GENDER LINKS
FOR EQUALITY AND JUSTICE

Enterprise Development

PHASE THREE PARTICIPANT'S MANUAL

PROMOTING GENDER INCLUSIVE LOCAL ECONOMIC DEVELOPMENT IN ZIMBABWE
CENTRE OF EXCELLENCE



Enhancing and Sustaining Local Economic Development (LED) through the Centres of Excellence for Gender in Local Government

SUPPORTED BY
Sweden
Sverige

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.

Entrepreneurship development. Enhancing and Sustaining Local Economic Development (LED) through the Centres of Excellence for Gender in Local Government.

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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 local authorities 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 local authority 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.

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 2020-2024, National Financial Inclusion Strategy (NFIS) is set to run from 2022 to 2026. The targets 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 programme, women, youths, and men need to be:
- 18 years or older.
- A resident in a participating local authority.
- Interested in running or growing 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 local authorities 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 Three Enterprise Development training.

Day One: Environmental Sustainability
- To understand the impact of the business on the environment.
- To know the strategies for environmental sustainability.
- To plan for business environmental sustainability.

Marketing (branding and packaging)
- To understand the role of packaging and branding in marketing.
- To know the functions of branding and packaging.

Business ownership
- To know the different types of business ownership.
- To know the advantages and disadvantages of each form of business.
- To select the best business ownership that suits the business.

Day Two: Market Linkages

- To know the different marketing linkages for the business.
- To know the advantages and disadvantages of the types of market linkages.

Negotiation Skills

- To know the importance of negotiation in business.
- To know the situations that require negotiation in business.
- To know the characteristics and skills for effective negotiation.

Mentorship

- To know the relevance of mentorship.
- To know the principles of mentoring.
- To know the roles and responsibilities of a mentor and mentee.
- To know how to plan and implement mentorship recommendations.

Digital Marketing

- To know the relevance of digital marketing.
- To know the types of digital platforms for business use.
- To know the uses of platforms and their advantages and disadvantages.
- To know how to use the social media platforms.

How GL will be measuring change?

GL has developed several tools to measure changes in the women, youths and men. At the level of community GL will:

- Administer 1 800 (900 women, 540 Youths and 360 men) Gender Empowerment Index surveys at the beginning and at the end of the process. The Gender Empowerment Index (GEI) measures five keys areas: experiences of enterprising; 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 at the end of the process. "I" stories or personal accounts of experiences of enterprising. Prior to 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.

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.



Quick facts - Information you might find helpful.

1 PROMOTING GENDER EQUALITY IN BUSINESS



Women constructing a biogas digester in Zibagwe RDC. *Photo: Grace Nyikavaranda*

Objectives

- To understand gender issues in enterprising.
- Characteristics of women-owned businesses.
- To know the factors in promoting women-owned businesses' participation in the formal economy.
- To understand the impact of gender equality in business.

Definitions

Gender equality refers to the equal rights, responsibilities, and opportunities of women, men, girls, and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities, and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs, and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men[2].

Women-owned businesses: Businesses that have at least 51 percent unconditional ownership by one or more women; have unconditional control by one or more

[2] UN Women Website. Accessed on 1 March 2015 at http://www.un.org/womenwatch/osagi/conceptsandefinitions.htm

women over both the long-term decision-making and the day-to-day management and administration of the business operations, and have independence from non-women-owned businesses.[3]

Gender-Responsive Procurement: Procurement that is aware of the differences and inequalities between different genders and takes active measures to reduce those inequalities and address the different needs of all genders, such as purchasing from diverse suppliers and those that support gender equality.

Certification of women-owned businesses is the process by which a business concerns eligibility as a women-owned business is determined.

Gender issues in business

Entrepreneurship is a platform for the economic empowerment of women. However, there is a gender gap in the level of entrepreneurial activity due to the unequal playing field for women and men and other barriers to entry. Today, women's businesses are more in the micro and small enterprise the reasons being that women face specific challenges in addition to those faced by small enterprises generally. The challenges have resulted in women not starting or preventing them from growing their businesses. The promotion of women's entrepreneurship supports Sustainable Development Goal (SDG 5), "Gender Equality and Women's Empowerment", it also supports SDG 8, "Economic Growth".



Discuss the following questions in groups:

1. What barriers are preventing women-owned businesses from fully participating in their corporate value chain?

2. What is the impact of women's economic empowerment and gender equality on women, households, and communities?

3. What can be done to eliminate the barriers preventing women-owned businesses from fully participating in their corporate value chain?

[3] The power of Procurement: how to Source from women-Owned businesses Corporate guide to gender-responsive Procurement



Quick facts

Listed below are some of the barriers to women's participation in the formal economy and supply chains:

- Lack of financing: Women start their businesses with less capital and have less access to financing than men.
- Women have less access to, or control over, productive and natural resources, resulting in limited access to collateral.
- Institutional bias towards men for capital and services.
- Women business owners lack access to the types of financing they need to grow their businesses - One size fits all.
- Socio-cultural norms - limited time allocated to their businesses due to reproductive work overload.
- Women have difficulties establishing strong business networks and linkages with individuals and organizations that can bring business.
- Limited access to human capital - women lack the business skills and financial literacy necessary to operate and grow their businesses profitably.
- Women are less confident than men in their knowledge, skills, and experience required to start and run a new business thus they lower their expectations.
- Women have less access to modern technologies and financial services than men.
- Women receive poorer education, training, and technical advice.
- Women are more likely to suffer from violence and exploitation than men.
- Women's experience of poverty is different from that of men, owing to structural inequalities in societies and households that restrict their ability to earn and control income.
- Household responsibilities and societal constraints may increase women's risk averseness and may affect their self-confidence.
- Limited access to business Information which is a key business resource.
- Women still own and manage fewer and smaller businesses than men, earn less income, see slower business growth, and are more likely to fail.

The following are the impacts of gender equality and women's empowerment on women, households, and communities:

- Empowerment of women signifies women gaining power and control over their own lives.
- It is a human rights issue.
- Women's empowerment involves the development of personal agency (Self-concept, esteem, and ideal. It involves awareness raising, the building of self-confidence, and the expansion of choices.
- Women's empowerment increases their access to and control over resources, and reduces gender discrimination and inequality.
- Gender equality and the empowerment of women have significant positive impacts on sustained economic development.
- When women are economically empowered, they can challenge the personal and social power relations that restrict their options and perpetuate their dependency.
- Women's empowerment enhances the socioeconomic well-being of households, including through children's education and nutrition.
- Research indicates that when gender equality improves, economies grow faster, fewer people remain in poverty, and overall well-being increases.[4]

[4] Guide on Gender Mainstreaming Business, Investment and Technology services for private sector development, Vienna 2015

Women-owned business characteristics

Choice of business

The selection of a business should be determined by the person who will run the business. Women and men have different choices of business because of gender issues. Entrepreneurs should choose the business they want to run. The entrepreneur should seek the skills, knowledge, and support for the business should be given without discrimination on gender.

Ownership

Ownership of a business gives power, control, and authority to the owner. There are fewer women than men who own enterprises[5]. Both women and men should play an active role in the running of the business for increased access, control, and ownership. Inclusive ownership enhances an enterprise's reputation among internal and external stakeholders, such as suppliers and business clients. To qualify as a women-owned business, a business must be owned in whole, or at least more than half, by one or more women. Women should have real, substantial, and continuing ownership of the concern. Their ownership should be both unconditional and direct.

Worldwide women-owned businesses are recognized in the world economy, generating millions of new employment opportunities and spurring local development. A recent study by McKinsey confirms that, for many companies, gender-responsive procurement practices have had a positive impact on profitability and return on investment. In 2014, one large telecommunications company, AT&T, attributed $4 billion of increased revenue to the engagement of women suppliers[6].

[5] Guide on Gender Mainstreaming Business, Investment and Technology services for private sector development, Vienna 2015
[6] The power of Procurement: how to Source from women-Owned businesses Corporate guide to gender-responsive Procurement
[7] The power of Procurement: how to Source from women-Owned businesses Corporate guide to gender-responsive Procurement

Control

If the business is women-owned, the women must also exercise control in long-term decision-making and the day-to-day management and administration of the business operations. This can be achieved by:

- The woman holding the highest position in the enterprise should have the managerial experience needed to run the business.
- Each type of business ownership has its issues related to control (i.e., sole proprietorship, partnership, and limited company). It is important to choose the type of ownership that allows women to have control.

Independence of women-owned businesses

According to UNWOMEN[7], An independent woman-owned business concern is one in which:

a) The woman or women owner(s)'s expertise must be critical to the business's potential success.

b) The woman or women owner(s) can perform in their area of specialty expertise without substantial reliance upon finances and resources (e.g., equipment, vehicles, facilities, etc.) of male or non-woman enterprises. If there is a very close affiliation, there is a risk that the males will have the power to control the women.

Employment

Equal employment opportunities should be offered to both women and men without discrimination in the enterprise. This requires entrepreneurs to develop policies to mainstream gender in the enterprise. The employment opportunities should be accommodating to women and men taking into consideration their sex and gender roles. In employment, the following should be considered:

- Safe and hygienic work environments.
- Safe transport options.
- Provision of appropriate sanitary facilities.
- Childcare facilities.
- Flexible work arrangements.
- Gender equality in management.
- Recruitment and retention of female employees.
- Fair and equal compensation for men and women.
- Parental leave.
- Equality in training and development opportunities.
- Access to childcare.
- The provision of appropriate equipment and facilities for women and men.

Women-owned businesses certification

Women-owned businesses should have effective certification. Several options exist for certification: self-certification, third-party certification, government certification, or certification using in-house resources. Third-party certifications should be preferred for credibility.

