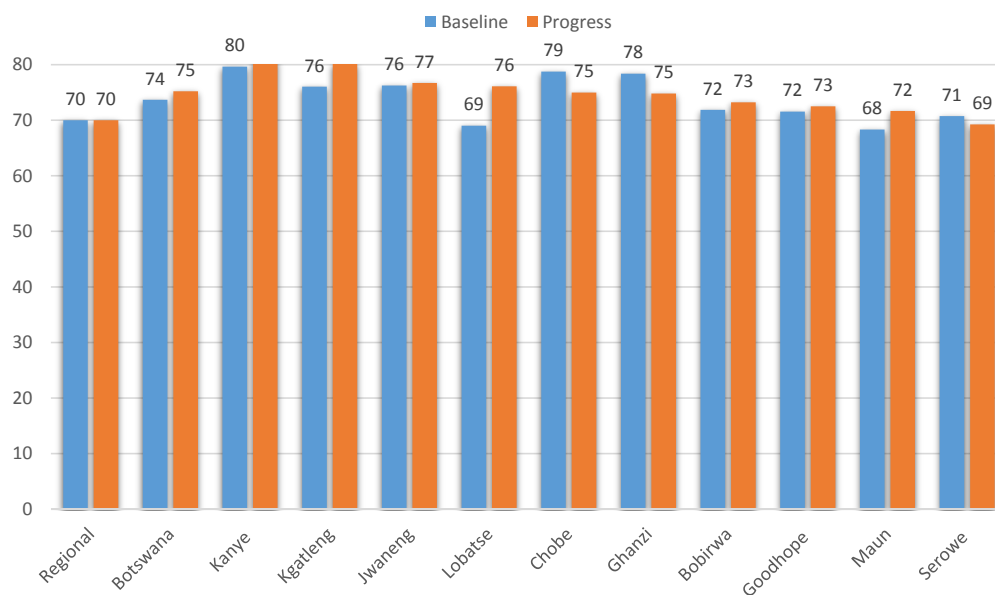
"GL has taught me to be a strong and wise person. My business was not doing well, but after the training I implemented what I had learnt. My business is doing better now and I have also started to save money from my profits. I am looking into finding a more open area where I can relocate to. I take my business seriously now, I contacted the Council but they did not help me, I got help from GL only." *Olebile Moesi, Serowe*



"I had faced many forms of abuse from various people. It was not an easy life for me as I had lost both parents at a young age. I have learnt that I should never allow anyone to abuse me in the name of a love be it a boyfriend, brother or uncle. By being ashamed to share with your colleagues, friends or someone how you live with your partner if they are abusing also made the abuse worse. I felt that when I met with Gender Links I started accepting what has happened in my life. I have influenced people's life as I tell them to recognise their personal strengths and weakness as entrepreneurs and they should identify their business ideas and apply entrepreneurship skills to one of gender based violence survivors. I have since been mentoring other people and making sure I attend all my sessions of Gender Links. It is very important for people to know that abuse happens to people of all ages and all walks of life." *Kgomotso Lekuduba, Goodhope*

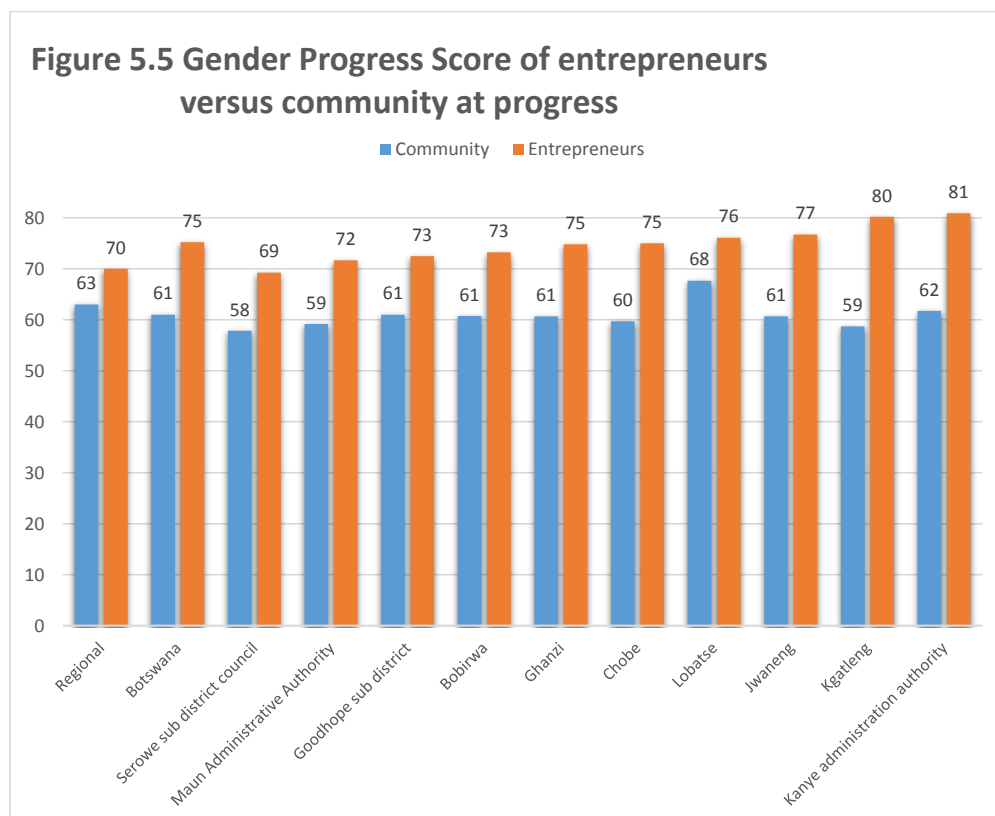
"I was kindly received by members of the organization. I attended all their training. What I have learned was how to run a business, and what to do if I do not want to stay in an abusive relationship. I overcame all the challenges I faced because I was determined to stand by myself and to stop looking forward for somebody's income. I learned that I have to fend for myself and my children as if you do not have any source of income you are forced to depend on a man regardless of being abused by that person. Lessons from Gender Based Violence helped me a lot because before I was always angry, and they referred me for counselling. I am now much better after counselling. I am what I am because of Gender Links as I am no longer under abuse. *Tshepang Goveya, Lobatse*

**Figure 5.4 Gender Progress Score of entrepreneurs progress versus baseline: region, Botswana, council**



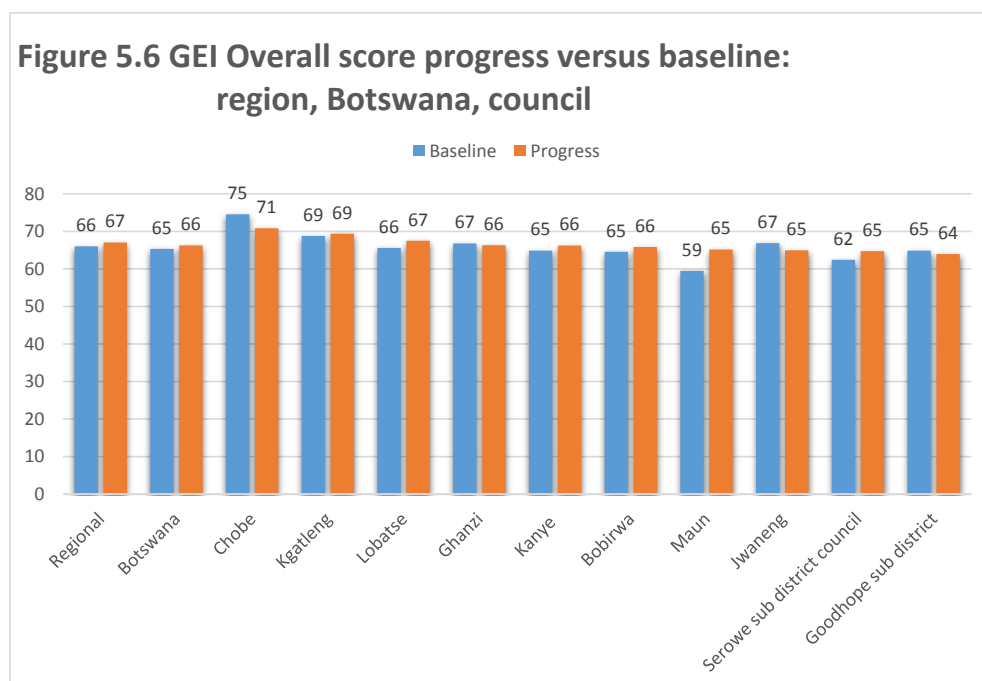
	Baseline	Progress	Variance
<b>Regional</b>	<b>70</b>	<b>70</b>	<b>0</b>
<b>Botswana</b>	<b>74</b>	<b>75</b>	<b>+1</b>
Lobatse	69	76	+7
Kgatleng	76	80	+4
Maun	68	72	+4
Kanye administration authority	80	81	+1
Bobirwa	72	73	+1
Goodhope sub district	72	73	+1
Jwaneng	76	77	+1
Serowe sub district council	71	69	-2
Ghanzi	78	75	-3
Chobe	79	75	-4

Figure 5.4 shows that overall in the region, participants had a GPS of 70% and this remained constant. In Botswana the figure increased by one percentage point from 74% to 75%. The Council with the highest score is Lobatse at 76% (7 percentage points higher than before the project).



	Community	Entrepreneurs	Variance
<b>Regional</b>	<b>63</b>	<b>70</b>	<b>+7</b>
<b>Botswana</b>	<b>61</b>	<b>75</b>	<b>+14</b>
Kgatleng	59	80	+21
Kanye administration authority	62	81	+19
Jwaneng	61	77	+16
Chobe	60	75	+15
Ghanzi	61	75	+14
Maun Administrative Authority	59	72	+13
Bobirwa	61	73	+12
Goodhope sub district	61	73	+12
Serowe sub district council	58	69	+11
Lobatse	68	76	+8

Figure 5.5 compares the GPS of the entrepreneurs with that of their community. It shows that overall in the region the GPS of the women is seven percentage points higher than that of the councils. In all Botswana councils, the GPS of the participants is higher than that of the councils, and in all instances by significant margins ranging between 21% in Kgatleng to 8% in Lobatse. The fact that the women have more progressive views than their community is a measure of empowerment. It raises the challenge, however, that there is still a long way to go for community attitudes to be fully enabling of the changes taking place at individual level.



