



## TRAINING REPORT

<b>NAME OF TRAINING:</b>	<b>Business skills training- First round</b>
<b>ORGANIZER</b>	Iran Relief International organization in cooperation with SRS and BAFIA
<b>TRAINER</b>	Vahid Farhoudi
<b>LOCATION:</b>	Birjand, South- Khorasan
<b>DATES</b>	6-8 January 2019

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## 1. Acronyms

BAFIA: Bureau for Aliens and Foreign Immigrants' Affairs

BST: Business Skill Training

GFFO: German Federal Foreign Office

L.N.S.I.E: Life skill-Knowledge; Start-up; Improve; Expand

PDA: Pars Development Activities

RI: Relief International

SRS: Society for Recovery Support

SWO: State Welfare Organization

TOT: Training Of Trainer

WHO: World Health Organization

## 2. Executive summary

Funded by GFFO, RI in collaboration with BAFIA and SRS NGO (implementing partners) is conducting Business skills training (BST) in South-Khorasan. The training is first round of a designed Business Skills Training and is based on L.N.S.I.E model. The model is designed for adults and has been tailored for Afghan migrants and refugees residing in Iran. The whole training will last for about six months and contains 144 hours of training and can be conducted either as

“Training for Trainers” method (TOT) or “Training for Participants”. The first round of the training focuses on life-skills, life-plan development and participants’ motivation, and the trainees need to take part in 3 days, 24 hours of training.

The first round of the training was successfully conducted from 6<sup>th</sup> to 8<sup>th</sup> of January and 20 individuals including 11 women and 9 men were participated. The training was a combination of lectures, free discussions, information exchange, experience sharing, presentations and group games. During this round of training, the trainees got familiarized with different business education models, several life skills such as team-work, negotiation, leadership and management, self-awareness, encouragement and saving. The trainees also completed MBTI test (personality test), wrote a list of their goals and 100 dreams that they want to see come true before they die.

Considering obvious increase of participants’ involvement at the last sessions in comparison with the beginning of the training and excitement on setting their goals in their life, the importance of training on life-skills and motivation as part of Business Skills Training curriculum was becoming more tangible.

### 3. Introduction

In line with RI organization policies and with purpose of strengthening livelihood access of Afghan migrants and refugees to economic opportunities in Iran, and on return to Afghanistan which is contributing to enhance economic ties and social cohesion with Iranian host communities, RI in cooperation with BAFIA and SRS/PDA (implementing partners) planned to conduct business skill training in different locations including Razavi-Khorasan, South-Khorasan, Tehran, Sistan & Baluchistan and Yazd. The training is based on L.N.S.I.E model, which according

to the location needs and facilities will be held either as method of training for trainers (TOT)<sup>1</sup> or as training for participants.

### 3.1. L.N.S.I.E Model

L.N.S.I.E (Life Skills, Knowledge, Start-up, Improve, and Expand) is a business skill training method for adults. This model is similar to the other popular entrepreneurship education models such as KAB, Know about Business, SYB, Start Your Business, and etc. However, the model tailored for adults and starts the training by focusing on life-skills, life-plan development and participants' motivation. The training is planned to carry on for six months, three sessions each month. In the first month, the trainees conduct personality test and participate in lectures and group-games. At the end of the first month, the trainees are expected to set their goals and find the encouragement to write their life plan. In the second month, methods on how to nourish creativity and how to find the potential opportunity in market will be discussed, and the trainees should be able to come up with different business ideas at the end of this round. In the third month, the trainees will be able to develop their business models and to design their business canvas; a survey will be conducted at the end of third session in order to find out the trainee's educational needs on business related topics. The training topics and subjects will be designed for the fourth month according to the results of the mentioned survey in each location. Fifth month's sessions will be conducted in two separate groups of the trainees to better address their needs; those who want to improve and expand their business that already have been established and those who are establishing a new business. This then will be followed with group and individual consultancy in sixth month. At the end of each month, participants are expected to gain and better understand the knowledge and skills listed below:

**First month:** Life plan development; this training focuses on life skills development, individual capacity identification as well as Andragogy (adult education);

**Second month:** Business idea development; this session is supporting the trainees to nurture creativity and innovation in their business life. The training also provides comprehensive information on work related updated rules and regulations in context of Iran for Afghan migrants and refugees.

**Third month:** Business model development; trainees will be asked for Implementation of ideas on canvas of the Business, Business Canvas Design, Finance and Business Accounting

**Fourth month:** Planning in business, Marketing and Sales Management, setting price, staffing, and methods of attracting investment capital and funds and other business related topics according to the trainees needs.

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<sup>1</sup> TOT: In this method the participants are expected to pass what they have learnt throughout the training to about 10-20 other individuals.