Why should women-owned businesses be certified

- Certification provides the business with an easy and effective way to assess whether a business is women-owned.
- Certification maximizes their market opportunities with corporations, public sector agencies, and other certified women-owned businesses.
- Certification also benefits socially conscious consumers, who are looking for products and services from companies that align with their values.

Organisations for certification

- Women Alliance of Business Associations in Zimbabwe (WABAZ) - This organization gives women and those in the informal economy a platform for empowerment and engagement with stakeholders in government, the private sector, and civil society.
- Zimbabwe National Chamber of Commerce (ZNCC) - The women's desk.

Promotion of women-owned businesses in the formal economy

For micro and small businesses, linkage with corporate suppliers is an aid to growth. It provides them with increased revenue, financial stability, and opens doors to other large clients, and it lends instant credibility (Foggin, 2009). However, breaking into the corporate supply chain can be difficult, for businesses owned by women. Women and big private and public enterprises should work together to increase women-owned enterprises' participation in the formal economy. The following factors can promote women-owned businesses' participation in the formal economy:

Strategic procurement from women-owned businesses

Promoting women's entrepreneurship through corporate procurement is one way to close or at least narrow the gender gap:

- By encouraging more women-owned and other small businesses to compete for their business, corporations gain access to a wider pool of suppliers.
- Public and Private enterprises need to review their procurement policies and practices to be more inclusive.
- Increasing Access to Information and Social Networks by hosting and/or participating in supplier conferences to educate small businesses on the corporate purchasing process and to connect them with buyers.
- Publishing procurement policies, procedures, and contact on the corporate website.
- Adjusting the procurement process depending on the size of procurement e.g. information and financial requirements to accommodate women-owned businesses.

- Corporations should look for opportunities to limit the size of their contracts, particularly at the local level.
- Giving feedback to bidders.
- Establishing appropriate Award Criteria not mainly based on finance.
- Quick payments - To avoid reducing the working capital available to women-owned businesses which will affect their production capacity and profitability.

Supplier development by the procuring corporation

- Offering technical assistance to women-owned businesses through e.g. entities that support women-owned businesses.
- Financial assistance - Development of suitable financing mechanisms suiting Women Owned enterprises e.g. Women Micro Finance Bank.
- Business mentorship - mentorship can help women develop confidence in their business skills and prospects.
- Outreach programmes - Sponsoring Trade fairs for women's businesses.

Infrastructure development

- Use of information and communications technologies (ICTs), such as mobile phones, computers, and the internet, by micro and small businesses can lead to better business performance and improved living conditions (ADB, 2014).
- Organize into collective enterprises to pool resources, achieve economies of scale, secure markets and increase their visibility and bargaining power. Collective enterprises provide a key pathway to increased income.
- Security and formalization. They can also help reduce stigma e.g. waste management enterprises.

Safeguarding

The achievement of gender equality and the realisation of women's and girls' rights, in local economic development, requires gender-responsive institutions, strong governance, and robust accountability systems, as well as the full, equal, and effective participation of women at all levels of decision-making. Safeguarding involves the protection of children, and vulnerable adults who can be beneficiaries of programmes. Gender Links promotes gender equality in all its programmes and operations.

Gender Links has a safeguarding policy which ensures that Gender Links staff, interns, Board members, service users, and management can work to prevent abuse and know what to do in the event of abuse. GL is committed to doing no harm to children, young people, or vulnerable adults together referred to as 'vulnerable people'. Forms of abuse include but are not limited to:

- Physical abuse: including hitting, slapping, punching, burning, misuse of medication, inappropriate restraint.
- Sexual abuse: including rape, indecent assault, inappropriate touching, exposure to pornographic material.
- Psychological or emotional abuse: including belittling, name-calling, threats of harm, intimidation, isolation.
- Financial or material abuse: including stealing, selling assets, fraud, misuse or misappropriation of property, possessions, or benefits.
- Neglect and acts of omission: including withholding the necessities of life such as medication, food, or warmth, ignoring medical or physical care needs.
- Discriminatory abuse: including racism, and sexist, that based on a person's disability and other forms of harassment, slurs, or similar treatment.
- Institutional or organizational: including regimented routines and cultures, unsafe practices, lack of person-centred care or treatment.

Gender Links is committed to keeping all vulnerable people with whom it works safe. Gender Links acknowledges its duty to act expeditiously and appropriately to any reports or suspicions of abuse. GL has reporting mechanisms in place.

2 ENVIRONMENTAL SUSTAINABILITY



Grace Nyikavaranda (right) explaining the biogas digester functions to Gender Links FO Juliet Rusawu and a colleague. *Photo: Tapiwa Zvaraya*

Objectives

- To understand the impact of the business on the environment.
- To explore strategies for environmental sustainability.
- To plan for business environmental sustainability.

Definition of terms

Environmental sustainability of the business: These are the actions that the business takes for the conservation of land, fresh water, forests, and air while also making a profit.

Waste management: The processes and actions required to manage waste from the beginning to its final disposal.

Renewable resources: These are resources that cannot be depleted by use. These include solar, wind, hydropower, biogas, etc. Non-renewable resources are natural resources that cannot be replenished e.g. coal, oil, and natural gas.

Environmentally Friendly Products: Using energy-efficient products and avoiding harmful chemicals and materials. For example, instead of using a disposable plastic bag, use an eco-friendly package.

Strategies for environmental sustainability

An entrepreneur's responsibility is to plan and run the business in an environmentally friendly and socially responsible way. This will help to protect the environment and the people who live in it, while also saving money and making a profit.

Examples of sustainable environmental management strategies include:

- Sustainable forest management.
- Sustainable Agriculture.
- Water management.
- Renewable energy.
- Waste management (Reduce, Reuse, Recycle, Recover, and Dispose).
- Efficient lighting.
- Sustainable construction.



Exercise

What is the impact of your business on the environment?



Quick facts

Benefits of Sustainable Business Practices

- Reduction in operating costs.
- Reduced environmental impact.
- Increased profits due to greater sales volumes.
- Higher employee morale and productivity because they are making a difference for the planet and society.
- Better quality of life for everybody.
- Reduced costs for consumers (e.g. reduced energy bills).
- Increased sales from consumers who are more likely to buy products from companies with good enterprise environmental sustainability plans.
- Stronger public image and reputation for enterprises that are perceived to be more environmentally responsible.
- Improved customer loyalty, which can lead to increased sales and profits.

Business and the natural environment

- Most businesses need electricity or heat energy in their business. Energy can come from renewable sources such as wind, sun, water, biogas, and sustainable wood, or from non-renewable sources such as diesel and fuel. Using renewable energy allows enterprises to reduce the environmental impact while saving money in the long run.
- Businesses need water. Water can come from sustainable sources such as rainwater harvesting or unsustainable sources such as excessive groundwater pumping. Water can also be recycled for re-use.
- Businesses also produce solid and water waste which the natural environment needs to absorb. The waste is either organic or inorganic.

Environmental sustainability planning

The entrepreneurs' responsibility is to plan and run the business in an environmentally friendly and socially responsible way. This will help protect the environment and the people who live in it, while also saving money, reducing waste, conserving natural resources, and making a profit.



Exercise

How will you reduce the impact of your business on the environment?

Use the template below for your environmental sustainability planning

Business activities that impact the environment	Mitigation measures to reduce the impact on the environment

MARKETING: BRANDING AND PACKAGING 3



Kadoma City Council Entrepreneurs with their hand sanitizers during a training session in Kadoma. *Photo: Loverage Nhamoyebonde*

Objectives

- To understand the role of packaging and branding in marketing.
- To know the effect of branding and packaging.

Definition of terms

Packaging - is the creation of a physical container or wrapping for a product.

Branding - is creating a unique identification of a product that differentiates it from other products.

Package selection

Packaging needs to protect a product in transit, storage, and display. Packaging is about designing or designing a packet, wrapper, or box where the product is placed and sold. The package design should also prevent or discourage tampering, protect against breakage and spoilage, and, prevent shoplifting. It is important to check recommended packaging for your products e.g. for food, food-grade packaging is recommended as well as the use of temper-proof packaging. When purchasing packaging it is critical that you confirm with the supplier if the packaging is approved and it should come in different sizes to meet the needs of different market segments, e.g. suitable for individuals, families, and institutions.



Exercise

Think of packaging and branding of a product you really like. Why do you like it so much?

List the advantages and disadvantages of packaging and branding.

Advantages	Disadvantages



Quick facts

Functions of packaging

Developing a product's package is an integral part of marketing because the package is a selling tool. Entrepreneurs need to take time to select a suitable and attractive packaging for products. An attractive package is targeted at customers and for competition with similar products. The functions of packaging include the following:

- Promoting and selling the product.
- Defining product identity.
- Providing information.
- Expressing benefits and features.
- Product safety e.g. tamper-resistant tubs for cheese.
- Ensuring safe use of the product.
- Communicating the brand.
- Packages often promote an image such as prestige, convenience, or status.
- To safeguard the product from getting damaged.

Functions of branding

Branding is a marketing tool that is used by entrepreneurs to differentiate from other competitors. The functions of branding include the following:

- To build product recognition and customer loyalty.
- To ensure quality and consistency.
- To capitalize on brand exposure.
- Branding creates trust.
- Branding supports your marketing efforts.
- Create long-term Sustainable competitive advantage.
- Protect market position (promotes brand loyalty).
- Branding Motivates Employees.

MARKETING LINKAGES 4



Fungai Magodi, Gweru City Council Entrepreneur at her market stall.
Photo: Loverage Nhamoyebonde

Objectives

- To know the different marketing linkages for the business.
- To be able to select the best market linkage for the business.



Definition of terms

Market linkage is a physical connection/link between the producer and the final consumer.