	Baseline	Progress	Variance
<b>Regional</b>	<b>66</b>	<b>67</b>	<b>+1</b>
<b>Botswana</b>	<b>65</b>	<b>66</b>	<b>+1</b>
Maun	59	65	+6
Lobatse	66	67	+1
Serowe sub district council	62	65	+3
Kanye administration authority	65	66	+1
Bobirwa	65	66	+1
Kgatleng	69	69	0
Ghanzi	67	66	-1
Goodhope sub district	65	64	-1
Jwaneng	67	65	-2
Chobe	75	71	-4

Figure 5.6: The Gender Empower Index is a composite index bringing together relationship control; experience of gender based violence (GBV) in your life time; attitudes; agency and entrepreneurial flair. Overall, this rose from 66% to 67% in the region, and from 65% to 66% in Botswana. The positive trend shows that the programme is on the right course, but that these changes are not an overnight miracle. Five of the ten councils registered gain with Maun registering the highest change (6 percentage points Ghanzi, Goodhope, Jwaneng and Chobe registered negative scores.

**One of the most outstanding *Drivers of Change* stories comes from Lobatse:**



Kelebogile Tshuba making and selling her jewellery in Lobatse.. Photo: Mboy Maswabi.

<http://gemcommunity.genderlinks.org.za/gall>

**"You are never too old to set another goal or to dream a new dream" says Kelebogile Tshuba.**

"During our first training with Gender Links, we were encouraged to share our experiences as a way of healing. One woman told us her husband would beat her for allowing her parents to visit them but when the parents were there he acted as if everything was fine and he complained to them about not visiting. This made me realise that my life's challenges were not as bad as I learnt that other people are more abused, especially by their boyfriends or husbands. Money is always the main cause of this." When she finished her entrepreneurship training, she met different people

who were abused and some believed that drinking alcohol was a solution. She shared with them her experiences and how she got help and the knowledge she gained from Gender Links. She saw a lot of change in some of them because they stopped drinking and they are getting help from social workers. She is helping others to learn how to do beading because that is the business she is currently doing. The project she is involved in is beading and creating products like necklaces and earrings. "The training has changed my life. I feel encouraged to do better and it also made me realise that I can go far with the talent that I have for beading. I am very observant and very cautious of how I do things. Our life at home has also changed, they support me and even help me and I have a ten year old who knows how to do beading. My other son also assists me with book-keeping records, and I am able to sustain my business. This training has also helped me to recognise my ability to



open a business and do it on my own. I managed to get help from a poverty eradication project to assist me in starting my business. I went to training for a week and they gave me start-up capital of P5000.00. I now have a trade licence and run my own business. I am living a happy life and doing very well," she adds "When we were doing the business plan I learnt that we need to have a bank account so that we can keep records of all the expenses and income for the business. I have a company name and certificate, and I have opened an account for the business.

The name of my business is Kelly's beadwork."

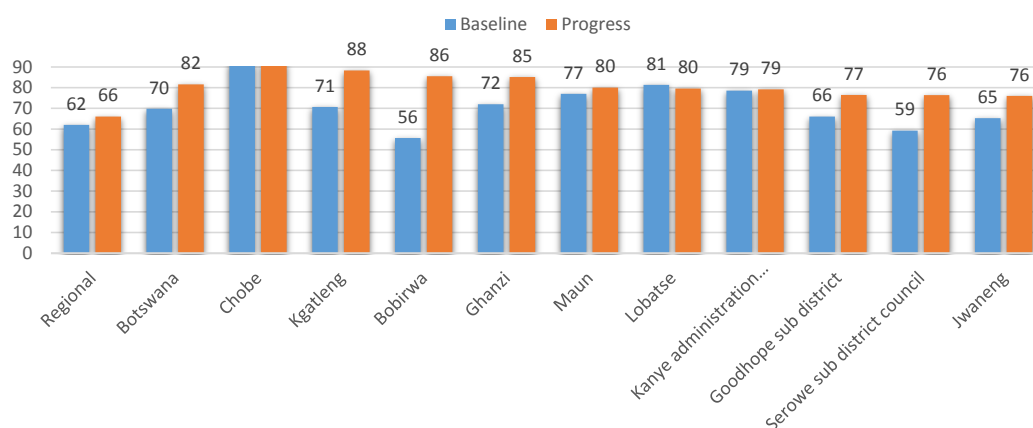
The community has changed a lot and now they show an interest in her beadwork. They buy from her and sometimes assist her to do the beadwork. Some people from the community even come to her for advice, and some have really changed their lives by opening their own businesses such as backyard gardens or cosmetics.

"If Gender Links could assist me to get funding from Gender Affairs it would boost and grow my business. The fact that I did not have a baby sitter for my two year old daughter has been one of the challenges I have had with my journey with Gender Links. My partner was very supportive as he took leave from work so that I could attend this training. In future I believe I will be a very successful business woman owning different businesses all over the country. I send my blessing to Gender Links and hope they are successful in the good work they do in changing people's lives. I also pray and wish all the women who were trained success in their businesses," she concludes. *Driver of Change interview with Kelebogile Tshuba from Lobatse by Keletso Metsing*

## 7. CHANGES IN CLOSE RELATIONSHIPS

Enhancing power within relationships is a key indicator of success in a project that aims to empower women who have experienced GBV. The GEI included a relationship control index in which a higher score means that the survivor has more relationship control, as well as a measure of experience of violence derived from GL's VAW baseline study tool.

**Figure 6.1 GEI Relationship Control, progress versus baseline:  
regional, Botswana, council**



	Baseline	Progress	Variance
<b>Regional</b>	<b>62</b>	<b>66</b>	<b>+4</b>
<b>Botswana</b>	<b>70</b>	<b>82</b>	<b>+12</b>
Bobirwa	56	86	+30
Kgatleng	71	88	+17
Serowe sub district council	59	76	+17
Ghanzi	72	85	+13
Jwaneng	65	76	+11
Goodhope sub district	66	77	+10
Maun	77	80	+3
Kanye administration authority	79	79	0
Chobe	92	92	0
Lobatse	81	80	-1

Figure 6.1 shows that while the relationship control score increased from 62% to 66% in the region this was exceeded in Botswana where the score rose from 70% to 82% which is a significant change. Two councils reflected no change in relationship control being Kanye and Chobe. Only Lobatse reflected a decrease in relationship control by one percentage point, from 81% to 80%. Bobirwa showed strong positive gains from 56% to 86%. Overall council scores also mask important progress at individual level, as illustrated in the examples below:

"After going through the abuse from my boyfriend I turned my focus to the entrepreneurship training that was given to us. I realised that these lessons were a passport to freedom. I attended all three phases. I was also invited to take part in a local TV drama

that was educating people on abuse which aired nationwide on Botswana Television. I have learnt that abuse is very bad and it can affect one negatively. I changed my life after attending Gender Links training. I consider my role in the TV drama series Pelokgale (Brave heart) as my contribution to educating the women of Botswana on abuse. I did have a small financial reward from the acting role and it went a long way in improving my life. I can see a change in my life as I am now employed and take active part in our wellness program where I teach my colleagues about abuse." *Boitumelo Felicity, Bobirwa.*

**Some women have been able to leave abusive relationships:** "I had suffered abuse from my partner but I no longer experience abuse as I took the bold step and left the relationship. I am not involved with any man at the moment and this has made me realise that I can be independent. I help other people in my community who have suffered similar fate of abuse. My life has changed a lot and I am now a happier person and no longer look down upon myself. I am now able to work temporary jobs offered by Government. I freely associate with others. I realise that financial freedom can set anyone free and reduce abuse in one's life." *Francinah Tharape, Bobirwa.*

"I was experiencing



Focus group discussion in Bobirwa.  
Photo: Mboy  
Maswabi. <http://gemcommunity.gende>



with the **KB\_BOBIRWA\_MM**  
motivating and [http://gemcommunity.genderlinks.org.za/gallery/main.php?g2\\_itemid=55165](http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_itemid=55165)  
empowering skills I have

violence from my partner before and for a long time I did not do anything about it. After being part of Gender Links training helped change that because I have my own money and I can work for myself

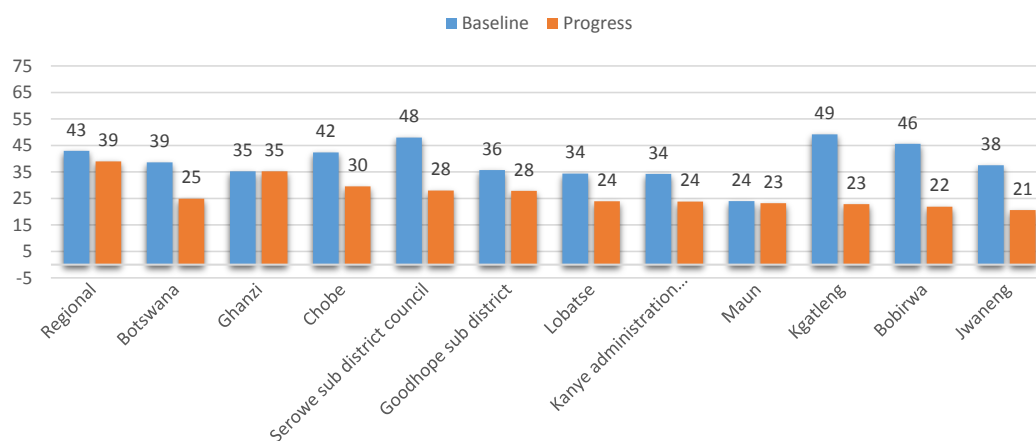
UP-DISCUSSION LEAD BY

gained. The changes I have experienced reflect the way I relate with my family members, for example I have advised them not to believe that even a woman have rights. Based on my experience a link between economic empowerment and reducing gender violence is that you should not let yourself to be abused because if you are abused, you will not see that you are abused even if people can tell you. Before the training, I was having a small business at home of selling small things. At the moment I go to school. The training helped me a lot to be where I am right now because it encouraged me in many things that in life you should not have low self-esteem; always tell yourself that you can manage everything. I have registered myself in many organizations, they can call, for workshops, like LIMID." *Esther Kachana, Goodhope*

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## Changes in GBV experience

**Figure 6.2 Gender Empowerment Index GBV experiences: regional, country, council**



	Baseline	Progress	Variance
<b>Regional</b>	<b>43</b>	<b>39</b>	<b>-4</b>
<b>Botswana</b>	<b>39</b>	<b>25</b>	<b>-14</b>
Ghanzi	35	35	0
Maun	24	23	-1
Goodhope sub district	36	28	-8
Lobatse	34	24	-10
Kanye administration authority	34	24	-10
Chobe	42	30	-12
Jwaneng	38	21	-17
Serowe sub district council	48	28	-20
Bobirwa	46	22	-24
Kgatleng	49	23	-26

Figure 6.2 shows that overall in the region experience of violence in the lives of women decreased by four percentage points, from 43% to 39%. However, in Botswana the experience of violence using this prevalence indicator decreased by fourteen percentage points, from 39% to 25%. This is a very encouraging result.

