



transport

Department:
Transport
REPUBLIC OF SOUTH AFRICA



SANWIT

South African Network for Women In Transport

Flowers of the Nation

BUSINESS PLAN

November 2007

Preamble

On the 31st of August 2005, the Department of Transport hosted a consultative workshop of women entrepreneurs in the transport sector - both practising and aspiring - under the theme "*Seize the moment, seize the opportunities in transport*". Attended by approximately 40 participants from most sectors falling under the Department, the main objective of the workshop was to celebrate Women's Month and reach a consensus on steps to be taken to address obstacles for women to actively participate in the transport sector.

The South African Network for Women in Transport (SANWIT) concept was born out of a need to break existing barriers for entry into the sector and demystify existing myths. From the deliberation and discussion it was decided to establish an umbrella body as a strategic vehicle to engage business and government on issues that impact on women development in the transport sector, including entrepreneurship. The organisation will seek to be a link between women and public resources in order to strengthen women's enterprises. The concept was unanimously adopted and the Coordinating team was requested to pursue the ideals of the organisation until the launch. The Committee was entrusted with the design of the business model that would guide the establishment of SANWIT.

From September 2005 to June 2007 the Coordinating team consulted broadly on the business plan and model. The business plan shows how SANWIT will become self-sustaining at the end of the 5-year period.

This Business Plan is an attempt to operationalise the issues raised during the Workshop and develop a road map to concretise them.

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1. METHODOLOGY FOR BUSINESS PLAN

1.1. Business Plan Objectives

The objective of the Business Plan is to outline the strategy and plan of action to be adopted by the South African Network for Women in Transport (SANWIT) as a mechanism for *organizational set-up, outreach strategy and mainstreaming women in the economy with special reference to the transport sector*. Hence, the Business Plan addresses the following issues:

1. Organizational set-up. Outlining of the basic structure that will secure an efficient running of operations in SANWIT, both towards members and towards other social partners;
2. Outreach. Outlining of the type of activities and services that are required for SANWIT to attract members and develop into a commercially efficient and politically powerful business organisation; and
3. Mainstreaming Outlining of activities and services, which can secure financing for daily operations and long-term financial sustainability.

1.2. Scope and Limitations of the Business Plan

The Business Plan will provide the conceptual framework for establishing SANWIT as a powerful network and an effective membership organization. Implicit in this reasoning is that the Business Plan should be supplemented by additional planning and product development by the SANWIT secretariat.

Member based organizations are different when it comes to scope and structure. It is only by knowing the exact requirements and features of the target group – the member companies and organizations – that it will be possible to decide on the services and thus the organizational structure required. The business planning of a membership organization becomes a continuous process, which requires constant review and incorporation of feedback.

This Business Plan will only address the activities of SANWIT in the first five years of operations. This period will hereafter be referred to as the *project period*. SANWIT is expected to reach financial sustainability within the project period. A fundraising strategy that targets enterprise development, government departments - notably the Department of Transport (DoT) and its agencies-, various donor agencies and the private sector will be used to raise the start up capital required to fund SANWIT's activities at the beginning.

1.3. Nota Bene

SANWIT is referred to as a *network*. Membership structures come by many different terminologies and in this case “network” relates to the fact that SANWIT is an umbrella unit, encompassing a number of sub-units. But “network” is also a term that is associated with a loose type of structure, from which no particular services other than social liaisons are offered.

Consequently, for purposes of clarification, SANWIT will be a structure that delivers direct services to members in exchange for subscription payments and other fees. The sole purpose of the fees is to ensure the sustainability of SANWIT, which will advance the government agenda by empowering women within the transport environment.

By doing so, societal challenges such as poverty and economic growth will be addressed.

1.4. Content

The Business Plan is arranged in two main sections.

The *first part – sections 1 to 4* – focuses on the strategic considerations and challenges of establishing the organization.

The second part – sections 5 to 14 – addresses the set-up of the organization as well as the specific initiatives that SANWIT in general - and the secretariat in particular - will focus on in the project period. This includes the proposed organizational structure, procedures for establishment, and type of services and activities to be provided.

The third part (Annexures) will describe in detail the scope and content of the main activities of SANWIT and is still to be developed.

2. PROJECT CONTEXT

2.1. Focus of SANWIT

SANWIT will target all women entrepreneurs in the transport sector throughout South Africa. Special attention will be given to integrating rural based women, youth and people with disabilities. Enterprises in this category are most affected by the constraining business environment that traditionally prevails for women entrepreneurs.

Since SANWIT plans to become self-funding within a five-year period (the project period) some attention will also be given to incorporating larger and financially stronger companies into the membership as well. This includes the range of large, and medium sized companies that are situated in South Africa’s large urban centres, most notably

Johannesburg, Pretoria, Cape Town and Durban. These may be given special status such as Corporate Members.

2.2. Problems to be Addressed

The establishment of SANWIT is a reaction to the fact that women entrepreneurs in South Africa continuously face a wide array of obstacles and barriers in their business operations. The SANWIT concept will provide women entrepreneurs with solutions to these challenges by addressing the constraining factors. According to the August 2005 meeting, a wide range of problems was outlined.

Some of these are as follows:

- Transport is a male dominated environment and the nature of operations is against women;
- Victimization & discrimination of women (We are set up to fail);
- Funding for training of women is insufficient;
- Lack of facilities that will build knowledge of the industry;
- Women's lack of confidence;
- The skills shortage amongst women;
- Lack of funds/access to assets;
- The working environment is not conducive for women;
- Balancing responsibilities i.e. home and work;
- Culture, traditions and socialization;
- Men's insecurities; and
- The HIV/AIDS pandemic impacts on women's participation.

2.2.1. The Origin of the Problems

2.2.1.1. Gender

Despite the fact that women-owned enterprises are contributing an increasing share to national revenue, they are generally perceived to lack the capacity and competencies of

their male equivalents. Although it may be true that women entrepreneurs generally do not have the commercial and managerial skills of male company owners, this can only be ascribed to the lack of experience that comes from being barred access from the established business community on account of gender e.g. in the taxi industry.

