



UNIVERSITY OF ZIMBABWE

**AN INVESTIGATION INTO THE IMPACT OF INSTITUTIONAL SUPPORT
ON THE ECONOMIC EFFECTIVENESS OF WOMEN-OWNED SMEs IN
HARARE**

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SUPERVISOR: MRS CATHERINE TSIKIRAYI

DECLARATION

I, Jeniffer Andinawangu Chiwutsi, do hereby declare that this dissertation is the result of my own investigation and research, except to the extent indicated in the acknowledgements of sources in the body of the report. I further declare that it has not been submitted in part or in full for any other degree to this University or any other University or College.

Signed:.....

Date:.....

Jeniffer A. Chiwutsi (Student)

SUPERVISOR'S DECLARATION

I, Catherine Tsikirayi (Mrs), confirm that the work and research reported in this dissertation was carried out by the candidate under my supervision. This dissertation has been submitted for review with my approval as Graduate School of Management, University of Zimbabwe appointed Supervisor.

Signature Date

Catherine Tsikirayi (Supervisor)

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To God Almighty: be the Glory, for keeping me mentally and physically healthy throughout this torrid time.

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ABSTRACT

Entrepreneurship has emerged as a strong economic growth model and it is important for government and other institutions to support it. SMEs are renowned engines for growth of economies and women entrepreneurship, has steadily gained the attention of researchers and institutions. This study sought to investigate the impact of institutional support on the economic effectiveness of women-owned SMEs. The first intention was to establish whether there is a causal relationship between various elements of institutional support and the effectiveness of women's entrepreneurial ventures. These elements were Institutional Financial Support, Institutional Services awareness, Policy Support and Representational Organisations Support and their impact on Enterprise Effectiveness. Secondly, it sought to establish whether current institutional support is adequate from the perspective of women entrepreneurs in Harare, Zimbabwe and institutions as well.

A review of literature has shown that there is great benefit in economically empowering and supporting women entrepreneurs, in terms of GDP growth and value chain development. Doing so, creates a potential of boosting per capita growth rates, across the developing world of over 1.1% on average. Various elements were reviewed, and it was found that most information on the topic focuses on SMEs without particular reference to women-owned SMEs.

Despite limited statistics on the exact population of women-owned SMEs in Harare due to lack of substantial databases in relevant government departments, a women-owned SME sample was extrapolated based on number of SMEs obtained from SMEAZ. Judgemental sampling for women entrepreneurs and stratified random sampling for institutions were used to come up with survey respondents. Research objectives, questions and hypotheses were answered after analysing responses to a structured questionnaire using SPSS. The study concluded that there is a strong positive relationship between financial support, services awareness, policy support and representation organisation support and effectiveness of women's entrepreneurial ventures. However, currently in Harare, Zimbabwe, there is inadequate institutional support. Recommendations were made on follow up action and areas for further research were identified.

TABLE OF CONTENTS

Contents

DECLARATION	i
SUPERVISOR’S DECLARATION	iii
ACKNOWLEDGEMENTS	iv
ABSTRACT.....	v
TABLE OF CONTENTS.....	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
Figure 2.1 Institutional Structures Relevant to SMEs Development.....	x
Figure 3.1 Data Collection	x
LIST OF ACRONYMNS/ ABBREVIATIONS	xi
CHAPTER ONE	1
1.1 INTRODUCTION	1
1.2 BACKGROUND TO THE STUDY	3
1.3 STATEMENT OF THE PROBLEM	4
1.4 RESEARCH OBJECTIVES	5
1.5 RESEARCH QUESTIONS.....	6
1.6 HYPOTHESES	7
1.7 SIGNIFICANCE/JUSTIFICATION OF THE STUDY.....	7
1.8 LIMITATIONS OF THE STUDY.....	8
1.9 SCOPE OF THE STUDY	9
1.10 STRUCTURE OF THE STUDY	10
1.11 CHAPTER SUMMARY.....	11
CHAPTER TWO	12
LITERATURE REVIEW	12
2.1 INTRODUCTION	12
2.1.1 Definitions.....	12
2.2 INSTITUTIONAL SUPPORT CATEGORISATION, VOIDS AND OTHER ISSUES.....	14
2.3 LITERATURE ON THE IMPORTANCE OF INSTITUTIONAL SUPPORT.....	19
2.4 FINANCIAL INSTITUTIONAL SUPPORT	23
2.5 INSTITUTIONAL SERVICES AWARENESS.....	26
2.6 POLICY SUPPORT TO WOMEN ENTREPRENEURS.....	27

2.7	REPRESENTATIVE ORGANISATIONS SUPPORT	29
2.8	CHAPTER SUMMARY.....	31
	CHAPTER THREE	32
	RESEARCH METHODOLOGY	32
3.1	INTRODUCTION	32
3.2	RESEARCH DESIGN	32
3.2.1	Research Philosophy/Paradigm.....	33
3.2.2	Research Approach	34
3.2.3	Research Strategy.....	35
3.2.4	Research Purpose	38
3.2.5	Population and Sampling Techniques.....	39
3.2.5.1	Non Probability Sampling.....	40
3.2.5.2	Probability Sampling.....	40
3.2.6	Data Collection Methods	43
3.3	RESEARCH LIMITATIONS.....	44
3.4	ETHICAL CONSIDERATIONS.....	44
3.5	DATA PROCESSING, ANALYSIS AND PRESENTATION	45
3.6	CHAPTER SUMMARY.....	45
	CHAPTER FOUR.....	46
	RESULTS AND DISCUSSION	46
4.1	INTRODUCTION	46
4.2	RESPONSE RATE	47
4.3	FINDINGS	48
4.3.1	SPECIFIC FINDINGS	48
4.3.1.1	Normality Test of Data	48
4.3.1.2	Validity Testing.....	49
4.3.1.3	Reliability Testing.....	50
4.3.1.4	Correlation Analysis	51
4.3.2.5	Hypothesis Testing.....	54
4.3.2	GENERAL FINDINGS	58
4.3.2.1	FINANCIAL SUPPORT.....	59
4.3.2.2	INSTITUTIONAL SERVICES AWARENESS.....	60
4.3.2.3	POLICY SUPPORT.....	60
4.3.2.4	REPRESENTATIVE ORGANISATIONS SUPPORT	61

4.4	CHAPTER SUMMARY.....	62
	CHAPTER FIVE	64
	CONCLUSIONS AND RECOMMENDATIONS	64
5.1	INTRODUCTION	64
5.2	CONCLUSIONS.....	64
5.3	RECOMMENDATIONS.....	65
5.4	AREAS FOR FURTHER RESEARCH.....	66
	REFERENCES	67
	APPENDICES	73

LIST OF TABLES

Table 4.1	Sampling frame
Table 4.2	Case Processing
Table 4.3	Tests of Normality
Table 4.4	Reliability Statistics
Table 4.5	Item Total Statistics
Table 4.6	Item Statistics
Table 4.7	Correlations
Table 4.8	Model Summary
Table 4.9	ANOVA
Table 4.10	Beta Coefficients

LIST OF FIGURES

- | | |
|------------|---|
| Figure 1.1 | Independent and Dependent Variables |
| Figure 2.1 | Institutional Structures Relevant to SMEs Development |
| Figure 3.1 | Data Collection |

LIST OF ACRONYMS/ ABBREVIATIONS

CSO	Central Statistical Office
CZI	Confederation of Zimbabwean Industries
DFID	Department for International Development
EMCOZ	Employers' Confederation of Zimbabwe
FCB	Financial Clearing Bureau
GDP	Gross Domestic Product
IFC	International Finance Corporation
MDGs	Millennium Development Goals
MSMSECD	Ministry of Small to Medium Scale Enterprises and Co-operative Development
MWAGCD	Ministry of Women Affairs, Gender and Community Development
NGP	National Gender Policy
OECD	Organisation of Economic Cooperation and Development
PROWEB	Professional Women in Employment and Business
SEDCO	Small Enterprises Development Corporation
SIRDC	Scientific and Industrial Research Centre
SMEs	Small to Medium Scale Enterprises
SMEAZ	Small to Medium Enterprises Association of Zimbabwe
ZIMRA	Zimbabwe Revenue Authority
ZNCC	Zimbabwe National Chamber of Commerce
ZUNDAF	Zimbabwe United Nations Development Assistance Framework
ZWRCN	Zimbabwe Women's Resource Centre and Network

CHAPTER ONE

INTRODUCTION TO THE STUDY

1.1 INTRODUCTION

Small to Medium Scale Enterprises (SMEs) are recognised the world over as engines for growth in any economy (Brush et al. 2006). Historically, studies of entrepreneurship have focused on male entrepreneurs. In its 2004 report, the Organisation of Economic Cooperation and Development (OECD) established that, depending on which economy is studied, from 15% to more than 35% of business owners are women (Dzisi, 2008). However the OECD study mostly focused on developed countries, with little focus on developing countries. In the Zimbabwean context, most SMEs have been more ‘incidental’ rather than ‘deliberate’, meaning that job losses and lack of employment have created a situation where individuals have no choice but to turn to self-employment. Due to gender imbalances, however, Zimbabwean women were mostly housewives or operators of informal businesses. In light of the fact that most businesses in the country are SMEs, there have been a lot of studies on factors affecting growth of SMEs in various economic sectors. In recent years, there is more focus on female entrepreneurs; given the background that women have been the poorer and more discriminated against gender (Naude, 2010).

Recent economic studies show that women entrepreneurs have emerged as critical drivers of entrepreneurship, in light of their unique role in the household and also due to the increase in female-headed households across the developing nations (OECD, 2012). Women’s entrepreneurship can be defined as the creation of new ventures by entrepreneurial women. Other previous studies on women entrepreneurship have focused on rate of business formations and differences between male and female entrepreneurs’ traits in relation to the type of business that they go into (Minnitti, 2009). Others have focused on factors affecting growth of women’s entrepreneurial ventures. It is important to continue to research women entrepreneurship and look at other critical aspects that could aid women-owned SMEs to grow faster. This is because, in a study in Ghana by Smile Dzisi (2008), it was also established that women entrepreneurs are an important driver of economic growth. Therefore, meeting

women's needs at various stages of business development and growth has the potential of improving their productivity and economic contribution (Dzisi, 2008). The Financial Clearing Bureau (2015) stated that "investing in women is one of the highest return opportunities available in the developing world" It added that such investment boosts per capita income and encourages GDP growth.

SMEs typically account for more than 90% of all companies outside the agricultural sector (Goriwondo, 2011) in Zimbabwe. They are a major source of employment and generate significant domestic and export earnings. This calls for consideration of SME development as a key instrument in poverty reduction efforts. With the discovery of women as having significantly great potential to drive economic growth, it is important to analyse institutional support and its relationship with economic effectiveness, focusing on women-owned SMEs. The analysis should include its adequacy, whether it is holistic or fragmented, whether it is relevant enough to impact on the growth of businesses, with a view to focus on and inspire elevation of women entrepreneurship. In Zimbabwe, in 2014, women make up 50.71% of the population (World Bank, 2015). The Government has tried to address gender imbalances over the years, bringing women more into mainstream economic activity. As a result, there are more female entrepreneurs, venturing outside the home-based businesses (Ministry of Women Affairs, Gender and Community Development, 2014).

Prior to 2005, policy makers had only put in place a Department to deal with women issues under the then Ministry of Youth. In 2005 however, the government of Zimbabwe made a deliberate move to create the Ministry of Women Affairs, Gender and Community Development, with the intention of focusing on women related issues. This study thus investigates the impact of institutional support on the economic effectiveness of women-owned SMEs. It will focus on women-owned SMEs in the Harare Area. The intention is to establish how much attention has been given to female entrepreneurship since policy makers (government institutions) intentionally set up a women-specific ministry. It will also show whether government and other institutions are providing support to women entrepreneurs. It also tries to ascertain if there is a relationship between institutional support and the growth and effectiveness of women-owned SMEs. In the process it is hoped to find out whether

female entrepreneurship development is being integrated into the national development strategy and economic growth strategy of Zimbabwe.

1.2 BACKGROUND TO THE STUDY

Over the last decade, there has been so much talk of women empowerment and support. In spite of the fact that there is now more literature in this area, we still need more research on women entrepreneurship in Zimbabwe. We are seeing a growing number of initiatives, aimed at promoting entrepreneurship and supporting women, being discussed in the press. Research undertaken in developed countries indicates that women entrepreneurs are contributing significantly to socio-economic development of their countries (OECD, 2004). According to a number of researchers, this has culminated in an economic strength that has brought about both substantial sales and employment creation for the women and others (Brush et al.2006). Further, according to the National Foundation of Women Business (Weeks and Seiler, 2001, p.5), there is a positive and important correlation between participation by women who are employers or self-employed and the growth of GDP.

A very important determinant of entrepreneurial success is institutional support and business networks. It is recognised that networks actually form an integral part of the explanation of entrepreneurial success. Previous research has shown a positive correlation between networks and success, and networking in whatever form generally tends to have an impact on a business venture's survival and success (Alrich 1989; Baron and Shane 2005; Carter, Dinopoulos and Lanzilotti 2005). In the developed world, literature has shown that there are a lot of institutions and incentives set up by Governments to promote SMEs. Policy makers have applied special fiscal measures to help the SME sector and there have been tremendous successes (Dessy & Ewoudou, 2006). In Zimbabwe there are similar institutions and initiatives set up by Government to support the SME sector in general. It is important to explore whether the various institutions are doing justice or are being effective in supporting women entrepreneurs, from the women entrepreneurs' perspective and from the institutions' own perspective. It is also important to determine whether a correlation does exist between institutional support and business effectiveness and success.

1.3 STATEMENT OF THE PROBLEM

Attempts to find a database on women entrepreneurs in Zimbabwe, through the Ministry of Women Affairs, Gender and Community Development and the support and business empowerment that they are receiving from institutions, if any, yielded limited information. It is also not clear whether the women entrepreneurs are aware of these institutions and the support that they can or should give them. It is not known, whether institutional support is relevant to the business success of women entrepreneurs in Harare.

There is also no evidence of a detailed research showing that institutions are effectively supporting or promoting women entrepreneurs. It is also not known whether there are supportive linkages between the institutions and institutional referrals for women to grow their businesses. Review of literature shows that no attempt has been made so far to analyse the impact of institutional support on women entrepreneurship development and economic effectiveness.

Therefore, this study seeks to explore that aspect and find out if public and private institutions are having an impact in supporting and promoting women-owned SMEs in the Harare area. It also seeks to find out whether there is a correlation between institutional support (in the form of financial support, policy support and representational organisation support) and service awareness, and economic effectiveness of enterprises. It is envisaged to show whether or not institutions that are meant to promote women entrepreneurship are doing so and doing so holistically. It is hoped that it will also show whether or not, institutional support availability impacts on the success of those businesses. The research is also expected to establish particular needs and pertinent issues concerning the promotion, support and development of women entrepreneurial activities in the context of institutional assistance and make recommendations thereof.

Lastly, the study is expected to contribute to knowledge about the institutions available to support/promote women entrepreneurship and how the women can be assisted.

1.4 RESEARCH OBJECTIVES

As already mentioned in the previous section, different studies have dealt with a plethora of issues related to women entrepreneurship. However, there is need to fill the research gap on the impact of institutional support on in the empowerment of women entrepreneurs.

