CIPE
CENTRE FOR INTERNATIONAL PRIVATE ENTERPRISE

CGPA
CENTRE FOR GOVERNANCE AND PUBLIC ACCOUNTABILITY

JULY 2024

CAPACITY BUILDING

TRAINING MANUAL

for Female Entrepreneurs of Women's Chamber of Commerce and Industry

Abbottabad, Charsadda, Dir Lower, Mardan, Peshawar

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LIST OF ACRONYMS:

CGPA	**Centre for Governance and Public Accountability**
CIPE	**Centre for International Private Enterprises**
CSR	**Corporate Social Responsibility**
FPCCI	**Federation of Pakistan Chambers of Commerce & Industry**
KP	**Khyber Pakhtunkhwa**
NGOs	**Non-Governmental Organizations**
PPDs	**Public Private Dialogues**
SOPs	**Standard Operating Procedures**
WCCI	**Women Chamber of Commerce and Industry**
IT	**Informational technology**
PDIA	**Problem Driven Iderative Adaption**
NTN	**National Tax Number**
KPWEN	**Khyber Pakhtunkhwa Women Entrepreneurial Network**
RACI	**Responsibility, Accountability, Consultation and Information**

Preface

Women's Chambers of Commerce and Industry (WCCI) are powerful development opportunity centers for female entrepreneurs. Nevertheless, these chambers and their members encounter a score of particular difficulties, such as poor governance within institutions, barriers in social inclusion, hurdles in effective networking, arduous chamber's registration process, businesses' registration and NTN as well as the lack of digital literacy. The Capacity Building Training Manual developed for female entrepreneurs of the Women Chambers of Commerce and Industry helps them in dealing with these challenges.

This training manual provides a holistic approach to strengthening women's chambers and for women involved in the business ecosystem of Khyber Pakhtunkhwa province. The modules of this manual cover the most key and relevant topics identified by participants of the Problem Driven Iterative Adaptation (PDIA) workshop. CGPA conducted PDIA workshop with all five WCCIs (Abbottabad, Charsadda, Dir Lower, Mardan and Peshawar) where the female entrepreneurs and members of the WCCIs jointly identified areas in which they need capacity enhancement. Thus, these modules attempt to further the understanding of establishing successful and sustainable businesses led by female entrepreneurs. This manual uses basic to moderate level of knowledge intensity for female entrepreneurs at different levels of business careers.

Carefully tailored for increased effectiveness, the manual highlights comprehensive analysis and information to contribute to the empowerment of business women to handle challenges and improve their business environment. It trains the female entrepreneurs and members of the WCCIs for a regional democratic platform where personal and professional growth is greatly enhanced, and a collective business ecosystem is developed. The aim is not only for women strengthening their own business but also to be advocates for a broader campaign to change the position of women in commerce and industry such that they can have equal opportunities with their male counterparts.

Who can use this Manual?

This manual is intended to be a dynamic guide for future prospects of business growth. It can be used by a wide range of individuals and organizations, including:

Female entrepreneurs: It provides tips and tools that can be utilized during the process of establishing businesses.

Women's Chambers of Commerce and Industry: This manual is intended for the empowerment of leaders and members of chambers who may use it to articulate initiatives, conduct training programs, and orient members on how to best use a chamber's services.

Non-Governmental Organizations (NGOs) and CSOs: Organizations that are keen to empower women in businesses, can deploy this handbook to organize and conduct workshops, create awareness and conduct seminars.

Corporate Social Responsibility (CSR) Programs: Organizations with CSR initiatives that serve to empower women and enhance entrepreneurship may find this manual useful for conducting training workshops.

Objectives of the Training Manual:

1. Enhance Governance: Enhance the governance of institutional businesses of women chambers by having effective leadership, strategic rules, and organizational structures.
2. Promote Inclusivity: Develop a socially integrated and inclusive business community, which has the strength to deal with social and cultural injustices.
3. Encourage Networking: Nurture networks, partnerships and fellowships that are strong and collaborative among female entrepreneurs to boost growth and help the female entrepreneurs offer and ask for support.
4. Boost Legal Knowledge: Give legal awareness on crucial matters such as intellectual property rights, contracts, business guidelines, and laws of employment.
5. Develop Digital Skills: Supply female entrepreneurs with IT literacy training to implement applications and tools necessary for business expansion and process automation.
6. Support Personal Growth: Promote personal development skills through leadership education, communication skills training, and workshops on resilience.

Project Background

To better understand the status of Khyber Pakhtunkhwa (KP) district women's chambers, CGPA assessed women's chambers in KP in 2022, which confirmed the issues raised in 11 Public Private Dialogues (PPDs) conducted from November 21 to November 30, 2022. The findings revealed capacity gaps in implementing advocacy agendas, limited opportunities for leadership skills training, and networking with members of other chambers at the provincial level . This project seeks to improve women's entrepreneurship ecosystem in KP through strengthening the women chambers. CIPE has played a monumental role in promulgation of Trade Organization Ordinance in 2006 .
The Ordinance served as a springboard for the formation of women chambers for the first time at the district level in Pakistan. Considering CIPE's previous engagement with the Women Chamber of Commerce and Industry – Peshawar (WCCI - P), CGPA hopes to learn from the challenges and lessons learned and build upon successful outcomes of CIPE's current engagement with five women chambers (Abbottabad, Charsadda, Dir lower, Mardan and Peshawar).

Under the ongoing project in partnership with CIPE 'Supporting Private Sector to Keep Critical Civic Space Open in Khyber Pakhtunkhwa Province', CGPA is working to achieve three objectives

a) To create conducive legal framework for female entrepreneurs through advocacy.
b) To strengthen women chambers through need-based capacity building workshops.
c) To develop network of women chambers in KP.

CGPA has reviewed relevant laws governing women chambers and proposed recommendations for reform. 125 female entrepreneurs and members of the women chambers will be trained in two consecutive trainings, one focused on legal awareness and the other on developing personal leadership skills. These trained female entrepreneurs and members will also hold awareness sessions in their respective localities. CGPA will form Khyber Pakhtunkhwa Women Entrepreneurial Network (KPWEN) which will provide female entrepreneurs to interact at provincial level and will also help in establishing new women chambers. CGPA will maintain the database of the trained female entrepreneurs and members through the capacity building workshops. These women, from all five beneficiary districts (Abbottabad, Charsadda, Dir Lower, Mardan and Peshawar) are members of and connected via WhatsApp Community named "Khyber Pakhtunkhwa Women Entrepreneurial Network"

It is expected that at the end of the project KP will have robust women chambers, existing and emerging ones, contributing to more inclusive economic policies and a conducive ecosystem for female entrepreneurs to operate in KP.

MODULE I – INSTITUTIONAL GOVERNANCE

Institutional governance, assuring leadership competency and administrative control is the cornerstone of an organization's success. It holds the overall administrative structure, processes and methodology that govern the strategic decisions and accountability of the organization. Module I will discuss management policies that are vital for any institution's success. Additionally, principles that drive leadership and best practices for office management will also be explored. Transparent and accountable mechanisms of governance are paramount to any workplace and any decision that is unanimously agreed upon.

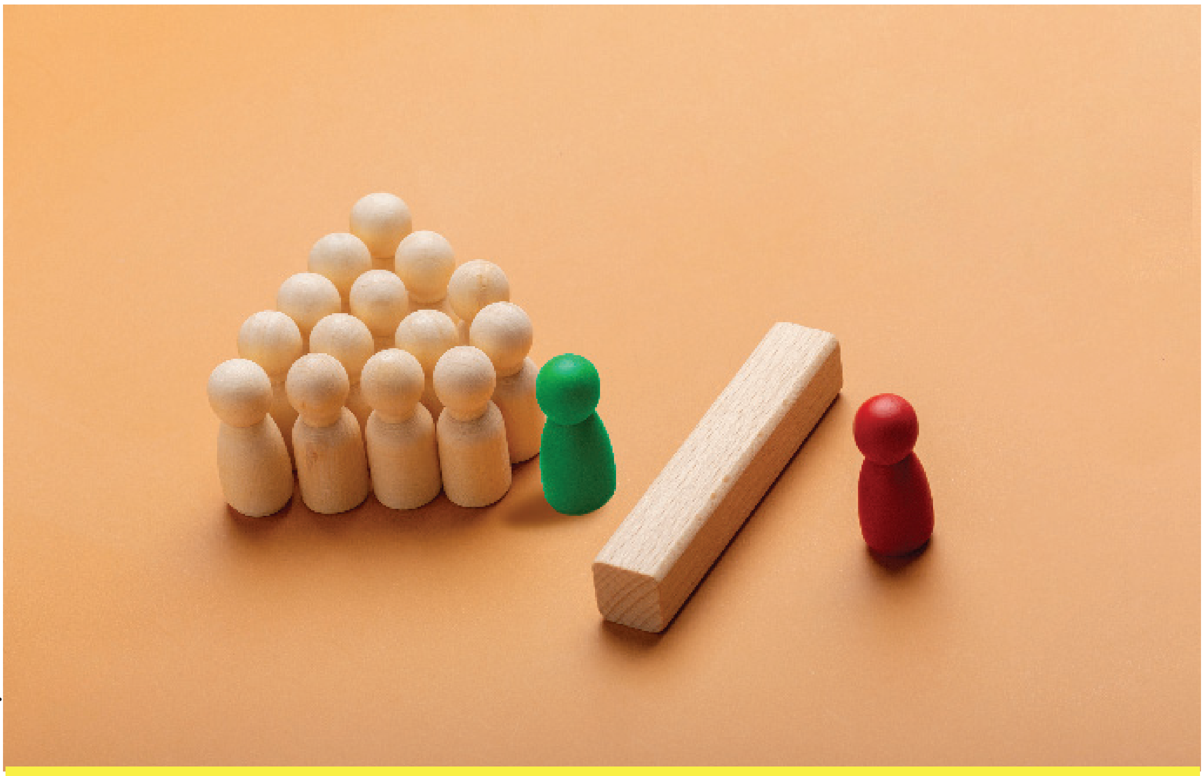
Leadership is a vital factor in the success of an institution and thus determines the mode of governance. A leader needs to strike a balance between their authority and accountability to the stakeholders. Their role is to ensure that stakeholders participate in decision-making processes as it is critical for the stakeholder to oversee the importance of these decisions. This module will present several leadership strategies (refer to 7 levels of leadership, p 07), the significance of strategic planning, and examples of governance through which organizations thrive.

Within an organization, office management is considered as the operational part of public service governance. It implies establishment and regular supervision of a working environment in the office, formulation and redefinition of organizational structure, workflow review and optimization, time management methods and working with IT tools for the company to achieve its overarching goals. This module will cover issues of office management with recommended resolutions such as effective administrative practices, information flow, and adherence to internal and external regulations to improve office management.

Effective leadership incorporates different modes of communication. By the end of this module, participants will be able to identify governance structures unique to their situations. Throughout this module, participants will realize that the consistency of their organizational management and the inclusivity of all stakeholders can empower women's chambers to reach effective decisions even in complex and ever-changing times.

Topic 1: Introduction to Leadership

Leadership versus management



MANAGEMENT	VS	LEADERSHIP
Head Of The Team		Part Of The Team
Gives directions		Asks Questions
Convey Orders From Higher Ups		Brainstorms With Teams
Instructs		Inspires
Follows Rules		Reinvents Rules
Gives Orders		Gives Autonomy
Is An Authority		Is An Ally
Focuses On Day To Day		Imagines the Long Term
Has Confidence In Their Roles		Has Confidence In Their Teams
The Ones In Charge		The Ones Leading The Charge
Assigned Responsibility		Intrinsic Responsibility
Is A Title		Is A Choice
Is Power		Is Influence
Seeks To Be The Best On The Team		Seeks To Bring Out The Best In The Team
Is A Job		Is A Lifestyle
Maintains The Status Quo		Improves Organizational Performance
Makes Marks On Pages		Makes Marks On People
Says "This Is What I Think"		Asks "What Do You Think?"
Says "Call If You Need Me"		Regularly Checks In And Ask How To Help

The role of leaders in organizations

Leaders in organizations hold central strategic roles including formulation of organizational vision, direction, and provision of the essential roles of the workforce and contribute to making critical decisions. Leaders of an organization also reflect the work culture, ethics, and governance of an organization. Efficient managers ensure that stakeholders across the organization are empowered to contribute to decision making, can speak out, build team confidence and strengthen collaborative work. Some of the other roles rest with the leaders are to stimulate innovation, overcome limitations, and remain responsible which in the end leads to organizational prosperity and survival. Leaders assist in the organization's progress by combining both the instrumental and strategic functions. As these changes help the organization achieve their set aspirations.

The impact of leadership on organizational culture and performance

Leadership significantly impacts organizational culture and performance by influencing the values, behaviors, and practices within an organization . Following are the key points to explain the impacts;

Shaping Culture: Leadership style and conduct (refer to topic 2, p 04) shape the culture of an organization through the way these leaders behave, the decisions they make, and the manner in which they communicate. A leader, who aims to collaborate, remains transparent, ensures inclusivity, and develops and maintains a culture.

Driving Performance: An empowering and encouraging leadership style can have a crucial impact on team by promoting group participation and develops a clear sense of direction and purpose. Leaders who make clear goals, provides feedback and gives recognition for achievement can turn stakeholders into a great work force.

Building Trust: Trustworthiness is a critical attribute of successful organizations. Leaders who are consistent, ethical, and transparent create credibility and high job satisfaction, avoiding general stakeholder turnover. The confidence that comes with trust is reflected with open communication and innovation.

