GENDER LINKS
FOR EQUALITY AND JUSTICE

Life Skills & Entrepreneurship

PHASE ONE PARTICIPANT'S MANUAL



Enhance and sustain LED initiatives through the (COE) "hub" and "spoke" programme for gender mainstreaming

SUPPORTED BY
Sweden
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Gender Links (GL) is committed to an inclusive, equal, and just society in which women and girls in all their diversities exercise their voice and choice by the Southern African Development Community (SADC) Protocol on Gender and Development and related regional, continental, and global instruments.

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Manyame Rural District Council entrprenuer at her cooking stand *by Loverage Nhamoyebonde*
Murehwa Rural District entrepreneur showing off her arts and crafts *by Tapiwa Zvaraya*

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INTRODUCTION

Gender Links (GL) is a Southern African NGO founded in March 2001 with offices in Johannesburg, Mauritius (Francophone base), and Botswana (headquarters of the Southern African Development Community) as well as three other countries (Lesotho, Madagascar, and Zimbabwe. (GL) is committed to an inclusive, equal and just society in which women and girls in all their diversities exercise their voice and choice in accordance with the Southern African Development Community (SADC) Protocol on Gender and Development and related regional, continental and global instruments.

GL has worked with over 400 councils in ten SADC countries to mainstream gender in local government based on the targets of the SADC Gender Protocol. Local economic development is an integral component of the gender action plan that each council or Centre of Excellence (COE) adopts as part of the gender mainstreaming initiative. Over the past 12 years Gender Links Zimbabwe (GLZ) in partnership with the Ministry of Local Government and Public Works (MLGPW) has been implementing the COE in all the 92 local authorities in Zimbabwe. Declared the "*programme of choice*" for gender mainstreaming by the Ministry of Local Government and Public Works, the COE programme has grown organically with high-level buy-in across government departments.

Drawing from the successes and lessons learnt from the programme, GLZ in partnership with the Embassy of Sweden has embarked on the **"Promoting gender-inclusive Local Economic Development" (LED)** programme. The programme seeks to enhance and sustain LED initiatives through the Centres of Excellence for Gender in Local Government (COE) "hub" and "spoke" programme.

The overall objective of the programme

The programme's overall objective is to reduce poverty and enhance livelihoods through gender-responsive and inclusive local economic development in 12 Centres of Excellence for gender in local government.

Specific objectives

- To develop and cost 12 gender-responsive local economic development plans.
- To ensure that women-owned enterprises have access to council procurement including tenders.
- To "walk the talk" by establishing viable LED flagship enterprises in 12 local authorities that create jobs in non-traditional areas for women and buttress entrepreneurship training.
- To create a sustainable model for training and supporting women entrepreneurs in 12 local authorities.
- To enhance women and youth's[1] access to finance, markets, and joint ventures through women LED networks; learning and sharing platforms.

The training contributes to Zimbabwe Vision 2030, National Development Strategy 1 (2021 to 2025, Micro, Small and Medium Enterprises (MSME) Policy 2022 to 2024, National Financial Inclusion Strategy (NFIS) is set to run from 2022 to 2026, and the targets of the SADC Protocol on Gender and Development.

[1] Youth refers to young women and men below the age of 35.

Participant selection criteria

To participate in the course, women, youths, and men need to be:

- 18 years or older.
- A resident in a participating local authority.
- Interested in running or growing your own business.
- Functionally literate, be able to write and count.

The programme

GL will train women (50%), youths (30%,) and men (20%) on life skills and entrepreneurship (personal financial management and enterprise development) in 12 councils in Zimbabwe. Through the entrepreneurship training GL will promote Gender Responsive Local Economic Development.

The training will focus on a combination of:

- Life skills including confidence building; writing; public speaking; decision making.
- Entrepreneurship skills such as the development of business plans, business management, marketing, personal financial management, and enterprise development.
- Women-led networks for learning and sharing; facilitating partnerships, joint ventures and access to markets.

The training is divided into three phases. The inception phase introduces participants to life skills and entrepreneurship. Phase two then provides more in-depth knowledge and information on personal financial management and options for raising business financing. Phase three focuses on enterprise development.

The table below provides a detailed outline of the Phase One training:

Day One: Introduction to M and E and Understanding the Concept of Gender

- Registration.
- Introduction of Facilitator and participants.
- To know the purpose of M and E and how to complete the forms.
- Understand the concepts of sex and gender.
- To understand the different forms of GBV, their causes, and their effect.
- To understand the impact of self-concept, self-esteem, and self-ideal on the abilities of women and men.
- To understand self-agency and develop it through a personal development plan.

Day Two: Introduction to Entrepreneurship

- To understand the relevance of entrepreneurship.
- To understand the resources needed for running a viable enterprise.
- To identify the key personal characteristics of entrepreneurship.
- To plan on personal entrepreneurship development.
- To identify and select the best business ideas.
- To understand marketing planning and come up with a marketing plan.

Day Three: Business Management.

- To know how to select the pricing strategy and how to price products.
- To know the factors to consider when buying.
- To understand stock control.
- To understand the importance of keeping records and the types of business records.
- To understand the types of business risks and how to mitigate them.
- To be able to list start-up costs for the enterprise.
- To understand the purpose of a cash flow and learn how to prepare a cash flow.

Day Four: Business Planning.

- To understand the purpose of business planning.
- To develop a business plan for the enterprise.
- To be able to develop a business plan.
- To be able to do quality assurance of business plans.
- To evaluate the training workshop.
- Wrap-up and Evaluation.

How GL will be measuring change?

GL has developed several tools to measure changes in women, youths, and, men. To collect relevant data GL will:

- Administer 1 800 (900 women, 540 Youths, and, 360 men) Gender Empowerment Index surveys at the beginning and the end of the process. The Gender Empowerment Index (GEI) measures five key areas: experiences of enterprise; agency and economic status. Each participant will complete the GEI at the beginning of the programme to establish baselines. These will be re-administered at the end of the process to measure change. The GEI is online and is set up to generate automated reports. Each participant will have a profile with baseline and progress data.
- Compile 1 800 (900 women, 540 Youths, and, 360 men) "I" stories at the beginning and the end of the process. "I" stories or personal accounts of experiences of enterprising. Before the training, GL will work with the participants to document their stories. This process will be repeated after phase three of the programme to assess changes in the participants' lives.
- In phase one each participant completes a personal action plan where the participants identify three things they want to achieve. This is reviewed during phase three and progress is recorded.
- The women produce business plans which are monitored over time as they develop their business ideas throughout the duration of the programme.

All this information will be collated and analysed to provide qualitative and quantitative evidence of progress and change in these entrepreneurs' lives at a personal and business level.

Materials required

- Name tags.
- Flip charts.
- Pens.
- Permanent markers.
- Blank cards.
- Notebooks.
- Stick stuff.

Monitoring and Evaluation tools

- Registration form.
- Contact form.
- Letter of agreement with participants.
- Baseline Gender Empowerment Index (GEI) form.
- Baseline "I" story consent form.
- Personal Action Plan Template.
- Entrepreneurial Improvement Action Plan.
- Business Plan template.
- Workshop Evaluation form.

Tools you will find in each module

Each module has various tools and resources that will help participants apply their experience and to learn by doing. These are:



Exercises - Gets you doing things yourself and in groups.



Definitions - Define new words and terms that you will be learning as you work through the manual.



Case studies - These are examples based on real findings and experiences that will help you to learn more.

1 UNDERSTANDING THE CONCEPT OF GENDER



Women from Umguza RDC assisting with school construction. Photo: Lynder Maphosa

Objectives

- Understand the concepts of sex, gender and gender roles, gender stereotypes, practical and strategic gender needs, Gender equity, and equality.
- To acquire skills to become "gender literate" through discussing the roles that are assigned to women and men in society.

Definitions

"Sex" refers to the biological differences between men and women.

"Gender" refers to the socially created roles and behaviours that a society decides are right for women. Our gender identity determines how we are perceived and how we are expected to behave as men and women.

Gender relations: Describes the social relationships between women and men. These are socially constructed and do not derive from biology. Biological differences are permanent with the rare exception of those who undergo sex changes. They vary over time and place and between different groups of people. They may also be impacted by other factors, such as race, class, ethnicity, and disability.

Reproductive work: Comprises the childbearing/rearing responsibilities and domestic tasks undertaken by women, required to guarantee the maintenance and reproduction of the labour force. It includes not only biological reproduction but also the maintenance of the workforce (husband and working children) and the

future workforce (infants and school-going children).

Productive work: Comprises work done by both women and men for payment in cash or kind. It includes both marketplace production with an exchange value, and subsistence/home production with an actual use value, but also a potential exchange value. For women in agricultural production, this includes working as independent farmers, farmers' wives, and wage workers.

Gender equity: Is the process of being fair to women and men.[2]

Gender equality: Gender equality definition is the state in which access to rights or opportunities is unaffected by gender.[3]

Gender Stereotypes: A generalised view or preconception about attributes, or characteristics that are or ought to be possessed by women and men or the roles that are or should be performed by men and women. Gender stereotypes can be both positive and negative for example, "women are nurturing" or "women are weak".[4]

1.1 Defining Sex and Gender



In a plenary, each participant will be given cards with different roles, activities, and occupations. You will have to place these on either one of two sides of the wall: boy/man and girl/woman, as you think appropriate.

Here are some examples of the cards you will be given:
Politician, Homemaker, Manager, Model, Chef, Hairdresser, Bus driver, Teacher, Construction worker, Secretary, Doctor, Engineer, President, Clerk, Lawyer, gives birth, grows a beard, menstruates, breastfeeds, takes care of children, provides for the family, fetches water, herds cattle, fetches firewood, goes to school, cleans the house, fixes the car, cooks, mows the lawn, washes dishes, goes to university, watches soccer, drinks beer, sews clothes, plays with dolls, plays with guns, owns the land, drives a car, changes light bulbs, plays soccer, plays golf, plays netball, gives orders, takes orders, makes decisions, provides leadership.



Gender, Sex definition exercise. Photo: Tapiwa Zvaraya

After you have finished pinning up these functions under boy/man; or girl/woman, change the titles around, putting boy/man where you have girl/woman and vice versa. Are the cards interchangeable? Cluster together those that can be changed and those that cannot.



Discussion

1) Which cards can be swapped and which cannot?

