



KwaZulu-Natal Women Economic Empowerment Strategy [2014-2018]



Province of KwaZulu-Natal

Final Draft

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**FOREWORD BY THE MEC: KZN ECONOMIC DEVELOPMENT AND TOURISM,
MR MIKE MABUYAKHULU, MPL**

The development and empowerment of women remains a priority area for the KwaZulu-Natal government. Over the past nineteen years our democratic government has introduced a number of policies and programmes which have contributed to the development of women and empowered them to play a more meaningful role in society.

Our Constitution guarantees the rights of women, and all discriminatory laws have been repealed and replaced with laws that actively promote the development and empowerment of women. In KwaZulu-Natal more women are now active participants in the economy as entrepreneurs, thanks to a range of policies including preferential procurement, Black Economic Empowerment, co-operative development, small business promotion, and skills development.

While women have made meaningful progress in different areas, there is a lot more work to be done before we can say that we have truly achieved gender-equality in our province and the country at large. Women are still faced with challenges of poverty, unemployment and business opportunities and resources.

The development of this strategy endeavours to provide direction and establish a platform to further ensure implementation of policy, and amongst other improvements; puts more emphasis on the following critical areas:

- Implementation of strategic focal areas, which is the agenda translating to service delivery for the benefit of both Kwazulu-Natal citizens and employees, with special preference to women
- It provides clear guidelines on the mainstream approach to be applied across KZN policies, programmes and projects
- It specifies the Monitoring and Evaluation process for gender as it pronounces targets and indicators, aligned to the National Strategy and policy for Women and Gender Economic Empowerment
- It outlines the KwaZulu-Natal Gender machinery as well as roles and responsibilities of various stakeholders; the institutional mechanisms are to embrace the core principle of partnerships.

We, therefore, urge all our social partners and implore each and every employee of government to play an active role in the process of implementing the content of this document to satisfy the practical needs of women entrepreneurs, to remove the socio-cultural, legal and political barriers for women entrepreneurship and to advocate for an enabling environment for business and development and gender equality.

MEC M. MABUYAKHULU

EXECUTIVE AUTHORITY

Acronyms

CIDB	Construction Industry Development Board
DEDT	Department of Economic Development and Tourism
DTI	Department of Trade and Industry
GDP	Gross Domestic Product
GDPR	Gross Domestic Product per Region
HDI	Historically Disadvantaged Individual
KZN	KwaZulu-Natal
M&E	Monitoring and Evaluation
MEC	Member of the Executive Council
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
PFMA	Public Finance Management Act
PGDP	Provincial Growth and Development Plan
PGDS	Provincial Growth and Development Strategy
SEDA	Small Enterprise Development Agency
SLA	Service Level Agreement

Definitions

- **Discrimination** as used in this report has the same meaning as unfair discrimination.
- **Equality** denotes equal enjoyment of all rights and freedoms and includes de jure and de facto equality. It entails the absence of direct or indirect (unfair) discrimination.
- **Employment Equity** refers to anticipated outcomes relating to the equalization of all employment opportunities and benefits, and the ending of gender, racial, disability and other forms of disadvantage and (unfair) discrimination.
- **Gender** is defined as the “the relations between men and women, both perceptual and material”. Gender is not determined biologically, as a result of characteristics of either women or men, but is constructed socially. It is the central organising principle of societies, and often governs the processes of production and reproduction, consumption and distribution. (FAO, 1997). Gender issues focus on women and on the relationship between men and women, their roles, access to and control over resources, division of labour, interests and needs.
- **Gender Budget or Gender Responsive Budget** refers to an expenditure arrangement which is structured in a manner that ensures that women and men benefit equitably from the allocation and utilisation of financial resources.
- **Gender disaggregated data** is the statistical information that breaks down the base information for the activity under analysis according to the number of women and men.
- **Gender Mainstreaming** means the integration of gender equality considerations in all policy, law, plans, programs, administrative and financial activities, organisational procedures, processes and decision making, in order to effect profound organisational and ultimately, societal transformation, towards the realisation of equality between women and men.
- **Gender Management System (GMS)** refers to a network of structures, mechanisms and processes put in place within an existing organisational framework to guide, plan, monitor and evaluate the mainstreaming of gender in all areas of the organisation’s work, in order to achieve gender equality and equity within the context of sustainable development.
- **Gender Policy** refers to a document usually developed by particular organisations to provide a guiding framework and strategy, which intends to disrupt existing processes of gender inequality and gender discrimination in relation to that organisation’s work and practice
- **Women Empowerment** refers to various measures aimed at accelerating women’s advancement, access to resources and access to decision making, and includes preferential treatment of women and setting aside funds and other resources for the advancement of women, with a view to promoting gender equality.

1 INTRODUCTION

In pursuit of the vision of gender equality, the KwaZulu-Natal Provincial Government is committed to the mainstreaming of gender issues and the empowerment of women in our province.

Gender Equality is about development and in order for development to occur all programmes and projects of government are to be engendered. The Millennium Development Goal statement highlights that “development if not engendered is endangered”. All government programmes are to ensure the integration of gender considerations for effective development. Overall, this KwaZulu-Natal Gender Equality and Women Economic Empowerment Strategy advocates gender mainstreaming with a conscious aim of taking forward the efforts of the Department of Trade and Industry (DTI) National Strategy and policy for Women and Gender Economic Empowerment.

Nelson Mandela, in his inaugural address in 1994, stated that freedom will not be attained until there is the full emancipation of women. The policy therefore, as it seeks to ensure the attainment of gender equality, realises the critical concern of redressing the past imbalances through women empowerment efforts.

Since then, government owned institutions and programmes have evolved all three spheres with the aim of providing comprehensive support to gender equality and in particular women owned businesses. These institutions have made progress in delivering a wide range key support services. These services continue to benefit an increasing number of women year after year. However, it is important to be mindful that important gaps still remain. As an on-going challenge that requires to improve the scope and quality of offerings to women. Key among these is the need to rapidly improve the integration of support provided by the various governmental departments and institutions.

Government will continue to lead efforts to increase the level of women entrepreneurship through supporting small business creation, but to be mindful that this important task cannot be successfully undertaken by one player alone. Partnerships between government and various stakeholders and role players remain a critical success factor and in particular the involvement of the corporate sector, organised business, private financing institutions, non-governmental organisations, universities as well as media efforts in fostering women entrepreneurship and women small businesses.

The National Policy Framework for Women’s Empowerment and Gender Equality informs the content of the provincial gender policy. It is from this latest development of DTI that it has become imperative that a provincial strategy be formulated and adopted by cabinet.

The policy in this report provides practical strategies in order to support the provincial departments to meet their constitutional commitments, and to promote gender equality and equity.

1.1 PURPOSE OF THE STRATEGY

The purpose of the strategy is to develop a strategic plan to support sustainable gender and women economic development in the economic centres and districts of KwaZulu-Natal through an integrated system of business support facilities, thus encouraging economic and employment growth and development throughout the province, especially in the rural areas. Therefore,

- By developing this Gender and Women Economic Empowerment Strategy, the province wants to adhere to its constitutional mandates and obligations of promoting socio-economic development in its area of jurisdiction.
- Making provision through policies, programmes and strategies to redress existing imbalances between men and women.
- Increased economic growth and inclusion of women in the mainstream economy of the country.
- Development of an effective institutional framework provincially and at local levels.
- The development of the gender and women entrepreneurs needs to take place in alignment with the provincial initiatives of relevance including the departmental plans, local governments integrated development planning (IDP) and the local economic development (LED) Plan.

1.2 OBJECTIVES OF THE STRATEGY

The major objectives of the strategy include the following:

- To increase provincial department, local and district government support for gender equality and women economic empowerment in the province;
- To achieve a greater contribution by women entrepreneurs in local and district economies; and
- To outline the Provincial priorities in a form of strategic levers with a bias to women as a special measure tailored to correct past gender discrimination.

1.3 APPROACH OF THE STRATEGY

As part of the methodology followed, the strategy development engaged with key local stakeholders from the private, non-governmental and public sectors. The strategy will consolidate and add value to the existing strategies and programmes to facilitate and guide economic development and investment in the province.

The strategy is based on identified development needs, opportunities and comparative advantages that will unlock the latent economic empowerment potential of the targeted areas.

Information for the formulation of this strategy was obtained from a range of sources. The most important sources consisted of a detailed desktop study, consultation with stakeholders, interviews, workshops and surveys. Thus, the strategy is a living document that would change as circumstances dictate, and is thus structured so that it can be refined or reworked to include refinements when these occur.

To achieve the preceding objectives, there is a need to observe the following:

What is the nature and extent of the gender equality and women entrepreneurs in the province and what are their needs?

- The research conducted in this section identifies the nature and extent of the existing women entrepreneurs in the Province with a specific focus. This means that there has to be a determination of how many and what type of women enterprises are in the province and most important what their needs for services and facilities are.