1.4.1 Main Research Objective

The overall objective of the study is to establish whether or not there is a relationship between public and private sector institutional support and economic empowerment focusing on women entrepreneurs in Harare and the current levels of financial institutional support, policy support, institutional service awareness and representative organisations support.

1.4.2 Specific Research Objectives

The specific research objectives are as follows:

1. To establish if there is a relationship between institutional support and empowerment/effectiveness of women-owned SMEs.
2. To determine the current level of Financial Institutional Support and its Impact on Women-Owned SMEs economic empowerment.
3. To determine and analyse the extent of awareness of institutional support services among a sample of women entrepreneurs in women-owned SMEs.
4. To establish the level of Policy Support to Women Entrepreneurs and its Impact on the economic empowerment of women-owned SMEs.
5. To determine the impact of the effectiveness of services provided by Representative Organisations/Institutions on the empowerment of women-owned SMEs.

1.5 RESEARCH QUESTIONS

1.5.1 Main Research Question

Is there a relationship between public and private institutional support and economic effectiveness of women-owned SMEs and current levels of such institutional support.

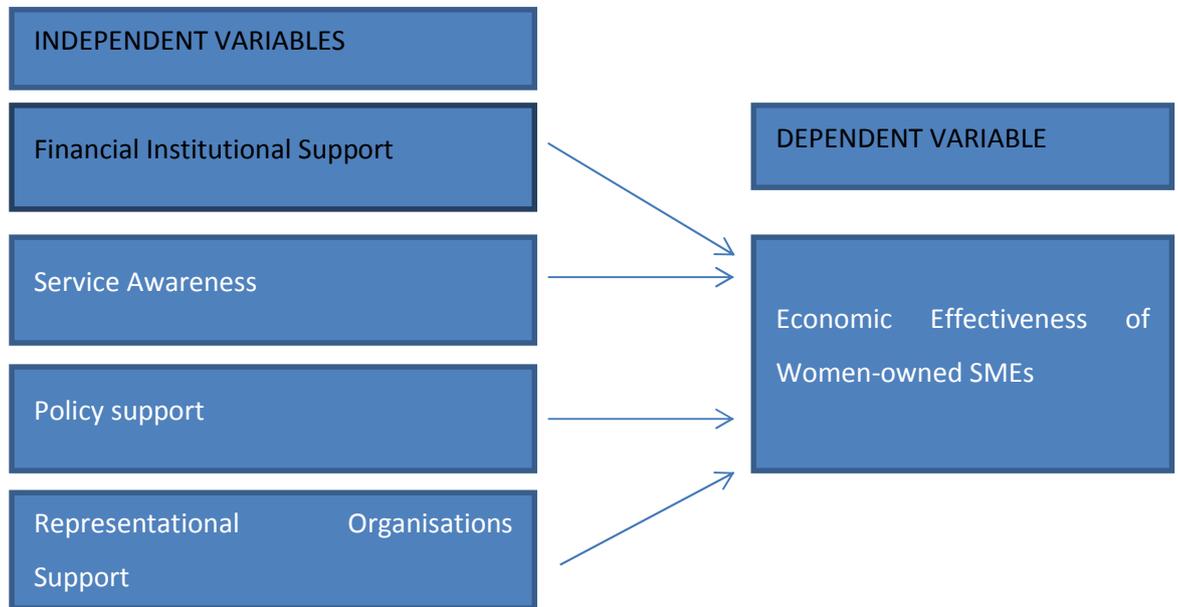
1.5.2 Specific Research Questions

1. Is there a causal relationship between institutional support and economic effectiveness of women-owned SMEs?
2. Are institutions facilitating and/or giving financial assistance to women-owned SMEs?
3. Are women entrepreneurs aware of certain services offered by institutions to women-owned SMEs?
4. Is there adequate policy formulation, implementation and monitoring support, banking policies support and educational policies support for women-owned SMEs?
5. Are representational organisations providing policy review support, technological services support, marketing support and access to finance support to women-owned SMEs?

1.6 HYPOTHESES

The following hypotheses have been derived:

Figure 1.1 – Independent and Dependent Variables



H1: There is a positive relationship between financial institutional support and effectiveness in the performance of women-owned SMEs.

H2: There is a positive relationship between institutional services awareness and effectiveness in the performance of women-owned SMEs.

H3: There is a positive relationship between institutional policy support and effectiveness in the performance of women-owned SMEs.

H4: There is a positive relationship between representational organisations support and effectiveness in the performance of women-owned SMEs.

1.7 SIGNIFICANCE/JUSTIFICATION OF THE STUDY

Findings from this study will be useful to various institutions such as regulatory institutions (government ministries connected to business support including women

entrepreneurship support and empowerment), promotional institutions, such as higher education institutions (local universities), EMPRETEC, financial institutions and representational institutions (business development service organisations, such as ZNCC, CZI, SMEAZ and women's support networks), as well as women entrepreneurs themselves. It will be important in that in participating in the research, institutions will find it as a reminder to refocus any goals which may be going astray.

Institutions, such as the policy makers in the Ministry of Women Affairs, Gender and Community Development (MWAGCD) and Ministry of Small to Medium Scale Enterprises and Co-operative Development (MSMSECD), will be able to continue to review both policy and activity perspectives. Financial institutions could benefit from certain strategies employed elsewhere in the world and incorporate them to bolster support for women should they not have those strategies in place already.

It will be relevant to higher education institutions, in terms of designing entrepreneurship curricula with relevance.

Women's and business organisations will also benefit from the research. It may turn out to be a strong case for creating better linkages between institutions that support women and empower women entrepreneurs. Whilst institutional support has been investigated frequently, with particular focus on micro finance institutions, this study is more holistic, covering institutions in various categories and their relationship with economic effectiveness.

1.8 LIMITATIONS OF THE STUDY

In order to fully exploit this topic, there is need for both qualitative and quantitative research. More probing of responses that come with qualitative research through a few detailed case studies, often helps to shed greater light on issues which may not be clearly explained by quantitative research. However, time constraints will reduce the depth of exploration on this topic.

The study will focus on women entrepreneurs and institutions in Harare. As a result, in selecting the sample of women entrepreneurs, the majority of geographical areas

will not be considered due to distance and time constraints and this may impact on generalisation capacity of the study.

The diversity of institutions selected may pose a challenge in terms of questionnaire design, thereby potentially impacting on validity and reliability measures. However, a pilot test will help to minimise the impact.

1.9 SCOPE OF THE STUDY

This study will focus on women entrepreneurs and their enterprises in Harare in Zimbabwe. It will also focus on institutions that can or should support women entrepreneurs from a regulatory perspective, promotional perspective, financial perspective and representational institutions perspective. The study will define the meanings of the above elements before delving into each one.

This study focuses on institutional support to women entrepreneurs and institutional services awareness in Zimbabwe, zeroing in on Harare. In reviewing literature, four major categories of institutions will guide the process and these are:

- (i) Regulatory Institutions (e.g. ZIMRA, Company Registry Department, relevant Government Ministries, Standards Association of Zimbabwe)
- (ii) Promotional Institutions (e.g. Polytechnics, Technical Colleges, Universities, Zimbabwe Institute of Management, Empretec, SIRDC)
- (iii) Credit Institutions (e.g. Micro-finance Institutions, Business Angels, Banks, SEDCO)
- (iv) Representational Institutions (e.g. ZNCC, CZI, EMCOZ, PROWEB, SMEAZ, ZWRCN)

This categorisation is guided and stimulated by a research paper presented in India by Shah (2013), as part of the United Nations Economic and Social Commission for Asia and the Pacific titled “*Creating an Enabling Environment for Women’s Entrepreneurship in India*”.

Primary data collection will be done through the use of a structured questionnaire, administered to relevant officials in sample institutions, in each institutional category and also to a sample of women entrepreneurs in Harare.

1.10 STRUCTURE OF THE STUDY

1.10.1 Chapter One - Introduction

This chapter introduces the research topic, background of the study, Problem statement, research objectives, questions, hypotheses, justification of the study, limitations and scope of the study.

1.10.2 Chapter Two – Literature Review

Using Harvard referencing, a review of literature with regards to the area of study is covered in this chapter. It focuses on reviewing literature around the research objectives and questions, drawn up in Chapter One. This shall enable a generation of comprehensive knowledge as a foundation to assist with the completion of the research with confidence.

1.10.3 Chapter Three – Research Methodology

This chapter will outline the research design, philosophy, strategy, and purpose. Issues of population and sampling techniques, data collection methods, research procedure and research limitations will also be covered.

1.10.4 Chapter Four – Results and Discussion

This chapter will outline and discuss the research findings. This is done through use of tables and graphs also, if necessary. Finally, there will be interpretation of the research findings as well, relating them to literature where possible or necessary. Relevant discoveries, novel perspectives and insights will also be highlighted.

1.10.5 Chapter Five – Conclusions and Recommendations

This is the last chapter of the research and will focus on conclusions, recommendations based on research results. It will finally touch on suggestions of areas for potential future research.

1.10.6 References and Appendices

These will be appended at the end of the study.

1.11 CHAPTER SUMMARY

It is hoped that using available literature and information to be gathered during the research process, new ideas and strategies for supporting and empowering women entrepreneurs in Zimbabwe will be found, with a view to improving their businesses and the economy as a whole.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter reviews the relevant literature on studies on women entrepreneurship, with particular focus on supporting and empowering women entrepreneurs. Prior to delving into the details of other studies, it is important to define the important elements of the study. Definitions of key words and phrases will help to focus attention on the right elements and enlighten the reader on the direction of the study.

2.1.1 Definitions

Credit Institutions – these are commercial banks and micro finance institutions, government credit institutions and any other bodies or business organisations which give and/or guarantee credit for entrepreneurs.

Economic Effectiveness – the degree to which objectives are achieved and the extent to which targeted problems are solved. It means “doing the right thing”. (www.businessdictionary.com/definitions/effectiveness.html)

Economic Empowerment – an efficient means to eradicate poverty through equitable resource distribution and to challenge the current gender inequalities by including women in the economic sphere (MDG No. 3 – UN)

Entrepreneurship - the development of a business from the ground up – coming up with an idea and turning it into a profitable business (www.businessnewsdaily.com/2642-entrepreneurship.html).

Entrepreneurial Education – Jones and English (2004) cited in Mauchi et al (2011) define entrepreneurial education as the process of providing individuals with the

ability to recognise commercial opportunities and the knowledge, skills and attitude to act on them.

Institutional support– refers to the existence of institutions which will inform women entrepreneurs about and help them with knowledge and information on how to run an efficient enterprises, availability of markets, credit availability and usage, and provide credit opportunities, encourage them and guide them and continue to support them through phases of their business development.

Regulatory Institutions – these are institutions which make policies, collect revenue, registration and licensing and compliance with various laws.

Promotional Institutions – these are training and development institutions, mandated to promote the overall development of various sectors, including entrepreneurial education.

Representational Institutions – these are business organisations, women’s organisations and associations and organised business networks.

Women’s Economic empowerment – “ Capacity of women to participate in, contribute to and benefit from growth processes in ways that recognise the value of their contribution, respect their dignity and make it possible to negotiate a fairer distribution of the benefits of growth” (OECD DAC Gender Equality Network, 2011; Kabeer 2012; Eyben et al. 2008).

2.1.2 Background

Globally, SMEs are recognised for their significant contribution to economic growth and development and the social progress of economies (OECD 2004). Micro enterprises, small enterprises and medium scale enterprises have been widely acknowledged in literature as the vehicles in which entrepreneurship thrives (Brush et al. 2006). Women-owned businesses are one of the fastest growing entrepreneurial populations in the world (Brush and Cooper, 2012). They make significant

contributions to innovation, employment and wealth creation in all economies (Brush et al. 2006).

Literature review shall be structured and analysed on the basis of various levels of institutional support. Therefore, it is important to define the meanings of the various institutions which shall be referred to for purposes of this research, in the definition section above.

2.2 INSTITUTIONAL SUPPORT CATEGORISATION, VOIDS AND OTHER ISSUES

2.2.1 Institutional Categorisation

In the Creative Economy Report (2008), it was established that due to the fact that creative industries are multidimensional and cross-cutting, there is an inevitable tendency for policy strategies to become fragmented. This then reduces the impact of the policy strategies and an institutional void becomes evident. According to Kumar (2008), entrepreneurship development has been recognised widely as the key to economic development and human welfare. Accordingly, recently, in India both Government and private sectors have initiated strategies and programmes for developing entrepreneurial skills amongst people. Attempts have been made to provide the necessary support and services to train entrepreneurs. Kumar (2008), highlights three phases of entrepreneurship, which are; stimulating, supporting and sustaining. Supporting includes critically, the following amongst other functions:

- (i) Assistance in registration of a business
- (ii) Assistance in obtaining finance
- (iii) Assistance in obtaining various permits and licenses
- (iv) Grant of incentives and subsidies
- (v) Provision of management consultancy and entrepreneurial education

On the whole issue of institutional support, Minnitti and Naude, (2010) had this to say at the conclusion of their study on *Female Entrepreneurship in Developing Countries*, “Finally, the study of institutions and how they promote or discourage female

entrepreneurship is particularly needed for its policy implications, especially in developing countries where issues of institutional development has in recent years been emphasized.” In another research paper, Shah (2013) focused on factors affecting women entrepreneurs and the support interventions provided by government and non-governmental organisations to women. He had this to say in in his findings in relation to women entrepreneurs and institutional support in India, “There are also few institutions, whether government or non-governmental organisations working to facilitate women’s entrepreneurship. The functions and services which those supporting institutions fulfil are not widely known among women, would-be and established entrepreneurs.”

The categorisation mentioned in Chapter One, which shall be used in this study, is also motivated by the OECD (2004) which outlined the institutional structures relevant to SMEs as follows:

Table 2.1: Institutional Structures Relevant to SME Development

Central Level	Local Level
Parliament and Political Parties	Provincial Councils
Line Ministries	Provincial Equivalent or Branches of Central Ministries
Judiciary	Courts
Regulatory Authorities <ul style="list-style-type: none"> • Tax • Customs • Business Registration and Licensing • National Standards Organisation 	Local Branches of Regulatory Authorities <ul style="list-style-type: none"> • Tax • Customs • Business Registration and Licensing • Branches of National Standards Organisation
Education and Training Institutions <ul style="list-style-type: none"> • University • Technical and Vocational Schools 	Education and Training Institutions <ul style="list-style-type: none"> • University • Technical and Vocational Schools • Vocational Centres, Adult Education Centres
Apex Business Membership Organizations <ul style="list-style-type: none"> • General • Sectoral • Professional 	Business Membership Organizations <ul style="list-style-type: none"> • General • Sectoral • Professional
Financial Service Providers <ul style="list-style-type: none"> • Banks • Microfinance Institutions • Leasing Companies • Insurance Companies 	Financial Service Providers <ul style="list-style-type: none"> • Banks • Microfinance Institutions • Leasing Companies • Insurance Companies
Business Development Service Providers Public Organisations – Central <ul style="list-style-type: none"> ➤ SME Promotion ➤ Export Promotion ➤ Investment Promotion • Apex Organisations of Private BDS Providers 	Business Development Service Providers <ul style="list-style-type: none"> • Public Organisations – Local Centres /Branches ➤ SME Promotion ➤ Export Promotion ➤ Investment Promotion • Private Sector BDS Providers
Apex Trade Union Organisations	Local Trade Unions
Civil Society Organisations	Local, Community Based Organisations

Source: OECD (2004)

2.2.2 Institutional Voids

In the book, *Beyond the Enclave...* (Kanyenze, G., Kondo, T, Chitambara, P., and Jos Martens, 2011), it was highlighted that in Zimbabwe, over the years, policies implemented by the government have to a large extent failed to respond sufficiently to the needs and responsibilities of women, hence the persistence of gender inequality and inequity. Many of the policy responses have been poorly implemented for various reasons.