Male entrepreneurs have an advantage over woman entrepreneurs in the following areas:

- Easier access to credit;
- Easier access to land use rights and other forms of loan collateral;
- Greater exposure to business information and skills;
- Favoured for government contracts through business networks;
- Favoured in the award of trade and other licenses; and
- Tend to “bully” their way into situations.

2.2.1.2. Size

Nearly all women-owned enterprises belong to the lower end of the SMME category, being either very small or micro sized companies¹. While men are predominant in the more lucrative sectors - such as manufacturing and construction - and own most of the larger SMMEs - women are found in the informal sector, often in one-person operations. Approximately 70 percent of informal businesses in South Africa are owned/controlled by women.

Barriers facing women entrepreneurs include:

- Limited investment capital;
- Limited access to markets;
- Limited access to technology and capital intensive sector;
- Low educational standards among managers and employees;
- Limited access to information and knowledge on information use;
- Limited ability to upgrade technology and equipment;

¹ According to data from Central Statistical Services (CSS) women represent approximately 56 percent of the *survivalist* company category, 38 percent of *micro-enterprises with no employees*, and 15 percent of *micro-enterprises with 1-4 employees*.

- Constraining SMME regulations; and
- High vulnerability to crime.

2.2.1.3 General Challenges

The unstable condition of the South African economy also has a negative impact on women entrepreneurs, who are largely marginalized from the current Black Economic Empowerment drive.

General challenges for South African enterprises include:

- Slow and difficult black economic empowerment process;
- Negative currency development;
- Inadequate knowledge of legislative and regulatory frame-works;
- Relatively poor rural infrastructure;
- Weak financial institutions;
- Lack of preparation for international trade;
- Lack of access to business information;
- Low private sector provision of job security;
- Out-of-date technology;
- Insufficient business linkages;
- Absence of networks and contacts; and
- Insecurity and lack of confidence.

2.3. Ways of Addressing the Problems

Policy advocacy, information, and training facilitation – all of these core areas – are methods that can be used to deal with many of the challenges listed above.

On the advocacy area, business organizations representing the views of a specific formation in the economy - in this case South Africa's Women and Transport - will be able to highlight deficiencies in the regulatory framework. The dialogue between

business sector representatives and government around issues of transport is important for developing a conducive business environment, mainly because it allows government to stay in touch with the challenges that women in particular are facing on the ground. Thus, business organizations in South Africa are central in both business sector development and in the general empowerment of women entrepreneurs.

On the information and training side, many of the problems confronting South Africa's women entrepreneurs are related to the lack of business information and business skills. Though the educational standards in the country are relatively high, women managers have rarely been trained in professional and management skills. Similarly, women-owned companies lack access to updated information on issues related to business development in transport. These are areas that business organizations such as SANWIT can assist in developing. Business organizations have intimate knowledge of the problems that member enterprises face and can assist in this respect by finding solutions through provision of business support, information and training.

3. STRATEGY

SANWIT has developed the following overall strategic guidelines:

3.1. Vision

“SANWIT will champion and articulate the aspirations and socio-economic development of women in transport.”

3.2. Mission

SANWIT is a national network organization that facilitates and monitors the socio-economic advancement of women and their positive impact on the country's economy. SANWIT supports the success and growth of women-owned and managed enterprises by ensuring their access to relevant resources and support.

3.3. Objectives

- 1) Encouraging women to enter and succeed in the transport industry through:
 - Facilitating enterprise development;
 - Networking and supporting women for success and growth;
 - Negotiating on behalf of members for wealth generation;

- Lobbying and advocating for a policy environment that will support and enable the sustainability of women enterprises.
- 2) Adding to the body of knowledge and guiding best practices through research and development on the women related issues;
 - 3) Empowerment, training and skills transfer;
 - 4) Providing coaching and mentorship;
 - 5) Providing a central reference point of publications and experiences;
 - 6) Raising awareness of the different components of transport within the aviation, maritime, road and rail transport sectors.

3.4. SANWIT Positioning Statement

SANWIT intends to position itself as a *network* because it will recruit other woman enterprise entities/groups as members and co-ordinate them into the umbrella body (SANWIT).

SANWIT will deliver direct services to members in exchange for subscription payments and other fees. The sole purpose of the fees is to ensure the sustainability of SANWIT, which advances the government agenda by empowering women within the transport sector.

By doing so, societal challenges such as poverty and lack of economic growth will be addressed.

SANWIT intends to compliment other women enterprise development offerings and to facilitate the availability of development products and improve the socio-economic situation of women. In this sense it will bridge the divide between government transport agencies and women.

3.5. SANWIT Delivery Mechanism

SANWIT will deliver services to its target market through members, local enterprise development structures and organizations. It will seek to improve local capacity for service delivery to women entrepreneurs in the transport sector.

3.6. Principal Strategic Issues

3.6.1. Develop a Sound Business Plan

SANWIT will develop a business plan that will guide its operations and form the basis of its performance management system.

3.6.2. Develop a Fundraising Strategy

A fundraising strategy will be used to raise the funds needed to establish SANWIT.

3.6.3. Design a Functional Organizational Structure

The structure of SANWIT will be built around the services to be provided. For sustainability, it is important that SANWIT start off on the smallest possible staff base and that roles and functions be defined upfront wherever possible.

3.6.4. Conduct a Market Study to Identify Service Delivery Gaps and Solicit Lessons Learnt From Other Organizations

SANWIT will conduct a gap analysis and capture lessons learnt from existing South African business forums and organisations– notably DoT agencies and Black Business Council members – so as to position and promote SANWIT as a relevant and efficient business organization.

3.6.5. Set Up a Relevant Basket of Services

In order to provide an operational framework to meet member needs, the information from the gap analysis will have to be developed into services that the membership is willing to pay for, e.g.:

Access to:

1) Business Sector

- Business information and advice;
- Local and international business opportunities;

2) Financial and Legal Sectors

- Financial and legal advisors;

3) Government

- Appropriate skills and technology;
- Mentors and counselors;
- Key decision and policy-makers;

4) Women in the Transport Sector

- Other women in the transport sector, exposing them to developments within the sector.