**Fifth month:** Review goals and strategies in business in order to improve and expand it, choosing correct strategy, identify effective actions to support business improvement and expansion.

**Sixth month:** Group and individual consultancy with the trainer.

### 3.2. Business Skill training, South-Khorasan

Pursuant to GFFO project, RI in collaboration with BAFIA and SRS, is implementing business skills training in Birjand. The training will be based on “training for participants” method and 20 individuals will take part in these sessions.

## 4. Training Objectives

The first round of Birjand’s BST was held from 6th to 8th of January 2019 in Birjand’s TVTO center.

At the end of the three days training, participants should be able to:

- Better understand their personality in order to set their goals in their personal and work-life
- Write their life plan
- Have effective negotiation skills, team-work, leadership skills, and self confidence in their daily and work-life

## 5. Training Methodology

The training is entirely interactive and based on active involvement of the participants. The learning process kept to be flexible to meet participants’ specific needs. The training sessions are a combination of lectures, free discussions, information exchange, experience-sharing, presentations and Group-Games. Participants were also asked to do various homework at the end of each day. For example, in the first day the trainees needed to write a list of their goals including the dates of achievement of the goals and the potential restrictions and challenges. In the second day, they have been asked to write 100 dreams that they want to see come true before they die.

## 6. Training discussion and procedure

At the first day of the training, DG of Birjand’s BAFIA gave a short speech to inaugurate the training. The first day then followed by lectures on different business education models and the training goals, trainees then completed MBTI test (personality test) and the test results were discussed. In the second day, life skills’ models were presented and participants took part in a group game called Paper Tower in order to have better understanding of team-work. In the third day, trainees learned how to develop their life plan. They also received knowledge on leadership and management skills.



Picture 1-Left: Leadership game; Right: Opening of the training by Mr. Afsar, DG of Birjand BAFIA and Mr. Danesh, Birjand TVTO manager.

## 7. Training curriculum

Curriculum of three days of the training is listed in Table.2, time table of the training is in Annex.1.

DAY	TOPIC	LEARNING OUTCOME	TRAINEE ACTIVITY	RESOURCES
1	Introduction on L.N.S.I.E business skill model	Trainees will know the world's most popular business models for immigrants	Trainees complete a Pre-test;	Power point slides Self-assessment Free discussion
	Different Personality characteristic	Trainees will have better idea about their own and others' personality	Trainees complete MBTI test and result of the test was discussed in the training session	
2	life skills based on 4-H model	Trainees will be familiar with 4-H model on life skills	Trainees discussed on the topics of the lecture and take part in a group game called Paper Tower for better understanding of team-work	Power point slides Group game Free discussion
	Specific skills on 4-H life skill model	Trainees will be familiar in detail with skills like planning ; setting goal in life and business; encouragement; building self-confidence		
3	Specific skills on 4-H life skill model	Trainees will be familiar in detail with skills like negotiation in business and personal life and Team-work	Trainees discussed on their own issues in life and take part in a group game to have better understanding of leadership and management	Power point slides Free discussion Group game

Table 1-Curriculum of the first three days of the training

## 8. Participant Profile

A total of 20 persons benefitted (Annex.2) from the training; 11 women and 9 men with average age of 25. Majority of the women are already working in field of tailoring and are facing different issues varying from finding market to how to set price for their products. On the other hand, men are working in wider range from contractor in construction industry to E-commerce.



Picture 2-Left: The trainer giving lecture; Right: Registration of the trainees

## 9. Evaluation and participants' feedback

A pre-test at the first session of the first round, and post-test at the last session of the third round are planned to be conducted to measure the participants' knowledge gain. In addition, in order to get the participants' feedback on the training and the trainer, a form (Annex.3) was filled in by all of the participants. The questioner includes four main topics as bellow:

- participants' feedback on course material
- participants' feedback on the instructor
- participants' feedback on course organization
- participants' self-assessment

Considering feedbacks received from the participants on the quality of the workshop and course materials, the participants were generally satisfied with the course materials, but the topics of the training were not completely relevant to their career needs from their points of view (figure 1).

It seems that these feedbacks are due to the fact that the trainer has not yet entered into the topics of 'business skills' and 'career needs' in the first round, and has just relied on the skills that everyone should know before initiating a business. Therefore, the results on this particular subject may be different in the future.



