

REPORT OF THE WED PROGRAMME IN BOTSWANA



WED Beneficiary_Angie's fashion

05 DECEMBER 2016

SUBMITTED BY

GENDER LINKS

Contents

1. EXECUTIVE SUMMARY	4
2. INTRODUCTION	6
3. 35 women had been selected to participate in the project, of these six were known to have closed down due to operational challenges. A sample of 13 women were interviewed from the remaining women in business. 3. RELEVANCE	7
4. ACHIEVEMENT OF PURPOSE (EFFECTIVENESS)	9
5. SOUND MANAGEMENT AND VALUE FOR MONEY (EFFICIENCY)	16
6. ACHIEVEMENT OF WIDER EFFECTS (IMPACT)	17
7. LIKELY CONTINUATION OF ACHIEVED RESULTS (SUSTAINABILITY)	19
8. VISIBILITY	19
9. OVERALL ASSESSMENT	20
10. CONCLUSIONS AND RECOMMENDATIONS	21
Annexure 1. List of women interviewed	26
Annexure 2: List of stakeholders (Actually interviewed are in bold)	27
Annexure 3. Questionnaire for participants.	28
Annexure 4. Questions for stakeholders.	33

ABBREVIATIONS

BB	Business Botswana
CBO	Community based organisation
CDE	Centre for the Development of Enterprise
IO	Intermediary organisation
PSDP	Private Sector Development Programme
WIBA	Women in Business Association
BITC	Botswana Investment and Trade Centre
BOBS	Botswana Bureau of Standards
BNPC	Botswana National Productivity Centre
WED	Women's Entrepreneurships Development Programme
BEMA	Botswana Exporters and Manufacturers Association
LEA	Local Enterprise Authority
HATAB	Hospitality and Tourism Association of Botswana

1. EXECUTIVE SUMMARY

This report provides an assessment of the Women's Entrepreneurships Development Programme (WED) in Botswana. The programme ran from 2013 to 2016 and set out to provide capacity building to 35 selected candidates. This was largely a technical intervention aimed at supporting business women in Botswana through training and mentorship on key aspects of business development. The results were mixed largely due to the fact that the selection process resulted in a wide range of businesses at different levels of development.

This three-year project was financed by the Chanel Corporate Foundation and executed by the Centre for the Development of Enterprise (CDE) in the framework of the Private Sector Development Programme (PSDP), Botswana. The programme was transferred to Business Botswana in November 2015 as the local entity to take over from the CDE.

A call was put out for women to apply and through a process of analysing the applications, 35 women were selected. These women were then included in both group training and one on one interventions aimed at providing support that would allow them to grow their business and get access to finance.

The expected results for the programme were;

- Women owned enterprises and CBOs are strengthened, thanks to quality improvement and easy access to finance;
- Development of competent Human Resources, for an upgrading of management and staff;
- Facilitation of access to markets for women owned enterprises and CBOs, through information and communication;
- Increase in capacity for IO/CBO to provide better services to their members

The intervention with the highest success rate was the financial management. This was done on a one to one basis and women were able to get their books up to date and better manage their financials. A number of businesses were able to attract more customers, found new markets and grew their businesses, some largely due to the networking opportunities gained through their participation. Whilst not substantial three business were able to hire more staff.

The programme went ahead and provided these women with business skills support such as financial management, developing a business plan and technical skills; the latter primarily in design.

There was some misunderstanding amongst the participants as to how far the project would help them to facilitate funding. The programme intended to build the women's capacity to improve their eligibility for access to finance but a number had thought that more would be done to help them in this regard. This created some negative feelings amongst some participants. Others were not expecting money and applied to improve their business management capacity and to learn skills that would make them more effective business owners.

One of the most frequently identified aspects of the project was the need for more mentorship over a longer period of time to entrench the lessons learned in training and visits by experts who audited and made recommendations. There was not always provision however for follow ups.

CDE Diagnostic tool was used to audit the beneficiaries in preparation of the capacity building activities. The diagnostics exercise has successfully been implemented in a number of intermediary organisations to improve the way that they are able to do business assessments.

The women interviewed represented a sample of the women trained and results were mixed due in the main to their expectation of funding which undermined their level of enthusiasm and the diverse level of business experience and development.

Significant achievements however were realised; the ability to manage their finances better keep books was well received and implemented. Women also recognised the need to have properly prepared books and records to enhance their access to funding. Attracting more customers, better presentation of businesses and the ability to more realistically price products made a difference to the way businesses were run. Networking opportunities resulted from the project; especially with other women. Three participants indicated that they had grown their businesses and improved confidence in managing their enterprises.

Overall all the programme provided a very useful “pilot” project from which substantial learning was possible which can inform future WED projects through and with the stakeholders involved. Entrepreneurship development is key aspect of women’s economic empowerment and projects such as the WED initiative are important in the pursuit of this objective.