They state that there is a persistent neglect of women's needs and roles in economic policy formulation, despite women making up about 52% of the Zimbabwean population. Whilst the creation of a Department of Women Affairs in 1981 was initially viewed as progressive, it turned out to be an appeasement strategy to the rising agitation from women, while also successfully detaching women from the core of government's agenda (ibid.) Despite the Zimbabwean government being a signatory to CEDAW, Article 14 (g), which stresses the need for the State to "take appropriate measures to ensure that women have access to agricultural credit and loans, marketing facilities, appropriate technology and equal treatment in agrarian reform as well as in land resettlement schemes" (ZWRCN and SARDC-WIDSAA, 2005). By March 2007, only 27% of SMEs Revolving Fund established by the Reserve Bank of Zimbabwe in 2006 had gone to women. Although Zimbabwe has ratified several conventions on women empowerment amongst other things, a weakness of Zimbabwe's legal system is that a ratified convention does not have any automatic legal effect and must be put into legislation first by Parliament and this was not done with the respective conventions. Two protocols; the African Charter on Human Rights and People's Rights on the Rights of Women in Africa (Women's Protocol) of 2003, which came about after the realisation that gender issues were not being seriously considered in Africa (Banda, 2005) and the SADC Protocol on Gender Development, 2008 were signed by Zimbabwe but are still to be promulgated into law to become legally binding. Research has shown that "one size fits all" strategies do not work; there is need for a gender perspective.

Chinyenze et al. (2011) are of the view that government could offer a variety of support programmes that can be roughly divided into five main types: financial

assistance, enterprise culture, advice and assistance, technology and management training. As for promotion of women entrepreneurs, the view is that the support should translate into a transformation/change of women's lives, including removing administrative barriers to investment and to the legalisation of enterprises. Chinyenze et al. (2011), further postulate that whilst it is commendable that Zimbabwe has drafted a progressive National Gender Policy, has put in place policies and laws that promote social justice for women and has ratified a number of regional and international gender protocols and instruments, the efforts fall short on implementation. However, implementation is critical and so is monitoring and evaluation of success. There is evidence in literature on the importance of women to economic development and the most influential is from research used to support the World Bank's Gender Mainstreaming Strategy launched in 2001 (Dollar and Gatti 1999; Klasen, 1999), which highlighted that societies which discriminate by gender tend to experience less rapid economic and poverty reduction (World Bank 2001a). In terms of resource allocation efficiency, the marginal impact is almost twenty times greater if income is in the hands of the mother as compared to the father (WBGDG, 2003).

Women's economic empowerment is a prerequisite for sustainable development and pro-poor growth and requires sound public policies, a holistic approach and long-term commitment in addition to integration of gender-specific perspectives at the design stage of policy and programming (OECD, 2012). In the same OECD document, the Swedish Ministry of Foreign Affairs (2010), states that women's economic participation and empowerment are fundamental to strengthening women's rights and enabling women to have control over their lives and exert influence in society. The OECD (2012), quoting the Department for International Development (DFID) (2010), Agenda 2010, highlighted that women-owned businesses make up to 38% of all registered small businesses worldwide. In addition, the number of women-owned businesses in Africa, Asia, Eastern Europe and Latin America is growing rapidly and that growth directly positively impacts on job creation and poverty reduction. Again, in the OECD (2012) report, it is stated that in the long run, a country's success in empowering women will depend on a multi-faceted and responsive approach to its public policy management and implementation, including its macro-economic, financial and trade policies. The World Bank, FAO and IFAD, (2009) are quoted to

have pointed out that many women entrepreneurs in developing countries face disproportionate obstacles in accessing and competing in markets, exacerbated by lack of mobility, capacity and technical skills versus their male counterparts. A review of Liang, Marquis and Li's (2014) research on *Finance and Social Responsibility in the Informal Economy: Institutional Voids, Globalization and Microfinance Institutions*, where they were contributing to the understanding of the dynamics of institutional voids in emerging economies, shows that according to Acemoglu & Robinson, (2012), inclusive growth is fuelled by inclusive institutions, which constrain the elite and protect property rights. They concluded that the informal sector is affected most by institutional voids, made up of lack of formal rules governing economic activities and market institutions facilitating transactions. Yet, how different players in this segment of the economy interact with institutions and institutional voids is still largely unexplored.

2.3 LITERATURE ON THE IMPORTANCE OF INSTITUTIONAL SUPPORT

It is critical to understand the importance of studying the impact of institutions in supporting and promoting women entrepreneurs. Kumar (2008) talks about India's potential for the growth of Entrepreneurship and mentions seven factors demonstrating that potential. Four of those seven factors, are relevant to this study and they are:

- (i) An extensive financial sector
- (ii) A very good network of technical and management institutes of high international standards.
- (iii) Various incentive schemes of self-employment having been formulated by the Government.
- (iv) A number of economic reforms planned by the Government in terms of liberalization of Indian industry and globalization of markets.

The above elements demonstrate government involvement in entrepreneurship in India.

The OECD (2004) report, also advocates for the development of SMEs. When mentioning the factors that constrain SME development, lack of effective institutional structures is one of the key elements. It further states that, the removal of the constraints on SMEs is a complicated task, calling for holistic SME support. Development of SMEs requires a strategy that cuts across many areas, such as sound macro-economic policies and the capability of stakeholders to develop conducive microeconomic business environments. It is said to be, therefore, important to integrate SME development strategy into the broader national development strategy and/or poverty reduction and growth strategy of transition and developing countries.

According to Meyer-Stamer, (1995), as globalisation effects increase, SMEs, SME associations, support institutions and governments in developing countries, have to adjust and adopt new methods to foster SME competitiveness. Whilst generally competitiveness is created at firm level, it is also partly derived from a systemic context and emerges from complex patterns of interactions between government, enterprises and other actors. Previous research has further shown that, to improve SME competitiveness, policies should act on the economic, political and social institutions within the country and on the organisations that regulate, stabilise and legitimise the resulting markets. It has also been pointed out that it is important to invest in infrastructure and business services and the implementation capacity of policy makers, local level administrators and support structures determine success.

SME development should address the deficiencies in institutional and organisational structures, because there is a close relationship between SME competitiveness and the quality of institutions, markets and organisations that make up the business environment. It is the efficiency and effectiveness of institutions, markets and organisations that encourage or discourage SMEs' success. A DFID commissioned study, covering Central Europe and Africa showed that countries that adopted enabling environment reforms experienced greater per capita GDP growth. The same study highlights that there has been a global shift in the manner in which SMEs should be supported, through institutional structures. This change in direction in support has been from SME protection to SME promotion. It is now one of facilitation, where a holistic approach to competitiveness takes place. By improving

the investment environment for SMEs, it strengthens their capacities to perform economically and thereby produce a positive impact on growth and poverty reduction. According to Julie Weeks, the Director of Research National Foundation for Business Owners, cited in Jalbert (2014:14):

“Entrepreneurship offers tremendous opportunities for women across the world by opening doors to greater self-sufficiency, self-esteem, education and growth – not only for the women themselves but also for their families and their employees. And women are changing the face of business ownership internationally; between one-quarter and one-third of the world’s businesses are owned by women. As their numbers grow and as their businesses prosper, they will change the way the world does business”

Mashal (2014), in his research paper on SMEs in Afghanistan highlighted that there was not enough attention given to value chain development and co-ordination of economic policy at higher levels with regards to SMEs. SME development happened on an ad hoc basis. The government did not have an SME strategy until 2009 and implementation only started two years later in 2011. When SMEs participated in trade fairs abroad, it was simply a one-time sales opportunity instead of using that chance to look for networked larger and longer term trade opportunities. In Afghanistan, the Ministry of Women Affairs, which is responsible for facilitating women-friendly economic policy has been heavily criticised for incompetence. In a survey, 77% of the respondents did not even know of the Ministry’s activities in their area. Without an enabling and appropriate environment for work that is rooted in a policy framework, capable women will not realise their full potential.

Stanislous Zindiye, Norman Chilya and Reginald Masocha (2012) carried out a study on *“The Impact of Government and other Institutions’ support on the Performance of Small and Medium Enterprises in the Manufacturing Sector in Zimbabwe”* and concluded that government and other institutions were playing a positive role on the performance of SMEs despite the prevailing economic conditions. There was no distinction between female and male SMEs in the study or any gender perspective taken into account. With regards to women, the Economist Intelligence Unit states that 52.4% of people in the informal sector are women and therefore women entrepreneurial development cannot be ignored. Various government support

programmes have been put in place for the SME sector. These programmes are supported by institutions such as the Small Enterprise Development Corporation (SEDCO), Zimbabwe Development Bank (ZDB), Credit Guarantee Company of Zimbabwe, Agricultural Development Bank (Agribank) and the Venture Capital of Zimbabwe (VCZ). However, this support has been piecemeal and uncoordinated (Nyoni 2002:3-4). In an effort to improve the effectiveness of government's solution to SME challenges, several regulations have been put in place, such as the Small Business Act and tax measures. In terms of gender, research indicates that in Zimbabwe, the percentage of women who start SMEs is smaller than the average in developed countries.

Jecheche (2012) stated that Zimbabwe's institutions, regulatory system and financial sector situation probably deter private investment, with Zimbabwe having been ranked 157 out of 175 in terms of ease of doing business. This assessment stems from cumbersome licensing requirements, difficult labour market conditions, scarcity of credit and high factor costs. Whilst there is an improvement in recent years, Zimbabwe has made the least progress of all SADC countries. Excessive regulation and other institutional factors may have kept Zimbabwe from improving more, as did delays in implementing reforms and in addressing institutional weaknesses.

Schlein (2008), cited in Mboko and Smith Hunter (2009), postulated that 40 to 50% of enterprises in developing countries are owned and run by women. According to the *Journal of Women Entrepreneurship and Education* (52, 2011, No. 1-2, 26-64), it is important to advance the understanding of entrepreneurship as a vehicle for women to create their own economic, professional and social power and to benefit themselves and their families and larger communities. In the past, most literature focused on the study of male entrepreneurs and in most cases did not distinguish by gender. It studied only small samples of professional women or had other limitations that affected its usefulness for understanding women in entrepreneurship. The significant role played by women entrepreneurs is also supported by Minnitti et al. (2005), who postulate that women entrepreneurs are important building blocks of an economy and that they drive economic growth.

2.4 FINANCIAL INSTITUTIONAL SUPPORT

The World Bank, FAO and IFAD, (2009) point out the need for donors to ensure women also receive globalisation and trade liberalisation benefits. This is more so, because according to OECD, (2011), between 2007 and 2008, only 12% of the total aid for trade policy and regulations targeted gender equality and women's empowerment. However, donors intend to do more to support women entrepreneurship. It was established that innovative approaches and partnerships are needed to improve women's economic empowerment and one effective route would be through support for women organising at global and national level and also through looking for allies in the private sector.

Liang et al. (2014) state that microfinance is meant to reduce poverty and foster "inclusive growth" by catering for impoverished populations in the informal economy (Van Sandt & Sud, 2012; Zhao & Wry, 2014). In this regard, evidence suggests that microfinance positively affects social outcomes such as women empowerment, social capital and economic conditions (Zhao & Wry, 2014). Ault & Spicer (2013), cited in Liang et al. (2014) show how "state fragility" (the failure of the state to act in the public interest) can thwart Microfinance Institutions' growth, examining several indicators from the World Bank, such as accountability, political stability, government effectiveness, regulatory quality, rule of law and corruption control.

Messah and Wangai (2011), in their Kenyan study of factors that influence the demand for credit among small-scale investors, pointed out that the government needs to improve efficiency of DFIs whilst also exposing Medium Scale Enterprises through participation in international trade fairs. There was also focus on consideration of achieving gender balance in access to credit and a call for government intervention. Messah and Wangai (2011), consider women's entrepreneurship development as an important channel to women's economic empowerment and a pillar to sustainable development. Women can also become drivers of change to secure a better future for generations to come. An enabling and supportive environment is crucial to remove the obstacles and barriers to equal participation across the different stages of entrepreneurship. That enabling environment includes actions at all levels – regional,

country and municipal – by governments, the private sector, civil society, various networks and the family. Again, there is mention of a needs-responsive approach.

Research conducted with respect to Zimbabwe, has shown that the government established many institutions to give institutional and financial support to SMEs, such as Zimbabwe Development bank (ZDB), Venture Capital Company of Zimbabwe (VCCZ) and SEDCO to offer financial services to SMEs (Matshalaga, 1998). The government is however said to have failed to lead by example in the assistance of the sector in Zimbabwe. Entrepreneurs identified lack of government support as their major stumbling block to success.

In a research by Bankers Association of Zimbabwe and ZEPARU, it was established that when formal financial institutions use the usual rating for credit criteria, the chances were high that they would not give out loans to informal sector players. It would therefore be prudent to consider the Grameen Bank of Bangladesh's model to lend to the poor as a poverty alleviation strategy. Under this model, borrowers are required to form groups of five and accept joint responsibility for repayment of loans, with access to future credit being conditional on all group members repaying their loans (Bernasek, 2003). The amounts of the loan were however small.

Forging linkages have implications for the mobilization of local savings and their efficient use as well as for the macro economy. Linkages would improve the flow of savings and credit up and down the system. This involves developing linkages between institutions in which the formal institution hires the less formal institutions to act on its behalf. It was established that banks could also provide factoring services and order financing (Dube, Abel and Mugocho, 2013). According to LEDRIZ (2012), the financial system in Zimbabwe has been excluding people in the informal sector particularly those in rural areas. The banks avoided lending to the SMEs sector as they considered them risky as the majority of them do not have acceptable collateral security and a traceable banking history. The government has made attempts to cater for this sector through the support provided by the Ministry of Small and Medium Enterprises and institutions such as SEDCO. It is also important that credit officers familiarise themselves with the dynamics and diversity of informal sector players and their operational settings to build understanding of their businesses. That way, credit

officers will be able to assess the true potential of the various projects requiring funding from their institutions.

Whilst acknowledging that there is a general belief that micro finance empowers women, giving them self-esteem respect and other forms of empowerment, Torri & Martinez (2014) state that, that equation may not always be true. In their view, a woman's ability to transform her life through access to financial services depends on many other factors, such as access to information, social networks and other business resources.

