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RESEARCH REPORT

covering the period from  
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## EXECUTIVE SUMMARY

This report summarizes the activities of the CID/WID Graduate Intern Technical Advisor with the USAID-supported organizations of Women's Finance House/Botswana, the Women in Business Association under the Botswana Confederation of Commerce, Industry and Manpower, and with the Brigades Development Center under the Ministry of Education.

The Technical Advisor assisted Women's Finance House Botswana in moving towards their defined goals. The General Manager and Board of Directors of this organization are strongly committed to achieving self-sufficiency, and have drawn up a workplan to reach this goal. The Technical Advisor assisted in staff development by training specific staff members in computer applications relevant to their positions. The Credit Officer and the Bookkeeper were trained in Excel and Quicken for spreadsheet and accounting use. The Training Officer received training in Microsoft Word to generate invitations to trainings and to network with other agencies working in credit in Botswana.

Women in Business Association is in the process of adjusting from an all-volunteer organization to one with a full-time paid staff member. They lack a clear vision or mission statement, and this contributes to the confusion regarding the roles of the staff member, the members of the Executive Committee, and the general members. This lack of focus has hampered their immediate effectiveness in addressing issues affecting women in business in Botswana. In terms of organizational development, this may be a necessary phase for a newly established institution. The Technical Advisor submitted suggestions to WIBA through BOCCIM on issues that needed to be clarified by the leadership of the organization, but did not work with the WIBA coordinator to implement them in the absence of a clear mandate from the Executive Committee.

The Brigades Development Center is requesting support from USAID and Peace Corps to increase employability of the Botswana labour force and to strengthen small businesses to promote employment creation in Botswana. BRIDEC proposes increasing the training capacity of their Business Skills Unit at the Brigade in Ramotswa to train more students in computer and business skills, and initiating small business resource centers in Ramotswa and Gabane to assist current and potential entrepreneurs in managing their businesses. The Technical Assistant worked with BRIDEC, the Brigades, and Peace Corps to develop this proposal, which was submitted to USAID May 19, 1993. The proposed Support for Small Businesses and Business Skills Training Project addresses an identified need for workers trained in basic business skills and for small business support in Botswana. The Brigades, as community-run vocational training centers, are in a strong position to link training and information in the business sector to the local business community's needs.

The implications for women and business policies in Botswana are subtle but important. The TA's impression is that women are not welcomed by the men, especially the men at

higher levels of government who have the power to affect attitudes, as equal partners in the development of Botswana. To the extent that women do succeed in the labour force, they are resented by the working men, because there is a perception that women are more reliable and better workers. Women are not encouraged to go into business, and there are laws requiring the signature of a woman's husband or father in order for a woman to secure a loan from a bank.

Culturally, there seems to be a significant difference between women in the larger towns, and the rural women. The Unity Dow case, in which the Supreme Court ruled that the Citizenship/Immigration Act discriminates against women, has a new twist now. Unity Dow charged that the Citizenship Act contravened the Constitution of Botswana because the Constitution prohibits discrimination based on sex, but the Citizenship Act denies citizenship to children of Botswana women and foreign men, but not to children of Botswana men and foreign women. There is a rumor that one of the Ministers is circulating a referendum to amend the Constitution to make this legal, rather than changing the Citizenship Act. The urban women who are following this closely need to make education of rural and urban men and women about the consequences of such a move top priority to avoid the danger of this becoming a rural/urban issue.

Women's Finance House has excellent potential to assist micro-entrepreneurs in learning how to start and run businesses. The TA recommends that WFHB liaise with WIBA to create a larger network of women in business to increase the profile of both organizations. They should continue to access the resources of Women's World Banking to gain from their experience in running credit programs of this size.

The TA recommends that the leadership of WIBA articulate a clear mission statement to focus the activities of the organization. WIBA should pursue funding for leadership training for the Executive Committee members. After this preparation they will be ready to address training needs assessments and other more sophisticated tasks for their membership. WIBA should publicize their organization to increase membership and pursue a plan to make the organization self-sufficient from membership and corporate dues.

The TA recommends that the Brigades continue to increase their ties with their local communities, and to respond quickly to new requirements for the work force in Botswana by creating and approving curricula. This will enable Botswana to provide vocational training and then employment to the increasing number of secondary school leavers.

The idea of organizing as an interest group is fairly new in Botswana, and there is no model to predict how fast or along what route women will progress in this area. They need to go through the cycle and learn the skills of organizing around an issue such as equal access to credit, coming up with a mission statement, compromising, negotiating, and implementing actions. The general level of awareness of political issues will also increase during this process.

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## GLOSSARY

AFWID	African Women in Development Project, USAID
B-MAP	Business Counseling Service under BOCCIM
BOCCIM	Botswana Confederation of Commerce, Industry, and Manpower
BRIDEC	Brigades Development Center
Brigades	Community-run vocational training schools
FAP	Financial Assistance Plan, government subsidies for domestic manufacturing firms to assist in start-up
Gabs	Gaborone
MLHA	Botswana Ministry of Labour and Home Affairs
NORAD	Norwegian Development Agency
PCV	Peace Corps Volunteer
SIDA	Swedish Development Agency
TA	Graduate Intern Technical Advisor
USAID	United States Agency for International Development
WFH	Women's Finance House
WIBA	Women in Business Association

## Section I. BACKGROUND AND PURPOSE OF CONSULTANCY

### A. General

Botswana's National Development Plan Number 7 states that one of the country's economic objectives is to stimulate and support private sector investment and growth. It also notes that Botswana Government policy stresses the removal of all gender-based barriers to women's participation in all sectors of the economy. USAID, through the AFWID Regional Advisor, selected a Graduate Intern Technical Advisor (TA) to work as an advisor to three Botswana women's groups in the private enterprise sector to support these objectives.

The purpose of this consultancy was to assist Women's Finance House/Botswana, Women in Business Association, and Women's Business Centers in the Brigades in strengthening their operations and establishing their outreach services to non-members.

Women's Finance House/Botswana (WFH) and Women in Business Association (WIBA) are relatively new organizations with very capable people at the heads, but both were at critical points in their development at the time the scope of work was developed. Women's Finance House was due to receive approval to take in savings deposits in early 1993, and WIBA went from an all-volunteer organization to a professional organization with a full-time paid coordinator in November 1992. USAID was interested in supporting these organizations to ensure they had a solid foundation for continuing operations. The role of the TA was to work alongside current staff in the organizations and advise on options for implementation of existing priorities set by the organizations. For WIBA and Women's Finance House, this included assisting them in developing intermediate objectives and long range plans.

The Women's Business Centers at Brigades was a concept that evolved into a proposal to start Small Business Resource Centers to support local businesses and increase the business skills of the workforce through BRIDEC and the Brigades. A brief history of each of the three organizations follows.

### B. Women's Finance House/Botswana (WFHB)

WFHB is an affiliate of Women's World Banking. They began operations in 1991 with funding from USAID, SIDA and NORAD. WFHB's focus is to train poor rural and peri-urban women in business skills and assist them in setting up business enterprises. Longer range plans include educating women in advocacy to address gender inequalities in Botswana. There are three parts to the Woman's Finance House program. First there is a group training program in general business management. The training has a cost-recovery component but is not yet self-sufficient. The second part of the program is a savings plan. Women are encouraged to start a regular savings plan to build a credit rating with WFHB. Once they have made regular deposits for at least three months they

are eligible to apply for a loan with little or no collateral, either as an individual or as a group. This step involves additional group and individual training. WFHB has just received approval (May 12) from the Ministry of Finance and the Bank of Botswana to accept savings from their clients, so the credit portion of the program will begin in August 1993.

#### C. Women in Business Association (WIBA)

WIBA began in 1991 as a sub-committee of Botswana Confederation of Commerce, Industry, and Manpower's Small Business Division. The purpose of this association is to promote the success of women in enterprises throughout Botswana through representation to government and other institutions, through networking, and through training. They received support during their establishment from USAID, who hired a consultant to assess the needs of businesswomen and suggest strategies for moving ahead. The consultant's report was discussed and approved by the WIBA members at a general meeting in the fall of 1992. USAID has covered the salary of a full-time coordinator until Nov. 1, 1993 to assist the organization in implementing the activities described in the workplan in the consultant's report.

#### D. Brigades Development Centre (BRIDEC)

BRIDEC is the unit under the Ministry of Education charged with supporting the development of the Brigades. The Brigades are autonomous, community-owned establishments involved in vocational training and/or production projects in Botswana. The Brigades have been operating in rural Botswana for over 20 years. They are managed by locally elected and appointed boards. The concept of Brigades is to combine training with production in order to minimize training costs, and at the same time generate rural employment.

BRIDEC is changing its focus from encouraging construction-related trades to skills more appropriate for the current and forecasted needs in Botswana. One identified area is business skills, and BRIDEC requested assistance from USAID and Peace Corps for increasing the training capacity of their Business Skills Unit at the Brigade in Ramotswa and initiating pilot small business resource centers in Ramotswa and Gabane. Initially these were conceived as Women's Business Centers, but the concept was expanded to all small business owners and potential owners in the final proposal, which was developed during the consultancy.

## Section II. TECHNICAL OBSERVATIONS AND ACTIVITIES

#### A. Women's Finance House/Botswana

During the eight months between the development of the scope of work and the arrival of the TA in Botswana, the General Manager and the Board of Directors of Women's

Finance House developed and approved a 5-year plan of action, with the first two years broken down into quarterly plans. After discussion with the General Manager of WFHB, it was decided that the TA could best assist WFHB in achieving its goals, as stated in the workplan, in the area of computer training for the WFHB staff.

The TA met with each staff member (Credit Officer, Training Officer, Outreach Officer, and Bookkeeper) to determine current computer skills needs and future needs according to the 5-year plan developed by the Board. The TA taught a 10 hour course for the staff that took place over 2 weeks and covered Introduction to Computers, DOS, and Windows. Then the Training Officer and the Bookkeeper were trained in Microsoft Word for generating office correspondence. The Credit Officer already had a good working knowledge of wordprocessing software.

During the period of the consultancy, WFHB was closing its books in preparation for an audit (one of three required annually by two donors and a fiscal year audit). The majority of the TA's time in April and May was spent working with the bookkeeper on computerizing the cash book entries in Quicken version 6.0. After the income and expense category entries were approved by the General Manager, a balance sheet and an income statement were generated. With this information, the TA worked with the General Manager and the Credit Officer to complete the Women's World Banking financial projection spreadsheets in Lotus 1-2-3 and Excel. These projections were discussed at a meeting of the WFHB Board, and were reviewed with a team from Women's World Banking in Botswana during May 17-24, 1993.

Another capacity-building activity identified by the AFWID advisor was to gather resource materials for a library on women and business. The TA purchased some materials before departing the US and purchased additional materials in Botswana. The materials are labelled and indexed in a card catalogue, and were signed for by the General Manager of Women's Finance House. A listing of the library materials is included as Attachment 1.

## **B. Women in Business Association**

The TA's scope of work relating to WIBA was modified during the course of the consultancy. A memo describing the situation and justification for redirection of the scope of work is included as Attachment 2. The WIBA Coordinator had prepared a quarterly workplan before the TA's arrival which was approved by the Executive Committee in January, at their first meeting since the elections in November 1992. The main task identified for the TA was to set up a WIBA membership database to enable mailings and analysis of the membership of WIBA. At the time the TA arrived, there was no database software on the computer at the WIBA office, so the TA worked out of the USAID office to set up the WIBA fields for the membership database. Attachment 3 is a copy of the WIBA membership database as of the last Annual General Meeting in November 1992. Disk and hard copies of this database were left with WIBA, the Small Business Officer

at Deloitte-Touche (Contractor for Botswana Private Enterprise Project) and USAID WID Officer.