2) What does the exercise tell you about sex and gender?

[2] https://www.unfpa.org/resources/frequently-asked-questions-about-gender-equality
[3] https://unitedwaynca.org/blog/what-is-gender-equality/
[4] https://www.ohchr.org/Documents/Issues/Women/WRGS/OnePagers/Gender_stereotyping.pdf

1.2 Sex and gender roles

Look at the pictures below and answer the following questions:






Discussion

1) Is this a natural division of labour?

2) What is wrong with these assumptions?

3) What are the economic differences between the roles assigned to men and those assigned to women?

4) How do they lead to discrimination?

INTRODUCTION TO GENDER BASED VIOLENCE (GBV) 2

Objectives

- To understand the different forms of GBV.
- Know the causes of gender-based violence.
- To understand the impact of GBV and the link with gender equality and economic empowerment.



Exercise

In plenary ask participants to share the following story. If participants want to share their own stories, that will be preferable.

UNHAPPY IN MY MARRIAGE

*by Mary**



When I married, I was 20 years old and very much in love. My brothers warned me that he was not a good man, but I thought they were jealous of him. As you know, when love is concerned we don't like to listen to the truth. I stayed in an abusive marriage with him for seven years.

When we had our firstborn daughter, this is when the problems started. My husband left me and went for my best friend, marrying her as well. All the love he had for me was no more. As if that wasn't bad enough, I never thought that one day, things would change to be even worse.

Bigger problems started when my girl turned six months old. He used to demand sex anytime he felt like it. I never enjoyed sex from the time he married my friend, maybe he just wanted to punish me. He was one of those men who would take one to two hours to do it. To me, sex is about enjoying and satisfying one another, but he liked dry sex, meaning he had no time to communicate so I also enjoyed it.



Gender Based Violence Campaign.
Photo: Gender Links

He used to beat me up if I say no to sex. At times, I would put on a pad for two weeks pretending to be menstruating, sometimes even developing sores. One day when he discovered that I was pretending, he started beating me until some of my neighbours rescued me.

He used to tell his mother whenever I said no to sex. His family neglected me because of the love they had for him. His parents would insult me saying "You were not properly taught; how can you deny your husband's demand".

He never took care of our children. Our firstborn completed her grade twelve last year and as I am writing this story, she is pregnant by his best friend.

A few years ago, he sold the house without my knowledge. I discovered this when the buyer came for a change of ownership. The house was my property and I refused to do the transactions. Around midnight that day, I was badly beaten. I was completely naked when my elder brother rescued me.

I went to the clinic but they didn't treat me, they referred me to the police. He was even locked up for 3 days. And that's when the marriage was terminated by the local court. I have learned that life is a test, a gift, and we should bear it. I encourage my fellow women to always take caution that you are not abused in your marriage.

**Not her real name.*
Taken from the GL "I" Stories series



Discussion

1) How does GBV affect women's lives?

2) From the story, what kinds of GBV did Mary experience?

3) Where could Mary have gotten help?

4) Why is GBV a critical issue in the struggle for gender equality?

5) How does GBV affect women's economic status (depending on others or the ability to earn money)?



Definitions

Gender-Based Violence (GBV) is "any act which results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary depri-vations of liberty, whether occurring in public or private life"[5].

2.1 Links between GBV and economic development

There are different ways of looking at how economic development may impact survivors and their communities. Divide into two groups. One group will brainstorm the ways that economic development can reduce GBV. The other group will brainstorm ways that economic development may increase GBV. Once each group has had time to identify at least five factors, the two groups will discuss and debate their answers.



Discussion

1) Economic development can reduce GBV because

2) Economic development may increase GBV because

3) Present and discuss each group's answers.

4) How do we address those factors that could increase GBV?

[5] Cited in (2008), Population Council, "Sexual and Gender-based Violence in Africa - A literature review", available at: http://www.popcouncil.org/pdfs/AfricaSGBV_LitReview.pdf

3 DEVELOPING PERSONAL AGENCY



Female tree cutter. Photo: Tapiwa Zvaraya

Objectives

- To be able to list methods for building self-image.
- To be able to differentiate self-concept, self-esteem, and self-ideal.
- Impact of the concepts on the abilities of women and men.
- To explain ways self-concepts can be destroyed and built.



Definitions

Self-concept: Refers to how someone thinks about or perceives themselves. To be aware of oneself is to have a concept of oneself.

How does your self-concept develop?
One's self-concept is developed over time. It is how a person sees him/herself or answers the question "Who am Who A person's sense of self-worth can be seen as a combination between their self-concept and self-esteem.

How can your self-concept be built?
A person's self-concept can be built by finding a positive role model, identifying a positive mentor, accepting praise from others and yourself, focusing on the positive, keeping criticism to a minimum, and setting and achieving goals.

- Accepting and loving who and what you are.
- Believing that you can make a difference.
- Believing that you can make things happen.
- Knowing you are good at something.
- REALISING THAT YOU ARE IMPORTANT!!!!!!

What things affect your self-concept negatively?

One's self-concept can be negatively affected by comparing yourself to others, putting yourself down, abuse, as well as negative thoughts and feelings about yourself.

- Having little affection or encouragement.
- Criticism, ridicule, sarcasm, and cynicism.
- Physical beatings, sexual and emotional abuse.
- Not being recognized and praised for doing well and achieving things.
- Not being reminded that you are unique.

Self-esteem: Refers to the description of a person's overall sense of self-worth or personal value. Self-esteem is often seen as a personality trait, which means that it tends to be stable and enduring. Self-esteem can involve a variety of beliefs about the self, such as the appraisal of one's own appearance, beliefs, emotions, and behaviours. There are three key components of self-esteem:

- Self-esteem is an essential human need that is vital for survival and normal, healthy development.
- Self-esteem arises automatically from within based on a person's beliefs and consciousness.
- Self-esteem occurs in conjunction with a person's thoughts, behaviours, feelings, and actions.

Self-ideal: Ideal Self is the person you want to be. The ideal self is an idealized version of yourself created out of what you have learned from your life experiences, the demands of society, and what you admire in your role models.

3.1 Effects on self-concept, self-esteem, and self-ideal



Exercise

a) In groups discuss the following terms:

- Self-concept (what do I think about myself), how does this develop?

- Self-esteem (how much do I value myself), what affects self-esteem positively and negatively?

- Self-ideal (what is my dream self).

b) After the discussion, each group will present their answers and should record their answers followed by a discussion on each question.

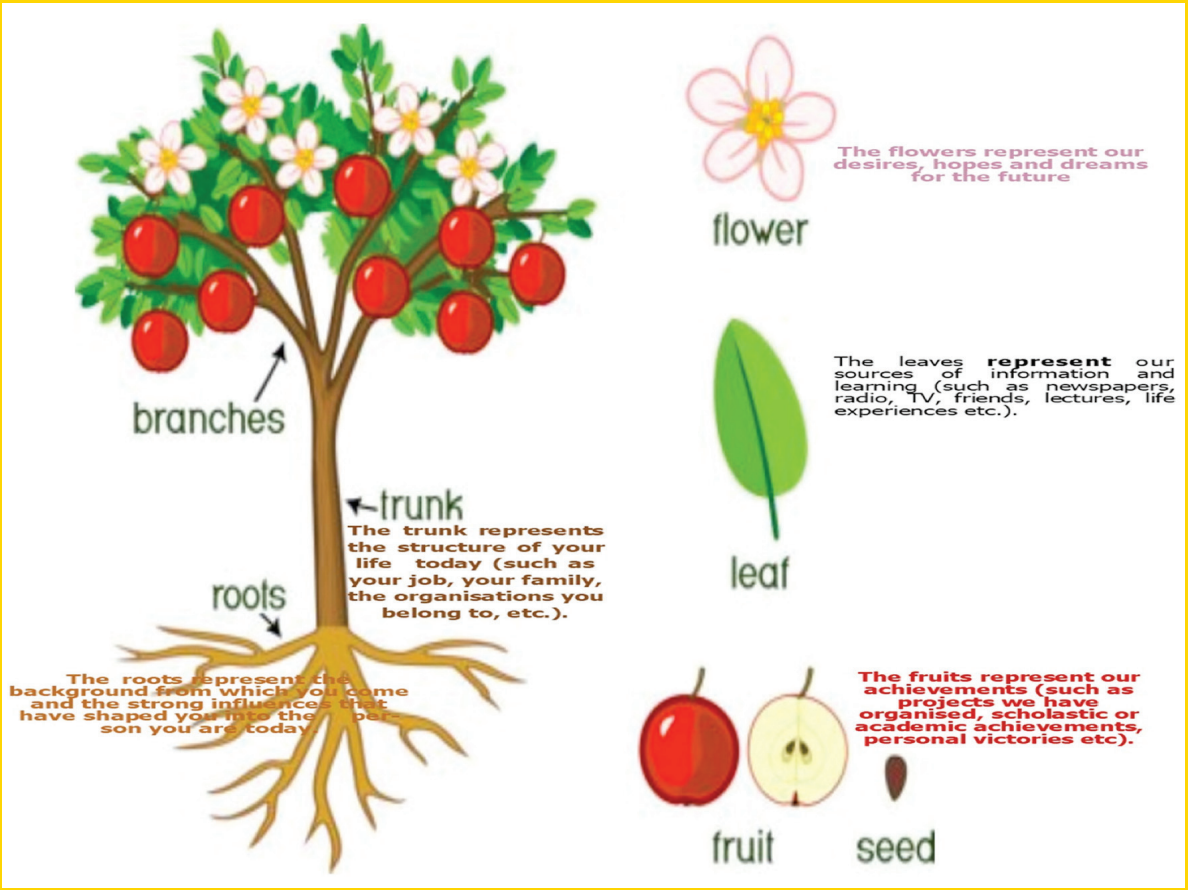
4 TREE OF LIFE AND PERSONAL DEVELOPMENT PLANS

Objectives

- To understand self and progress to date.
- To be able to develop a personal development plan.

Exercise

1. Look at the picture. Each part of the tree represents various aspects of your life. Use the tree as inspiration to write information about yourself referring to each part of the tree as indicated below.
2. Draw your own tree life on the next page.
3. Share your tree of life in groups. Use the questions to guide the discussion.





Draw your tree of life.



Discussion

1) Share your tree of life.

2) Which part of the tree was easy to write about? Why?