Influencing Change: Among the leadership competencies, change management as a competency is particularly special and unique. Leaders can inspire people and help during changes and minimize the opposition. This capacity is essential in sustaining good performance within an organization especially when an organization is exposed to various internal and external changes.

Promoting Accountability: Effective leaders are self-accountable and set personal as well as organizational goals. As a result, the leader sets a positive example of accountability for stakeholders to look up to.

Topic 2: Leadership Styles

Transactional Leadership

Reward and Penalties is a theoretical system behind which transactional leadership style works. Leaders who champion this technique are inclined to run companies that are structured with their rules and order in place. Key features of transactional leadership include

Rewards and Penalties: This leadership style heavily relies on the concepts of rewards and penalties. The rewards include promotion and other motivational measures. And the negative reinforcement includes holding off an increment, demotion, warning and other forms.

Task-Oriented: Efficiency of given tasks establishes objectives, milestones, and Key performance Indicators (KPIs), to ensure the team is achieving its goals and outcomes..

Short-Term Focus: Transactional leaderships focus on short-term goals and quick results rather than grandiose strategy. However, it may work well for ensuring continuity and standards, it may also be a good or bad thing for innovations because of an overemphasis on this area.

Transformational Leadership

Transformational leadership is about leading and influencing the team and achieving new, advanced performance levels with the help of a shared vision and the involvement of each member in the team's growth process. Key aspects of transformational leadership include

Inspiration and Vision: Transformational leaders design and share impactful organizational visions that drive other team members to promote and support the leader's vision. Powerful vision statements capture and energize stakeholders. Transformational leaders promotes the team spirit by considering their ideas in a participative manner.

Empowerment: This type allows self-expression, granting each stakeholder an innate power to assume ownership of their work. Leaders act not only as teachers but also encourage and create an atmosphere of perpetual learning where learning is never exhausted.

Change Orientation: A transformational leader incorporates transformation into their identity and inspires others with their actions. They evoke critical thinking beyond the box and invite creativity to the team.

Transformational leadership is commonly cited for developing strong team member consistency and motivation, contributing to a prosperous company.

THE BASIS FOR COMPARION	TRANSACTIONAL LEADERSHIP	TRANSFORMATIONAL LEADERSHIP
MEANING	Leadership style where the leader uses rewards and punishments to motivate followers	Leadership style where the leader uses charisma and enthusiasm to inspire followers
CONCEPT	The leader emphasizes his relationship with the followers	The leader emphasizes the followers' values, ideals, morals, and needs.
NATURE	Responsive	Active
BEST FOR	Busy environment	Turbulent environment
WORK FOR	Development of an existing organizational culture	Changing the current corporate culture
STYLE	Bureaucratic	Charismatic
HOW MANY LEADERS CAN THERE BE?	One	Several
FOCUSED ON	Planning and execution	Innovation
MOTIVATIONAL TOOL	Attract supporters by putting their interests first	Attract supporters by focusing on the interests of the company

Charismatic Leadership

Charismatic leadership is based on the powerful influence of the personality traits of the leader and their fascination with others by means of emotional connection and persuasion. This style has unique attributes, such as

Emotional Appeal: Charismatic leaders are able to reach target audience on an emotional base using their reliability as a tool to speak to the emotions of the audience. They bring to commit people to their cause for good.

Personal Magnetism: Charismatic leaders can draw people closer through idea generation, inclusivity, asking for feedback, and incorporating suggestions. They can generate massive crowd behind an idea or a plan.

Visionary Approach: Charismatic leaders have an optimistic but rather imaginative worldview which is captivating to a certain type of audience.

There is a lot of energy and high level of efficiency entrenched into charismatic leadership which enables to carry out leader's mandate. On the other hand, there are chances that the leadership is going to be over-reliant on the personality of the leader or there will be no sustainability upon the absence of the leader.

Situational Leadership

Situational leadership refers to the notion that a singular leadership model cannot be best for all situations. In contrast, leaders do not follow a set course of action. Their strategy varies based on the conditions and context of a situation. Key elements of situational leadership include

Adaptability: Successful leaders in any given situation are described as being considerate of their teams and people-oriented.

Developmental Focus: This style focuses on group members' capability to help their leaders. This is achieved through feedback, recommendations, and support.

Flexibility: The ease of maneuvering between various styles of leadership and adjusting to the contextual conditions of the moment characterizes one as a flexible leader.

Topic 3: 7 level Continuum of Leadership Behavior

Organizational Psychologists Robert K. Tannenbaum and Warren H. Schmidt's continuum of leadership styles outlines a set of behavioral options-from autocratic to democratic leadership styles, examining how leaders can modify their approach based on the context and the needs of their cohorts. This is a seven-level continuum that will make it easier for leaders to exercise authority and strike the right balance between participative and directive approaches to decision making.

The seven levels are as follows

> The Leader Makes the Decision and Announces it: The leader forms a decision and informs the team of the strategy proposed. This style of leadership is critical in emergency situations where the chain of command must instruct the team to take necessary action.
>
> The Leader Makes the Decision and promotes the decision: The leader provides the rationale behind the decision as an attempt to persuade the team. This level of continuum offers support for the leader's decision by convincing the team members to agree to it.
>
> The Leader Presents the Decision with an Opportunity for Questions: This approach allows decision-making authority to the leader but guides the group to bring forth inquiries that they might have with regards to ambiguity, understanding the terms of a decision, and what informed

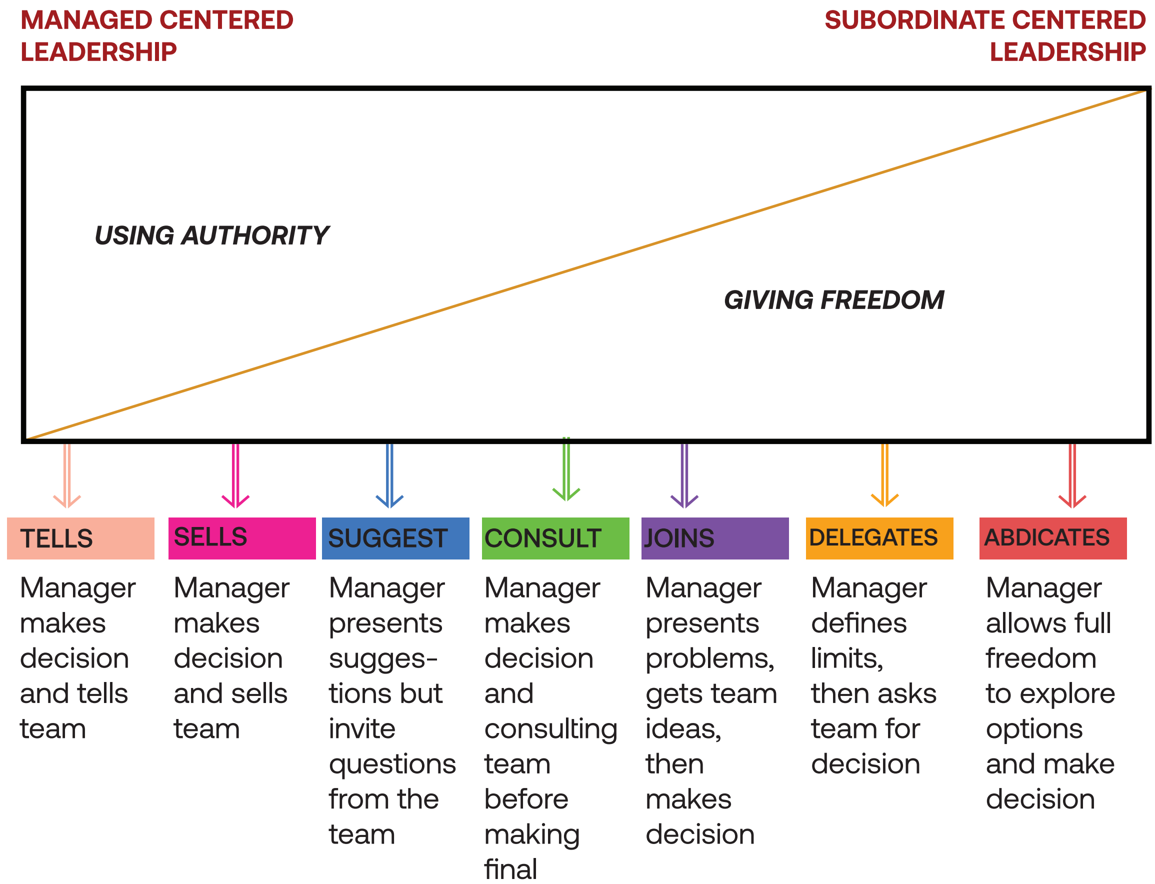
the particular decision precedence over other decisions. Correlations assist in developing a sense of kinship which cultivates a culture of unanimously agreeing upon decisions.

The Leader Suggests a Decision and Seeks Feedback: In this decision-making process, the leader proposes a decision to the broader team. The team comes together and discusses the decision and provides their opinions.

The Leader Presents a Problem and Seeks Suggestions: In this level, the leader presents their understanding of the issue and invites the team to share ideas for intervention. This approach is an example of encouraging a collaborative environment where each individual contributes at some level in crafting a solution.

The Leader Defines Boundaries and Asks the Team to Decide: In this level, the leader sets boundaries and parameters of decision making within the given boundaries. While this approach may seem restrictive, the use of tools such as the RACI (responsibility, accountability, consultation and Information) matrix, the team's collaboration conveys that they take the lead, while the leader provides guidance.

The Leader Delegates Decision-Making to the Team: This approach gives the team total control of decision-making. This places maximum responsibility for decision making on the team. This approach ensures that the stakeholders are responsible and have the ability to foster innovation, teamwork, and critical analytic skills.



Topic 4: Understanding Organizational Vision and Mission

Organizational vision and mission provides an organization with a strategic direction, lays the groundwork for a healthy work culture, and guides the way that decisions are made within a work environment. It is important to have a good grasp of these components, as they will be vital in the pursuit of organizational cohesiveness, the setting of goals, and boosting stakeholder morale. An explanation of both concepts is given below

Organizational Vision

The concept of an organizational vision is a forward-looking approach. Organizations assess the potential it may achieve if it is given a vision that becomes a source of motivation.

Characteristics of a Vision Statement

Inspirational A vision statement should inspire and uplift stakeholders of an organization.

Forward-Looking: A vision statement must align with the organization's future goals. This makes the statement relevant and relatable to stakeholders of an organization.

Broad in Scope: The vision statement must remain consistent with the organizational goals, the implementation execution, and decision-making strategies of an organization.

Short and Memorable: A vision statement that is short relays the message of an organization since it is simple to express and remember.

Importance of Organizational Vision

Guides Strategy Vision guides an organization's long-term view guided by strategic planning.

Aligns Stakeholders: An organizational vision unifies stakeholders within the organization, sets the organization apart from other organizations, and drives external interested parties together, thus inviting a sense of unity.

Drives Innovation: The existence of a vision means setting ambitious goals that, in turn, provide stakeholders with inspiration to innovate with the changing business ecosystem.

Motivates Stakeholders: A vision statement drives stakeholders towards engagement and commitment to each other and the organization.

Organizational Mission

The mission statement of an organization highlights the core objective of the organization and the reasons that necessitate its existence. The mission statement emphasizes societal, structural, and long-term goals. Unlike the vision, which serves a theoretical purpose for an organization, the mission statement operationalizes practical solutions to issues raised by stakeholders and the populations that the organization serves.

Characteristics of a Mission Statement

Purpose-Driven: A mission statement must formulate structural and strategic reasoning as to why the organization represents the stakeholders it serves, how decisions are agreed upon, and the processes of involving stakeholders.

Specific: A mission statement communicates the purpose of an organization and the population it serves. It is specific, informative, and self-explanatory.

Action-Oriented: This mission is usually made by using action as it describes what the organization does in order to attain its main purpose.

Reflects Values It is to buy and sell assets pledged to the organization as an integral part of it.

Importance of Organizational Mission
Guides Day-to-Day Operations The mission supports the activities that must be done daily and decision-making.

Focuses on Customers: Most often, the mission statement expresses among other things the target market and how the service addresses this market segment's needs.

Supports Brand Identity: The mission will not only create and enunciate the organization's brand, but it will also elevate the organization's awareness in the market.

Drives Organizational Culture: The merchant mission's values become embedded in the organization's culture and behaviors.

Relationship Between Vision and Mission
The vision is broader than the mission. It projects the target the organization is aspiring to reach in the future. The mission is extending the vision to what the organization does to achieve this transformation. The vision is visionary and even further beyond the current situation and is the core of the strategic thinking of the organization. In contrast with this approach, the mission is more directed towards the contemporary operational and immediate targets. As a team, they engender a sense of alignment among different units and stakeholders and inform the strategic direction. The mission restates life to the organization's vision by giving an opportunity for the organization to move from an aspirational world to a purposeful world.

Topic 5: Communication Skills for Leaders
The seven Cs of Communication represent a framework outlining seven principles of effective communication. These principles are commonly used to deliver messages that are clear, concise, and impactful. Below is a detailed explanation of each component that makes up the framework for effective communication

1. Clarity
   Always use simple and clear language. Avoid the use of technical terms.

2. Conciseness
   Communication must be kept concise and relevant. Unnecessary details must be avoided in order for the message to get across to the target audience.