During this time, it became clear that there was disagreement between members of WIBA as to the purpose and goals of the organization. One group of members wanted to address business issues only, and another group felt that the most appropriate way to address issues affecting women in business was to change discriminatory laws that limited women's participation in the business sector. There was also lack of clarity regarding the roles of the different officers on the Executive Committee and the paid coordinator.

In early March, BOCCIM requested through USAID a memo from the TA outlining the main recommendations for the mission and activities of WIBA. The TA's recommendations covered the areas of a mission statement, WIBA's relationship with BOCCIM, staff development, membership and fee structure, and a publicity campaign to increase membership. These recommendations are included in a memo describing the situation and the redirection of the TA's scope of work, found in Attachment 2. The TA was asked by the USAID Project Development Officer to wait for WIBA's response through BOCCIM before returning to the WIBA office. BOCCIM did not respond to the TA's memo, and after finishing some remaining items that had been discussed and agreed on at the last Executive Committee meeting the TA directed the remainder of her consultancy to Women's Finance House and BRIDEC.

The Executive Committee had agreed on the information they would like to have from members and the TA used that information to draft a membership form (Attachment 4). They were also interested in publicizing their organization and letting WIBA members and potential members understand how such an organization could benefit them. Using their suggestions, the TA drafted a WIBA newsletter (see Attachment 5) for their approval. Another issue of concern to some of the members of WIBA was the alleged referendum to amend the Constitution of Botswana to legalize discrimination based on sex. The TA explained the concept of a phone tree and how it is used to reach a large number of people most efficiently, and at the Executive Committee's request, drafted a phone tree based on the members that attended the last general meeting. This is included as Attachment 6. The TA also compiled a manual on updating and printing the Lotus 1-2-3 WIBA membership database. A copy of the manual and a diskette with the membership database were left with WIBA. The manual is included as Attachment 7 of this report.

### C. BRIDEC

The idea for starting Women's Business Centers as described in the scope of work was expanded into a project for increasing employment in Botswana and increasing the employability of the Botswana workforce. The Brigades are community-owned vocational centers that are well-positioned to link local businesses with resource materials housed at the Brigades. The TA worked with the Brigade Coordinators, the Acting Principal of

BRIDEC, the Associate Peace Corps Director for Small Enterprise Development, and the USAID Projects Assistant to develop this proposal. The proposal was submitted to USAID May 21, and a copy is included as Attachment 8. If funded, this proposal will increase the training capacity of the Business Skills Unit at Tswelelopele Brigade in Ramotswa. Botswana will benefit from this by having a larger pool of workers trained in basic business skills, including computer skills. These skills are increasingly in demand by employers in Botswana. This project also includes starting pilot Small Business Resource Centers at the Brigades in Gabane and Ramotswa. The resource centers will offer training and assist local entrepreneurs and potential entrepreneurs in strengthening, expanding, and starting local businesses. As local businesses grow they will strengthen the economy and provide additional employment. The two components of this project are complementary methods for achieving the project goals.

### Section III. POLICY IMPLICATIONS

The TA's impression is that women are not welcomed by men, especially the men at higher levels of government who have the power to affect attitudes, as equal partners in the development of Botswana. To the extent that women do succeed in the labour force, they are resented by the working men, because jobs are scarce and a woman is "taking" a man's job. This is compounded by the fact that many employers prefer women, even in the construction industry, because there are fewer problems with alcohol and absenteeism. Women are not encouraged to go into business, and there are laws requiring the signature of a woman's husband or father in order for a woman to secure a loan from a bank.

Women's Finance House has excellent potential to assist micro-entrepreneurs in learning how to start and run businesses. The TA recommends that WFHB liaise with WIBA to create a larger network of women in business to increase the profile of both organizations. They should continue to access the resources of Women's World Banking to gain from their experience in running credit programs of this size. Women who have built up a good credit rating from Women's Finance House will be well-positioned to apply for larger loans at commercial banks. A library of resources for women and business is housed at WFHB.

WIBA could be a very powerful agent to effect change in discriminatory laws affecting women in business if they choose to do so. They have a membership database, a computer, and a core of committed women. There are opportunities to work closely with other NGOs such as Women and Law in Southern Africa to choose and support women candidates in next year's elections. WIBA should publicize their organization to increase membership and pursue a plan to make the organization self-sufficient from membership and corporate dues.

The TA recommends that the Brigades continue to increase their ties with their local communities, and to respond quickly to new requirements for the work force in Botswana by creating and approving curricula. This will enable Botswana to provide vocational training and then employment to the increasing number of secondary school leavers.

#### Section IV. RECOMMENDATIONS

##### A. Women's Finance House/Botswana

It is recommended that:

1. WFHB negotiate with donors, including USAID, to reduce the number of required audits. The administrative costs of preparing for three audits per year are too high, and now that WFHB has approval to take deposits, the staff workload will increase.
2. WFHB work closely with Women's World Banking to take advantage of their expertise in running a credit program, especially during the initial stages of the WFHB program.
3. WFHB liaise with WIBA to create a larger network of women in business, since the two organizations have different target groups.
4. WFHB continue with staff development in computer training and accounting. For the training officer and the outreach officer, training in Lotus 1-2-3 database applications will move them towards the WFHB long-term goal of computerizing the list of all trained entrepreneurs and the schedule of follow-up visits. The Credit Officer and the Bookkeeper are ready for advanced spreadsheet applications.

##### B. Women in Business Association

It is recommended that:

1. WIBA represent business women's interests to BOCCIM, to the government and people of Botswana and to international organizations. WIBA could be a very powerful and effective tool for effecting change in discriminatory policies, laws, and attitudes regarding women, especially women in business. There are other women's organizations, but no other group that can speak to these issues with such authority as a group of women that is making a visible and valuable contribution to the economy of Botswana.

2. WIBA state its goals and objectives clearly. In order to attract quality membership, WIBA must focus on what is unique about women in business--what situations they face compared to men in business, and what situations they face compared to other women who are not in business. The benefits of joining this organization must be explicitly stated and demonstrated.
3. WIBA request funding through BOCCIM for training for the Executive Committee in leading meetings, in responsibilities of committee members, the division of responsibilities between the executive committee and the members-at-large, and exercises on planning and goal-setting for an organization. After this preparation they will be ready to address training needs assessments and other more sophisticated tasks for their membership. This could be in conjunction with a study tour, or sponsoring a visit from a member of another active businesswomen's group in Souther Africa.
4. WIBA launch a publicity campaign to inform people of its existence and its objectives, and provide information about how to join WIBA. A publicity campaign will help WIBA expand its membership and increase the number of women involved in WIBA activities beyond the core of Executive Committee members.
5. WIBA not pursue a revolving credit fund for its members. At the current level of staffing and organizational development this is impractical. If WIBA decides to address the issue of women's access to credit, it would be more effective to use the group's economic leverage with the major banks in Botswana to negotiate changes in loan policies and credit laws.
6. WIBA plan for sustainability from members as part of capacity building. If necessary, WIBA should apply for donor assistance with specific projects, but not for administrative costs.

**C. BRIDEC**

It is recommended that:

1. The Brigades and BRIDEC remain in close contact with each other and with the USAID Projects Assistant regarding the status of their proposal for small business support.
2. Tswelelopele Brigade in Ramotswa continue to offer evening classes in computer use to maximize use of their computer equipment, and to use the training fees to support the Business Skills Training Unit.

## Section V. CONCLUDING REMARKS

Botswana has a well developed infrastructure, mainly funded by diamond revenues. Most food and consumer goods are imported from the Republic of South Africa. If this market collapses, and if political instability in South Africa affects the flow of goods to Botswana, this will change rapidly. The paved roads were targeted for extensive funding during the current 7-year development plan, which runs from 1989 to 1996. Faucet water is potable in most towns. All towns and many of the larger villages have reliable electricity (coal generated). Phones are also reliable; although it is difficult to find pay phone booths even in the capital, most homes and offices have phones, and many offices also have faxes. Mail service is fast and efficient.

Culturally, there seems to be a significant difference between women in the larger towns and the rural women. The Unity Dow case, in which the Supreme Court ruled that the Citizenship/Immigration Act discriminates against women, has a new twist now. Unity Dow charged that the Citizenship Act contravened the Constitution of Botswana because the Constitution prohibits discrimination based on sex; however, the Citizenship Act denies citizenship to children of Botswana women and foreign men, but not to children of Botswana men and foreign women. There is a rumor that one of the Ministers is circulating a referendum to amend the Constitution to make this legal, rather than changing the Citizenship Act. The urban women who are following this closely need to make education of rural and urban men and women about the consequences of such a move top priority to avoid the danger of this becoming a rural/urban issue.

Elections are coming up next year (1994), and the response by international women's groups to the rumored referendum has been strong. Women in Botswana have also read about the significance of the women's vote in the US Presidential and Congressional elections. The TA thinks the politicians will be very careful on this issue, but it is doubtful that any of the politicians (all men) will come out against it in public.

The idea of organizing as an interest group is fairly new in Botswana, and there is not model to predict how fast or along what route women will progress in this area. They need to go through the cycle of organizational development and learn the skills of organizing around an issue, coming up with a mission statement, compromising, negotiating, and implementing actions. The general level of awareness of political issues will also increase during this process.

## Section VI. LIST OF CONTACTS

### Botswana Confederation of Commerce, Industry, and Manpower (BOCCIM)

Mrs. O. Masire	Training Officer
Mr. E. Dewah	Deputy Director
Mr. Mbaakanyi	Director
Mr. Molobe	Outreach Officer

### Brigades Development Center (BRIDEC)

Mr. Anthony Phelelo	Senior Technical Officer
Mr. Morupisi	Acting Principal
Mr. Bester Mahube	Coordinator, Ramotswa Brigade
Mr. Oswald Dipheko	Coordinator, Gabane Brigade

### United States Government Agencies

Mr. Ray Baum	USAID Project Development Officer
Mr. Hector Nava	USAID Project Officer
Ms. Kgalalelo Chepete	USAID Projects Assistant
Ms. Jill Donahue	Peace Corps, Small Enterprise Development
Mr. Tim Sherer	Commerce Attache, US Embassy

### University of Botswana

Patrick Molutsi	Gender Issues Group
Godisang Mookodi	Gender Issues Group
Atalia Molokomme	Gender Issues Group
Lebogong Letsi	Gender Network Librarian, National Institute of Research

### Women and Law in Southern Africa (WLSA)

Pusiletso Kidd	Coordinator
Unity Dow	Program Officer
Alice Mogwe	Program Officer

Women's Finance House (WFH)

Mr. H. Chotani	General Manager
Ms. Julia Helfer	Board Member
Mr. M. Bojosi	Credit Officer
Ms. L. Ramorula	Bookkeeper
Ms. S. Motlogwane	Training Officer

Other Organizations

R.F. Moamogwe	Pelegano Village Industries
Bert Nieuwenhuizen	Botswana Orientation Center
Binkie Kerileng	Bank of Botswana
Dikoloti Morewane	International Labor Organization
Roberta Rivers	Canada Fund
Carolyn Pinder	Maun Business Training Center
Joe Ramotsadi	Export Marketing Trainer, Ministry of commerce and industry

