

## ACTION LESOTHO

ENTERPRISE COMMUNITY NETWORK DEVELOPMENT supported by intercultural business development and support

### PROJECT NAME

The Action Lesotho Leribe Enterprise Community Programme

### PROJECT SUMMARY

Action Lesotho is leading a ground breaking initiative to create a vibrant and self-sustaining enterprise development community in the Leribe district of Lesotho. The project is an action-oriented, practise driven, innovation and entrepreneurship education programme. Following a very successful pilot course in September 2014, involving 26 participants from 12 different businesses and government agencies, the first Enterprise Community Network was formed. This core multidisciplinary group now have a greater understanding if their shared goal - that is to create real working businesses that provide employment and wealth for the Leribe community. It is vital that this seed of entrepreneurial thinking is nurtured and developed over the coming years.

### FORMULATION OF THE PROBLEM

The Leribe district in Lesotho has huge potential to develop economic activity in the following areas. Food production and agri-business, tourism and culture, and indigenous crafts. Currently there is little or no business start-ups or development of existing businesses. Neither are their the skills, experience or support structures to drive the entrepreneurial endeavour which could bring about a major step change in economic development of the regional.

A distinct lack of training and experience in the teaching and support professions.

### INTERVENTION STRATEGY

Given the problem outlined above, we believe that it is imperative that a sound platform – in the form of a comprehensive programme in innovation, entrepreneurship and enterprise – be developed and implemented with key groups in the Leribe region. The recent pilot programme delivered in Maputsoe (*Innovation and Entrepreneurial Thinking*) was enthusiastically received and was considered a big success. A key factor in this success was the collaboration between the participating students. The programme was a mix of small local business owners, farmers, crafts people, civil servants from various departments, and educators. It was apparent to all that this action oriented, practise driven, entrepreneurship education programme was highly relevant and effective towards addressing the challenges facing the Leribe district. Action Lesotho recognise that this type of ground-up, multidisciplinary, form of economic empowerment is the only way to deliver sustainable economic growth. Only by so empowering the Basotho to create and develop their own businesses can real and sustainable wealth be created and poverty alleviated in the medium to long term. Twice yearly consultancy from the Innovation and Entrepreneurship trainers from UCD Ireland over 3 years will train Basotho trainers to deliver the intervention, provide consistent oversight, monitoring and evaluation of the initiative and co-ordinate activities both in Lesotho and in Ireland for the support, mentoring and growth of the project.

## TARGETTING

The proposed Innovation and Entrepreneurship Programme will target the following groups:

- ◆ Existing small agri-businesses
- ◆ Existing landowners/farmers (1300 identified through BEDCO in Leribe)
- ◆ Existing small tourism ventures
- ◆ Existing small crafts businesses
- ◆ Potential new entrepreneurs in the above areas
- ◆ Government ministries including Agriculture, Culture and Tourism, Trade and Education
- ◆ Other stakeholders such as other universities and colleges, state agencies such as BEDCO and LTDC, NGOs, South African business partners,

## PROJECT PARTNERS

- ◆ Government ministries including Agriculture, Culture and Tourism, Trade and Education
- ◆ Other stakeholders such as other universities and colleges, state agencies such as BEDCO and LTDC, NGOs, South African business partners,
- ◆ Business mentors from Ireland for start up and growing enterprises through the establishment of an Action Lesotho Volunteer Business Mentoring Forum overseen by a project co-ordinator

## CAPACITY BUILDING

The programme is designed to create closer links between the relevant government ministries agencies and their “clients”, i.e. the small enterprises which the departments is meant to support. The programme will strengthen their capacity in the following ways:

- ◆ Provide greater understanding of client issues and development challenges
- ◆ Engender a greater appreciation of the end-users/customers’ needs of each industry sector and the businesses within them
- ◆ Provide partners with key skills which they in turn can bring to bear with their target groups in order to encourage entrepreneurialism and enterprise in the Leribe region
- ◆

## PARTICIPATION

A key goal for this intervention is active participation of all key partners in helping create a development framework which is seen to be home-grown and, in time, will be managed and rolled out to the Leribe district and beyond by the Basotho themselves. It is the intention to continue in the same vein as the pilot programme and to involve a similar and appropriate mix of business start-ups, existing businesses and relevant supporting civil servants from the participating ministries.

## SUSTAINABILITY

The programme is specifically designed to educate local Basotho (business people and government officials). The intensive action-based group learning approach of the programme is considered to be best practise in entrepreneurship education. A critical goal of the programme is knowledge transfer and empowerment, developing the enterprise competence of public servants and nurturing a societal interest in innovation and entrepreneurship. Education in flipped classroom methodology will be given to BEDCO and Action Lesotho.