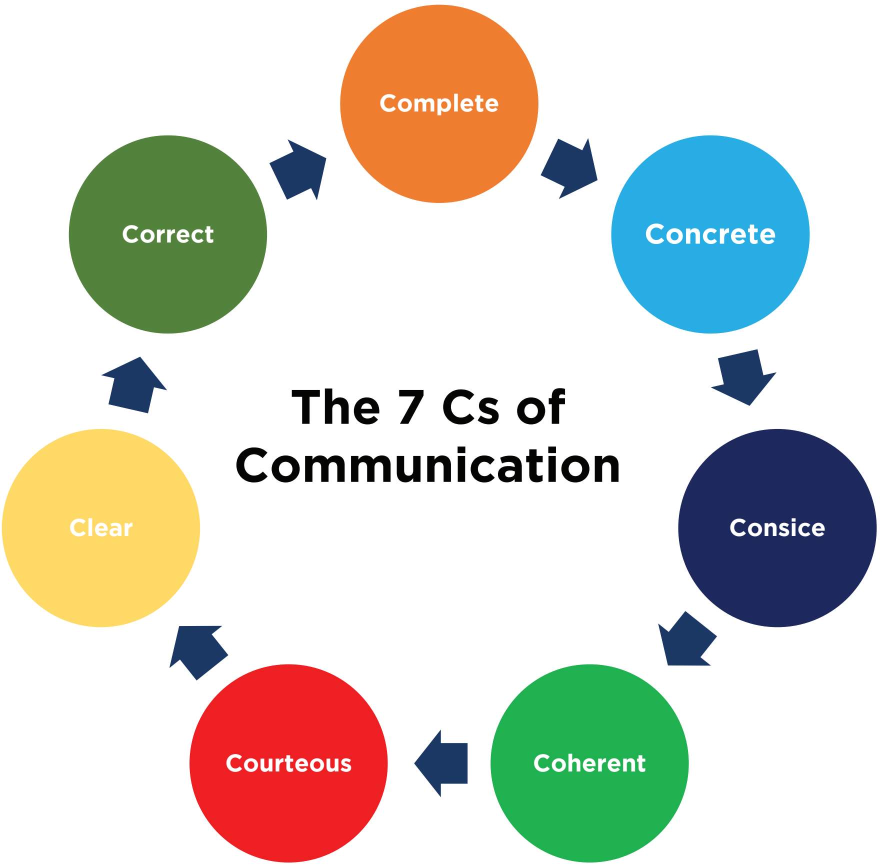
3. Consistency
   Voice should be kept steady to maintain a consistent tone and style.

4. Completeness
   Provide all necessary information needed to answer any question.

5. Courtesy
Be polite and use respectful language.

6. Correctness
Always check grammar and spellings before finalizing.

7. Concreteness
Use examples and data from verified sources.



OFFICE MANAGEMENT

Topic 1: Workflow Analysis and Optimization.

The workflow processes and the optimization of these processes are paramount to office management since they lead to increases in efficiency, reductions in costs, and a rise in productivity levels. Process evaluation at the existing operating stages allows organizations to trace and exclude problematic situations, deal with redundancies, and improve the current procedures, resulting in steady operations.

What is Workflow Analysis?

The process of workflow analysis comprises a streamlined approach to viewing tasks, data, and resources, that are managed within the workplace. It explains the inputs processed, stakeholders and their responsibilities, and expected timelines for completing tasks.

RACI Matrix for Management

A RACI chart , also known as the RACI matrix or a responsibility assignment matrix, is a definition tool used by managers in the planning and design of a project. The chart follows a process that determines tasks and duties allocated to each stakeholder of the organization, irrespective of the hierarchy within the organization. A processual perspective for task allocation, with options to incorporate individual responsibility, the chart identifies responsibilities and upholds stakeholders to an equal standard. RACI represents the four key roles of a project or process

R - Responsibility Someone or a group of people that are responsible for a given task..
A - Accountability The people assigned task should be held accountable for one specific assignment each.
C - Consultation The individuals whose input, knowledge or guidance is required on a task but are not entrusted with the responsibility of the task.
I - Information The individuals who are needed to be kept informed about the progress on the given task.

Purpose of a RACI Chart

Clarifies Roles and Responsibilities: This leads to a straight view of the responsibilities, who is accountable for what, who is consulted, and who is informed about every task or activity. It makes it easier to identify the strengths, weaknesses, and needs of the organization.

Reduces effort Duplication: The chart provides structure for how the organization's roles are developed. This chart avoids duplication of effort and further clarifies to the stakeholders what their assigned roles demand from them.

Improves Communication and Coordination: RACI assures that the stakeholders are contacted and briefed on a timely basis to gather or discuss their insights.

Facilitates Project Planning and Execution: The chart is crucial in decision-making. Through task assignment and accountability, RACI allows thoughtful decision-making and decisiveness.

How to make a RACI Chart Step by Step

To create a RACI chart, follow these steps

1. Identify Tasks and Activities: Take a look at all the tasks or actions that should be finished in order to complete a process or a project.

2. Identify Roles or Team Members: Put all the positions or team members who participate in the project or process without any omission.

3. Assign RACI Roles to Tasks: To each task, appoint RACI roles – Responsible, Accountable, Consulted, and Informed.

4. Review and Validate the Chart: Make sure that it is crystal clear who is responsible for each task and that the tasks are not duplicated.

Example RACI Chart

Project Initiation	Project Sponsor	Project Manager	Business Analyst	Technical Architect	Developers
Task 1	C	A/R	C	I	I
Task 1	A	I	R	C	I
Task 1	A	I	R	C	I
Task 1	C	A	I	R	I

Topic 2: Office Management Computer skills / tools
These three (Word, Excel, and PowerPoint) applications from Microsoft are the most popular and widely used office suite applications, making up the fundamental part of Microsoft Office. Using these tools for managing the office operations make the work more efficient and effective. A brief overview of the skills associated with each tool

Microsoft Word
MS Word or the Microsoft Word is the word processing software that is used for typing, editing, and creating the documents in style. Key skills for Word include

Document Creation: Ability to generate word processing reports, which include forms such as letters, memos, reports, and proposals.

Formatting and Layout: Knowledge of using, style headers and footers, tables and sections breaks to input a document in a professional layout.

Text Editing: In-depth knowledge of advanced tools such as review of track changes, posting and document comparison.

Template Usage: Empowering users to apply templates and transform to corporate standards across the organization.

Microsoft Excel
Microsoft Excel is a spreadsheet application used to process statistical data, develop financial models and visualize the data. Essential Excel skills include
Spreadsheet Creation Skills to create and manage tables, for example, introducing and applying formulas and functions.

Data Visualization: Acquire the skills of creating graphs, charts, and pivots to lighten up the elements of data into pieces of information.

Data Management: Experience with data handling, including undesired elements and error detection.

Advanced Features: Navigation with macros, conditional formatting, tools like Solver and Data Analysis are needed.

Microsoft PowerPoint
PowerPoint by Microsoft is a software program that you can use to create slides with audiovisual content. Important PowerPoint skills include

Presentation Creation: Capacity to develop interesting presentations marked by a visual appeal with slides, text, and multimedia elements.

Slide Design: Mastery of custom slide appearance through use of themes, templates, and design options.

Multimedia Integration: The concept of curriculum includes the skills of adding images, videos, tables, and animations to boost the presentations.

Presentation Delivery: Competencies in the preparation and delivery of presentations, like using the Presenter View feature and managing the slide timings.

Topic 3: Formulating Standard Operating Procedures.
SOPs (Standard Operating Procedures) are detailed and step-by-step work guides that direct how to execute certain tasks or operations in an organization. Formulating these SOPs is a process that is fully developed. SOPs make different operations unvarying, so the consistency, efficiency, and quality are also the same.

What do SOPs (Standard Operating Procedures) mean?
Standard Operating Procedures represent a set of document records that describe the processes to implement the most specific tasks or activities within an organization. When businesses are operating at full capacity, having a key person is highly important. They become role models for colleagues and guarantee consistency and compliance with the set standards.

Why Are SOPs Important?
Consistency and Quality SOPs help the process to be fulfilled continually in the right way so that we avoid mistakes and preserve quality.

Training and Onboarding: They become a helpful addition for stakeholder training and begin setting the tone of the onboarding process.

Compliance and Risk Management: Regulations and standards set by the industry are being applied via SOPs. This results in a reduced risk of unforeseen legal issues.

Efficiency and Productivity: SOPs, which provide clear guidelines, do lead to time-efficiency and smooth circulation of workflows.

Steps for Formulating SOPs
Create a basic outline for the SOP, including key sections such as

Title and Introduction: Supply a good title and an opening paragraph that will help the reader understand the main reason for writing the SOP.

Scope: Specify the scope of the SOP; in other words, it should show what is included and what is not.

Roles and Responsibilities: Point out the job done by who and who makes a directing command.

Safety and Compliance: Describe the specific safety precautions and compliance requirements. In the following words, replace the blurred words with accurate ones.

MODULE II – SOCIAL INCLUSIVITY

Social inclusivity is a crucial concept that promotes equality, diversity, and acceptance within society and the workplace. This module on "Social Inclusivity" will explore two broad topics—Society Sensitization and Workplace Harassment—aimed at fostering a more inclusive environment for all individuals. Through these discussions, we will examine the challenges and barriers that often prevent full social inclusivity, focusing on solutions that create safe, respectful, and equitable spaces.

In the **"Society Sensitization"** section, we will discuss the importance of raising awareness about social issues, stereotypes, and cultural biases that contribute to exclusion. We will delve into strategies for encouraging empathy, understanding, and mutual respect among diverse groups, emphasizing the role of education and open dialogue in combating prejudice.

The **"Workplace Harassment"** section will address the various forms of harassment that can occur in professional settings, including discrimination, bullying, and sexual harassment. We will explore best practices for creating a harassment-free workplace, focusing on policies, training, and effective reporting mechanisms. This section will also cover the legal implications of workplace harassment and the rights and protections of stakeholders.

By the end of this module, participants will have a deeper understanding of social inclusivity and be equipped with the knowledge and tools to advocate for and implement inclusive practices within their communities and workplaces. This module underscores the significance of promoting diversity and respect as fundamental values that benefit individuals and society.

SOCIETY SENSITIZATION

Topic 1: Introduction to Gender Sensitization

Gender sensitivity is the process of the development of awareness of gender-specific problems by people across all genders and equality is promoted with the elimination of gender-based discrimination. That part of the body addresses the matter of gender sensitivity and underscores its significance in tackling structural disparity and discrimination. Through gender sensitization, we can denounce and change attitudes, behaviors, and norms that cause inequality between sexes, examining which steps are necessary for society to be more equitable toward everyone.

Topic 2: Understanding Gender Stereotypes and Biases

Gender prejudices is a certain notion about what and how things should be done by each gender or what characteristics and rules they are meant to adhere to. The present subsection delves into possible roles is that mothers and fathers have and gender biases that result in women being downgraded and discriminated. Through pointing out these stereotypes, we, as the society, are enabled to expose the kind of effect those stereotypes have on our perception as well as the action that we take, leading to discrimination in various sections that involve employment, education and social roles. The aim is to do away with these stereotypes and support an “inclusive” mindset whereby people are treated fairly and without bias.

Topic 3: Importance of Male Involvement in Gender Equality Efforts

To be equal, women require men’ bold actions themselves to. The section that follows explains that when it comes to gender equality tasks, men are meant to be partners and not competitors. They all need to be allies in ensuring that women and men are treated equally. It specifically emphasizes on the men’s role as supporters of women emancipation as well as a power needed to change paternalist culture that may exist in the workplace. On top of this, the impacts of greater gender equality on society in general will be studied, such as enhancement of relationships and higher productivity levels at the workplace.

Topic 4: Creating Inclusive Workplaces for Women

The idea of an inclusive workplace stands for the community where each person is considered equal without regard for gender. This section gives the practical advice on building women friendly working environment where there are disciplined and negotiated policies which deal with gender-based discrimination, pay equity, flexible work arrangements and career advancement. Moreover, it highlights the responsibility of leadership in building an emotional culture of inclusiveness and respect.

Topic 5: Encouraging Open Dialogue and Sharing of Experiences

Engaging in an open discussion and a pooling of experiences are elements crucial in the gender sensitization campaign. This part involves having spaces where participants can get comfortable and express themselves without fear of being judged, building this way a more profound empathy and understanding towards the event of rape. Open discussions provide the opportunity for people to learn and share with each other, which leads to the generation of a community that is united in support in each other. It does not only assist in pinpointing the ongoing structural inequalities at the workplace but also covering the next measures particularly in the process to eradicate gender discrimination and bias.

WORKPLACE HARASSMENT

Topic 1: Harassment Definitions and Types

Workplace as a place for harassment denotes to any physical, verbal, or non-verbal, and other behaviors that create an environment unsafe, intimidating, or offensive. This section provides a clear definition of harassment and outlines the various types that can occur, such as

Sexual Harassment: Unwanted sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature.

Verbal Harassment: Use of offensive or demeaning language, including insults, slurs, or derogatory remarks.

Physical Harassment: Unwanted physical contact, such as pushing, hitting, or aggressive gestures.

Psychological Harassment: Behaviors that create stress, fear, or intimidation, such as threats, gaslighting, or manipulation.

Topic 2: Importance of Establishing a Zero-Tolerance Policy

Establishing a zero-tolerance policy for workplace harassment is critical to fostering a safe work environment. This section explains the importance of a clear policy that categorically prohibits any form of harassment and sets strict consequences for violations. Key elements of a zero-tolerance policy include

Clear Definitions: The policy should define harassment and specify prohibited behaviors.

Reporting Mechanisms: Stakeholders should have safe and accessible ways to report harassment, with options for anonymity and protection from retaliation.