3. Which part of the Tree of Life was difficult to write about? Why?

4.1 Developing a personal action plan

In this session, each participant must develop a **personal action plan** using the accompanying format. In the plan, participants identify personal goals they would like to achieve. After all the participants are finished ask if they would like to share something of their plans with the group.

GOALS	ONE	TWO	THREE
Three things I will do to increase my self-esteem.			
Three things I will do less that negatively impact my self-esteem.			
Three things I want to achieve in the next six months.			

INTRODUCTION TO ENTREPRENEURSHIP 5



Alice Chinyuku, an entrepreneur from Murehwa Rural District Council in the recycling business. Photo: Loverage Nhamoyebonde

Objectives

- To understand the meaning of entrepreneurship, enterprise, and entrepreneur.
- To understand the relevance of entrepreneurship.
- To understand Gender and economic concepts.
- To understand the resources needed for running a viable enterprise.

Definitions

Entrepreneurship: This is a process involving recognizing opportunities in the environment, mobilizing resources to take advantage of such opportunities to provide improved goods and services for consumers, and making a profit as a reward for risks taken.

What is an enterprise/business?: An activity operated to generate a profit by providing a service or product.

If you choose a business based on your work experience, personal experience technical skills, knowledge of business practices, talent, interests, hobbies, social ties and family background, etc., there is a greater chance that you will succeed.

Entrepreneur: An individual/ business owner who takes the initiative to utilize resources (land, labour, capital) in innovative ways and is willing to bear the risk and/or uncertainty to make a profit.

5.1 Relevance of Entrepreneurs

- Job creation.
- Developing a culture of a business mindset.
- Contributing to the wealth of the country.
- Self-sufficiency of the nation.
- Personal financial gain.
- Self-employment, offering more job satisfaction and flexibility in the workforce.
- Income generation and increased economic growth.
- Provision of more goods and services available.
- Development of new markets.
- Freedom from dependency on the jobs offered by others.

5.2 Gender and economic empowerment



Definitions

- **Economic empowerment** refers to increasing the economic strength of individuals and communities through linkages with the spiritual, political, and social spheres of life.
- **Economic development** refers to people earning money to get the things they need to survive and feel fulfilled. The ability to earn money creates both freedom and responsibility and can be achieved in many ways, including finding a job (employment) or starting a business of your own (either by yourself or with other people). This requires information and resources to make the best choices for yourself and your family.

Read the case study and do the activity that follows.

Selma's Soul Food Kitchen



Selma, a 35-year-old woman has been married to Samuel for 14 years. They have three daughters, aged 9, 11 and 13. Samuel has steady work as a sales agent, which means the family was able to buy the food and shelter they needed but he was often out of town. Samuel managed to buy a house and he recently paid off the bond. Running the household and looking after the children kept Selma busy for years. It was only three years ago when all three girls were in school that Selma suddenly found herself with some time on her hands.

She started to think about owning her own business and realized there may be an opportunity because of the new stadium construction happening just around the corner from her house. Selma always had a passion for food and she is a very good cook. She thinks she may be able to earn some money by selling food to the workers building the stadium.

1) Participants are divided into small groups to role-play different scenarios based on the story above. Each group will be responsible for role-playing one of the following scenarios:
   - Selma discusses with her husband the idea of her starting a business. The group will determine his reaction.
   - Selma goes to the bank to ask for money to start her own business. The group will decide on the reaction of the bank manager (who may be either male or female).
   - Selma tells her friend about her business idea as she suspects that her friend might be involved in a violent relationship.

2. After each of these role plays discuss how gender influenced her attempts to discuss the idea of owning her own business with the different people. Record your answers in the space provided. Share the discussions in a plenary.

Economic empowerment also includes encouraging and developing the skills for, self-sufficiency, with a focus on eliminating the future need for charity or welfare in the individuals of the group.

- Due to gender inequality, economic empowerment is usually skewed with women receiving the least of benefits. This leads to dependency on charity, or welfare, loss of self-confidence because they cannot be fully self-reliant.
- The opportunities denied and also deprived them of the pride of accomplishment which others, who have those opportunities, can develop themselves.

This in turn can lead to psychological, social, and even mental health problems.

Gender-aware economic empowerment is achieved through integrating gender concerns into all aspects of policies, programmes, projects, institutional mechanisms, and budgets. It can also be achieved using gender-specific action to redress inequalities.

Economic empowerment also includes encouraging and developing the skills for, self-sufficiency, with a focus on eliminating the future need for charity or welfare in the individuals of the group.

5.3 Resources needed for enterprising

Starting your own business is hard work and requires careful planning and a lot of commitment. The entrepreneur needs resources to run the enterprise including physical space, capital, and labour.

- Land: This includes land that is owned or leased by the entrepreneur for business.
- Labour: An entrepreneur's labour base includes his/her labour, his/her household's, and labour that he or she can hire (day labour, seasonal, permanent). Labour includes both physical works, as well as mental efforts involved in managing the business.
- Capital: Includes the money available to invest in and operate the business, any equipment or machinery, inputs, or raw materials used in the business.
- Skills/ knowledge/experience.



Exercise

Men and women both have challenges starting a business. An entrepreneur could experience a lack of money or struggle to find the necessary skills or machines. However, women entrepreneurs may face additional barriers including.

1) What additional challenges might be faced by women in accessing and control of resources?

The entrepreneur needs to identify and plan for the key resources that will be needed to run the enterprise.



Angeline Sirani, Chitungwiza entrepreneur making candles.
Photo: Loverage Nhamoyebonde

6 ASSESSMENT OF ENTREPRENEURIAL CHARACTERISTICS AND PLANNING FOR IMPROVEMENT

The success of your business or enterprise will depend on:
- Your entrepreneurial abilities (personal, characteristics, situation, and skills); and
- Your commitment to the environment; and
- Your commitment to the community.

6.1 The key personal characteristics of entrepreneurs

- Some personal characteristics and skills are necessary elements for your development as a successful entrepreneur.
- You will also need experience in the field to be ultimately successful in the business you choose.

As an entrepreneur, it is critical that you assess your entrepreneurial abilities regularly for the growth of your business.



Exercise

List the characteristics of an entrepreneur that are key to running a business and share your responses with others.

6.2 Self-Assessment of entrepreneurial characteristics and Planning for Improvement

The activity below (Self- assessment exercise) will help you find out if you have the characteristics, abilities, and skills to run your business. *Be honest with yourself as you do the exercise.*

Think about each of the following factors below and decide by ticking if each of these factors is an area of strength or an area in which you need to improve, you can add more factors as discussed in plenary:

Personal characteristics and your situation	Areas of strength	Areas that need improviement
Commitment Commitment means that you are willing to put your business before almost everything else. Do you want to be in business for a long time? Can you spend most of your time and efforts on your business?		
Motivation Your business is more likely to succeed if you are very motivated to try your business idea, create wealth and make your money work for you. Do you know clearly why you want to have your own business?		
Taking risks There is no safe business idea. You always run the risk of failure. Are you prepared to take risks? Are you willing to risk your money to invest in your business?		
Making decisions The business is yours which means that you have to make decisions that may lead to either success or failure. Important decisions cannot be postponed or passed on to someone else. Can you make big or small decisions by yourself?		
Ability to handle stress Entrepreneurs can have a lot of stress which may be the result of either a difficult decision that must be made, dealing with customers in the business, or working long hours. Are you excited about your business prospects? Do you derive a great deal of enjoyment from your work?		
Problem-solving Running your own business requires that you are able to solve problems. Do you have the ability to solve the root cause of problems in constructive ways?		
Goal orientation One feature that differentiates an entrepreneur from an employee is the ability to develop and achieve goals. As an entrepreneur have a vision of where your business is headed and to see the bigger picture, do not only focus on what is happening now. Have you got a vision and set a goal for your business?		
Social support It is important to have adequate support from family, friends, and other business people as you run your business. Do you have family, friends, other business people, a social network of people, and organizations that will support the realization of your dream?		
Financial situation Access to financial resources to start or improve your business is important. Have you set money aside to get your business started; are you in a savings group? If you need additional funds, do you have family or friends who might be willing and able to lend you money; do you have savings or credit history with a Financial institution? Do you know financial institutions that can lend to such a business?		
Pro-activeness Being forward-looking, having the foresight to seize opportunities, avoid threats and manage risks in anticipation of the future of the business.		
Innovativeness A willingness to introduce/ originate new ideas, and processes through experimentation and creative processes aimed at developing new products and services as well as new processes.		

Skills		
Technical skills Technical skills are the practical abilities you need for your business to provide good-quality products or services. For example, if you want to start a cell phone service and repair shop, you need to know how to repair cell phones. Do you have technical skills that are necessary for your business?		
Business management skills Business management skills are the abilities you need to run your business efficiently. Do you have skills in marketing, budgeting, buying, costing, record keeping, people motivation, etc.?		
Knowledge of your line of business The more knowledge you have about your line of business, the more you will avoid making costly mistakes. Do you have detailed knowledge of your business?		
Negotiation skills Negotiation skill is the ability to communicate with others and agree. When you negotiate, you not only think about what is in your favour, but also in the other person's favour Can you get what you want from a negotiation in a way that both parties can benefit?		
Environmental and community concerns		
Your business and the environment As an entrepreneur, you need to know the environmental issues affecting your line of business. Do you know how to sustain the natural capital or resources on which your business depends?		
Commitment to your community Your business needs to be community friendly, as an entrepreneur you are an important member of the community and you need to have a commitment to the advancement of the community as a whole. Do you have a good relationship with the community? Count the number of areas of strength and the number of areas that need improvement and put the total.		

6.3 Planning for entrepreneurial improvement

Look at your Self-assessment that you have completed and decide on the areas that need improvement or growth that are critical for your business success and come up with a plan for improvement using the table below:

ENTREPRENEURIAL IMPROVEMENT ACTION PLAN

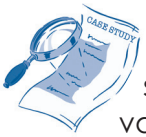
Critical areas needing improvement and growth	What will I do to strengthen them?
My personal characteristics and situation	
Skills	
Environment improvements	
Contribution to community	

ENTERPRISE CATEGORIES AND TYPES OF ENTERPRISES 7

Objectives

- To know the enterprise categories.
- To know the types of business that can be established per category.