**Figure 6.3 Change in reported Experiences of GBV:  
regional,Botswana , council**

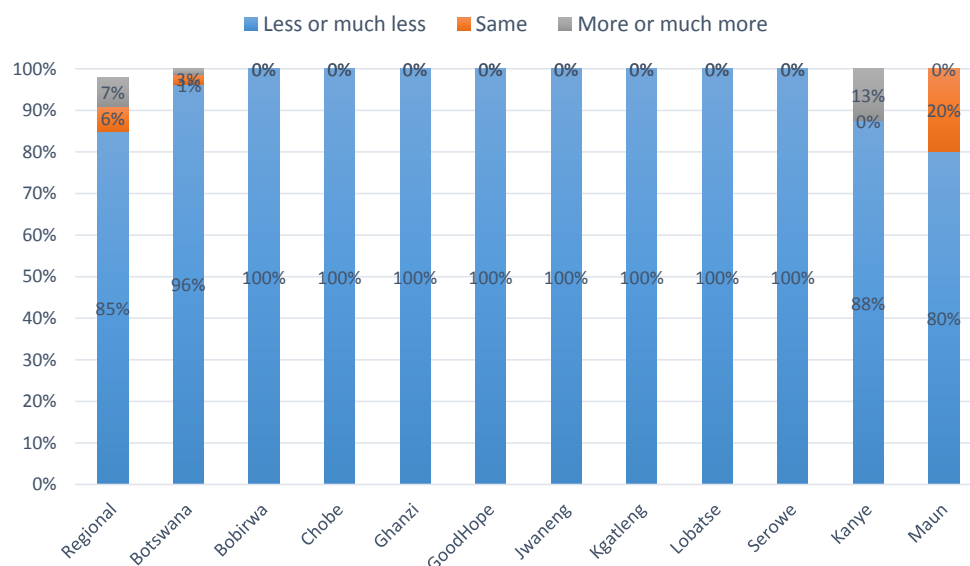


Figure 6.2, shows results from a supplementary GEI administered after the project; which asked participants how they *perceived* the experience of GBV in their lives. The regional score for less or much less abuse (85%) with Botswana showing a higher score at 96%. Violence EXPERIENCED AS MUSH HIGHER SCORED 3% IN Botswana, lower than the regional 7%. A score of 100% in eight of the councils that levels of violence in their lives is now less or much less is encouraging. In Kanye however 13% of the women highlighted that there was much more violence in their lives with 20% in Maun saying that their situation had not changed. What these figures illustrate is that social change, especially at household level, is seldom linear, nor is it dramatic or overnight. What is important is that within the lives of some participants, there is a noticeable change beginning to take place, as reflected in the examples below:

"My life has changed a lot and I am using my experiences to help others. At work whenever I am having conversations with colleagues and realise that they are troubled I encourage them to open up and talk to someone they trust. Those around me have also noticed the change around me, my boyfriend could beat me and drag me on the streets. The police were our regular visitors and that is now the thing of the past. I have now moved to my own place and live freely." *Onalenna Lorato, Bobirwa.*

"I was physically abused by my husband. At the moment I have chosen to move on with my life and experience no abuse. After GL helped me I managed to recognise abusive traits in my husband and pointed them out to him and he changed when he realised what he was doing was wrong although we ended up parting ways. We now live in harmony as my children have accepted that I am a single mother. I have knowledge that the more financially one is the less are the chances of being abused as men are intimidated by independent women and will not take chances. The information has helped me apply for

loans and I am currently waiting for the approval of my loan from the youth loan scheme provided by the government.” *Thato Phatsimo from Kgatleng*

**For some the abuse has not stopped:** “I have been living with abuse from my partner and the abuse is still on going, although it seems he no longer hits me, he still has tendencies of going through my phones and deleting my content, he is boastful and chosers my friends for me. He has a stable job, every month he manages to bring forth money for the children and is able to pay school fees, my family is happy about it. I encourage women who are abused to find helped as I have, I have also encouraged one lady to get assistance from the social workers with her partner, which they did, and they live better together now. People see change in me now; I used to be a regular at the police station, not anymore. GL has helped me to realise the importance of being independent, which made me to start brewing traditional beer and selling it, I'm also involved in a society whereby I cook different kinds of food and sell them. I save most of my profits and use the rest on my family.” *Anonymous, Serowe*

## 8. CHANGES AT A COMMUNITY LEVEL

The perceptions of council support are gained through the inputs of facilitators, participants, focus groups and council's case studies. This is a significant account of the levels of support perceived to be available to the women on the programme. The significance lies in the aim of the project to engage the COE councils to take over responsibility for supporting the women to get further access to support and opportunities at a local level once GL had completed the project.

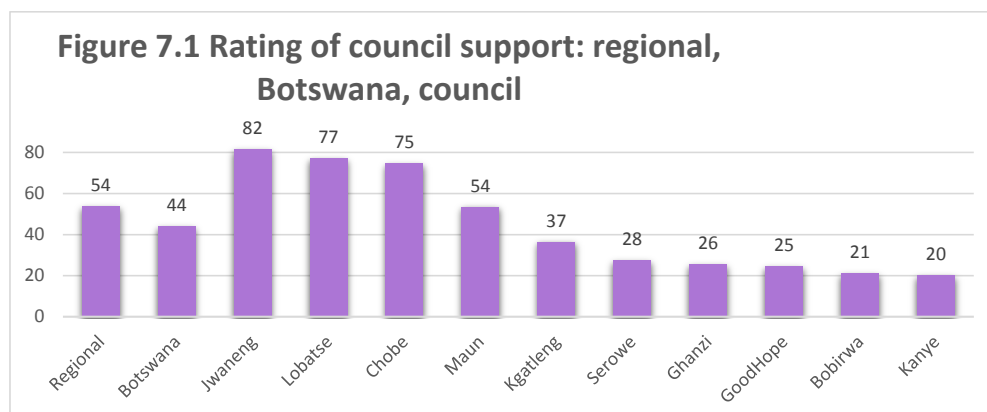


Figure 7.1 shows that at 54% the regional average for council support is higher than the Botswana average of 38%. However, this varied considerably by council. The Jwaneng council received the highest score at 82%. This Council is very active in the pursuit of reducing GBV and has a very active Gender Focal Person Nurse Oaitse who has formed a support group for the women. This may account for the high score.

The Lobatse town council at 77% has a very dedicated gender focal person, chief executive and gender champion and has made great strides in mainstreaming gender and giving support for both the women and GL. "The local economic development (LED) committed itself to assist with linking business for marketing materials, mentorship and training. The council will help create and enabling environment and link the women to the business community within the town. The Lobatse Town Council case study illustrates the difference that a committed council can make.



Lobatse Mayor Malebogo Kruger  
Courtesy of Lobatse Council  
[http://gemcommunity.genderlinks.org.za/gallery/main.php?g2\\_itemId=56486](http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_itemId=56486)

### **The Lobatse Town council walks the talk:**

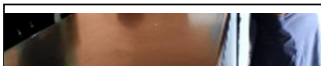
The Lobatse Town Council is one of GL's oldest and most committed partners in the Centres of Excellence for Gender in Local Government programme. An example of the extent to which the council has taken ownership of the COE process is the fact that it now has a full gender committee which comprises of representatives from each department and each member has gender as part of their PA ratings. Not only has the councils succeeded in that but they went further to form a district gender committee, which on annual

basis holds various events geared towards promoting gender equality. In 2014 and 2015 the council won the award for the overall Best Performing COE Urban Council at the National Summit.

The Mayor of Lobatse Town Council who was also the pioneer of the COE process Malebogo Kruger, welcomed the entrepreneurship project: "This training for the entrepreneurship project has been very crucial for the organisation, I remember when our council was informed about this new project. There was a bit of a hesitation at first since we did not want to take on the project and not be able to deliver according to expectation. As a councils we are semi- autonomous and rely on central government for funding. I have always stated that women need to be empowered economically in order for them to be able to support their families. As Lobatse Town Council we have always been behind advocating for gender equality initiatives, especially those that assist women that are disempowered and poverty stricken." As the mayor she initiated the annual women's meeting in Lobatse known as 'Pitso ya bo mme.'

The Gender Focal Person regularly reports to the council on the process of gender mainstreaming including the entrepreneurship program. The gender committee has been given a stand-alone reporting in the full council agenda. The council has also been very instrumental in assisting GL to set up training and workshop venues for the women, and have often availed their own council venues free of charge to GL to utilise. The organisation and planning of the workshops, was also taken and adopted by the council the GFP asked GL to task her with this responsibility and have also utilised their own resources including contacting the participants via telephones to attend the workshops.