5) DoT and Subsectors

- Access to opportunities within DoT and Agencies;
- Assessment and alignment of sub-sector programmes and projects that are relevant in aviation, maritime, road and rail transport

3.6.6. Develop Unique Selling Points and Package it Into a Value Adding Offering

To ensure that SANWIT is strategically positioned within the current business development environment, a framework facilitating SANWIT's programmes and services based on "unique selling points" will need to be developed. Some of SANWIT's unique aspects are:

- national co-ordination of women enterprise networks and lobby groups in the transport sector;
- barometer of women entrepreneurship in the transport sector in South Africa;
- gender balanced approach to socio-economic development;
- gender sensitive enterprise development best practice;

- rural outreach and communication strategy; and
- become a bridge and facilitator of business for women in transport.

3.6.7. Identify and Secure Strategic Partnerships for Service Delivery

SANWIT will develop a profile of potential service delivery partners from the public and private sector and from civil society. These strategic partners will provide SANWIT members with access to technical, financial, and technological support and business resources and enable SANWIT to deliver on its calendar of events, which will be launched alongside the business model.

Strategic partnerships to be pursued are tabled on pages 15 and 16.

3.6.8. Develop a Provincial Outreach Strategy

SANWIT will develop an integrated rural outreach strategy that targets women groups and organizations in rural areas. The strategy will use existing local and community structures to extend services to rural women entrepreneurs.

3.6.9. Develop an Information Management System that Supports SANWIT Functions

SANWIT will use information and communication technology solutions to run its operations efficiently as well as to improve women entrepreneurs' access to business resources and information. SANWIT will achieve this through a strategic alliance / partnership with agencies of the DoT and private sector partners.

3.6.10. Develop Communication Policy Guidelines

In order to effectively reach women entrepreneurs through national, regional and local networks, SANWIT will develop appropriate guidelines for defining correct messages on the role and core functions of the organization.

3.6.11. Initiate an Effective Membership Recruitment Drive

SANWIT will proactively initiate a recruitment drive that clearly defines member benefits, and will rely on marketing research that has identified needs and gaps in enterprise development service provision.

3.6.12. Establish a Database of all Members

SANWIT will keep a database of members and the skills they possess, partners and the services they deliver and match the skills to opportunities within the transport sector.

The timelines for realising these principal strategic issues are:

ACTIVITY	DEADLINE
3.6.1. Business plan	July 2007
3.6.3. Structure	July 2007
3.6.4. Gap analysis / Research	September 2007
3.6.6. Basket of Services & Unique Selling Points	September 2007
3.6.9. Database (information management system)	July 2007
3.6.10. Communication / marketing strategy	September 2007
3.6.11. Recruitment	January 2008
3.6.7. Partners	January 2008
3.6.2. Sponsorships	January 2008
3.6.8. Provincial outreach – start with national launch / road shows / setting up provincial structures/ recruitment in provinces	March 2008

3.7. Partnerships

DoT will form strategic partnerships with institutions that will be able to assist the SANWIT members with various services.

Table 1- Proposed Strategic Partnerships

INSTITUTION	SERVICE SOUGHT
Department of Labour	Access to training resources to all associated SETAs.
TETA	Link training, development of business products and manufacturing of transport technologies.
Department of Trade and Industry	Facilitate international business opportunities.
South African Revenue Services (SARS)	Training in company tax and assistance with compliance.

INSTITUTION	SERVICE SOUGHT
DOT agencies through opening of procurement opportunities	Access to existing enterprise development programmes.
Technology for Women in Business (TWIB) and the CSIR	Appropriate technology and outreach.
Human Science Research Council (HRSC)	Policy and HRD research and programme development.
Business Map and Statistics SA	Socio-economic performance of women in transport.
Business Information Referral and Information Network (BRAIN) @ NAMAC	Run member helpline. Host and maintain SANWIT website.
SIDA (Swedish International Development Agency) and other development agencies	Technical assistance and knowledge exchange.
JSE Securities Exchange	Training in wealth creation mechanisms & economic research. Access to woman board members who are willing to mentor others.
Freight Associations	Business mentors and linkages.
Business Woman Association (BWA)	Access to business mentors and information.
KHULA and other micro-financiers	Access to micro-finance.
IDC, DBSA, ABSA, FNB, People's Bank, African Bank, Prosperitas, Brait Bank and other banking institutions	Funding & sponsorship of operations and publications. Access to finance. Access to venture capital.
Bus and truck manufacturers	Access to mentorship and training regarding buses and trucks.
NDA	Programme development assistance, funding and access to rural networks.
University of Zululand	Rural outreach and capacity building programme.
Other tertiary institutions and centres of development	Capacity building programmes.
Black Business Council and BEE Commission	Lobbying, advocacy support and advice.
Telkom (Empowerment section)	Sponsorship and access to ICT infrastructure.

3.8. SANWIT Events

The following events have already taken place:

- 1) DOT agencies meetings - Rail, Roads, Maritime and Aviation (October - December 2005);
- 2) Meeting with provinces (June 2006);
- 3) Round table discussion at the Gender, Transport and Development Conference (August 2006);
- 4) Seminar for South African Women in Transport (October 2007).

SANWIT will present workshops/seminars as part of its activities. Events *could* include:

- 5) A programme on running a sustainable business with special focus on taxi industry and recapitalisation (February 2008);
- 6) IT business opportunity seminar in the transport sector – hosted by the Department of Communication and Telkom (April 2008);
- 7) A workshop on business opportunities for women in the transport sector with special focus on World Cup 2010 (June 2008);
- 8) Women of the year in transport award (August 2008);
- 9) A seminar on the World Cup 2010 - Creating A Legacy Towards Sustainable Investment Opportunities (October 2008).
- 10) Rural Transport Mobility: Challenges & Opportunities (February 2009);

4. ACTIVITIES

The establishment of SANWIT is based on a number of activities that will be performed by the organization in general and the secretariat in particular throughout the five-year project period. SANWIT will need to be engaged in a wide array of functions and initiatives in order to develop into a strong and powerful organization that can provide relevant and efficient services to its members.

