

Capstone Project

Submitted to the Centre for Asia Pacific Initiatives

By Rachel J. Lynch

Crossing Borders Scholar 2018

This booklet is a component of a workshop facilitated as part of a Women's Economic Empowerment Program in Southern Province, Zambia. This workshop also includes participation activities (which will be discussed in this project) to help implement the lessons presented in this book. This program also includes bi-weekly follow-up meetings over 12 weeks after completion of the workshop, as well as mentoring and access to micro-loans.

Fundamentals of Micro-Enterprise Workshop

**Twambo Tupati-pati Tujatikizya Makwebo
Akhallia**

NAME: _____



Table of Contents

1. Defining Objectives
2. Market Demand
3. Market Supply
4. The Market
5. Revenues
6. Costs
7. Profit
8. Record Keeping
9. Business Planning

Useful Definitions:

“The Big Five”

Within this document “The Big Five” references 5 guiding questions (Who, What, When, Where and How) to ask yourself when evaluating how things influences your micro-enterprise.

Micro-Enterprise

A small business that provides a product or service to the community.

The Market

The trade of a product or service between a buyer and a seller.

Machililanwa (Table of Contents)

1. Kupandulula Makanze
2. Kuziba Ziyandika Kubantu Mubusambazi
3. Kupa Ziyandika
4. Musika Na Masambalilo
5. Mali Anjila
6. Mali Azwa
7. Mpindu
8. Bubambe bwa Malembe
9. Makwebo a Kuyeya Chakucita

“5 Mupati”

Awa tujana mibuziyili yosanwe na 5 (Nguni, Chinzi, Ndilili, Nkuli, Chicitwa Buti) eeyi njemibuzyo simakwebo njalibuzya mwini kubona kuti makweboa akwe ali mukumweendela kabotu na pee.

Makwebo Akhalilila (Micro Enterprise):

Aya makwebo mashyonto aapa nzintu zisambalwa na milimo yamakwebo kuli banamaleya na kubuleya.

Mushika na Musika (Market):

Ibusambanzi bwanzintu na bubelesi a kati kabasikuula abasikusambala.

The participants of this workshop belong to Women's Groups – which are groups of 20 women that work on small, subsistence businesses together and jointly benefit from the profits. Many of these groups have been working together for over 10 years, but few have ever implemented a lasting business. The main reason identified by the groups for this is due to lack of knowledge about starting, running, and sustaining a business. The intention of this booklet and workshop is to close this knowledge gap by educating on basic business principles, and proving mentorship to implement these lessons in a long-lasting way.



Each woman participating in the workshop receives a booklet (pictured below). The booklets are bi-lingual, with each English page beside a Tonga page, which is the local language in Southern Province. The intention of each woman getting her own book is so she can refer to it during the workshop, but also to review later with her group and share with family and friends. This booklet and workshop are meant to be inclusive of all learning levels, which is why booklets, oral presentations, practice materials, and follow-up meetings are included.

1. Defining Objectives

The first step of starting a micro-enterprise is defining the **purpose** of the enterprise. A list of **objectives** should be written to specify what the enterprise hopes to achieve. Defining objectives is useful to help guide the direction and actions of the enterprise.

In order to define objectives, the owners of the micro-enterprise must ask themselves:

- What does this enterprise hope to achieve as an enterprise?
- How are we going to achieve this?
- How is this enterprise going to be sustainable over time?

After thinking about these questions, the enterprise should develop one or more objectives that it wants to achieve.

What are some of the objectives of the micro-enterprise?

If many objectives are identified they must be sorted by order of importance.

1.Kupandulula Makanze

Chintu chakutanguna mukutalika makwebo akhalilila hkuzubulula **muzezo** wa makwebo. Twaambo tutobelene tulalembwa kutondezya chiyanda kujanwa kumama nino amakanze. Obu bupanduluzi mbuyandisi kambo bugwasha bwende a zichitwa mu makwebo antela mu mpindu isalidwe.

Bamukamwini mpindu balibuzye beni twambo otu:

- Senan chinzi cheelede kujana kumamanino?
- Tuyobeleka buti kuti tujane nchotuyanda kujana?
- Kabunga aka kayoba buti kabunga kazumanana?