According to Ruzivo Trust (2013), SMEs in Zimbabwe employ 60% of the country's workforce. They contribute 50% to GDP (National Budget Statement, 2013). The number of SMEs was not easy to establish, however, based on a database from SMEAZ, there are 1670 SMEs in various sectors. Using the statistical information of women entrepreneurs making up between 15% and 40%, it would be safe to assume women-owned enterprises in Zimbabwe to be approximately around 250. A number of SMEs do have bank accounts and deposit money into the banking system. The Financial Clearing Bureau in its 2015 Quarter 1 Report, states that stringent lending conditions by banks, make it difficult for SMEs to get loans. In the end, banks collect money from SMEs and redistribute it through loans to larger corporations. The Reserve Bank of Zimbabwe Report in 2013, showed that as at May 2012, loans advanced to SMEs were only 5% of the total loans disbursed.

In its 2015, Quarter 1 report, the FCB, observed a gender gap in inquiries and searches, where women were only one third of all searches on credit ratings. Despite having 157 registered micro finance institutions, the evidence in Zimbabwe is not good with regards to access to finance through formal channels by women. Based on FCB rate of searches, in 2014, the ratio of men to women was 2:1. The FCB also acknowledges that a wide range of economic studies have shown that there is benefit in investing in women. It is one of the highest return opportunities available in the developing world and boosts per capita income and GDP growth. The International Finance Corporation (IFC) quoted in the FCB (Q1, 2015) Report, estimates that up to 70% of women-owned SMEs in the formal sector in developing countries are not served or underserved by financial institutions. IFC is of the view that closing the credit gap for women-owned enterprises, across the developing world as a whole

could boost per capita growth rates by over 1.1% on average. In the coming years, the IFC's goal is to ensure that at least 25% of its own loans towards SMEs go to women-owned businesses. The IFC's Banking on Women Program brings together women entrepreneurs and financial institutions and it uses its investment capital to expand their portfolios.

2.5 INSTITUTIONAL SERVICES AWARENESS

Provision of a single service has been labelled a minimalist strategy but also viewed as more efficient due to the ability to focus, thereby developing specialised knowledge and skill to provide it effectively. (ILO,1999). However, there is recognition amongst most practitioners and theorists that it is hardly ever only one constraint that limits the success of new entrepreneurial ventures. Providing credit only or training only is not enough to meet the needs of male or female entrepreneurs.

As per Mashal's, (2014) study referred to earlier, in Afghanistan, the Ministry of Women Affairs, which is responsible for facilitating women-friendly economic policy has been heavily criticised for incompetence. In a survey, 77% of the respondents did not even know of the Ministry's activities in their area. This touches on service awareness.

With regards to access to loans and the loans that SMEs were able to access based on the Reserve Bank of Zimbabwe Report in 2013, another challenge faced over and above stringent lending conditions is information asymmetry. SMEs will not be aware of services and available opportunities.

The issue of lack of awareness of services offered by institutions is prevalent. Parab and Hyderabad(2014), in their study of Dharwad District in Karnataka State in India, found that there were poor awareness levels amongst a sample of women entrepreneurs, of various schemes set up to assist them. The study also revealed that women entrepreneurs receiving institutional support and those not receiving institutional support earned the same rate of profit. This is cited as a failure by institutions to make the support count.

2.6 POLICY SUPPORT TO WOMEN ENTREPRENEURS

Entrepreneurship can be stimulated through a set of supporting institutions and deliberate innovative action (Petrin, 1994). Therefore, policies and programs designed specifically for entrepreneurship promotion could greatly affect the supply of entrepreneurs positively. The emphasis on the importance of entrepreneurship does not necessarily under-play the potential role of state intervention. Policies can influence the supply of entrepreneurs in the economy and the allocation of their resources and public interventions could influence accessibility to resources, technology and product markets. In Zimbabwe, the main problem articulated by women entrepreneurs in starting and operating a business is gender related discrimination.

Okpara(2011) found that in order to improve economic conditions and poverty alleviation in Africa, it is important to focus on SMEs, as they have emerged as the driving force of economic growth and poverty reduction. He adds that any strategy for poverty alleviation in Africa must include support, encouragement and promotion of SMEs. Women entrepreneurs are mostly found in SMEs and according to Mboko and Smith-Hunter (2009), entrepreneurship is a legitimate occupational source of income for women and can be found worldwide and that it is institutionalised and represent a viable source of employment and as an income generating source for their families. Accounting for and documenting exact worldwide figures on women in entrepreneurship remains elusive but there is no doubt that the women's place as a part of the entrepreneurial field is becoming more relevant (Mboko and Smith-Hunter, 2009).

With regard to women's economic empowerment and growth in low income countries, Katie Chapman (2013) found that there is need for research into which inventions and policy options are effective in addressing the barriers that lock women out of economic opportunities. She further states that *“evidence on the effectiveness of potential policy or programme solutions for tackling barriers to women's economic empowerment and reducing gender gaps in earnings, productivity and assets in LICs is much thinner than the literature that explores the underlying constraints.”* Minniti et al. in the Global Entrepreneurship Monitor (GEM): 2004 Report on Women and

Entrepreneurship stated that entrepreneurial activity plays a very important role in the creation of an active and dynamic economy. The findings of the study concluded that the creation of governmental policies to support education, financial aid, networking and enterprise counselling permits women to be increasingly involved in the development of new enterprises.

Focusing on Zimbabwe, on the basis of the Zimbabwe United Nations Development Assistance Framework (ZUNDAF) 2012-2015, the Ministry of Women Affairs, Gender and Community Development was tasked with implementing the ratification, domestication, implementation and monitoring and evaluation of laws and policies that promote gender equality, human rights and women and girls empowerment.

There is also a draft National Gender Policy (NGP) of 2014, which replaces the first one of 2004. On the basis of the 2004 NGP, there were five main achievements according to literature:

- (i) The passing of a series of legislation to operationalize the policy.
- (ii) Institutional and structural reforms that resulted in gender national machinery being streamlined and strengthened, viz creation of a separate Ministry responsible for gender and women affairs.
- (iii) Institutionalisation of processes for gender mainstreaming including gender budgeting.
- (iv) The development and launch of the framework for broad based women's economic empowerment.
- (v) Far-reaching constitutional provisions for gender equality and equity.

However, despite these achievements, representation of women remains below the ideal gender parity, based on skewed statistics from education, employment, commerce and political and economic decision making and increasing cases of gender-based violence. It is said that economic empowerment of women has become a key priority for the Government of Zimbabwe to achieve sustainable economic growth. Yet institutional and legal barriers continue to hamper the ability of both men and women, to formalise and grow their business, create jobs and enhance productivity and women continue to be more constrained in these efforts.

Maunganidze(2013) in his study, found that the purported government support towards the growth of SMEs in Zimbabwe is mostly rhetoric and difficult to access. For example, there are hindrances when SMEs try to formalise their businesses at the Registrar of Companies Department. Another example is that policies are politically motivated and act as an election campaign gimmick and nothing happens on the ground. Maunganidze (2013) further established that relevant ministries and government departments dealing with SMEs are underfunded.

Goriwondo (2011) as cited in Maunganidze (2013) is of the view that government, through its infrastructure should make efforts to educate entrepreneurs on proper professional ways of running businesses.

2.7 REPRESENTATIVE ORGANISATIONS SUPPORT

The connection to an international network structure is a necessary ingredient for women entrepreneurs to grow and prosper. Lundstrom, A and Stevenson, L (2005) discuss wise economic policy as seeking to stimulate entrepreneurship as a vehicle for growth. They write that, not only do countries with increased entrepreneurial activity by women have increased economic growth, but that those with higher levels of women business ownership also exhibit higher levels of entrepreneurial activity.

Messah and Wangai (2011) called for programmatic responses to the need for networking opportunities and support systems for women entrepreneurs as well as for specialised knowledge and skills training. Empowering women is about giving them an opportunity to get out of the poverty trap and is more so crucial considering that women constitute the majority and are at greater risk of poverty. This is supported by Siwadi and Mhangami (2011) who point out that undeniably, women entrepreneurs are the majority actors in that sector and contributors to economic development in economies of developing countries. There is evidence that formal training can reduce the failure rate of small businesses (OECD, 2002). According to Bloom, Sadun and Van Reenen(2009), management training is a determinant of sustainable success, productivity and innovation of enterprises. In that regard, it is crucial to have a programmatic response that includes entrepreneurial education by institutions.

According to Myles (2010), most SMEs are started because one individual is good at some activity or trade and not because they possess the requisite management skills. One constraint faced by SMEs is access to finance from financial institutions, but in addition to that, there are owners and/or managers with inadequate management skills (Nyanga et al. 2013) and erroneously putting existing or new resources into the hand of such people could produce devastating consequences. Therefore, there is need for ensuring training support as well. There is no indisputable proof of a causal relationship between managerial training and SME performance (Storey, 1994)

The role and capacity of women in Zimbabwean society creates difficulties and problems at many levels. In general, many African women lack the education needed to spur successful entrepreneurship. Many of them are ignorant of new technologies or unskilled in their use and often unable to do research and gain necessary training (UNIDO, 2004:2005). This paper concludes that there is the need to promote, support and strengthen African women entrepreneurship development. There is the need to provide direct training support to women enterprises and strengthen institutional capacity in developing policies and programs for the integration of African women.

From a theoretical perspective, research in Israel demonstrated that network affiliation, human capital and motivation theories have greater explanatory power for performance of entrepreneurs than do social learning or environmental perspectives (Lerner, Brush & Hisrich, 1995). The study found that when women were members of an association or business women's network, profitability was higher. Findings of a Hong Kong based study were also that networks were more important to female entrepreneurs than their male counterparts (Chan & Foster, 2001).

Based on newspaper reports (www.newsday.co.zw/2013/01/24/znc-drive-business-linkages/) ZNCC and SMEs Association of Zimbabwe, are working together to create business linkages. The two parties signed a memorandum of agreement that will see more collaboration between SMEs and large corporations in Zimbabwe. The idea behind the business linkages is to have SMEs participating in the value chains of large corporates in a more meaningful way, than in the past.

2.8 CHAPTER SUMMARY

Willem te Velde (2010) states that institutions matter and the nature of state-business relations (SBRs) is a crucial factor behind skills development, capital formation and ultimately higher productivity and incomes. In his view, when state and business interact effectively, there is more efficient allocation of scarce resources. There also arises a more appropriate industrial policy, big obstacles to growth are removed and results in more efficient creation of wealth. Past research has done justice to barriers to female entrepreneurship, but there is need for future research to draw from institutional or social network theory to examine whether or not institutional norms or network configurations influence women's ability to acquire resources or grow their ventures.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter describes how the research was conducted, from data collection to analysis and presentation of results. The major areas of discussion include research philosophy, approaches, strategies, data sources and collection instruments. For purposes of this study, the scope of women entrepreneurs under examination, shall be based on the definition of SMEs as defined by the MSMECD and is as follows:

“By Zimbabwean standards, it is a company with a maximum of 100 employees and a turnover in sales of a maximum of 830 000 US dollars.” Therefore, women whose operations fit most closely into that definition were examined.

3.2 RESEARCH DESIGN

Scientific research is “performing a methodical study in order to prove a hypothesis or answer a specific question. Finding a definitive answer is the central goal of any experimental process. Research must be systematic and follow a series of steps and a rigid standard protocol.” (<https://explorable.com>). Research design, which is an important part of the research process, is about planning and structuring the research in an orderly manner. The research design comprises of the research philosophy selected and the reason thereto, the strategy, research purpose, population information and sampling techniques, data collection methods and research procedure and limitations. A population is an entire group of persons or set of objects and events that a researcher wants to study, whilst a sample is a subset of the population.

3.2.1 Research Philosophy/Paradigm

Two major approaches to research are positivism and interpretivism.

3.2.1.1 Positivism

The positivist approach postulates that things can be studied as facts and relationships between these facts can be established as scientific law. Positivism seeks to find, explain and predict what happens in the business world by searching for irregularities and causal relationships between variables. According to Blumberg, Cooper and Schindler (2008:20) positivism is a philosophy adopted from the natural sciences and is based on three principles, as follows:

- (i) The social world exists externally and is viewed objectively
- (ii) Research is value-free
- (iii) The researcher is independent, taking the role of an objective analyst.

Positivism is a systematic way of doing research that emphasizes on the importance of observable facts. It is rooted in the belief that social reality can be discovered and that it is possible to study social science phenomena in the same way as natural sciences.

The positivist approach was used in this research. It was found to be appropriate as there is less bias in terms of the researcher not being part of the elements being observed. It was done through the use of questionnaires administered to the respective respondents who were a sample of women entrepreneurs and representatives of institutions.

3.2.1.2 Interpretivism

The other philosophy is Interpretivism. Interpretivists believe that the social world cannot be understood by applying research principles adopted from the natural sciences (Bloomberg et al, 2008). According to Bloomberg et al (2008), three basic principles are associated with interpretivism as follows:

- (i) The social world is constructed and is given meaning subjectively by people.
- (ii) The researcher is part of what is observed
- (iii) Research is driven by interests.

Interpretivism was seen not to be appropriate for this research, with positivist being more appropriate for its association with objectivity, independence of the researcher, use of quantitative indices and hypothesis testing. This approach would be more suitable for a qualitative research.

3.2.2 Research Approach

Good research is based on sound reasoning. This sound reasoning involves finding the correct aspects or elements for testing, testing the connections between facts and assumptions and then reaching conclusions on the basis of adequate evidence. The research approach is therefore related to two scientific ways of knowing specifically, which are inductive and deductive reasoning.

3.2.2.1 Inductive Reasoning

This is the reasoning from particular facts to a general conclusion. Observations are made and data are collected with the assumption that relationships will become apparent. Inductive arguments and inquiries follow the method of reasoning called induction, which involves developing by inference, some general law or principle from particular cases and instances. The conclusion explains the facts and the facts support the conclusion.

3.2.2.2 Deductive Reasoning

Under deductive reasoning, the conclusion must necessarily follow from the reasons given. A deduction is valid, if it is impossible for the conclusion to be false if the premises are true. The premises provide convincing evidence for the conclusion (Cooper & Schindler, 2006: 32-33). Deductive reasoning starts from some general law or principle and concludes from it, a particular fact.

The most suitable research approach for this study is deductive reasoning. In seeking to establish a cause and effect relationship between a number of independent variables and the dependent variable, using a small sample of respondents would allow for the

assumption of being able to generalise the findings to a wider population. The conclusion to be reached will either disprove or support the hypotheses.

3.2.3 Research Strategy

A research strategy choice is determined by research questions, objectives, extent of existing knowledge, and amount of time available to conduct the research, other resources and research philosophy adopted.

Broadly, there are three research strategies, which are quantitative, qualitative and triangulation.

3.2.3.1 Quantitative Research

Quantitative research methods involve focus on numbers. The approach is to use information that can be numerically manipulated meaningfully. Struwig & Stead (2004) define quantitative research as ‘a form of conclusive research involving large representative samples and fairly structured data collection procedures’. The aim is to explain the relationship between variables and come to conclusions about a cause and effect relationship.

Main elements of quantitative research are; focus on numbers, formalisation and structure, control and scope delineation, use of large samples and an aim to draw conclusions on cause and effect relationships. Effort is made under this research strategy to achieve reliability and validity through making use of specific scientific methods and techniques.