Many of SANWIT's services will be developed over time. SANWIT will respond to the continuous challenges that women entrepreneurs in the transport sector face in its quest to meet the demands of members. A successful delivery of services will depend on SANWIT's ability to innovate and implement activities that meet member expectations. The ability of the organization to develop new activities will also reflect whether SANWIT

is capable of improving its service levels and thus *performance* as a business organization. SANWIT's service levels need to provide enough of an incentive for women entrepreneurs to transfer a share of their (scarce) revenue to SANWIT as membership/subscription payment.

Initially SANWIT will need to focus on a specific and well-defined set of activities to build up the basic structure of the organization. SANWIT will need to construct a framework that will enable it to build up the reputation and foundation that is necessary for it to reach its main financial target of being self-funding by the end of the project period.

4.1. Activity Outputs

The activities in the project period should generate outputs that benefit the organization. The scope and content of the activities needed to reach the desired output will be developed and will form the annexures to this business plan.

Based on the strategic objectives outlined, the desired activities outputs of SANWIT will be:

- a well equipped office with efficient business process / milestone;
- a work plan plus budget for the secretariat structure;
- work plans and budgets for the individual divisions of the structure;
- a fully developed subscription and service fee system recruitment;
- databases of:
 - Partners and the services they provide;
 - Members;
 - Training opportunities;
 - Scholarships/bursaries;
 - Mentors;
 - Opportunities;
 - Existing skills;
 - Business information;

- appropriate technological solutions; and
- position papers on all policy areas in the transport field of interest to women entrepreneurs.
- sets of guidelines for:
 - rural business development;
 - effective communication policy guidelines; and
 - promotional provincial road shows/awareness;
- a catalogue of Lessons Learnt and Best Practices for business organizations in the country and internationally gap analysis/database / training;

These organisational outputs will result in SANWIT members having access to:

- a quarterly newsletter;
- a SANWIT website;
- business counsellors on line (Telkom and internet);
- a market information library and help line;
- access to the databases as outlined above;
- relevant training material;
- an established network of business and skills trainers plus mentors;
- a calendar of training seminars and workshops;
- seminars;
- Information on policies, programmes and strategies;
- an annual report; and
- an annual conference

4.2. Establishing SANWIT

There are ten main activities that SANWIT will perform to establish and run the organisation;

- 4.2.1. The finalisation and acceptance of a structure and principles (interim secretariat);
- 4.2.2. Establishment of permanent secretariat;
- 4.2.3. Launch of SANWIT;
- 4.2.4. Membership drive;
- 4.2.5. Establishment of provincial/municipal chapters;
- 4.2.6. Advocacy;
- 4.2.7. Communication & information services;
- 4.2.8. Training services;
- 4.2.9. Mentorship programmes; and a
- 4.2.10. Rural Outreach Strategy.

Activities 1 - 5 are what SANWIT will undertake to establish the organization. These are activities that all membership organizations need to perform, regardless of sectoral scope or purpose for establishment.

Activities 6 - 9 relate to the services that SANWIT will offer to members in exchange for membership fees. They are activities that are basic to all organizations that have the *business* sector as target area.

Activity 10 focuses on SANWIT's objective of improving the business environment where women entrepreneurs are under-represented, in *rural* areas of South Africa. Developing a strategic framework for rural development does not constitute a "traditional" focus area for building the basic structures for a business organization. But it features here since a founding principle for SANWIT is to promote all women entrepreneurs, including rural, in business activities.

The activity schedule and timelines are presented on page 21, 22 and 23.

QUARTERS	2006		2007			2008			2009	
1. INTERIM SECRETARIAT										
Prepare structures and principles										
Database										
Reconfigure website communication										
Needs assessment gap analysis										
Secure financing										
Registration of SANWIT										
Marketing campaign										
Elect officials to serve on SANWIT										
Formation										
Location of office										
2. PERMANENT SECRETARIAT										
Recruit staff										
Establish office										
Work plans										
Strategy partnerships										
Subscription system										
3. LAUNCH OF SANWIT AS A SECTION 21 COMPANY										
Launch										

QUARTERS	2006		2007				2008				2009	
4. MEMBERSHIP DRIVE												
Strat preparation												
Members database												
Satisfaction survey												
Participation												
SANWIT logo												
Member visits												
Member certificates												
Hotline												
5. PROVINCIAL CHAPTERS												
Applications												
Identification												
Follow-up												
Org. development												
6. ADVOCACY												
Policy position papers												
Policy seminars												
Participation												
Research												
7. COMMUNICATION & INFORMATION												
Newsletter												
Press cuttings												
Media/public relations												
Web-site												
Annual report												
Presentation material												

QUARTERS	2006		2007			2008			2009	
8. TRAINING SERVICES										
Computer/Internet access/website										
Capacity building										
Technology training										
Quality assurance										
Running Your Business-Taxis										
Other training activities										
9. MENTORSHIP PROGRAMMES										
Programmes										
10. RURAL TRANSPORT DEVELOPMENT STRATEGY/PROGRAMME										
Workshop										
Sample survey										
Fundraising & lobby										
Guidelines										
Development program										

Table 2: Activity schedule and timeline

5. ORGANIZATIONAL STRUCTURE AND PRINCIPLES

There will be two phases in the setting up and implementation of SANWIT; an interim phase from 2006 to the end of the 2007/2008 financial year and a permanent phase which will be set up at the start of the 2008/2009 financial year.