Kwamana kumwila mibuzyo eeyi kabunga kabambe makanze acintu ncobayanda kujana.

Makanze nzi aambi a makwebo akhalilila?

Na twaambo twavula amutulembe kutalika akambo kabuyandisi kuyogola akambo kamamanino.

At this point in the workshop – the groups sit together to define the objectives they have as a group, and what they hope to achieve through their small businesses.



2. Market Demand

When starting a micro-enterprise that will provide a product (vegetables) or service (tailoring) to customers it is important to consider if there is **demand** for that product or service.

What is demand? Demand is what and how much people want of a product or service.

The Big 5:

WHO will want to buy this product or service?

WHAT will they want?

WHEN will they want it? How often will they need to buy (yearly, monthly, weekly, daily)? How much do they buy each time?

WHERE are these people? How will you get the product or service to them?

HOW do you know this information?

Thinking of your micro-enterprise is there market demand for the product or service the enterprise produces?

2. Makwebo

Kutalika makwebo akhalilila ati tupe mpindu (chisu mane) antela (kusuma, kusalazya) kuli batuula (customers) chipati nchakuti tubone kuti zintu zyesu ziyandisi.

What is demand? Munyama nzi **demand** muchitonga **ziyandisi** zintu bantu zibayanda kapati.

5 Mupati:

NGUNI (who) uti kaule ezi zintu?

CHINZI (what) nchobayanda?

NDILILI (when) no bachiyanba? Mwaka, mwezi, wviki, na abuzuba? Mponya ziindi zyangaye.

NKULI (where) balikuli bantu aba, tulazitola buti zintu nzobayanda?

MBUBUTI (how) mbotuziba twambo otu?

Kuyeyela makwebo ako hena kuli musika na masambalilo azintu zili mumakwebo ako na mu mpindu njochita?

3. Market Supply

After establishing that market demand exists for your product or service, the enterprise must then find out how many other individuals or enterprises are **supplying** the market demand.

What is supply? Supply is the amount of the *same* or *substitutable* products already available in the market.

A product is the same if it is identical to other products on the market. A product is substitutable if it can be easily replaced (or substituted) by another good, for example rape can be easily substituted by cabbage. If your market already has the same or substitutable products as you want to sell then you won't have as many customers.

The Big 5:

WHO is already supply the market? How many sellers are they?

WHAT are they supplying to the market? Is it the same product or a substitute?

WHEN do they supply? How much are they supplying each time? Are there any times when they are not supplying, why not?

WHERE are they supplying? Is it the same place you will supply?

HOW do you know this information?

Thinking of your micro-enterprise is there market supply for your product or service?

3. Zintu Zyakusambala Amusika

Bakuziba kuti zyakusambala zyako ziyandisi a mushika, mponya kabunga kabone kuti mbangaye basambala **zintu zikozyene azyo ujisi ziyandisi kapati abusena bwakusambalila?**

Kuba a zintu (supply) zisambalwa antela zintu ezi nkozili kale abusena bwakusambalila (market)

Zyakusambala zikozansigwe antela nkozili kale abusena bwamasambalilo.

Mponya zyakusambala inga zyachnawa – kuti na (rape) wavula yebo sambala cabbage antela tomato.

Na masambalilo aako alijisi kale nzintu ziswana na zyeelene azyako ziyoyanda kusambala – nkokuti tokooba asiku ula banji pe.

5 Mupati:

NGUNI (who) usambala cintu echo amusika? Mbangaye basambala zintu ezyo?

CHINZI (what) nchobasambala? Hena chilikozyene anchondisambala?

NDILILI (when) nobasambala? Zinji buti zisambalwa achindi? Sena kuli zindi nzobatasambali? Kambo nzi?

NKULI (where) nkobasambalilan? Sena mbusena bomwe mposambalila?

MBUBUTI (how) mbotizibe twambo otu?

Koyeya makwebo aako kuti antela alasambalika alimwi sena alafwambana?

To develop a strong understanding of “Market Demand” the groups each take a large sheet of paper and answer “The Big 5” with regards to a sample business (growing and selling tomatoes, raising and selling chickens, buying and selling dried fish, selling sunflower oil, for example). The findings are presented to the workshop participants and it is determined if market demand exists for this business.