3.2.3.2 Qualitative Research

Struwig & Stead (2004) postulate that the term qualitative research does not describe a single research method, but that there are many research methods associated with it. According to Cooper & Schindler (2006), qualitative research is ‘an array of interpretive techniques which seek to describe, decode, translate, and otherwise come to terms with the meaning, not the frequency, of certain more or less naturally occurring phenomena in the social world’ Some forms of qualitative research are

focus groups, in-depth interviews, mini-groups, dyads and triads. Its focus is more of depth of information, rather than breadth. It is the best research method for discovering underlying motivations, feelings, values, attitudes and perceptions.

However, unlike quantitative research, the findings are not statistically projectable to the population under study. This limitation is created by two factors, which are small sample size and recruiting of participants for the study is rarely completely representative.

Under the research strategies, one finds the following sub-strategies:

Experiment

In an experimental research strategy, the effects of manipulating one variable on another one are measured. The idea is to study causal relationships. This is mostly used in explanatory research to supply answers to how and why questions. Typical features include selection of individuals from known populations; allocation of samples to different experimental conditions; introduction of planned change on one or more variables; measurement on a small number of variables; control of other variables (Robson, 2002). The strategy usually involves hypothesis testing. The experimental strategy is aligned to quantitative research.

Survey

A survey is a systematic gathering of primary data through the use of structured questionnaires and communication in a reasonably large number and highly representative sample of respondents. Robson (2002) further adds that a survey involves the collection of information in a standardised form from groups of people. This standardised format is usually a questionnaire or through structured interviews. This research strategy was selected over other strategies due to its simplicity and objectivity. The questionnaire was used as the standardised form of data collection from a sample of 70 respondents, made up of institutions and women entrepreneurs.

The survey research method has its own advantages and disadvantages. Amongst the advantages is the ability to standardise research questions, making it easier to collect data, subject to reliability and validity of the questions on the research tool. Another advantage is that the process can be administered effectively, and a choice can be made to either have the researcher asking the questions or recording or having the

respondents, simply complete the questionnaire. There is also opportunity to tap into the 'unseen' and establish motives, circumstances, etc. It makes tabulation and analysis easier and pick up meaningful differences between subgroups.

Despite those advantages outlined above, disadvantages do arise in that standardization may introduce superficiality in the responses and may also result in fitting of round pegs into square holes. There are limitations in that the totality of the real life situation cannot be covered, in addition to inflexibility and artificiality. Those elements come in, in that social action cannot be easily measured and any new variables operating in the phenomenon may not be captured due to fixed template of survey. The survey method can be used for both quantitative and qualitative research.

Case Study

Robson(1993) defines case study as the development of detailed, intensive knowledge about a single case or small number of related cases. He further argues that the case study as a research tool has considerable chance of generating answers to questions why, what and how and is most appropriate for an in-depth study of a situation. This research strategy enriches the understanding of the context of research and the processes being enacted (Saunders, Lewis and Thornhill, 2003). A case study allows a researcher to use various data collection methods, such as questionnaires, observations, interviews and secondary data analysis and document reviews, which is advantageous.

However, one finds the following disadvantages with case studies:

- (i) They are time consuming and expensive
- (ii) They demand far-sightedness and flexibility in planning
- (iii) Subjects of the study may be lost (attrition) due to migration and other unforeseen circumstances
- (iv) It is difficult to retain the interest of the subjects for a prolonged period of time
- (v) Study may be affected by changes in technological and industrial advances
- (vi) Personnel in subject organisations may change and atypical behaviour may be encountered.

The case study method is one of the qualitative research methods.

In this study, quantitative research strategy was used. The survey strategy, with a standardised questionnaire was the medium of research. It was found to be the most appropriate on the basis of time constraints and more suitable for establishing a cause and effect relationship. A study like this one can actually use **triangulation**, which is a combination of both quantitative and qualitative research strategy, to be able to get both the benefits of breadth of information and depth of information as well. However, time constraints did not allow for such a detailed study.

3.2.4 Research Purpose

The purpose of this study is to contribute to academic knowledge, expanding knowledge on the issues pertaining to women entrepreneurs as a social phenomenon but explored scientifically. Where there is potential to build a new theory, it will be taken into consideration

3.2.4.1 Exploratory Research

Exploratory research seeks to assist the researcher to have insight into the problem. It also seeks to discover new relationships while a conclusive study is designed to help executives choose among various possible courses of action. An exploratory research is designed to solve an unstructured problem. Data collection methods include the following:

- (i) Search for secondary data
- (ii) Survey of knowledgeable persons
- (iii) Focus group discussion
- (iv) Case study

Exploratory research is qualitative in nature. It does not apply to the current study.

3.2.4.2 Descriptive research

Descriptive studies are designed to describe a phenomenon, for example, characteristics of users of a certain product and differences in degree to which the product is used by different age groups, on a gender basis and other characteristics. Data collection methods include observation, case studies and survey using personal

interviews and questionnaires. There is need for a detailed sampling plan and precise data collection procedure, to avoid variations. It is quantitative and conclusive. Whilst it is a good research design, it was not appropriate to this study. Descriptive research makes out a situation and tells us 'how things are', for example, describes a learner's failure at university (Cooper & Schindler, 2006).

3.2.4.3 Explanatory Research

Explanatory research is a well-planned process, designed to manipulate influences systematically, while holding other influences constant, in order to observe and measure. The explanatory/experimental research is designed to prove causation; the researcher is confronted with 'cause and effect problems'. Causal studies are designed to solve structural problems. One seeks to establish direct-cause effect relationships between two or more variables and this is done through quantifying the direction and strength of the observed relationships. In this type of research, it is important to eliminate and minimise potential influences or to specifically account for those influences. A causal study is concerned with learning why or how one variable produces changes in another (Cooper & Schindler, 2006).

For this study, there is a combination of exploratory and explanatory research, in that the researcher sought to explore whether or not institutional support in the form of products offered, awareness of such support, policies and representation was relevant and influential to the empowerment of women entrepreneurs and the performance of their businesses. Over and above exploration, the researcher sought to establish the existence of a causal relationship between the independent variables of financial support, institutional service awareness, policy support and representation by relevant institutions and the dependent variable of effectiveness of women entrepreneurs in business.

3.2.5 Population and Sampling Techniques

According to McPhail (2001), sampling is a process of choosing a few (sample) from a bigger group (population) to use as a basis for estimating or predicting a fact,

situation or outcome regarding a bigger group. It does not matter what one is researching on, but there is always a need to collect data in order to answer the research question. It is often impractical for a researcher to survey the entire population, therefore a sample is necessary. However, to produce quality data and results, a sample must be representative of the population.

Sampling designs can be narrowed down to two broad categories, which are probability and non-probability sampling.

3.2.5.1 Non Probability Sampling

According to Struwig & Stead (2004), non-probability sampling is the “probability that any particular member of the population being chosen is unknown”. The researcher relies heavily on personal judgement. There are several non-random/non-probability sampling methods as follows:

- (i) Quota Sampling
- (ii) Convenience Sampling
- (iii) Judgemental/Purposive Sampling
- (iv) Snowball Sampling

3.2.5.2 Probability Sampling

This includes all selection methods, where the observations to be included in a sample have been selected on a purely random or chance basis from the population. There are several probability sampling methods as follows:

- (i) Simple random sampling
- (ii) Stratified random sampling
- (iii) Cluster sampling
- (iv) Systematic sampling

In this study, **judgemental sampling** was selected as the sampling method of choice where women entrepreneurs were concerned. In this type of sampling, the researcher is only interested in studying selected types of subjects. The sample is selected on the basis of expert judgement. The method is useful for certain types of forecasting, but

bias may be introduced, because the beliefs of the experts can make the sample unrepresentative (Struwig & Stead, 2004). Since the study sought to investigate women entrepreneurs within certain parameters, it could not be avoided. There are so many women in the informal sector that can be defined as women entrepreneurs in terms of other defining factors, but for purposes of this study, specific criteria had to be met. Therefore, judgemental sampling was found to be the way to go.

In selecting institutions, however, there were both elements of **judgemental sampling** and **stratified random sampling**. Judgemental sampling has been described above. In stratified random sampling, the population is divided into strata and the researcher randomly samples from each strata. There is need to identify the various strata first and then draw a random sample from each one. It is representative of various groups in the sample and different methods can be used in each stratum, but there is also increased potential for error if subgroup selection is at different rates. It can also be expensive and requires extreme accuracy on proportion of population in each stratum. In stratified sampling a sub-sample is drawn using a simple random sample within each stratum, (Zikmund, 1997). Stratified sampling divides the population into segments or strata, and there should be perfect homogeneity in the different units in the strata.

In this research, the strata were based on whether an institution was a government ministry/institution, a financial institution, an NGO, women's organisation, educational institution or business development service provider. The major source of institutions was the ZIMTRADE, trade directory of 2015.

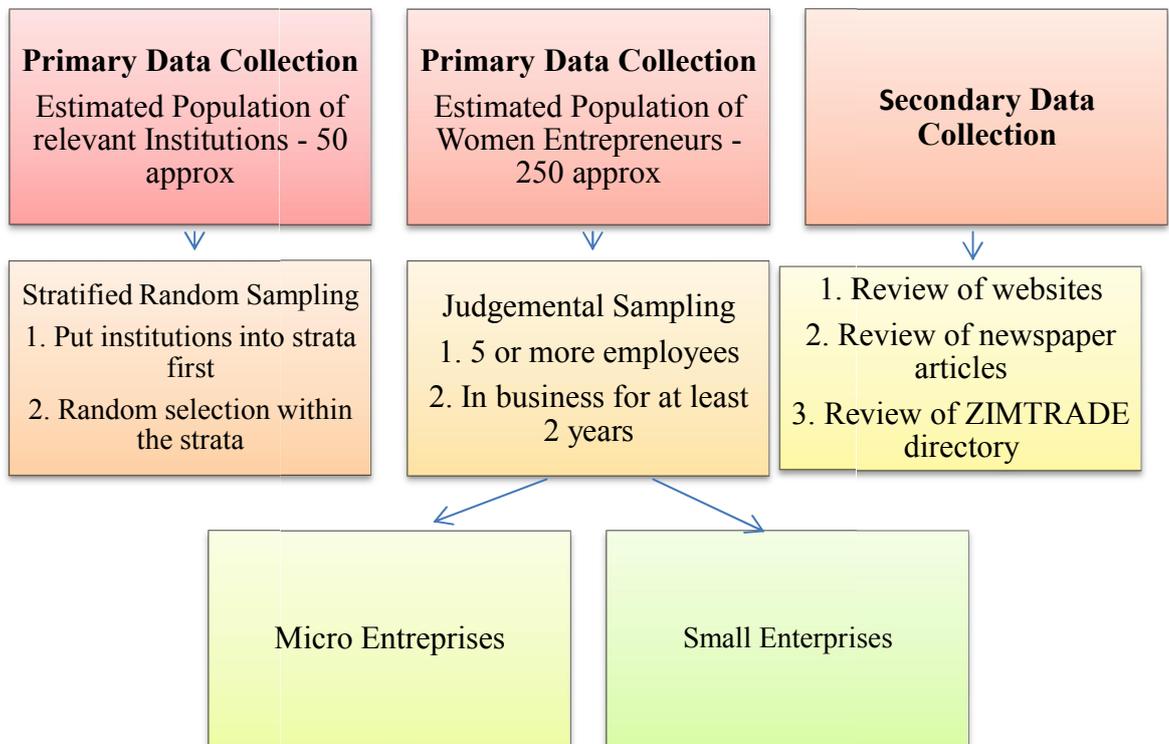
The review of literature, various websites, government reports, CSO reports and inquiries to Ministries that deal with SMEs and empowerment and support of women, failed to produce a comprehensive database or population of women entrepreneurs in Zimbabwe, let alone in Harare, who fall under the SMEs definition of the Ministry of Small to Medium Scale Enterprises and Co-operative Development. Most information, which is still not comprehensive, focuses on SMEs in general, without reference to gender in terms of ownership of the business. Therefore, the researcher had to estimate the population of women entrepreneurs in Harare.

The population of women entrepreneurs in Harare was estimated to be at 300 (based on the definition of SMEs as per MSMSECD). Judgemental sampling was then used in the selection of women entrepreneurs to whom the questionnaires were distributed. In a few instances, where the enterprise was unregistered, it had to at least fall within the realms of the definition of SMEs under MSMSECD in all other respects.

Sampling was used, because a population is usually too large and unmanageable, whilst at the same time, a sample is more practical and accurate to study, versus a whole population.

Luck and Robin (2006) argues that a sample size which is 10% of the population is representative of the population, thus this study employed that concept to come up with the sample size. The purpose of sampling in this study was to make economic use of the scarce resources available to the research.

Figure 3.1 - Data Collection



3.2.6 Data Collection Methods

There are various primary data collection methods, such as questionnaires, personal interviews, telephone interviews, observation and case studies. All these methods have advantages and disadvantages in their use and application. Primary and secondary data were collected for this study, on the basis of the appropriate scope and levels required were determined through a literature review. The study was carried out based on a literature review and the collection of both primary and secondary data.

Primary data was collected through the distribution of 50 structured questionnaires to women entrepreneurs in Harare and the response rate was 33, which makes it 66% of the questionnaires that were sent out to women entrepreneurs. Women entrepreneurs in Harare who employ a minimum of five employees were approached to complete questionnaires. Various institutions, made of financial institutions, government ministries and departments, educational and training institutions and representational institutions were also approached for the survey and data collected respectively. In

total, 20 questionnaires were sent to Institutions and 14 responses were obtained, making it 70% response rate. In total, on average, the response rate from both women entrepreneurs and institutions was 67%. Structured questionnaires are easy to administer and easy to analyse, for a quantitative output. However, the why and how do not come out. At the end of the structured questionnaire, however, participants could comment on any aspect related to the purpose of the research. The questionnaire used in the study and administered on both Institutions and Women Entrepreneurs is attached as **Annexure 1**.

Secondary data was collected through review of existing literature on previous studies on SMEs and women entrepreneurs, with a focus on women entrepreneurs in particular. Other data was obtained from government of Zimbabwe and international organisation reports, such as World Bank, OECD, UN, in addition to various institutions' websites. Newspaper articles were also reviewed.

3.3 RESEARCH LIMITATIONS

The researcher was limited by time constraints to fully follow through on this subject not only in the form of quantitative research but also qualitative. This topic is an area that needs more attention in light of more recent studies on women entrepreneurs across the world.

3.4 ETHICAL CONSIDERATIONS

Unethical research practices are not acceptable. According to the Federal Register (1991), for the protection of human rights, unethical research practices were heightened as a consequence of the Nazi Regime in Germany. Resultantly, the Nuremberg Code was put into place to curb these unethical practices and it influenced policies of ethical research in several countries.

In conducting this study, the researcher took into consideration the following ethical issues:

- (i) **Confidentiality** – issues to do with disclosures and preservation of Data when analysing and reporting.
- (ii) **Informed consent** – all participants were clearly informed that the participation in the survey was voluntary.
- (iii) **Anonymity** – all research questionnaires did not require respondents to state their personal names or names of their organisations.

3.5 DATA PROCESSING, ANALYSIS AND PRESENTATION

After data collection, the data was cleaned, ensuring all irrelevant data was discarded. The data was then coded before the process of data entry was carried out using the Statistical Package for Social Scientists (SPSS version 16) and analysed using the same package.