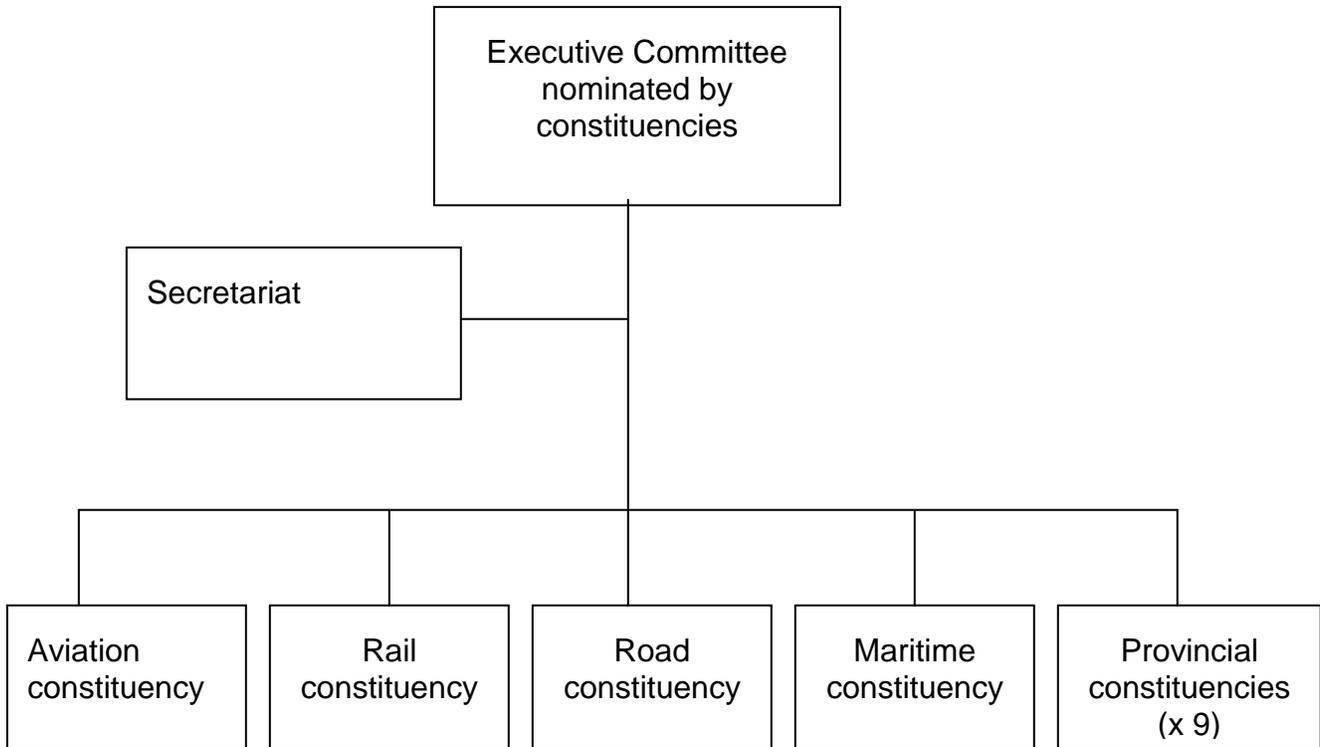
5.1. Interim Phase

During the interim phase, an interim structure will be set up to do the groundwork for the permanent structure.

5.1.1. Structure

SANWIT's initial meetings were attended by representatives from the Department of Transport, who also handled the secretariat, representatives from the Department's agencies, provincial Departments of Transport and private business women.

The proposed structure to replace the current representation is illustrated below:



The Executive can appoint working committees.

5.1.2. Period

The interim structure would be in existence up to the formation of the permanent secretariat, which is scheduled to be established in the second quarter of 2008.

5.1.3. Role of the Department of Transport during the Interim Phase

DoT is to facilitate the early stages of the development of SANWIT, up to such a time that the permanent structure has been set up.

Dot's role will be to develop the plans, strategies and structures for SANWIT and to facilitate training and the identification of business opportunities until the formation of the permanent structure and the appointment of SANWIT personnel.

5.1.3.1. Budget

Thus far, the expenditures for SANWIT have been absorbed by the previous and existing Departmental budget for special programmes and by the Departmental agencies' budgets for special projects.

During the remainder of the interim period (up to the end of the 2007/2008 financial year), the human resource(s) tasked with SANWIT will make use of existing equipment and office space. There would therefore not be any capital expenditure required for this period.

The operational budget would be supplied by the Department, and is expected to amount to R 141,500 per annum, which is made up of the following items:

5.1.3.1.1.	Travel and accommodation	R 70,000
5.1.3.1.2.1.	Telephone and fax costs	R10,000
5.1.3.1.3.	Stationary costs	R 1,500
5.1.3.1.4.1.	Reconfigure website	<u>R60,000</u>
		R141,500

5.1.3.2. Staffing

Due to the extent of tasks to be undertaken before the permanent structure of SANWIT can be implemented, it is crucial that the DoT staff members tasked with SANWIT be able to focus on these tasks exclusively.

There are two options available for staffing the SANWIT office until the permanent structure of SANWIT is implemented at the start of the 2008/2009 financial year:

5.1.3.2.1. Option 1

The first option for staffing entails that the Special Programmes Co-ordinator in the Department will take on overall responsibility for the formation of SANWIT, while the CD: IDP will second someone to assist her on a full time basis.

When the permanent structure for SANWIT is set up, the seconded staff member will be absorbed in the Departmental structure again.

5.1.3.2.2. Option 2

The second option for staffing is to create two posts to ensure that SANWIT will become a permanent structure by the second quarter of 2008. One post should be at the level of Deputy Director, and one post at a lower level, to act as an assistant.