Types of market linkages

The market linkage that an entrepreneur is in should be profitable. Entrepreneurs should keep on improving to access new profitable and sustainable markets. This requires entrepreneurs to explore the value-addition options of their enterprise e.g. horticulture value-addition activities such as grading, cleaning, sorting, packaging, bulking, and primary processing.



Exercise

Which market linkages do you use to sell products to customers?

What are the characteristics of the linkage?

What are the advantages and disadvantages of your market linkage?



Quick facts

Purpose of facilitating market linkages

Market linkages are meant to facilitate the flow of products between the different levels of the marketing system.

Factors that affect the type of market linkage

- Business mind-set.
- Entrepreneur organization - individual, Registered company, cooperative, association.
- Ownership of processes by entrepreneurs.
- Market demand for products.
- Ability of entrepreneur to supply.
- Consistency/reliability of supply.
- Demand-driven market production.
- Certification of products.
- Certification to supply.
- Aggregation of products.
- Seasonality of products.
- Volatility of prices.
- Promotion of products.

NOTES

Advantages and disadvantages of various types of market linkages for entrepreneurs

Type of market linkage	Advantages	Disadvantages
Linkages through commodity associations/ cooperatives	• Access to Inputs on credit. • Access to technical assistance. • Marketing, packaging, grading and storage, and transport, sometimes, organized by the association. • Potential for entrepreneurs to sell larger volumes.	• If the association relies on external assistance, it may not be sustainable as commercial activities can collapse when subsidies and assistance are no longer available. • Poor governance. • Limited financial management skills.
Linkages through contracting, a trader or processor purchases products according to terms arranged in advance through contracts. The products are delivered to the contractor (certain quantity and pre-agreed price	• You access inputs on time. • Access to technical assistance, etc. marketing organized by the company. • Potential to sell larger volumes. • Increased access to finance for business inputs may be supplied on credit. • Ready market for produce. • Low marketing costs. • Room for negotiation for a "win-win situation".	• Companies often require external agencies (e.g. bank) to finance credit provisions. • Mistrust between entrepreneurs and companies; • If the contracted price is lower than the market price may lead to side marketing; • Rejection of produce on quality grounds.
Linkages through an Exporter	• Potential high returns if quality can be achieved. • May have access to inputs, technical assistance, etc. on credit. • Exporter often provides transport and packaging. • Ready market for produce. • Low marketing costs. • Potential to sell larger volumes.	• Export markets need thorough market research to reduce risk as some exports may be prohibited or global price fluctuations. • Compliance with standards (e.g. organic; quality and traceability; fair trade) can be problematic, even with technical assistance. • All company registration documents including tax clearance certificate are needed.
Linkages through a processor	• May provide a secure market at an agreed price. • Offers additional market for other products. • Inputs, technical assistance, etc., may be supplied on credit. • Processor often provides transport. • Potential for entrepreneurs to sell larger volumes.	• There may be an inadequate market for the processed products, therefore jeopardizing sustainability. • Must meet variety, quality, and safety specifications. • Open market price may be higher than that agreed with the processor. • Need for a tax clearance certificate. • Risk of delayed payments.

Type of market linkage	Advantages	Disadvantages
Linkages through retailer	• Reliable market at the agreed price. • Enterprise growth. • Increased incomes for entrepreneurs if customer expectations are met. • Linkage to Business Development services.	• Must meet variety, quality, and safety specifications. • Must be able to supply agreed quantities consistently. This may place entrepreneurs in conflict with social obligation. • May have to accept deferred payment of up to 90 days. • Need for a tax clearance certificate.
Linkages through local traders/ middlemen • Traders usually interact with entrepreneurs on a one-to-one basis, either buying from them at local markets or the enterprise gate.	• Requires a high level of trust for the sustainability of market linkages. • Formal entrepreneur organizations are not usually needed. • Low marketing costs. • The middlemen meet regulatory requirements.	• Low prices due to transport costs incurred by the middlemen. • Insufficient quantities can affect sales. • Poor aggregation due to limited entrepreneur organization. • May need to accept short-term deferred payment. • Limited access to high-value markets. • Traders may (rarely) provide training for entrepreneurs.
Linkages through enterprise gate, roadside	• Low cost of marketing. • There are a few regulations.	• Irregular market. • Limited growth of business. • Unsustainable linkages.
Auctions - These are also called spot markets where on-the-spot trade is done with on-the-spot prices.	• Product is sold on the spot at an agreed price. • Delivery is done on the spot.	• Prices may be lower than in other markets.
Linkages through a leading entrepreneur: where the lead entrepreneur coordinates supply from other entrepreneurs in their areas.	• Access to technical assistance from the lead entrepreneur. • Readily available market. • Potential for business growth.	• Requires high levels of coordination. • Trust among entrepreneurs may be low.
Organized market days	• Convenient to entrepreneurs. • Readily available market.	• Held on a specific day/ month. • Market-driven prices. • Market research needed for demand-driven products.

BUSINESS OWNERSHIP 5



Catherine Malunga, Zvimba RDC entrepreneur in her store.
Photo: Loverage Nhamoyebonde

Objectives

- To know the different types of business ownership.
- To know the advantages and disadvantages of each form of business.
- To know how to select the best business ownership that suits the business.

Owning a business is an important undertaking that offers benefits as well as challenges. One of the decisions made by an entrepreneur when starting a business is choosing the type of business structure to use. Understanding the different types of structures available helps an entrepreneur to make this important decision.

Factors that determine the type of business ownership

The choice of the form of business is important and can make a difference in the:

- Cost of a start-up and the legal fees for registering the business.
- Simplicity or complexity of starting and administering the business.
- Financial risks for the owner of the business.
- Possibility of having business partners.
- Way decisions are made in the business.
- Taxation of business profits.
- Enterprise growth.
- Access to bigger and more formal markets.

Types of business ownership

Sole Proprietorship

This is the form of business owned by the business person alone and has the authority to make all the business decisions. A sole proprietorship is owned and operated by one individual. The owner of a sole proprietorship doesn't need the approval of a board or partner to make daily business decisions. They also get to keep and determine what to do with the business' profits.

Advantages

- A sole proprietorship is an easy and cheap form of business to start.
- Decision-making is done easily and fast.
- Limited paperwork.
- The owner has sole control of all processes and decision-making.
- Filing taxes for this type of business is easier than for other types of businesses.

Disadvantages

- It is the riskiest because you are personally responsible for all the debts of the business.
- The owner is responsible for raising capital for startup costs.

Partnership

Characteristics

- It is a type of ownership that involves two or more owners controlling a business.
- The owners may run the day-to-day business activities by themselves or through appointed representatives.
- The owners sign a formal agreement that states a partner's rights, shares, responsibilities profit sharing, and liability issues.
- Partnerships can be limited liability partnerships or unlimited liability partnerships.
- In a limited liability partnership, individual partners do not accept losses caused by another, meaning no legal entity can seize or sell one partner's possessions to pay for the other partner's debts.
- In an unlimited liability partnership, if one partner is directly responsible for a loss, all other partners pay for the debt, even if they aren't directly responsible for the losses.
- The partners jointly make all decisions about the business, unless their partnership agreement gives the authority to one person to make decisions. It is important to note that if one partner agrees to a deal on behalf of the other partners, the agreement is binding for all partners.

Advantages

- The procedures for starting a partnership are quite simple and the cost is relatively low.
- The business benefits from the business skills of the partners.
- There is experience sharing among partners.
- Start capital is a shared responsibility.
- Work is shared among partners.

Disadvantages

- Decision-making may be delayed.
- Poor selection of partners may result in loss of resources.
- Disagreements may result in the closure of business.
- Partners are affected by the liability of one partner.
- Potential of conflicts among partners.

Cooperative

Characteristics

- It is registered under Cooperatives Act Chapter 24:05.
- A cooperative is formed by a minimum of 10 people who decide to form an enterprise and work together for economic gain or to provide certain services for the members of the cooperative.
- All the members of the cooperative have one vote each when making decisions.
- They appoint a management committee to handle the daily operations of the cooperative.
- Each member of the cooperative buys shares and pays for membership.
- Profits are shared according to the number of shares that each member holds.
- There is no limit to the number of shareholders in a cooperative.

Advantages

- Grants equal rights to members during the decision-making process.
- Brings members together for a common cause.
- Provides access to diverse and unique funding opportunities.
- The financial risks are normally not very high.

Disadvantages

- Decision-making is consultative of all members and may take long.

Limited Company

- It is registered under the Companies Act Chapter 24:03.
- A limited company is owned by one or more owners called shareholders.
- All the owners may or may not work in the business or some owners may actively run the business, while others are merely investors. For decision-making processes, the shareholders will appoint a board of directors that is responsible for the management of the business.
- The board of directors can, in turn, appoint one or more managers to run the business. The shareholders, board of directors, and managers can be the same people.

To start a limited company, you should follow these steps working with guidance from the Registrar of Companies or other reputable service providers:

Step 1: Selection of the name of the company. The name you have chosen for your business must be approved by the Registrar of Companies.
Step 2: Completion and presentation of all the documents required by the registrar of companies
Step 3: The Registrar of Companies issues a Certificate of Incorporation, which means that your limited company is now formed.

Advantages of a limited company

- There is less risk for each shareholder.
- The shareholders are not personally responsible for the debts that the business might incur.
- Limited company is often considered to be more stable and reliable, which can be an advantage when dealing with creditors, suppliers, and customers.
- Decision-making is done faster.
- Easy access to formal markets.

Disadvantages

A limited company is quite expensive to form.