The same exercise is also done to determine how many suppliers are operating in the market.



4. The Market

After identifying the existence of demand and supply for the product or service the enterprise will produce, the enterprise needs to determine if there is space for the good or service in the market?

How to determine if there is space in the market for your product:

- Is there a high or continuous demand for the product or service?
- Is there low supply for the product or service?
- Is there inconsistent supply for the product or service?
- Do you have a better product than other sellers?
- Is this a new product or service that is in demand?

IDEA EVALUATION!

How did you answer the questions above?

If you answered:

YES to any of the questions – your micro-enterprise could be successful.

NO to all of the questions – your micro-enterprise will not be successful. At this point it is good to re-evaluate your product or service and see if there is another product or service your enterprise can product.

It is important to be careful of entering into markets with either

- Too little demand
- Too much supply

When either of these are true it will be hard to find a reliable place to sell your product or service.

4. Masambalilo Antela Mushika

Wamana kuziba buyandisi bwa zintu zyojisi mumakwebo aako, kabunga kako kalange na kuli busena bwakusambalila zintu zyako a musika?

Nzila yakuziba na kuli busena a musika wa zintu nzyo-sambala.

- Mbanji bayanda ncesambala? Hena chiindi chose?
- Hena basambala ncejisi mbashonto?
- Hena basambala lyose alimwi chindi a chindi
- Sena ulijisi cakusambala cibotu kwiinda cabasambazi bamwi na?
- Sena chilaandene kuzintu ziyandika?

CHEBA MUSULE!

Waingula buti mibuzyo ili a **above**.

Na Kuti waingula:

Yi (yes) kutwabo tunji ziba kuti busambanzi bwako bula zwidilila sena

Pe-Pe (no) kumibuzyo – busambanzi bwake na makwebo aako taako zwidilila. Aciindi eeci langanya zintu zyamakwebo amilimo yaako, bona kuti kabunga kako katalika kupanga zimwi nzintu.

Nciyandisi kuti walangisha kotana njila mubusena bwakusambalila ndiza:

- Zintu zisheonto loko (kakuli kuyandika zinji)
- Zintu zinji loko (kakuli kuyandika zisheonto)

The workshop participants then work together to determine if there is space in the market (enough demand, or not enough supply) by answering the above questions. If it is determined that there's sufficient customers for their business, then they will conclude that the business could open. Once this is determined, we use these example businesses to go through calculating the costs of starting the business and the expected revenues from that investment. We then focus on calculating profits, keeping records of sales and expenses, and business planning for reinvestment of profits.



5. Revenues

When calculating if the enterprise will be sustainable or profitable you must also predict expected revenues through sales, and take care to record sales in order to accurately track revenues.

The Big 5:

WHO will buy this product or service?

WHAT will they pay per unit and how many units will they buy?

WHEN will they buy? How often will they buy? How much can you sell in a week or month?

WHERE will they buy? How will the enterprise get the product or service to the market?

HOW do you know this information?

Revenue is the money you have from selling your product or service.

Total Revenue is the amount received from the sale of all products or services over a period.

Ex: If you sell 100 packets of tomatoes for k2 each and receive k200 then the **total revenue is k200**. The money that came in for all the tomatoes is k200.

Unit Revenue is the amount received for each unit of a product or service. This is the same as the sale price.

Ex: If you sell 100 packets of tomatoes for k2 each and receive k200 then the **unit revenue is k2**. The money that came in for each packet is k2.

5. Mali Anjila

Mukuyeyela na mpindu yesu ni mpindu – ikhalilila almiwi ipa impindu. Kabunga kayeye atikajanike mubusambazi, alimwi kulemba busambazi bonse kucita kuti kakutobelezegwa chakutapenzegwa. (Bulembo kabuli mubulembo bubalika nekuba kuti toko.)

5 Mupati

NGUNI (who) uyoziula zintu ezi?

BAYOZIBULA mwelwe nzi “unit” yomwe yomwe.