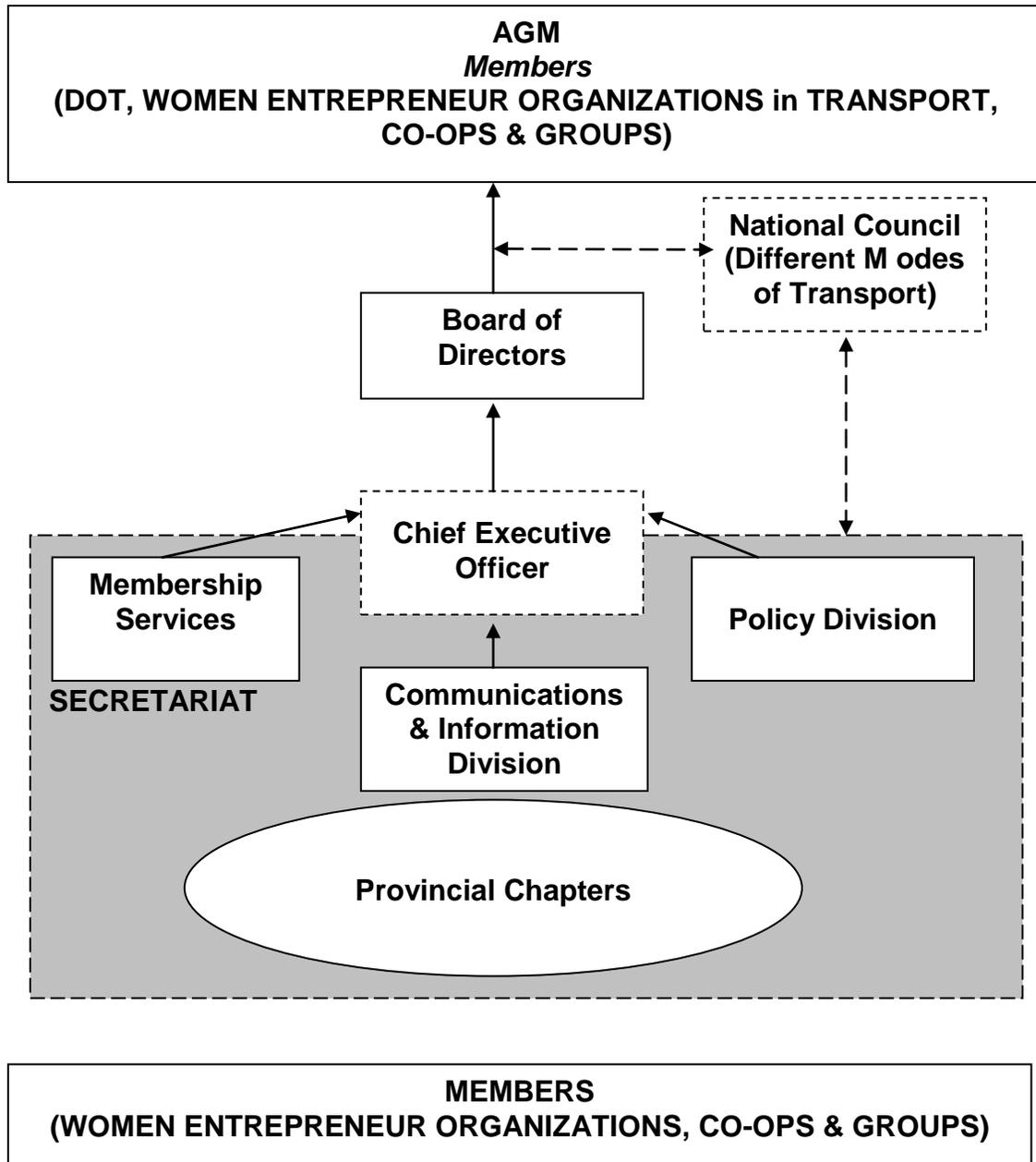
When the interim phase ceases and the permanent structure is set up, these personnel members will be transferred to SANWIT.

5.2. Permanent Structure

Once the initial groundwork has been done and the necessary approval has been obtained, the permanent structure for SANWIT will be set up. It is envisaged that this will occur during the second quarter of 2008.

The proposed permanent structure for SANWIT is illustrated on page 27.

PERMANENT SANWIT STRUCTURE



5.2.1. AGM (Annual General Meeting)

The AGM will be constituted by SANWIT members and key stakeholders.

The AGM will direct and approve policy. It will be responsible for:

- Electing the Board of Directors;
- Advising the Board on what policies to advocate and communicate to members;
- Reviewing and evaluating policy;
- Considering and approving annual report and financial statements;
- Appointing accountants and auditors;
- Approving membership fees and determining the nature and size of the organization; and
- Appointing the SANWIT patron.

5.2.2. Board of Directors

SANWIT will be registered as a Section 21 Company. The reasons are that governance structure and the legal obligations of a Section 21 Company support accountability to membership for service delivery. Section 21 companies are allowed to seek and accept donations and/or grant funds.

SANWIT will be obliged to operate with an elected Board of Directors who will be responsible for:

- Formulating policy guidelines and strategic direction;
- Appointing committees that will be serving at all levels;
- Determining funding policy guidelines for operations;
- Defining lobbying and advocacy parameters for SANWIT's constituency;
- Providing appropriate guidelines for programme development;
- Positioning SANWIT for success and sustainability;

- Co-ordinating major policy interventions being carried out at all levels; and
- Fiscal management and accountability.

The Board will meet at least four times a year. Special meetings can be called to discuss urgent matters in between the scheduled time frame.

5.2.3. National Council

The National Council will consist of members that represent:

- South Africa's 9 provinces;
- All transport sectors that women entrepreneurs are either very active in, or find difficult to penetrate; and
- Members representing each of the donors or investors (DoT, donors, corporates etc.)

The duties of the National Council will be as follows:

- The National Council is to provide the board with input on the strategic direction and policies of SANWIT, which shall be ratified by the general membership at the Network's Annual General Meeting and implemented by the secretariat and its provincial offices;
- The Council's sector and provincial representation will inform SANWIT's lobbying and advocacy efforts. The National Council may appoint such committees as it sees fit for this purpose; and
- The National Council shall submit a report of member feedback on SANWIT's services to the Annual General Meeting;

Meetings in the National Council will have the following statutes:

- The National Council shall meet as often as may be necessary, but not less than twice a year;
- The National Council shall meet during the six weeks prior to an Annual General Meeting to prepare - with the CEO - the AGM Agenda;
- Two-thirds (66 percent) of National Council members shall form a quorum at each meeting;

- Any member of the National Council who absents herself from three consecutive meetings without any reasonable excuse shall, subject to confirmation by the general meeting, be relieved of her post. Such member shall be notified in writing of the decision stating the reasons for such action.