Read the following short story:



Maria has grown up in a farmer's family. Her parents grow seasonal vegetables to sell to local retailers. Maria has graduated from the Agricultural College. She knows various planting techniques and is enthusiastic about promoting the planting, sales, and, consumption of organic foods in her community.

Maria decides to grow organic vegetables on her parents' farm and sell the products through their retail network.

Is the business suitable for Maria or not? Why do you say so?

7.1 Fields of business

A field of business refers to an industrial category, such as farming, fishing, food processing, garments, construction, furniture, beauty salon, stationery, etc. Your talent, family background, personal experience, hobbies, or interests often inspire you to develop a certain field of business.

Your decision to pursue a particular field of business should also match your knowledge, skills, and situation. Refer to your completed self-assessment for guidance.

7.2 Types of businesses

A type of business identifies how you take part in the business field that you choose. Your personal characteristics and your available networks often guide you into a suitable type of business.

There are four main types of business in the different fields of business.

Manufacturing/Production

Manufacturers are businesses that use raw materials which they change into a new product. For example, a carpenter buys wood and (using skilled staff) turns the wood into tables, chairs, and other furniture. Manufacturers sell their completed products to retailers and wholesalers to sell and might even provide products to service operators. There are many types of manufacturing businesses producing the things we need daily (e.g. cars, desks, telephones, cups, and clothing). Some examples of manufacturing/ production businesses are broiler producers, grain farmers, horticulture farmers, shoemakers, dressmakers, furniture makers, paper producers, and farm equipment manufacturers.



Cooking oil production Source: The Anchor
https://www.theanchor.co.zw/zim-manufacturing-sector-imports-70-of-its-raw-materials/

Service Provision



Service providers are people whose businesses sell a particular skill or intangible attributes. The action requires specific knowledge (e.g. hairdressers, plumbers or electricians) while a product can be touched (e.g. a loaf of bread, a bag of flour or a shirt). Examples of service operators include a barber (who does not sell hair, but provides a service like cutting hair), transport/ taxi services (which do not sell cars, but transports customers for a fee) or mechanics (which do not sell, but repairs cars and other vehicles).

Wholesaling

Wholesalers are businesses that buy large quantities of certain goods from manufacturers and resell those goods to retail outlets in smaller quantities. The retailers then resell the goods to individual consumers. If you are familiar with companies that make and sell their goods in bulk and you are good at establishing relationships with retailers, you may want to be a wholesaler.

Retailing

Retailers sell ready-to-use products to consumers (i.e. the customers who will use the products rather than re-selling these). Retailers buy their products from wholesalers, manufacturers, and other suppliers. Some examples of retail businesses are supermarkets, tuckshops, grocery stores, appliance stores, clothing stores, stationery shops, computer and mobile phone shops, fruit, and vegetable vendors, etc.

7.3 Identifying your business field and type

Assessment	Possible business fields
My interests - I enjoy doing the following (include your hobbies):	
My experience - I have worked in or have experience in the following field(s) of business (list jobs, training, and other sources of work experience):	
My business network - I know the following people, friends, and relatives who are in business and who could provide information, advice, or assistance (state their position):	
My preference is to: Work with a lot of people/work on my own; Be active and work outdoors/work at the desk all day; Do physical work/work in a job that allows me to be creative/do work that requires logical thinking; and Focus on technical details/talk to and care for people.	

7.4 Ways of measuring enterprise size

Three phases of enterprise development are:

- Micro - often not registered, e.g. selling vegetables.
- Small - usually registered, with a few employees.
- Medium - beyond self-employment, registered and running an established business.

Size of an enterprise can be measured by the number of employees, annual gross value of sales, and value of assets. The sizes differ per sector (Manufacturing, retailing, arts and culture, mining, financial services, farming.

The example below is for Agriculture:[6]

Annually	Micro	Small	Medium
Number of people employed	5	30	75
Gross value of sales turnover	30 000	500 000	1 000 000
Value of assets (Excluding immovable assets)	10 000	250 000	500 000



Tarisai Nyamweda interviewing project beneficiaries during a verification visit. Photo: Fanuel Hadzizi

[6] akn-zw-act-1983-16-eng-2016-12-31.pdf (zimlii.org)

IDENTIFY AND DEMONSTRATE BUSINESS IDEAS 8

Objectives

- To identify and demonstrate enterprise ideas.
- To select the best business alternative.
- To be able to plan for improvement of entrepreneurial skills.

Definition of business idea



A business idea is a short description of the business you would like to start. A good business starts with a good business idea that you have tested in the market by doing market research. You need to have a clear idea of the sort of business you want to run. Remember that a successful business meets the needs of its customers by giving people what they need or want.

Divide into three groups and study one of the following case studies and answer the questions below.

Techniques for finding good business ideas



Case study one

Nothemba Dube and her seven-year-old daughter (Sipho) were at church when they heard of another burglary. It was the third time this month that a house had been robbed while the family was shopping in town. This time Sipho's friend Thami was in town getting her hair done.

When Sipho was born, Dube remembered, there were never burglaries because everybody knew each other. Neighbours would help each other when needed and crime was rare. Now, seven years later, the peri-urban area where they lived had grown to more than twice its original size. Many people from near and far were moving there because Bulawayo was only 50 kilometres away and people believed they would find work.





Case study two

Constance Dlamini was walking into town to buy groceries. The town consisted of one main road with a small grocery store, a post office and tavern. Because it was a small town most things had to be purchased in the city 40 kilometres away. However, she was feeling grateful that there was a new grocery store nearby where she could at least buy the basic things she needed.

As she was walking down the main road a car drove by very slowly. She didn't think much about it as she walked to the grocery store. On her way, she passed a sign informing people that the main freeway would be closed for the next eight months due to construction. The detour would lead cars directly through their town on the same road she was walking.

Silently counting the money in her pocket for groceries she noticed the same car driving slowly in the opposite direction. The car stopped and the driver explained that they were tourists on their way to the coast looking for a place to eat. Constance told them to either buy food at the grocery store or drive 40 kilometres to the nearest town where they would find restaurants. The group in the car left hungry and frustrated that they had to drive back the way they came.

Constance wondered what would happen to their small town once the construction started and the road was full of traffic.



Case study three

Marilyn Dozva walked with her four children aged 6, 8, 9, and 11 to the market. It was a two-hour walk from her home. It was Saturday and the family was nearly out of food. The road to the market was long, hot, and dusty. It was a dirt road that ran along the river until it swept up the hill to the other side of the village. The four children slowed her down, particularly in the winter because their shoes had holes in them and didn't fit very well, but they all helped to carry food home from the market so it was worth bringing them along.

Although they arrived at the market by 10h00, the market was out of spinach and cabbage. Marilyn saw several people from her village who also complained that the market did not have everything that was needed. In frustration, Marilyn tried to think of a solution to ensure that she got the fresh produce and other things she needed.

1. Answer the questions below in your group based on the case studies.

   - What do the people need?

- How can these needs be satisfied?

- What businesses could be started to meet the needs of the people?

8.1 Sources of and Identification of business idea

Below, we will examine a few different approaches to generating business ideas. The information gained from one approach may supplement another and help you to clearly describe your business ideas.

Identifying a market gap

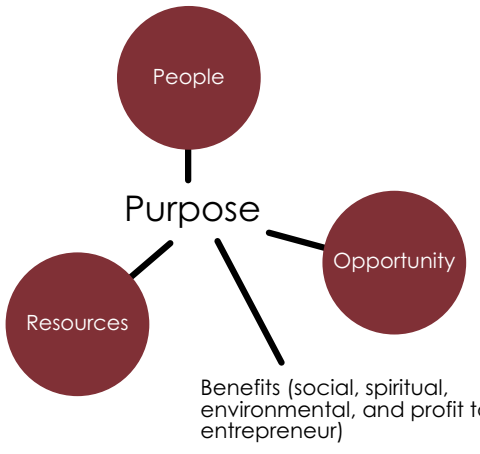
Identifying things people need that are not available to them is called identifying the market gap. The businesses you identified in the previous case studies meet the unfulfilled needs of people (filling the market gap). There are many reasons for these market gaps which could be warning signs that a business would be unlikely to succeed. These could include:

- Not enough potential customers;
- High costs that result in products that are too expensive for the local market;
- Transport challenges that increase the cost of the products;
- Products that do not really meet the needs of customers;
- Poor product quality;
- Availability of the product
- Available in different sizes, quantities, colours, or designs;
- Sold in a more accessible location; and,

Addressing social challenges in your area

The business does not only seek to sell a product or service but at the same time seeks to address social challenges such as poverty, unemployment, and environmental sustainability. This is called social entrepreneurship. A social entrepreneur must do everything a traditional entrepreneur must do. In addition, they must also understand the social challenge and how their business will help solve these problems.

Social Entrepreneurship Model



Learn from successful business owners

You can learn a lot from people in your area who have already gone through the process of establishing a business. You should try to get the following information from them:

- What kind of idea did these businesses start with?
- Where did the ideas come from?
- How did they develop their ideas into successful businesses?
- How does the business profit and fit into the local environment?
- Where did they get the money to start their business?

Draw from your experience

- What has your experience been as a customer in the marketplace?
- Have you ever searched all day for some items that you could not find in any store in your area? Think about the goods and services you have wanted at different times and that you have had difficulty finding.
- Ask your family and friends about the things they would like to find that are not locally available. Expand your social knowledge by talking to people from different age groups, social classes, etc. You can also visit community groups, colleges, etc. for a greater understanding of the market.

Survey your local business area

- Find out what type of businesses are already operating in your area and see if you can identify any gaps in the market focusing on the preferred business fields and business types.

Scan your environment

It may be useful to think about business ideas by considering all the resources and institutions in your area. For example:

- Natural resources.
- Characteristics and skills of people in the local community.
- Import substitution.
- Waste products.

Natural resources in your area

Think of what is abundantly available in your area that could be made into useful products without harming the environment. Natural resources include materials from soil, land, forest, mineral, water, etc.

Think about a way to use this resource that would enable you to continue working with it for many years. In other words, make sure that your business idea will not exhaust the natural resource that would be the foundation of your business.

Identify characteristics and skills gaps of people in the local community

Consider whether there are skills gaps that are needed in your area that you can provide as a business.

Waste management opportunities

Business opportunities can also be generated by using materials that have been previously used by both homeowners and businesses. Usually, there is something that can be re-used in things that we throw away. Recycling may be done with waste products that come from agricultural processing, household garbage, used machinery and appliances, or industrial waste.