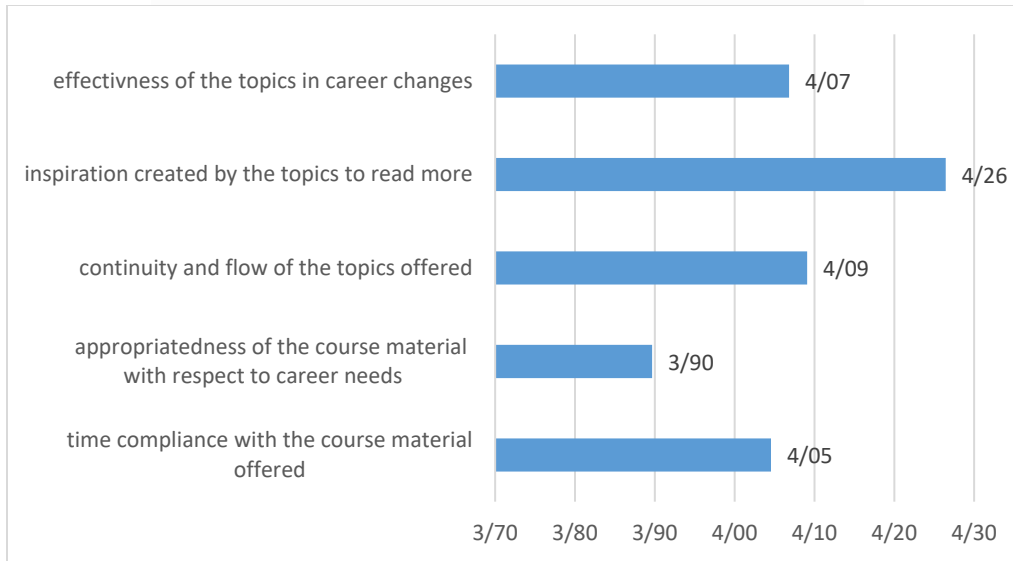


Figure 1-Participants' feedback on course material

Participant's satisfaction level of the trainer's ability on choosing teaching methods, management of the class and concluding topics which is indicated in figure 2, illustrates the positive feedback from participants toward the trainer's methods.

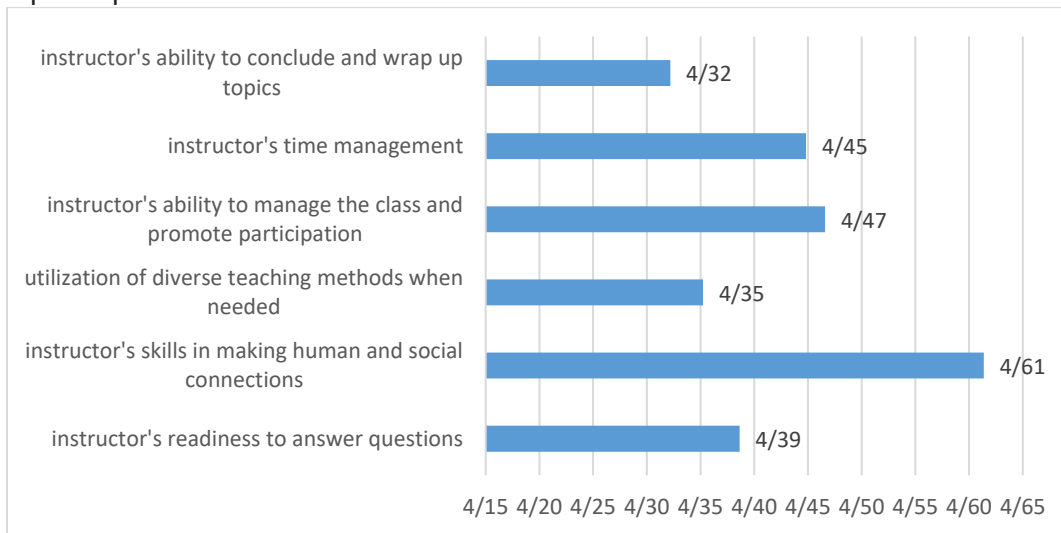


Figure 2-Participants' feedback on the instructor

Similarly, as shown in figure 3 all the results on course organization seem to be placed around 80 percent of satisfactory and the overall feedback on the environment and organization of the course has been very positive.