NDILILI (when) ni bayoula? Ziindi zyangaye? Inga mu nwwiki ndasambala zyangaye? Antela mumwezi

NKULI (where) nkobayozibula? Mbubuti mboziyoo sika kubusena oobo bwakusambalila?

TUJANWA buti twambo otu?

Revenue: na mpindu mali ayo ngopanga kuzwa kuku sambala.

Total Revenue: Mali onse ajanwa kwamana kusambala makwebo ako. Mukozyauyo: Kuti twasambala tupakati twama tomato tuli 100 k2 kombwe mponya twajana k200. Antomwe mali a mali azwa kuma tomato ugil k200.

Unit Revenue: Mali ajanwa mubusambazi bwa zintu mu ma “unit”.

Mukozyauyo: kuti natwasambala tupaketi tuli 100 tupaketi tomato mato tuli 100 amilo wakz mpona twajana k200 cintu cakutalisha makwebo ngilka mali anjila ku kapaketi akapaketi ngu k2.

6. Costs (Money Out)

In order to find out if an enterprise will be sustainable or profitable the enterprise must consider all costs associated with production, transport, and selling. This information must be recorded in order to plan for the future actions of the enterprise.

The Big 5

WHO will do the work? Are they already trained? How much will training cost if needed? Will workers be paid?

WHAT resources will you need for production and how much do they cost?

WHEN will you incur these costs (yearly, monthly, weekly)? Will these costs change over time?

WHERE are you selling the product or service? Are there transport costs involved?

HOW do you know this information?

Total Cost is the cost incurred over a period of time (for example, a year).

Ex: If you are growing 100 packets of tomatoes you will need seeds and spray.

Seeds: k10

Spray: k25

Total Cost = k6 + k25 = k35

Unit Cost is the cost paid to produce each unit of the product or service.

Ex: With your seeds and spray you are able to produce 100 packets of tomatoes. So, we can find how much it cost to produce each packet.

Unit Cost = Total Cost / # Produced

Cost per Packet = k35 / 100 packets = k0.35

Each packet of tomatoes cost k0.35 to grow.

6. Mali Azwa

Kucita kuti uzibe na makwebo aako alakhalilila antela ali empindu, kabunga kazibe kuti chilatola mali nzi kutalika mpindu eeyi alimwi cinzi chijanika kubusambazi bwazintu.

Kufumbwa mpindu kuli mali asweka alo alankozya kazibwa chakutakatazaya pele kwali akatazaya kuziba. Kucita kuti tuzibe mali aya kungwisha.

Production: zintu zotujisi mubusambazi, transport: bwende bwa zintu kusika ku musika, alimwi busambazi bwe zintu

5 Mupati:

NGUNI (who) utibeleke? Sena basensemunwa kale? Kusensemunwa kulatola mali-nzi? Sena babeleka banohola na?

ZINTU nzi ziyandika? Alimwi zindula buti kumali.

NDILILI (when) niziyoobbadelelwa sena kuya mwaka, kuya mwezi , antela kuyanv vwiuki ambweni buzuba abuzuba. Sena kubbadela ooku kunochincha – chincha chiindi a chiindi?

NKULI (where) kuli masambalilo (market place)? Sena kubbade-lwa biiya na?

TUWEZELELWA buti?

Mweelwe (Total Cost): Mali onse abelesegwa kuyabika antomwe antela mwaka onse.

Tupanzi – Panzi Twakubbadela (Unti Cost): Mali abbadelwa – mu ziga zyampindu

Zintu zyose zijatikizya bweende bwa mali azibikwe mumalembo kabotu kabotu, kucita kuti zikatugwa ku makanze esu abola kumbele muma – kwebo akhalilila – mukubamba “Budget”.



Each group member participates in calculating the costs, revenues, and profits for the business. It's important for each member to participate in the entire process, including record-keeping and business planning, so that these lessons can be applied to individual businesses as well. It's also valuable so that the responsibility is not only placed on the secretary and treasurer, but each woman can actively participate in the management of the group businesses.



7. Profit

Profit is the amount received by the enterprise after taking away all of the costs that were paid to produce the product or service.