Women have been encouraged to apply for economic opportunities within the council. This includes having access to market stalls and also being able to access trading space in the council. Currently one of the women in the entrepreneurship programme has a space there where she sells children's wear. There is also support through the SMME development project which offers services in financial assessment, access to finance, monitoring of business progress and capacity building training. The Council has provided further skills training for the women in relation to the businesses they are interested in. The council hosted a breakfast with private companies and local businesses to assist with the mentorship programme and possible funding. The council has also been assisting women to understand the process of registering their businesses, by inviting representatives from the Commercial and Bye Law department to be part of the entrepreneurship workshops. The main challenge has been access to direct finance opportunities. The council has, however, started a discussion with larger private business and also the banking sector to establish what funding opportunities can be given to women. *Council case study of Lobatse by Gomolemo Rasesigo.*



Gofaone Ntwaetsile\_Ghanzi Emerging  
Entrepreneur in -her shop and restaurant. -Photo"  
Mboy Maswabi. A4  
<http://gemcommunity.genderlinks.org.za/gallery/>

Though Ghanzi scored 26%, the women were not deterred but persevered. One example is



Gofaone Ntwaetsile triumphed and managed to open her own restaurant from the profits that she got from her tent hiring business.

"I was ignorant about abuse, after attending the seminars at Gender Links I realised that I was abused. During this period I am committed to the church as it was the only place I find comfort. I have realised that economic empowerment reduces gender violence as it encourages independence which means you will need not to beg for anything from anyone thus reducing abuse. The training I got from Gender Links has assisted me to start up a restaurant and rent out tents which has been beneficial as I was able to buy a company car and also a residential plot. I pay rent at the business premises and pay my employees generously. I am now able to support my siblings as well as my children. The challenge that I faced was getting starting up capital but I was fortunate enough to get Gender Affairs to sponsor me. I am where I am because of the help I got from Gender Links, the informative information I got about business. The council in Ghanzi has not in any way assisted any of us in our prospects but I remain hopeful that they will one day come and visit my business."

*Gofaone Ntwaetsile, Ghanzi.*

**Designation of respondents to the  
Assessment of Council Support  
Questionnaires**

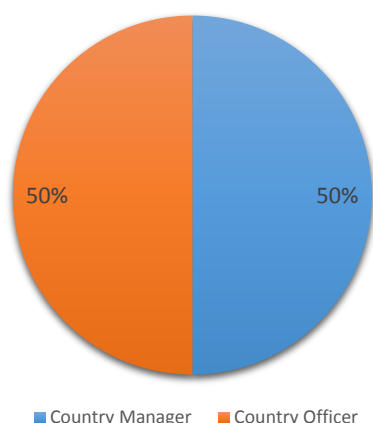


Figure 7.2 Breakdown of rating for council support

Area Assessed	Country Average Score
Helping to identify the target group.	79%
Contribution to organising participants for workshops	60%
Council provision of venues at no or reduced cost	59%
More supportive attitude towards ending GBV in their locality as a result of the project	59%
Strengthening of the council's gender action plan as a result of the project	59%
More supportive attitudes towards women's economic empowerment as a result of the project	58%
Participation of GFP and GC in the workshops ie attended, gave input etc.	55%
Willingness to support the women in between and after the workshops	55%
Input by council staff during the workshops	55%
Assistance by the Council in identifying government services and support available locally	46%
Access to start-up finance	45%
Helping to ensure participation of the same participants at each stage	44%
Ownership of the project	43%
Support for the project at top leadership level eg CEO, Town Clerk, Mayor	41%
Access to council procurement/ sub-contracting possibilities	41%
Assistance by the Council in identifying financial services or funds	40%
Profiling of the project	39%
Additional training or mentorship	38%
Access to market stands	35%
Access to council jobs	34%
Support for opening bank accounts	33%
Assistance by the Council in identifying private sector companies to attend workshops/offer support	31%
Assistance by the council in identifying CBOs and NGOs to participate	25%
Access to computers/IT	20%
Access to land	13%

Figure 7.2 shows the scores for council ratings. The highest score of 79% was given for selection of participants followed by 60% for arranging workshops. Provision of council venues and improved support of gender issues rated 59%. Council support between and within workshop activities scored 55%. Ownership (43%) and support from to leadership (41%) showed disappointing levels of council interaction over all, which should not overshadow the good work done by some.

There is however clearly more work to be done with councils in the programme. Some of the expectations of councils was that they would identify local resources such as business development programmes, funding or training to continue to support the women locally. This scored low and needs to be a factor in councils selection going forward.

## Community attitudes

One of the objectives of the programme is to ensure that community attitudes change, providing a more supportive environment. These are measured through the Gender Progress Score (GPS) administered in each council at the beginning and end of the programme.

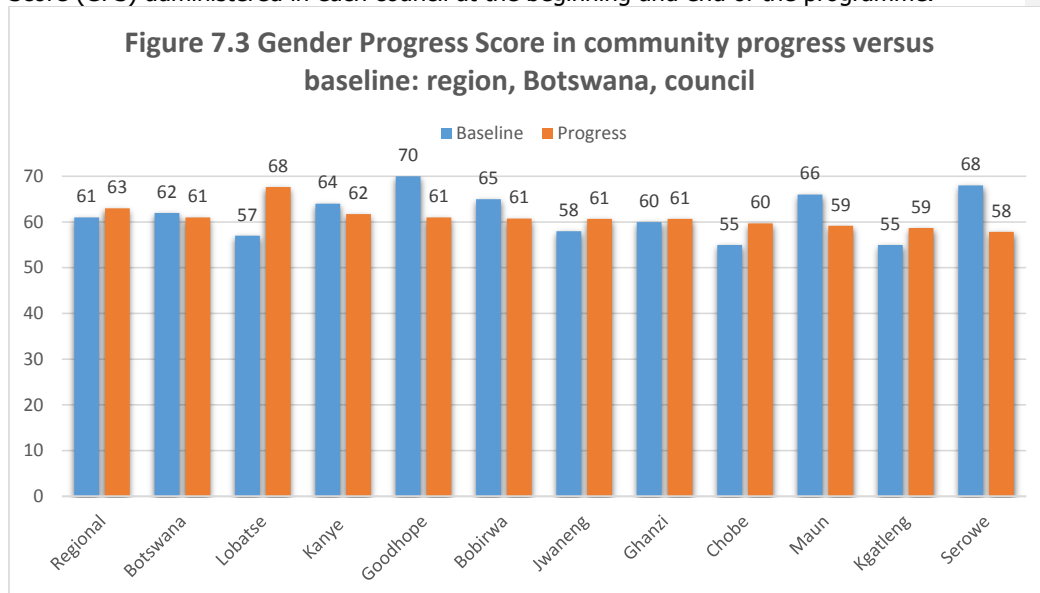


Figure 7.3 shows that overall the GPS score increased from 61% to 63% in the region. The overall average for Botswana dropped from 62% to 61%, slightly below the regional average. Lobatse experienced the highest positive variance from 57% to 68% (11 percentage points). Councils such as Kanye, Goodhope, Bobirwa, Serowe and Maun experienced a regression in their scores. The results point to the need to strengthen council advocacy, gender and GBV action plans. These are long term objectives, but they can and should be strengthened in the programme design.

## 9. CHANGE AT SOCIETAL LEVEL

A key question is what the desired changes at this level are and how do we get there? What are the desired goals in the longer term for the achievement of real change in society to end GBV and liberate women economically?

The programme has provided some evidence to suggest that there is a link between economic independence and a reduction in GBV at the individual and close relationship level. The project has generated interest and provided skills and knowledge to enhance understanding at the local government and community level. The bigger challenge for the long term is the public realm of power which ultimately defines national policy and strategy that impact on the lives of citizens.

The 2008 SADC Protocol on Gender and Development (the Protocol) recognises the centrality of economic justice to achieving gender equality. Of the 28 targets in the Protocol, seven concern productive resources and employment. These include economic policies and decision-making; the multiple roles of women; economic empowerment; access to property and resources as well as equal access to employment and benefits.

**Economic justice** starts with ensuring that resources and strategies adequately serve women's needs. Women have for many years trailed behind in accessing resources that would lead to their economic emancipation. The SADC Gender Protocol economic development targets are very advanced in spite of the many challenges in attaining them.



Women in construction in Botswana. [Photo: Gender Links.](#)

[http://gemcommunity.genderlinks.org.za/gallery/main.php?g2\\_itemId=52153](http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_itemId=52153)

### Support for women in business

The **Botswana** government has provided a macro-economic policy environment conducive to private sector contributions to the economy and citizen empowerment programmes that stimulate economic diversification and growth. Specific economic programmes such as Women's Finance House Botswana (WFHB) and Women in Business Association (WIBA), make a difference to the economic empowerment of women; however, these programmes are inadequately resourced and unsustainable.

The Gender Affairs Department supports women who operate economic projects in rural areas and organises an annual Women's Expo, an exhibition that provides women with a platform to market their products. Local government has a large role to play in supporting women in business as the case with Tutume Sub Council below:

## SADC Protocol @ Work

### Botswana: Tutume Sub Council provides housing to women

[http://gemcommunity.genderlinks.org.za/gallery/main.php?g2\\_itemId=53451](http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_itemId=53451)

Destitute house being built in Tutume, Botswana. Photo: Gender Links

Tutume Sub District has been actively working on gender mainstreaming in partnership with the Botswana Association of Local Authorities (BALA) and Gender Links (GL) since 2014. The council has drafted an Action plan, and uses funds sourced from other votes to address economic empowerment projects for women.

The council has made lasting impact in women's lives especially through provision of housing for poor women in collaboration with Ipelegeng. The council initiative came about as many

women in the council had undeveloped plots which could be developed into income generating businesses for the women. The council built 27 houses in the financial year 2013/2014. Women constituted the majority of beneficiaries. Women learn about income generating projects from council officials and collaborating partners.

Tutume targets survivors of gender based violence in order to help them create agency in their lives. For example, Neo Tshekiso, a registered temporary destitute, now earns a living through a fashion and design project through the help of the council. The council provided her with a home where she lives with her children. She can feed, clothe and even pay school fees for her children. She now is able to sustain her family through the profits from the business. Although she suffered abuse as the hands of her husband, she now lives happily and independently as she is financially independent. Her self-esteem is high due to motivation and support from Tutume local council. Tshekiso is now a motivational speaker encouraging other women as well as a representative for people living with Disability in Sebina Village.