Who provides what services and facilities to women entrepreneurs in the province?

- It is important to identify all the organisations and institutions that already, or could potentially, provide services and facilities to the women entrepreneurs. The nature and type of services that are and can be provided need to be specified and then also matched to the needs of the entrepreneurs. Important is the location of the services, i.e. urban vs rural.

What is the gap in service delivery and what are the opportunities to improve services and facilities to gender and women entrepreneurs?

- From the comparison of the needs of the women entrepreneurs and the provision of services and facilities, the gaps and opportunities in service delivery can be identified. It is important to follow a holistic and comprehensive approach in the identification of the gaps and the opportunities. This is a fundamental step and it is important that all the stakeholders must be involved in the process at this stage. The existing national and provincial policy and strategy for support to gender equality and women entrepreneurs must be taken into account.

How can the gaps and opportunities be addressed most effectively and efficiently through an intergrated service delivery plan?

- At this stage all the stakeholders are consulted to formulate the plan for addressing the gaps and opportunities. Their buy-in into the strategy and commitment to following an integrated and coordinated approach is fundamental. The final plan that is formulated must be realistic and implementable – this means that the plan must be subscribed to by all the stakeholders and must be realistic with regards to the financial commitments of the stakeholders. An institutional mechanism should also be implemented that ensures the continued coordination and cooperation of the stakeholders.

2 LEGISLATIVE FRAMEWORK

2.1 THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA

The KwaZulu-Natal province has a constitutional obligation to ensure that “everyone is equal before the law and has the right to equal protection and benefit of the law”. The Constitution says “Equality includes the full and equal enjoyment of all rights and freedoms”. The KZN Gender Equality and Women Economic Empowerment Strategy seek to give effect to the equality clause (chapter 2) of the Constitution and fully support this legal mandate.

2.2 Policy Framework

- National Strategy for the Development And Promotion of Small Business In South Africa
- Integrated Small Enterprise Development Strategy (ISED)
- Broad-Based Black Economic Empowerment Act 53 Of 2003
- Public Finance Management Act 1 of 1999 (PFMA)
- Municipal Finance Management Act 56 Of 2003
- Companies Act 71 of 2008 & Companies Amendment Act, 2011
- National Youth Enterprise Strategy (YES)
- Strategic Framework on Gender and Women’s Economic Empowerment
- Preferential Procurement Policy Framework Act 5 Of 2000
- Kwazulu-Natal Growth and Development Strategy (PGDS)
- Land Restitution and Reform Laws Amendments Act (No. 63 of 1997 & 18 of 1999).

3 SITUATIONAL ANALYSIS

3.1 EMPIRICAL JUSTIFICATION FOR WOMEN ECONOMIC EMPOWERMENT POLICIES

Globally, the renewed drive to promote gender equality and the empowerment of women culminated in the recent efforts to address 'gendered poverty'. The United Nations recognises gendered poverty as the fact that women and men face poverty for different reasons and both experience and respond to it differently. A growing body of research on gendered poverty has found that impoverished rural and urban women face many of the same constraints. They both suffer from low socio-economic status, lack of property rights, environmental degradation and limited health and educational resources. Poor health can force many households into poverty and destitution, and the growing AIDS pandemic has only exacerbated the situation. Women are disproportionately affected by health problems, both directly – from exposure to pollutants, household wastes, unsafe sex and gender-based violence – and indirectly as caregivers. Caring for ailing family members adds an additional burden to women's already heavy workload inside and outside the household.

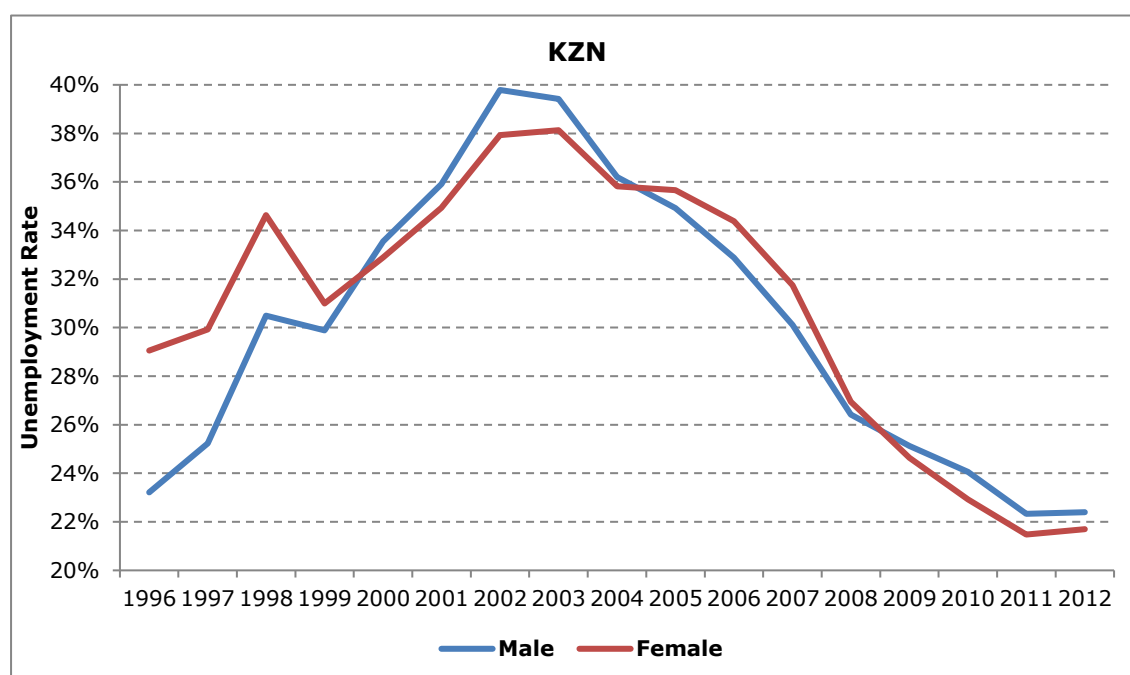
The disproportionality of social and economic effects according to gender is evidently revealed in the KZN labour market. In 2013Q4, the working age population, comprising all individuals aged between 15 and 64 years – whether or not they are economically active, grew by 22,000 (0.3%) between 2013Q3 and 2013Q4 or by 93,000 (1.4%) from a year ago. At the same time the number of employed in the province decreased by 42, 000 (1.6%) quarter-to-quarter or 128,000 (5.3%) year-to-year. Following a more than proportional increase in the number of employed compared to the change in the size of the working age population, the provincial employment-to-population ratio marginally declined by 0.8 percentage points to reach 38.6%.

Table I: Labour Market Aggregates, 2012Q4 & 2013(Q3-Q4)

KwaZulu-Natal	2012Q4	2013Q3	2013Q4	Absolute Change		Percentage Change	
	<i>Thousands</i>			<i>q-o-q</i>	<i>y-o-y</i>	<i>q-o-q</i>	<i>y-o-y</i>
Working Age Population	6 456	6 527	6 549	22	93.4	0.3	1.4
Employed	2 399	2 569	2 527	-42	128.0	-1.6	5.3
Narrow Unemployed	674	666	627	-39	-46.7	-5.9	-6.9
Narrow Labour Force	3 073	3 235	3 154	-81	81.3	-2.5	2.6
Broad Unemployed	1 227	1 207	1 200	-7	-26.8	-0.6	-2.2
Broad Labour Force	3 626	3 777	3 727	-49	101.3	-1.3	2.8
Discouraged Work-seekers	553	541	573	32	20.0	5.9	3.6
	<i>Percent</i>			<i>Percentage Points</i>			
Narrow LFP Rate	47.6	49.6	48.2			-1.4	0.6
Broad LFP Rate	56.2	57.9	56.9			-1.0	0.7
Narrow Unemployment Rate	21.9	20.6	19.9			-0.7	-2.0
Broad Unemployment Rate	33.8	32.0	32.2			0.2	-1.6
Absorption Rate	37.2	39.4	38.6			-0.8	1.4

Source: DEDT calculations based on QLFS (Stats SA, 2013)

3.2 UNEMPLOYMENT RATE BY GENDER IN KWA ZULU-NATAL



Source: IHS Global Insight

3.3 BEST PRACTICES

This section briefly presents the best practice for women entrepreneurship globally and in Africa. It summarises the key achievements by other countries in promoting women entrepreneurship as a key to women empowerment European Union (EU) as well as strides that have been undertaken by the African Union (AU) in addressing the issue of gender equality and women empowerment.