Import substitution

Some imported goods have high import duties, making them very expensive. You can explore the possibility of operating a business that can easily make imported goods locally.

Use of publications

Publications from the internet and other printed material may help you find ideas e.g. websites, newspapers are a great source of ideas.

Agriculture shows, Trade fairs, Business expos, and Exhibitions

Organizations hold trade fairs for different goods or services. Attending these fairs may give you exposure to a number of new business ideas that you had not previously considered.

Brainstorming

Brainstorming means opening your mind and thinking about many different ideas.

8.3 Screening of business ideas

After identifying two/three ideas the template below will help you in screening business ideas so that you can choose the most viable businesses.



FACTORS TO CONSIDER	IDEA 1 - (TICK APPLICABLE)			IDEA 2 - (TICK APPLICABLE)			IDEA 3 - (TICK APPLICABLE)		
	Excellent	Good	Bad	Excellent	Good	Bad	Excellent	Good	Bad
Knowledge									
Level of interest									
Resources									
Demand									
Competition									
Capital									
Legal issues									
Skills									
Profitability									
Feasibility									
Environmental sustainability									
Total									

MARKET RESEARCH 9

Objectives

- To understand the importance of market research in business.
- To know the techniques for market research.



Definitions

- A **market** is where people buy and sell products.
- **Market research** is the process of assessing the potential success of a new/ existing product or service through techniques such as surveys, product testing, and focus groups.
- A **Saturated market** is where too many people are selling the same product/ service close to each other and the market isn't big enough for all of them.

9.1 Importance of market research

- Reduces losses to the entrepreneur as products and services will be market responsive.
- Helps the entrepreneur to respond to the needs of the market.
- Allows a close relationship between the enterprise and customers.
- Improves viability and growth of the enterprise.
- Increases market share if research findings and recommendations are used.
- Helps to know how competition is serving customers and the opportunities available.
- Motivates innovation in entrepreneurs.
- Increases relevance of enterprises.
- It helps entrepreneurs learn more about potential customers and competitors.
- Helps identify markets in which the business can compete.
- Helps in identifying market gaps.

9.2 Market research techniques



Doing a survey



A focus group



Food samples

The following techniques for carrying out market research and it is important for the entrepreneur to choose the technique that will help in generating useful information that will contribute to the viability of the enterprise:

- A **survey** is a process of asking a set of questions to get information to decide if your product or service will sell. You need to ask everyone the same questions. The more people you interview the better your results will be.
- **Observation** is a technique that involves systematically selecting, watching, listening, reading, and recording the behaviour and characteristics of customers.
- **Focus groups:** This is a process of asking a group of people to get together and then ask them questions as a group to find out if they would buy your products or services.
- **Product testing:** This means giving samples to see if people liked the products - this is also called sampling.

Market Research



Miriam has decided that she wants to start selling bread with fillings to people going to work by taxi each morning. She will put filling in the bread in the morning for people to take to work. Miriam lives in the township nearby in a small three-roomed house with electricity and water. Miriam does not have a husband and has three children. She did the Phase One course with Gender Links and knows how important it is to do market research before making a final decision. She understands that it is important to find out if people would want to buy her food at the other ranks.

Participants, in small groups, will answer the following questions.

- What questions should Miriam ask the customers?

_____

_____

- What questions should Miriam ask about competition?

_____

_____

9.3 Focus of market research

The market research should focus on the following:

a) The customers:

- To which different kinds of customers am I trying to sell?
- What are the different kinds of customers who will buy my product?
- What product do they want? Why do they want it?
- What price are they willing to pay?
- Where are the customers and where do they usually purchase products from?

When do they buy them?
- How often do they buy my type of product and in what quantity?
- Are they satisfied with the product they are currently buying and are they happy about how they are treated when they make the purchases?
- Are they looking for any specific function or additional service?

b) Competitors
- Who are the competitors that are selling a product similar to mine? How good are they?
- How do customers perceive the products of my competitors?
- How is their product delivered to the customers?
- How do they inform customers about their businesses and attract them to make a purchase?
- What makes one competitor stand out from the others?

The findings from market research should be used for improving the performance of the enterprise.



Nomthandazo Mankazana administering the citizen scorecard. Photo: Gender Links

10 MARKETING PLANNING

Objectives

- To understand marketing planning.
- To understand the importance of marketing planning to a business.
- To understand the components of marketing planning.
- To come up with a marketing plan.



Definitions

Marketing: is everything you do to make customers aware of a product or service and to get them to buy from you.
The market is where people buy and sell products.

10.1 The importance of a marketing planning

An entrepreneur needs to plan how the marketing of the business will be done. Marketing planning involves describing how you will market your product. Your marketing plan will include:

- What products or services you are going to sell?
- What prices you are going to charge?
- Location of the business?
- How you will get your product to potential customers so that you can sell it?
- How you are going to promote your business and your products or services?

Marketing involves identifying customers' needs and satisfying them better than your competitors to make a profit. It is about all the activities that an entrepreneur does to find out:

- Who are the customers?
- What do the customers need?
- What to produce or what service to offer. Products/services are similar; they only attract the purchaser if they satisfy the requirement of the purchaser.
- How to produce or offer a product/service that customers want.
- How to add value to your products by processing, sorting, and packaging.
- Whom to sell product or service to - a good marketer should clearly define his/her target market.
- What price to sell product or service - price should be competitive and give value for money.
- What is the best place to sell the product or service? Make the product easily accessible to targeted customers.
- How to get the product/service to the customer?
- How to make customers know about the product - use the most effective way of communicating your products/services to encourage uptake of the product/service.
- How to satisfy the customers - an understanding of the needs and expectations of customers is the basis for developing good relations with customers.
- Who are you competing with?
- Are there other producers or service providers you can collaborate with to maximize profit? - this can be done through collective buying, mass marketing, or joining associations to buy in bulk and enjoy economies of scale.

10.2 Marketing mix components

Marketing mix components are used by entrepreneurs in marketing planning to achieve the desired performance of the business. The components are interrelated and you have to ensure that each P is addressing the needs of your market. The following **"5 Ps"** (Product; Price; Place; Promotion; and People) will be discussed in this session:

Product

Definition

A **product** is an object, system, or service made available for consumer use as per customer demand; it is anything that can be offered to a market to satisfy the desire or need of a customer[7]. A product can be tangible or intangible.

The following points assist in coming up with a product that meets the needs of the market:

- Find out what the customers want.
- What product is going to be marketed?
- Always listen to what the customers want or do not want.
- Improve product/service according to customers' needs.
- Do more market research/analysis regularly.
- Look out for new ideas to market your product.

Price

Exercise

In your groups do the following exercises.

Portia runs a business from home. She sells window frames. She buys the window frames for $20 each and the transport costs her $2 each. She wants to mark up by 30%. What will her selling price be?

- **Cost x mark-up percentage = added amount**
- **Cost + added amount = selling price**
- **Take your time to work this out there is no hurry.**



Building material. Photo: Google images

[7] Kotler, P., Armstrong, G., Brown, L., and Adam, S. (2006) *Marketing*, 7th Ed. Pearson Education Australia/Prentice Hall.

How much the customer is willing to pay for the product has very little to do with the cost of making the product but has very much to do with how much the customer values the product they are buying. To come up with the right charge for the products, the processor should have a deep understanding of the target market and their willingness to pay for the product. To choose the right price within your customer's acceptable range, consider the main factors that affect the price:

- Operating costs.
- Supply and demand.
- Distribution costs.
- Fluctuations in demand.
- Competition.
- Your competitive advantage.
- Perception of your price.

You should also ask yourself the following questions to come up with the right price:

✓ What is the price range of your product's competitors?
✓ What is the price range of your target audience?
✓ What price is too high or too low for your audience?
✓ What price best fits your target market?

Place



Definition

Place/location is where the business trades from. The location of the business is very important. A business needs to be where the target customers are and needs to sell what the customer wants to buy.

Identification of where to sell products

1) Where is the product going to be marketed?
2) How do you get the product to the market or customers? (Type of transportation, cost of transportation) or what channel of distribution will be used until the product reaches the customer.
3) Who should sell your product? (self, retailer, or middleman)
4) Where will you sell the product? (own shop, house to house, markets, shops).
5) Costs & advantages of different distribution channels.

Ideally, you should choose the right location for your business from the beginning, as any change of location will be costly and time-consuming. If your current location is not good for the business, you might consider the following solutions:

- Change your target customers: Research the area to find out what type of people live, work, or frequent your location and offer a product that meets the needs of those customers.
- Improve your product: Make it either unique or less expensive than the product offered by competitors in the area, so that customers prefer doing business with you.
- Improve your communication: If you communicate the unique benefits of your product properly, customers will not only come from the nearby community but also from far away.
- Change your method of distribution. For example, instead of waiting for customers to come to your location, you might consider taking orders by phone, WhatsApp or over the Internet and delivering directly to the customers at their homes or businesses.

Promotion



Definition

Promotion entails informing and attracting customers to buy your products or services. An entrepreneur uses the most effective way of communicating his/her product/service to customers.

Before doing a promotion, you should answer these two questions:
- Who would you need to attract to buy your product?
- What is it about your product that you would like to tell them?



Exercise



Miriam has decided her business at the taxi rank is going well and she wants to start selling more by expanding her business to another three taxi ranks. She has visited three other taxi ranks. She has noticed that many people are going to work from these ranks. She has seen that there is no food being sold in the morning. She wants to expand her business and wants to be able to market and advertise specials and products. She needs to think of three ways in which she can attract new customers to her new taxi ranks. She also needs to keep her customers at her first taxi rank.

In your groups answer the following questions?

- What marketing can Miriam do to make people aware of her new businesses?

- What can she do to increase her sales in her first taxi rank business?

The following channels can be used for promotion:

✓ Advertising which includes the use of radio, Television, placing posters in public places or retail shops, use of social media platforms such as WhatsApp, Facebook, Instagram, etc.;

✓ Public events (inform community members at public events about the product/services offered).

✓ Sales promotion (special offerings designed to encourage purchases). You need to choose the best methods of promotion to reach the target market and the method should be cost-effective.

✓ Participating in trade shows for example provincial agriculture shows done in Zimbabwe every year.