The council activities to empower women include:

- Training and equipping disadvantaged and remote communities with entrepreneurial skills and engaging and introducing them to income generating projects through the poverty eradication programme and economic projects.
- Assisted in construction of houses for the poor.
- Creating awareness on Gender Based Violence in communities and advocating for land ownership for identified destitute persons.

The council encourages women to earn a living through recycled materials. The community has a market day to sell goods produced. (Source: *Excerpt from SADC Protocol@Work case study presented by Tutume Sub Council at the 2015 Botswana Protocol@Work summit*).

### Structural barriers to women's participation in the economy

**Customary and traditional practises** feature very strongly the list of barriers for women to succeed in business; to have the capacity to make and take responsibility for decisions, secure assets and create wealth and access to appropriate financing. Inclusive financial services which recognise the barriers faced by women are critical in opening the availability of women to secure funding.

**Business opportunities for women are largely at the lowest end of the sector.** For women the mostly likely business activity will be in the informal economy operating as micro

entrepreneurs. Their most likely source of funding for these business will be loans from family and friends and access to credit almost exclusively from micro finance institutions. The opportunities for women to access loans beyond the small, high interest bearing group loan services are very limited by a lack of assets to offer as collateral. Women, especially resource poor women, are largely excluded or under services by the financial services sector.

***The vast majority of women in business, especially in developing countries, operate as micro entrepreneurs:*** "The informal economy is an important source of employment and income for women in Africa and elsewhere. In sub-Sahara Africa 84 percent of women are informally employed, as compared to 63 percent of men. The informal economy employs a larger share of the economically active population in Africa. It employs 72 percent of the non-agricultural employment in sub-Sahara Africa and 48 percent in North Africa. One of the reasons for the large share of informal employment is the inability of the formal sector (public and private sectors) to absorb the growing labour force."<sup>5</sup>



Micro entrepreneurship is the most likely business activity for women in the absence of policy and strategy to create an enabling environment for women to thrive. Photo: Mboy Maswati. <http://gemcommunity.gende-link.org/2012/04/20/mboy-maswati-its>

Micro enterprise is largely referred to as the informal economy despite the essential role this sector plays in the financial lives of women, families and economies; especially in developing economies. Government and policy makers pay insufficient attention to the sector.

"The formal economies of many countries in the SADC region have developed only a small segment of the population, leaving the majority to subsist in the informal economy...Predictions that the informal economy would disappear once sufficient levels of growth are reached have proven to be false. Recent figures from the African Development Bank and the World Bank show that an estimated 80% of the population in some member states, such as Mozambique and Zambia, live in extreme poverty. Despite the fact that the informal economy enables many people – particularly women – to provide better quality lives for their families, the importance of this sector remains unrecognised by SADC as a result of the lack of research on this sector and the disunity between informal trade leaders, that results in their absence from policy and democratic processes."<sup>6</sup>

***Gender, entrepreneurship and access to finance:***  
Factors impacting on women's entrepreneurship

<sup>5</sup> [http://www.uneca.org/sites/default/files/page\\_attachments/yeshiareg\\_dejene-1\\_0.pdf](http://www.uneca.org/sites/default/files/page_attachments/yeshiareg_dejene-1_0.pdf)

<sup>6</sup> <http://www.osisa.org/economic-justice/regional/building-organisational-capacity-and-strengthening-voice-informal-traders>

opportunities and growth are largely gender- related and have been well documented. They can be summarised as follows:<sup>7</sup>

**Barriers to access to finance for women:**

<b>Barriers</b>	<b>Outcomes</b>
<b>Legal constraints</b>	The traditional norms and values in many countries prevent women from leaving formal financial options acting as legal persons and from accumulating assets such as property. Such constraints impact on women's ability to: <ul style="list-style-type: none"> <li>• offer assets as collateral which is often beyond the scope of a women's available or limited assets</li> <li>• women are still treated as legal minors in some communities constraining their ability to make independent decisions or contractual arrangements e.g. for funding</li> </ul>
<b>Employment and income limitations faced by women:</b>	Women are still most likely to be employed at the lower levels, least skilled, least influential and lowest paid jobs in the economy and this also impacts negatively on their ability to accumulate assets and equity.
<b>Exclusion from policy making, decisions and influence in financial and economic decision making</b>	Women have largely been excluded from decision-making in both the economic and financial spheres of influence. Since women are largely not in positions of power in these sectors, this has the effect of not fostering a culture which recognises the gender constraints and respects the needs of women. Women are likely to need start-up capital which for commercial institutions are high risk and therefore not supported by gender neutral institutions insensitive to the gender constraints faced by women and there is also very little attempt made to explore alternative risk management strategies better suited to the asset limitations of women.
<b>Attitudes towards women</b>	Male decision-makers often consider the realities of women's lives as adverse and use the multiple roles women play as a justification for declining business credit. In a situation of scarce resources, investors will often go with what they know i.e. men.
<b>Lack of information and exposure to business and finance environments</b>	Women are often not aware of the financial or non-financial support available to them to enhance their business aspirations.
<b>Business maturity</b>	Whilst men and women face difficulties when setting up business, women face additional difficulties such as access to finance. The playing field tends to level out when women's business reach maturity and are able to provide sufficient evidence to reduce the perception of risk associated with gender.
<b>Access to finance</b>	A lack of collateral means that the primary source of funding for resource poor women is high interest bearing and low value micro finance. Banks are mostly not aware that women face gender specific constraints when seeking finance and may adopt a gender neutral position, assuming that this puts women on an

<sup>7</sup> <http://knowledge.cwbusinesswomen.org/access-to-finance-for-women-in-business-paper-by-the-commonwealth-business-womens-network/>

	<p>equal footing.          Women often want to borrow smaller amounts and this may be outside of the minimum loan policies of a bank.</p>
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"An increasing body of evidence shows that appropriate financial services can help improve family welfare and spur small enterprise activity; and that economies with deeper financial intermediation tend to grow faster and reduce income inequality. The introduction and expansion of microcredit across the world has shown that poor women in the informal economy are valuable clients, and that it is possible to serve them in large numbers sustainably. Today, the \$70 billion microcredit industry is estimated to have 200 million clients. At the same time, it has become apparent that women require more than just micro-credit and that they need a range of financial services to generate income, build assets, smooth consumption, and manage risks."<sup>8</sup>

***When coupled with the damaging effects of GBV, these barriers become even more of a challenge:*** The women's "I" stories repeatedly referred to women staying at home and doing nothing because that is what is expected of them or because they do not have confidence in themselves. GBV exacerbates feelings of uselessness and an inability to take control.

**Key policy changes needed include:**

- Governments at all levels need to take a zero tolerance approach to GBV.
- Effectively legislations needs to in place and enforced with effective consequences for perpetrations of GBV.
- Strengthening prevention strategies, increasing awareness and providing adequate services for survivors including the way that the judiciary and law enforcement deal with cases of GBV.
- Relevant government departments need to recognise that a one size fits all approach to small business development for women is reductionist and more effort needs to be made to address different levels and types of businesses to effect appropriate responses.
- Far more attention needs to be made to provide entrepreneurship development skills and opportunities in rural areas.
- Financing institutions should gender disaggregate their portfolios and targets and put in place strategies to better understand and take advantage of opportunities in the women's market.
- Financial institutions should have loan staff that understand the opportunities in the emerging markets and who can communicate with customers in gender sensitive ways and in languages they understand.
- Access to finance for women needs to be broadened and the focus should be on gender appropriate inclusive services and the ability for women access more than group loaned micro finance as their main source of credit for business.
- Women need to have more access to business development services; such services should be more gender focused and also include more female mentors and advisors.
- Financial and non-financial support should be better integrated in terms of purpose and application so that business development support can provide the risk mitigation required by financiers.
- Business development support should be facilitated for micro entrepreneurs as part of micro enterprise specific business development.

<sup>8</sup> <http://www.empowerwomen.org/en/circles/make-financial-markets-work-for-women/women-access-to-financial-services>



- Credit referencing mechanisms should be demystified so that the public can be made more aware of how to positively manage their records and such records should report both positive and negative histories.
- Gender-specific instruments for preferential procurement and enterprise development should be included in country policies and strategies for economic mainstreaming.
- Local government needs to recognise the potential for preferential procurement to facilitate positive change in the lives of women with business aspirations at all levels.

### Reaching out to policy makers at national level

To effect change, GL lobbies and advocates with local governments, key ministries and departments in the governments of all the ten SADC countries involved in the project "Harnessing political and community leadership and commitment—Gender-based violence is a violation of human rights that has serious and traumatic consequences. Political will, leadership and commitment from leaders at the community, national and regional levels is essential for promoting its prevention—ensuring a meaningful response and ending impunity for perpetrators. Advocacy efforts need to continue to urge leaders to amend discriminatory legislation, enact and implement laws and policies that promote women's rights and challenge discriminatory practices."<sup>9</sup> The country offices approach relevant organisations in-country that have some influence in terms of policy as illustrated in the examples that follow:

**Botswana:** GL held a meeting with the Citizens Enterprise Development Agency (CEDA) which is the agency tasked with providing funding and technical support to small business. In a dialogue with senior management GL shared experiences and concerns on access to finance for the women we work with. Botswana's ability to work closely with local government through the close relationship with the Botswana Association of Local Authorities (BALA) has resulted in participants being informed of funding and non-financial support available. The Gender Affairs Department (GAD) invited GL to seek assistance from the department when implementing the project especially in areas where women face high levels of GBV and where the department has officers on site to backstop entrepreneurship training for women. In 2014 Botswana held a breakfast meeting to create visibility and interest in the programme during the Sixteen Days of Activism campaign.



The leadership of the Women's Ministries Department took a bold stand against the abuse of women and girls by marching through the city of Gaborone and presented a petition to the Minister of Labour and Home Affairs in the government of Botswana in 2014.