International Best Practice

The importance of women empowerment cannot be cast aside in our modern day societies. Women Entrepreneurship matters in its own right, and as a prerequisite for the health and development of families and societies, and a driver of economic growth. At the Millennium Summit in 2000 the 189 member states of the United Nations (UN) made a commitment in the Millennium Declaration to achieve eight goals, referred to as the Millennium Development Goals. Amongst these goals, Goal 3 is to promote gender equality and empower women. In setting this goal, the UN member states recognized the contributions that women make to economic development and the costs to societies of the multiple disadvantages that women face in nearly every country. Some countries have made strides to achieve some women empowerment and eliminate gender inequality. According to the European Network to Promote Women's Entrepreneurship (WES Activity Report 2011), below are the best practices and progress achieved in addressing women empowerment by EU countries.

Sweden

Sweden is one of the countries that are in a process of gender transformation in terms of women entrepreneurship. The government is promoting women entrepreneurship through its agency named The Swedish Agency for Economic and Regional Growth. This agency runs programmes initiated by government regarding women entrepreneurship. These among others include: The Government's ambassadors for women's entrepreneurship, Promoting women's entrepreneurship and the National programme for developing resource centres for women. The objective of the programme promoting women's entrepreneurship in particular, is to contribute to higher employment and economic growth in Sweden by more women establishing, operating, taking over and developing companies. It increases the dynamics and competitiveness of Swedish enterprise. Entrepreneurship can also entail new career paths for women who want to find new ways of using their expertise, creativity and capacity. The programme, Promoting women's entrepreneurship is extensive and comprises a number of activities conducted in cooperation with a large number of actors throughout the country, both public and private.

This programme focuses on providing the tools for women entrepreneurs who want to run and develop companies, through activities such as business development, advice and innovation financing. In 2010, more than 30% of businesses were set up by women. From 2009 to 2010 the number of start-ups amongst women has increased by almost 8 %. In March 2011 the programme Promoting women entrepreneurship was prolonged, thus ending in 2015, which means that the Swedish Government in total has dedicated €87 million euros during eight years (2007-2014) in promoting women's entrepreneurship. More than 178,000 women have had use of the programme so far. The overall objective of the programme is to enhance the conditions for businesses run by women to start and to grow. The programme focuses on providing the tools to women entrepreneurs; to make it more possible for women to be an entrepreneur today and tomorrow; to make women entrepreneurs more visible in business life and in society as a whole. During 2007-2012 almost 40,000 women entrepreneurs participated in more than 850 business development programs. During 2011-2014, SEK145 million of the annual program budget of SEK 65 million goes to the regional business development programs.

¹ SEK –Swedish Krona

United Kingdom

In the UK the majority of women-led Small Medium Enterprises (SME) businesses contribute about £50 billion to Gross Value Added (GVA), 11 per cent of the UK SME GVA total. Women are continuing to register as self-employed in greater numbers as men, a trend which has continued throughout the recession. In 2011, a number of measures were announced to support SMEs to maintain employment and economic activity through the economic downturn and support growth as the UK looks towards recovery. Central to this strategy is the promotion and development of enterprise, including women's enterprise.

Amongst these measures was to encourage entrepreneurship through education by:

Supporting every school to develop and run its own business through the Enterprise Village. The Enterprise Village website supports teachers to set up and develop a school based business;

Supporting schools to engage local enterprise champions through the Inspiring the Future initiative, providing contact with real-life entrepreneurs from the local business community (and thereby strengthening links between schools and business); and

Supporting the development of tenner (a programme providing schoolchildren with ten pounds to fund a business idea and to grow their money) to ensure all schoolchildren have an opportunity to engage in tenner at some point in their school life.

Other approach to business improvement in the UK is well transformed way which enable people to access information, advice and guidance they need to start and grow their business. The UK has focused on improving small business improvement and growth, with a greater emphasis on further and better private sector provision. They have put in place a range of services, which include:

An improved Business Link, including a new Growth and Improvement Service, offering a range of business tools, an updated events management system and improved search functionality; and My New Business, a comprehensive tailored start-up service providing online tools and training for those looking to start a business; and

A mentoring portal (launched July 2011), provides a single point of access for those seeking mentoring and those seeking to be mentors across the UK. The site connects small businesses with mentoring organisations that can support and guide their development. The mentoring services on offer vary between the different organisations; and can be free or paid for and either face-to-face, by telephone or over the web.

Denmark

According to the World Bank Doing Business Project 2010, Denmark is one of the countries with greatest ease of doing a business. The country was ranked fifth place among 183 economies around the globe. Denmark is also in the leading position in the EU with regard to the establishment of new businesses as reported in the 2010 Entrepreneurship index.

The report highlights that Denmark is one of the countries with the best performance concerning business regulations and policy, access to financing and market conditions.

Entrepreneurship is set high up in the public policy agenda within the Danish government and has two main goal in this regard: 1) to maintain the leading position in Europe in terms of number of start-up companies and 2) to have a leading position in terms of high growth enterprises by 2020. To achieve these goals, the Danish government has started various initiatives and development centres promoting entrepreneurship nationwide. Since 2009 the policy makers have been paying more attention toward women entrepreneurship. As part of the multiple initiatives for entrepreneurship promotion, the Danish Enterprise and Construction authority launched Action Plan for Women Entrepreneurs. One of the initiatives in the action plan was the creation of a web platform for female entrepreneurs where women can find relevant information regarding business establishment and growth. The action plan recognizes the need of attracting more women in Denmark to start businesses. There are seven initiatives presented in the action plan which are:

The establishment of a website;

- Networking and mentoring initiatives;
- The development of women entrepreneurs with, and business managers in growth businesses;
- More women in entrepreneurship educations at higher education institutions through information arrangements directed towards women;
- A new understanding of growth in businesses, which can build on other measurements than an increased number of employed, like 'network-based growth', through analysis of statistics;
- Women role-models (ambassadors) with successful businesses are to be promoted in order to inspire other women and give them courage to become entrepreneurs; and
- Publication of statistics on entrepreneurship and gender.

African Context

The African Union (AU) adopted the Gender Policy in 2009 which is the AU's commitment to gender equality and women empowerment. The growing recognition of the leadership role of women in all spheres of development, including their participation in decision-making at the international, regional and national level, are reflected in the creation of platforms of action related to gender. It is against this background that the AU adopted Gender Policy that focuses on closing the inequality gap between men and women in general. The main purpose of gender policy is to establish a clear vision and make commitments to guide the process of gender mainstreaming and women empowerment to influence policies, procedures and practices which will accelerate achievement of gender equality, gender justice, non-discrimination and fundamental human rights in Africa.

The policy specifically offers a framework to:

- Accelerate gender mainstreaming in institutional, strategic and political cadres, and programmes and plans at decision-making level;
- Establish an institutional framework for implementing the diverse commitments related to gender equality and empowerment of women;
- Develop guidelines and enforce standards favouring the creation of a gender responsive environment with a view to ensuring empowerment of women;
- Establish standards and criteria required to monitor, evaluate and follow up on progress realised in mainstreaming gender equality and empowering women in a regular manner; and
- Promote equitable access for both women and men to resources, knowledge, information and services including basic needs. Also facilitate the implementation of corrective measures to address existing inequalities in access to and control over resources, as well as other empowerment opportunities.

The policy objectives are:

- To advocate a gender-responsive environment and practices, and to enforce commitments to human rights, gender equality and women empowerment made by AU member states at international, continental and regional levels;
- To initiate and accelerate gender mainstreaming in institutions, legal frameworks, policies, programmes, strategic frameworks and plans, Human Resources (HR) and performance management systems, resource allocation and decision-making processes at all levels;

- To develop guidelines and enforce standards against sexual and gender-based violence and gender-insensitive language and actions in the workplace (this includes the AU Commission and other organs, the Regional Economic Communities (RECs) and member states);
- To develop a Gender Management System (GMS) within the AU and promote its adoption by other AU organs, the RECs and member states;
- To address gender-based barriers to the free movement of persons and goods across borders throughout the continent;
- To promote equitable access for both women and men to, and control over, resources, knowledge, information, land and business ownership, and services such as education and training, healthcare, credit, and legal rights; and
- To facilitate the implementation of remedial measures to address existing inequalities in access to and control over factors of production including land.

In line with this policy, member states of the African Union have undertaken to report annually on progress made in gender mainstreaming. The AU Gender Policy Commitments will be used to provide the basis to eliminate barriers to gender equality in the Continent. It will also guide gender equality actions for the Continent in implementing other global commitments on gender, including all MDG targets with a priority on goals set out in MDG3.

3.4 BACKGROUND AND THE NATURE OF WOMEN ENTREPRENEURS

Women entrepreneurs make an important contribution to the development of the KZN economy, particularly in low- and middle-income population groups. Research on women in development indicates that the returns to the investment in women are much higher than for men. Women are more likely to share their gains in education, health, and resources with members of their families and their communities at large. Research on microfinance indicates that the same is true for economic investments. Women are simply more likely to work for, buy for, and share their economic and noneconomic rewards with other people. To put it more explicitly in economic terms, investment in women's entrepreneurship is an important way for the province to exponentially increase the impact of new venture creation. Ignoring the proven potential of women's entrepreneurial activity means that the province puts itself at a disadvantage and thwarts its opportunity to increase economic growth. For this reason, finding ways to empower women's participation and success in entrepreneurship is critical for more sustainable and successful economic development.