✓ Road show - Use of a branded vehicle or stand with music and microphones to promote their product. Music attracts attention among people hence this can draw a large crowd to the vehicle or stand and people get to know more about the products/services. The road-show can be jointly done for cost-effectiveness.

✓ Setting displays at public events.

✓ Placing posters in the shops where they are selling. Give free samples: Give out testing samples to the selected distribution point.

- ✓ Approach schools in their surrounding communities and provide testing samples.
- ✓ Packaging - Attractive, colourful, and visually appealing packages have promotional value and can carry important messages about the product's performance, features, and benefits.

The channels used for dispersing your messaging may depend on how much you can afford. Your budget will dictate what you can afford to do in promoting your products.

People

People are the key resource in any organization. If they fail to treat customers and do not prioritize the needs of customers, the organization's survival is likely to be affected adversely. People offering services should always be:

- Polite, kind.
- Motivated.
- Continuously do refresher training to keep up with trends in the market environment.
- Have competency in the field of operation.

How important are people in marketing?

In many cases, competitors can quickly copy your products, your price list, your distribution channels, and even your promotional activities. But when it comes to people, it is not that easy to copy. People are very important in marketing because they often make a difference that your competitors can hardly copy.

10.3 Customer service



Definition

This is the **support you offer your customers** - both before and after they buy your product/service. It helps customers to have an easy and enjoyable experience with your business. It is more than just providing answers; it is an important part of the promise your business makes to its customers.

What makes good customer service?

- Always greet people who come to your business (smile, make your customers feel welcome).
- Listen carefully to what the customers are saying.
- Thank the customer when they visit your business.
- Be a positive, helpful, and friendly environment.
- Always give customers a good impression of your business.
- Ask your customers if they are happy with your service.
- Ask them how you can improve the service.
- Accept complaints and compliments and follow these up.
- Always give customers feedback if they have complained.
- Make sure that anyone who works in your business treats the customers well.
- Help people and show an interest in what they are looking for.
- Be true to your word.
- Learn your business - Be an expert.
- Be memorable for the right reasons.

PRICING OF GOODS AND SERVICES 11

Objectives

Through this module, the participants will:
- Understand the importance of pricing.
- Know the types of costs and their impact on pricing.
- Know the different methods of pricing.
- Know how to select the pricing strategy.
- To learn how to price products
- To know the break-even point for the in pricing



Definition of pricing

The process whereby a business **sets the price** at which it will sell its products and services.

When pricing products consider the following:
- Cost of production.
- Competitors' prices.
- The price customers are willing to pay.

11.1 Types of costs

There are two broad categories of costs:

Production costs: All the costs that are related to the production of goods and provision of services such as direct material and direct labour costs.
Non-production costs/Overhead: All the other costs of running the business. These costs do not fluctuate in direct proportion to production e.g. rentals, electricity, transport, and other labour costs that are not directly related to production.

The absolute basis for pricing anything you sell is that you sell it for more than it has cost you to make or buy to sell. When you know all your costs you can set the best price for your goods or services to make your business profitable. The simplest way is the markup formula. A mark-up formula tells you what to sell something for to cover your running costs. This method lets you identify your costs per item and then add on an amount (mark-up) to make money out of the sale.

11.2 How to price your product/service

- **Cost x mark-up percentage = added amount**
- **Cost + added amount = selling price**

Example: It costs Alice $5 to make a tracksuit, including all her expenses. She needs to decide how many she needs to sell and at what price to make a profit. She wants to add on 50%. She works out that:

If Alice has a 50% mark-up
@ 50% x $5 = $2.50 per unit mark-up
= Selling price will be $5 + $2.50 = $7.50 per unit sold

She plans to sell 20 per month. Her income/turnover will be $150 per month. Her expenses are $100 per month. She will make a 50 dollars profit per month if all her expenses stay the same.

11.3 Breakeven analysis

The breakeven point is when your costs and your sales are the same amounts. There will be no profit yet. Breakeven analysis is also a way of testing your pricing strategy. It tells you how many units you need to sell to cover the cost of running a business.

- Fixed costs per month - e.g. rent, insurance, fixed wages (don't change each month)
- Variable costs per unit - e.g. raw materials (change with sales)

The Breakeven formula is:

$$\frac{\text{Fixed cost (divided by)}}{\text{Average priver per unit - average cost per unit}}$$



Exercise

Work this out and share with the next person.

Thandie makes African attire dresses operating from a shop that she rents at the local growth point.

These are her financials:

- ✓ Monthly costs $1800
- ✓ Average price per unit is $100
- ✓ Average cost per unit is $50

How many dresses does she need to sell to breakeven every month?

11.4 Pricing strategies

- ✓ Cost plus/markup plus - all the contributing costs for the product to be sold, with a fixed percentage added onto the subtotal.
- ✓ Competitive pricing.
- ✓ Cooperative pricing - You respond to the competition's behavior.
- ✓ Aggressive Pricing - If the competitor increases the price you maintain the price, if they reduce, you reduce further.
- ✓ Dismissive pricing - You do not bother about competition- you price as you wish.
- ✓ Price skimming - High price at first, then lower it over time. Used for innovative products e.g.Technology. As sales reduce price reduces.
- ✓ Penetration pricing - setting a low price early on to quickly build a large customer base.
- ✓ Value-based pricing - The price is a better fit with the customer's perspective.
- ✓ Dynamic pricing - charge according to whom you are selling to and location.
- ✓ Use a pricing strategy that is appropriate to your target market.



Entrepreneurs selling their products. Photo: Gender Links

12 BUYING

Objectives

- Identify the items that businesses need to purchase;
- to know factors that affect buying decisions; and
- to know the documents used in the process of buying.



Definition of buying

Payment for raw materials, equipment, and goods, for use by the enterprise for making products and provision of goods and services. If your business is a manufacturer, producer, or service provider, you need to buy equipment and raw materials to make goods or services. If your business is retail or wholesale, you need to buy finished goods to resell.

12.1 Factors that affect buying decisions

- Quality.
- Price.
- Guarantees/warranties.
- After-sale services and discounts.

12.2 Types of business purchases

An entrepreneur buys items that give your business the best profit. With the change and rise in globalization, there has been a rise to new ways of buying using the Internet to manage the buying process of identifying and evaluating suppliers. What you buy for your business has a huge impact on what the business sells to its customers. How well your product/service sell depends on how well you buy.

The following items are what businesses need to buy.

1. Equipment.
2. Raw materials.
3. Finished goods.
4. Services and Outsourced items.

12.3 Characteristics of successful buying

Successful buying has the following characteristics:
✓ ***Right quality*** - what the customers want, what your business needs.
✓ ***Right quantity*** - not too much or too little.
✓ At the ***right price*** - a price you can afford and price customers are willing to pay at a profit.
✓ At the ***right time*** - not too early or too late.

STOCK MANAGEMENT 13

Objectives

- Understand the basic of stock management and control.
- Have an appreciation of ways to prevent stock shrinkages (losses).
- Understand how to plan to have enough stock to meet customers' needs.



Definitions

- **Stock:** This is the number of goods, raw materials, and spare parts that you have available in your business at any one time.
- **Stock management:** It refers to how the business maintains, control, and use its stock.
- **Stock taking:** It is a way of physically counting and recording all stock in your enterprise.
- **Stock recording:** It involves writing down all the stock that goes out and comes into a business.

12.1 The importance of stock management

How does managing stock help a business?

- You develop an idea of usage or sales of items and this helps you to identify trends in your business. For example, if you own a shop, you might notice that you sell a lot of chocolates but very little chewing gum.
- You would notice that you sell more chocolate at Christmas than at any other time.
- You will notice that some things sell quickly and others do not.
- Helps you to have the right quantity available for your customers and to anticipate the sales,
- Helps you to know when to increase stock at special times.
- Helps you to identify theft or losses or wastage in your business:
  - Raw materials in a manufacturing business.
  - Goods in a retail business.

You need to count your stock regularly.

- This can be done daily, weekly, or monthly.
- Record all the items that leave your business if you are a shop or a business that sells ready-made goods that you have bought from someone else.
- At the need of the day/week/month you need to check stock against what you have sold.



Leah owns a hair salon on the outskirts of a large town. Her salon is very popular and she employs 10 hairdressers. She is very worried because her stock of hair straightening lotion does not last the month and she must top up every month. This costs her extra money and she wants to solve the problem.

For the next 2 months, she keeps a daily stock sheet of all the products used in the salon. She discovers that the staff are not measuring the correct amount of straightening lotion and are often using too much. They should only be using 50mls each time.

The next time she orders she also orders small plastic bottles that only hold 50 ml. She will decant the 5-litre bottle into these small bottles each day to make sure that she has better control.



Allala owns a salon in a section of a large city where there are many hairdressers. Her salon is the farthest from the local shopping centre. She often runs out of braids because she doesn't buy enough to service her customers. Sometimes she sends a customer to the shopping centre to buy her own. On the way, many customers pass other hairdressers who have braids in stock. These customers usually do not come back to Allala's salon. Allala has not made a success of her business and is thinking of closing down if the business doesn't improve.



Exercise

In small groups answer the following question based on the case study:

How can **Allala** improve her stock control to improve her business?

Good stock control requires that you keep your records correct and up to date. A record that is not up to date gives you incorrect information and you may make wrong decisions based on the wrong information.

RECORD KEEPING 14

Objectives

- To understand the importance of keeping records.
- To know the types of business records.
- To be able to keep business records.
- To develop skills to use records for business analysis.



Definitions

Records are written evidence of past business activities such as expenses and sales. In other words, if you keep records you will know what you are spending and what you are making from sales.
Cash book is a record of all cash receipts and payments.
Invoice is a list of goods or services provided; with a statement of the amount they owe for these things.
Receipt is written proof that you have paid for goods or services.
Loan is money that has been borrowed that needs to be paid back.
Stock is the goods and products which is in the business and can be sold to customers.

14.1 Importance of record keeping

- Helps to plan for the future.
- To know what is going on in the business.
- For accountability, no one can remember all details hence a record must be kept of all transactions.
- To know the financial status of the business.
- To know the money coming in and going out of the business.
- To know if we are making a profit or loss.
- To know the costs of running the enterprise - making it easy to control costs and use cash.
- Keeping records show other stakeholders how your business is doing for example ZIMRA, Banks, and suppliers.
- Maintaining proper records gives an entrepreneur an attitude of financial discipline.
- Proper and sound decisions are made as a track of events will be in place.