[http://gemcommunity.genderlinks.org.za/gallery/main.php?g2\\_id](http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_id)

### Reaching out to the private sector

<sup>9</sup> [http://www.prb.org/igwg\\_media/srwgbv.pdf](http://www.prb.org/igwg_media/srwgbv.pdf)

In **Botswana** the major retail chain Choppies offered to train women on chicken farming and offered to make offset agreements for the women to supply local stores. The **Zimbabwe** office scored an important success for private-public partnerships through an MOU being signed with a cell phone company:

**Tutume Sub District Council in Botswana has been actively working on gender mainstreaming** in partnership with the Botswana Association of Local Authorities (BALA) and Gender Links (GL) since 2014. The council has drafted an Action plan, and uses funds sourced from other votes to address economic empowerment projects for women. The council has made lasting impact in women's lives especially through provision of housing for poor women in collaboration with Ipelegeng. The council initiative came about as many women in the council had undeveloped plots which could be developed into income generating businesses for the women. The council built 27 houses in the financial year 2013/2014. Women constituted the majority of beneficiaries. Women learn about income generating projects from council officials and collaborating partners.

Tutume targets survivors of gender based violence in order to help them create agency in their lives. For example, Neo Tshekiso, a registered temporary destitute, now earns a living through a fashion and design project through the help of the council. The council provided her with a home where she lives with her children. She can feed, clothe and even pay school fees for her children. She now is able to sustain her family through the profits from the business. Although she suffered abuse as the hands of her husband, she now lives happily and independently as she is financially independent. Her self-esteem is high due to motivation and support from Tutume local council. Tshekiso is now a motivational speaker encouraging other women as well as a representative for people living with Disability in Sebina Village.

[http://gendercommunity.genderlinks.org.za/gallery/main.php?g2\\_itemId=53451](http://gendercommunity.genderlinks.org.za/gallery/main.php?g2_itemId=53451)

Destitute house being built in Tutume, Botswana. Photo: Gender Links

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The council activities to empower women include:

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- Assisted in construction of houses for the poor.
- Creating awareness on Gender Based Violence in communities and advocating for land ownership for identified destitute persons.

The council encourages women to earn a living through recycled materials. The community has a market day to sell goods produced. *(Source: Excerpt from SADC Protocol@Work case study presented by Tutume Sub Council at the 2015 Botswana Protocol@Work summit).*

The post **2015 SADC Gender Barometer** proposes expanding the initial eight targets in six sectors: economic decision-making; gender responsive budgeting; procurement; trade and entrepreneurship, productive resources, employment, multiple roles of women and ICTs.

Four new targets are proposed for **productive resources**. The first target focuses on promoting the growth of women owned businesses through guarantees of equal access to basic services, immovable property and financial services and entrepreneurship. Indicators here include the percentages of women with documented proof of tenure and perceptions

that rights to property are upheld. Other indicators to consider are the percentage of women and men with title deeds to various properties, the percentage of communities with increased access to various services in their vicinity – such as water and electricity, and the number of LED programmes where men and women participate equally.

The area of **ICTs** is a proposed new addition to the Protocol and has two suggested targets, namely ensuring through legislation and policy, equal employment and opportunity in the ICT sector, women's equal access to internet and ICT infrastructure and training opportunities to ensure full usage of ICTs for women. Progress in this target area will be measured by the percentage of women working in the area of ICTs, disaggregated according to sector and type of position or job within the sector. Indicators will include collection of baseline data on women's internet usage, training programmes available for girls and women and the numbers of women enrolling and completing these programmes. Informed by projects such as this one, GL and the SADC Gender Protocol Alliance will be lobbying governments to come up with the strongest possible provisions for the Post-2015 SADC Gender Protocol.

### **International linkages**

Throughout the programme, GL has sought to create strong global linkages. The Alliance is a member of the Women's Major Group that lobbied for strong gender provisions in the SDGs, and is now using these to strengthen the Protocol.

In Botswana, eight women from five councils participated in an event organised by Botswana Women In Business Association. They encouraged the women to join this mainstream association so that they can offer mentorship support. In Madagascar, the AfD has approached GL to be the implementing agency for a project on economic empowerment and ending violence that will add to the GL model through expanded community mobilisation.

In the UK, GL met with the **Cherie Blair Foundation** and has applied for mentorship support for the women on the programme. The Foundation will be assessing the entrepreneurship project for mentorship in March 2016. The foundation has an innovative mentoring platform that combines mentoring with technology to offer support to women entrepreneurs in developing and emerging economies. They partner with local organisations who need to offer mentoring support to women they are working with.

The **European Union** through the Decentralised Cooperation Programme is supporting an innovative extension of the entrepreneurship project in Mauritius that involves ten women from the original project being trained as trainers and mentors. The ten women will identify an additional ten women each to train and mentor (100 women in all). This new model will create considerable multiplier effects, and is one that GL is documenting for possible application in other countries.

GL has sought to actively engage in learning and sharing on the programme through the FLOW Community of Practice and the DFID Learning Partnership Gender Working Group. GL has participated in a DFID expert group on measuring empowerment, and shared its Gender Empowerment Index at various forums.

As elaborated in the final chapter on conclusions on recommendations. GL will build on all these foundations to strengthen national, regional and global linkages in the programme. The research from the pilot phase will be widely circulated to contribute to the global

knowledge base on the topic. GL will identify policy makers and institutions to work with in each country from the outset, and ensure that lessons learned are used to lobby for systemic solutions.

It is essential that in the post 2015 agenda that urgent attention is paid to the scourge of GBV and the economic status of women in Botswana; one of the countries in the world with unacceptable levels of GBV. The 2015 Gender Protocol Barometer calls for: the strengthening of legal and policy frameworks to address all forms of violence against women at country level, the adoption and reforms of laws; increased efforts to implement and enforce laws and improve women's access to justice and continued efforts to adopt and improve national action plans.

Women need greater access to the ownership of land and property to leverage their access to finance for business. Policies and strategies for more inclusive and gender aware financial services are needed to fulfil the aspirations of women in the economy. To date there has been very little attempt by financial services to acknowledge or address the barriers faced by women in the gender mainstreaming of financial services.

Business development services need to be more readily available to women and the quality and types of the services are concomitant with the needs of women; rural and urban, big or small. There is a need to break the stereotypes of women in business. Factors that undermine women in the workplace are far from addressed and more women need to be in key leadership positions in the economy in the public and private sectors to advance gender mainstreaming and equality.

Having laid some of the groundwork at a local level, it is essential that GL continues to reinforce the COE work at a local level and to work towards cascading these achievements to provincial and national government structures and ministries. To achieve change at the societal level GL needs to work with partners and the Alliance in strengthening the war against GBV and economic injustice.

Key to achieving reinforcement of the goals are the annual SADC Gender Protocol Summits and Awards which aim to achieve the following at local, country and regional level:

- Take stock of the progress made through the gathering of SADC Gender Protocol@Work case studies at the local/municipal level, in government, civil society, Faith Based Organisations and the media, as well as across the key theme areas of the SADC Gender Protocol.
- Turn up the pressure for the review of the SADC Protocol on Gender and Development which expires in 2015.
- Make use of the upcoming elections in the SADC region to demand women's equality.
- Build linkages between civil society and government work on the ground as part of the broader objective of gender responsive governance and accountability.
- Developing a critical citizenry around the SADC Gender Protocol and the Sustainable Development Goals.
- Develop strategic partnerships and networking opportunities across different sectors.
- Strengthen the gender movement from local to national to regional to international level.

The Summits bring together best practices in the thematic areas of GL work including the COE in media and local government initiatives, HIV/Aids, GBV reduction and economic justice. In Botswana in 2015, the National Summit brought together over 150 guests and participants at Tlotlo Hotel and Conference Centre in Gaborone from 26-27 May 2015. The summit brought together partners from Local government, media and the Alliance partners

under the banner “Now and Post 2015”. This summit marked the approaching of the deadline for the MDGs and the 28 targets of the SADC Gender Protocol. The Summit lasted two days and brought together key partners such as the meeting called for an intensification of the 50/50 campaign to ensure women's representational increase after the 2016 Local Government elections, since there are currently only 19% women in local structures. The summit brought together important people in the gender field including Felicitas **Zawaira** WHO resident representative, **Botlogile Tshireletso** Assistant Minister of Local Minister of Local Govt. and Rural Development and the Minister of Labour and Home Affairs, Mayors, councillors from across the country and Gender Activists from different organisations.

Whilst the programme has not as yet changed policy or legislation at this level the model has received very positive attention for the integration of life skills and entrepreneurship in the reduction of GBV as a potentially powerful framework for change. In Botswana this has been recognised by the Gender Affairs Department (GEAD) which invited GL to seek assistance from the department when implementing the project especially in areas where women face high levels of GBV and where the department has officers on site since they run entrepreneurship training for women.

A breakfast meeting was held to create visibility and interest in the programme during the 16 days campaign in 2014. This attracted participation from a wide range of institutions, private and public. In Botswana the event was attended by the organisations such as CEDA, LEA, Banks, survivors of GBV, UNFPA, UNDP, women's empowerment NGOs, GEAD, Choppies Chain Stores and Women in Business Botswana (WIBA) which in 2015 invited 12 of the women to participate in the International Women Entrepreneurship day. These are important organisations that have the capacity to facilitate change.



Breakfast Meeting with Stakeholders; President Hotel Gaborone; Botswana. Photo: Mboy Maswabi. [http://gemcommunity.genderlinks.org.za/gallery/main.php?g2\\_itemId=48358](http://gemcommunity.genderlinks.org.za/gallery/main.php?g2_itemId=48358)

The ongoing engagement with these organisations provides GL with a platform of engagement and influence to take forward the quest for economic justice and an end to GBV.