**ATTACHMENT 1**

**WFHB BUSINESS RESOURCE LIBRARY DATABASE**

compiled by Rochelle Rainey  
01-Feb-93

Pub. Date	Key Word #1	Key Word #2	Key Word #3	Checkout Date	Due Date
01-Sep-91	Gender	Credit	Grants		
01-Jun-92	Business	Women	WIBA		
01-Aug-90	Management	Workshop	Gender		
28-Jun-91	Women	Entrepreneurs			
28-Jun-91	Women	Credit			
01-Aug-92	Micro	Small			
01-Feb-90	Women	Enterprise			
15-Aug-86	Women	Value	Informal		
01-Jan-85	Sustainability				
01-Jan-77	Calculator	Finance			
01-Jan-89	Manager	Women	Leadership		
01-Jan-87	Training	Evaluation			
01-Jun-92	Women	Aquaculture			
	Women	Informal	Assistance		
01-Feb-89	Informal	Methodology	Assistance		
01-Jan-92	Training	Resources	Small		
01-Jul-86	Evaluation				
01-Apr-89	Micro	Assistance	Evaluation		
	Women	Nontraditional			
01-Jan-91	Gender	Micro	Assistance		
01-Sep-90	Gender	Micro	Growth		
01-Jan-98	Plan	Business	Management		
01-Jan-90	Training	Women	Business		
01-Jan-89	Gender	Power	Technology		
01-Jan-89	Training	Trainers			
01-Feb-90	Rural	Appraisal	Methodology		
	Consultants		Botswana		
01-Aug-89	Women	Statistics			
14-Jul-89	Informal	Botswana			
11-Aug-89	Gender	Earnings	Botswana		
01-Sep-88	Women	Development	Botswana		
01-Jan-89	Gender	Agriculture	Education		
01-Jan-86	Employment	Handicapped	Africa		
01-Jan-90	Training	Trainers	Participatory		
	Exporting	Handicraft	Marketing		
01-Jan-80	Marketing	Gifts	Marketing		

Women in Business Association  
Library Database

No.	Title	Author 1	Author 2
1	The Effects of Gender on Access to Credit and Grants in Botswana	SIAPAC	
2	Business Women in Botswana - Strategies for Change	Raile	
3	Strategic Management User's Guide	ARIES	Nathan Associates
4	Bibliography on Women and Entrepreneurs 1982-1991	USAID	
5	Bibliography on Women and Credit Programs	USAID	
7	Micro- and Small-Scale Enterprises in Botswana	GEMINI	Daniels
8	Female Participation in the Botswana Private Enterprise Development Project	GENESYS	
9	Measuring and Valuing Women's Participation in the Informal Sector of the Economy	Urdaneta-Ferran	UN
10	Implementation for Sustainability	Honadle	VanSant
11	Calculator Analysis for Business and Finance	Texas Instruments	
12	Leadership Skills for Women: Achieving Impact as a Manager	Manning	Haddock
13	Guide to Evaluation of Training	Stanley	
14	Gender Variable in Rwanda	PD/A CRSP	OSU
15	Women's Ventures: Assistance to the Informal Sector in Latin America	Berger	
16	A Methodology for Working with the Informal Sector	Olivares	ACCION
17	Training Resources for Small Enterprise Development	PACT	
18	Participatory Evaluation	PACT	
19	Micro-Enterprise Assistance Programs: Their Benefits, Costs, and Sustainability	ACCION	
20	Non-Traditional Income Generation by Women in Lesotho	CID/WID	Gorton
21	Gender Issues in Microenterprise Assistance	Clark	
22	Gender and the Growth and Dynamics of Microenterprises	GEMINI	Downing
23	Your Business Plan: A Workbook for Owners of Small Businesses	Sargent	OSBDCN
24	FAIDIKA! Business Training for Women's Groups	Tototo	
25	Technology, Gender, and Power in Africa	Stamp	IDRC
26	Learning to Teach: Training of Trainers for Community Development	Save the Children	OEF
27	Participatory Rural Appraisal Handbook	WRI	
28	Using Consultants: How to Identify, Hire, and Manage Them	Bates	
29	Basic Facts About Women in Botswana	NIR	U of Botswana
30	Botswana's Informal Sector	Kann	U of Botswana
31	Gender, Education, Work and Earnings in Botswana	Kann	U of Botswana
32	National Policy on Women in Development	MLHA	
33	Participation of Women in Agricultural Education and Integration of Gender Issues into Agricultural Curricula	BARA	U of Arizona
34	Creating Jobs: A Project Planning Guide for Organizations of Disabled Persons in Africa	Goodwill	W.African Federation
35	Tools for Community Participation	Srinivasan	UNDP
36	Handicraft Exporting as a Peace Corps Activity	Fishman	Peace Corps
37	Gift Stores	Bank of America	

13

38	Small Business in the Third World	Harper	
39	Management Dimensions of Development: Perspectives and Strategies	Esman	
40	Democratizing Development: The Role of Voluntary Organizations	Clark	
41	Opening the Marketplace to Small Enterprise: Where the magic ends and development begins	Wilde	Schreurs
42	Human Resource Development: International Perspectives on Development and Learning	Jones	Mann
43	Doing a Feasibility Study: Training Activities for Starting or Reviewing a Small Business	OEF	
44	Discover Your Opportunities	NAFE	
45	Achieve Your Goals	NAFE	
46	Master Your Future	NAFE	
47	In Her Own Image: Empowering Women for the Future	Media Network	
48	Maintenance Laws and Practices in Botswana	WLSA	
49	World Atlas	Bartholomew	
50	Computer Tools	Spindex	
51	The Private Marketing Entrepreneur and Rural Development	FAO	
52	Funding Sources in Botswana	BOC	SNV
53	How to Start a Small Business	Government Printer	
54	Training Needs Analysis Manual	AIRES	CDC
55	CVO Chamber of Commerce By-Laws	City of Corvallis	
56	Women Organizing	IWTC	Interational Women's Tri

14.

**ATTACHMENT 2**

**MEMO - REDIRECTION OF SCOPE OF WORK**

## MEMORANDUM

**Date:** April 21, 1993

**To:** Hector Nava, USAID/Botswana WID Officer

**c:** Kgalalelo Chepete, USAID Projects Assistant  
Ray Baum, USAID Project Development Officer  
Helen Henderson, CID/WID Project Director

**From:** Rochelle Rainey, Graduate Intern, CID/WID Project

**Re:** Redirection of scope of work for USAID CID/WID Project

The following memo documents the redirection of my work towards the Women's Finance House Botswana and BRIDEC/Brigades components of my scope of work (PIOT 633-0241-3-10046). I have spent less time on the Women in Business Association (WIBA) component due to the members of WIBA being unclear about the organization's goals and objectives. I have submitted a memorandum of proposed areas of technical assistance for WIBA to BOCCIM as requested by the Director, and I am available to work with the WIBA Coordinator on areas identified and agreed on by WIBA members during the remainder of my contract.

I arrived in Botswana Jan. 21, 1993, and met with WIBA executive committee and coordinator for the first time on Jan. 25. The workplan for first quarter of 1993 was presented at this time. I am not clear if it was drawn up by coordinator alone or with input or direction from executive committee. However, since it was already completed and the executive committee approved it, I proceeded with other parts of my scope of work. I intended to be more involved in drawing up the second quarter's workplan in March. WIBA did not have spreadsheet software until the first week in March, so I worked on setting up a directory of WIBA members and locating information on women in business at the USAID office. The Project Development Officer cautioned against being a consultant for WIBA who comes in, does a task, and then leaves. They wanted increased institutional capacity of WIBA to come out of my tour here, not just some manuals and a report.

On March 4 I gave a briefing to the USAID Director and Associate Director regarding my progress and perceptions on scope of work to date. I mentioned that WIBA seemed to lack focus as the same topics had been discussed at several meetings in a row, and items that were in the consultant's report as approved were still being discussed. USAID was very concerned and the Project Development Officer requested that I call a meeting with WIBA President and WIBA coordinator, USAID Projects Assistant, and USAID Project Officer and BOCCIM. Following is the agenda for that meeting.

**4.A. Need to clarify conditions of WIBA membership and who is eligible to join WIBA**

- Any woman in business
- Only businesswomen who are members of BOCCIM
- Only women with majority share in a business
- Women who want to start a business
- People who support the objectives of WIBA but don't fit the other requirements

Different categories of membership and their rights in the organization need to be simplified/clarified, based on the consultancy report of 1992.

**4.B. Membership Fees**

- What will the membership fees be used for?
- How will the funds be managed? A financial management plan designating the authority to program and use external funds and resources should be in place before funds are collected.

**5. After clarifying the eligibility criteria and use of WIBA membership funds, WIBA should design a membership form to collect information about its members, and a brochure to attract new members. WIBA needs a comprehensive membership database for the following purposes:**

- Sending out newsletters and information
- To document the contribution of WIBA members to Botswana's economic growth
- For the treasurer to update dues information
- To extract general information on women in business in Botswana

WIBA needs to launch a publicity campaign to inform people of its existence and its objectives, and provide information about how to join.

**6. Training**

WIBA needs to clarify the training needs of its members. Criteria must be established for identifying and selecting trainees. WIBA should devise a way to ensure that it benefits from the continuing involvement of the trainees upon the completion of the training courses.

**7. In addition to the above areas, the USAID/WID Advisor will be available to provide assistance in other areas identified by WIBA and mutually agreed on by the WID Advisor and the WIBA Coordinator.**

**cc: Mr. Ray Baum, USAID Project Development Officer  
Mrs. Eunice Radebe, WIBA President  
Ms. Tebogo Nkwe, WIBA Coordinator**

**In summary, this memo is to ensure that there is full understanding as to my work activities in Botswana.**

11

**AGENDA**  
**WIBA Report to USAID and BOCCIM**  
**March 11, 1993**  
**WIBA Office/BOCCIM Outreach**

- Invited:**      **Mrs. O. Masire - BOCCIM**            (did not attend - out of town)  
                 **Mr. Dewah - BOCCIM**            (did not attend)  
                 **Mrs. E. Radebe - WIBA President**  
                 **Ms. T. Nkwe - WIBA Coordinator**  
                 **Mr. R. Baum - USAID Project Officer**  
                 **Ms. K. Chepete - USAID Projects Assistant**  
                 **Ms. R. Rainey - USAID WID Advisor**
- 8:00**            **Introductions - Ms. Rainey**  
**8:05**            **Review of consultant's report for objectives and recommendations for**  
                 **WIBA - Ms. Nkwe**  
**8:20**            **Relevancy of report to development of WIBA - Mrs. Radebe**  
**8:35**            **Discuss course of action for strengthening WIBA - Ms. Rainey**  
**8:50**            **Understanding of role of Executive Committee, BOCCIM, WIBA**  
                 **Coordinator, USAID/WID Advisor and USAID - representatives from each**  
                 **group**

At this meeting the WIBA Coordinator voiced her concern about having too many bosses, and her perception that I was her supervisor. The USAID Project Officer clarified that I was to act in an advisory capacity only, not as a consultant, not as a supervisor. The topic of training for WIBA was also discussed, and the USAID Project Officer said he would look very favorably on any training request originating from WIBA (not individuals, but from the group), forwarded to USAID through the appropriate channels at BOCCIM. One suggestion I had mentioned to the Project Officer earlier, and he brought up at the meeting, was a training for the executive committee on how to delegate running an organization, and how to make the transition from all-volunteer organization to one with a full-time coordinator. The President of WIBA did not comment either way on the need or lack of need for this type of training. My work schedule for WIBA was Monday, Wednesday and Friday mornings from 7:30 to 12:30, but I had a pre-existing appointment the next day, which was a Friday.