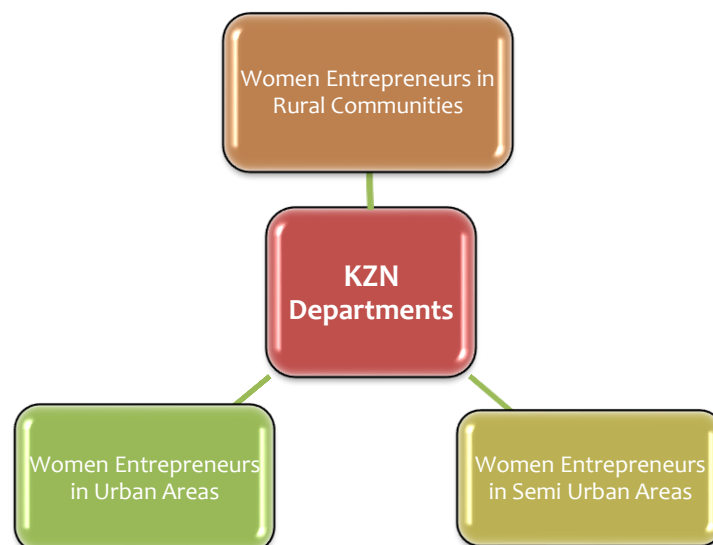
The empowerment of women in South Africa is about dealing with the legacy of apartheid and about the transformation of society, particularly the transformation of power relations between women, men, institutions and laws. It is about addressing gender oppression, patriarchy, sexism, racism, ageism, and structural oppression, and creating an environment which enables women to take control of their lives. Furthermore, in South Africa, empowerment is seen as active citizenship and equal participation by women and men in all aspects of life. South Africa has incorporated into its transformation agenda a mainstreaming strategy for gender, disability, children and youth rights for governance, implementation, monitoring and evaluation within government. The mainstreaming strategy is articulated in South Africa's National Policy Framework for Women's Empowerment and Gender Equality.

According to the Gender Policy, mainstreaming gender is about:

- Infusing a gender perspective into all policies, programmes and action plans at all levels of government;
- Applying an analytical lens that integrates the concerns of men and women in a crosscutting way, but highlights women's empowerment;
- Reducing inequality faced by women based on sex, race, disability, age, sexual orientation, class; and geography (urban-rural); and
- Eliminating the barriers that limit women's full participation in society and the economy as equals.

3.5 CATEGORIES OF WOMEN ENTREPRENEURS IN KZN

Women-led businesses and entrepreneurs in KZN can be categorised as follows:–



Women-led businesses and entrepreneurs in KZN are characterised by a number of environmental factors in which they operate. This is critical to the formulation of the Gender Equality and Women Economic Empowerment Strategy as business operations and entrepreneurship flourishes under different circumstances and environmental settings. This was evident during the workshops and interviews which were conducted across the province.

Women entrepreneurs in rural areas: these women are mainly found in rural areas and experience limitations in terms of entrepreneurship and business growth due to varying factors which include lack of access to services, resources and infrastructure; barriers to markets and business opportunities; low levels of literacy and entrepreneurship skills; limitations or lack of access to information and organised women structures/organisations; and lack of institutional and organisational capacity. However, these women-led businesses in rural settings have the potential of enterprise development as their environment present comparative advantages in a number of economic sectors e.g. manufacturing, agriculture, tourism and transport and logistics.

Women entrepreneurs in urban areas: these women are dominantly found in metropolitan areas or cities. They may have access to services and infrastructure, and enjoy a high-level of organisational capacity. They may have easy access to information, poses a level of literacy and entrepreneurship skills, and work through organised gender and women empowerment structures which are mainly found in metropolitan areas or cities. While these women-led businesses and entrepreneurs may enjoy a level of enterprise development they are also faced with a number of challenges such as – lack of access to markets and slow pace of business growth; lack/limited capacity building programmes; constraints to lead and promote innovation; lack of access to resources/capital; inadequate services and infrastructure; lack of access to information and technology; and limitations to explore potential market opportunities.

Women entrepreneurs in semi-urban areas: these women are found in semi-urban areas or formalised areas which are mainly found on the periphery of the metropolitan areas or cities. Semi-urban areas were created as a result of previously spatial planning policies which excluded sectors of the population to have access to certain services and infrastructure of the country. These women-led businesses and entrepreneurs in semi-urban areas are faced with most of the challenges or experiences found in both rural and urban environmental settings. Economic and market linkages of these women enterprises underlies one of the key themes of this strategy.

3.6 ENTREPRENEURIAL ENVIRONMENT

3.6.1 WOMEN ENTREPRENEURIAL ACTIVITY

In an effort to understand the activity of entrepreneurs at various stages of business formation, the DTI identifies two categories of entrepreneurs—early stage and established—based upon the age of their businesses. Early stage entrepreneurs are those involved in owning and managing, alone or with others, a nascent business, or one that has been in operation for 42 months or less. By contrast, established entrepreneurs are those involved in owning and managing, alone or with others, a business that has successfully survived in the market beyond 42 months, as three and half years is the approximate critical period within which a business is most likely to fail. These two categories are very important as they convey different information about the entrepreneurial landscape of South Africa. Early stage entrepreneurship indicates the dynamic entrepreneurial propensity. In other words, it shows the percentage of population willing and able to undertake new venture creation. Established business ownership, instead, indicates the percentage of population actively involved in running businesses that have proven to be sustainable.

The focus and potential of entrepreneurial activity is quite varied and the scope of women's entrepreneurial activity may be understood by looking at industry sector, use of technology, firm employment, and growth potential. Research has shown that age, work status, education, income, social ties and perceptions are all significant socioeconomic factors in a person's decision to start a business.

Small and medium sized enterprises (SMEs) and micro-enterprises play a central role in promoting employment and economic growth. In addition, this is a sector in which many women earn their livelihood, with women's entrepreneurship increasing rapidly in South Africa. Many women support themselves and their families through the income they receive from their entrepreneurial activities, making supporting women's entrepreneurship important to family well-being. The development of women's enterprise contributes in the following ways:

- Economic growth, because of women's increasing prominence in the small-scale sector. Increasing the profits and efficiency of women's enterprises is therefore essential to growth within the small-scale sector and the economy as a whole.
- Poverty alleviation and employment creation, because women are generally poorer than men, spend more of their income on their families, and operate more labour-intensive enterprises using female labour.

- Economic, social and political empowerment for women themselves through increasing women's access to and control over incomes and working conditions.

This then gives them greater power to negotiate wider economic, social and political changes in gender inequality.

3.6.2 TARGET GROUP

The primary target group and recipient of the strategy are women who own and manage micro, small and medium sized enterprises, in both the formal and informal sectors of the economy. The secondary group are women entrepreneur, who are contemplating but who have not yet launched their business enterprises.

There are, however, some distinct populations that have historically been under-empowered or are in need of targeted assistance. The strategic content will thus pay particular attention to the needs of these six specific subgroups of women:

1. Woman owned and or managed informal enterprise: refers to any women owned and or managed informal enterprise which is involved in entrepreneurial activities with the intention of making profit but lack formality in terms of operating systems and is not formally registered with local authorities for trading license.
2. Woman owned and or managed rural enterprise: refers to any enterprise owned and or managed by a woman who both her place of permanent residence and the enterprise's geographical location are considered rural based on demographic and economic factors, as well as patterns of human interaction such as population density, economic base, distribution and access to services and resources (social, economic, political and cultural), and social organization.
3. Black woman owned and or managed enterprise: is an officially registered enterprise owned and or managed by a black woman, in accordance with the BEE Act, who holds more than 50 % of the exercisable voting rights.
4. Women's cooperatives: is an autonomous association of persons, at which more than 50% of ownership and exercisable voting rights are in the hands of women, united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly owned and democratically controlled enterprise.
5. Women owned Consortium: is a group made up of two or more women owned companies, at which more than 50% of ownership and exercisable voting rights for each company are in the hands of women, formed to undertake an enterprise or activity that would be beyond the capabilities of the individual members.

6. Each entity within the consortium is only responsible to the group in respect to the obligations that are set out in the consortium's contract. Therefore, every entity that is under the consortium remains independent in her normal business operations and has no say over another member's operations that are not related to the consortium.
7. Women's business organizations/associations: refers to an official institute subscribed to by both established and aspiring businesswomen with the intention of, inter alia, lobbying and advocating for women owned and managed businesses and promoting the interests of women's business and profession through networking. Some specific areas of focus within each of these populations – in addition to those already outlined in the previous section – are outlined below.