5.2.4. Chief Executive Officer

The Chief Executive Officer will report to the Board, and be in charge of daily operations at the secretariat. The CEO will also be responsible for developing the founding structure of the secretariat and for developing a Rural Outreach Strategy.

5.2.5. Policy Division

The main functions of the Policy Division are to provide services relating to the political proliferation of SANWIT.

5.2.6. Communication & Information Division

The main functions of the Communication & Information Division is to retrieve, disseminate and re-distribute information of relevance to members and to co-ordinate the contact with SANWIT's provincial chapters and public (public relations).

5.2.7. Membership Services

The main functions of the Membership & Services Division are to recruit and administrate SANWIT members and to facilitate member access to SANWIT's services through SANWIT's strategic partnerships.

6. MEMBERSHIP

The following principles will apply to SANWIT's membership structure:

- Membership is open to all South African women entrepreneurs and groupings or organizations whose members are women entrepreneurs;
- Members shall join via the provincial chapter in which they carry on their trade or business. In the cases where provincial chapters do not yet exist, the national office will handle memberships;
- At the launch of SANWIT and before the establishment of provincial chapters of the organization, the interim secretariat shall receive all applications for membership

from the various provinces. On establishment of the respective chapters such members will automatically be transferred to the provincial chapters' membership register.

6.1. Membership status

Membership rules, subscription and category guidelines will be decided by the AGM. The SANWIT secretariat will process membership applications. There shall be four categories of membership, namely: Ordinary, Affiliate, Associate and Corporate members. The categories are:

6.1.1. Ordinary Members

Any individual woman entrepreneur or formation (group, co-operative, association or organization) of women entrepreneurs engaged in trade or commerce within the transport sector, who on application and on payment of the membership fee and all or any other fees or payments due and applicable, may be admitted to membership of SANWIT.

6.1.2. Affiliate Members

Any individual woman entrepreneur or formation that is engaged in any sector of trade or commerce within South Africa, but does not qualify for ordinary membership may apply to become an affiliate member of SANWIT. Such members will be charged a higher subscription fee than the ordinary member, but still be eligible for SANWIT benefits. On acceptance of membership application, the affiliate member shall agree to pay any such subscription determined by the AGM, as well as abide by the rules governing affiliated members.

6.1.3. Associate Members

Any individual, or group, or organization of women who are presently not entrepreneurs in the field of transport but aspire to be. In the event of any individual, group or organization being eligible for associate membership of SANWIT and wishing to be designated an associate member, it shall make application to SANWIT so classified, and on such application being accepted, it shall be subject to the rules governing associate members and not ordinary members. Associate member will not be eligible for all SANWIT benefits.

6.1.4. Corporate Members

A corporate member shall be an organization engaged in business or commerce that, due to expressed support of the goals and objectives of SANWIT, is invited by SANWIT to be a corporate member. The AGM shall determine the subscription fee payable by such members.

6.1.5. Patrons of SANWIT

- Honorary members of SANWIT shall be elected by the AGM and be deemed to be patrons in terms of the constitution.
- Any chapter of the Network supported by at least three other chapters, may nominate a patron and such nomination shall be voted on at the Annual General Meeting.
- Such a member shall pay no subscriptions to SANWIT, nor shall he or she have any voting powers in any matter, discussion or debate concerning the policies, function or administration of SANWIT.
- The Patron will provide SANWIT with access to financial and other political support, as well as provide strategic guidance. The patron is also expected to champion and defend the cause of the organisation.

6.2. Termination of Membership/ Resignation

Any member may resign from SANWIT by giving written notice to the Chief Executive Officer of SANWIT. Such member shall not be entitled to a refund of any subscription having been paid.

6.3. Liquidation/Dissolution or Death

On the liquidation or dissolution of any member, the membership of such person shall, on such date, subject to decision by the Board, cease to be a member of SANWIT forthwith and shall forfeit all and any benefits and privileges.

The procedure for collecting subscription fees from members will adhere to the principles listed earlier, as well as the following:

6.4. Membership Dues/ Subscriptions

- 6.4.1. Membership dues shall be paid annually by all members and within the first three months of the year at the prescribed rates.
- 6.4.2. In case of determination of membership fees, the secretariat shall take the profile and composition of each provincial network into consideration and recommend an equitable scale for membership fees.
- 6.4.3. The AGM shall determine the annual rate of subscriptions due and payable by members each year. The AGM shall determine this by the end of October the previous year, for the following year commencing on the 1st of January of each year.
- 6.4.4. Each chapter shall contribute 60% of its annual membership dues to support the activities of the National Office. This shall be exclusive of any other levies or charges on the Chapters.
- 6.4.5. Any member joining after the 1st of July of any year shall pay - as dues for that year - half the current annual dues.

7. PERFORMANCE INDICATORS

The performance indicators will be listed in the functions, which are to be developed. Each function will have an objective, a programme of action and performance criteria to measure success.

The *general* performance indicators that SANWIT's overall performance can be monitored and evaluated against are:

7.1. Number of Paying Members

Recruitment of members for SANWIT will be a continuous process, both within and after the project period. Recruiting and retaining *paying* members is generally a difficult task for business organizations. Membership growth is conservatively projected at 250 per annum. This translates in to 25 new members per province, assuming that all 9 provincial chapters will be immediately and equally active.

A more significant increase in members can only be expected when the organization has documented clear results on the advocacy and service delivery side, at the end of the project period.

7.2. Income from Membership Subscription Fees

Fees are set at a rate that a rural based group of 10-15 women entrepreneurs can afford to pay. Urban-based groups are expected to be smaller, and able to contribute more money towards a group-based fee.

Three scenarios are considered for subscription income during the project period. The targets are tabulated at the bottom of page 30 and will be presented in the budget in more detail. Scenario 1 is the base case. As SANWIT secures its position as a relevant and successful service delivery vehicle amongst women entrepreneurs, subscription fees will be raised, thus increasing revenue from subscription fees.