I went in Monday, March 15, and as the coordinator was not there yet, I started working on the draft of the phone tree, a draft of a newsletter, and a rotating schedule for meetings, all items that we discussed at the WIBA executive committee meeting the week before and that the executive committee had agreed I and the coordinator should work on. The coordinator arrived, and left shortly afterwards without saying where she was going or when she would be back. I worked until 12:30, then left for USAID office. USAID Project Officer asked what had happened at WIBA that morning. I said that nothing unusual happened, that the coordinator left soon after she arrived, and I had assumed she had a pre-existing appointment. He said the coordinator had called the Deputy Director of BOCCIM and said she couldn't work with me, and the Project Officer thought I should not to go back to work at the WIBA office until this was resolved. This included not attending the general meeting that was scheduled for the 16th of March.

The Project Development Officer suggested that I call Carol Culler, who initiated the request for a WID Advisor, and who is now with USAID in Namibia, and ask her if she had any insights or suggestions on how to proceed. Carol thought checking with the Past President would help, since Carol had worked most closely with her. I met with the Past President and explained the situation, asking if she thought there was anything I should have done differently (i.e. was I making any cultural errors in the workplace, was I focusing on the wrong areas for priorities for WIBA? etc.) The Past President read an example of a memo (attached) that I wrote to the Coordinator, and felt that there was nothing wrong with my approach. She said that this was a problem that needed to be resolved by the WIBA Executive Committee, not BOCCIM, and she appreciated my bringing the matter to her attention.

The USAID Project Officer asked me to get an official invitation to executive committee meeting scheduled for April 1, which I did. Then the Deputy Director of BOCCIM came by USAID on March 31 to say the coordinator had resigned giving 30 days notice. The Project Officer said given this situation he did not think my presence at the meeting would be advisable, since there seemed to be a rift in the executive committee, and until the committee addressed the different expectations of the committee members and came to a consensus there should be no USAID presence that might seem to exert any pressure.

In the first week of April, the WIBA Executive Committee met with the Director of BOCCIM, and they decided they would not accept the Coordinator's letter of resignation. The Director of BOCCIM talked to Ray Baum and requested an outline of what my ideas were for WIBA. I submitted the memo (attached) on April 14. I understand that WIBA will contact BOCCIM through the formal channels if they would like my assistance in working towards these goals or others that they identify.

I have continued to work on a WIBA membership application form, drafted a newsletter and a phone tree for contacting members, and created a membership database from USAID office. I will complete a manual for updating of the membership database and printing mailing labels. The materials I brought and have purchased here for a women in business library are entered in a database and I have made cards to check out the materials to borrowers. However, given the uncertainty about WIBA's future I may put this library at the Women's Finance House Botswana.

15 March, 1993

Tebogo,

For the week of March 15 through 19, I will be in the WIBA office from 7:30 am to 12:30 pm on:

Monday March 15  
Wednesday March 17  
Friday March 19

Let's discuss the workplan for next quarter. Also, let's draw up a proposed schedule for monthly meetings and executive meetings with a list of suggestions for speakers for the meetings and put out a newsletter to members with this information. Last but not least, let's work on the training needs for WIBA and WIBA members.

Also, I want to go over the draft of the phone tree with you since you know which women have been more active, so we can put those women higher up in the tree.

Shall we call a meeting of the subcommittee to discuss NDP7?

I am planning to be in Tonota at the Brigade and in Francistown the week of March 22 - 26. How is your schedule looking for that week? Will you be able to get up there? Let's coordinate...

Rocky

**Date:** April 14, 1993

**To:** Mr. Modiri Mbaakanyi, Director, BOCCIM

**Through:** Ms. Kgalalelo Chepete, USAID Projects Assistant

**From:** Ms. Rochelle Rainey, USAID/WID Advisor

**Subject:** Areas of Proposed Technical Assistance to WIBA

1. An organization of businesswomen is probably the most effective organization to identify and address constraints affecting Batswana women entrepreneurs. To maximize WIBA's effectiveness its members need to be very clear on goals and objectives. This may include economic, political, and social goals, or some combination of these areas, but they should be clearly stated. Businesswomen face many demands on their time and money, and WIBA needs to show that it offers clearly defined benefits to members before the prospective members will want to join. It is up to the members of WIBA to decide on their immediate objectives and longer-term goals. After immediate objectives are identified the USAID/WID Advisor is available to assist WIBA in developing a course of action to achieve their objectives.
2. There is a need to determine WIBA's affiliation with BOCCIM after BOCCIM's restructuring.
  - formulate terms of relationship between the two organizations
  - locate additional donor support if necessary to initiate specific activities developed per WIBA's workplan
3. **Staff Development**

In order to strengthen the overall effectiveness of WIBA a training course for the Executive Committee could be developed. This course would include but not be limited to the following:

  - the division of responsibilities between the executive committee and the members-at-large, (what can the board decide on and what issues need to be voted on at a general meeting)
  - exercises on planning and goal-setting for an organization
  - the division of responsibility between different offices on the executive committee (how are the authority and responsibilities of the President different than those of the Treasurer)
  - what responsibilities can be delegated to a paid staff member, and who evaluates the staff member
  - exercises on conducting executive and general meetings to keep the meeting on track and reach resolution of one item on the agenda before continuing on to the next topic

The training should be based on the bye-laws of WIBA as drawn up in the consultancy report in June 1992, and subsequently approved by the WIBA Executive Committee.

**ATTACHMENT 3**  
**WIBA MEMBERSHIP DATABASE**



49	Motswabi	L.	The Lace (Pty) Ltd.	Box 2242	Gaborone	302551	Y		WIBA
50	Mpofu	S.	Corn Fit Design	P/Bag 00187	Gaborone	313974	Y		WIBA
51	Mulwa	S.	Zomn Furniture Manufacturers	Box 1837	Gaborone	312028	Y		WIBA
52	Ncgofo	J.	Bntchem Pharmacy	Box 1133	Gaborone	363108	Y		WIBA
53	Nkwe	J.	Modipare		Gaborone		Y		WIBA
54	Nkwe	Tebogo	Baagoria Constancies	Box 2029	Gaborone	313771	Y		WIBA
55	Ntse	D.	Logistics/The Cut Above	Box 114	Gaborone	361223	Y		WIBA
56	Olerile	B	Prime Ventures		Gaborone	369911	Y		WIBA
57	Opiyo	J.A	Sacred Heart	Box 114	Gaborone	361223	Y		WIBA
58	Palm	V.E	Shashe Cottage Industries	Box 1011	Gaborone	215118	Y		WIBA
59	Peterson	G.	Boutique La Grace, Ltd.	Box 1428	Gaborone	301065	Y		WIBA
60	Pholo	D.S.	Album Pharmacy	Box 72	Gaborone		Y		WIBA
61	Radebe	Eunice	BDS (Pty) Ltd.	Box 108	Gaborone	313726	Y		WIBA
62	Ransinghe	L.	Executive Sec.	P/Bag RR125	Gaborone		Y		WIBA
63	Rauwane	C.	One's Garments	Box 1493	Gaborone	374733	Y		WIBA
64	Roberts	Y.	Kealeboga Enterprises	Box 41850	Gaborone	300048	Y		WIBA
65	Rokos	P.F.	Guides & Outfitters	Box 2040	Gaborone	368288	Y		WIBA
66	Schellers	L.	Impressions	Box 4020 10	Gaborone	300703	Y		WIBA
67	Sesi		The Lace (Pty) Ltd.	Box 2242	Gaborone	302551	Y		WIBA
68	Setshwaelo	N.	Meropa Music Sounds	Box 1829	Gaborone	36888	361846	Y	WIBA
69	Sher	J.	Ristic Touch	Box 753	Gaborone	372532	Y		WIBA
70	Tsilla	D.	Wedding Lenyalo	Bag BR152	Gaborone	369288	Y		WIBA
71	Thekiso	T.		Box 41051	Gaborone		Y		WIBA
72	Tlhong	T.	Golden Products	Box 201573	Gaborone		Y		WIBA
73	Wilmot	H.	Delta Investment	Box 248	Gaborone		Y		WIBA
74	Wilson	C.	Mullan & Associates	Box 1888	Gaborone	362878	312928	Y	WIBA
75	Khama	W.	White City Filling Station	Box 898	Lobatse	213479	Y		WIBA
76	Lopang	P.	Omega Insurance Brokers	Box 87	Lobatse	216579	Y		WIBA
77	Mompoti	Dr.	Tati River Clinic	Box 1222	Lobatse	213790	Y		WIBA
78	Mosojana	M.	Ne Mangwana Bottle Store	Box 1384	Lobatse	213685	Y		WIBA
79	Motswana	M.	Step Ahead Salon	Box 684	Lobatse	332131	Y		WIBA
80	Phaladze	O.	Satellite Supermarket		Lobatse		Y		WIBA
81	Phillime	W.	Boikhutso Place	Box 10084	Lobatse	212882	Y		WIBA
82	Sesupeng	G.	Roadway Butchery & Supermarket	Box 748	Lobatse	212050	Y		WIBA
83	Tshuma	A.	Progressive Enterprises	Box 20128	Lobatse	213853	Y		WIBA
84	Young	D.	D & J Investments	Box 889	Lobatse	212183	Y		WIBA
85	Chinyoka	C.	The Northern Pioneer	Box 893	Mahalapye	411025	Y		WIBA
86	Honold	M.	Lemogang Investment	Box 41487	Meun	371898	Y		WIBA
87	Tumedu	T.C.	Hawker	Box 41085	Oodi	363811	Y		WIBA
88	Schultz	R.	Beau Core Salon	Box 41208	Palapya	372871	Y		WIBA

**ATTACHMENT 4**  
**DRAFT - WIBA MEMBERSHIP FORM**



## WOMEN IN BUSINESS ASSOCIATION (WIBA) MEMBERSHIP APPLICATION FORM

I. YOUR NAME \_\_\_\_\_

II. NAME OF YOUR BUSINESS \_\_\_\_\_

Do you own another business or businesses? If so, please use a separate application to record the background information (questions II through VIII) for each business, and attach the forms to this application. WIBA intends to document and publicise women's contributions to Botswana's economy. Thank you for your time in making WIBA's data accurate.

III. POSTAL ADDRESS \_\_\_\_\_

IV. PHYSICAL LOCATION \_\_\_\_\_

V. TELEPHONE \_\_\_\_\_ FAX \_\_\_\_\_ TELEX \_\_\_\_\_

VI. YEAR ESTABLISHED \_\_\_\_\_

VII. BUSINESS SECTOR - please mark the sector or subsector that most closely defines your business, or circle OTHER and explain

Agriculture

Construction

Manufacturing

- brick and block moulding

- textiles

Education/Training

Financial Services/Investment

- accountant/auditor

- insurance

Food Processing, Manufacturing

- bakery

- butcher

- dairy

- food packaging

- mill

Housekeeping/Cleaning Services

Hotel and Tourism

- liquor restaurant

NGO/Development Institution

Printing and Publishing

OTHER - state type of business

Professional Services

- advertising

- architectural design

- business development

- interior design

- legal

- medical

- secretarial

Retail

- bookstore

- bottle store

- boutique

- electronics

- filling station

- florist

- music

- office equipment

- pharmacy

- supermarket/groceries

Salon/Beautician

Security

Transport and Communications

- filling station

- trucking and export

PLEASE CONTINUE ON REVERSE SIDE

## VIII. BUSINESS EMPLOYMENT

Women      Men

Number of Full Time Employees

Number of Part Time Employees

Number of Seasonal Employees

## IX. MEMBERSHIP CATEGORIES AND FEES

**FULL MEMBER:** a woman business owner or a woman involved in business or commerce. Full members have voting rights with each member receiving one vote.