14.2 Types of business records you can keep

- Cash transactions.
- Invoices and receipts - keep these in a file.
- Bank statements (if you have a bank account).
- Loans or debt for example for equipment or a business loan.
- Stock in your business.
- A record of money taken out of the business for personal use.

Records can be kept in many ways, on paper or on a computer. These records can be simple but still help you to track the money in your business.



Exercise

Keeping records of income, expenses, and stock levels.

In groups complete the following exercise based on the case study.

Groups need to complete this record-keeping exercise.

DATE	CASH IN HAND	NUMBER YOU BOUGHT	TRAVEL COSTS	AMOUNT SPENT	NUMBER YOU SOLD	AMOUNT MADE IN SALES	CASH IN HAND	NUMBER OF EGGS LEFT
DAY 1	$10	40 eggs	$1	$4	20 eggs	$4	$9	20 eggs
DAY 2	$9	0			20 eggs	$4	$13	0
DAY 3	$13	40 eggs	$1	$4	20 eggs	$4	$12	20 eggs
DAY 4		40 eggs		4	30 eggs			
DAY 5		40		4	10 eggs			

Remember: The **cash** in hand at the end of the day becomes the cash in hand at the beginning of the next day. The **stock** you have at the end of the day becomes the stock you have at the beginning of the next day.

14.3 Rules for record-keeping

- It is important that you keep your business and personal records separate so that you can understand which expenses are about the business itself. You keep a record of expenses if you work from home and allocate a portion to your business expenses. This will give you a more realistic idea of how much your business costs you to run.
- When you start keeping records you should do this daily until you get used to the way the figures work. This is a simple example of how this works.
- Always keep receipts and invoices in a safe place.

RISK MANAGEMENT 15

Objectives

- To understand the importance of risk management.
- To know the types of risks.
- To know the steps in risk management.
- To plan for risk management.



Definitions

Risk: It is the possibility of your business suffering a loss due to unexpected events.
Risk Management: Risk Management is the process of identifying risks to which your business is exposed and developing strategies for reducing the impact of the risk on your business.

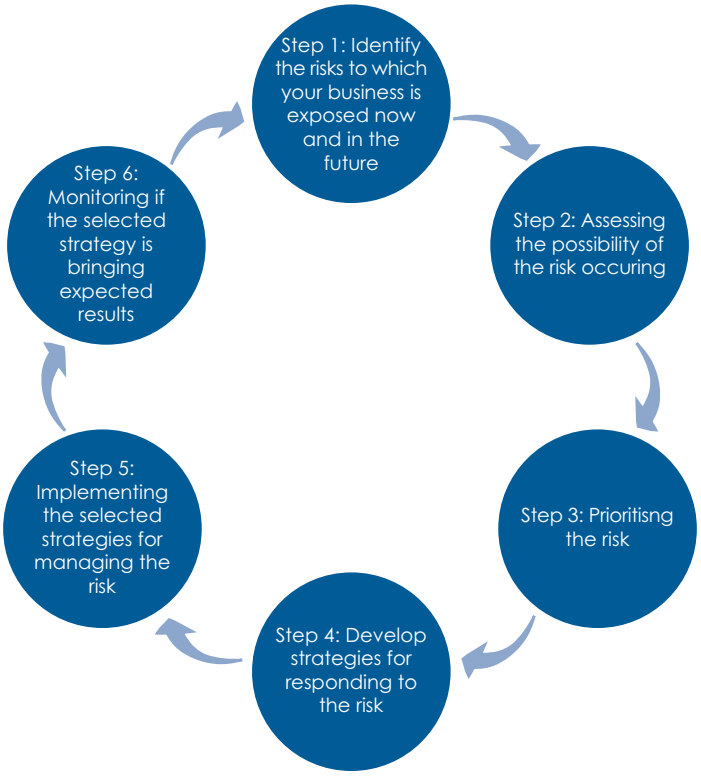
15.1 The importance of risk management

- ✓ Helps in informed decision-making.
- ✓ It helps to identify potential risks that can affect the business objectives.
- ✓ It helps a business to prepare for potential risks.
- ✓ It helps the business in dealing with potential risks.
- ✓ It increases the confidence of an entrepreneur in running the business.
- ✓ It helps in planning for the future.
- ✓ Demonstrates leadership.
- ✓ It reduces losses to the business.

15.2 Types of Risks

- Theft.
- Fire.
- Death.
- Loss of records.
- Economic instability.
- Financial Risk: This includes the risk of not having enough money to pay for goods or services needed by your company.
- Reputation Risk. Reputational risk refers to the damage that could be done to an organization's reputation. A negative effect might be losing customers due to poor customer service.
- Operational Risk. The possibility of something going wrong during normal operations. For example, if you are running out of product on your shelves, machine breakdown, or excessive-high defect rate, then you are facing operational risk.
- Legal Risk. is related to the legal consequences associated with operating a business. These include things such as lawsuits, fines, and penalties.

- Environmental Risk. pertains to anything related to environmental compliance. Examples include natural disasters, pollution, waste disposal, and hazardous materials.
- Political Risk. the risk of political instability in your country or region. This could lead to changes in government regulations, which could impact your business.
- Social Risk. Social risk refers to any risks that arise from interacting with society. These risks may be caused by discrimination, harassment, or violence.
- Ethical Risk. Ethical risk is defined as the potential loss of trust among stakeholders. The most common examples of ethical risk involve fraud, embezzlement, bribery, corruption, and insider trading.
- Organizational risk is the risk of an organization failing. It includes poor leadership, ineffective communication, and a lack of cooperation within the organization.



15.3 Risk response strategies

The following are risk responses that can be used to handle the enterprise risks that will be identified. Each risk response strategy has advantages and disadvantages:

✓ Avoid the risk -This happens when the risk is so severe that the best way to deal with it is to eliminate it. This is the most effective way of dealing with threats. It allows you to prevent losses by avoiding the activity that may cause them.

✓ Reduce the risk if you do not want to avoid it altogether. This involves taking steps to minimize its impact. This is usually the most common strategy and can be used with several risks. You can continue with all the activities while putting measures in place to mitigate their impacts. However, you may still end up suffering the loss that you fear if your controls are ineffective.

✓ Transfer the risk. This is closely connected to the concept of insurance. An insurance contract transfers risks from one party to the other but with payment in return. You can share many of your risks with an insurance company while in business. This

strategy applies to risks that have an enormous potential impact provided that you settle on a cost-effective policy.

✓ Accept the risk- This is a conscious decision of acknowledging the possibility of small or infrequent risks. The Entrepreneur will accept a certain level of risk without taking steps to hedge, insure, or avoid those risks.

15.4 Risk management plan

The following template can be used for risk management planning. Reviews of the plan should be done regularly.



Exercise

In your groups identify risks, their impact, and the mitigation measures for the identified risks.

RISK	LIKELIHOOD	FREQUENCY	IMPACT	PRIORITY	ACTIONS

15.5 Risk management strategies

The best way of managing risks is coming up with clear and well-laid strategies to shield enterprises from losses that may result from risks.

- Develop a risk management plan.
- Decide how to handle every risk.
- Monitor the risks - Check if the measures put in place are working.
- Train your staff on the risks and measures.
- Stakeholder involvement for effective risk management.
- Create a risk management culture within the organization.
- Integration of risk management in all areas of the business.

An enterprise should have a risk management strategy that helps to anticipate, identify and respond to given changes and risks in the best way possible and timeously.

16 START-UP CAPITAL

Objectives

- To be able to define financial terms.
- To be able to list start-up costs for the enterprise.



Definitions

Capital investment: The purchase of business assets that last for a long time such as business premises, equipment, vehicles, etc.
Working capital: This is the money that you need to pay for expenses/costs generated when your business is running e.g. Stocks of raw materials and finished products; promotional activities; salaries; rent; insurance; loan or lease payments; other costs.
Income: This is the money that comes into your business from sales.
Expenses: These are the costs of running the business so that you can earn income.
Owner's contribution: This is the owner's contribution to starting the business.
Loan: The money that has been borrowed that needs to be paid back.

16.1 List of start costs

Entrepreneurs should know how much start-up capital is needed to cover the following costs:
- Capital investments.
- Working capital.



Exercise



Miriam wants to start her business selling bread rolls/buns with filling. She has had a good response to her market research and has found out that:
- Most people leave home at 5 am to catch a taxi to the taxis to get to work.
- Some 800 workers catch a taxi between 5.30 and 7.30 am every morning.
- Many don't have time to eat before they leave and like something to be sold at the taxi rank and are not happy with what is on sale at the moment.
- They think that bread rolls/buns with the savoury or sweet filling will be good.
- She is excited to start and needs to work out her start-up costs. She makes a list of what she needs. She plans to buy 100 bread rolls/buns per day.

Items	Expenses	Cost per unit	What are the total start-up costs with working capital for one week (six trading days)
Capital investment			
Umbrella x1	✓	$5	$5
Stool to sit on	✓	0	
Blackboard for advertising x 1	✓	0	
Baskets to carry the bread rolls/buns x 2	✓	$5	$10
Licensing/permits	✓	$5	$5
TOTAL			**$20**
Working capital			
Bread bought from bakery @ $4 per 100 per day	✓	$4 p/day	$24
Paper packets	✓	$1 x 1000	$1
Serviettes	✓	$1 x 1000	$1
Transport	✓	$2 p/week	$6
Electricity and water	✓	$1 p/ day	$6
Fillings	✓	$2 p/day	$12
Telephone	✓	$1 p/ day	$6
Owner wages per month	✓	$4 p/day	$24
TOTAL EXPENSES			**$80**
TOTAL Start-up Costs			**$100**

These figures have been made up to make them easy to work with and are not real prices. *Note:* Many small business owners do not factor their income into their expenses. This gives a false view of the income and expenses and potential of the business.



Exercise

1. List the capital investment and working capital needs for your business.

2. How much start-up capital do you need for capital investment and working capital?

16.2 Sources of start-up capital

After calculating how much start-up capital you need for your business, there is a need to identify where to get that capital.

The most important sources of start-up capital are:
- Owner's equity.
- Loans.

Owner's equity

The equity or the contribution from owners to start the business is the private money that is put into the business.

- An entrepreneur's savings is a possible source of owner's equity.