3.6 CHAPTER SUMMARY

This chapter discussed the research process and the reasons why the researcher chose the respective elements of research under each particular heading. The next chapter presents the research findings.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 INTRODUCTION

After receiving the completed questionnaire from respondents as discussed in the last chapter, data was cleaned up, and analysed through SPSS and this chapter shall focus on a detailed analysis of the results, interpretation and discussion thereof. This research requires the use of both descriptive statistics to organise the data, assess measures of variability or central tendency and inferential statistics to reach conclusions as it is based on relationships between variables. The variables that were assessed in the study were all centred on institutional support in various forms and its relationship with women entrepreneurs' business empowerment and economic effectiveness.

The important elements were considered to be financial institutional support, institutional service awareness, institutional policy support, representative organisations support versus economic effectiveness of women-owned SMEs in Harare. Chapter One and Chapter Two covers relevant definitions of the aspects that have been reviewed. In addition to the above, from the responses given by both institutions and women entrepreneurs on the basis of a structured questionnaire, it was also possible to establish whether or not there is adequate institutional support for women entrepreneurs in business in the Harare area.

It would not suffice to commence discussion of research findings without reference to the objectives of the study as outlined in the first chapter.

The objectives of the study were as follows:

4.1.1 Main Research Objective

The overall objective of the study is to establish whether or not there is a relationship between public and private sector institutional support and

economic empowerment focusing on women entrepreneurs in Harare and the current levels of financial institutional support, policy support, institutional service awareness and representative organisations support.

4.1.1.1 Specific Research Objectives

The specific research objectives are as follows:

1. To establish if there is a relationship between institutional support and empowerment/effectiveness of women-owned SMEs.
2. To determine the current level of Financial Institutional Support and its Impact on Women-Owned SMEs economic empowerment.
3. To determine and analyse the extent of awareness of institutional support services among a sample of women entrepreneurs in women-owned SMEs.
4. To establish the level of Policy Support to Women Entrepreneurs and its Impact on the economic empowerment of women-owned SMEs.
5. To determine the impact of the effectiveness of services provided by Representative Organisations/Institutions on the empowerment of women-owned SMEs.

4.2 RESPONSE RATE

4.2.1 Women Entrepreneurs

Fifty (50) questionnaires were administered on women entrepreneurs on the basis of judgemental sampling and 33 were completed and returned, making it a response rate of **66%**. The sample was based on the estimated population of women-owned SMEs in Harare. The population was derived from the total number of SMEs in the database of SMEAZ, which was 1670 in Zimbabwe. The ratio of male-owned to female owned is approximately 70:30 based on literature. From the 70:30 ratio for the whole country, Harare's population was estimated to be at about 40% of the whole population, making it 250. Therefore, questionnaires (50) were handed out to about 20% of that population, with the above-mentioned response rate of 66%. The sample

size is well within Luck and Robin's, (2006) definition on page 42, which postulates that a minimum sample size of 10% is acceptable.

4.2.2 Institutions

The same questionnaire was distributed to Institutions on the basis of the following sampling frame:

Table 4.1: Sampling Frame

Type of Institution	No. of Questionnaires Disbursed	No. of Questionnaires returned	Response Rate
Regulatory Institutions	2	2	100%
Government Ministries	3	3	100%
BDS Provider	4	3	75%
Educational Institutions	4	2	50%
Credit/Financial Institutions	4	2	50%
NGO	3	2	67%
Total	20	14	70%

Combined, the response rate for both women entrepreneurs and institutions was **68.5%**, made up of a total sample of 47 respondents, comprising of 33 women entrepreneur SMEs and 14 institutions.

4.3 FINDINGS

4.3.1 SPECIFIC FINDINGS

4.3.1.1 Normality Test of Data

It is important to first carry out a normality test to establish the distribution of the data. It helps to determine whether it is normally distributed, skewed to the left or the right. The normality test is of essence as it is the basis on which to determine parameters for further tests. Below are the summary results of the normality test on this study.

Table 4.2: Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Financial Support	47	100.0%	0	.0%	47	100.0%
Service Support	47	100.0%	0	.0%	47	100.0%
Policy Support	47	100.0%	0	.0%	47	100.0%
Representation Org Support	47	100.0%	0	.0%	47	100.0%
Effectiveness	47	100.0%	0	.0%	47	100.0%

The above table shows the number of cases (respondents) that were captured for examination via SPSS. Effectively, no case is missing so the tests conducted included all data which had been entered for examination.

Table 4.3: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Financial Support	.167	47	.002	.891	47	.000
Service Support	.085	47	.200*	.970	47	.260
Policy Support	.163	47	.003	.929	47	.007
Representationorgsupport	.173	47	.001	.924	47	.004
effectiveness	.137	47	.027	.949	47	.041

a. Lilliefors Significance Correction

*. This is a lower bound of the true significance.

On the basis of the analysis using the normality test, it was revealed that the data was unevenly distributed. The unevenness of the data distribution is denoted by p values <0.05 on the Shapiro-Wilk test on four of the elements under study. This, therefore, meant that non-parametric tests would have to be used for further analysis, versus parametric tests, which are used on normally distributed data.

4.3.1.2 Validity Testing

Content validity was done through a pilot test. The initial questionnaire design was found to lack validity and was therefore modified after the pilot test before it was distributed to the respondents.

4.3.1.3 Reliability Testing

Reliability of a research tool such as a questionnaire can be tested statistically, using Cronbach alpha coefficient. Cronbach Alpha coefficient should have a minimum threshold of 0.7 for it to be considered reliable. For this study, the questionnaire was found to be reliable, on the basis of having assessed the five transformed variables relevant to the study. A Cronbach alpha coefficient of 0.830 was found as per the tables below, determined on five transformed variables:

Table 4.4: Reliability Statistics

Cronbach's Alpha	No of Items (Transformed variables)
.830	5

Individual variable Cronbach coefficients are as displayed below:

Table 4.5: Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Financial Support	8.7035	4.722	.493	.831
Service Awareness Support	8.5674	4.338	.638	.797
Policy Support	8.5972	4.330	.549	.817
Representation Organisational Support	8.0156	3.814	.647	.791
Effectiveness	8.1645	2.852	.877	.713

The following table shows the mean and standard deviation of each variable:

Table 4.6: Item Statistics – Reliability Test

	Mean	Std. Deviation	N
Financial Support	1.8085	.49022	47
Service Awareness Support	1.9447	.52577	47
Policy Support	1.9149	.58553	47
Representation Organisational Support	2.4965	.68409	47
Effectiveness	2.3475	.83248	47

4.3.1.4 Correlation Analysis

For purposes of understanding the results of this study, it is necessary to do a correlation analysis of the results. Correlation was selected over a Chi-Square test due to the fact that there is more than one type of independent variable. The main purpose of doing a correlation test is to establish the following aspects:

(i) Direction of the Relationship

As this research has sought to establish causal relationships between four independent variables of financial institutional support, institutional service awareness, institutional policy support and representational organisation support and effectiveness of businesses, correlation analysis will help to establish whether there is a positive relationship or negative relationship or no relationship between the each independent variable and the dependent variable.

(ii) Statistical significance

It is not only important to establish the direction of a causal relationship, but it is also important to establish whether the relationships are happening by chance or are truly significant. This is, therefore, an important aspect of correlation analysis and has been adequately assessed.

(iii) Magnitude of Relationships

It is also important to understand the strength or magnitude of the relationship between two or more variables and correlation tests allow for assessment of that perspective.

(iv) Multi-collinearity

Correlation values will also help to determine whether there is multi-collinearity. According to Aaker, Kumari, Day (1998) if $r=0.9$, there is a possibility that the independent variables may be too strongly related to each other. If there is such a strong link, then they are not independent of each other and there may be need to combine any such closely linked factors and discard one of them.

Correlations test on this study based on a two tailed Spearman's rho test produced the results in Table 4.7 on the next page.

Interpretation of Results

Objective 1 - To establish if there is a relationship between institutional support and empowerment/effectiveness of women-owned SMEs.

Overall there is a causal relationship between institutional support and effectiveness of women-owned SMEs.

Objective 2- To determine the current level of Financial Institutional Support and its Impact on Women-Owned SMEs economic empowerment.

Therefore Financial Support versus Effectiveness

= (0.619**), $p < 0.01$ – There is a strong positive and statistically significant relationship between the two variables.

Objective 3 - To determine and analyse the extent of awareness of institutional support services among a sample of women entrepreneurs in women-owned SMEs.

Institutional Service Awareness versus Effectiveness

= (0.693**), $p < 0.01$ – There is a strong positive and statistically significant relationship between the two variables.

Objective 4 - To establish the level of Policy Support to Women Entrepreneurs and its Impact on the economic empowerment of women-owned SMEs.

Policy Support versus Effectiveness

= (0.638**), $p < 0.01$ – There is a strong positive and statistically significant relationship between the two variables.

Nonparametric Correlations

Table 4.7: Correlations

			financialsupport	servicesupport	polycysupport	representationorg support	effectiveness
Spearman's rho	financialsupport	Correlation Coefficient	1.000	.539**	.244	.399**	.619**
		Sig. (2-tailed)	.	.000	.098	.005	.000
		N	47	47	47	47	47
	servicesupport	Correlation Coefficient	.539**	1.000	.292*	.595**	.693**
		Sig. (2-tailed)	.000	.	.047	.000	.000
		N	47	47	47	47	47
	polycysupport	Correlation Coefficient	.244	.292*	1.000	.492**	.638**
		Sig. (2-tailed)	.098	.047	.	.000	.000
		N	47	47	47	47	47
	representationorgsupport	Correlation Coefficient	.399**	.595**	.492**	1.000	.728**
		Sig. (2-tailed)	.005	.000	.000	.	.000
		N	47	47	47	47	47
	effectiveness	Correlation Coefficient	.619**	.693**	.638**	.728**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.
		N	47	47	47	47	47

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Objective 5 - To determine the impact of the effectiveness of services provided by Representative Organisations/Institutions on the empowerment of women-owned SMEs.

Representative Organisation Support versus Effectiveness

= (0.728**, $p < 0.01$) – There is a very strong positive and statistically significant relationship between the two variables.

The results of this study show that using Spearman’s rho test; all factors were found to be correlated to business effectiveness. It, therefore, means that the existence of financial institutional support, institutional services awareness, institutional policy support and representational organisations support impacts positively or boosts effectiveness of women entrepreneurial ventures. Further, in assessing the relationships between the independent variables themselves, there is a relatively reasonable positive relationship, which implies that when there are linkages between them, effectiveness is further increased. This, therefore, supports the notion that a value chain perspective would be greatly beneficial to women entrepreneurial ventures.

4.3.2.5 Hypothesis Testing

Regression analysis involves the assessment of the impact of one variable on another. It works with dichotomous or quantitative/numerical independent and the dependent variable must be strictly a quantitative or numerical variable. In this study, simple linear regression on the transformed variables was used to analyse the relationship between each predictor variable and the outcome variable of effectiveness.

On the basis of the following SPSS results:

Table 4.8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885 ^a	.783	.762	.40631

a. Predictors: (Constant), representationorgsupport, financialsupport, policysupport, servicesupport

The Model Summary above shows that financial institutional support, institutional service awareness, institutional policy support and representative organisations support contributes 76.2% to women entrepreneurial ventures effectiveness. This is established from the adjusted R Square rating. The other 23.8% is explained by other factors or other variables, which are outside this study. There is no multi-collinearity in this regression model, since the value of $r=0.885$ is below $r=0.9$ and the r square and adjusted r is even substantially lower.

Fitness Test

When $p < 0.05$, it means that the model that would have been used in the study is suitable to measure women entrepreneurial ventures effectiveness and institutional support accordingly.

The statistical programme ANOVA (Analysis of Variance) as well as Beta coefficients measures were used below to statistically test the significance of assertion that institutional support in various forms, impacts on women entrepreneurial venture effectiveness.

Table 4.9: ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	24.946	4	6.236	37.777	.000 ^a
Residual	6.934	42	.165		
Total	31.879	46			

a. Predictors: (Constant), representationorgsupport, financialsupport, policysupport, servicesupport

b. Dependent Variable: effectiveness

In light of the results obtained, the above model is fit to predict the effectiveness of women entrepreneurial ventures, resulting from increased institutional support.

Table 4.10: Beta Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.179	.299		-3.946	.000
Financialsupport	.336	.147	.198	2.285	.027
Servicessupport	.544	.147	.343	3.705	.001
Polycysupport	.573	.119	.403	4.821	.000
Representationorgsupport	.306	.110	.251	2.772	.008

a. Dependent Variable: effectiveness

Regression Equation from analysis in Table 4.10

Institutional Support to Women Entrepreneurial Venture Effectiveness

= -1.179 + 0.198 financial support + 0.343 service awareness + 0.403 policy support + 0.251 representative organisation support

It is important to revisit the hypotheses drawn in Chapter One; and assess whether or not results support or do not support the hypotheses.

The following comments are based on the results obtained in Table 4.10. :

Hypothesis 1

There is a positive relationship between financial institutional support and effectiveness in the performance of women entrepreneurs business.

Financial Support versus Effectiveness

(B = 0.198 ,p<0.05)

Financial Institution support improves women entrepreneurship. This implies that financial institutional support is critical in improving entrepreneurial ventures effectiveness. Because financial institutional support impacts on entrepreneurial effectiveness, Hypothesis 1 is accepted.

Hypothesis 2

There is a positive relationship between institutional services awareness and effectiveness in the performance of women entrepreneurs business.

Institutional Service Awareness has an impact on women entrepreneurial business effectiveness

(B = 0.343, $p < 0.05$)

Awareness of services offered by institutions is important for the growth of businesses. Women entrepreneurs can greatly benefit from such awareness as they can quickly make inquiries on various service aspects. The beta value above implies that institutional services awareness adds value to entrepreneurial ventures effectiveness. Because of that connection and the beta value derived from the analysis, there is an impact on entrepreneurial effectiveness. Therefore, Hypothesis 2 is accepted.

Hypothesis 3

There is a positive relationship between institutional policy support and effectiveness in the performance of women entrepreneurs business.

Policy Support versus effectiveness

(B = 0.403, $p < 0.05$)

The results of the study have shown that it is important to give policy support to enable women's entrepreneurial businesses to thrive well. Therefore, Hypothesis 3 should be accepted as there is a statistically strong relationship between policy support and effectiveness.

Hypothesis 4

There is a positive relationship between representational organisations support and effectiveness in the performance of women entrepreneurs business.

Representational Organisation Support versus Effectiveness

(B = 0.215, $p < 0.05$)

Representational organisations are usually a voice for business enterprises and are therefore critical as a successful driver of entrepreneurial success. Women entrepreneurs could seriously benefit from efficient representational organisations

support. These include BDS Providers, Women's Organisations and NGOs. Therefore on the basis on the above beta value, Hypothesis 4 is accepted.

Institutional support is very important and significant to women entrepreneurial ventures effectiveness and empowerment. Growth of businesses as a result of that will in turn positively impact on the economy and GDP. Therefore, overall, based on the above findings, Institutions in Zimbabwe should focus on improving all aspects of institutional support. Policy makers, i.e. the Government should drive the thrust towards that. However, the greatest focus on the basis of its high beta value should be Policy Support, followed by Institutional Service Awareness, representational organisation support and lastly financial support. It is a surprising finding that financial support which has normally been the focus of many previous studies is featuring at the bottom of the considerations. This shows that there are other critical drivers of business.