Full Member Fee: P50 Joining fee

P25 Annual fee

**ASSOCIATE MEMBER:** an aspiring woman business owner or individual who subscribes to the objectives of WIBA and wishes to support to WIBA through membership. Associate Members have no voting rights.

Associate Member Fee: P25 Joining fee

P10 Annual fee

**CORPORATE MEMBER:** is a corporation or organization who subscribes to the objectives of WIBA and wish to support WIBA through membership. Corporate members have no voting rights.

Corporate Member Fee: P5000 Joining fee

P1000 Annual fee

**PLEASE PAY FEES AT THE WIBA OFFICE, IN THE BOCCIM OUTREACH OFFICE BEHIND TSOLETSO HOUSE, OR AT WIBA GENERAL MEETINGS.**

X. **WHAT ARE YOUR MAJOR CONCERNS AS A BUSINESSWOMAN?**

XI. **ARE YOU INTERESTED IN SERVING ON A COMMITTEE WITH OTHER BUSINESS WOMEN WHO SHARE YOUR CONCERN, TO ADDRESS THESE ISSUES?**

XII. **WHAT DO YOU WANT TO GAIN FROM MEMBERSHIP IN WIBA?**

**REMEMBER, WIBA EXISTS FOR WOMEN IN BUSINESS  
GET INVOLVED!!!**

**ATTACHMENT 5**  
**DRAFT - WIBA NEWSLETTER**

# WIBA WOMEN IN BUSINESS ASSOCIATION

c/o BOCCIM OUTREACH

P.O. BOX 432 GABORONE

TEL: 312273

This is an open invitation to all businesswomen in Botswana to join the Women in Business Association (WIBA). WIBA was formed in 1990 from a core of women members of BOCCIM, the Botswana Confederation of Commerce, Industry, and Manpower. It now has a full-time coordinator, housed at the BOCCIM Outreach Office behind Tsoletso House, and is eager to expand its role as an organization supporting Business Women in Botswana.

## The major objectives of WIBA are:

- to present and promote the interests of businesswomen in Botswana to BOCCIM, local and central government agencies, international organizations, financial institutions, training institutes and other organizations affecting women in business
- to provide a forum for women in business to exchange ideas and information with each other and with colleagues in other countries
- to link with institutions that offer training and other services in the technical, managerial, financial, marketing, and international fields
- to encourage women ownership of business, especially in areas representing good potential for business growth and expansion

All women who are in business are welcome and eligible to join. There is also an associate membership option for those who are not eligible for regular membership but who support the objectives of WIBA, and WIBA welcomes corporate members. Membership applications are available at the WIBA office BOCCIM Outreach Office behind Tsoletso House.

WIBA has decided on a rotating schedule for its monthly meetings to enable women with fixed weekly schedules to attend at least some of the meetings. Each meeting will feature a short (10-15 minute) presentation by a representative from an organization working in an area of interest to WIBA members. Please contact the WIBA Coordinator if you have a suggestion for a speaker or a topic you would like WIBA to address at a general meeting. The schedule for WIBA general meetings is as follows: All meetings will be held at the President Hotel and will start promptly at 5:30 pm.

April 19 Monday	Speaker: University of Botswana Gender Group Representative
May 11 Tuesday	Speaker: Barclay's Bank, addressing Credit Opportunities
June 9 Wednesday	Speaker: Mr. Molobe, B-MAP business consulting
July 8 Thursday	Speaker: Pony Hopkins, Ipelegang
August 9 Monday	Speaker: Harish Chotani from Women's Finance House
September 7 Tuesday	Speaker: TIPPA, addressing export opportunities and constraints
October 6 Wednesday	Speaker: Someone from one of the training institutes that could talk about courses they offer in business management
November 11 Thursday	Speaker: Someone from a marketing firm, or someone who teaches marketing to give a short talk on "product, price, packaging, and promotion in business"
December 6 Monday	Speaker: How about one of the members to talk on new trends in her sector

Please join WIBA in supporting Women in Business in Botswana. We hope to see you in April.

**DRAFT of newsletter for comments  
Executive Committee Meeting, March 15**

**My notes/questions to cover at meeting**

1. **Who should sign it? President? Executive committee? Coordinator? some combination of the above?**
2. **guest speakers - these are just suggestions, lets discuss your contacts and finalize this so we can begin scheduling them.**
3. **location of meetings - is this correct?**
4. **should we put information about fees in or will it make it too cluttered?**
5. **do you schedule a meeting for December?**
6. **need to set up nominating committee, policy committee, and publicity committees - maybe at March meeting?**
7. **In May, BITEX expo - need to encourage members to participate. Also, in July, Desktop Publishing Seminar tentatively at Gaborone Sun Hotel, Monday July 12 and Tuesday July 13 - should we put events like this in the newsletter or mention them at our meetings?**
8. **Need to start planning the Annual General Meeting - is it usually in October?**
  - Suggested themes:**
    - Business Planning**
    - Identifying Training Needs**
    - Effective Lobbying**
  - possibly invite a representative from WIB Lesotho to the Annual General meeting? Invite representative from the press to attend as well, and deliver a summary of proceedings to all the papers afterwards - should we do this for monthly meetings as well? Elections will be held at the Annual General Meeting**

**ATTACHMENT 6**

**DRAFT - WIBA PHONE TREE**

**\*\*\*DRAFT\*\*\* to present to Executive Committee March 15  
WIBA MEMBERS**

If you hear of a meeting or event you think is of interest to WIBA members, please call WIBA Coordinator at 312273 to activate the "WIBA Phone Tree".

Here is how it works:

You call the WIBA Coordinator and give the time, place and a description of the event, and a contact person and phone number, if possible. The Coordinator will call the members of the Executive Committee to inform them. Each elected member of the Executive Committee will in turn call 5 people, who will then have their own phone calls to inform the next level of the tree. One contact for each member of the executive committee will be outside Gaborone to activate phone trees and network with other groups of women. (Note: the first numbers listed are work numbers. Additional phone numbers to the right of the first numbers are home telephone numbers.)

WIBA President	Eunice Radebe	313725
Vice President	Dorcas Tafila	359266
Secretary	Carolyn Wilson	352878
Vice Secretary	Julia Helfer	359720
Treasurer	Chigedze Chinyepi	356952
BOCCIM	Orefi Masira	353459

Each of these WIBA members will contact five people to complete the next level of the tree. Here are the proposed assignments:

Eunice Radebe will call

Director	Body Shop	Gaborone	313633
Junner, Margie and Bullent, Allison	Margal Secretarial Service	Gaborone	304473
Mogami, S.	Sounds Works (Pty) Ltd.	Gaborone	371376
Dowd L.V.	Okavango Manufacturers	Gaborone	374202
Archer O.	SWI Investment	Palapye	420413

Dorcas Tafila will call

Mophuting M.	J & M Investments	Gaborone	374112	320525
Kerrison G.	Notwane Nurseries	Gaborone	374829	371134
Khama G.	Kobela (Pty) Ltd.	Gaborone	330153	
Nteta D.	Logistics/The Cut Above	Gaborone	351223	
Wilmot H.	Delta Investment	Maun		660183

The next level of the tree is for each of the above WIBA members in Gaborone to make one or two phone calls to spread the information.

Director, Body Shop will call

Rauwane, C.	One's Garments	Gaborone	374733	
Majova, S.	Knit 'N' Purl	Gaborone	351746	374780

Margal Secretarial Service will call

Ketlogetswe, L.	Sechaba Enterprises	Gaborone	352559	300009
Setshwaelo N.	Meropa Music Sounds	Gaborone	35686	351646

Mogami, S. of Sounds Works (Pty) Ltd. will call

Modisi S.	S.P. Construction Bag	Gaborone	352114	
Motshubi L. and Sesi	The Lace (Pty) Ltd.	Gaborone	302551	

Dowd L.V. of Okavango Manufacturers will call

Chape-Wareus T.R.	Ella Botswana	Gaborone	373925	
Scheffers L.	Impressions	Gaborone	300703	

Mophuting M. of J & M Investments will call

Ncgobo J.	Botcherms Pharmacy	Gaborone	353108	
Molomo M.	Raymol Estates	Gaborone	352176	

Kerrison G. of Notwane Nurseries will call

Botlogile	Adams Ribs Bottle Store	Gaborone	352176	
Roberts Y.	Kealeboga Enterprises	Gaborone	300046	

Khama G. of Kobela (Pty) Ltd. will call

Done A.	Gallery Ann	Gaborone	359088	
Sher J.	Rustic Touch	Gaborone	372532	

Nteta D. of Logistics/The Cut Above

Dewah A.	D&D Corp Spt Services	Gaborone	312944	
Horneman G.	Salon Grace	Gaborone	356155	

Jankey M. of Majoe Hair Salon will call

Gower P.S.	YWCA	Gaborone	353681	374113
Matsheka L.	Marothodi Bottle Store	Gaborone	312116	312904

Mokobi S. of Shee Holdings will call

Ransinghe L.	Executive Sec.	Gaborone		
Mosinyi E.C.	Conn-Eit Design	Gaborone	313974	

Mookodi L. of Alvic Textiles will call

Pholo D.S.	Altum Pharmacy	Gaborone		
Mpoju S.	Conn-Eit Design	Gaborone	313974	

Caroline Wilson will call

Jankey	M.	Majoe Hair Salon	Gaborone	313155
Mokobi	S.	Shee Holdings	Gaborone	352467
Mookodi	L.	Alvic Textiles	Gaborone	357820
Liphuko	F.	I.C.P.	Gaborone	312604
Motswana	M.	Step Ahead Salon	Lobatse	332131

M. Motswana will call the members in Lobatse, or set up another level of the phone tree locally.

Mokumakwe	G.	Patches Botique	Lobatse	330378
Pula	J.	Abeah	Lobatse	330874
Dinku	P.M.	Mabogo Dinku	Lobatse	330736
Lesang	C.	Caroline's Garments	Lobatse	330957
Mothibi	L.	Anthony's Knitwear	Lobatse	330785
Baptista	R.	Tiffany Hair Salon	Lobatse	333116
Jones	D.	Designer Stitches	Lobatse	330904

Julia Helfer will call

Peterson	G.	Boutique La Grace, Ltd.	Gaborone	301065
Mulwa	S.	Zomm Furniture Manufacturers	Gaborone	312028
Bentley		Office Equipment & Service	Gaborone	351714
Rokos	P.F.	Guides & Outfitters	Gaborone	356286
Masisi	M.	Sunnyside Pharmacy	Francistown	213661