## OVERALL AIM OF THE PROJECT

To create a viable, vibrant and wealth creating enterprise community in the Leribe district of Lesotho. This will be achieved by delivering a series of Innovation, Entrepreneurship and Enterprise programmes for business people and government officials. The formation of a pilot Enterprise Community Network in the Leribe District is central to the development initiative together with a Train the Trainers programme which will be initiated on the first consultancy visit in 2015 and continue throughout the 3 year period.

## EXEPECTED RESULTS / OUTCOMES

At the end of the programme the following are the outcomes which will be delivered:

- ◆ A cohort of Basotho business people and public servants fully trained in the core disciplines such as innovation and Creativity, Business Modelling, Design Thinking, Customer Discovery, Business Planning
- ◆ Participants will be able to identify, create and undertake sustainable employment, self-employment and new venture development opportunities
- ◆ The creation of real and viable businesses in the craft, tourism and agri-business sectors
- ◆ On the completion of this programme, an action-oriented, practise driven, entrepreneurship education and business development capability will sit at the heart of Leribe district development providing wealth and employment into the future.
- ◆ Basotho trainers from BEDCO and Action Lesotho will have been mentored and empowered to deliver Innovation and Entrepreneurship training throughout Lesotho
- ◆ A Lesotho appropriate curriculum for delivery of innovation and Entrepreneurship training will have been created.

## OBJECTIVES

The objectives of the programme are as follows:

- ◆ To bring the latest thinking in business development methods, techniques and pedagogy to the Leribe business and government ministries
- ◆ To train a cohort of Basotho business people and public servants in the practical application of Innovation and Entrepreneurship disciplines such as, Business Modelling, Design Thinking, Customer Discovery, Business Planning, Creativity
- ◆ To enable participants to identify, create and undertake sustainable employment, self-employment and new venture development opportunities
- ◆ To support the creation of real and viable businesses in the craft, tourism and agri-business sectors in the Leribe region
- ◆ To position entrepreneurship education and business development capability at the heart of Leribe district development
- ◆ To train Basotho trainers who will deliver trainings from the outset of the programme in 2015.
- ◆ To initiate an intercultural mentoring programme to support start up and growing businesses

## Budget

Item	Description	Cost Estimate in	
2 In-country Innovation and Entrepreneurship Courses	8 classroom and 2 field visit days over two weeks  Programmes run roughly during Pre-planting and post-harvest seasons  € 4,000 international flights € 1,120 internal transfers € 600 in-country transport costs	Venue	
		Catering	€600
		Course materials	€450
		Travel (incl. in Africa) and Living	€5,720
		Consultants x 2 at 5k per course	€10,000
10 Monthly meetings/training days (in-country)	Networking and training events for the Leribe enterprise community	Venue	
		Catering	€520
		Course materials	€200
		Travel and Living	none
		Local Consultants (if required)	n/a
Infrastructure	Excellent broadband capacity and access to computers for all courses and meetings Skype camera x 10 for centre = R3000 Headphones x 10 for centre = R500 Colour printer = R2500 Interactive whiteboard = R4-5000	€1000	
Market Orientation Field Trips by Basotho from Leribe	Ireland x 2 people ONCE = €6,500 Cape Town x 2 people TWICE = R20,000 Jo'burg x 4 people TWICE = R20,000 Clarens x 4 people 4 TIMES = R3000 Total = R50,000 per annum	€9,600	
Mentor / Twinning	A scheme where individual business owners, farmers, public servants, etc, are mentored by and twinned with an expert in their field in Ireland for a programme of regular communication and support over 12 months. This will be piloted as a volunteer programme. BEDCO will be encouraged to engage new and growth enterprises in access to Micro-finance and VSLAs will be promoted for raising capital. A total business support fund of R100,000 per annum will be made available for support as appropriate.  Note the emphasis is individual One-to-One support where relationships developed.	€7,200	
Research and Other Supports	The individual mentors may in occasion need to spend pre-approved amounts on particular items or extra supports,	Up to a maximum of €2,000 per annum	

	e.g. design, product or market research, training development, report writing, product samples, courier costs, and so on.	
Programme Coordination by Maurice Knightly	<ul style="list-style-type: none"> <li>◆ Training course and regular meeting planning and coordination</li> <li>◆ Mentor sourcing and communication</li> <li>◆ Action Lesotho planning and communication</li> </ul>	€10,000
Total annual budget		€47,290

UPDATED 11<sup>TH</sup> OCTOBER 2014