Investigation Procedures: A structured process for investigating harassment claims, ensuring fairness and confidentiality.

Disciplinary Actions: Clearly defined consequences for harassment, from warnings to termination.

Training and Awareness: Regular training programs to ensure stakeholders understand the zero-tolerance policy and how to identify and report harassment.

A robust zero-tolerance policy demonstrates the organization's commitment to a harassment-free workplace and provides a framework for addressing incidents when they occur.

Topic 3: Understanding the Impact of Harassment on Individuals and Organizations

Harassment in the workplace has far-reaching consequences, affecting both individuals and organizations. This section explores the impact of harassment, highlighting why it's critical to prevent and address it effectively.

Impact on Individuals

Harassment can lead to emotional distress, anxiety, depression, and reduced job satisfaction. Victims may experience physical health issues due to stress, such as headaches, insomnia, or other stress-related conditions. Harassment can damage an individual's career prospects, causing loss of motivation, decreased productivity, or even forcing them to leave their job.

Impact on Organizations
Workplace harassment can result in reduced stakeholder morale and increased turnover, leading to higher recruitment and training costs. It can tarnish an organization's reputation, impacting customer trust and business relationships. Organizations may face legal consequences, including lawsuits, fines, and compliance issues, if harassment is not properly addressed. By understanding the impact of harassment, organizations can better appreciate the importance of a zero-tolerance policy and a proactive approach to creating a safe and inclusive workplace.

Topic 4: Khyber Pakhtunkhwa Protection Against Harassment of Women at The Workplace Act 2010 (Amended in 2020).
The "Khyber Pakhtunkhwa Protection Against Harassment of Women at the Workplace Act 2010 (Amended in 2020) " is a landmark legislation in Pakistan aimed at providing a safe and secure workplace environment for women. This Act outlines the legal framework to protect women from harassment, ensuring their right to work without fear of intimidation, discrimination, or abuse. With its amendments in 2020, the Act further strengthens the mechanisms for reporting and addressing workplace harassment, broadens the definition of harassment, and enhances penalties for offenders. It requires organizations in Khyber Pakhtunkhwa to establish clear policies and procedures to prevent harassment, promote gender equality, and ensure accountability. The Act plays a crucial role in empowering women to pursue their careers without fear and serves as a foundation for fostering a respectful and inclusive workplace culture.

> *"'Harassment' means any unwelcome sexual advance, request for sexual favors or other verbal or written communication or physical conduct of a sexual nature or sexually demeaning attitudes, causing interference with work performance or creating an intimidating, hostile or offensive work environment, or the attempt to punish the complainant for refusal to comply to such a request or is made a condition for employment. "*

> *"'Workplace' means the place of work or the premises where an organization or employer operates and includes building, factory, open area or a larger geographical area where the activities of the organization or of employer are carried out and including any situation that is linked to official work or official activity outside the office. "*

Source Khyber Pakhtunkhwa Protection Against Harassment of Women at The Workplace Act 2010

Manifestations of harassment in the work environment
There are three significant manifestations of harassment in the work environment

(a) Abuse of authority
A demand by a person in authority, such as a supervisor, for sexual favors for the complainant to keep or obtain certain job benefits, be it a wage increase, a promotion, training opportunity, a transfer or the job itself.

(b) Creating a hostile environment
Any unwelcome sexual advance, request for sexual favors or other verbal or physical conduct of a sexual nature, which interferes with an individual's work performance or creates an intimidating, hostile, abusive or offensive work environment.
The typical "hostile environment" claim, in general, requires finding of a pattern of offensive conduct, however, in cases where the harassment is particularly severe, such as in cases involving physical contact, a single offensive incident will constitute a violation.

(c) Retaliation
The refusal to grant a sexual favor can result in retaliation, which may include limiting the

stakeholder's options for future promotions or training, distorting the evaluation reports, generating gossip against the stakeholder or other ways of limiting access to his/her rights. Such behavior is also a part of harassment.

Code of Conduct for Protection Against Harassment of Women at Workplace

It is expedient to make the Code of Conduct at the Workplace etc. to provide protection and safety to women against harassment. The Code provides a guideline for behavior of all stakeholders, including management, and the owners of an organization to ensure a work environment free of harassment and intimidation. It is hereby provided as under

1. An informal approach to resolve a complaint of harassment may be through mediation between the parties involved and by providing advice and counseling on a strictly confidential basis;
2. A complainant or a staff member designated by the complainant for the purpose may report an incident of harassment informally to her supervisor, or a member of the Inquiry Committee, in which case the supervisor or the Committee member may address the issue at her discretion in the spirit of this Code. The request may be made orally or in writing;
3. If the case is taken up for investigation at an informal level, a senior manager from the office or the head office will conduct the investigation in a confidential manner. The alleged accused will be approached with the intention of resolving the matter in a confidential manner;
4. If the incident or the case reported does constitute harassment of a higher degree and the officer or a member reviewing the case feels that it needs to be pursued formally for a disciplinary action, with the consent of the complainant, the case can be taken as a formal complaint;
5. A complainant does not necessarily have to make a complaint of harassment through the informal channel. She can launch a formal complaint at any time;
6. The complainant may make a formal complaint through her in charge, supervisor, CBA nominee or worker's representative or directly to any member of the Inquiry Committee. The Committee member approached is obligated to initiate the process of investigation. The supervisor shall facilitate the process and is obligated not to cover up or obstruct the inquiry;
7. Assistance in the inquiry procedure can be sought from any member of the organization who should be contacted to assist in such a case;
8. The employer shall do its best to temporarily adjust so that the accused and the complainant do not have to interact for official purposes during the investigation period. This would include temporarily changing the office, in case both sit in one office, or taking away any extra charge over and above their contract which may give one party excessive powers over the other's job conditions. The employer can also decide to send the accused on leave, or suspend the accused in accordance with the applicable procedures for dealing with the cases of misconduct, if required;
9. Retaliation from either party should be strictly monitored. During the process of the investigation work, evaluation, daily duties, reporting structure and any parallel inquiries initiated should be strictly monitored to avoid any retaliation from either side;
10. The harassment usually occurs between colleagues when they are alone, therefore, usually it is difficult to produce evidence. It is strongly recommended that staff should report offensive behavior immediately to someone they trust, even if they do not wish to make a formal complaint at the time. Although not reporting immediately shall not affect the merits of the case; and
11. The Code lays down the minimum standards of behavior regarding protection of women from harassment at workplace etc. but will not affect any better arrangement that an organization may have developed, nor will it bar the grant of protection that stakeholders working in an institute may secure from their employers through negotiation.

MODULE III – NETWORK AND COLLABORATION

Networking and collaboration are key elements in building successful careers, fostering innovation, and driving business growth. They play significant roles in personal and professional development, enabling individuals and organizations to connect, share resources, and work towards common goals.

Topic 1: Stakeholder Identification and Management.

A stakeholder identification grid, also known as a stakeholder mapping or stakeholder analysis matrix, is a tool used to identify and categorize stakeholders based on certain criteria, such as power, interest, influence, or impact on a project or organization. This grid helps project managers, business analysts, and other professionals to understand the relationships between stakeholders and develop appropriate engagement strategies. A common form of this grid is the Power/Interest grid .

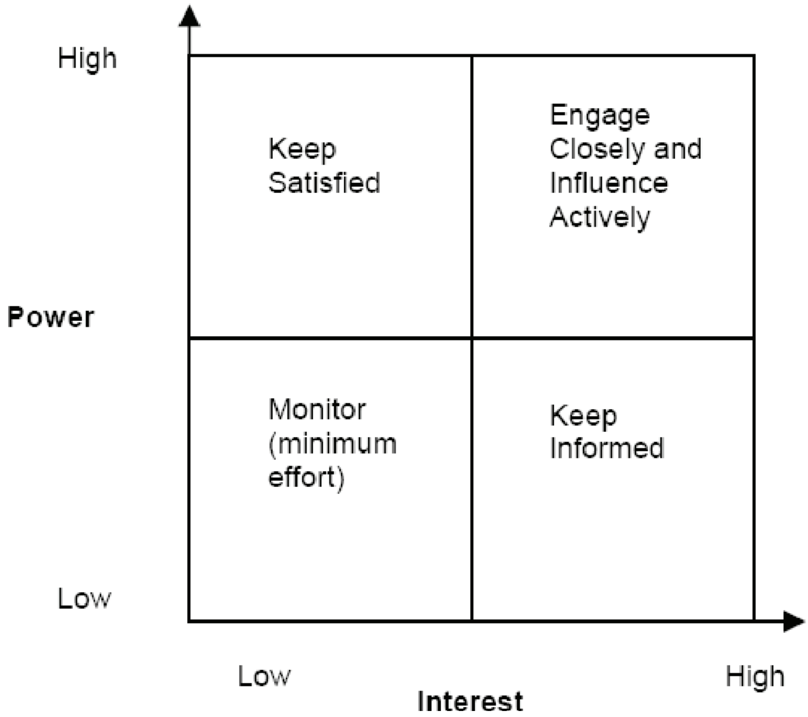
Power/Interest Grid

The Power/Interest grid is a simple matrix that divides stakeholders into four quadrants based on their level of power and interest in a project or organization

1. High Power, High Interest: These stakeholders have significant power to influence the project's success and a strong interest in its outcome. They are key stakeholders and require careful management and communication. Common strategies include involving them in decision-making, keeping them informed, and actively seeking their input.
2. High Power, Low Interest: These stakeholders have considerable power but may not be particularly interested in the project's details. Strategies for managing these stakeholders include keeping them satisfied and informed at a high level, but without overwhelming them with too much detail.
3. Low Power, High Interest: These stakeholders have limited power but are highly interested in the project's outcome. Managing these stakeholders involves keeping them adequately informed and engaged, as they can become strong advocates for the project if their interest is maintained.
4. Low Power, Low Interest: These stakeholders have little power and low interest in the project. While they require minimal management, it's important to keep them informed about significant developments to maintain transparency.

Using the Power/Interest Grid

1. Identify Stakeholders: List all potential stakeholders, including individuals, groups, organizations, and agencies. Consider stakeholders from within the organization and external stakeholders like customers, suppliers, regulators, and community groups.
2. Assess Power and Interest: Determine each stakeholder's level of power (ability to influence the project) and interest (degree of concern or involvement in the project's outcome). Assign these attributes on a scale (e.g., high, medium, low).
3. Place Stakeholders on the Grid: Position each stakeholder on the Power/Interest grid based on their assessed power and interest levels.
4. Develop Engagement Strategies: Based on the placement of stakeholders in the grid, develop specific engagement strategies to manage their involvement in the project. Consider communication frequency, level of detail, and involvement in decision-making processes.
5. Review and Update Regularly: Stakeholder interests and power can change over time. Periodically review and update the stakeholder grid to ensure ongoing relevance and effectiveness in managing stakeholders



Topic 2: Awareness on National and international Business Competitions

Business competitions are a fantastic opportunity for startups to gain recognition, mentorship, funding, and networking opportunities. For startups in Pakistan, there are several national and international competitions to consider. Here are some popular competitions, along with their schedules, procedures, and contact information.

Hult Prize

The Hult Prize is a prestigious international social entrepreneurship competition designed to encourage students to create innovative business solutions to address global issues. It has gained recognition for its alignment with the United Nations' Sustainable Development Goals (SDGs).

Scope Global

Eligibility Open to students from universities around the world. Teams must consist of 3-4 members, and participants must be enrolled in a university at registration.

Process The competition begins with campus rounds held at participating universities. Winning teams proceed to regional rounds, which are hosted in major cities across the world. Successful regional winners are invited to a business accelerator for intensive mentorship and development. The global finals take place at the United Nations Headquarters in New York City.

Time Schedule

November to February On Campus Program and the Open Applications. Less than 400 will be selected to advance.

June Hult Summits in all regions.

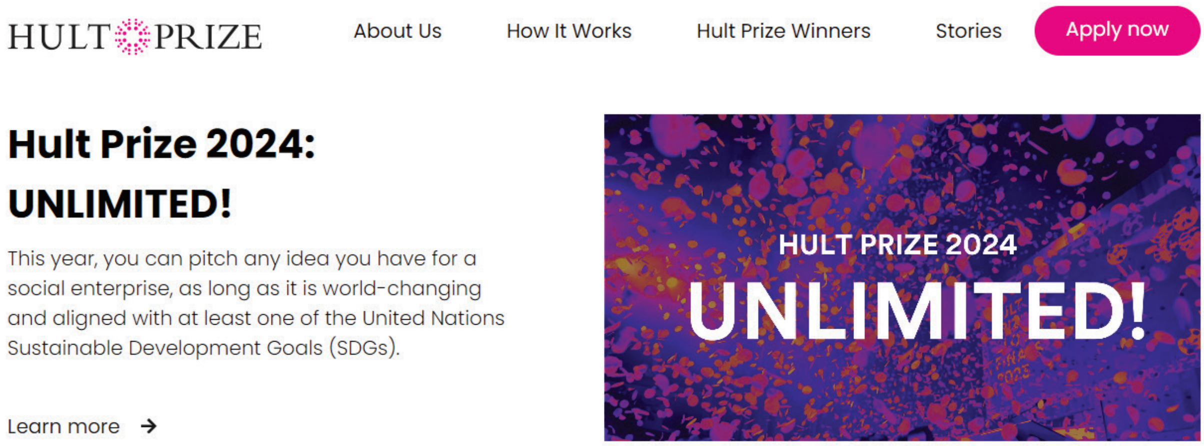
July – August Only 12 semi-Finalists are selected for international mentorship.