M. Masisi will call the contacts in Francistown, or set up a local phone tree.

Chizanga,	G.	and		
Bokowe	B.	Town Market/Vendor	Francistown	213481
Palm	V.E.	Shashe Cottage Industries	Francistown	215118
Phillime	W.	Boikhutso Place	Francistown	212662
Khima	W.	White City Filling Station	Francistown	213479
Young	D.	D & I Investments	Francistown	212183
Tshuma	A.	Progressive Enterprises	Francistown	213663
Mosojane	M.	Ne Mangwana Bottle Store	Francistown	213686
Mompati	Dr.	Tati River Clinic	Francistown	213790
Lopang	P.	Omega Insurance Brokers	Francistown	215579
Sesupeng	G.	Roadway B. & Supermarket	Francistown	212050

Chigedze Chinyepi will call

Deetlefs	L.	New Image Kitchens	Gaborone	314329
Bekker	K. and	Markides T. Kat Koriers	Gaborone	310540
Farmer	E.	Promotions	Gaborone	372532
Merafhe	E.	ADAT Botswana	Gaborone	371994
Chinyoka	C.	The Northern Pioneer	Mahalapye	411025

Liphuko F. of I.C.P. will call

Monyai	P.B.	Business Strategists	Gaborone	351952
Opiyo	J.A.	Sacred Heart	Gaborone	351223

Peterson G. of Boutique La Grace, Ltd. will call

Honold	M.	Lemogang Investment	Gaborone	371898
Tumedi	T.C.	Hawker	Gaborone	353811
Schultz	B.	Beau Care Salon	Gaborone	372871

**IF YOU KNOW OTHER WOMEN IN BUSINESS WHO ARE INTERESTED IN JOINING WIBA, PLEASE CONTACT THE WIBA COORDINATOR AT 312273 FOR INFORMATION ON MEMBERSHIP AND TO GET ON THE PHONE TREE!!!**

**ATTACHMENT 7**  
**WIBA LOTUS MANUAL**

**UPDATING WIBA MEMBERSHIP LIST  
IN LOTUS 1-2-3**

**MANUAL COMPILED BY  
ROCHELLE RAINEY  
USAID WID TECHNICAL ADVISOR**

**MAY 1993**

## INTRODUCTION

This is a basic manual for using Lotus 1-2-3 software to update the WIBA membership database. It is not intended to be a comprehensive manual for Lotus 1-2-3. If this manual is unclear, please refer to the Lotus User's Manual for more specific instructions.

The fields of information for the WIBA database are taken from the draft of the WIBA membership application form. A disk copy of the membership form is enclosed with this manual. The filename is MEMFORM, and the file was created in Wordperfect 5.1. This manual is also a Wordperfect file, called MANUAL, and a copy is on the same disk. Feel free to update the form and manual as information changes.

Once the user is familiar with basic Lotus commands, the WIBA membership database can be used to find specific information on the number of members, the locations of the businesses by town or village, the size of workforce employed in the various sectors in which women own and run businesses, their affiliation with BOCCIM, which members are interested in serving on committees within WIBA, and much more information. See the Lotus 1-2-3 User's Manual for more information on Lotus' capabilities for sorting databases.

WIBA can make a valuable contribution to Botswana by being active in business issues. The WIBA directory is one tool to help document women's contributions to the development of Botswana. Best Wishes in making WIBA a success for women in Botswana!

To update the WIBA membership database, first power on the computer and screen. If you will want to print the directory after updating, power on the printer at this time. Now you are ready to run Lotus 1-2-3 to update the membership directory.

**1. RUN LOTUS 1-2-3**

From the DOS prompt (looks like C:\>) type 123 and press the Enter key. Hit Enter again to go past the licensing information and get into the spreadsheet program.

**2. OPEN THE FILE YOU WANT TO EDIT OR UPDATE**

Type /FR and hit the Enter key. The backstroke gives you a menu across the top of your screen, then the "F" gives you options for Files, then "R" tells the program to retrieve a file, in this case the WIBA membership database. The default location, shown at the top of the screen, is set to the hard drive, called C:. Type the escape key (Esc) once, to clear the default location and then type in the current location of the membership database and its name. For working from the version of the database that is on the diskette, insert the diskette into the disk drive and type A:\DIRECT and then hit the Enter key. The WIBA membership database will appear on the screen.

**3. UPDATE THE INFORMATION IN THE DATABASE**

Use the arrow keys to move to the cell you need to update. If you are adding new members, hit the End key to go to the bottom of the information in the database. Add the information by using the printed copy of the WIBA membership directory as a guide. For updating existing information, refer to the Lotus manual for more options for moving around within the file.

The database is set up as follows:

**Column A** is a running number of entries in the directory. If you go to the bottom of the file, this number will tell you the total number of members of WIBA.

**Column B** Last name of WIBA member

**Column C** First name of WIBA member

**Column D** Name of company

- Column E Postal address
- Column F City
- Column G Work phone
- Column H Home phone
- Column I Member of BOCCIM (possible answers Y for yes and N for no)
- Column J WIBA membership category (possible answers are C for corporate member, F for full voting member, A for associate member with no voting rights, assuming this is how you divide up membership rights)
- Column K Sector of industry (from WIBA membership application - currently set up with the following sectors)

**Agriculture**

**Construction**

**Manufacturing**

- brick and block moulding
- textiles

**Education/Training**

**Financial Services/Investment**

- accountant/auditor
- insurance

**Food Processing, Manufacturing**

- bakery
- butcher
- dairy
- food packaging
- mill

**Housekeeping/Cleaning Services**

**Hotel and Tourism**

- liquor restaurant

**NGO/Development Institution**

**Printing and Publishing**

**OTHER - state type of business**

**Professional Services**

- advertising
- architectural design
- business development
- interior design
- legal
- medical
- secretarial

**Retail**

- bookstore
- bottle store
- boutique
- electronics
- filling station
- florist
- music
- office equipment
- pharmacy
- supermarket/groceries

**Salon/Beautician**

**Security**

**Transport and Communications**

- filling station
- trucking and export

- Column L** Year company established
- Column M** Number of females employed, calculated on a full-time basis. For example, one full time woman employed would be entered as 1.0, as would two half-time women would be a 1.0 for this category. Three women working half time would be calculated as 3 times .5 = 1.5 in this column. Don't forget to include the owner of the business in this figure.
- Column N** Number of males employed, calculated as above for women.
- Column O** Interest in Committee - if the applicant indicated an interest in serving on a committee of WIBA, enter Y in this column. This will give WIBA a list of members to call for rapid mobilization around issues like the alleged referendum on the Citizenship Act.
- Column P** Source of information about WIBA - where did the applicant hear about WIBA? This information can be used to adjust marketing campaigns and find out what is the most effective source for recruiting new members
- Column Q** Notes - any additional information about the applicant or her business such as which committee the applicant is interested in serving on

For analysis of WIBA membership (number of employees, number and names of women in Francistown, most frequent source of information about WIBA, etc.) refer to the Lotus User's Manual in the database section for how to sort by desired fields.

#### 4. SAVE YOUR WORK OFTEN

Type /FS Enter, then R to save the new information instead of the old version. If you think you might need the original version intact; type a new filename instead of replacing the original file. Be careful to give it a different name and one you can tell apart from the original. If you forget which one is more recent, you can look in DOS for the more recent date and time of file creation. Refer to your DOS User's Manual under DIRECTORY for how to do this.

#### 5. PRINT NEW VERSION OF DIRECTORY AND DISCARD THE OLD ONE

This way you have only the most current information regarding WIBA membership in circulation. Make sure the printer is plugged in, powered on, on-line, and has paper in the feeder or in the hopper. Type /PR to set the range

of the part that you want to print. In most cases this will be only the first 8 columns (A-H) to have the most recent information at hand for contacting members. The print range in this case will be A1 to Hxx (where xx is the last row of the database). Then type G to send the file to the printer. Type the Escape key until the menu-bar disappears from the top of the screen to exit from PRINT mode.

6. **SAVE FILE AND EXIT FROM LOTUS**

Type /FS and hit Enter, then type R to save the final version of the database, then /QYE to exit from Lotus back to DOS (the Disk Operating System)

**ATTACHMENT 8**  
**BRIDEC PROPOSAL FOR SMALL BUSINESS SUPPORT**

**SUPPORT FOR SMALL BUSINESSES  
AND BUSINESS SKILLS TRAINING**

**PROJECT PROPOSAL  
SUBMITTED TO  
USAID**

**BY  
BRIDEC  
(Brigades Development Center)  
MINISTRY OF EDUCATION  
GOVERNMENT OF BOTSWANA**

**AND**

**TSWELELOPELE BRIGADE, RAMOTSWA  
TSHWARAGANO BRIGADE, GABANE**

# PROJECT PROPOSAL SMALL BUSINESS SUPPORT

## INTRODUCTION

This project will increase the economic and social well-being of Botswana through increasing the employability of the labor force, and through strengthening small businesses to promote employment in Botswana. This will be a joint project with support from BRIDEC, USAID, and Peace Corps.

## PROJECT GOALS AND OBJECTIVES

The goals of this project are to increase employability of the Botswana labour force and to strengthen small businesses to promote employment creation in Botswana. The project goals will be achieved through two complementary objectives, addressed in separate components of the two-year project.

The first objective, called Component A, will increase the training capacity of the Business Skills Unit at Tswelelopele Brigade in Ramotswa. Botswana will benefit by having a larger pool of workers trained in basic business skills, including computer skills. These skills are increasingly in demand by employers in Botswana.

The second objective, Component B, is to start pilot Small Business Resource Centers at the Brigades in Gabane and Ramotswa. The resource centers will offer training and assist local entrepreneurs and potential entrepreneurs in strengthening, expanding, and starting local businesses. As local businesses grow they will strengthen the economy and provide additional employment.

The two components of the project are complementary methods for achieving the project goals. The direct beneficiaries of Component A are the students enrolled in the Business Skills Unit at the Ramotswa Brigade, and the indirect beneficiaries are the businesses that employ the graduates from this unit; their communities; and the national economy of Botswana. The direct beneficiaries of Component B are local businesspeople and potential entrepreneurs, including graduates and currently enrolled students at the Brigades. Indirectly the economy of Botswana will benefit from increased employment and the more efficient use of resources through better business management.

## PROJECT RATIONALE

The demographics of Botswana indicate an urgent need to provide employment to a large and increasing number of people. The public sector can not significantly increase its level of employment, and the private sector can not absorb the large numbers of minimally skilled work seekers flooding the job market. Thus, the skills

needed by the Batswana workforce will be increasingly entrepreneurial in nature. The need for skilled business managers in the private sector is already critical and will certainly increase. The project goals of increased employability of the workforce and employment creation are designed to address these problems in Botswana.

## **PROJECT BACKGROUND GENERAL**

The Brigades are autonomous, community-owned establishments involved in vocational training and/or production projects in Botswana. The Brigades have been operating in rural Botswana for over 20 years. They are managed by locally elected and appointed boards. The concept of Brigades is to combine skills training with production in order to minimize training costs, and at the same time generate rural employment.

The mandate of the Brigades Development Centre (BRIDEC) is to assist the Brigades in their efforts to develop their communities. BRIDEC trains Brigades staff in business management skills to improve the administration of the Brigades. BRIDEC is changing the focus of its support to the Brigades as the areas of needed vocational skills move away from construction-related areas to business and computer skills, electronics and small motor repair, and plumbing. Component A is designed to increase the capacity of a pilot Business Skills Training Unit in its second year of implementation at Tswelelopele Brigade in Ramotswa.