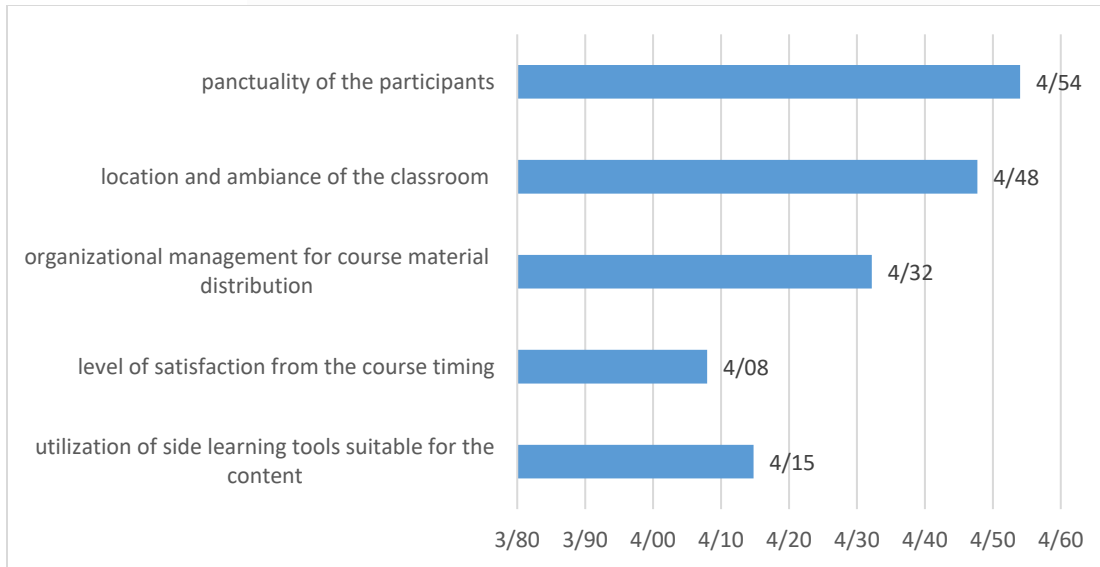


Figure 3-Participants' feedback on course organization

Lastly, figure 4 illustrates the results of a self-assessment survey, showing that participants believe their level of knowledge on the topic has been increased. The fact remains that most of the participants were confident enough to rate their “pre” knowledge above three out of five. As mentioned earlier, the materials discussed in the first workshop were preliminary. Given the education level of most of the participants, it was predictable that this round would not have much to offer for some. There is no doubt that the level of satisfaction and learning opportunities will be increased as the courses become more technical and focused.

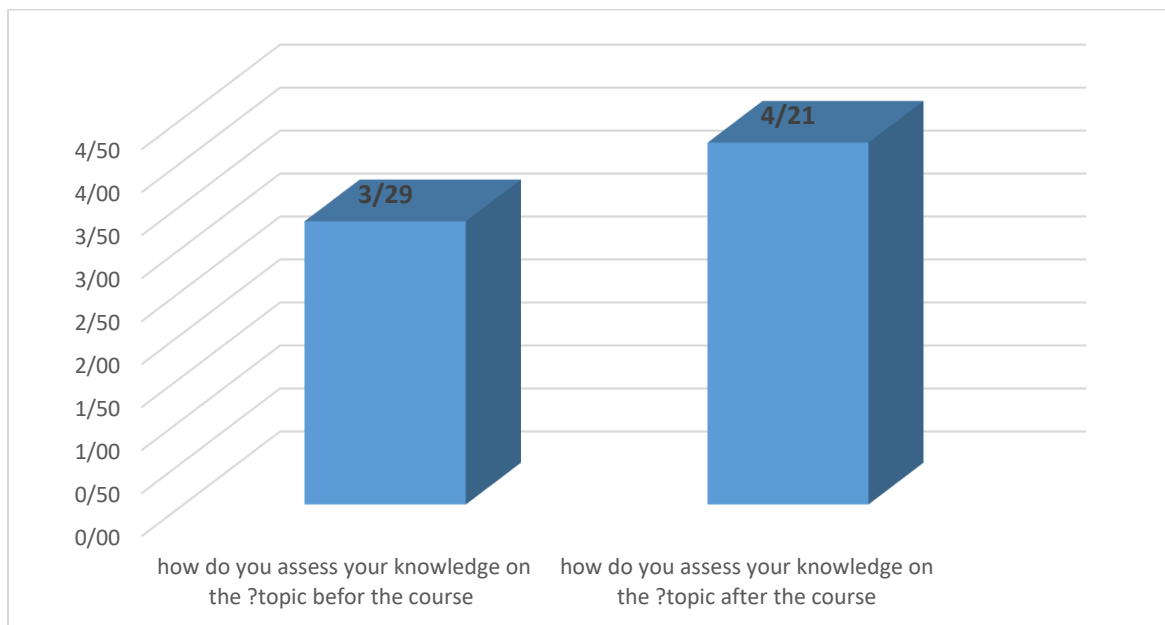


Figure 4-Participants' self-assessment

## 10. Challenges and recommendations

### 10.1. Challenges

- Lack of RI and NGO partners' Office in Birjand.
- Most of the women act conservative to participate in the training discussions and games due to dominated culture.
- Women have limited work experience, they are mostly working in field of tailoring.