September Only 6 teams pitch to the world penal for the prize.

Unique Aspects The Hult Prize provides significant funding to winning teams, with the top prize being $1 million. It also offers extensive mentorship and resources during the accelerator phase.

Contact Information

- https//www.hultprize.org/
- Email info@hultprize.org



Zindigi Prize

Zindigi Prize is a Pakistani startup competition focused on promoting social impact and addressing pressing societal challenges. It is designed to inspire Pakistani entrepreneurs to develop innovative solutions to improve people's lives.

Scope: National (Pakistan)

Eligibility: Open to entrepreneurs and startups based in Pakistan. Teams can consist of individuals or groups with a business idea aimed at social impact.

Process: The competition typically involves a multi-stage process. Participants submit their business ideas, and selected teams proceed to pitch their concepts to a panel of judges. Finalists receive mentorship and training, leading to a final pitch event.

Time Schedule:

September to February Campus Rounds.

March General Registrations.

May to April Regional Competition.

June to July National Competition.

Unique Aspects Zindigi Prize emphasizes social impact and aims to support entrepreneurs with a focus on societal betterment. Winners receive funding and mentorship.

Contact Information

- https//zindigiprize.pk/
- Email contact@zindagiprize.com

Startup Grind Pakistan

Startup Grind is a global community of entrepreneurs that aims to foster innovation and entrepreneurship through events, workshops, and networking. In Pakistan, Startup Grind hosts various events, including pitch competitions.

Scope: National (Pakistan) with global reach through the Startup Grind network.

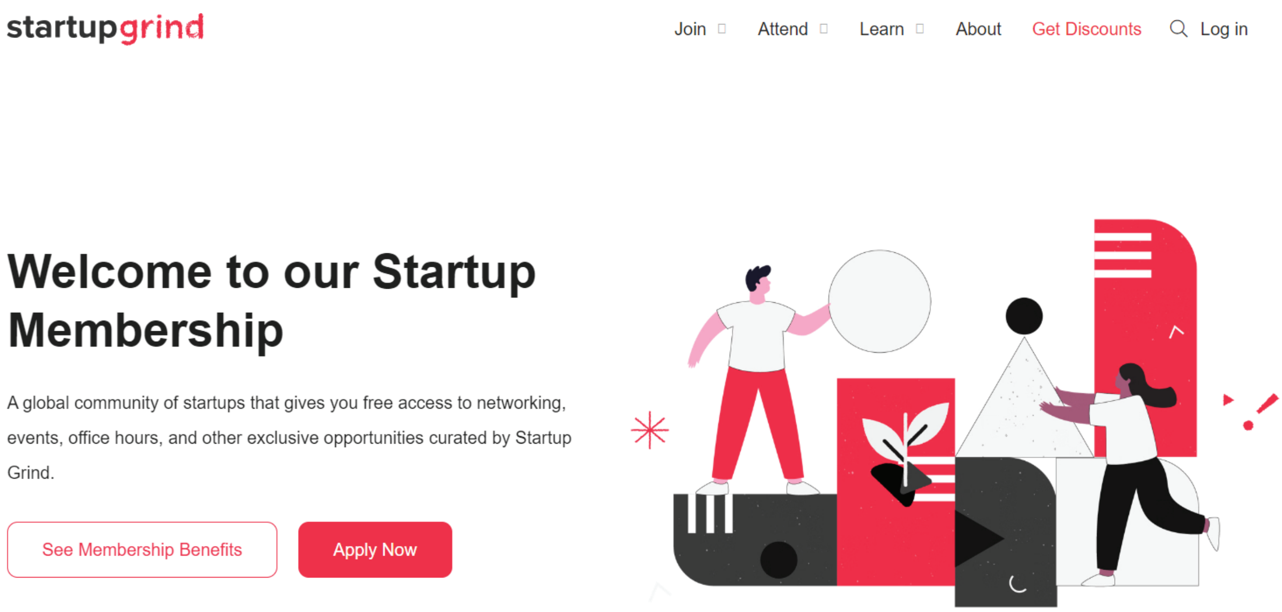
Eligibility: Open to entrepreneurs and startups across Pakistan. Specific competitions may have additional criteria based on the event's focus.

Process: Startup Grind organizes events throughout the year, with some events focused on pitch competitions. Entrepreneurs present their business ideas to a panel of judges, industry experts, and peers.

Unique Aspects: Startup Grind provides extensive networking opportunities through its global community. It encourages collaboration among entrepreneurs and often features high-profile speakers.

Contact Information:

- https//startup.startupgrind.com/?utm_source=website&utm_medium=navigation&_ga=2.214406743.1152571921.1714627929-2114719138.1714627929
- Email pakistan@startupgrind.com



GSEA (Global Student Entrepreneur Awards)

GSEA is an international competition designed specifically for student entrepreneurs. It aims to recognize and support students who own and operate businesses while pursuing their studies.

Scope: Global

Eligibility: Open to full-time students who own and operate a business. Teams must consist of individuals actively enrolled in an educational institution.

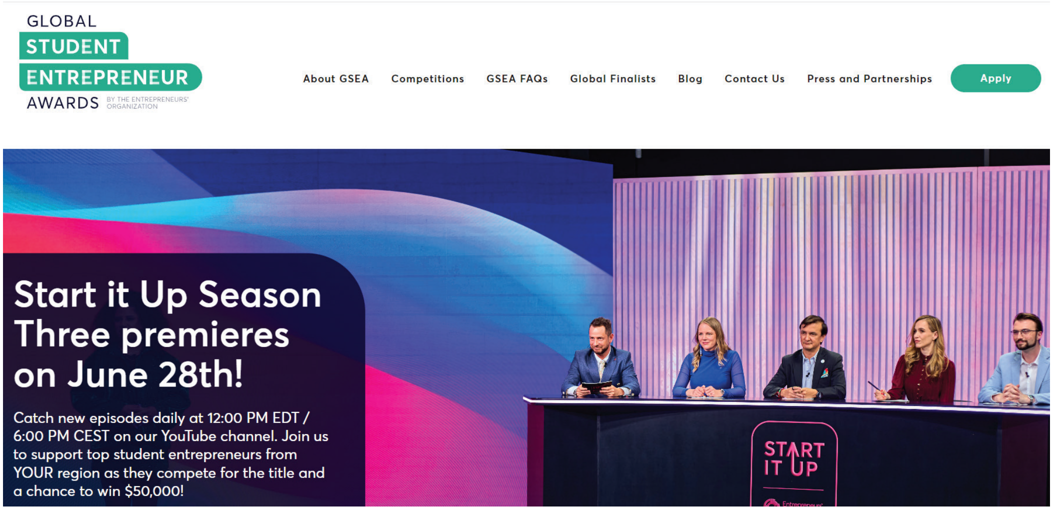
Process: GSEA has regional and national levels. Student entrepreneurs submit their business ideas, competing at these levels. National winners advance to the global finals, typically held in the United States.

Time Schedule: Every Year, the registration deadline is by December.

Unique Aspects GSEA is focused on student entrepreneurship, providing an opportunity for students to gain recognition, mentorship, and funding. It is associated with the Entrepreneurs' Organization (EO), a large global network of entrepreneurs.

Contact Information:

- https//gsea.org/
- Email gsea@eonetwork.org



Topic 3: Lean Canvas for Business

The Lean Canvas is a business model framework designed to help entrepreneurs and startup founders develop and articulate their business ideas efficiently. It's a variant of the Business Model Canvas but focuses more on lean startup principles. Lean Canvas is designed to help entrepreneurs quickly sketch out and iterate on business ideas, considering customer problems, unique value propositions, revenue streams, and more.

Here's a breakdown of the nine components of the Lean Canvas

1. Problem
   Identify the top three problems that the product or service aims to solve. Include a list of existing alternatives or competitors addressing these problems.

2. Customer Segments
   Define the specific groups of people who experience the problem and will benefit from the solution.

3. Unique Value Proposition (UVP)
   Explain what makes the product or service unique. Describe how it solves the problem in a way that stands out from competitors.

4. Solution
   Describe the top three features or capabilities that address the problem. This should align closely with the identified customer needs and UVP.

5. Channels
   Outline the channels and platforms through which the product or service will be delivered to customers. This can include physical distribution, online platforms, partnerships, etc.

6. Revenue Streams
   Identify the ways the business will generate revenue. This could include direct sales, subscriptions, licensing, advertising, etc.

7. Cost Structure
   List the key costs associated with running the business. This could encompass production costs, marketing expenses, salaries, infrastructure, etc.

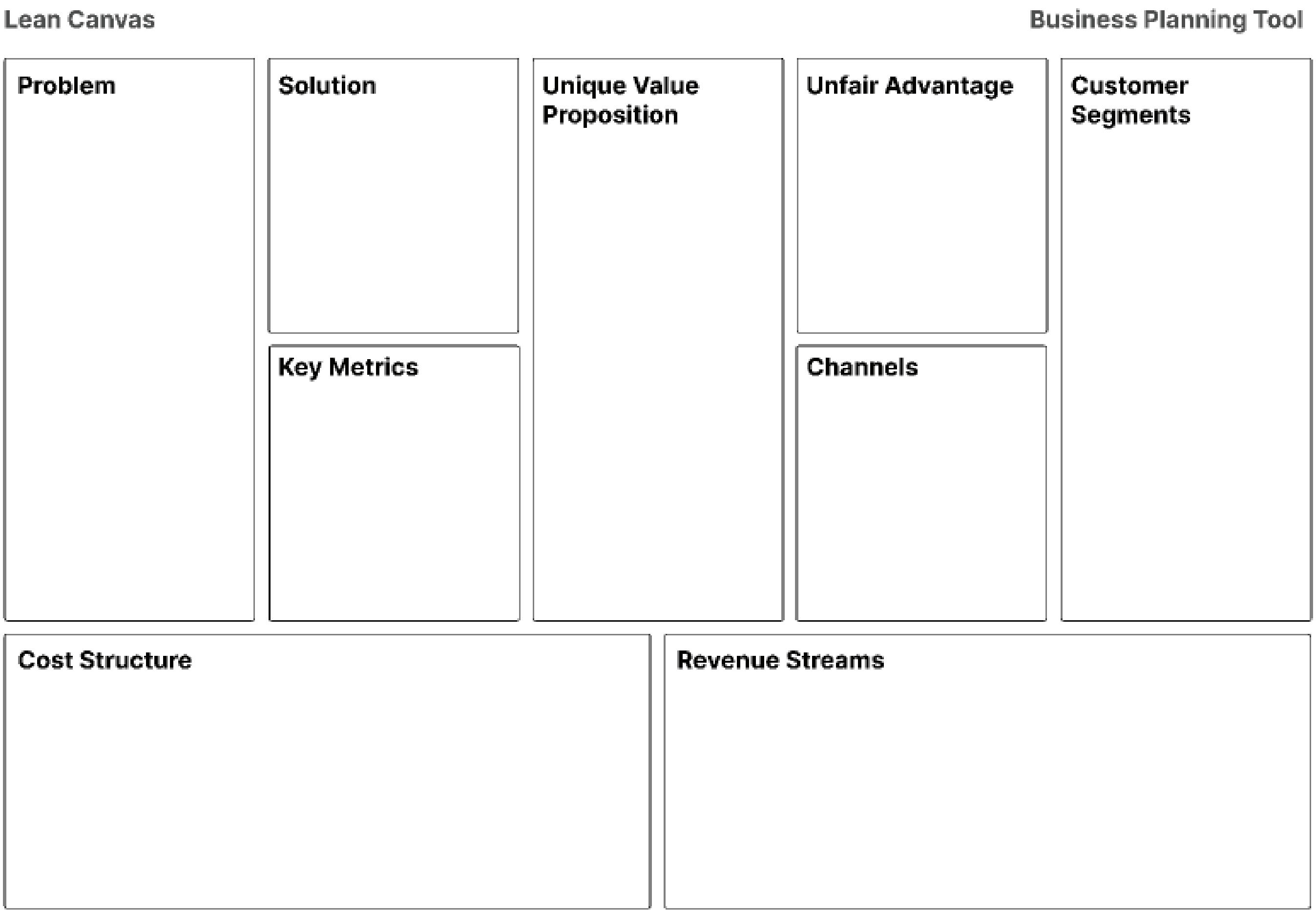
8. Key Metrics
   Identify the key performance indicators (KPIs) that will be used to measure the business's

success.

9. Unfair Advantage
   Identify any unique edge or competitive advantage that is difficult for competitors to replicate. This could be exclusive technology, a strong brand, network effects, or specialized knowledge.

The Lean Canvas can be used by startup founders and entrepreneurs to visualize and iterate on their business ideas. By breaking down the business concept into these nine key elements, the framework encourages clarity, focus, and a lean approach to building a startup.

Lean Canvas Template



Topic 4: Basics of MoU formulation.
A Memorandum of Understanding (MoU) is a formal but generally non-binding agreement between two or more parties that outlines the basic terms and understanding for future cooperation or collaboration. It is often used to establish a framework for partnerships, joint ventures, collaborations, or other business relationships. Though typically non-binding, an MoU indicates that parties are serious about their intentions and serves as a precursor to a more formal contract.

Key Features of an MoU
Non-Binding Nature: Most MoUs are not legally binding, though they may include certain clauses that are enforceable, such as confidentiality or exclusivity.
Outline of Intentions: An MoU lays out the general intentions and goals of the parties involved.
Foundation for Future Agreements: It often serves as a stepping stone toward more formal agreements, like contracts or joint venture agreements.