Characteristics of each type of ownership

In the table below are the main differences between the four legal forms of business. Use it to assess which factors are important for you to consider when:

	Sole Proprietorship	Partnership	Cooperative	Limited Company
Registration	Must obtain a business licence	Must obtain a business licence and register a partnership deed	Must obtain a business licence and register as a cooperative with the Registrar of Cooperatives	Must obtain a business licence and register as a limited company with the Registrar of companies
The legal cost of starting a business	The cost of the business licence	The cost of the business licence and the registration fee for a partnership deed	Legal fees to write the Articles of Incorpoation, the cost of buying the shares and annual membership fees plus licence and registration fees	Legal fees to write the Articles of Incorporation, the cost of various forms, stamp duty, plus licence and registration fees
Level of legal support	Simple	Simple	Requires advice/legal counsel	Requiring legal counsel
Number of owners	One	Two or more	Many	One or more
Financial responsibility of the owner for the business debts	Complete personal responsibility for all debts	Complete responsibility by the owners for all debt, if unlimited liability	No personal liability by the members for the debts	No personal liability by the shareholders for the debts
Decision-making in the business	All the decisions made by the owner	All decisions are made jointly by all the owners unless other arrangements are written into the partnership agreement	Every member has one vote. A management committee is appointed to run the business	The shareholders appoint the board of directors who can appoint managers to run the business
Taxation	The owner is taxed for business profits	The owners are taxed individually for their share of the business profits	The cooperative pays taxes on business profits	The company pays taxes on business profits



Group work

Which business form is suitable for your enterprise?

What are the advantages of the form of business to you?

What are the disadvantages of the form of business you are in?

6 NEGOTIATION SKILLS



Zvimba Rural District Council community group with their products during a site visit by the Embassy of Sweden in Harare. *Photo: Tapiwa Zvaraya*

Objectives

- To know the importance of negotiation in business.
- To know the situations that require negotiation in business.
- To know the characteristics and skills for effective negotiation.



Definition of terms

Parties to the negotiation: The two people of two groups of people participating in the negotiation.

Negotiation: Is the interactive process whereby parties together create and explore alternatives in their common quest to reach a value-enhancing agreement that is mutually acceptable and honoured by both parties, despite widely differing initial positions.

Contract: The pre-arranged agreement between two parties for a business transaction with established terms and conditions.



Exercise

Why is negotiation important in business?

Who are the different business people you can negotiate with?

What do entrepreneurs negotiate?

What characteristics and skills do you need for effective negotiation in business?

Importance of negotiation

Negotiation skills are essential for business success. Whether one is negotiating a contract with a supplier, a salary with your employer, or a price with a customer, the ability to negotiate effectively can help you get what you want. The following are some of the reasons for negotiation:

- Reduces conflict.
- Helps in resolving conflicts.
- Allows for fair agreements between negotiating parties.

Areas of negotiation in business

- Supply of raw materials.
- Credit.
- Pricing.
- Contract.

Effective characteristics and skills for negotiation



The following are skills and characteristics that are useful for effective negotiation:

- **Communication:** You need to clearly articulate your needs and wants and listen to and understand the other party's needs and wants.
- **Trust:** Parties should develop trust in each other.
- **Visibility/Transparency:** There should not be any hidden agendas.
- **Listening:** You need to listen carefully to the other party's point of view to understand their needs and concerns.
- **Building rapport:** Being respectful, friendly, and understanding of the other party can help create a more positive and productive negotiation environment.
- **Be prepared:** Do research before you enter into a negotiation. You should know your own goal and your position in negotiation. You should know, the other party's position, and the possible outcomes of the negotiation.
- **Be flexible:** The parties should be able to agree. You should be willing to compromise and adjust your position to reach an agreement. If the negotiation is not reaching an agreement, be prepared to walk away.
- **Be confident:** If you believe in yourself and your ability to get what you want, the other party is more likely to believe in you too.
- **Be patient:** Negotiations can take time. It is important to be patient and not get discouraged if you do not get what you want right away.
- **Be positive:** A positive attitude can go a long way in a negotiation. If you are positive the other party is more likely to be receptive to your ideas.

MENTORSHIP 7



Entrepreneurs from Zvimba Rural District Council during an Entrepreneurship training session.
Photo: Loverage Nhamoyebonde

Objectives

- To know the relevance of mentorship.
- To know the principles of mentoring.
- To know the roles and responsibilities of a mentor and mentee.
- To know how to plan and implement mentorship recommendations.

Definition of terms

Mentorship is a personal developmental relationship in which a more experienced or more knowledgeable person helps to guide a less experienced or less knowledgeable person.

Business Mentorship is a one-to-one relationship, usually for a set period, in which an established business person (mentor) provides consistent support, guidance, and practical help for a less experienced person (mentee).

A business mentor is someone with business or entrepreneurial experience of their own and can share their knowledge and experiences over some time on a one-on-one basis underlined by trust.

The difference between training and mentoring is that mentorship imparts skills and knowledge specific to the business whilst training provides generic information.



Exercise

What are the benefits of mentorship?

Principles of Mentoring



- The mentor always should know more about the field of business than the mentee e.g. knowledge of opportunities, market and community dynamics, etc.
- Provide constructive feedback and advice to the mentee.
- Allow mentee to set goals and assess progress and give feedback.
- There must be trust and openness between the two.
- The information shared should be confidential and true.
- That mentor is never the decisions maker but only guides the mentee to make their own decisions.
- That the desires of the mentee must be respected at the same time achieving the objectives of the mentorship.
- The mentee should not depend on the mentor. Dependence should never be the outcome.
- It involves mutual consent of a mentor and the mentee.
- Respect for cultural differences.
- Sensitive to issues of gender.
- Non-judgmental.
- Non-aggressive.
- Appropriate language and communication skills.
- An understanding of the environment in which the business is being run.
- Mentorship can be done face to face, virtually, by telephone, or by email; depending on the circumstances.

Characteristics of the mentee

Characteristics of a mentee should include:

- Being a good listener.
- Willing to be challenged about their ideas as part of the learning process.
- Open and honest.
- Open to new ideas.
- Never relinquish management of their own business.
- Take ownership of knowledge that is passed and use it for their benefit.

Characteristics of the mentor

Characteristics of a business mentor should include:

- A strong desire to help others grow and develop, often without expectations of personal benefit.
- Strong listening skills and empathy with the mentee.
- Be relaxed.
- Not be overbearing and want to be in charge.
- Always respect the mentee and their opinions.
- Be able to understand and deal with cultural and gender differences.
- Never undertake an assignment beyond their level of competence.
- Be reliable.
- Be non-judgemental in all ways.
- Be flexible and able to adjust to the pace of a mentee.
- Should always ask questions to clarify what the mentee is saying if this is not fully understood.

The selection process of mentors

The selection should be done carefully:
- Explain the requirements.
- Invite people to volunteer.
- Ask them to complete mentor details and mentor assessment and follow-up form which will also be completed periodically.
- Planning and Monitoring of the mentorship programme.

Planning and implementation of mentorship recommendations

Setting objectives

The mentor and mentee have to agree on objectives to be achieved during mentorship, how the objectives will be achieved, and by when.

Objective	How will this be achieved?	By when

Monitoring and learning visits

After the planning meeting, the field visits will focus on:
- Tracking progress towards achievement of objectives.
- Challenges faced.
- Plan for the next period.

	Agreed objectives					
	Number of customers	Sales	Increased production	New equipment	Improved technical skills	Other
What has been achieved since the last visit?						
Potential challenges in achieving objective						
Plans for the next 3 months						
Extra comments						

8 DIGITAL MARKETING



Objectives

- To know the relevance of digital marketing.
- To know the types of digital platforms for business use.
- To know the uses of platforms and their advantages and disadvantages.
- To know how to use the social media platforms.
- To be able to choose effective social media platforms.

Definition of terms

Digital describes electronic technology that generates, stores, and processes data. It can be both online and offline[8].

Marketing is the activity or business of promoting and selling products or services, including market research and advertising[9].

Digital marketing, also called online marketing, is the promotion of goods or services to connect with potential customers using the Internet and other forms of digital communication. This includes not only email, social media, and web-based advertising, but also text and multimedia messages as a marketing channel[10].

[8] https://www.techtarget.com/whatis/definition/digital
[9] https://languages.oup.com/google-dictionary-en/
[10] https://mailchimp.com/marketing-glossary/digital-marketing/

The relevance of digital platforms for business

- This is a place where businesses or enterprises connect with users or customers.
- A digital platform is used to connect a business to another business/B2B clients, investors, and suppliers.
- These platforms can be used to share information, knowledge, services, or goods.
- Cost efficiency: Digital platforms allow you to target specific audiences with little or no cost.
- Interactivity: Your business can interact with investors, suppliers, and customers one-on-one through websites, WhatsApp, Instagram, 𝕏 (formerly known as Twitter), Pinterest, Short Message Service (SMS), TikTok, LinkedIn, and Facebook.
- Audience targeting: With social media platforms like Facebook, 𝕏 (formerly known as Twitter), and LinkedIn, you can filter your posts so that they appear only in the feeds of those who share the same interests.
- Flexibility: Businesses can use mobile apps, social media sites, and websites to reach customers anytime and anywhere in the world.