### 10.2. Recommendation

- Not to conduct the training sessions within ToT method as it needs more complicated coordination.
- Conducting group-discussions with participation of female trainees and the trainer as an ice-breaker
- Establishing separate WhatsApp groups for men and women for further and long-distance communication.
- Focusing on house-based business for women especially those which are popular in South-Khoran such as waving towel.



Picture 3. Group discussion with participation of female trainees and the trainer

## Annex1

Time table:

<b>Business skill training</b>		
<b>Date</b>	<b>Time</b>	<b>Title</b>
<b>6.01.2019</b>	9-10	Introduction on L.N.S.I.E business skill model; Pre-test
	10-10:15	Tea break
	10:15-11:45	Who am I?
	11:45-13	Lunch & pray break
	13-14:30	Self-awareness; personality recognition; Different types of personality
	14:30-15	Tea break
	15-16:30	MBTI personality test
<b>7.01.2019</b>	8:30-10	life skills with H4 model
	10-10:15	Tea break
	10:15-11:45	Planning skill and setting goal in life and business
	11:45-13	Lunch & pray break
	13-14:30	How to improve financial intelligence; Saving skills
	14:30-15	Tea break
	15-16:30	Group game, paper pile
<b>8.01.2019</b>	8:30-10	Skills of encouragement; building self-confidence in life
	10-10:15	Tea break
	10:15-11:45	Negotiation skills in business and personal life
	11:45-13	Lunch & pray break
	13-14:30	Team-work skill; team& group
	14:30-15	Tea break
	15-16:30	Group game, leadership skills



## TRAINING REPORT

<b>NAME OF TRAINING:</b>	<b>Business skills training- Second round</b>
<b>ORGANIZER</b>	Iran Relief International organization in cooperation with SRS and BAFIA
<b>TRAINER</b>	Vahid Farhoudi
<b>LOCATION:</b>	Birjand, South- Khorasan
<b>DATES</b>	21-23 of January 2019

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#### 4. Acronyms

BAFIA: Bureau for Aliens and Foreign Immigrants' Affairs

BST: Business Skill Training

GFFO: German Federal Foreign Office

L.N.S.I.E: Life skill-Knowledge; Start-up; Improve; Expand

PDA: Pars Development Activities

RI: Relief International

SRS: Society for Recovery Support

SWO: State Welfare Organization

TOT: Training Of Trainer

WHO: World Health Organization

## 5. Executive summary

Funded by GFFO, RI in collaboration with BAFIA and SRS NGO (implementing partners) is conducting Business skills training (BST) in South-Khorasan. The training is second round of a designed Business Skills Training and is based on L.N.S.I.E model. The model is designed for adults and has been tailored for Afghan migrants and refugees residing in Iran. The whole training will last for about six months and contains 144 hours of training and can be conducted either as “Training for Trainers” method (TOT) or “Training for Participants”. The Second round of the training focuses on life-Business, Validation Idea development and participants’ motivation, and the trainees need to take part in 3 days, 24 hours of training.

The Second round of the training was successfully conducted from 21th to 23th of January and 20 individuals including 11 women and 9 men were participated. The training was a combination of lectures, free discussions, information exchange, experience sharing, presentations and group games. During this round of the training, the trainees got familiarized with different business related topics such as; creativity, innovation, how to generate a business idea, how to choose a business opportunity, risk taking and entrepreneurship skills, business management skills, analyzing and choosing the Best Idea. The trainees also completed Validation form (Idea test), and wrote a list of business ideas and potential business opportunities.

At the end of training sessions, increase in the participants’ motivation as well as coming up with more innovative, creative and at the same time more realistic and rational ideas were becoming more obvious.



## 6. Introduction

In line with RI organization policies and with purpose of strengthening livelihood access of Afghan migrants and refugees to economic opportunities in Iran, and on return to Afghanistan which is contributing to enhance economic ties and social cohesion with Iranian host communities, RI in cooperation with BAFIA and SRS/PDA (implementing partners) planned to conduct business skill training in different locations including Razavi-Khorasan, South-Khorasan, Tehran, Sistan Baluchistan and Yazd. The training is based on L.N.S.I.E model, which according to the location needs and facilities will be held either as method of training for trainers (TOT)<sup>2</sup> or as training for participants.