Examples include the opportunity for engagement in policy and strategy discussions, lobbying, creating visibility through the media and enabling a robust and integrated post 2015 agenda and Protocol which acknowledges more strongly the need to achieve an end to GBV and the economic subordination of women; aligned with other post 2015 instruments. This has included GLs engagement with UN women in the pursuit of a global post 2015 agenda for gender equality. The engagement maintains the visibility of GL and

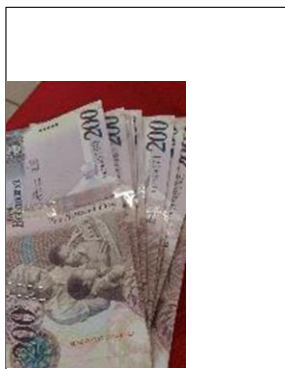
opens up referrals for opportunities.

Key policy changes should include;

- Relevant government departments need to recognise that a one size fits all approach to small business development for women is reductionist and more effort needs to be made to address different levels and types of businesses to effect appropriate responses
- Far more attention needs to be made to provide entrepreneurship development skills and opportunities in rural areas

- Financing institutions should gender disaggregate their portfolios and targets and put in place strategies to better understand and take advantage of opportunities in the women's market.
- Financial institutions should have loan staff that understand the opportunities in the emerging markets and who can communicate with customers in gender sensitive ways and in languages they understand.
- Access to finance for women needs to be broadened and the focus should be on gender appropriate inclusive services
- Women need to have more access to business development services; such services should be more gender focused and also include more female mentors and advisors.
- Financial and non-financial support should be better integrated in terms of purpose and application so that business development support can provide the risk mitigation required by financiers.
- Business development support should be facilitated for micro entrepreneurs as part of micro enterprise specific business development.
- Credit referencing mechanisms should be demystified so that the public can be made more aware of how to positively manage their records.
- Gender-specific targets for preferential procurement and enterprise development should be included in new and revised industry charters and codes as preferential procurement processes are often perceived as male-biased and lacking in transparency.

## 10. VALUE FOR MONEY



As a small organisation with large footprints that leaves lasting imprints, concerted effort is required to achieve numerous goals and objectives, especially within a tight budget. Council's increasing cash and in-kind contributions demonstrate that they are taking ownership, driving the gender agenda and enabling GL to cascade its work within a tight budget and limited human resources.

Whilst modest compared to councils in some of the other countries, the Botswana councils contributed over P 1 260 000 to the COE process as a whole which included in kind support. All of the councils provided free venues for the running of entrepreneurship workshops and participated in programmes wherever possible to support the women e.g. judging at summits or evaluating business plans.

The table shows that this amounted to P99 000 for this project.

COUNCIL	Event or contribution (describe)	Total in BW Pula
Botswana		
Other	Phase 3 conducted by GL officer instead of consultant	P35 800
Other	Facilitation fees for the consultant GL Staff facilitated one of the repeat I stories workshops	P5000
<b>Lobatse</b>	Free Venue Phase 1, 2 and 3 (P700x13)	P9100
<b>Chobe</b>	Free Venue Phase 1, 2 and 3 (P800x13)	P10400
<b>Ghanzi</b>	Free Venue Phase 1, 2 and 3 (P800x13)	P10400
<b>Kgatleng</b>	Free Venue Phase 1 and 2 (P700x10)	P7000
<b>Jwaneng</b>	Free Venue Phase 1, 2 and 3 (P700x13)	P9100
<b>Goodhope</b>	Free Venue Phase 3 (P600x3)	P1800
<b>Maun</b>	Free Venue Phase 1, 2 and 3 (P800x13)	P10400
<b>TOTAL</b>		<b>P99 000</b>

A critical aspect of the measuring of change in the lives of the participants is the need to understand the increases in income leveraged from the activities of the women in businesses.

**Apart from free venues councils have provided in-kind support such as their time and providing additional support to the women. An example is the council of Lobatse:** The project has the full support of the CEO (Town Clerk) and the women commissioner who is a councillor. They have ownership of the project and went beyond just knowing the women involved in the program, they formed a support group that has a committee. The committee meets with the Gender focal person (GFP) fortnightly to come up with activities that they can do to educate people on GBV. The GFP always attends the trainings and also inputs especially in educating the women on services offered by council to empower them economically. The council has profiled the project as part of their presentation during the summits. The GFP, a social worker, helped greatly in identifying the women. The Mpule Kwalagobe Child Care Centre also assisted in identifying the target

group. The GFP always helps in the following up participants and making sure that letters for those who found jobs are written to request them to be released to attend the training. The council always provided the council conference rooms at no extra cost for venues. There are always staff members present during training. The GFP organised some extra training for the emerging entrepreneurs and linked them up with local funders. The council through the gender committee has organised another workshop similar to phase three and called more stakeholders who can assist the women locally from both the private sector and the government. The response has been slow but promising according to the GFP.

**Table 9.1: Increased earnings as a result of the project**

	Monthly net income before project	Annual net income before Project	Monthly net income after project	Annual net income after project	Increase from before to after project	% Increase
<b>Regional</b>	P241 923.55	P290 304.75	P 713 595.50	P 8 563 146.00	P5 063.47	<b>66%</b>
<b>Botswana</b>	<b>P -158.73</b>	<b>P -1904.76</b>	P5 194.44	P 62 333.33	P64 238.10	<b>81%</b>
Lobatse	<b>P -</b>	<b>P -</b>	P952.38	P 1 111.11	P11 428.57	<b>103%</b>
Jwaneng	<b>P 365.10</b>	P 4 380.95	P10 300.00	P117 714.29	P113 333.33	<b>100%</b>
Chobe	<b>P 714.29</b>	P 8 571.43	P6 841.27	P82 095.24	P73 523.81	<b>96%</b>
GoodHope	<b>P 317.46</b>	P 3 809.53	P2 908.73	P34 904.76	P31 095.24	<b>90%</b>
Ghanzi	<b>P 115.87</b>	P 1 390.48	P311.11	P3 733.33	P2 342.86	<b>89%</b>
Bobirwa	<b>P 714.29</b>	P 8 571.43	P1 904.76	P22 857.14	P14 285.71	<b>63%</b>
Kgatleng	<b>P 1578.57</b>	P 18 942.86	P4 173.02	P50 076.19	P31 133.33	<b>63%</b>
Kanye	<b>P-2103.17</b>	<b>P -25 238.10</b>	<b>-P218 253.97</b>	<b>P-26 190.48</b>	<b>P-952.38</b>	<b>62%</b>
Maun	<b>P4325.40</b>	P 51 904.76	P1 547.62	P1 904.76	<b>P-33 333.33</b>	<b>4%</b>
Serowe	<b>P-158.73</b>	<b>P -1 904.76</b>	P5 194.44	P62 333.33	P64 238.10	<b>-179%</b>

Of the greatest importance in terms of value for money is the leveraging of income for the women who participated. Regionally the average monthly income for participants rose from P241923.55 to P713595.50, a 66% increase. In Botswana the average monthly income rose from P-158.73 to P5194.44; a % increase of 81%. If annualised the increase in income amounts to R64238.10 in the country for this target group.



## 11. ONCLUSIONS AND RECOMMENDATIONS

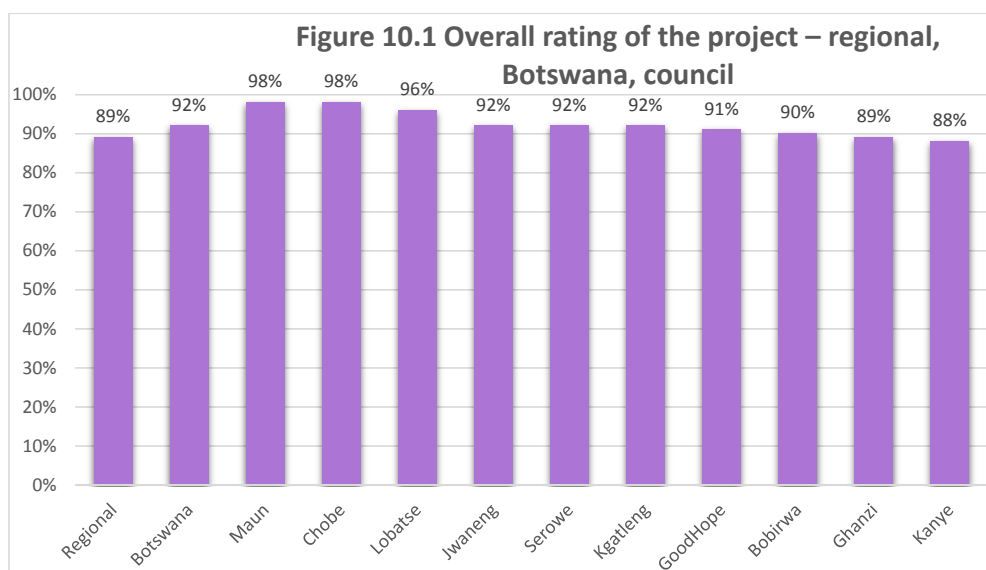


Figure 10.1 shows an overall average rating of the programme in Botswana of 92% compared to the regional score of 89%. This can be concluded to mean that the project was well received in Botswana. Maun and Chobe, with 98%, achieved the highest score. Kanye is slightly below the Regional score by 1% because of the level of enthusiasms with which this group of women participated. Each council had women who were leading by example by having started their businesses. They all had an opportunity to present to possible funders and generally they were very happy with the project.

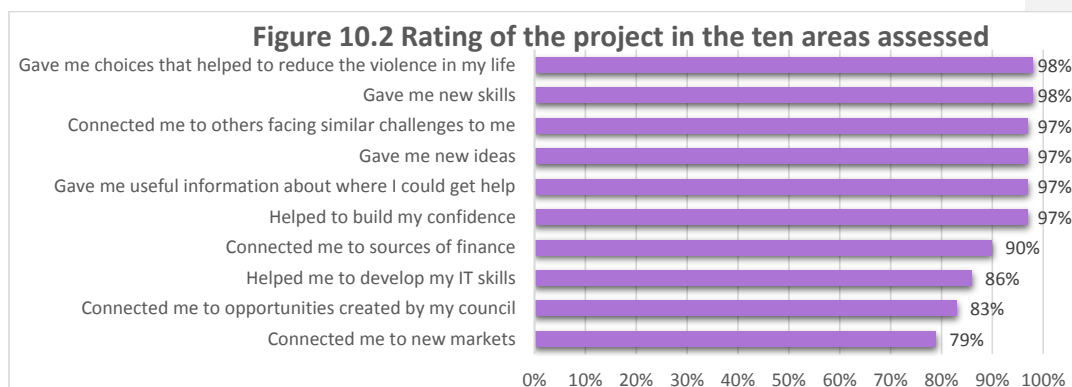


Figure 10.2 breaks down the ratings for 10 areas of impact in Botswana. The choices given to women which lead to the reduction of GBV scored the highest at 98% together with the skills acquired by the women. Connecting to other women facing similar challenge, gave new ideas, gave useful information of where I could get help and helped to build confidence all scored second with 97%. They also gave a high score of 90% in connecting to sources of finance closely followed by developing their IT skills. The one that was scored low is the one on connecting to new markets.