PROFIT = TOTAL REVENUE – TOTAL COST

UNIT PROFIT = UNIT REVENUE – UNIT COST

E.g: You make a total revenue of **K200** from selling tomatoes.

You spend a total cost of **K35** producing, transporting and selling the tomatoes

You make a total profit of $k200 - K35 =$ **K165**

In order for an enterprise to be sustainable profit must be ZERO or POSITIVE.

For some months PROFIT may be negative, but year over year profit should be ZERO or POSITIVE in order for the enterprise to keep delivering a product or service to customers.

7. Mpinbu

Mali ajanika atala amali akabelesegwa kujana bukwebo bwako bonse aitwa kuti pulofeti

Pulofeti = Mali akajanwa kugusha mali aakabelesegwa

Eg. Mali akajanwa mubusambazi bwako ngu **K200**

Mali ngowakabelesha oonse antomwe ngu **K35**

Mponya pulofeti yako ngu $K200 - K35 =$ **K 165**

Nkokuti pulofeti ya business yako ngu K 165

Kuchita makwebo abe makwebo akhalilila pulofeti ilakonzya kuba a zero na mujulu.

Zimwi zindi makwebo alakonzya kubija kwa myezi buyo mpesi mukuya mazuba ilatalika kubotelezya kapati. Echi nchibotu kaambo makwebo anozumanana kuya kumbele.



8. Record Keeping

It is very important to keep record of all activities of the business. This includes tracking all money in (REVENUE) and money out (COSTS), as well as items and inputs in and out even if they are not money. This is because in the future you may need to BUY or SELL this item and you will need to know how many or how much you had the last time.

Ex: If your businesses uses maize sacs as an input and this year you take 10 maize sacs from your house and buy zero, it is important to write this in COSTS as “10 MAIZE SACS” so when you are planning for how much you will spend the next year, you know you will need that many (and you will take them again or buy them).

8. Kubamba Malembe

Cintu cibotu kubamba malembe acintu cocita mumakwebo. Cintu cimwi cakuzibisia mali (mali akutalisha makwebo) mali azwa (milo mbuli cintu mbocibende alimwia kubika akungwisha olo kazitali mali. Eci cilatungwasha bumi kuziba mboculwa olo mbocisambalwa cintu, akuziba kuti zilizyougaye ziwakajisi ciindi caka mawa.

Mukozyano: Kutalisha makwebo waka belesha masaka amapopwe ngowakatalisha makwebo akazwa munjauda yako takwe ngowakaula cibotu kulemba mulo wamasaka alilo amapopwe so uyeeye ngoyeleude kuyobelesu a mulaka uboola yebo ulazuba kuti uyaua manji buti sena ukangwishe bio naukaule.

Record Keeping

DATE	ITEM	MONEY IN	MONEY OUT	AMOUNT LEFT IN CASH BOX	SIGNATURES (2)

9. Business Planning

Mwenti	Zintu	Chwandoika (Mbozylwa)	Zetungwisha Cetatalisha	Mali Anjila	Mali Azwa	Mpindu
January	Activities and objectives for this month	What you need to buy or do to complete activities	How much you expect to produce or sell	How much money came IN during the month	How much was spent during the month	How much profit (Anjila-Azwa) was made
February	Zintu zicitwa amizezo yamwazi uno	Cinzi comuyanda kuula akumawinzya zintu zyakucita	Zili ziyongaye zomuyayaku yougwisha aku sambala	Mali nzi anjila uno mwezi	Mali nzi ngotw akabeleshau amweezi	Ili yongaye mpindu njitwakapanga
March	Plant Seeds Spray plants	Tomato seeds (k25) Rape seeds (k6) Spray (k25)		K0	k25 + k6 + k25 = k56	K0 - k56 = -k56
April	Harvest tomatoes and sell in Muzya Harvest rape and sell in Zimba	No inputs needed	50 packets of tomato (k2 each) 50 bundles of rape (k3 each) Expected Revenue = k250	45 packets (k90) 55 bundles (k165) k90 + k165 = k255	K0	k255 - k0 = k255
(Other Months)						
Total				K0 + k255 = k255	k56 + k0 = k56	-k56 + k255 = k199

Thank you CAPI!

Twalumba Kapati CAPI!