### 10.3. L.N.S.I.E Model

L.N.S.I.E (Life Skills, Knowledge, Start-up, Improve, and Expand) is a business skill training method for adults. This model is similar to the other popular entrepreneurship education models such as KAB, Know about Business, SYB, Start Your Business, and etc. However, the model tailored for adults and starts the training by focusing on life-skills, life-plan development and participants' motivation. The training is planned to carry on for six months, three sessions each month. In the first month, the trainees conduct personality test and participate in lectures and group-games. At the end of the first month, the trainees are expected to set their goals and find the encouragement to write their life plan. In the second month, methods on how to nourish creativity and how to find the potential opportunity in market will be discussed, and the trainees should be able to come up with different business ideas at the end of this round. In the third month, the trainees will be able to develop their business models and to design their business canvas; a survey will be conducted at the end of third session in order to find out the trainee's educational needs on business related topics. The training topics and subjects will be designed for the fourth month according to the results of the mentioned survey in each location. Fifth month's sessions will be conducted in two separate groups of the trainees to better address their needs; those who want to improve and expand their business that already have been established and those who are establishing a new business. This then will be followed with group and individual consultancy in sixth month. At the end of each month, participants are expected to gain and better understand the knowledge and skills listed below:

**First month:** Life plan development; this training focuses on life skills development, individual capacity identification as well as Andragogy (adult education);

**Second month:** Business idea development; this session is supporting the trainees to nurture creativity and innovation in their business life. The training also provides comprehensive information on work related updated rules and regulations in context of Iran for Afghan migrants and refugees.

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<sup>2</sup> TOT: In this method the participants are expected to pass what they have learnt throughout the training to about 10-20 other individuals.

**Third month:** Business model development; trainees will be asked for Implementation of ideas on canvas of the Business, Business Canvas Design, Finance and Business Accounting

**Fourth month:** Planning in business, Marketing and Sales Management, setting price, staffing, and methods of attracting investment capital and funds and other business related topics according to the trainees needs.

**Fifth month:** Review goals and strategies in business in order to improve and expand it, choosing correct strategy, identify effective actions to support business improvement and expansion.

**Sixth month:** Group and individual consultancy with the trainer.

#### 10.4. Business Skill training, South-Khorasan

Pursuant to GFFO project, RI in collaboration with BAFIA and SRS, is implementing business skills training in Birjand. The training is based on “training for participants” method and 20 individuals took part in the second round sessions.

### 11. Training Objectives

The second round of Birjand’s BST was held from 21th to 23th of January 2019 in Birjand’s TVTO center. At the end of three days of training, participants should be able to:

- Better identify potential business opportunities especially among Afghan community living in Iran
- Understand basics of entrepreneurship concepts and business ideas
- Validate various business ideas
- Analyzing, processing and reviewing business ideas to choose the best one

### 12. Training Methodology

The training were completely interactive and based on active participation of participants. The learning process were flexible and meets the specific needs of the participants. Training sessions were a combination of lectures, free discussions, information sharing, sharing experiences, presentations, and game groups. Participants were also asked to complete various assignments at the end of each day. For example, on the first day, the participants wrote 23 business ideas they were interested in. On the second day, after validating ideas, they chose 10 best ones based on their capacities, skills, interests and resources. On the third day, they were taught management, technical and financial analysis and after analyzing the market and assessing current socioeconomic condition they ranked the three best business ideas.

### 13. Training discussion and procedure

In the first day, after greetings, the trainees talked about their life plan as well as their business ideas. Entrepreneurship, entrepreneurial characteristics and different business categories then were discussed. On the second day, creativity in business, business innovation and barriers to creativity and ways to overcome obstacles and finding appropriate business ideas based on regional opportunities in the host country were the main topics to be covered. At each stage of

the training, participants evaluated their ideas based on existing opportunities and shared their ideas with other participants. Additionally, to improve the participants understanding of concept of risk taking, they all took part in a game called "Throwing the ring ". On the third day, trainees learned how to analyze business ideas and to have creative thinking. At the end of the day, different small and home-based successful businesses which are practicing by women in Iran were introduced and some related videos and pictures were shown. Participants then discussed their business ideas in a free discussion. Women’s ideas were turkey farming, women's clothing, greenhouses and Towel Production. Male ideas were chicken farming, dry fruits, online education and greenhouses.



Picture 4-Left: Risk taking game; Right: The trainer giving lecture

#### 14. Training curriculum

Curriculum of three days of the training is listed in Table.2, time table of the training is in Annex.1.

DAY	TOPIC	LEARNING OUTCOME	TRAINEE ACTIVITY	RESOURCES
1	Business life & Basics of business and entrepreneurship theory	The participants learned different kinds of business life. The participants were familiarized with the concept of entrepreneurship.	Completed the skill and interest matrix. Took part in a game (risk analysis)	Power point slides Self-assessment Free discussion
	Concept of entrepreneurship for immigrants and refugees and risk analysis	Participants understood the concept of entrepreneurship for refugees and immigrants.		
2	Creativity and innovation on new business ideas	The participants learned different models of creativity and business innovation.	Participants analyzed their innovative ideas in the	Power point slides Group game Free discussion
	Opportunity and opportunity-based idea	The participants get acquainted with skills such as generating business ideas, identification of business		

		opportunities, finding business ideas based on regional opportunities and to analyze business opportunities.	"SCAMPER" method. They wrote 23 business ideas	
3	Exploring and analyzing ideas <ul style="list-style-type: none"> <li>• Market</li> <li>• Financial</li> <li>• Management</li> <li>• Rivals</li> </ul>	Participants analyzed their ideas and choose the best appropriate ones	analyzed ideas and chose three out of 23 ideas	Power point slides Free discussion Validation Form

Table 2-Curriculum of the second three days of the training

### 15. Participant Profile

A total of 20 persons benefitted (Annex.2) from the training; 11 women and 9 men with average age of 25.