3.6.3 STRATEGIC PARTNERS

This strategic framework, though being proposed and guided by the South African Government – cannot succeed if it is driven by and within the public sector alone. To truly succeed, other stakeholders must be involved, both in formulating the elements of the strategic framework, and in carrying out its objectives and goals.

The following groups have been identified as strategic partners in this endeavour:

- Business organizations (irrespective of the gender and sex of affiliated members)
- Non-governmental and Community-Based Organizations
- South African Chambers of Commerce and other business organizations
- Public institutions (National, Provincial and Local)
- Private sector stakeholders, including corporations and financial institutions
- Business and/or enterprise support agencies
- Business advisors and community-based enterprise development initiatives
- Academic institutions
- International donor, finance, and policy organizations

4 KZN WOMEN ECONOMIC EMPOWERMENT STRATEGY FORMULATION

4.1 SWOT ANALYSIS

The following Table 1 shows the SWOT Analysis of inferred issues raised during the consultation process with women-led businesses and entrepreneurs in the province.

Table 2: SWOT Analysis

INTERNAL FACTORS	Strengths	EXTERNAL FACTORS	Opportunities
	<ul style="list-style-type: none"> Modern and developed infrastructure (urban areas) Diversity of women entrepreneurs Level of acceptable advocacy of gender and women empowerment initiatives Leadership support and capacity to deliver Professional and skilled individual women Established agencies, organisations, structures supporting women initiatives (e.g. SAWEN) 		<ul style="list-style-type: none"> Collateral assets such as land availability in rural areas Diverse economic sectors and market potential for women entrepreneurs (manufacturing, construction, agriculture, mining, transport, etc.) Tourism development Market access for products and services Infrastructure development including that of disabled persons Business innovation and entrepreneurship promotion Entrepreneurship training and skills development Gender desk and women economic empowerment agency Business/entrepreneurship mentorship and coaching Legislative environment promotes gender and women economic empowerment (Preferential procurement in terms of BEE Codes) International networking with women organisations/businesses
	Weaknesses		Threats
	<ul style="list-style-type: none"> Ineffective coordination and fragmented structures Lack of database of women businesses and entrepreneurs Lack of monitoring and evaluation mechanisms, systems and processes Ineffective interdepartmental communication Ineffective/weak intergovernmental relations (local-municipalities and provincial departments) Ineffective flow of information and communication Inadequate or lack of resources (budget allocation and human resources) Business support for women entrepreneurs (including start-ups) Ineffective implementation of Preferential procurement policies Market access for products and services Research and development 		<ul style="list-style-type: none"> Political instability, interference and weak governance Fronting, fraud, bribery and corruption Poor/weak relations and support amongst the targeted beneficiaries (power relations) High levels of illiteracy among women Lack of buy-in of gender mainstreaming and women empowerment Lack of and access to resources (funding, expertise, knowledge, technology, etc.) Unsustainable/poor infrastructure especially for rural communities (basic services, facilities and spaces)

4.2 STRATEGIC FRAMEWORK

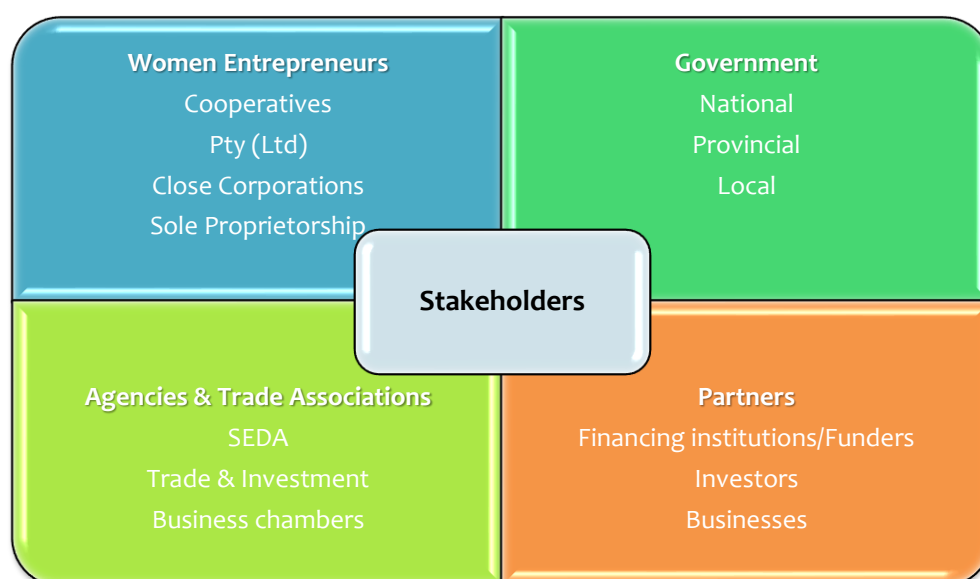
The Department of Trade and Industry provides a framework in which the KZN Women Empowerment Strategy will be developed. These strategies include, but are not limited to the following:–



In terms of women economic empowerment, partnerships with the private sector and other social partners is critical to increase the number of women who manage, own and control competitive and sustainable enterprises. This will include sole proprietorships, women-empowered companies and cooperatives, and family owned enterprises and partnerships in which women have the majority share of ownership and management.

4.3 INSTITUTIONAL AND ORGANISATIONAL ARRANGEMENTS

Figure 1: Institutional and Organisational Arrangements



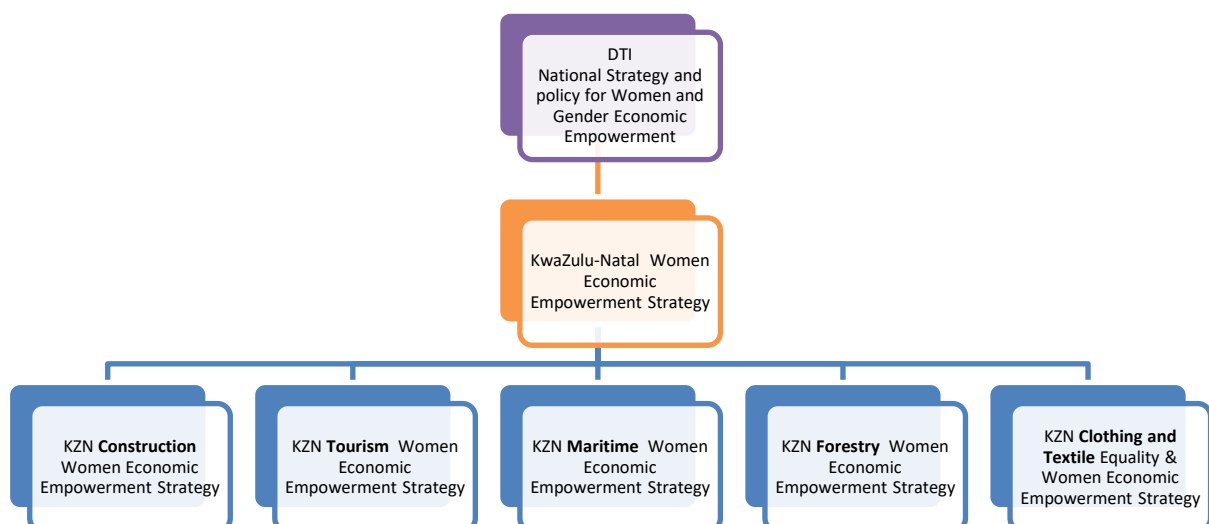
Implementing the Women Economic Empowerment Strategy of KZN will require a concerted effort of stakeholders highlighted in *Figure 1* above. These stakeholders can be grouped as *women entrepreneurs, government, partners, and agencies and trade associations*. The province will need to develop a close and supportive relationship with the above stakeholders to effectively promote the implementation of the strategy.

4.4 SECTOR STRATEGIES

The Women Economic Empowerment Strategy should be viewed as a strategic framework rather than a blueprint or a detailed implementation plan. This is important, given the close interaction between this field of policy and all the other spheres of public-sector support for sector economic development and growth, and the rapid changes in the global, national and local business environments, which often call for flexible policy and programme responses.

The on-going review of the impact of this strategy remains critical to enable government to make the necessary support and services improvements on a continual basis, in keeping with the dynamic nature of entrepreneurship and small business and the environment we operate in.

Therefore the need to ensure that sector strategies are developed, reviewed and are aligned to the provincial strategy is critical to obtain a sector implementation plan as described below.



Key Viewpoints Informing the Development of the Strategy

The following viewpoints informed the development of the strategy and implementation plans.