Pillars of digital marketing

Digital Marketing is anchored on the following pillars that you should familiarise yourself with:

- **Search Marketing:** Is used to increase entrepreneur website activity and online visibility via search engines, using paid and organic advertising. Examples of search engines include google.com, yahoo.com, bing.com, ask.com, etc.
- **Content marketing:** An essential element to successful Content Marketing is clearly defining your target audience. This helps you to drive profitable consumer action by speaking directly to your customers.
- **Digital Public Relations (PR):** This involves the creation of prominent online connections to strengthen recognition and presence. You can create effective online connections with social media influencers, online journalists, and bloggers. This will improve Search Engine Optimisation (SEO) and product or service awareness.
- **Display advertising:** Display advertising is a type of online advertising that uses images, videos, or text to promote a product or service. Display adverts can be placed on websites, apps, and social media platforms.
- **Video marketing:** Video marketing is the use of video content to promote a brand, product, or service. It can be used as a standalone marketing strategy or in conjunction with other strategies and campaigns, such as social media or content marketing.
- **Audio marketing:** Audio marketing is a form of marketing that uses sound to promote a brand, product, or service. It can be used to reach a wide audience, regardless of where they are or what they are doing.
- **Email marketing:** Email marketing is a form of direct marketing that uses email to promote a business's products or services. It can be used to generate leads, nurture relationships with existing customers, and drive sales. Email marketing is a highly effective marketing channel, with an average return on investment of $42 for every $1 spent.

To be successful at email marketing, it's important to have a well-defined strategy. This includes creating a list of targeted subscribers, segmenting your list, and sending relevant and timely emails. You should also track your results to see what's working and what's not.

Here are some of the benefits of email marketing:

- It's a highly effective way to reach your target audience.
- It's a cost-effective way to market your business.
- It's a great way to build relationships with your customers.
- It's a powerful tool for driving sales.

If you're looking for a way to reach your target audience, build relationships with your customers, and drive sales, email marketing is a great option.



Here are some tips for creating effective email marketing campaigns:

- Start with a strong subject line. The subject line is the first thing your subscribers will see, so it's important to make it clear and concise.
- Personalize your emails. Address your subscribers by name and use relevant content.
- Keep your emails short and sweet. People are more likely to read emails that are to the point.
- Use a call to action. Tell your subscribers what you want them to do, whether it's clicking on a link, signing up for a free trial, or making a purchase.
- Track your results. Use an email marketing platform to track your open rates, click-through rates, and conversion rates. This will help you see what's working and what's not so you can improve your campaigns over time.

Email marketing is a powerful tool that can help you achieve your business goals. By following these tips, you can create effective email marketing campaigns that will help you reach your target audience, build relationships with your customers, and drive sales.

Mobile marketing: Is a type of marketing that uses mobile devices like phones to reach and engage with customers. It can be used to promote products, services, or brands, and can be used to build relationships with customers.

There are many different ways to do mobile marketing, including:

- **SMS and MMS messaging:** This is a traditional form of mobile marketing that involves sending text messages to customers.
- **Push notifications:** These are messages that are sent to customers' mobile devices even when they are not using an app.
- **In-app messaging:** This is a type of push notification that is sent to customers while they are using an app.
- **Mobile ads:** These are advertisements that are displayed on mobile devices. They can be displayed on websites, in apps, or search results.
- **Social media:** Mobile marketing can also be done through social media platforms like WhatsApp, Facebook, 𝕏 (formerly known as Twitter), and Instagram.

Mobile marketing can be a very effective way to reach customers. It is a personal and engaging way to communicate with customers, and it can be used to target customers based on their interests and location.

Here are some of the benefits of mobile marketing:

- **Personalisation:** Mobile marketing can be very personalized. You can target your messages based on a customer's interests, location, and other factors.
- **Engagement:** Mobile marketing can be very engaging. Customers are more likely to open and read messages on their mobile devices than they are on their computers.
- **Measurability:** Mobile marketing is very measurable. You can track how many people open your messages, click on your links, and make purchases.

If you are looking for a way to reach and engage with customers, mobile marketing is a great option. It is a personal, engaging, and measurable way to communicate with customers.

Here are some examples of mobile marketing campaigns:

- A clothing retailer sends a text message to customers with a coupon code for 20% off their next purchase.

- A restaurant sends a push notification to customers who have visited their restaurant in the past with a special offer for a free appetizer.
- A travel company creates a mobile app that allows customers to book flights, hotels, and rental cars.
- A bank creates a mobile app that allows customers to check their account balances, transfer money, and pay bills.

These are just a few examples of the many ways that mobile marketing can be used. If you are looking for a way to reach and engage with customers, mobile marketing is a great option.

Social Media Marketing (SMM): Social media marketing is a powerful tool that can help businesses achieve a variety of goals, including:
- Increasing brand awareness.
- Generating leads.
- Driving sales.
- Improving customer service.
- Building relationships with customers.
- Gaining market intelligence.

To be successful with social media marketing, businesses need to develop a clear strategy and create high-quality content that resonates with their target audience. They also need to be active on social media and respond to comments and questions on time.

The benefits of social media marketing include the following:
- It can help you reach a wider audience.
- It can help you build relationships with customers.
- It can help you generate leads and sales.
- It can help you improve your brand image.
- It can help you get feedback from customers.
- It can help you save money on traditional marketing methods.

Terms and Conditions for using digital platforms

Terms of Use (ToU) and Conditions of Use (CoU) are legal documents that outline the rules and regulations governing the use of a digital platform. They are typically agreed to by users when they create an account on a platform, and they can vary depending on the specific platform.

ToU and CoU typically cover a wide range of topics, including:
- What users are allowed to do on the platform.
- What users are not allowed to do on the platform.
- The platform's privacy policy.
- The platform's intellectual property rights.
- The platform's liability for damages.
- The user's responsibilities for using the platform.
- It is important to read and understand the ToU and CoU of any digital platform before using it. By doing so, users can be sure that they are aware of the rules and regulations governing their use of the platform, and they can avoid any potential problems.

Here are some of the key things to look for in a digital platform's ToU and CoU:
- What information does the platform collect about me?
- How will the platform use my information?
- Can I share my information with others?
- What are the platform's policies on spam, harassment, and other forms of abuse?
- What are the platform's policies on intellectual property?
- What are the platform's policies on liability?
- If you have any questions about a digital platform's ToU and CoU, you should contact the platform's customer support team.

Here are some of the benefits of reading and understanding the ToU and CoU of a digital platform:

- It can help you avoid violating the platform's rules and regulations.
- It can help you protect your privacy.
- It can help you understand your rights and responsibilities as a user.
- It can help you resolve disputes with the platform.
- By reading and understanding the ToU and CoU of a digital platform, you can help ensure that you have a positive and enjoyable experience using the platform.

Types of digital platforms

There are many different types of digital platforms, each with its unique purpose and function. Some of the most common types of digital platforms include:

- **Social media platforms:** Social media platforms allow users to connect with friends, family, and other people who share their interests. Some of the most popular social media platforms include Facebook, 𝕏 (formerly known as Twitter), Instagram, and LinkedIn.
- **E-commerce platforms:** E-commerce platforms allow businesses to sell products and services online. Some of the most popular e-commerce platforms include Amazon, eBay, and Shopify.
- **Content sharing platforms:** Content sharing platforms allow users to share and discover content, such as videos, images, and articles. Some of the most popular content-sharing platforms include YouTube, TikTok, and Reddit.
- **Gaming platforms:** Gaming platforms allow users to play video games online. Some of the most popular gaming platforms include Steam, Xbox Live, and PlayStation Network.
- **Business platforms:** Business platforms provide tools and resources that businesses can use to operate more efficiently and effectively. Some of the most popular business platforms include Salesforce, SAP, and Oracle.
- **Knowledge platforms:** These platforms provide users with access to information and knowledge. Some examples include Wikipedia, Quora, and Stack Overflow.
- **Communication platforms:** These platforms allow users to communicate with each other. Some examples include email, instant messaging, and video conferencing.
- **Collaboration platforms:** These platforms allow users to work together on projects. Some examples include Google Docs, Slack, and Trello.
- **Learning platforms:** These platforms provide users with access to educational resources. Some examples include Khan Academy, Coursera, and Udemy.
- **Entertainment platforms:** These platforms provide users with access to entertainment content. Some examples include Netflix, Hulu, and Spotify.

Digital platforms are an essential part of our modern lives. They provide us with access to information, entertainment, and communication. As technology continues to advance, digital platforms will only become more important.

Characteristics of digital platform

Email







Email is a form of electronic communication that allows users to send and receive messages over a computer network. Email is a quick and easy way to communicate with friends, family, colleagues, and business associates. It is also a convenient way to send files, photos, and other documents.

Here are some of the characteristics of email:

- **Asynchronous communication:** Email is asynchronous, which means that messages can be sent and received at any time. This makes it a convenient way to communicate with people who are in different time zones or who have different schedules.
- **Portability:** Email is portable, which means that it can be accessed from any computer with an internet connection. This makes it a convenient way to stay in touch with people even when you are traveling or working from home.
- **Cost-effectiveness:** Email is a cost-effective form of communication. There is no charge to send or receive email messages, and the cost of setting up an email account is typically very low.
- **Security:** Email is a relatively secure form of communication. Messages are encrypted during transmission, and they are stored on servers that are protected by firewalls and other security measures.
- **Versatility:** Email can be used for a variety of purposes. It can be used to send personal messages, business correspondence, and even marketing materials.

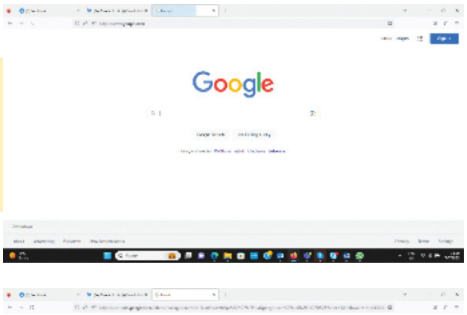
Email is a powerful tool that can be used to communicate with others in a variety of ways. It is a convenient, cost-effective, and secure way to stay in touch with friends, family, colleagues, and business associates.