Formulation of an MoU

1. Identification of Parties
   Clearly identify the parties involved, including their full legal names, addresses, and other relevant information.

2. Purpose and Scope
   Define the purpose of the MoU and the specific goals or objectives it aims to achieve. Outline the scope of the collaboration or relationship.

3. Roles and Responsibilities
   Describe the roles and responsibilities of each party. Outline any resources, services, or support each party will provide.

4. Timelines and Milestones
   Include key dates, such as the start and end dates for the MoU, and any significant milestones. Mention if the MoU has a defined term or if it will be ongoing until terminated.

5. Communication and Collaboration
   Define the communication protocols between the parties. Outline how decisions will be made and any processes for resolving disputes.

6. Confidentiality
   Include confidentiality clauses to protect sensitive information. Define what constitutes confidential information and any limitations on its use or disclosure.

7. Termination and Exit Clauses
   Define the conditions under which the MoU can be terminated. Outline any obligations that continue after termination, such as confidentiality.

8. Legal Disclaimer
   Acknowledge that the MoU is non-binding and does not create a formal contractual relationship, unless specified otherwise.

9. Signature and Date
   The MoU should be signed and dated by authorized representatives from each party to indicate agreement and commitment to the terms.

MoUs are versatile and can be tailored to suit various contexts and relationships. They offer a way to establish common ground and build trust among parties before entering more formal and binding agreements.

Topic 5 X-Y Game.

Round	Your Choice (Circle)	Group's pattern of Choice	Pay Off	Balance
	1	X Y	_X _Y	
	2	X Y	_X _Y	
	3	X Y	_X _Y	
	4	X Y	_X _Y	
Bonus Round (Payoff X 3)	5	X Y	_X _Y	
	6	X Y	_X _Y	
	7	X Y	_X _Y	
Bonus Round (Payoff X 5)	8	X Y	_X _Y	
	9	X Y	_X _Y	
Bonus Round (Payoff X 10)	10	X Y	_X _Y	

4 X's: Lose $ 1.00 each
3 X's: Win $1.00 each 1 Y : Lose $3.00
2 X's: Win $ 2.00 each 2 Y's: Lose $ 2.00 each
1 X : Win $ 3.00 3 Y's: Lose $ 1.00 each
4 Y's: Win $ 1.00 each

MODULE IV – LEGAL AWARENESS

Policy Brief on Trade Organizations Act, 2013

Policy Brief (TOA/TOR) developed my CGPA. (Annexure I)

Awareness Brochure on 'How to Join Women's Chamber?'.

Awareness Brochure developed my CGPA. (Annexure II – A English) (Annexure III – B Urdu)

MODULE V – PROPOSAL WRITING

How to write a grant proposal? A step-by-step guide

A grant proposal is a request for funding that organizations submit to grant-making bodies. Generally, a grant proposal outlines a project idea, explains why the organization needs grant money. In grant proposals, organizations usually describe their mission, describe how they plan to use grant funds, provide program goals and objectives, a timeline for completion of the project, and an expected outcome. However, a grant proposal must also be written to convince potential funders of the value and impact of the proposed project.

Step 1. Write a strong cover letter

Your cover letter is the perfect opportunity to capture the funder's attention. Unlike the rest of your grant application, the letter can be less formal and address the reader more directly. The key objective of your cover letter is to compel the reader to get to your proposal. They've likely received tens or even hundreds of grant applications and your letter should separate you from the crowd as much as possible.

Do's	Don't
Keep it short Three to four paragraphs max. Get to the point quickly and state your intentions right away without too much fluff.	**Get too emotional** You shouldn't write a heartfelt story about your mission or organization. Convey your message in a less formal manner but stay focused on your arguments.
Say what you need At the very beginning, mention how much money you need and what for. Don' be afraid to be direct — you deserve this grant so make sure the reader knows it.	**Mention your competition** No need to compare yourself with others. Just state your own desired outcome and try to make a good first impression without mentioning anyone else.
Avoid repeating yourself This isn't the place to just recap what you said in the proposal. Feel free to go a little off-course and provide something of value.	
Make a connection Show that you understand the funder and draw a straight line from their mission and funds to your proposed project.	

Step 2. Start with an executive summary

Every winning grant should start with a brief executive summary. Also known as a proposal summary, an executive summary is essentially a brief synopsis of the entire proposal. It introduces your business, market segment, proposal, project goals — essentially, your grant request. It should have sufficient detail and specifics; get to the point quickly and be pragmatic and factual.

Do's	Don't
Limit the summary to two pages. You need to provide just enough information that the grantee can read only this part and get a solid idea of who you are and what you need the money for.	**Address the funder directly.** The only place to do this is the cover letter. Now that we've started writing a grant application, things need to get more formal.
Introduce your organization. Although you will go into detail about this later, don't be afraid to tell the grantee about your history, mission, and objectives.	**Give out too much.** Don't go too deep into the project description, you will have space for this later.
Include resources. Mention the funds you're requesting and briefly explain your methodology when it comes to spending them.	

Step 3. Introduce your organization

Now that you've set the stage for the entire proposal, you can start with your business/organization. Share as much relevant information as you can about your infrastructure, history, mission, experience, etc. Here you include a biography of key staff, your business track record (success stories), company goals, and philosophy; essentially highlight your expertise. Client recommendations, letters of thanks, and feedback from customers and the public are must-have things to write in a grant proposal. Be sure to include all valid industry certifications (ISO or Quality Certifications), licenses, and business insurance details. You need to show that your company or organization has the capacity and ability to meet all deliverables from an execution perspective and all legal, safety, and quality obligations. You may need to provide solvency statements to prove that you can meet your financial commitments to your staff and contractors.

Do's	Don't
Be objective. It's easy to start patting yourself on the back a little too much and try to convince the grant reviewers that you're the best of the best. Try to avoid this trap and stay factual.	**Go into too much detail.** You don't need to list all your stakeholders by name. Provide biographies of key staff (like the executive director) and just mention your total number of stakeholders.
Provide a backstory. When was the company/organization started and why? Try to connect your mission to that of the grant maker as naturally as possible.	**Stray from the point.** This entire section should be formulated to make the point that you're the best organization to get the funding, not anyone else. Don't get too descriptive and forget about this fact.

Step 4. Write a direct problem statement

One of the most important parts of the grant proposal structure is the problem statement. Also known as the "needs statement" or "statement of need ", this is the place where you explain why your community has a problem and how you can provide the solution. You may need to do extensive research on the history of the underlying problem, previous solutions that were implemented and potentially failed, and explain why your solution will make a difference. In a winning grant proposal, the problem statement will heavily rely on quantitative data and clearly display how your organization answers a need.

Do's	Don't
Use comparable data. Rely on the results of other communities that already implemented your solution and got satisfactory outcomes.	**Make it about you.** It's not your organization that needs the grant funding, it's the community.
Highlight urgency. Underline that it's essential this project is started now rather than later.	**Use circular reasoning.** Don't formulate the problem as "The city doesn't have a youth center –> We can build a youth center". Why does the city need a youth center in the first place? That should be the thought behind your writing process.
Focus on the main problem. Try not to get sidetracked by other phenomena that are contributing to the key problem you're addressing.	

Step 5. State your goals and objectives

Another important part of the grant proposal process is clearly stating your goals and objectives. In fact, many proposals fail because they forget or mishandle this step. Write details about the desired outcome and how success will be measured. This section is key to providing information on the benefits that the grantee, community, government, or client will see for their investment. And, although they sound similar, Goals and Objectives should be separated. Think of Goals as broad statements and Objectives as more specific statements of intention with measurable outcomes and a time frame.

Do’s	Don’t
State objectives as outcomes. An objective is something you want to achieve, not do.	**Be too ambitious.** Make sure your goals are attainable and don’t get too ahead of yourself.
Make your objectives SMART. You can’t really track your progress if your objectives aren’t SMART: Specific, Measurable, Attainable, Realistic, and Time-bound.	**Mistake goals for processes.** Goals are always stated as results and measurable outcomes with a deadline, not as processes.
Connect goals and objectives to the audience. The final result of your project should always be the betterment of your community expressed in a measurable way.	

Step 6. Project design methods and strategies

Now that the funding agency or grantee knows your goals, it’s time to tell them how you plan on achieving them. List the new hires and skills, additional facilities, transport, and support services you need to deliver the project and achieve the defined measures for success. Good project management discipline and methodologies with detailed requirements specified and individual tasks articulated (project schedule) will keep a good focus on tasks, deliverables and results.

Do’s	Don’t
Connect to the objectives. Your methods and strategies must be connected to the objectives you outlined and the needs statement.	**Assume things.** Don’t approach the topics like the reader is well-versed in the field. Be specific and introduce your methodologies as though you’re talking to someone who knows nothing about your organization or propositions.
Provide examples. If you can, find examples of when these same methods worked for previous projects.	**Forget about your audience.** You must demonstrate that the strategies you chose make sense for the community.
Demonstrate cost-effectiveness. Make sure that the grant giver realizes that your methods are rational, well-researched, and cost-effective.	

Step 7. The evaluation section tracking success

This section covers process evaluation — how will you track your program’s progress? It also includes the timeframe needed for evaluation and who will do it, including the specific skills or products needed and the cost of the project’s evaluation phase. This is one of the most important steps to writing a grant proposal, as all funders will look for evaluations. Whether we’re talking about government agencies or private foundations, they all need to know if the program they invested in made a difference. Evaluation can be quite expensive and needs to have entry and exit criteria and specifically focused in-scope activities. All out-of-scope evaluation activities need to be specified as this phase can easily blow out budget-wise. Once again, solid project management discipline and methodologies will keep a good focus on evaluation tasks and results.

Do's	Don't
Obtain feedback. However, you imagine your evaluation process; it needs to include feedback from the community taking part in the project.	**Be vague.** You need to clearly outline the measurement methods that will tell both you and your funders how the program is doing. No room for vagueness here.
Decide between internal and external evaluation. One of the most important variables here is whether you'll be doing the evaluation with your staff or hire an external agency to do it independently.	**Neglect time frames.** It's not just about measuring success; it's about measuring success across time. So, make sure your evaluation strategies are periodic.

Step 8. Outline a project budget

Of course, one of the most important grant proposal topics is budgeting. This is the moment when you go into detail about exactly how you'll be using the resources from an operational standpoint. Provide full justification for all expenses including a table of services (or service catalog) and product offered can be used to clearly and accurately specify the services. Remember that the project budget section is the true meat of your grant proposal. Overcharging or having a high quote can lose you the grant and even be seen as profiteering. Underquoting might win you the business, but you may not be able to deliver on your proposal which could adversely impact your standing with the grantee. Many grantors underquote in the hope of hooking the reader and then looking for more funding later. This is a dangerous game to play and could affect your individual or company's brand, community standing, or industry reputation.

Do's	Don't
Pay attention to detail. Everything, and we mean everything needs to be covered. Travel costs, supplies, advertising, personnel — don't leave anything out	**Do it alone.** Especially if you're not that good with numbers, don't hesitate to include other people and assemble a team to tackle this task together
Double-check. It can be easy to leave out a zero or move a decimal point and distort everything by accident. Be thorough!	**Forget about indirect costs.** A lot of grant writers will leave out indirect costs like insurance, utilities, trash pickup, etc. These can stack up, so be careful not to forget them!
Round off your numbers. This is just for the readers' sake. A lot of decimal points and uneven numbers will be harder to track.	

MODULE VI – DIGITAL SKILLS UPGRADING

INTERNET DOST – INTERNET, EMAIL OPERATIONS AND YOUTUBE

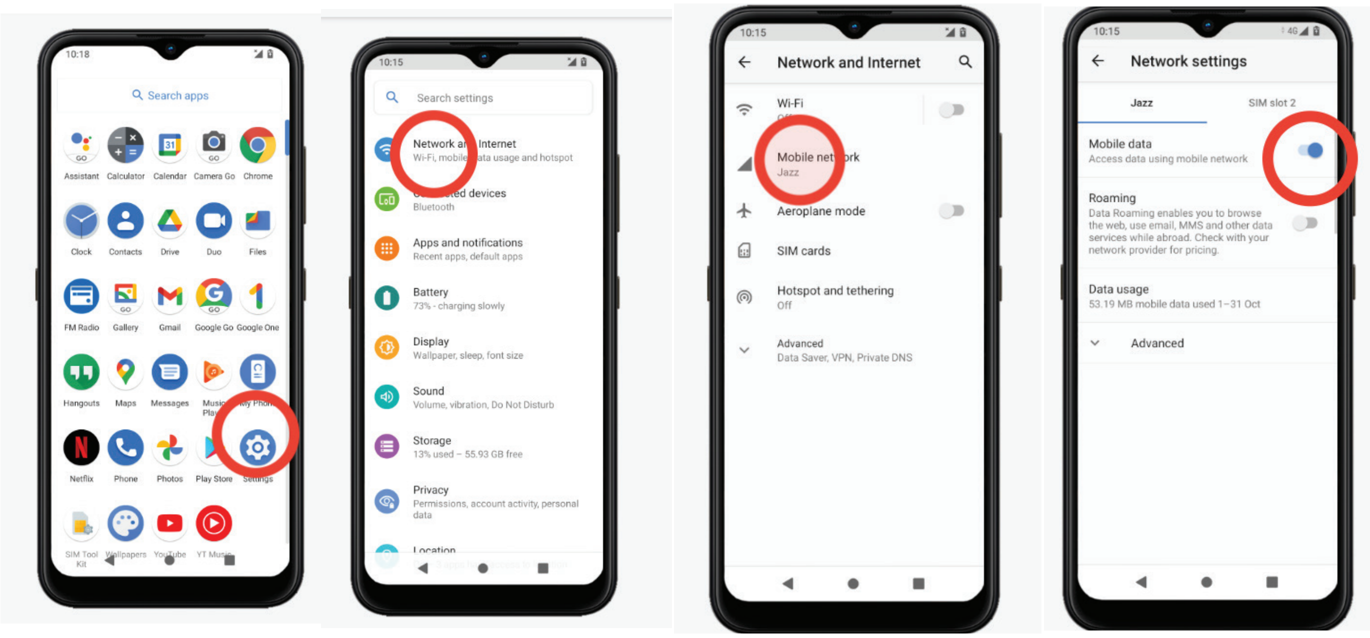
Internet Dost – Pilot Project supported by Google.org and Implemented CGPA in Khyber Pakhtunkhwa. Below content is created under the “Internet Dost” Project.