4.3.2 GENERAL FINDINGS

Data collected was entered into SPSS for analysis. First frequencies were derived on the demographic data, to get an idea of the number of respondents, whether they were an institution or a woman entrepreneur, level of education, industry sector, and number of years in business amongst other factors (See Appendices 2 to 5).

Institutional support for women entrepreneurs is fragmented and inadequate in Zimbabwe. Given the background of inequality, gender justice is called for, where programmes and policies favour women empowerment up to a point. The status quo, based on responses to the structured questionnaire distributed to respondents, shows that there is limited institutional support. This is so, despite the fact that research conducted in other countries has proven that effective institutional support is critical for the upliftment of SMEs. From the standard deviations from the mean, one can tell that there are mixed feelings about current levels of institutional support. However, the deviations are biased towards there being not enough institutional support.

4.3.2.1 FINANCIAL SUPPORT

In addition to wanting to establish a causal relationship between financial support as a variable and business effective, the study also set out to establish the current views of women entrepreneurs and institutions as to whether there is financial support. Based on responses to questions, it is clear that institutional financial support is inadequate. Be that as it may, whilst availability of credit can help to enhance a business, basing on the extent of impact of financial support on effectiveness under regression analysis, the view outlined by Torri and Martinez (2014) that access to credit may not be the all in all is relevant. A woman entrepreneur may access finance and then not know how to use it. Therefore, linkages with other aspects such as business training which includes financial management training becomes important. This is where business linkages come in and role of higher educational institutions is analysed as to whether or not their programmes actually are designed to cater for entrepreneurial women from all walks of life, not only those who have a good secondary education and first degree. With many women entrepreneurs' backgrounds, they would not qualify to enter into most higher education institutions. However, it is pleasing to note that from comments made at the end of questionnaires, BDS Providers are providing relatively relevant courses for women entrepreneurship development.

In terms of a government institution which is meant to provide finance, SEDCO is still underfunded. Based on research by Maunganidze (2013), SEDCO was not doing enough in terms of loan availability to MSEs and based on the findings of this research, SEDCO is still not doing enough.

Literature, referred to a focus on consideration of achieving gender balance in access to credit and a call for government intervention. Currently, banks and microfinance institutions do not even have a database of women-owned SMEs, and they do not do gender-based lending. Therefore, all the studies that have proven that investment in women-owned SMEs are the way to do in the future are not resonating on Zimbabwean institutions.

From assessment of secondary data, the Ministry of Women Affairs in Zimbabwe has started something similar to the Grameen Bank of Bangladesh model, working in conjunction with People's Savings Bank (POSB). However, similar concerns with the

Grameen Bank model have been raised. These are that the loans being advanced are so small as to be meaningless in terms of setting up or supporting a lucrative business.

4.3.2.2 INSTITUTIONAL SERVICES AWARENESS

This aspect of the study has not been studied much in the past and literature on it is sparse. However, it has been found to have a relatively strong relationship with effectiveness. This is in line with the fact that information is always important and helps businesses to build networks that, then open doors to opportunities. Many women entrepreneur respondents commented that it would be a good thing if there were forums or meetings where the Ministry of Women Affairs, Gender and Community Development would engage them and get their views on the areas where they need assistance. Relevant ministries themselves also acknowledged that they could do more in terms of interaction with women and creating forums for communication. With such a consensus, it is hoped that should further research be carried out a year or two from now, there could be progress in how programmes are done and communicated by respective ministries.

The awareness of various services offered by institutions is low amongst women-owned SMEs. There is need to increase the level of awareness. The Afghanistan research showed the same, so it is a weakness of governments which needs to be addressed in the Zimbabwean situation as well

4.3.2.3 POLICY SUPPORT

There is a lot of literature on policy support as expounded in Chapter two. Interestingly, when assessing the relationship between policy support and effectiveness, it actually turned out that policy support through the beta values obtained, is the area that should be propped up the most followed by the other variables. In literature, it has been established that Zimbabwe has ratified a number of conventions which are relevant to women and their entrepreneurial ventures. However, the set back is that in Zimbabwe, there is no obligation to implement a ratified convention, unless it is integrated into law. All relevant conventions for

purposes of this study, have not yet been promulgated into law and there does not seem to be an intention to do so any time soon. Even the NGP which was reviewed in 2014 has not been legalised. On the ground, the Ministry of Women Affairs does not have a law that makes it mandatory to achieve gender justice when it comes to economic empowerment. Women Entrepreneurs are still miles behind their male counterparts yet literature tells us that in countries where emphasis has been put on elevating women entrepreneurs, GDP growth has been realised. Therefore, there is merit in policy makers seriously engaging in the process of women entrepreneur oriented support programmes.

4.3.2.4 REPRESENTATIVE ORGANISATIONS SUPPORT

In any set up, a collective voice tends to get more attention. Promotional and representative organisations can add a lot of value to women entrepreneurship in Zimbabwe. Having found a strong positive relationship between representative organisation support and effectiveness, representative organisations can help to create effective business linkages. As noted in literature review, for example, ZNCC and SMEAZ are working together to drive business linkages. A memorandum of agreement on that aspect was actually signed in 2013 and is meant to help to foster greater linkages or collaboration between SMEs and large corporations. Women entrepreneur SMEs can also benefit from this development, but of course subject to information dissemination by representative organisations and networking. Value chain development is, therefore, crucial for the improvement of SMEs and women entrepreneurs if represented by women business organisations together with the relevant ministry, can also benefit from these linkages.

Jecheche (2012) stated that Zimbabwe's institutions, regulatory system and financial sector situation probably deter private investment, with Zimbabwe having been ranked 157 out of 175 in terms of ease of doing business. That position still stands, because women entrepreneurs commented on and lamented the bureaucratic procedures that they have to endure when trying to license their businesses. A few have not even registered because they do not understand the process and in some instances have spent a lot of time waiting to be served and eventually left to do other

business without completing the process. The same concerns raised in the literature review on page 23 of political stability, government effectiveness, regulatory quality, rule of law and corruption control were raised in part by respondents. Officials in Ministries, seeking bribes to process documentation, was a consistently appearing comment.

4.4 CHAPTER SUMMARY

It is clear that women entrepreneurship is the now and the future. It is clear that women entrepreneurs need more support. It is clear that there is a strong positive relationship between institutional support and the effectiveness of enterprises. Policy support is most important. However, policy makers are taking the eye off the ball, yet Zimbabwe's economy needs innovative solutions to grow per capita income and GDP. Given a strong positive statistically significant relationship between institutional support and economic effectiveness, women-owned SMEs who receive institutional support should do better business. This expectation or hypothesis is supported by Parab and Hyderabad (2014), who then cite it as a failure to deliver on the part of institutions involved in developing and supporting women if there is not marked improvement in their business performance.

Literature revealed that whilst there is a general belief that micro finance empowers women, giving them self-esteem respect and other forms of empowerment, Torri & Martinez (2014) stated that, that equation may not always be true. In their view, a woman's ability to transform her life through access to financial services depends on many other factors, such as access to information, social networks and other business resources. This has been supported in this study, in that a combination of the factors is essential to achieve effectiveness.

Zindiye, Chiliya and Masocha's (2012) study on "*The Impact of Government and other Institutions' support on the Performance of Small and Medium Enterprises in the Manufacturing Sector in Zimbabwe*" which concluded that government and other institutions were playing a positive role on the performance of SMEs despite the

prevailing economic conditions does not apply to women-owned SMEs and, therefore, government and other institutions must improve on the current set up.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The conclusions drawn from this research become pertinent. It is also important to come up with recommendations as to how the status quo established through the research can be improved on. Possible areas for further and future research will also be proposed and highlighted. Meaningful research especially quantitative research ought to be replicable should another research wish to follow through on any considerations and loose ends. This research allows for that and can be replicated.

5.2 CONCLUSIONS

The most evident aspect from this research is that policy makers, credit institutions and representative organisations do not have adequate databases of the subjects that they should be focusing on. There is no single organisation with a database of SMEs, let alone women entrepreneur SMEs. That aspect then begs a response to the question of how institutions can purport to assist and work well with a population that they do not even know. Without a fully-fledged database, how can there be effective communication on programmes and policies affecting women entrepreneurs and engagement on policy changes, monitoring and evaluation. A more creative mechanism of lending money to women-owned SMEs must be devised urgently, with policy makers not just making policies on their own, but fully involving women in the consultative process. Despite having a Ministry whose major function is to focus on women issues, the gender justice perspective has been totally missed when it comes to entrepreneurship and business development.

Deficits or gaps in policy and legal frameworks as well as institutional practices, have negated women's access to services that can promote economic effectiveness and economic empowerment.

5.3 RECOMMENDATIONS

Following the findings of the study, it is recommended that:

- (i) Institutions that were created for the support of small businesses and women entrepreneurs should create accurate databases for women entrepreneurs. At the moment the current population of women entrepreneurs' SMEs in Zimbabwe is not known.
- (ii) Zimbabwe must promulgate into law, all ratified conventions related to women entrepreneurship development.
- (iii) Policy makers and business development services must work together to create more business linkages like the SMEAZ and ZNCC linkage, in order to get the benefits of value chain development. A holistic approach to women entrepreneurial development could result in GDP growth, if well set up, monitored and evaluated.
- (iv) The Grameen Bank model of Bangladesh should be emulated. However, it should be done at the small scale level of the actual Grameen Bank model, but at a better level in terms of amounts of money that are lent to women entrepreneurs to start or bolster their businesses.
- (v) Government institutions, financial institutions and representative organisations need to come together to work out effective linkages, that supports women-owned SMEs, across the whole value chain and the government, through the Ministry of Women Affairs, Gender and Community Development should be the Coordinator of this value chain process. That process should have clear deliverables which all participants meet to discuss quarterly in terms of progress. Monitoring and Evaluation is essential, if it is to be meaningful.
- (vi) In the meantime, while government is pooling together resources to achieve what is required, women-owned SMEs could be given preferential treatment when Government institutions are sourcing goods.
- (vii) Public and Private Sector partnerships, should work to provide relevant and functional infrastructure and other business linkages between women-owned SMEs and established firms and business development service providers.

5.4 AREAS FOR FURTHER RESEARCH

5.4.1 Expansion of Current Research Topic

A research of this nature still has a lot of potential as a topic in its own right. Further research on this topic of institutional support would require a country wide study. It would also be important to not only carry out a quantitative study, but also include qualitative aspects. To do justice to this topic requires more time and the use of triangulation. The reason for suggesting a similar study on a wider scale is to allow for researchers to obtain in-depth explanations from both women entrepreneurs and institutions as to why the current state of circumstances exists. It would also be possible using triangulation to clearly get into areas of establishing the extent of monitoring and evaluation going on in terms of women entrepreneurship policy support in particular.

5.4.2 Gender Mainstreaming in Business Development

There does not appear to be much evidence of gender mainstreaming in the Zimbabwe policy framework. It would be an interesting topic to explore and establish the benefits of doing so.

5.4.3 Empirical Studies

Further research needs to be carried out on case by case situations in terms of women-owned SMEs, to allow for a build-up of a set of empirical studies on successful economic functions of state and business relationships.

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APPENDICES

APPENDIX 1 - RESEARCH INTRODUCTORY LETTER

01 February 2016

Dear Sir/Madam

RE: LETTER OF INTRODUCTION

I am an MBA student at the University of Zimbabwe and I am conducting a research on women entrepreneurship and institutional support in Zimbabwe. May I request you to take a few minutes of your time at your convenience to answer the questions in the survey. The survey explores whether various institutions in Zimbabwe are supporting and empowering women entrepreneurs.

The survey is for academic purposes and therefore your participation will help in making significant contribution to knowledge about resources available to women entrepreneurs or the resources they wish to be available from institutions.

Please note that participation in the survey is voluntary and you are free to withdraw at any point. Your responses to the questionnaire will be kept confidential and all data compiled is purely for academic purposes only.

May you please return your completed questionnaire by 12th February 2016, by the following means:

1. Whatsapp message or SMS to 0773553673 for collection

Or

2. Scan and email completed questionnaire to jchiwutsi@gmail.com

Or

3. Hand over to research assistants who will collect questionnaire on or before 12th February 2016.

Thank you for your attention, assistance and concern.

Yours faithfully

Jeniffer Chiwutsi (Student Researcher)

APPENDIX 2 - QUESTIONNAIRE

RESEARCH QUESTIONNAIRE

Investigating the Relationship between Institutional Support and Women Entrepreneurial Empowerment and Effectiveness

I am an MBA student, with the Graduate School of Management at the University of Zimbabwe, carrying out a research on the above. I would be most grateful, if you answer the questions below and please be assured that this research is for academic purposes only.

The following questions require responses by way of putting a circle around the appropriate number. Please select the appropriate **numerical number** which best reflects your honest response to the question.

Section 1

Demographic Information

1. Organisation of Respondent

Women Entrepreneur	01	Institution	02
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2. What level of Education have you obtained?

Primary	01	Secondary	02	Polytechnic	03	University Graduate	04	Post Graduate	05
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3. Have you undertaken any apprenticeship/training in addition to your formal education?

Yes	01	No	02
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4. What industry sector is your business in?

Trading 01	Manufacturing /Production 02	Construction 03	Service 04	Agriculture 05
Government Ministry 06	NGO 07	Credit/Finance Institution 08	Regulatory Institution 09	Educational Institution 10
Women's Organisation 11	Business Development Organisation 12	Agro- processing 13	Entertainment 14	

5. How many years have you been in business

0-5years	01	6-10years	02	11-15years	03	16-20years	04	20+ years	05
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6. Where is your business based now?

At home 01	Small office 02	Corporate Office 03	Factory 04	Shop 05	Plot 06
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7. Do you have a bank account for your business income?

Yes 01	No 02
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8. Is your business registered?