Currently, most of the Brigades provide training in technical or vocational training areas like masonry, electronics, and textiles. The trainees are Form 2 and Form 5 school leavers who are not able to continue their academic studies at the university. Many of the graduates from Brigades develop small businesses within their own villages after completing the two-year training program. However, the Brigades trainees receive no exposure to small business management (with the exception of the Business Skills Unit at Ramotswa) and therefore have difficulty managing a business. There is a need for trainees at the Brigades to learn more about the practical aspects of business. Component B of this project will specifically address this need by making information on starting and managing a business available at the Brigade.

### **BACKGROUND - COMPONENT A**

The Business Skills Unit was initiated by the Community of Ramotswa in July 1988 at a kgotla meeting. This kgotla meeting was called by the Board of Trustees to brief the community on the status of the Brigade and to solicit ideas on what kind of training unit to add to the Brigade after the Textiles Unit closed in 1988. Suggestions discussed at this meeting included starting mechanical, electrical, or plumbing skills units, which are already offered by other Brigades, or

starting a new type of unit to teach business skills.

The Business Skills Unit was chosen to provide skills that fill a need expressed by employers in Botswana. During the following two years, feasibility studies were carried out by two University of Botswana students to determine the need for a Business Skills Unit and the results were overwhelmingly positive. A Curriculum Board was formed with representatives from the Ministry of Education, BOCCIM, Tswelelo, the Botswana Institute of Administration and Commerce, and private businesses. NORAD also provided funds for the development of the syllabus materials and to undertake visits to institutions outside Botswana offering similar courses. The final syllabus was approved by BRIDEC. The course is two years long and it leads to a certificate in Business and Retail Management. The curriculum includes courses in the following areas:

Introduction to Business	Introduction to Marketing
Office Skills	Selling and Customer Service
Laws and Regulations	Credit and Cash Management
Human Relations	Merchandising and Stock Management
Introduction to Retailing	How to Look for a Job
Business Communications	Internships (2)
Introduction to Computers	

During the course trainees are exposed to the business environment through internships with businesses in and around Ramotswa. The internship is designed to teach trainees all aspects of running a business, from bookkeeping and marketing to sweeping floors and serving customers. At the end of the internship both host organizations and individual trainees are required to write an evaluation report of their activities. The response by employers to the trainees after the first year of internships was very positive.

The first group of trainees started at this unit in May 1992 with 16 trainees enrolled, and an additional 14 students enrolled during the Unit's second year, for a total of 30 trainees at this time. The unit has two qualified Business Instructors and an Academic Teacher.

The skills acquired from this course are relevant and necessary for increasing the employability of the Botswana workforce in an area where there is a shortage of trained personnel. Currently the Unit has only 8 computers for the use of 30 trainees. The low ratio of computers to trainees has limited the effectiveness of this aspect of the basic business skills training, which is in demand by large employers in Botswana like Barclays Bank and OK stores.

Tswelelopele Brigade has recently installed network software in the computer lab to save on software costs. The computers currently in the lab are all equipped with dust covers. The Brigade has an alarm system, sturdy locks on the door and windows, and a contract with a company for periodic maintenance of the computers in the lab.

The Business Skills Unit offers evening computer courses to the public. These courses take 3 weeks in the evenings and participants are drawn from Ramotswa and surrounding villages. Some participants come from as far away as Gaborone. The courses are taught by the Business Skills Unit Manager, and the fees go into the Unit training budget.

The Ministry of Education provided funds for the construction of classrooms and the purchase of computers and furniture for the classrooms. The United States Ambassador's Self-Help Fund provided funds for the construction of an office for the Business Skills Unit Manager. This background illustrates the involvement both of the community and other organizations that were mobilized to enable the community of Ramotswa to realize its goals. The community of Ramotswa sees the Business Skills Unit as a pioneer in diversification of the traditional Brigades business of construction into areas of modern business to cope with the current economic situation and needs of employers in Botswana.

#### **BACKGROUND - COMPONENT B**

Component B involves starting pilot Small Business Resource Centers at the Brigades in Gabane and Ramotswa. The small business resource center at Tshwaragano Brigade in Gabane will serve the communities of Gabane, Mogoditshane, Mmankodi, and Kumakwane. The resource center at Tswelelopele Brigade in Ramotswa will serve the communities of Ramotswa, Otse, Mogobane, and Tlokweng. The purpose of the resource centers is to assist current and potential business owners in improving, expanding, or starting up their businesses, and a place for workers to locate employment opportunities. The one-room resource centers will contain a business library, a study area, and an office area for the Manager. The library will have tax, legal, and licensing information specific to Botswana, employment information by industry, credit sources and requirements, and an information center for locating professional services such as accounting. Business owners will be able to find information markets and inputs, and work-seekers can find employment information in their sector at the resource center. Other sources for library materials for the resource centers are the Government Printer, Tswelelo, TIPPA, and the University of Botswana. The study area will be used to conduct workshops for clients of the resource center. The Managers of the resource centers, along with their counterparts, will facilitate employment fairs at the conclusion of the Brigades skills trainings to assist the new graduates in

locating jobs. After start-up, if the need arises for a computer at the center, the Peace Corps Volunteer can assist the Brigade in identifying sources for funding.

The Coordinator of the Brigade in Ramotswa has met with the local businesspeople and determined their interest and support of a resource center at the Brigade. The issue has been discussed at a Kgotla meeting and approved. The Coordinator has met with the Associate Director Peace Corps for Small Enterprise Development and worked out a job description for Peace Corps Volunteer's involvement and a schedule for localization of the position of Manager of the resource center. Tswelelopele has converted one of its offices to a resource center. The business communities have expressed their support and are anxious to await the opening of such important facilities.

The Coordinator of the Brigade in Gabane has conducted a survey of the needs of small business owners in the community. The needs identified are information on credit policies, basic business laws such as tax and labor laws, training in bookkeeping, inventory control, and product pricing, and access to information on starting new businesses.

#### **PROJECT DESCRIPTION**

Each organization involved in this grant provides an integral part of the total project activities to support the goal of increasing employment and employability of the Batswana workforce. For Component A, Tswelelopele Brigade has initiated a new Skills Unit in business to fill an identified need for trained workers with business skills. USAID will provide the computers to increase the training capacity for the computer skills component of this unit. BRIDEC will provide training in computer maintenance and troubleshooting to the computer instructors at the Brigade.

Component B involves starting pilot small business resource centers at the Brigades in Ramotswa and Gabane. Peace Corps will assign Volunteers to act as Business Advisors for the centers for the next 4 to 6 years. Each Brigade will assign a counterpart to work with the Peace Corps Volunteers who will take over as Managers of the resource centers. USAID will provide the educational materials and furnishings for the centers. BRIDEC and Peace Corps will provide necessary training to Brigades staff in business outreach skills.

Peace Corps is currently involved in developing business training workshops for semiliterate or illiterate small business owners with low levels of sophistication or limited business experience. The centers will provide assistance in identified areas of need such as bookkeeping, inventory control, credit policies, and basic business laws such as tax, labor, and registration laws. The resource center shall serve a dual role, that of providing required practical assistance to business owners and serving as a library for the business community and work-seekers. The resource

centers will not only benefit the community but also improve the management of the Brigade. The Peace Corps volunteers acting as Managers of the centers will transfer business skills to other training and production unit managers within the two Brigades in the areas of financial management, inventory control procedures, marketing, and product development. Trainees in the two Brigades' other units such as bricklaying, textiles, carpentry, and drafting will have the opportunity to use the business literature and employment information at the resource centers.

BRIDEC's training for the counterpart Manager of the resource center will be based on the International Labour Organization's (ILO) materials entitled Improve Your Business, and other adapted materials for Botswana. BRIDEC will require the participants of this training to develop management plans for their Brigades, and to indicate how they will use the information and skills they have received to support local businesses.

The responsibilities of the Business Advisors of the resource centers and their Manager counterparts are as follows:

- Develop an assessment format for use in identifying local business communities' needs for improved management.
- Establish procedures for meeting identified needs through training and consulting visits as well as general centre operations.
- Identify and collect materials for the resource center libraries.
- Promote center in business community through low or no cost methods.
- Establish guidelines for Business Skill Unit trainees' participation at the resource center.
- Set up and deliver business training seminars.
- Set up and conduct consulting visits.

At Ramotswa, the volunteer's skills for managing the resource center will be transferred to the current acting Business Skills Unit manager. In 1995/1996 it will be determined whether the volume of work at the resource center can support a separate manager. If so 1997/1998 will be spent in training this new staff person hired by the Brigade. Peace Corps has pledged to assist the resource center with volunteers until this program is fulfilled in 1998. Tswelelopele Brigade has in the past localized the positions of Coordinator, Construction Manager, and Business Manager at the Brigade. They are committed to localizing the position of Manager of the resource center as well.

In Gabane, the counterpart for the Peace Corps volunteer will be one of the instructors of the Brigade, who has business management training. The Brigade in Gabane has only one training unit, so they do not foresee a need to hire an additional person for the increased workload of managing the resource center after the departure of the Peace Corps volunteer.

## **PROJECT IMPLEMENTATION SCHEDULE**

### **COMPONENT A**

**BRIDEC is requesting support from USAID to purchase and install an additional 7 computers to strengthen the computer skills component of the Business Skills Unit training at Tswelelopele Brigade in Ramotswa. The purchase of the computers, delivery and installation will be initiated and completed as soon as possible after approval for funding to maximize the increased capacity for training for the Business Skills trainees.**

**BRIDEC will support the staff development of the Business Skills Unit by sending the computer staff at Tswelelopele to a training on computer troubleshooting and maintenance to decrease down-time of the equipment. This training will be completed before January 1, 1994, which is the start of the third year of implementation.**

**Peace Corps will not be directly involved in this component.**

### **COMPONENT B**

**This component will run for two years, until June 1, 1995. Activities will start with the resource center counterparts for the Peace Corps volunteers receiving relevant training from BRIDEC and Peace Corps using adapted training materials in August 1993. The Peace Corps volunteers will arrive at the Brigades in August 1993. The set-up period for the resource centers is estimated to be from four to six months. At the end of this time, the Peace Corps volunteers should be oriented to the situation and constraints in Botswana, have met many of the local businesspeople, and have located materials for the resource centers.**

**BRIDEC is requesting support from USAID to cover the purchase of materials for the resource centers, including educational materials and furnishings. Also, the room to be used for the resource center in Gabane will need a concrete slab removed. The furnishings installation should be completed by August, 1993, to coincide with the arrival of the new Peace Corps volunteers at the Brigades. The Peace Corps volunteer and counterpart, the Business Manager, and the Brigade Coordinator will work together to draw up a list of materials that will be useful to the communities business needs, and submit it to USAID by December 1, 1993 for approval and purchase of the materials. The preparation phase for the resource centers will take an estimated four to six months before business consulting services and training will be initiated. To minimize this time, the Manager of the resource center will identify and coordinate with governmental and non-governmental organizations already working with businesspeople in the target areas.**

The resource centers will initially provide services to local business people and local trainees. After evaluation of the experience and capabilities, they may expand to assisting students and staff members from other Brigades. It is expected that after startup, staff from the other Brigades can attend workshops at the resource centers. Services to entrepreneurs are expected to increase in the second year as the Manager and counterpart identify specific training needs and available times for business owners, schedule trainings, and increase outreach to the local business owners.