1. Who owns the Women Economic Empowerment Strategy in KZN?
 - The strategy is owned by provincial government, championed by the KZN Department of Economic Development and Tourism.
2. Who will utilise this strategy and how?
 - The strategy will inform provincial departments, local government and governmental agencies of the requirements to achieve provincial gender equality and in particular women economic empowerment.
3. What are the perceived outcomes of this strategy?
 - Active participation by government to ensure gender mainstreaming and in particular empowerment of women entrepreneur.
 - Quality information to inform progress of empowerment of women entrepreneurs
 - Improved monitoring and evaluation of gender mainstreaming strategies
4. Who is the implementing agent of this strategy?
 - Provincial Department, Local Government and Governmental agencies
5. Who will monitor progress of this strategy?
 - Provincial Economic Development Agency/Committee reporting to the proposed provincial BEE committee.

5 KZN WOMEN ECONOMIC EMPOWERMENT STRATEGY 2014-2018

5.1 VISION

To be relentless in establishing a robust Women Empowerment Support mechanism, positioning Women Entrepreneur and Women in Development.

The Theme is Women have a significant contribution in Growing the economy of South Africa.

5.2 MISSION

To ensure that Women at all levels of economic development take their rightful place in developing the economy of South Africa.

5.3 ECONOMIC EMPOWERMENT PRINCIPLES

Recognising that women enterprises are partially active in the first economy and therefore to promote women economic empowerment the KZN Provincial and Local Government, agencies and the private sector, are committed to the following economic empowerment principles:

- Providing technical and financial support for enterprises and cooperatives that promote gender equity and women empowerment.
- Government gender champions shall by all means necessary influence economic partners in the private sector to promote and adhere to policies of women empowerment and gender equality.
- Providing business opportunities to companies, organisations and individuals that support women empowerment and the eradication of gender inequality while excluding those that are not supporting this human right and strategy.
- Supporting developing women enterprises, including cooperatives with mentorship by advanced, successful business people.
- Facilitating special access for women to private sector finance, micro-credit, and other forms of financial aid for entrepreneurship.
- Enhancing access for women to labour-intensive economic programmes using the government procurement system and public works programmes.
- Special programmes shall be dedicated to enhancing the development of economic and financial skills among women as well as entry into entrepreneurship or businesses.
- Creating a conducive environment for women regarding investment and growth including the comprehensive implementation of the women's development fund.
- Establishing working partnerships with organisations for women based NGO's with the aim of strategizing with them on accessing economic opportunities in KwaZulu-Natal as well as facilitating sisterhood approaches in the business arena. The partnership will ensure those mentorship programmes are developed for emerging women in business.

- Proportioning and allocating 70% BBBEE procurement budget equally to women enterprises.

5.4 CRITICAL SUCCESS FACTORS

The critical success factors for the Woman Economic Empowerment are clustered firstly as strategic needs, opportunities, drivers and strategies. These clusters have cross cutting elements knowledge requirements and are described as the human capital, structural capital, relationship capital and tangible assets and are required for the stakeholders to successfully undertake and deliver on its strategies. The use of acclaimed standards and best practices domains (namely, Project Management, Monitoring and Evaluation and Knowledge Management) to support the implementation are deemed to be pre-requisite. This can best be described and understood in the model presented below:-

Figure 1: CSF Clusters and Domains



5.5 STRATEGIC GOALS AND OBJECTIVES

In order to implement the vision in this strategy, and based on the realities and analysis of the gender and women entrepreneurs in the province, goals need to be developed and achieved. The outcomes of the goals can be achieved through specific strategies.

Therefore, taking into account that the major issue is to develop the women entrepreneurs sector in the province through the bridging of the gap between entrepreneurs already well established and emerging entrepreneurs, the project's goals include the following:

1. The creation of a conducive legal and policy environment for women entrepreneur growth,
2. The creation of an enabling institutional environment for women entrepreneur growth,
3. Developing gender and women entrepreneurs in the province.

GOAL 1: THE CREATION OF A LEGAL AND POLICY ENVIRONMENT CONDUCIVE TO KZN WOMEN ENTREPRENEURS GROWTH.

The legal and policy environment is among the key challenges that hinder the women entrepreneurs sector. To begin with, the provincial and local government so far do not have a specific Plan guiding and dealing with women owned small businesses; as a result there currently is no specific data or economic performance indicators of the sector. In the meantime, women owned businesses evolve and function in an uncoordinated manner. Furthermore, the legislation and policies which were developed with the intention of creating an enabling environment for gender and women growth have caused bottlenecks for their growth, namely:

- Public Finance Management Act
- Municipal Finance Management Act
- Supply Chain Management Policy
- Preferential Procurement Policy Framework Act
- Preferential Procurement Policy Framework Regulation
- Provincial Growth and Development Strategy
- KZN-BBBEE Strategy

Some of the problems that hinder the growth of women entrepreneurs include the following, among others:

- Tenders must be given to enterprises that are in the departmental and municipal databases, while many of gender and women enterprises for one reason or another are not registered in the database they therefore do not qualify to access provincial departments and municipal tenders.
- A tender fee that is not refundable is a real challenge for emerging gender and women entrepreneurs both in the urban and rural areas.

- Collecting tender documents and attending tender briefings are real challenges for start-up and rural enterprises.
- Enterprises need to register with the accreditation bodies (eg. CIDB) and agencies to obtain/participate in tenders.

GOAL 2: THE CREATION OF AN ENABLING INSTITUTIONAL ENVIRONMENT FOR WOMEN ENTREPRENEUR GROWTH

The province has a number of enterprise development institutions and stakeholders including SEDA, BEE Forum, DEDT Business Support (One Stop Shop), District and Local Municipalities LED Units, and the Technical and Supply Chain Management Departments. Regardless of the existence of these institutions, the following challenges continue to hinder efficient economic sustainability to women owned enterprises:

- There is limited collaboration between service providers and the lack of a service providers' database makes it difficult to control who is providing what services to women entrepreneurs.
- There is limited interaction between service providers and women entrepreneurs, apart from the SMME fairs and brochures.
- There are inequalities in service provision between rural and urban areas of the province. The majority of enterprise service providers and stakeholders are concentrated in the urban areas. A service that an entrepreneur may access at a walking distance in the urban areas is a real challenge for an enterprise in rural areas.
- There is no government endorsed gender and women based agency or organisation that provides the required development environment and business support for women entrepreneurs (including start-ups).
- There is a lack of monitoring and evaluation mechanisms, systems and processes

GOAL 3: DEVELOPING WOMEN ENTREPRENEURS

Women entrepreneurs face a number of challenges that need to be alleviated. These challenges are more severe especially for entrepreneurs operating in the rural and semi-urban areas and include the following:

- There are few and small market opportunities in the rural and semi-urban areas. Consequently rural and semi-urban areas women entrepreneurs are obliged to relocate to urban areas or face the closure of their businesses.
- Challenges related to limited access to raw materials include high transport cost, high cost of raw materials and it is time consuming to get raw materials.

- Rural and semi-urban entrepreneurs need to travel to the urban areas if they want access to the limited financial services available.
- The majority of agricultural entrepreneurs are in the rural areas hence they face the full effect of the lack of ownership to land of which is governed by the tribal authorities.
- IT, business management, bookkeeping and other technical skills are real challenges to women enterprises, but this situation is worse in the rural areas since there is a limited number of available trainers and service providers.
- Among the major challenges that women owned enterprise face are mentorship and access to information and advisory services.
- Both urban and rural women owned enterprise face legal challenges, specifically with the PFMA, MFMA, CIDB, PPPFA, SARS, BBBEE as they are excluded from accessing some of the provincial and municipality benefits.

The previous points of this section presented the vision and goals of the Women Economic Empowerment Strategy.

The strategic framework provides details the strategies and programmes that address the aspects or challenges faced by women in both urban and rural areas. Strategies developed include the following:

- Simplification of the regulatory processes to allow women owned enterprises to easily access all available opportunities;
- Develop and implement guidelines indicating specific actions to be taken and strategies for deepening the integration of gender and women enterprises into the core-business of all sectoral departments;
- Strengthening the partnership among enterprise service providers;
- Establish and implement an institutional framework that would promote and oversight the attainment of gender equality;
- Improving access to markets and market exposure;
- Improving access to mentorship, information and advisory services;
- Specific improvement of the service delivery to rural based women entrepreneurs.

Table 3: Strategic Objectives and Required Activities

STRATEGIC GOAL 1: The review of the legal and policy environment that is conducive to women entrepreneurs' growth.