Topic 1: Connecting to Wi-Fi and Mobile Data.

Connecting to Internet via Mobile Data

Steps

1. Go to Settings.
2. Click on Network and Internet.
3. Click on Mobile Network.
4. Click on “Mobile data” and turn it on blue



Connecting to Internet via Wi-Fi

Steps

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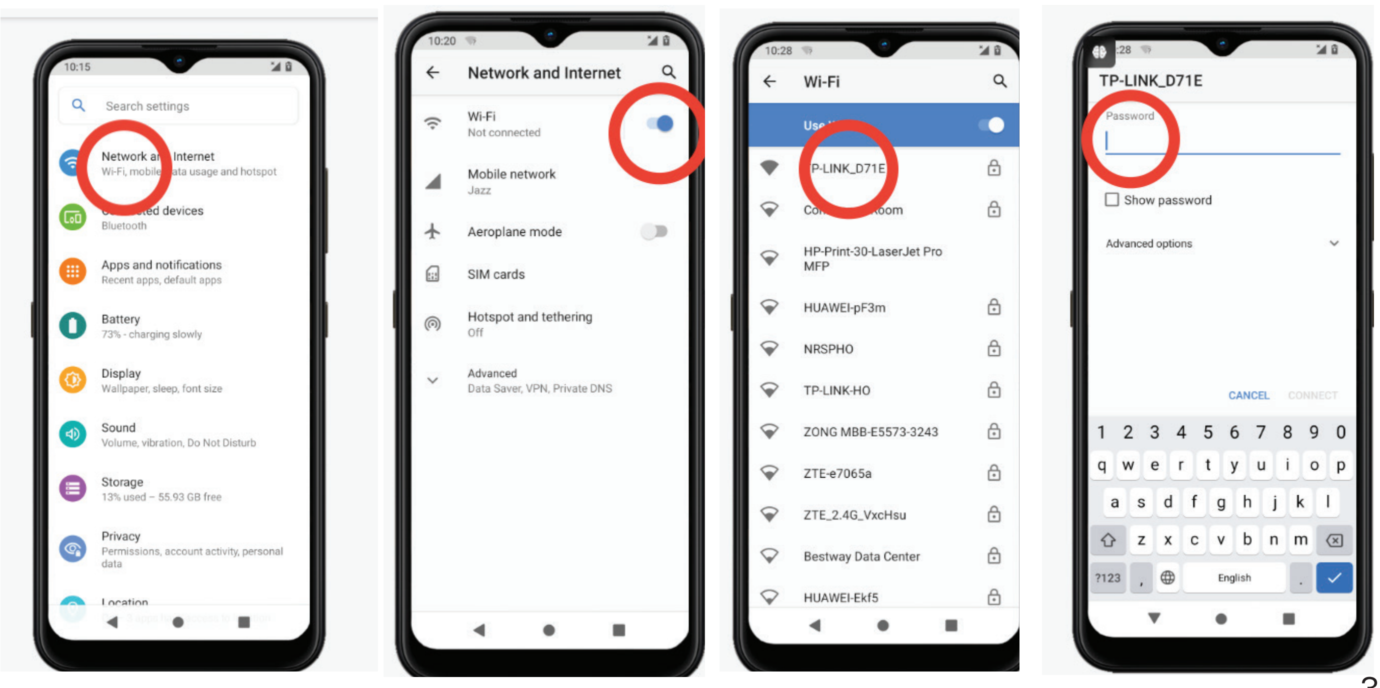


Topic 2: Operating Emails Making an account and sending emails .

Gmail is an email service developed by Google, used for sending and receiving electronic messages. It is popular for both personal and professional communication, allowing users to connect with friends, family, and colleagues. With Gmail, you can send text-based emails, attachments, and even schedule meetings through integrated calendar features. The platform also offers tools for organizing and managing emails, such as labels, filters, and a robust search function. Additionally, Gmail's security features, including spam filtering and two-factor authentication, help keep users' communications safe.

How to Make a Gmail Account?

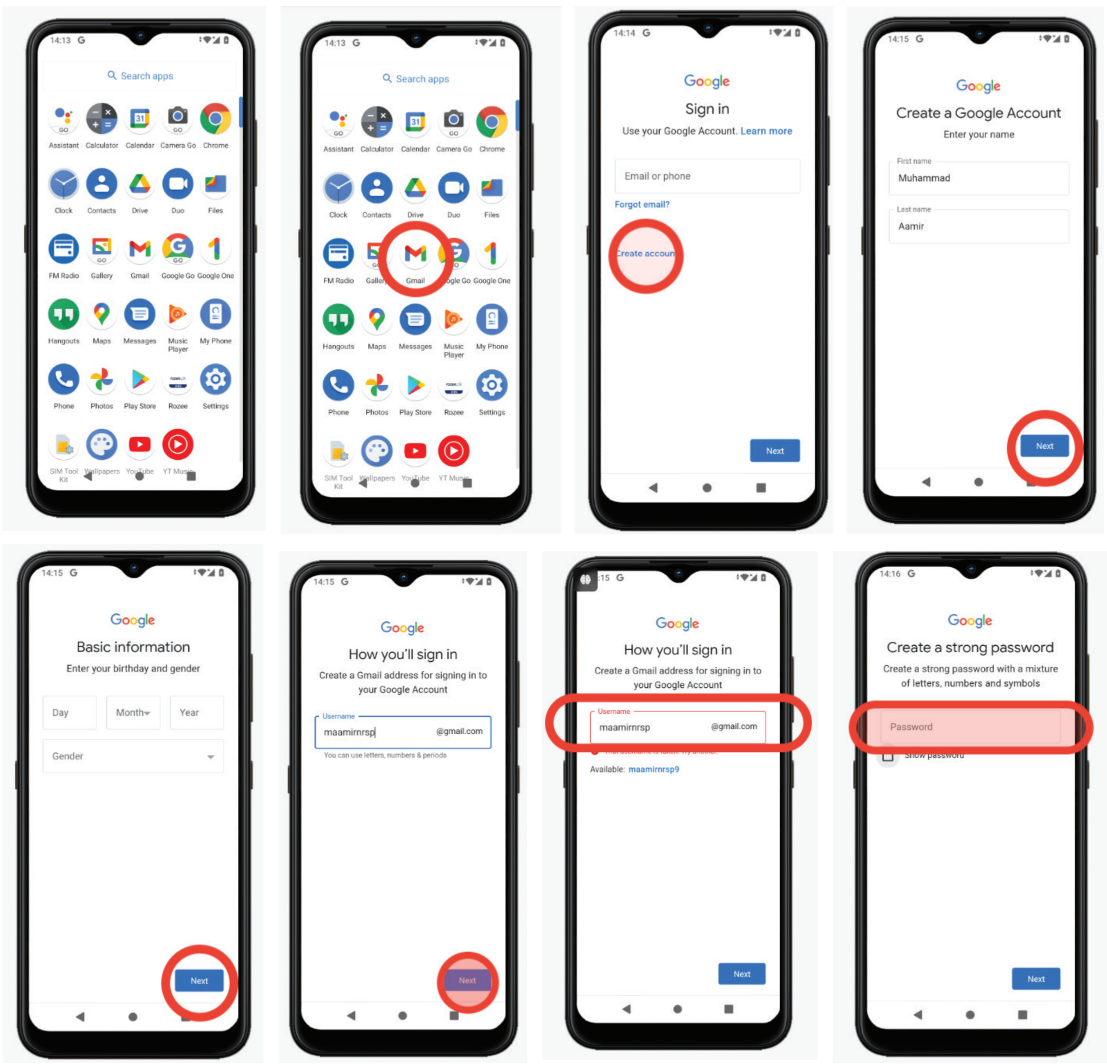
You can send and receive emails on your phone using Google's Gmail app

Steps

Tap the Gmail app.

Tap 'Create a new account' to create a new email account.

1. Type your first and last name in the given space and tap 'Next'.
2. Fill in the details of your date of birth and gender. Then tap 'Next'.
3. Create a username to sign into your Google account. It should be a unique combination of your first and last name. After creating your username, tap 'Next'.
4. If your username is in use by someone else, Gmail will notify you and suggest alternative names. Choose any of the alternates suggested or modify your username on your own.
5. Choose a password and type it in the given space.

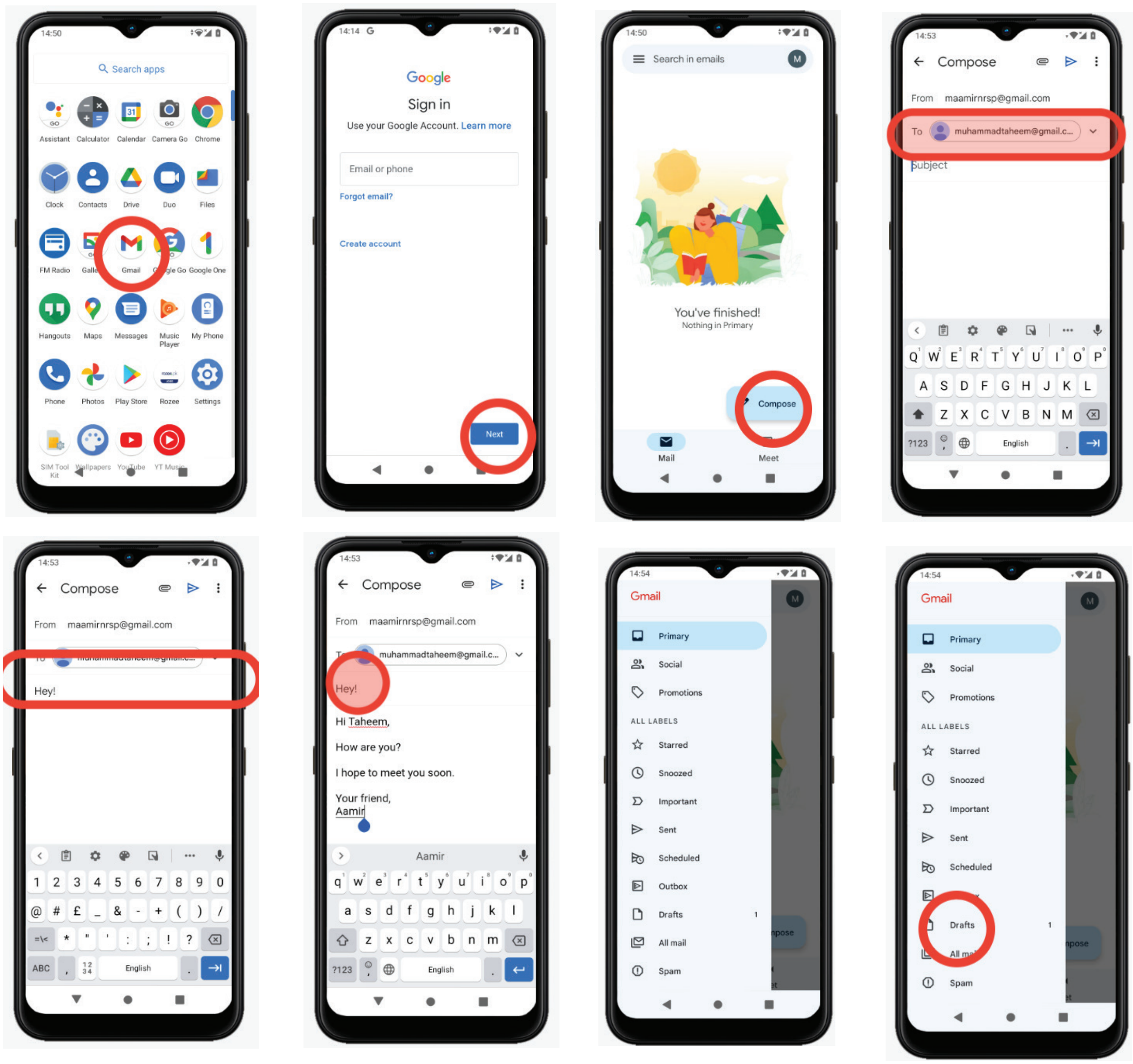


How to Send an Email?

Sending emails does not cost any money but uses a small amount of your mobile data.

Steps

1. Tap the Gmail app.
2. Enter your username and password to sign in. Tap ‘Next’.
3. Tap the ‘pencil’ icon to compose an email.
4. Type the email address of the person you want to send the email to in the ‘To’ field.
5. Type the subject of the email in the Subject field to indicate what the email is about.
6. Type the message you want to send in the Compose email field, after you complete typing the message, tap the ‘send’ icon.
7. In case your Gmail app closes for any reason, your message will be saved in the ‘Drafts’ folder. To access this folder, tap on the menu icon.
8. Tap on ‘Drafts’ and tap on the email you wish to continue writing.