Here are some additional characteristics of email:

- **Efficiency:** Email can save you time by allowing you to communicate with multiple people at once.
- **Accuracy:** Email can help you to keep track of your communications by storing them in a central location.
- **Professionalism:** Email can help you to maintain a professional image by using proper grammar and spelling.
- **Personalization:** Email can help you to build relationships by adding a personal touch to your messages.

Steps on how to create an email account

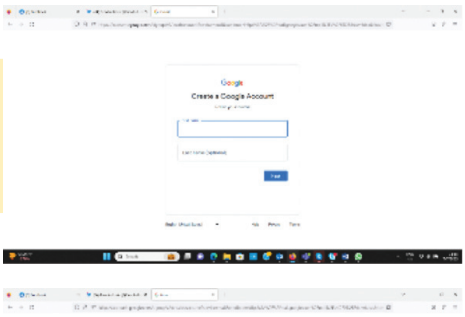
1. Go to the website of the email provider you want to use. Some popular email providers include Gmail, Yahoo Mail, and Outlook.



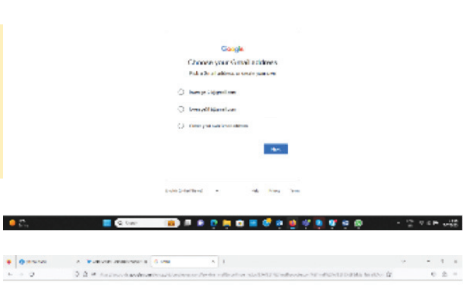
2. Click on the "Create Account" or "Sign Up" button.



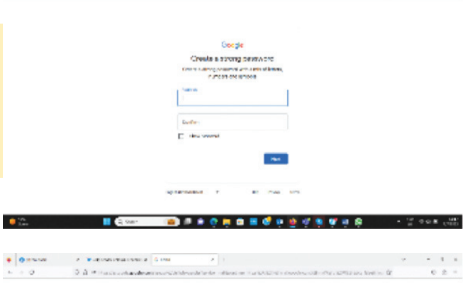
3. Enter your name and a desired username.



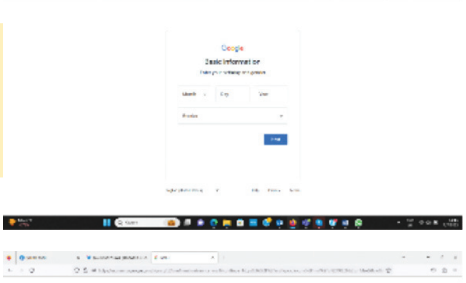
4. Choose your Gmail address.



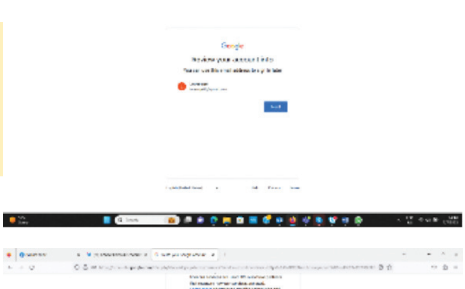
5. Create a strong password. A strong password is at least 8 characters long and includes a mix of upper and lowercase letters, numbers, and symbols.



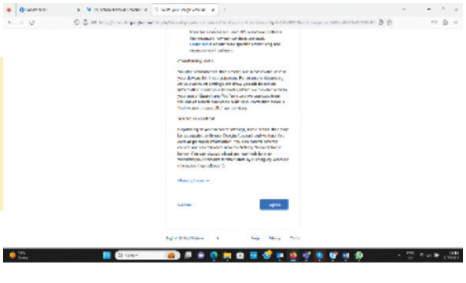
6. Enter your date of birth and gender.



7. Review your account information.



8. Read the terms and conditions and click on “I agree”.



9. You have successfully created an email account! You can now start sending and receiving emails.

WhatsApp

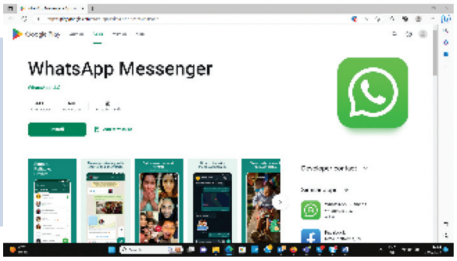
It is the most popular messaging app in the world, with over 2 billion active users. WhatsApp allows users to send text messages, photos, videos, voice messages, and documents to other users who are also using WhatsApp. Some of the characteristics of WhatsApp include:

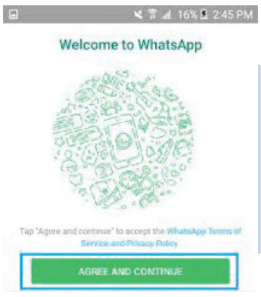
- **End-to-end encryption:** WhatsApp uses end-to-end encryption to protect all messages and calls. This means that only the sender and recipient can read or hear the messages, not even WhatsApp can.
- **Cross-platform compatibility:** WhatsApp is available for all major platforms, so you can use it with your friends and family no matter what device they have.
- **Free messaging:** WhatsApp is free to use for messaging. You only pay for data charges, which are the same as any other data usage on your phone.
- **Voice and video calls:** WhatsApp also supports voice and video calls. This is a great way to stay in touch with friends and family who live far away.
- **Group messaging:** WhatsApp allows you to create groups with up to 1023 people. This is a great way to chat with friends, family, or co-workers'.
- **Media sharing:** WhatsApp allows you to share photos, videos, and documents with other users. You can also send voice messages.
- **Status updates:** WhatsApp allows you to share status updates with your friends. These updates can be text, photos, or videos.
- **Stickers:** WhatsApp has a built-in sticker store where you can download and use stickers to express yourself.
- **Business accounts:** WhatsApp also offers a business account option for businesses to communicate with customers. Business accounts have features that allow businesses to send out messages, create catalogues, and track analytics.

WhatsApp is a popular messaging app that offers a variety of features to keep users connected. It is easy to use and free to download, making it a great option for anyone looking for a way to stay in touch with friends and family.

How to get started on WhatsApp Messenger

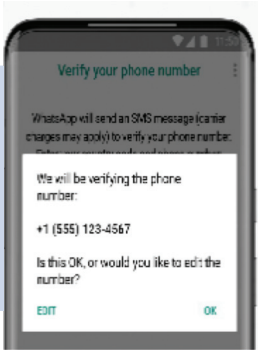
1. **Download and launch the app:** Download WhatsApp Messenger for free from the Google Play Store or Apple App Store. To open the app, tap the **WhatsApp** icon on your home screen.

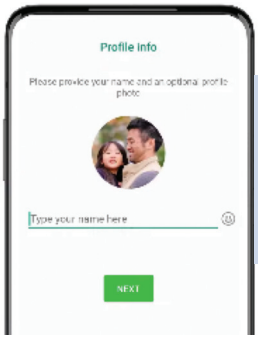




2. **Review the Terms of Service:** Read the Terms of Service and Privacy Policy, then tap **Agree and Continue** to accept the terms.

3. **Register:** Select your country from the drop-down list to add your country code, then enter your phone number in international phone number format. Tap **Done** or **Next**, then tap **Ok** to receive your 6-digit registration code via SMS or phone call. To complete registration, enter your 6-digit code. Learn how to register your phone number on Android, iPhone, or KaiOS.





4. **Set up your profile:** In your new profile, enter your name, and then tap **Next**. You can also add a profile photo.

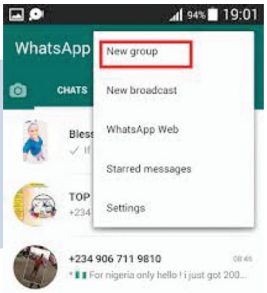
5. **Allow access to contacts and photos:** Contacts can be added to WhatsApp from your phone's address book. You can also allow access to your phone's photos, videos, and files.





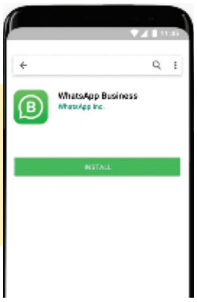
6. **Start a chat:** Tap or search for a contact to begin. Enter a message in the text field. To send photos or videos, tap next to the text field. Choose **Camera** to take a new photo or video or **Gallery** or **Photo and Video Library** to select an existing photo or video from your phone. Tap arrow on right to send.

7. **Create a group:** You can create a group with up to 1023 participants. Tap **New group**. Search for or select contacts to add to the group, then tap **Next**. Enter a group subject and tap Create.



How to get started on WhatsApp Business

1. **Download and launch the app** free from the Google Play Store or Apple App Store.

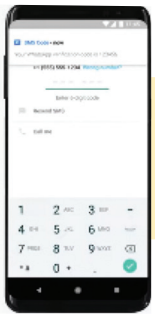




2. **Install** the WhatsApp Business App.

3. **Move your WhatsApp Messenger account** to the WhatsApp Business app in just a few steps.

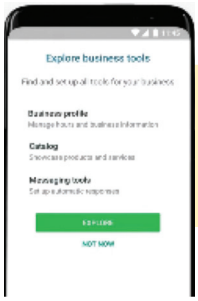




4. New to WhatsApp? Begin by **verifying your phone number**.

5. Provide your **business name, category, and profile picture**.

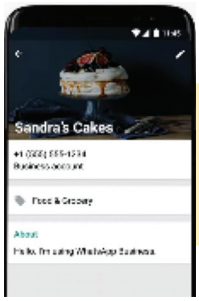




6. **Start** building your business profile.

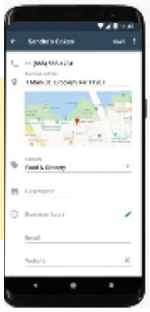
7. **Tap** Business Profile.