7.3. Income from Other Fee-based Services

To test the sustainability of the membership-based organisation, it is important that SANWIT does not implement fee-based services before the system for subscription-based services has been adequately established and positive results have been documented.

In the third year of operations, SANWIT should also be able to generate at least 20 % its income from other fee-based services. Examples of fee based services that SANWIT can charge market related rates for, are:

- consulting to other business organizations;
- enterprise development project management fees;
- sale of business information and statistics;
- sale of databases;
- brokerage fees charged to entities that target 'masses' e.g. insurance houses.

The exact content of these pay-for-use services will be developed throughout the project period.

The table on page 35 illustrates how subscription and other fee income could be expected to grow from 2008 over a five year period.

EXAMPLE

	Yr	Number of Members	Fees	Subscription Income	Other fee income	Total income
Scenario 1	1	1,000	R1,300	26%	0%	26%
	2	1,250	R1,500	38%	0%	38%
	3	1,500	R2,000	55%	20%	75%
	4	1,750	R2,250	72%	20%	92%
	5	2,000	R2,250	80%	20%	100%
Scenario 2	1	500	R1,750	25%	0%	25%
	2	750	R2,200	38%	0%	38%
	3	1,000	R2,700	55%	20%	75%
	4	1,250	R3,000	72%	20%	92%
	5	1.500	R3,000	80%	20%	100%
Scenario 3	1	250	R2,000	15%	0%	15%
	2	500	R2,500	29%	0%	29%
	3	750	R3,000	46%	20%	66%
	4	1,000	R3,250	63%	20%	83%
	5	1,250	R3,500	80%	20%	100%

Table 2: growth in income over a 3-year period

7.4. Number of Women Entrepreneurs Trained

The number of women entrepreneurs trained and mentored will depend on the performance of the Membership Services Division. This division has a strong bearing on SANWIT’s general performance, since its activities are central to the organization’s development as a strong service provider. The training success criteria are:

- After 1st year: 50 percent of members participated in at least three training programmes / seminars
- After 2nd year: 75 percent of members participated in at least three training programmes / seminars; 25 percent in at least one programme.
- After 3rd year: 100 percent of members participated in at least three training programmes; 50 percent in at least one programme.

7.5. Number of Women Entrepreneurs who have Participated in a Mentoring Programme

The number of women entrepreneurs who have participated in a mentorship programme, whether as mentor or protégé, will be tracked and recorded. Although male mentors will also be used, their participation will not be tracked on the performance management system.

Mentorship targets are:

- After 1st year: 15 percent of members enrolled in mentorship programmes.
- After 2nd year: 30 percent of members enrolled in mentorship programmes.
- After 3rd year: 60 percent of members enrolled in mentorship programmes.

7.6. Size/growth of Member Enterprises

SANWIT's reason for existence is to improve the working conditions for - and performance plus sustainability of - a large number of women in the transport sector. Consequently, It is very important that SANWIT is able to measure and document the growth and success of member enterprises in the sector. Therefore, a scorecard will be developed.

An integral part of the annual membership survey should be to compare size variables, like number of employees, turnover etc., to previous years in order to verify and quantify the growth and success of women owned enterprises.

8. FINANCIAL SUSTAINABILITY

SANWIT will need to construct a strong reputation and framework in order to reach its main financial target of being totally self-funding within 5 years.

SANWIT's organizational sustainability is addressed in several ways in this document. The operational plan outlined in the annexes ensures that each of SANWIT's functions is backed by well-defined objectives, responsibilities, and performance indicators.

SANWIT's leadership and governance structures will be carefully selected for the right skills and qualities. The Board will have specific functions and monitor the performance of the organisation against set criteria.

All SANWIT activities will aim at creating financial sustainability within SANWIT, by focusing on:

- The recruitment and retention of members;
- Implementing a solid membership subscription fees structure;
- Providing high quality and professional income generating services.

In the first three years of the five-year project period, the operations of SANWIT will be financed partly through subscription fees but mainly through contributions from donors, government and investors. In the fifth year of operations the secretariat is expected to have become sufficiently competent to increase the subscription fee to a level at which subscriptions will constitute the main part of SANWIT's revenue generation. At this time, a new subscription fee system reflecting SANWIT's ability to provide other fee-based services to market, will be introduced. In the fifth year of operations, SANWIT should also be able to generate at least 20% of its income from sources other than subscription fees.

All of the services provided by SANWIT are meant to generate income to sustain the salaries and office expenses of the staff employed as well as ensure efficient service delivery. Excellent service delivery should attract more members, and improve subscription fee income. The subscription fees are structured such that the members who are the most expensive to service (individuals) pay more than the ordinary member (groups).

9. RESOURCING SANWIT

The resources needed to establish SANWIT will need to come from various sources:

9.1. From SANWIT

SANWIT will be responsible for the setting up the organization and - with help from interim structures - will provide the time and intellectual capacity necessary to meet SANWIT's service delivery and membership recruitment objectives that are:

- Recruit qualified personnel – both professional and support staff;
- Provide office facilities;
- Provide office equipment and infrastructure such as furniture, telephones, fax, computers, software etc.;
- Lead fundraising initiatives;

- Lead marketing/promotion initiatives;
- Lead development of strategic partnerships;
- Identify suitable consultants; and
- Ensure qualified and timely reporting to donors.

9.2. From Consultants

- Provide general technical assistance for establishment of organization;
- Provide input and methodology for work plans;
- Provide in-house training for secretariat staff;
- Facilitate experience exchange with foreign business organizations;
- Support strategic dialogue between SANWIT and members; and
- Support project co-ordination with donors.

9.3. From Donors, Government and Investors

- Provide financial support for staff salaries;
- Provide financial support for service activities;
- Provide financial support for development of rural chapters;
- Provide financial support for consultants;
- Support training activities with technical assistance; and
- Support marketing/promotion initiatives and strategic partnerships by providing endorsements.

10. BUDGET

A detailed budget has to be developed.