Yes 01	No 02
---------------	--------------

9. What is the structure of your business?

Sole Proprietor 01	Partnership 02	Pvt Ltd Company 03	Trust 04	Public Institution 05
Educational Institution 06	NGO 07			

Section 2

Financial Support

10. I have borrowed finance from the bank/microfinance institution

Never 01	Seldom 02	Uncertain 03	Regularly 04	Continuously 05
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11. I have borrowed finance from Government Institution

Never 01	Seldom 02	Uncertain 03	Regularly 04	Continuously 05
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12. I have obtained finance from sale of personal assets

Never 01	Seldom 02	Uncertain 03	Regularly 04	Continuously 05
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13. I have obtained finance from persona/family savings/friends

Never 01	Seldom 02	Uncertain 03	Regularly 04	Continuously 05
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14. NGOs have been issuing financial assistance to women entrepreneurs

Never 01	Seldom 02	Uncertain 03	Regularly 04	Continuously 05
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15. Women entrepreneurs have been getting loans from women's organisations

Never 01	Seldom 02	Uncertain 03	Regularly 04	Continuously 05
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Section 3

Institutional Services Awareness

16. Awareness of institutions that support business growth and special facilities for women on policy direction

Not Aware	01	To some extent	02	Fully Aware	03
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17. Awareness of institutions that support business growth and special facilities for women on regulatory framework and advice (registration, legal)

Not Aware	01	To some extent	02	Fully Aware	03
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18. Awareness of institutions that support business growth and special facilities for women on entrepreneurship business training

Not Aware	01	To some extent	02	Fully Aware	03
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19. Awareness of institutions that support business growth and special facilities for women on savings and credit services

Not Aware	01	To some extent	02	Fully Aware	03
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20. Awareness of institutions that support business growth and special facilities for women on marketing assistance

Not Aware	01	To some extent	02	Fully Aware	03
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21. Awareness of institutions that support business growth and special facilities for women on technology assistance

Not Aware	01	To some extent	02	Fully Aware	03
-----------	-----------	----------------	-----------	-------------	-----------

22. Awareness of institutions that support business growth and special facilities for women on business management

Not Aware	01	To some extent	02	Fully Aware	03
-----------	-----------	----------------	-----------	-------------	-----------

23. Awareness of institutions that support business growth and special facilities for women on networking

Not Aware	01	To some extent	02	Fully Aware	03
-----------	-----------	----------------	-----------	-------------	-----------

24. Awareness of institutions that support business growth and special facilities for women on access to business information

Not Aware	01	To some extent	02	Fully Aware	03
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25. Awareness of linkages that help/helped to promote women entrepreneurs between two or more institutions

Not Aware	01	To some extent	02	Fully Aware	03
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Section 4

Policy support

26. Institutions have been giving great attention to value chain development

Never	01	Seldom	02	Uncertain	03	Regularly	04	Continuously	05
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27. There has been effective co-ordination of economic policies pertaining to women entrepreneurs

Never	01	Seldom	02	Uncertain	03	Regularly	04	Continuously	05
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28. Banking policies have been promoting borrowing by women entrepreneurs

Never	01	Seldom	02	Uncertain	03	Regularly	04	Continuously	05
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29. Education policy promotes women entrepreneurship

Never	01	Seldom	02	Uncertain	03	Regularly	04	Continuously	05
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30. Women entrepreneurs have been involved in policy formulation, implementation and monitoring

Never	01	Seldom	02	Uncertain	03	Regularly	04	Continuously	05
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31. Representative organisations have been providing support in policy review

Never	01	Seldom	02	Uncertain	03	Regularly	04	Continuously	05
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Section 5

Representational Organisations Support

32. Representative organisations have been providing support in technological support service

Never	01	Seldom	02	Uncertain	03	Regularly	04	Continuously	05
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33. Representative organisations have been providing support in marketing

Never	01	Seldom	02	Uncertain	03	Regularly	04	Continuously	05
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34. Educational institutions have been offering entrepreneurial programmes/courses

Never	01	Seldom	02	Uncertain	03	Regularly	04	Continuously	05
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Section 6

Effectiveness

35. Institutions have been offering training and workshops for women entrepreneurs

Never	01	Seldom	02	Uncertain	03	Regularly	04	Continuously	05
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36. Women entrepreneurs have easy access to information pertaining to business support and empowerment

Never	01	Seldom	02	Uncertain	03	Regularly	04	Continuously	05
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37. Women entrepreneurs' businesses have been growing

Never	01	Seldom	02	Uncertain	03	Regularly	04	Continuously	05
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38. Women entrepreneurs' have easy access to loans from various institutions

Never	01	Seldom	02	Uncertain	03	Regularly	04	Continuously	05
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39. Dissemination of business information by institutions is effective

Never	01	Seldom	02	Uncertain	03	Regularly	04	Continuously	05
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40. Role of business networks, associations and co-operatives is well known

Never	01	Seldom	02	Uncertain	03	Regularly	04	Continuously	05
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41. Any other comments that you would like to make?

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Thank you for your co-operation

APPENDIX 3 – RESEARCH DEMOGRAPHIC DATA – WOMEN ENTREPRENEURS AND INSTITUTIONS.

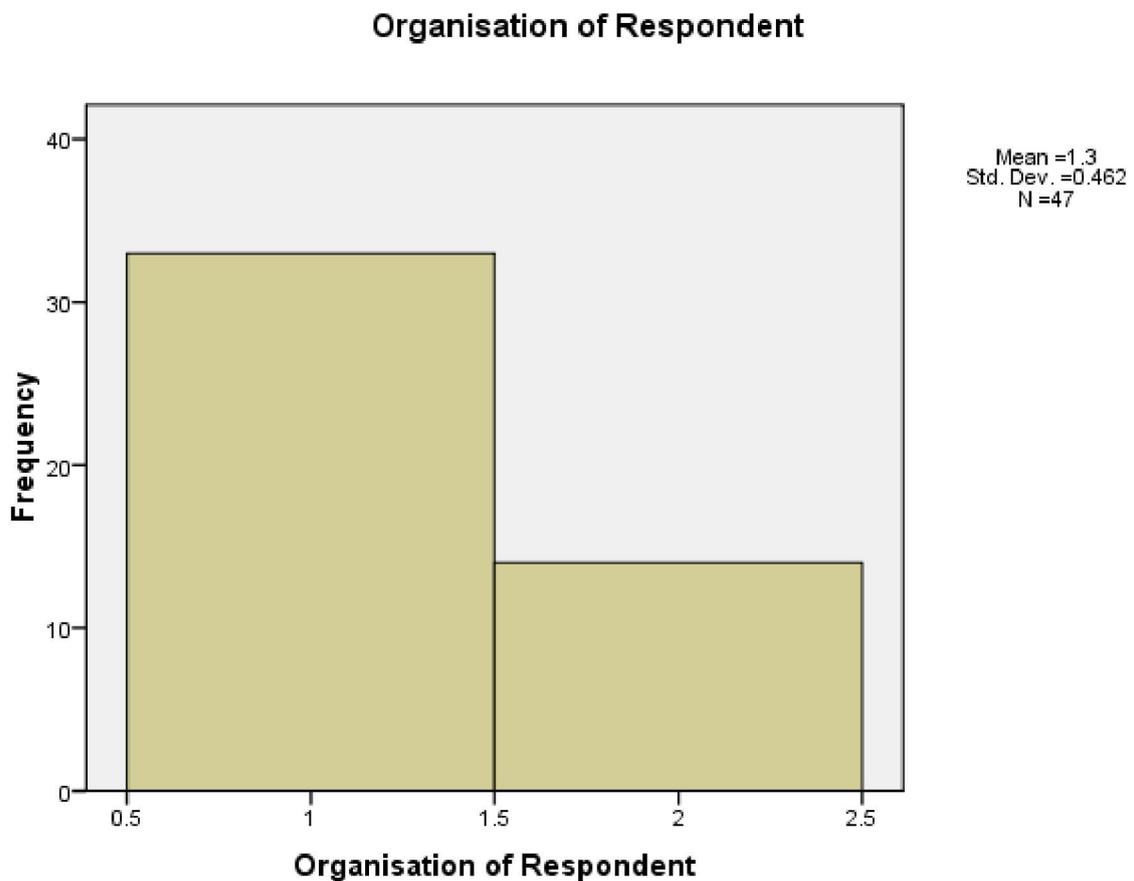
The information contained in the tables and Histograms below is demographic information of the study.

Frequency Table

Table 1.0 Organisation of Respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Women Entrepreneur	33	70.2	70.2	70.2
Institution	14	29.8	29.8	100.0
Total	47	100.0	100.0	

Histogram 1.0

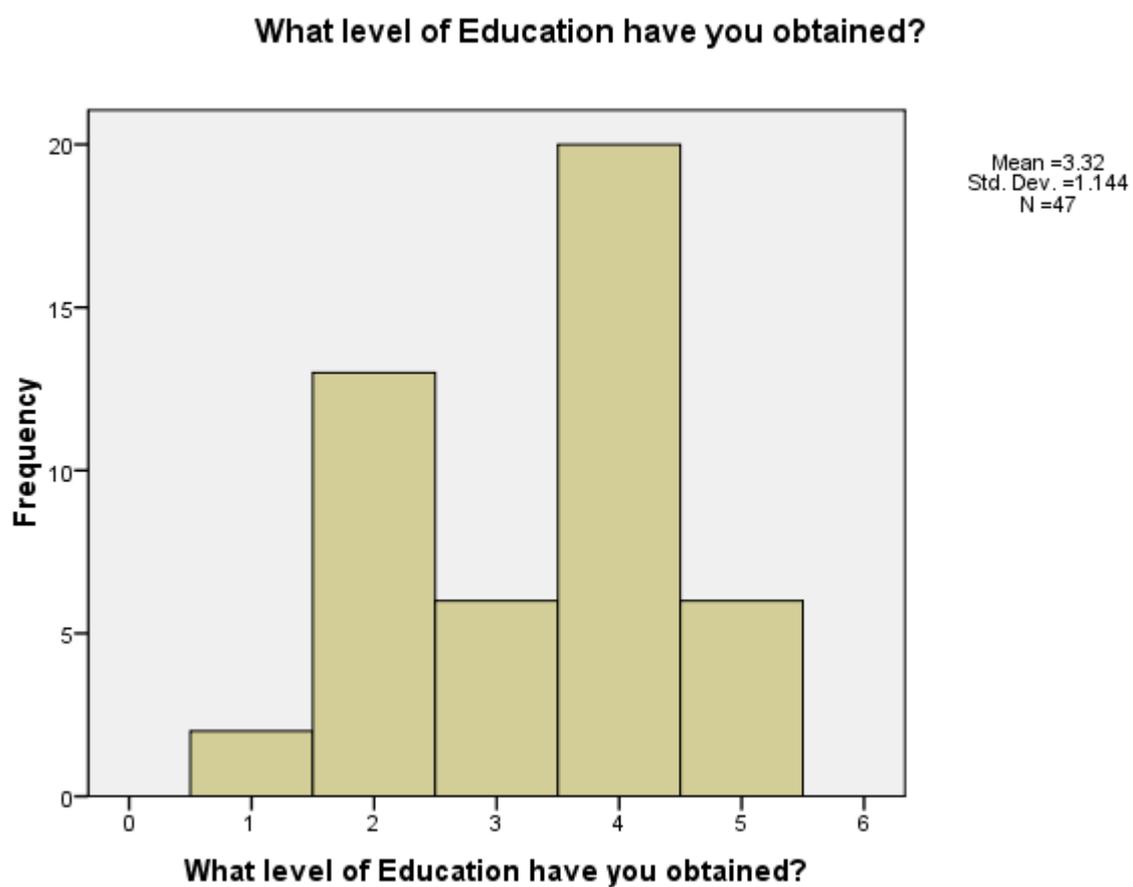


APPENDIX 4

Table 1.1 What level of Education have you obtained?

	Frequency	Percent	Valid Percent	Cumulative Percent
primary level	2	4.3	4.3	4.3
secondary level	13	27.7	27.7	31.9
polytechnic	6	12.8	12.8	44.7
university graduate	20	42.6	42.6	87.2
post graduate	6	12.8	12.8	100.0
Total	47	100.0	100.0	

Histogram 1.1



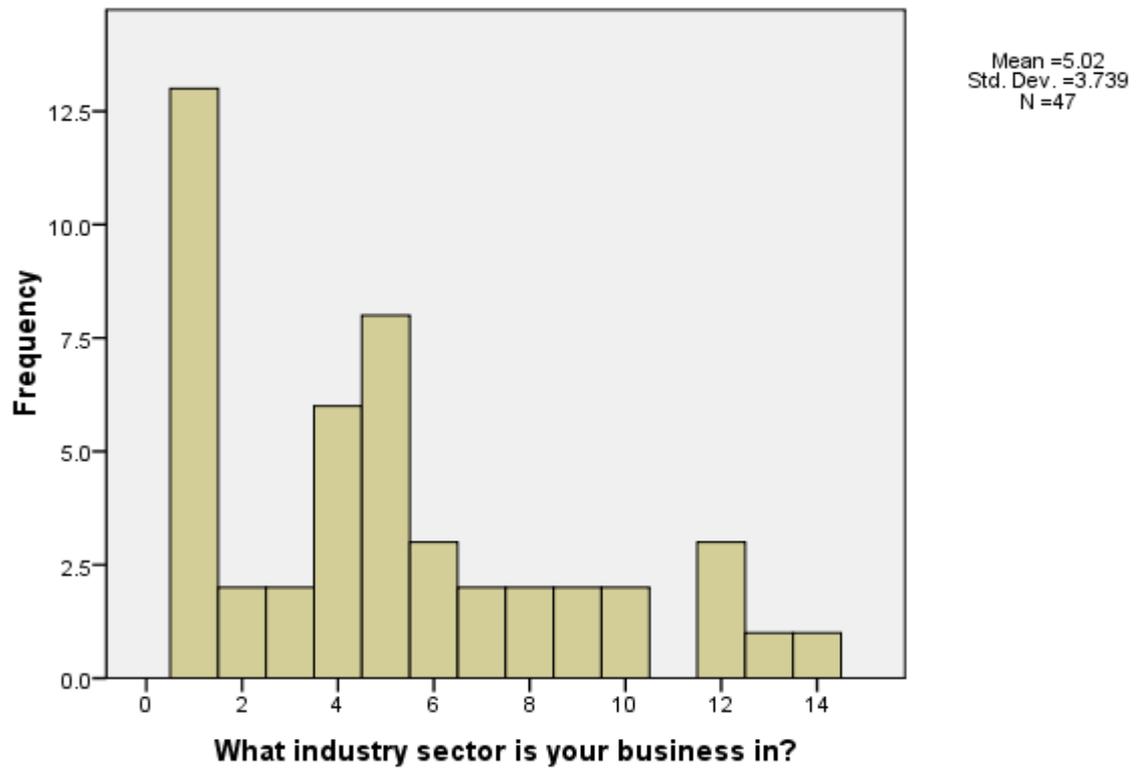
APPENDIX 5 – INDUSTRY SECTOR

Table 2.0 What industry sector is your business in?

	Frequency	Percent	Valid Percent	Cumulative Percent
Trading	13	27.7	27.7	27.7
Manufacturing/Production	2	4.3	4.3	31.9
Construction	2	4.3	4.3	36.2
Service	6	12.8	12.8	48.9
Agriculture	8	17.0	17.0	66.0
Government Ministry	3	6.4	6.4	72.3
NGO	2	4.3	4.3	76.6
Credit/Finance Institution	2	4.3	4.3	80.9
Regulatory Institution	2	4.3	4.3	85.1
Educational Institution	2	4.3	4.3	89.4
Business Development Support Organisation	3	6.4	6.4	95.7
Agro-Processing	1	2.1	2.1	97.9
Entertainment	1	2.1	2.1	100.0
Total	47	100.0	100.0	

Histogram 2.0

What industry sector is your business in?



APPENDIX 6 – YEARS IN BUSINESS

Table 3.0 How many years have you been in business

	Frequency	Percent	Valid Percent	Cumulative Percent
0-5 years	17	36.2	36.2	36.2
6-10 years	10	21.3	21.3	57.4
11-15 years	10	21.3	21.3	78.7
16-20 years	3	6.4	6.4	85.1
Above 20 years	7	14.9	14.9	100.0
Total	47	100.0	100.0	

Histogram 3.0