### **Internal strengths**

Gender Links has piloted a unique model for ending GBV by the economic empowerment of survivors of GBV through entrepreneurship and local government GBV action planning. The programme has been piloted, tested and assessed with M&E tools developed in house based on best practise. Baseline and follow up research was done to measure change. Women survivors participated voluntarily through an introduction by local government agencies involved in the support of abused women. The project aimed to enhance agency through economic independence.

### **Internal challenges**

Entrepreneurships was a new area of activity for Gender Links and the literature provided little to guide the development of the model, as substantial research on economic empowerment and the reduction of GBV has not been widely done. In addition staff had largely not done entrepreneurship work before and this meant requiring new skills to run the project. Councils were selected which were often very far apart or far from the office and this presented logistical challenges in terms of staff time, costs and arrangements. Planning of workshop timetables were not always optimally planned for impact and support not provided between workshops to support the women. Many councils did offer to assist. Funding for the project ended at the end of 2015.

### **Internal opportunities**

The project is adding to the body of knowledge on the relationship between economic independence and GBV and based on an analysis of the pilot; can provide a workable model for reducing GBV. The manuals can be revised and accredited by training authorities when model is fine tuned. The model can be extended to more councils once the backstopping of the pilot phase is completed in 2016. There is an opportunity to strengthen good councils and link them with weaker councils. Selection criteria for councils will be modified to formally identify the resources and willingness of the council to take on the project; to improve the support provided by councils. This will be done as a focussed approach for each individual council. A revised and more focussed model will likely be more attractive to donors and other sources of funding such as the private sector. The private sector needs to be targeted for funding. Once consolidated and revised the project can prepare new councils for a roll out in 2017.

### **External strengths**

The willingness of survivors of GBV to share their stories and build their confidence and life skills was a major strength of the programme. The ability for this to translate into better relationship control and a decrease in experiences of GBV for many was a positive outcome. Gender and GBV action plans have been revised to include economic mainstreaming at council level. In kind support and free venues from councils for training and managing the programme resulted in cost savings and value for money. Survivors in some councils have set up committees to support other women and this can be integrated into the programme going forward.

### **Challenges**

Drop-out rates of participants was an issue in some councils. Some participants were walk in's and not survivors. They had been referred to the workshops by word of mouth. Funding was only secured until the end of 2015. Given the role envisaged for councils the lack of commitment and poor post training support from many councils was very disappointing.

## Opportunities

The model can be revised to maximise impact. The funding base can be diversified to include the private sector. The selection of the best performing councils for backstopping will provide more insight into the best programme design and give better value for money. Selecting the best business ideas for mentorship for a restricted number of women will be more manageable and likely achieve better results.

## Next steps

The Botswana programme has not achieved the level of impact that was hoped for in several areas; perceptions of local government participation at 55% and dropout rates were high. Council support varied, but in general could have been higher. Some of the outcomes can be attributed to long delays between workshops and the long distances between councils which made logistical arrangements a challenge for facilitators and staff interacting with councils. Valuable lessons have been learnt and give an opportunity to consolidate and revise aspects of the pilot project.

- **Honing the model, workshop materials and accreditation:** The original manuals will be revised by head office in consultation with facilitators and the Botswana Qualification Authority will be approached for exploring the potential to accredit these manuals as an entry level life skills and entrepreneurship course on the basis of the importance of building confidence and self-esteem in running of an enterprise.
- **Selection of existing participants for mentorship in 2016:** Some 10 to 20% of the women with the best business plans in the participating backstopping councils will be eligible for selection for mentorship. This should not exceed four women per council.
- **Broadening partnerships to include national and regional agencies:** The same process will apply to approaching business support organisations such as EU (national) and Women in Business Botswana (WIBA).
- **Selection of councils for 2016 and 2017:** COEs should be selected that have the resources, capacity and willingness to provide support to women in the longer term. This will be verified through a pre-determined evaluation process to be developed in the second half of 2016 based on the experiences so far. The geographic proximity of councils will need to be taken into account so that councils can be linked where feasible into a clustered into a hub and spoke type arrangement for peer support, learning and cost effectiveness and sustainability.
- **Training of council staff for sustaining the programme:** Relevant staff in the backstopped councils in 2016 will receive training on programme content, logistics and management to facilitate the ongoing running of the project. New councils for 2017 will receive this training as well.
- **Training of community peer trainers:** Two to three women from each council/community who have the training but have not started a business will be trained as trainers and peer workshop facilitators in their community as an income opportunity. A pilot will be designed and run parallel between SA and Mauritius to compare the experiences and outcomes based on the Mauritius and SA rollouts. This will then be rolled out into the other eight countries in the second half of 2016.
- **Selection of candidates for 2016 and 2017:** During the first half of 2015 the selection criteria for participating in the programme was revised to reduce the number of dropouts and to provide councils with comprehensive selection criteria. Part of the selection criteria involved face to face interview with potential survivors by social workers to determine their desire for being entrepreneurs.

- **Financing:** Potential funding sources will be identified upfront. This will include microfinance, banks, and any possible sources of seed capital which may be available to South Africans.
- **Programmatic funding:** The funding model needs to be revised to include more diversified potential for funding. A concerted effort will be made to identify and approach the private sector to become partners in the development of the programme and the entrepreneurs. Other NGOs and programmes with the capacity to provide mentorship and training will also be identified and approached at a local level where the backstopping is taking place.

**Project strengths, challenges, opportunities and way forward.**

	Strengths	Challenges	Opportunities	Next steps
Internal	<b>Methodology</b> <ul style="list-style-type: none"> <li>Unique approach to ending GBV</li> <li>Manuals developed in house</li> <li>M&amp;E tools developed in house</li> <li>The programme has been piloted, tested and assessed and is ready to be cascaded with a few revisions</li> </ul>	<ul style="list-style-type: none"> <li>New area of activity</li> <li>Funding not available for translating into local languages</li> </ul>	<ul style="list-style-type: none"> <li>Add to body of knowledge</li> <li>Offer the training more broadly and for a fee</li> <li>The programme can be cascaded to other provinces and councils</li> <li>Twin strong councils with weak councils</li> </ul>	<ul style="list-style-type: none"> <li>Produce a DVD</li> <li>Revise manuals and tools in line with what has been learnt</li> <li>Raise funds</li> <li>Link councils in a “hub and spoke” arrangement to cut down on costs and logistics and enhance sustainability</li> </ul>
	<b>Participation</b> 150 women participated	<ul style="list-style-type: none"> <li>Levels of literacy and numeracy were low in some councils</li> <li>Selection criteria were broad and therefore workshops groups were often at different levels of literacy and understanding</li> </ul>	<ul style="list-style-type: none"> <li>Review Selection criteria and literacy levels</li> </ul>	<ul style="list-style-type: none"> <li>Revise selection criteria</li> <li>Clarity on target population</li> </ul>
	<b>Logistics</b> Women trained in 10 urban and rural councils	<ul style="list-style-type: none"> <li>Distances travelled to councils and between councils were long and logistically challenging</li> <li>Planning of workshop timetables was not always optimally planned for impact</li> </ul>	<ul style="list-style-type: none"> <li>Can be extended to many more councils and provinces</li> <li>Create relationships between councils for support and peer learning</li> <li>Revise timetable to suit needs of the participants</li> </ul>	<ul style="list-style-type: none"> <li>Review selection process to cut down on distances</li> <li>Twin councils for peer learning and support</li> </ul>
External	<b>Impact on GBV</b> <ul style="list-style-type: none"> <li>Willingness of survivors of GBV to share their stories</li> <li>Increased the confidence and life skills</li> <li>Decrease in experiences of GBV</li> <li>Gender and GBV action plans have been revised to include economic mainstreaming at council level</li> </ul>	<ul style="list-style-type: none"> <li>Dropout rates for training</li> </ul>	<ul style="list-style-type: none"> <li>Survivors have set up their own networks to support other women and this can be integrated into the programme going forward</li> <li>Review model and selection of councils to maximise impact</li> </ul>	<ul style="list-style-type: none"> <li>Select COEs with the resources and willingness to provide support to women in the longer term</li> <li>Link councils</li> <li>Extend the programme to other institutions that support GBV survivors</li> </ul>

	Strengths	Challenges	Opportunities	Next steps
	<b>Funding</b> <ul style="list-style-type: none"> <li>• Funding for the pilot</li> <li>• In kind support and free venues from councils for training and managing the programme</li> <li>• Recognition from donors</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing funding</li> <li>• Support from private sector</li> </ul>	<ul style="list-style-type: none"> <li>• Diversify funding base</li> <li>• Approach private sector</li> </ul>	Review funding strategy and approach diversified funding base
	<ul style="list-style-type: none"> <li>• Existing framework of COE councils to work with</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of commitment from some councils</li> <li>• Poor post training support from some councils</li> <li>• Funding to expand the programme</li> </ul>	<ul style="list-style-type: none"> <li>• Backstopping of weak councils</li> <li>• Twinning of strong and weak councils</li> </ul>	<ul style="list-style-type: none"> <li>• Raise funding for expansion of the project to 10 more councils in each country</li> <li>• Twin weak and strong councils for peer learning and support</li> <li>• Training of council staff</li> <li>• Backstopping with existing councils</li> </ul>