8. Tell customers about **your business**.

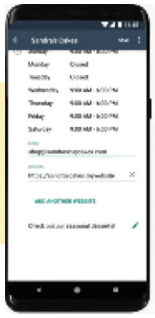
9. Tell customers about the **products and services** that your business offers.





10. Tell customers **when you are available**.

11. Tell customers about **other ways to connect with you**.





12. **Connect** with customers, increase sales, and grow your business.

Different ways you can communicate using WhatsApp

- **Voice messages:** If you don't want to type a message, you can send an audio recording. Tap and hold or record the message. To stop recording, let go of the microphone. Learn how to send and play voice messages on Android, iPhone, or KaiOS.
- **Voice calls:** Go to the **Calls** tab, then tap or search for the contact you'd like to call. Tap or start a voice call. Learn how to make voice calls on Android, or iPhone.
- **Video calls:** Open the **Calls** tab, then tap or find the contact you'd like to call. To start a video call, tap or Learn how to make video calls on Android, or iPhone.

Safety tips and helpful features

- **Customise privacy and security features**
  WhatsApp makes it simple to understand and customize your privacy and security. Learn more on our privacy page.
- **Fact-check the information you receive**
  Consider whether the messages you receive are true because not everything you hear will be accurate. If you don't know who sent the message you received, we encourage you to double-check the information with trusted fact-checking organizations.
- **Forwarded messages**
  To help prevent the spread of misinformation, we limit how you can forward messages. You can easily identify forwarded messages because they have a Forwarded label. When a message is forwarded from one user to another user many times, it's indicated with a double arrow icon.

Facebook

Facebook is a social networking service that allows users to connect with friends and family, share photos and videos, and stay up-to-date on current events. It is one of the most popular websites in the world, with over 2.6 billion active users.

Some of the key characteristics of Facebook include:

- **Friendship:** Facebook is built around the concept of friendship. Users can connect with friends and family, as well as make new friends.
- **Sharing:** Facebook is a great way to share photos, videos, and other content with friends and family. Users can also share links to news articles, blog posts, and other websites.
- **Communication:** Facebook allows users to communicate with friends and family in a variety of ways. Users can send messages, chat, and video chat.
- **Up-to-date:** Facebook is a great way to stay up-to-date with current events. Users can follow news organizations, celebrities, and other people they are interested in.
- **Personalization:** Facebook is a highly personalized platform. Users can customize their profiles, choose whom they want to connect with, and control what they share.

Facebook has been criticized for its privacy policies, its role in spreading misinformation, and its impact on mental health. However, it remains one of the most popular social media platforms in the world.

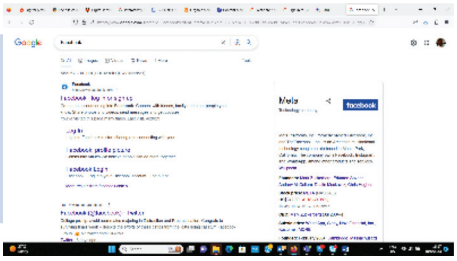
Here are some additional characteristics of Facebook:

- **Free to use:** Facebook is free to use for both users and businesses.
- **Global:** Facebook is available in over 100 languages and is used by people all over the world.
- **Mobile-friendly:** Facebook is designed to be used on mobile devices, such as smartphones and tablets.
- **Evolving:** Facebook is constantly adding new features and updates.

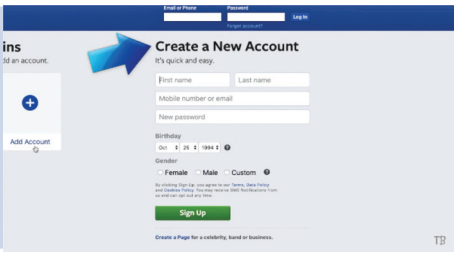
Facebook is a powerful tool that can be used for a variety of purposes, including staying connected with friends and family, sharing information, and building businesses. It is important to use Facebook responsibly and to be aware of its potential risks.

How to open a Facebook account

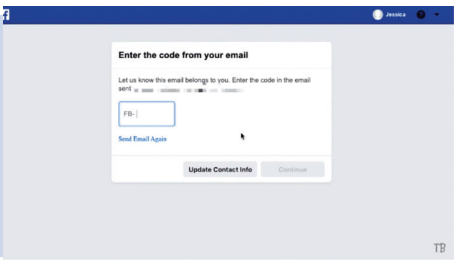
1. Go to www.facebook.com



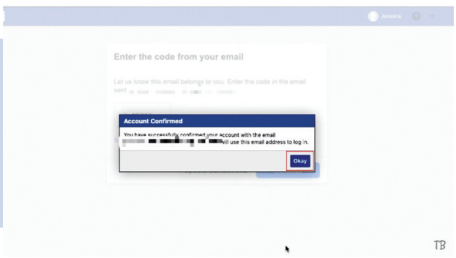
2. **Enter your name, email, or cell phone number, password, date of birth, and gender.** If the system indicates that your password is not secure enough, try adding more characters or combining upper and lower case letters (remember you must be at least 14 years old to do this).



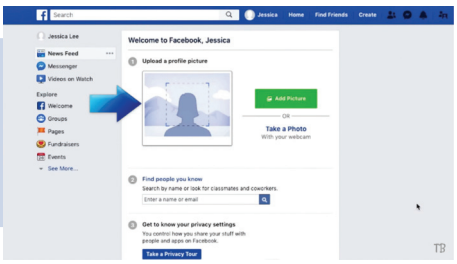
3. Finally, you'll need to **confirm the email address or cell phone number** you entered earlier. To confirm the email, click or tap on the link in the confirmation email you receive. To confirm the cell phone number, you must enter the code you received by SMS in the Confirm box, which will appear when you log in.



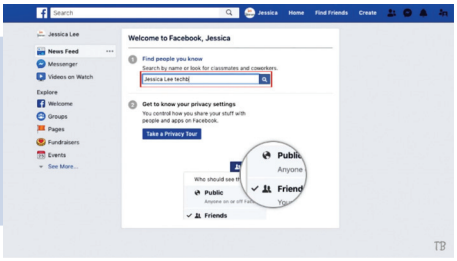
4. Account confirmation notification.



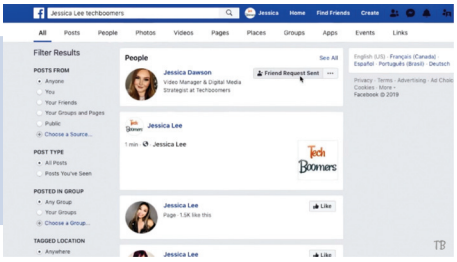
5. Setting up your profile picture and cover page.



6. Find people you know.



7. Send friend requests.



𝕏 (formerly known as Twitter)

𝕏 is a social networking service that allows users to post and interact with messages known as "tweets." Tweets are limited to 280 characters and can include text, photos, videos, and links. Users can follow other users, and see their tweets in their timeline. Users can also retweet other users' tweets, which means they can share them with their followers.

𝕏 is characterized by its real-time nature. Users can post and interact with tweets in real-time, which makes it a valuable tool for following news and events as they happen.

𝕏 is also a popular platform for celebrities, politicians, and other public figures to share their thoughts and ideas.

Some of the key characteristics of 𝕏 include:

- Short messages: Tweets are limited to 280 characters, which forces users to be concise and to the point. This makes 𝕏 a great platform for sharing quick thoughts and updates.
- **Real-time updates:** 𝕏 is a real-time platform, which means that users can post and interact with tweets in real-time. This makes it a valuable tool for following news and events as they happen.
- **Public and private accounts:** 𝕏 users can create either public or private accounts. Public accounts are visible to anyone, while private accounts are only visible to the user's followers.
- **Hashtags:** Hashtags are a way to categorize tweets. When a user tweets with a hashtag, their tweet will appear in

the search results for that hashtag. This makes hashtags a great way to find tweets about a particular topic.

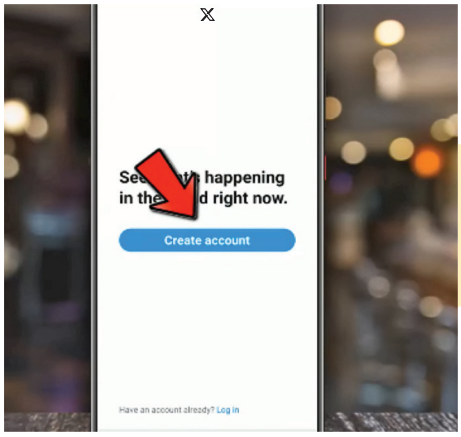
- **Retweets:** Retweets are a way to share other users' tweets with your followers. When you retweet a tweet, it appears in your timeline and is also seen by your followers.
- **Lists:** Lists are a way to organize your 𝕏 followers. You can create lists of people you follow, people you want to follow, or people you are interested in.

𝕏 is a powerful tool that can be used for a variety of purposes. It can be used to stay up-to-date on news and events, to connect with friends and family, to follow celebrities and public figures, and to share your thoughts and ideas.

Steps on how to open an 𝕏 account

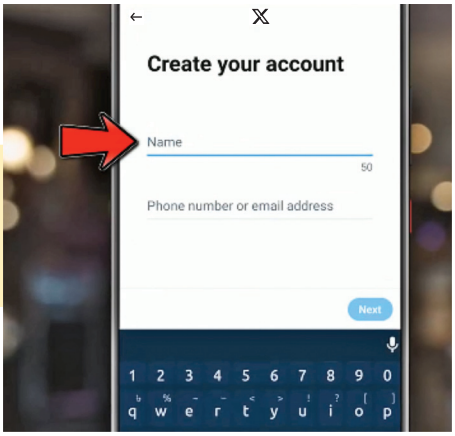
1. Go to the Twitter website or open the 𝕏 app.