STRATEGIC OBJECTIVES	ACTIVITIES
1. Simplification of the regulatory processes to allow women owned entrepreneurs easy access to opportunities;	<p>1. Conduct regular workshops grouping supply chain managers from the provincial departments, district and local municipalities to review and improve business processes of the MFMA, SCMP, CIDB and PPPFA; and to lobby the Provincial Treasury to review these regulations.</p> <p>2. To develop a common women enterprise and entrepreneur database using, among other means, the provision of economic sector agency/NGO registration and the provision of a simple and single form (that includes tender processes, an application form, a letter of good standing and other forms required).</p>
2. Develop and implement guidelines indicating specific actions to be taken and strategies for deepening the integration of gender and women enterprises into the core-business of all sectoral departments;	<p>1. Implement engendered planning by adopting a mainstreaming strategy with realistic goals, targets and indicators as well as tactics for winning the active commitment of various stakeholders in the change process.</p> <ul style="list-style-type: none"> a. Developing and implementing diversity and change management programmes to ensure full involvement of all stakeholders in the process of gender transformation. b. Establishing a management information system on the changing dynamics of gender equality in the province's long-term plans and strategies, and roles of government institutions to preserve institutional memory. c. Deploying internal change agents to act as in-house gender experts, share information on gender equality, and drive mainstreaming within departments and agencies. <p>2. Implement gender analysis by involve the collection and use of gender-disaggregated data which reveals the different status, conditions, roles and responsibilities of women and men.</p> <ul style="list-style-type: none"> a. This data is fed into the policy process, to enable assessments of the impact of existing policies and programmes on gender inequalities. b. Regular audit, status quo analysis, impact assessment and policy reviews are formalised.

- c. Women training to equip all stakeholders and staff to conduct gender analysis and translate outcomes into action programmes.
 - d. All Women champions shall ensure that they provide gender-disaggregated data on any plans or statistical reports, so as to be able to track the number of women and men beneficiaries across all departmental programmes and projects.
3. Advocate for gender-sensitive budgeting where departments, agencies and local government shall:
- a. Factor the different and particular needs of women, especially poor women in the entire budgeting cycle.
 - b. Equalise the per capita expenditure on women and men.
 - c. Set aside a reasonable amount of funds towards women empowerment programmes as provided for in various declarations and conventions on gender and women.
 - d. Strategic Partnerships shall be formalised between the Office of the Premier, Treasury and the Legislature in order to advise and monitor provincial and local government gender budget plans and implementation thereof.

STRATEGIC GOAL 2: The creation of an enabling institutional environment for women entrepreneur growth

STRATEGIC OBJECTIVES	ACTIVITIES
1. Strengthening the partnership among women enterprises and development institutions;	1. To establish a Women Based Entrepreneurial Forum in the districts that would collectively seek and acquire support for growth and development of women based enterprises from enterprise development service providers
2. Establish and implement an institutional framework that would promote and oversight the attainment of Women	1. Establishing a Women economic development/support agency for the public provision of services to women entrepreneurs;

Empowerment;

2. The development/support agency shall develop a 5 year Women Empowerment Programme of Action with clear measurable outputs and optimal activities to enhance the implementation of this Women economic empowerment framework by:

- a. The monitoring and evaluation of gender programme in departments and municipalities will be aligned to the outcomes-based approach.
- b. The Women economic development agency will oversee the implementation of the women economic empowerment programmes across the KwaZulu-Natal.
- c. All departments are to account on a quarterly basis on implementation of the women economic empowerment framework in line with their Departmental delivery agreements.
- d. Departments and Municipalities are to submit their quarterly and annual reports as per delivery agreements, which will be signed by HoDs/ MECs to the Premier or Delegated MEC.
- e. The Women economic development agency will serve as a delivery agency where Departments and Municipalities will account on implementation of outcomes-based service delivery.
- f. All KZN departments are to develop their own departmental specific Women Empowerment Programme of Action (5 year and annual) which they will account for on an annual and quarterly basis.
- g. All KZN departments are also expected to account bi-annually at the Provincial Legislature, (another delivery forum) on the mainstreaming of women empowerment programmes.

4. The KZN departments and agencies shall develop and maintain structured partnerships with groups representing women as well as general organs of civil society concerned about human rights and gender equality.
5. This includes regular consultation, involvement and active participation in KZN initiatives on women economic transformation.

STRATEGIC GOAL 3: Developing gender and women entrepreneurs

STRATEGIC OBJECTIVES	ACTIVITIES
1. Improving access to markets and market exposure;	<ol style="list-style-type: none"> 1. To provide market information to women enterprises at SMME's fairs in the form of an SMME flea market four times a year for each local municipality 2. To align women entrepreneurs to growth sectors (tourism, construction etc ...) in the province by identifying growth sectors, requirements and opportunities and communicate timeously thereof.
2. Improving access to mentorship, information and advisory services;	<ol style="list-style-type: none"> 1. Develop and implement a mentorship programme utilising successful entrepreneurs as a corporate social investment (CSI) 2. Provide support to forums that bridge development agencies, departments and women entrepreneurs and enterprises
3. Specific improvement of the service delivery to rural based women and disabled entrepreneurs.	<ol style="list-style-type: none"> 1. Facilitate access of enterprise service providers and agencies to rural based women and disabled entrepreneurs.

6 IMPLEMENTATION PLAN

The Programme Implementation Plan provides a time-based perspective of the Programmes, projects and activities relating to the Women Economic Empowerment Strategy proposed for implementation. Table 4 below displays the project number, the project / activity name, and the proposed start and end date.

The GANTT chart starts from 2013 as a number of projects should be initiated immediately and then the five years is broken down into blocks of six months. It should be noted that:

- Where activities did not have a defined end date the end of the five-year term was used as the end date, i.e. 30 December 2014;
- Where a project will be undertaken within a specific six-month period and have a shorter timeframe (i.e. two months) the full six-month block was filled up; and
- A large number of projects start out in the early parts of the five-year term and the potential for achieving this should be reconsidered based on resources, including human capacity and funds.

6.1 Implementation Gantt

No	Activities	2014	2015	2016	2017	2018
1	To establish a Women Based Entrepreneurial Forum in the districts that would collectively seek and acquire support for growth and development of women based enterprises from enterprise development service providers;					
2	Establishing a Women economic development/support agency for the public provision of services to gender equality and women entrepreneurs;					
3	Facilitate departments and agencies in developing and maintaining structured partnerships with groups representing women as well as general organs of civil society concerned about human rights and Women Empowerment. This includes regular consultation, involvement and active participation in KZN initiatives on women economic transformation.					
4	To develop a common women enterprise and entrepreneur database using, among other means, the provision of economic sector agency/NGO registration and the provision of a simple and single form (that includes tender processes, an application form, a letter of good standing and other forms required).					
5	To provide market information to women enterprises at SMME's fairs in the form of an SMME flea market four times a year for each local municipality					
6	Implement gendered planning by adopting a mainstreaming strategy with realistic goals, targets and indicators as well as tactics for winning the active commitment of various stakeholders in the change process.					
7	Regular workshops grouping supply chain managers from the provincial departments, district and local municipalities to review and improve business processes of the MFMA, SCMP, CIDB and PPPFA; and to lobby the Provincial Treasury to review these regulations.					
8	Develop and implement a mentorship programme utilising successful entrepreneurs as a corporate social investment (CSI)					

Table 4: Proposed Implementation Gantt

7 PROGRAMME OF ACTION ON WOMEN ECONOMIC EMPOWERMENT

No	Outputs	Programme	Activities	Resp.	Indicator
Outcome 1: Increased number of women enterprises participating competitively in public sector tenders					
1	Women enterprises and SMME friendly legal and policy environment	Legal & Policy	Conduct regular workshops grouping supply chain managers from the provincial departments, district and local municipalities to review and improve business processes of the MFMA, SCMP, CIDB and PPPFA; and to lobby the Provincial Treasury to review these regulations.	Procurement Managers	<ul style="list-style-type: none"> Number of SCM Gender Equality Awareness workshops held Number of amendment recommendations proposed
			Develop a common women enterprise and entrepreneur database using, among other means, the provision of economic sector agency/NGO registration and the provision of a simple and single form (that includes tender processes, an application form, a letter of good standing and other forms required).	Sector NGO's	<ul style="list-style-type: none"> Number of NGO's facilitating registration of gender and women enterprises Number of enterprises registered Number of enterprises recommended Average number of employees of enterprises recommended
2	Mainstreaming gender equality	Gender Mainstreaming	Implement gendered planning by adopting a mainstreaming strategy with realistic goals,	Provincial and Local Government	<ul style="list-style-type: none"> Number of departments and agencies that have adopted gender mainstreaming strategies Number of departments and agencies that have included gender goals and targets in their strategy