## **PROJECT MANAGEMENT**

Overall support and management for the project will be provided by the Senior Technical Officer at BRIDEC. BRIDEC will be responsible for submitting the financial and activity audits required by USAID. The Peace Corps Associate Director for Small Enterprise Development will coordinate the Brigade Peace Corps Volunteers and will assist in materials development for the resource centers. USAID will provide commodities and will require copies of project reports. USAID oversight will be provided by the Projects Assistant in the Project Development Office.

The grant will be administered by the Senior Technical Officer in charge of Management, Production and Development under the auspices of the Acting Principal at the Brigades Development Centre (BRIDEC), who will be responsible for fulfilling audit and reporting requirements. Purchase of commodities by USAID for this project will be based upon an approved work plan and budget.

MAY 19, 1993

BUDGET  
SMALL BUSINESS SUPPORT PROJECT

ITEM	NUMBER UNITS	PRICE PER UNIT IN PULA	USAID COST	BRIDEC COST	BRIGADES COST	PEACE CORPS COST	TOTAL COST
<b>COMPONENT A</b>							
386 COMPUTERS, DUST COVERS, INSTALLATION	7	P 4000	P 28000				
TRAINING FOR RAMOTSWA COMPUTER STAFF	2	P 1000		P 2000			
<b>COMPONENT B</b>							
OFFICE DESKS (2 PER CENTER)	4	P 400	P 1600				
OFFICE TABLES (2 PER CENTER)	4	P 200	P 800				
OFFICE CHAIRS (4 PER CENTER)	8	P 200	P 1600				
BOOKSHELVES (2 PER CENTER)	4	P 300	P 1200				
EDUCATIONAL MATERIALS (2 COPIES OF EACH)	2	P 2000	P 4000				
OFFICE SUPPLIES (2 SETS)	2	P 2000	P 4000				
ROOM ALTERATIONS FOR GABANE RESOURCE CENTER		P 300	P 300				
TRAINING IN BUSINESS DEVELOPMENT OUTREACH	2 STAFF	500		P 1000			
ROOM RENOVATION FOR RAMOTSWA CENTER		P 20000			P 20000		
HOUSING FOR 2 PEACE CORPS VOLUNTEERS	24 MONTHS	P 200			P 9600		
SALARY FOR 2 PEACE CORPS COUNTERPARTS	2 YEARS	P 12000			P 48000		
BUSINESS TRAINING MATERIALS DEVELOPMENT		P 24000				P 24000	
<b>TOTAL BY DONOR</b>			P 41500	P 3000	P 77600	P 24000	
<b>PROJECT TOTAL</b>							P 146100

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**ATTACHMENT 9**  
**MONTHLY REPORTS**

## COMPILATION OF MONTHLY REPORTS

**January, 1993 - Before departure, collected by-laws and mission statements of various women's business groups and cooperatives. Soroptomist, Zonta, Rotary, Altrusa, Chamber of Commerce, and purchased some materials for the WIBA library**

**Jan. 19  
departure from Corvallis, OR**

**Jan. 20  
in transit, room at Hotel Ibis in London**

**Jan. 21  
Arrived in Botswana about noon. Met at airport by AID driver. Carol Culler, AFWID Advisor, left literature for review for remainder of Thursday and Friday.**

**Jan. 22  
Spent the day reading project reports and background information on Botswana. Visited Peace Corps to meet Small Enterprise Development APCD.**

**Jan. 25  
Picked up by Carol Culler, met AID/Botswana staff. Attended WIBA Executive Committee meeting and discussed workplan. WIBA is a very new organization, it is a misnomer to speak of members of WIBA, there is no membership form as yet. These women are all members of the Chamber of Commerce (BOCCIM), who have expressed interest or attended WIBA meetings.**

**Jan. 26  
Met with WIBA Coordinator to discuss additions to workplan. Carol and TA met with Anthony Phelelo, Sr. Technical Officer at the Brigades Development Center (BRIDEC). We discussed USAID's plan for assisting technical subject-area Brigades with basic business training, and assisting the Small Business Brigade in Ramotswa in acquiring computers for their business and computer skills training. The training course is two years long, with internships during both years. According to Jill Donahue APCD Peace Corps, the response by local grocery stores and banks was very positive.**

**Jan. 27  
Attended the Women's NGO meeting at Women's Affairs Division with President and Treasurer of WIBA. This was a meeting of representatives from all NGOs working with women in Botswana. The Women's Affairs Division is under the Ministry of Labour and Home Affairs. Key topics of discussion were the inaction to date on the document submitted to the Ministry of Labour and Home Affairs by the group of Women-oriented NGOs, and planning activities for International Women's Day, set for March 8.**

Generated and mailed letters to publishers of small business and management resource materials recommended by the Peace Corps for the business training centers in the Brigades. Requested publication lists, price lists, and purchasing information from the International Labour Organization, the Small Business Administration, Addison-Wesley Publishing Co., the Bank of America, the International Council for Small Business, the UN/FAO, the Overseas Education Foundation, the World Assembly of Small and Medium Enterprises, and the Women's Economic Development Corps.

**Jan. 28**

Carol Culler, Kgalalelo Chepete, and TA met with Mr. Harish Chotani of the Women's Finance House (WFH). We discussed the background and goals of the WFH, and how it differs from other loan programs. WFH is committed to offering loans at market interest rates or higher, to ensure sustainability. Along with a loan WFH provides education about the importance of a savings plan, how to calculate the cost of products, and how to manage the loan.

Worked on WIBA database for library resource materials TA purchased before departure and since arriving, and on a database for new and prospective WIBA members as per workplan. The WIBA Coordinator is interested in making this database a directory of all women in business in Botswana, not just those who choose to become members of WIBA.

**Jan. 30**

Researched the status of women in Botswana, visiting the National Institute for Research, the Central Office of Statistics, the USIS and the Botswana National libraries. Incorporated findings into the revised USAID/Botswana WID Action Plan.

**Feb. 1**

Set up databases in Lotus 1-2-3 for WIBA resource materials and sources of materials for future purchase. Entered data into databases and started manual for training in use of database as per WIBA workplan.

**Feb. 2**

Met with K. Chepete and Ms. Dikoloti Morewane of the ILO regarding future support of the project for self-sufficiency of handicapped people, especially women. Ms. Morewane will return with her supervisor next week to continue the discussion for a possible project proposal to USAID. Met with Jill Donahue from the Peace Corps and Carol Culler and K. Chepete to discuss roles of USAID and Peace Corps in business training for the Brigades, especially the Small Business Skills Brigade in Ramotswa. This project will assist the small business owners who are too small to own a computer, but could use one for their accounting, yearly or monthly, and to print out nice looking documents to take to the bank. This will be especially useful for the small businesses close to Gaborone who have to compete with the more sophisticated businesses in town. TA will do surveys of local business owners with Peace Corps volunteer in Gabane and her counterpart, and with the Brigade technical advisor in Ramotswa, to determine and prioritize the areas for which training is needed. The

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focus of the Peace Corps for this joint USAID/PC proposal is education and sustainability - USAID provides the hardware.

Met Mr. Mbaakanyi, Director of BOCCIM, and Mr. Dewah, Deputy Director of BOCCIM. TA discovered that BOCCIM will not let WIBA have access to their existing database, so the WIBA database will have to start from scratch. Another complication is that the WIBA computer does not have spreadsheet or database software installed.

**Wed Feb. 3**

Worked at WIBA with Coordinator, planning general meeting for WIBA to take place in late February, and going over resource materials on Women NGOs. Also discussed plans for WIBA for International Women's Day, scheduled for March 8.

Met with Harish Chotani of Women's Finance House to discuss training TA will give to his staff on introduction to computers and DOS. Tentatively this will be about 10 hours of training over two weeks.

**Thur Feb. 4**

Worked on outline for computer training. Did a phone survey of banks, Botswana Power, Telecomms, computer training firms, and computer sales firms to get a feel for what computer skills are needed, and what the employment opportunities are for graduates of the Brigades. In the evening, attended WIBA executive committee meeting. This was their first formal meeting since election of officers (not counting the welcome meeting of 1/25/93).

**Fri Feb. 5**

Visited the Ramotswa Brigade with Kgalalelo Chepete and Jill Donahue of Peace Corps. Met Mr. Bester Mahube, Coordinator of the Tswelelopele Brigade at Ramotswa. Worked with Carol Culler on final version of joint Peace Corps/USAID proposal for Small Business Training Centers at the Brigades.

**Week of Feb. 8 - 12**

My counterpart, Ms. Tebogo Nkwe, WIBA Coordinator, was out of town this week. This gave me a chance to review reports from NGO's and consultancies regarding women in Botswana in various sectors, and research the legal status of women in Botswana in preparation for International Women's Day activities planned by WIBA and a group of women's NGOs in Gaborone.

**Feb. 8**

Worked with Kgalalelo on USAID/Peace Corps Brigade proposal. Also discussed procedure for acquiring spreadsheet software (LOTUS 1-2-3 preferred) for WIBA. Computer and software is a line item in the budget, and WIBA has a computer, printer, and WP5.1. Kay didn't know how much money was left in the WIBA budget under this line item. She recommended the WIBA Coordinator and TA check with the BOCCIM Accountant to get the current information on the WIBA account. Researched Women and Law issues for WIBA meeting, WIBA is considering doing a panel on this topic in conjunction with International Women's Day.



**Feb. 9**

Met with K. Chepete, Pushkar, and Ms. Dikoloti Morewane and Ms. Irene Gross-Herzog of the ILO regarding future support of the project for self-sufficiency of handicapped people, especially women. ILO works with mainstream women's organizations to make them aware and ready to integrate women with disabilities into their regular activities. They strongly believe that women don't need special treatment, just opportunities. If ILO can come up with a way to measure economic benefits of their programs, Pushkar thinks he can get a 50% match from USAID/WDC. Pushkar recognizes the non-economic benefits from this program, but states that USAID is not the proper donor to support a project that has no economic benefits. The ILO representatives added that attitude is as important as actions, and if AID project managers could ask their training and workshop leaders in what ways are they encouraging women, and especially disabled women, to participate.

Training for WFH postponed until Feb. 22 because of illness of one staff member this week, and a small business training scheduled by Women's Finance House during the week of Feb. 15-19.

**Feb. 10**

Visited Gabane to meet the Coordinator, Rev. Dipheko, and discuss the community needs for a Small Business Training Resource Center. Drew up a survey form for assessing the need and support for a Small Business Training Resource Center in Gabane. Mr. Dipheko will coordinate the survey next week, also he will translate for those business owners who not fluent in English.

**Feb. 11**

Met with Ms. Sheryl Stumbras/Peace Corps volunteer in Gabane, to revise questionnaire for Gabane business owners. Reviewed UNDP review of Women's Finance House activities and the UNDP recommendations. Talked to Richard Young, PCV at the Brigade in Mochudi, about the very active Women's Group there. The women have scheduled a training on Family Planning for the second week in March. They are interested in doing more activities, and are looking for support.

**Feb. 12**

Meeting with Kay about the Brigades proposal. The institutional memory on the origin of this proposal is hazy, since both Carol and Suzanne from BRIDEC are gone. Reviewed the file left by Carol with the original proposals from the Brigades. Met with Anthony Phelelo, Sr. Technical Officer at BRIDEC, to discuss their vision and support for the Brigades project. Will schedule meeting with Anthony, Maureen Carroll and Jill Donahue to coordinate joint activities under this proposal.

**Feb. 15**

Met with WIBA Coordinator to plan agenda for WIBA general meeting. Discussed BOCCIM business management training for WIBA members and to coordinate advertising for the courses. Discussed possible projects for WIBA to support.