Entrepreneurs can use targeted savings accounts to accumulate some or all of the funds they will need to start their business. Savings that an entrepreneur does not want to invest in the business could serve as cash collateral for a loan.

- The owner's equity is called risk capital because the owners are risking their own money by investing in the business.
- Whatever form of business you start or improve, you will have to invest some of your own money.
- If you do not have enough money yourself, you can consider finding a partner or partners who are interested in investing in the business. You should not allow the partner to own more than half of the business.

Loans

You may get a loan for the start-up capital and you would have to pay interest and/or on the loan in addition to the principal. You can pay the loan back either in installments or all at once, depending on the agreement with the lender.

If you borrow money from a lending institution, you have to comply with two major requirements:

1. The institution will want to see a viable and clear Business Plan with a business idea that is believable and feasible. An unclear Business Plan will leave a bad impression and make it difficult for the lending officer to grant the loan.
2. The lending institution will also need some kind of collateral to make sure that you repay your loan. If you cannot repay the loan, the lending institution has the right to take possession of the security/collateral instead. Machines and other equipment in your business can sometimes be used as collateral. If you do not own any of these, you may also use your home or the home of a family member as collateral. This is a big risk, which must be thought through very carefully and must be avoided.

The following are different sources that you can access when you are applying for a loan to start your business:
- **Banks:** Several banks have specialized departments for giving loans to small businesses. To obtain loans from banks you need a viable business idea presented in a well-thought-out Business Plan and some kind of collateral.
- **Government credit schemes:** Many governments have lending programmes to help entrepreneurs who want to start small businesses. You may not need collateral for these government loans, but the requirements for your Business Plan are just as strict as with the banks.
- **Microfinance institutions:** These financial service providers focus on the low-income

market and exist in many legal forms- sometimes as banks, sometimes as regulated non-bank financial institutions, and sometimes as unregulated non-profit organizations. They have more flexible collateral and documentation requirements than mainstream banks, but loan amounts are relatively small, especially for first-time borrowers. They rarely offer start-up business loans, but may make capital available to an entrepreneur through other loan products based on the entrepreneur's household cash flow.

- **Savings and Credit Cooperatives (SACCOs):** To be able to borrow from these SACCOs, you will need to be a member and buy shares. You will also be required to have money deposited in an association savings account.
- **Internal saving and lending groups:** A Group of self-selected members who do saving and lending in a group
- **Other sources:** You might be able to get a loan from your family or friends. But remember that if your business fails and you have difficulty paying back loans, then relationships can suffer. You can also take loans from private moneylenders. But these loans usually have high-interest rates. Below is an example of completed sources of the capital table.

SOURCES OF START-UP CAPTIAL

	Amount
Required start-up capital	1740
Sources of start-up capital	
Owner's equity	1500
Other sources	240
Total (must be the same amount as the required start-up capital)	1740
Collateral (if applying for a loan)	

Entrepreneurs can use targeted savings accounts to accumulate some or all of the funds they will need to start their business. Savings that an entrepreneur does not want to invest in the business could serve as cash collateral for a loan.

- The owner's equity is called risk capital because the owners are risking their own money by investing in the business.
- Whatever form of business you start or improve, you will have to invest some of your own money.
- If you do not have enough money yourself, you can consider finding a partner or partners who are interested in investing in the business. You should not allow the partner to own more than half of the business.



Exercise

1. How much do you need to borrow to improve your business?

2. Which resources do you own that are acceptable as collateral by a financial institution?

CASH FLOW PLANNING 17

Objectives

- To understand the importance of cash flow planning
- To be able to do cash flow planning for household and enterprise



Definitions

Cash flow: This is a record of how much cash is available to the business . **Cash flow** is the movement of money into or out of a business and is usually measured during a specified, limited period e.g. monthly, or annually. A business needs a positive cash flow to meet its expenses.
Cash flow projections/plan: This shows you how much money is expected to come in (income) and to go out in expenses.
Owner's wages: Many do not include the money they will draw out from each month for themselves. This can be fixed or variable and will need to be factored into monthly expenses.
Running costs are the expenses needed to run the business from day to day.
Income: This is the money that comes into your business from sales.
Expenses: These are the costs of running the business so that you can earn income.
Monthly expenses: What expenses do you have to run the business each month?
A **positive cash flow** means that you have more money coming into the business than what you are spending.
Negative cash flow: More money has gone out than has come in. This can happen for example if sell on credit or buy what you need to run the business before making any sales.

17.1 Importance of cash flow planning

- The Cash Flow Plan helps you to make sure that your business does not run out of cash at any time. Cash flow is the lifeblood of all businesses particularly start-ups and small enterprises.
- For borrowing purposes: Financial institutions require cash flows to see how the business will be run and how the loan and interest will be paid back.
- You will know periods with limited cash and plan accordingly.
- You can control the movement of cash.
- As an important discipline of financial planning, the cash flow forecast is an important management process, similar to preparing business budgets. Problem-solving is done before they happen.
- Cash is readily available to meet day-to-day needs.

17.2 Cash flow planning exercise

Mary and Daniel live in Mutasa District in the Manicaland province. Mary earns cash income from selling sweet potatoes and Daniel is a fisherman. They have a few chickens and two goats. Their three children are attending school. They would like to buy new furniture for their house this year, which will cost 600, and they are wondering whether they can afford it, and when is the best period to make the purchase.

INCOME

Fish	Sweet potatoes	Livestock
Daniel expects the following income from selling fish: $500 IN March, April, October, and November $400 in May and September $300 in June $100 in July and $200 in August	Mary usually gets money from sweet potatoes in the following months: $120 in January $100 in February, August, and September $200 in June	They often sell some livestock in the rainy season and may get: $200 in January $100 in December

EXPENSES

Every month they need $200 to cover their living expenses and they need money for school fees in the following months $150 in April $200 in August $400 IN December	Daniel needs money for maintenance: $100 in March $150 in May and July $300 in November	

1. Fill in the cash flow plan template below.
2. What advice can you give from your analysis of their cash flow?



Exercise

1. Prepare a cash flow plan for your business using the template below.

NOTES

CASH FLOW PLANNING: 12-month projection to help you decide how much you need to sell

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Totals
Income													
Total													
Expenses													
Total Payments													
Surplus/Deficit (-)													

18 BUSINESS PLANNING

Objectives

- To understand the purpose of business planning.
- To develop a business plan for the enterprise.

18.1 Importance of business planning

- Improves decision-making for the organization. Therefore, you need to make sure that you make a realistic plan.
- Provides direction for the business as it acts as a road map for every business.
- Helps to organize ideas so that you will see how to start and run your business in the best possible way.
- The business plan provides answers to most questions asked by interested stakeholders such as investors or lending institutions.
- Reduces uncertainty for the future of the organization.
- Improves focus and development of enterprise.
- Helps in making informed decisions.

Business planning looks at answering the following questions:

- What do you want your business to do?
- How do you want to do it?
- What do you need to get it done?
- What can get in your way and how will you prevent that?
- What are your long-term goals?

18.2 Main parts of a business plan

A business plan is a guide for you to follow so that you do not overlook anything when preparing for your new business. These are the main parts of the business plan:

- Executive summary.
- Business idea.
- Marketing plan.
- Form of business.
- Staff.
- Legal responsibilities.
- Greening of the business.
- Financial planning.
  - Required start-up capital.
  - Sources of start-up capital.
- Cash flow plan.

Executive summary

The executive summary is a brief description of your business idea and the most important information about your business. It is usually the first part of the business plan, but it should be written last after the rest of the plan is written. The executive summary should include:

- The name of the business.
- Type of business (retail, wholesale, manufacturing, or service).
- The products or services to be sold.
- A profile of the potential customers (from market research).
- A profile of the owner.
- Staff requirements.
- Required start-up capital.
- Potential sources of money for start-up.

The business idea

Briefly describe the business idea including what you will sell, to whom, and how you plan to sell it.

The marketing plan

In the marketing plan, you will describe how you will market your product. Your marketing plan will include:

- What is the market gap?
- Who are the customers.
- What products or services you are going to sell to the?
- How will your products compete with those of your competition?
- How will you price your products?
- Location of the business.
- How you will distribute/ get your product to the customers?
- How you are going to promote your business and your products or services?
- What will you do to give good customer service?

Form of business

Identify the legal form you have chosen for the business.

Staff and skills required

Explain the number of staff you will need and what skills they need to possess.

Legal responsibilities of the enterprise

You need to show that you know your legal responsibilities as a business owner, including acquiring insurance if required.

Greening the enterprise

Different businesses depend upon and use natural resources in their production processes in different ways. This part helps your business have a positive impact on the environment and be more profitable.

Costing

Provide information about the costs of your product or service. Costing helps your business to set prices and make better decisions about the business and plan for the future.

Financial planning

Explain how much money you need to run the business and how it will be paid for. You will probably not make much money when you first start your business, so you will need to make sure you have enough money to keep the business going until it starts making money.

Start-up capital (money)

Start-up capital is the amount of money you need to start your business. To start or improve your business, you need money for equipment, materials, rent, wages, etc. This part helps you to calculate how much capital you need for your business.

Sources of start-up capital

Show that you have a plan to get the money you need to start the business. When you know how much start-up capital you need, you have to figure out how to source that amount.



Exercise: Business planning

1. Go through the resource on business planning in pairs.

18.3 Business Plan Template



GENDER LINKS
FOR EQUALITY AND JUSTICE



DRAFT BUSINESS PLAN ONE		
Executive Summary		
The business idea		
Marketing Plan		
Form of business		
Staff and skills required If you need staff, how many?		
Legal responsibilities of the enterprise Are there any legal requirements to register legally to run the enterprise		
Greening the enterprise How will your business contribute to environmental sustainability?		
Financial Planning		
Required start-up capital How much money do you need to start up?	**What do you need to start up**	**How much will it cost**
Total		
Sources of startup capital Do you have ideas about where you can get the money?		
Cash flow plan How will the money come in and out of the business to keep the business running?		

NOTES

18.4 Annual cash flow plan template

CASH FLOW PLANNING: 12-month projection to help you decide how much you need to sell													
	Jan	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**	**Totals**
Income													
Total													
Expenses													
Total Payments													
Surplus/Deficit (-)													

GENDER LINKS
FOR EQUALITY AND JUSTICE









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