3			targets and indicators as well as tactics for winning the active commitment of various stakeholders in the change process.		<ul style="list-style-type: none">Number of departments and agencies that have formally adopted the WEES
			Implement gender analysis by involve the collection and use of gender-disaggregated data which reveals the different status, conditions, roles and responsibilities of women and men.	Provincial and Local Government	<ul style="list-style-type: none">Number of relevant and approved statistics published to departments and agencies
			Advocate for gender-sensitive budgeting where departments, agencies and local government	Provincial and Local Government	<ul style="list-style-type: none">Number of departments and agencies that have adopted gender sensitive budgetingAverage Rand Value of gender sensitive BudgetingAverage percentage rand value of gender sensitive budgeting
4					
Outcome 2: Sustainable women enterprises					
5	Women enterprises supported and trained	Enterprise Development	To establish a Women Based Entrepreneurial Forum in the districts that would collectively seek and acquire support for growth and development of women based enterprises from enterprise development service providers;	Development Agency	<ul style="list-style-type: none">Number forum formation workshops undertakenAverage number of women participating in workshopsNumber of woman and gender based organisations participating in workshopsNumber of active women entrepreneurs registeredNumber of burgeoning women entrepreneurs registered
	Profitable women based enterprises	Enterprise Continuity Management	Establishing a gender economic development/support agency for the public provision of	Development Agency	<ul style="list-style-type: none">Number of NGO's mobilised to participate in agencyNumber of public agencies mobilised to participate in agency

7		services to gender equality and women entrepreneurs;		<ul style="list-style-type: none"> • Number of large enterprises mobilised to participate in agency • Number of formation meetings held • Number of fund raising events held • Rand Value of funds raised
	Service Level Management	The agency shall develop a 5 year Women Economic Empowerment Programme of Action with clear measurable outputs and optimal activities to enhance the implementation of this gender and economic empowerment framework	Development Agency	<ul style="list-style-type: none"> • Number of signed MOU's with implementation agencies
	Partnership Management	Facilitate departments and agencies in developing and maintaining structured partnerships with groups representing women as well as general organs of civil society concerned about gender equality and women economic empowerment. This includes regular consultation, involvement and active participation in KZN initiatives on gender and women economic transformation.	Development Agency	<ul style="list-style-type: none"> • Number of collaboration workshops undertaken • Number of departments and agencies participating in collaboration programmes • Number of gender and women based NGO's participating in collaboration programmes
8	Outcome 3: Profitable and growing women enterprises			

9	Access to new markets	Marketing Management	To provide market information to women enterprises at SMME's fairs in the form of an SMME flea market four times a year for each local municipality	Development Agency	<ul style="list-style-type: none"> Average number of SMME's participating per district
		Business Development	To align women entrepreneurs to growth sectors (tourism, construction etc ...) in the province by identifying growth sectors, requirements and opportunities and communicate timeously thereof.	Development Agency	<ul style="list-style-type: none"> Number of opportunities communicated per district Number of tenders won per district Rand Value of bids per district
10					
11	Business risks mitigated	Mentorship Management	Develop and implement a mentorship programme utilising successful entrepreneurs as a corporate social investment (CSI)	Development Agency	<ul style="list-style-type: none"> Number of successful entrepreneurs communicated with Number of mentors registered
			Provide support to forums that bridge development agencies, departments and women entrepreneurs and enterprises	Development Agency	<ul style="list-style-type: none"> Number of sector related NGO Mou's signed Number of sector organisations registered Number of women enterprises registered per NGO Number of women entrepreneurs registered per NGO
12					
13	Rural women enterprises empowered	Communications Management	Facilitate access of enterprise service providers and agencies to rural based women and disabled entrepreneurs.	Service Providers	<ul style="list-style-type: none"> Number agencies providing relevant support statistics i.r.o. of rural women and disabled entrepreneurs Number of awareness workshops undertaken with service providers and agencies

Addendum A - Institutional Framework for Attainment of Women Economic Empowerment

The establishment of institutional mechanisms is done to promote, monitor, advocate and mobilise support for policies and laws that advance the status of women economic empowerment. The creation of institutional mechanisms for the advancement of women economic empowerment is one of the commitments that the South African government has made by assenting to international and regional legal instruments on gender equality. Women Empowerment Coordination in KwaZulu-Natal shall entail clarity within the KwaZulu-Natal Provincial Government on the roles and responsibilities of the various departmental structures aimed at women economic empowerment mainstreaming and linkages between them.

Institutional mechanisms are part of the important pillars of the Women Empowerment Management System (WEMS). The mission of the WEMS is to advance Women Empowerment through promoting political will; forging a partnership of stakeholders including government, the private sector and civil society, building capacity and sharing good practice.

Co-ordinating Bodies

Coordination shall revolve around the following institutional mechanisms:

- **The Premier or Delegated MEC** is the ultimate political authority responsible for the attainment of women economic empowerment. The Premier by powers vested in him can assign this responsibility to an MEC.
- **The MEC** shall assume the responsibility of political authority within their Departments in terms of women economic empowerment programming.
- **The DG and Departmental HODs** shall be accountable for the administrative delivery of women economic empowerment programmes.
- **The Office of the Premier** shall be the main policy coordinating centre and source of policy support for provincial departments in the concerted pursuit of gender and women economic empowerment transformation. This function can be located at the office of an appointed MEC, wherein the Premier delegates the function.
- **Women Economic Empowerment Focal Points** shall comprise of senior officials to be responsible for the coordination of women development programmes to ensure women mainstreaming in departments, KwaZulu-Natal agencies and Municipalities.

- **Departmental Women economic empowerment champions** shall be MECs assisted by HODs in Departments who shall be mandated to promote a concerted implementation of the women economic empowerment framework and strategy in their Departments.
- **The Provincial Women Economic Empowerment Forum (PWEEF)** is a Provincial Agency for stakeholder interface, coordination and harmonisation of strategies and plans. It also serves as a delivery forum where Departments account on women development service delivery agreements.
- **The District Women Economic Empowerment Forum (DWEEF)** is a District forum responsible for coordinating implementation and participation of stakeholders in Women mainstreaming interventions in departments and municipalities.
- **KZN Women Economic Empowerment Agency (WEEA)** denotes women organisations mandated to promote and monitor women empowerment within and outside of government systems, including NGO's and Civil Society organisations.
- **The KZN Legislature** is constitutionally mandated to exercise oversight over the functioning of government including its performance in regard to policies and plans.

Addendum B – Provincial Departments Women Empowerment % Budget Allocation

Department	Sector	2013		2014	
		Male %	Female %	Male %	Female %
Office of the Premier					
Transport					
Agriculture & Environment					
Arts & Culture					
Community Safety and Liaison					
Cooperative Governance					
Economic Development & Tourism					
Education					
Correctional Services					
Health					
Human Settlements					
Public Works					
Social Development					
Treasury					
Local Government and Traditional Affairs					
Sport and Recreation					
Energy					

Economic Sectors
Agriculture & Agri-processing
Arts, Craft & Culture
Automobiles
Banking
Call Centres & Business Process Outsourcing (BPO)
Chemicals
Construction
Development Finance
Education
Energy
Events and Conferences
Food & Beverages
Forestry & Paper
ICT - Information & Communication Technology
Manufacturing
Mining & Metals
Oil & Gas
Tourism & Leisure

Addendum C – Local Government Gender Equality % Budget Allocation

Municipality	Sector	2013		2014	
		Male %	Female %	Male %	Female %
Amajuba District Municipality					
• Dannhauser Municipality					
• eMadlangeni (Utrecht) Municipality					
• Newcastle Municipality					
eThekweni Metropolitan Municipality					
iLembe District Municipality					
• Kwadukuze Municipality					
• Mandeni (eNdongakusuka) Municipality					
• Maphumulo Municipality					
• Ndwedwe Municipality					
Sisonke District Municipality					
• Greater Kokstad Municipality					
• Ingwe Municipality					
• Kwa Sani Municipality					
• uBuhlebezwe Municipality					
• uMzimkhulu Municipality					
Ugu District Municipality					
• Ezinqoleni Municipality					
• Hibiscus Coast Municipality					
• Umdoni Municipality					
• uMuziwabantu Municipality					
• Umzumbe Municipality					
• Vulamehlo Municipality					
uMgungundlovu District Municipality					
• Impendle Municipality					
• Mkhambathini Municipality					
• Mpofana Municipality					
• Msunduzi Municipality					
• Richmond Municipality					
• uMngeni Municipality					
• uMshwathi Municipality					
uMkhanyakude District Municipality					
• Hlabisa Municipality					
• Jozini Municipality					
• Mtubatuba Municipality					
• The Big Five False Bay Municipality					
• uMhlabyalingana Municipality					
uMzinyathi District Municipality					
• Endumeni Municipality					
• Nquthu Municipality					
• Msinga Municipality					

• uMvoti Municipality					
uThukela District Municipality					
• Emnambithi/Ladysmith Municipality					
• Imbabazane Municipality					
• Indaka Municipality					
• Ukhahlamba Municipality					
• Umtshezi Municipality					
uThungulu District Municipality					
• Mbonambi Municipality					
• Mthonjaneni Municipality					
• Nkandla Municipality					
• Ntambanana Municipality					
• uMhlathuze Municipality					
• uMlalazi Municipality					
Zululand District Municipality					
• Abaqulusi Municipality					
• eDumbe Municipality					
• Nongoma Municipality					
• Ulundi Municipality					
• uPhongolo Municipality					