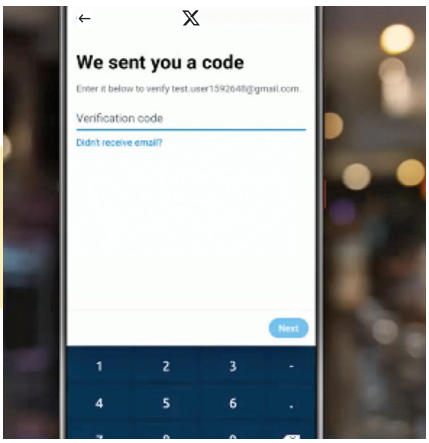


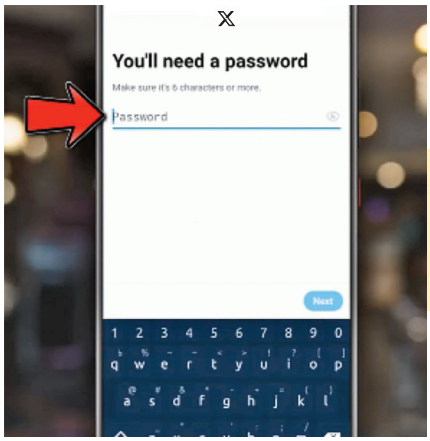
2. Click on the "Create account" button.

3. Enter your name, phone number, or email address.



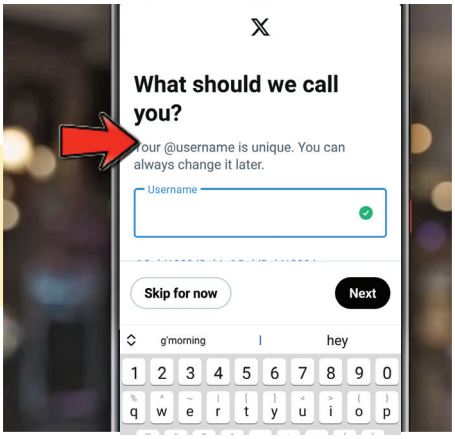
4. You will receive a verification code via email or text message. Enter verification code and tap Next.

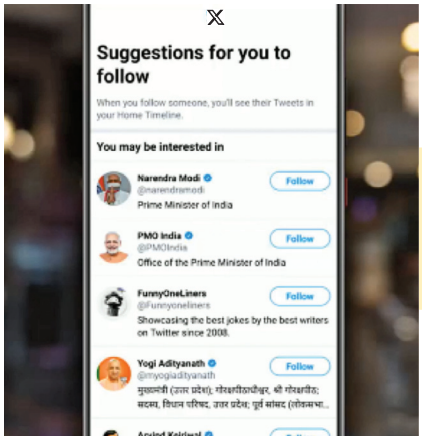




5. Create a password.

6. Enter a username.





7. You have successfully created an X account!

Instagram

Instagram is a photo and video-sharing social media platform that was launched in 2010. It is one of the most popular social media platforms in the world, with over 1 billion active users. Instagram is known for its simple and user-friendly interface, as well as its wide range of features that allow users to edit and share their photos and videos.

Some of the key characteristics of Instagram include:

- **A focus on visuals:** Instagram is a visual platform, and its users are primarily interested in sharing and viewing photos and videos. The app's simple interface makes it easy to take and edit photos, and its filters and effects allow users to create visually appealing content.
- **A focus on community:** Instagram is a social platform, and its users can connect with friends, family, and other users with similar interests. Users can follow each other's accounts, like and comment on each other's posts, and send direct messages.
- **A focus on creativity:** Instagram is a platform for users to express themselves creatively. Users can use the app's features to create unique and interesting photos and videos, and they can share their work with the world.
- **A focus on mobile:** Instagram is a mobile-first platform, and its users primarily access the app on their smartphones and tablets. The app's design and features are optimized for mobile devices, making it easy to use on the go.

Instagram has become a popular platform for businesses and brands to connect with their customers and promote their products and services. The app's visual nature makes it ideal for showcasing products and services, and its large user base provides businesses with a way to reach a wide audience.

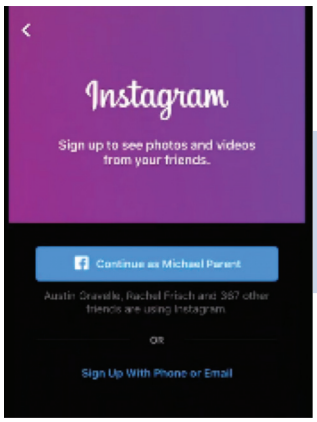
Instagram is also a popular platform for influencers to build their following and monetize their content. Influencers are people who have a large following on social media and who can influence the opinions of their followers. Businesses often partner with influencers to promote their products and services.

Instagram is a powerful social media platform that can be used for a variety of purposes. It is a great way to connect with friends and family, to share your creativity, and to learn about the world around you.

Steps on how to open an Instagram account

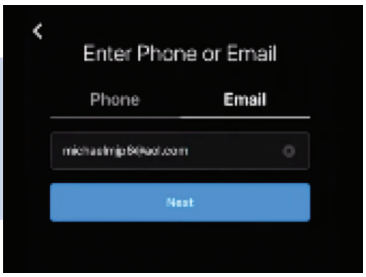
1. Download the Instagram app from the App Store (iPhone) or Google Play Store (Android).
2. Once the app is installed, tap to open it.





3. Sign-up with phone or email.

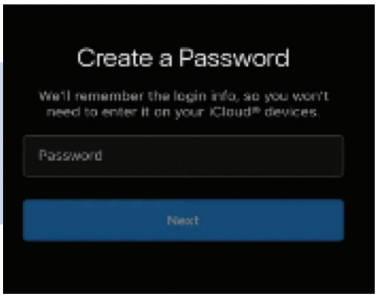
4. Enter your email address or mobile number, then tap Next.

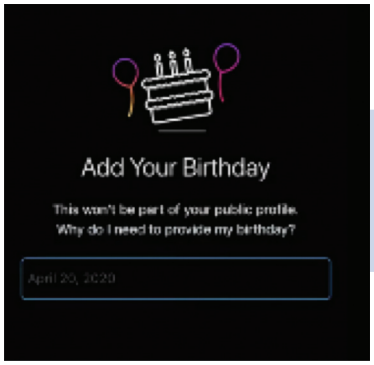




5. Add your name so that friends can find you, then tap Next.

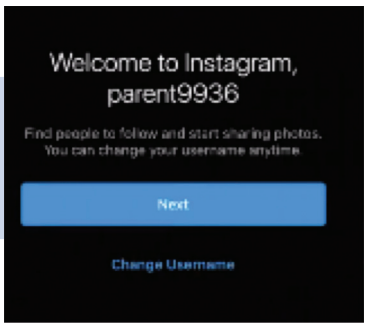
6. Create a password, then tap Next.

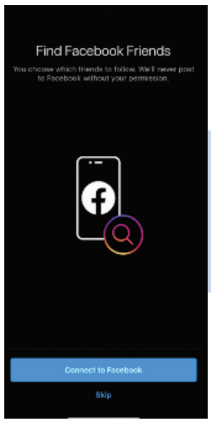




7. Enter your birthday, then tap Next.

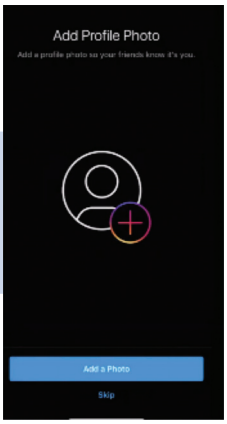
8. Create a username, then tap Next.

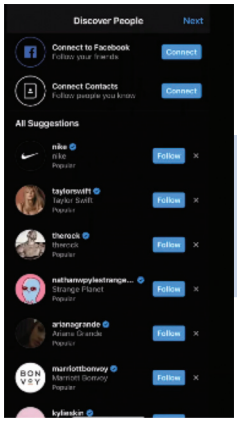




9. Find friends and connect to Facebook.

10. Add a profile photo.





11. You are all set-up, discover people.

Once you have created your account, you can start following other users, liking and commenting on their posts, and sharing your photos and videos.

Website

A good website should have the following characteristics:

- **Purpose:** A website should have a clear purpose, such as to sell products, provide information, or build relationships.
- **Content:** The content on a website should be high-quality, informative, and relevant to the target audience.
- **Design:** The design of a website should be visually appealing and easy to use.
- **Navigation:** The navigation on a website should be clear and easy to follow.
- **Speed:** A website should load quickly, even on slow internet connections.
- **Security:** A website should be secure, using encryption to protect user data.

In addition to these general characteristics, some specific characteristics are important for different types of websites. For example, an e-commerce website should have a checkout process that is easy to use and secure. A blog should have a comment section that is easy to use and moderated to prevent spam. And a social media website should have features that allow users to connect and share content.

By following these guidelines, you can create a website that is effective and user-friendly.

Here are some additional characteristics that can make a website more successful:

- **Mobile-friendly:** More and more people are using their mobile devices to access the internet, so it's important to make sure your website is mobile-friendly.
- **Search engine optimized (SEO):** SEO is the process of optimizing your website so that it can rank higher in search engine results pages (SERPs). This can help you attract more visitors to your website.
- **Social media integration:** Social media is a great way to connect with your audience and promote your website. Make sure your website has social media buttons so that visitors can easily share your content on their social media profiles.
- **Up-to-date:** It's important to keep your website up-to-date with fresh content. This will help keep visitors coming back for more.
- **Secure:** It's important to make sure your website is secure. This means using encryption to protect user data.

NOTES

GENDER LINKS
FOR EQUALITY AND JUSTICE







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Sweden
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