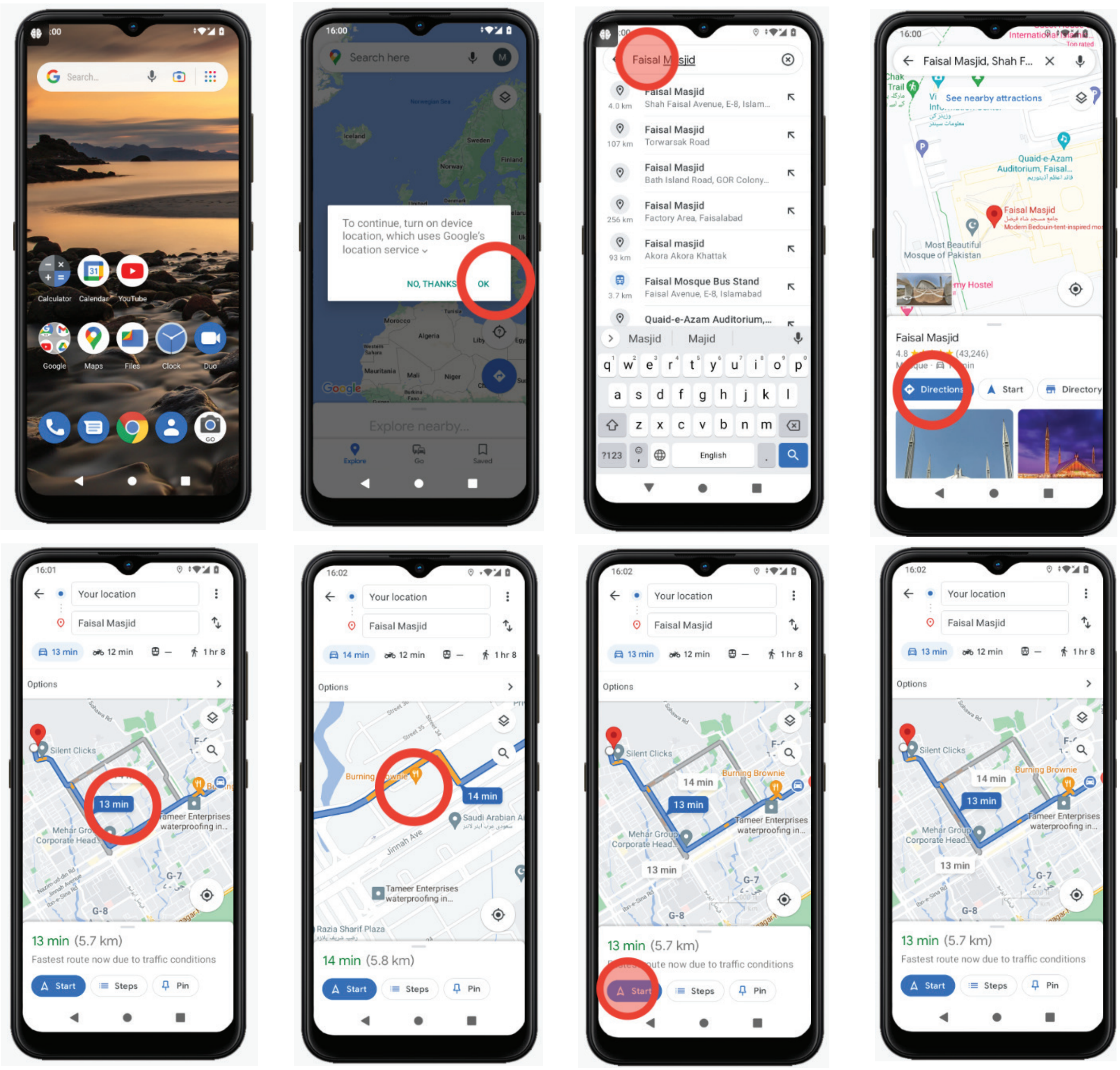


Topic 3: Using Google Maps and Navigation

Google Maps can show you the route to reach a specific address or location, tap map app and make sure you are connected to the Internet.

Steps

1. If you are using Google Maps for the first time, Google will ask to turn the location Services on. Tap 'Yes.'
2. Type the name of the place or the address in the search box. For example, 'Faisal Mosque'. Tap the 'search' icon.
3. Google will find the address, zoom in on that part of the map and show it as a red pin. Tap the 'direction' icon and mode of transportation, driving, Public transportation or Walking icons to change how you will get there. You will see the time required to reach the location and how far away it is (in kilometers).
4. if there are any alternate routes they will be marked in grey. Tap the route you prefer.
5. Google Maps will also show you the amount of traffic on the route.
6. Tap the 'start' navigation icon to get audio directions.
7. Sometimes, Google Maps may make an error or take a route that is not available. Be a little careful when traveling.

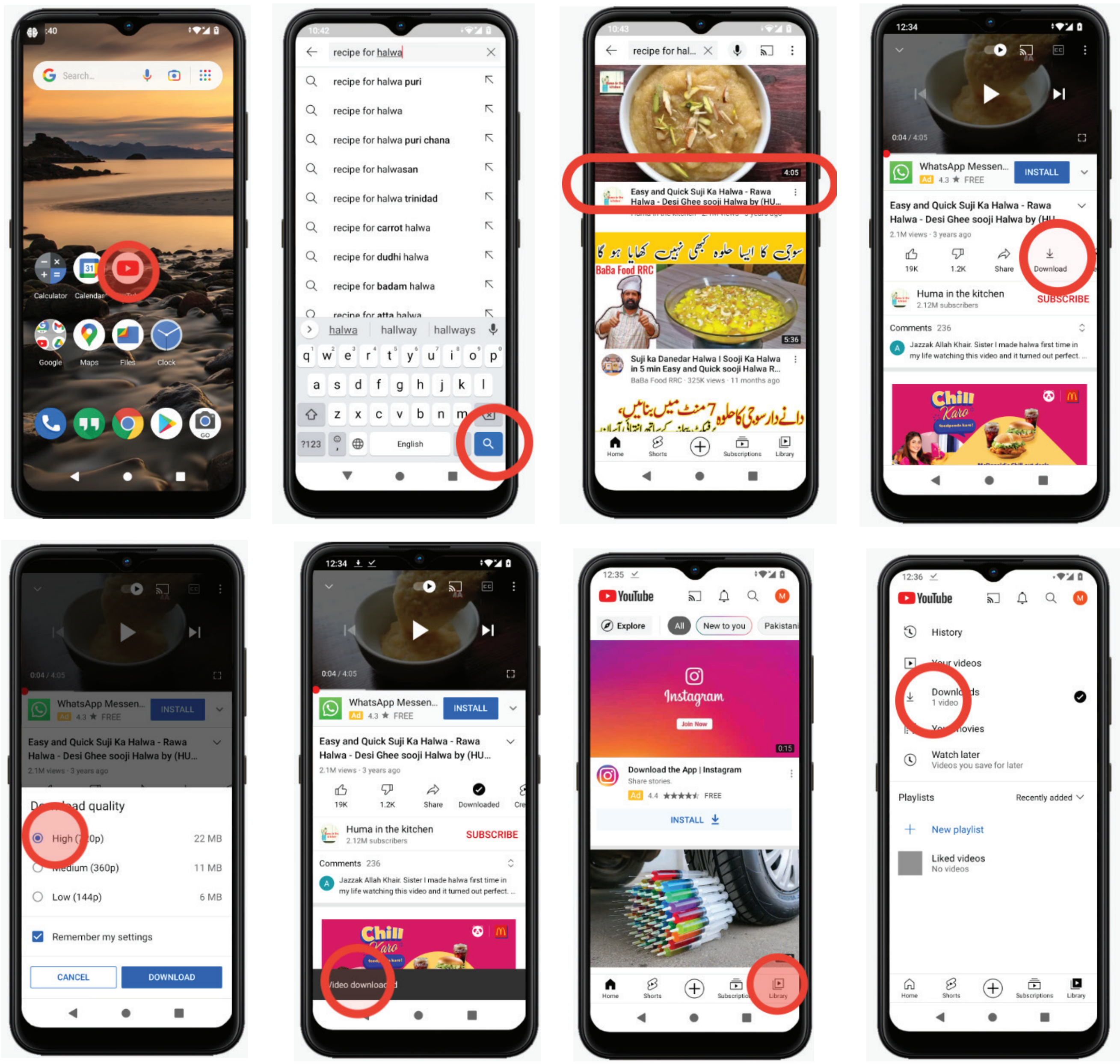


Topic 4: Browsing YouTube – Searching Videos Online and Offline

YouTube is a popular online platform where users can upload, share, and watch videos. It serves a wide range of purposes, from entertainment and education to marketing and social interaction. People use YouTube to watch music videos, tutorials, news updates, product reviews, and more. It's a space where creators can build communities, engage with audiences, and even earn income through ad revenue and sponsorships. The platform's interactive features, such as likes, comments, and subscriptions, allow users to connect with content creators and each other, making it a versatile tool for both entertainment and information.

Steps

1. Go to YouTube.
2. Click on the Search Bar.
3. Type the name of the video you want to watch and click "search" icon.
4. Click on "Download" option and download the video.
5. Choose the "Download Quality" for the video.
6. Go to "library".
7. Click on "Downloads" to watch YouTube offline.



DIGITAL MARKETING – WHATSAPP, FACEBOOK, INSTAGRAM AND TIK-TOK

Social media platforms such as WhatsApp, Facebook, Instagram, and TikTok have become essential tools for digital marketing. To effectively utilize these platforms, you need a comprehensive understanding of several key topics, including account creation, content posting, hashtags, audience growth, and post sharing. Let's dive into each topic for a more detailed look at how to use these platforms to grow your digital marketing presence.

Topic 1: Account Making

WhatsApp Business: Create a business account through the WhatsApp Business App. Fill in your business name, profile picture, and business description. Configure business hours, location, and contact details. Use Quick Replies and automated messages to enhance customer communication.

Facebook: To create a business page, log in to your personal account and click "Create" in the top right corner. Select "Page," choose the type of business, and fill in the details. Add a profile picture, cover photo, and business information like address and contact info.

Instagram: Set up a business profile by converting your personal account or creating a new one. Link it to your Facebook page for additional benefits. Add a profile picture, bio, and contact information.

TikTok: Sign up for a TikTok business account by creating a new account or converting an existing one. Choose a username, profile picture, and bio. Consider linking other social media platforms for cross-promotion.

How to make Facebook Account ?

1. Go to facebook.com
2. Enter the name you go by in everyday life.
3. Enter your date of birth.
4. Enter your mobile phone number. To use email instead, tap Sign up with email.
5. Tap Female, Male or Custom to select your gender.
6. Choose a password and tap Sign Up.

How to make Facebook Page?

1. Log in to Facebook.
2. On the left side, click Pages.
3. Below Your Pages and profiles, click "Create New Page".
4. Enter the Page name and Category.
5. Click Create Page.
6. If you want to customize your Page, you can add your Bio, a profile picture, and a cover photo.

Topic 2: Post Uploading

WhatsApp Business: Share content through WhatsApp Status or broadcast messages. You can upload images, videos, documents, or links. Use Status updates to promote products, services, or events.

Facebook: Create engaging posts with text, images, videos, or links. Use Facebook's scheduling feature to plan posts ahead of time. Include call-to-action buttons like "Shop Now" or "Contact Us."

Instagram: Post high-quality images or videos with relevant captions and hashtags. Use Stories for short-lived content and Highlights for longer-lasting stories. IGTV and Reels are great for video content.

TikTok: Upload short, engaging videos. Use trending sounds, effects, and filters. Experiment with challenges and duets to increase engagement.

How to Upload Post to Facebook?

1. Tap in the top right of Facebook.
2. Search for the Page you'd like to post on, then select it from the dropdown menu.
3. Tap Posts, then tap Write something on the Page.
4. Write your post, then tap Publish.

Topic 3: Post Sharing.

WhatsApp Business: Share content with broadcast lists or individual contacts. Encourage customers to share your business updates with their networks.

Facebook: Use the "Share" feature to distribute content across different platforms. Encourage followers to share your posts with their networks.

Instagram: Utilize the "Share to Story" feature to share posts from your feed. Collaborate with influencers who can share your content with their followers.

TikTok: Share TikTok videos on other platforms. Encourage followers to duet with your videos and create content using your branded hashtags.

How to share Facebook Post to WhatsApp?

1. Open the Facebook app on your iPhone or Android. When you have found a video, you want to share, tap on the "Share" button underneath the video.
2. Underneath the pop-up window, swipe across the icon bar and tap on the icon la beled "More" on an Android. On an iPhone, tap "More Options" and "Copy" to copy the URL for the post, since link sharing isn't available.
3. If you're on an Android, tap on the icon labeled "Link Sharing."
4. Tap on the WhatsApp icon.
5. Swipe down your list of contacts until you find the person(s) with whom you want to share the video. On an iPhone, open WhatsApp and access your contacts.
6. Tap on the person(s) with whom you want to share the video. Then, tap the green arrow button located in the bottom right corner of your screen on an Android. Or tap "Next" on an iPhone.
7. Type a comment if you wish. When you are ready to send the video, tap the green circle emblazoned with a white icon that resembles a triangle or a paper airplane on an Android. On an iPhone, paste the link and tap "Send."

Annexures

Annexure I Policy Brief
Annexure II – A Awareness Brochure (English)
Annexure II – B Awareness Brochure (Urdu)

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