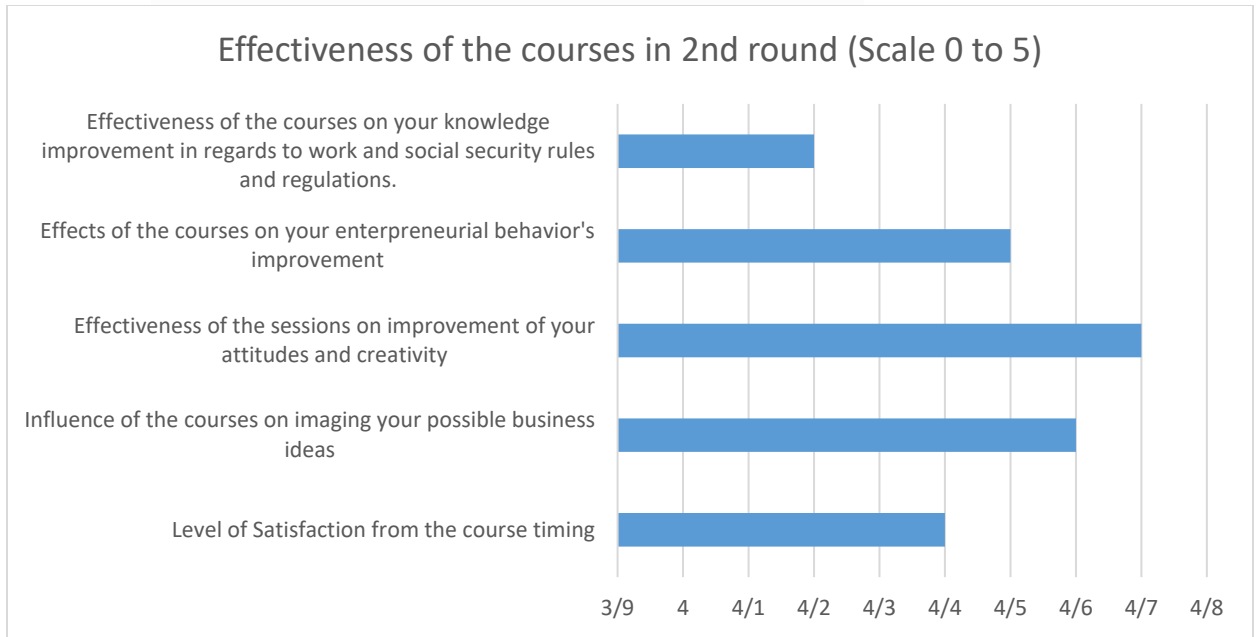
Picture 5-Left: The trainer giving lecture; Right: Present ideas by participants

### 16. Evaluation and participants' feedback

In order to get the participants' feedback on the training and the trainer, a form (Annex.3) was filled by all of the participants. The questioner includes four main topics as bellow:

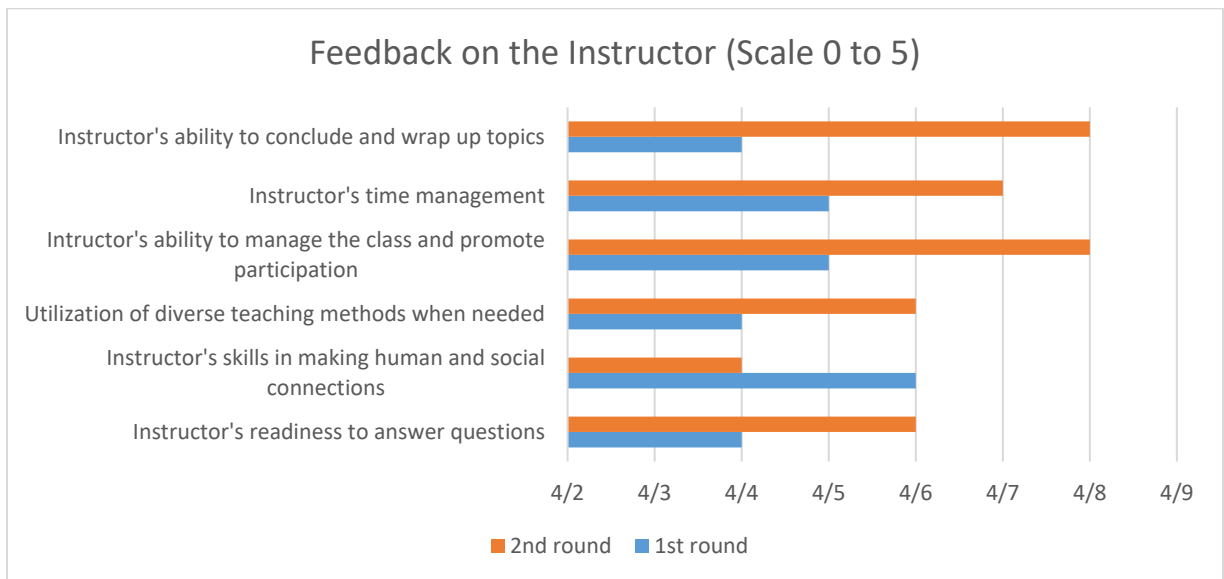
- Effectiveness of the courses
- participants' feedback on the instructor
- participants' feedback on course organization
- participants' self-assessment

It shall be noted that in the second BST, 17 people provided feedback on the session as opposed to 20 who participated in the first BST.



• *Figure 5-Effectiveness of the courses in 2nd round-Birjand*

Considering feedbacks received from the participants on the quality of the workshop and course materials at second BST in Birjand, the participants were generally satisfied with the course materials which all of the answers are above grade 4.2 out of 5 points. This shows that our beneficiaries are very satisfied with the trainings and that the trainings seem fruitful.



*Figure 6-Participants' Feedback on the Instructor, Birjand*

Figure 2 represents beneficiaries' feedback on trainer's general skills for managing the sessions. This chart illustrates the positive feedback from participants toward the trainer's methods and beneficiaries' satisfaction has been increased in comparison with the feedbacks

received at the first round in Birjand. As this figure shows, there are magnificent increase in instructor’s ability to “wrap up and conclusion” and “promoting participation” scores which show the trainer’s improvement on his general management of the sessions.

Generally, all the participants were satisfied on the course organization as Figure 3 represents the provided courses for the second BST sessions, including the facilities, materials and the location of the trainings.

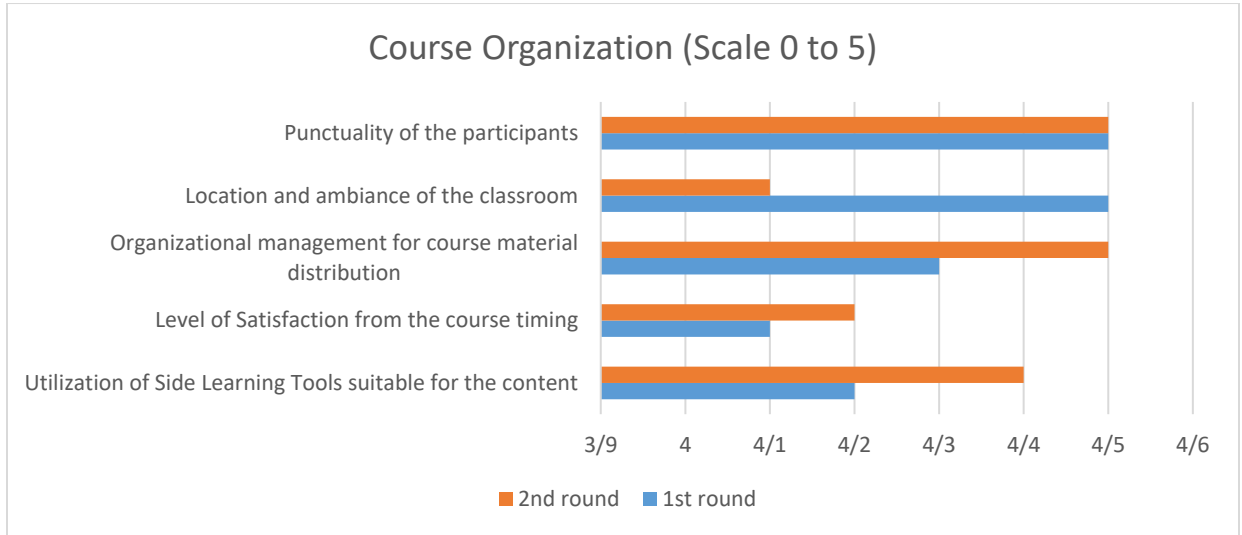


Figure 7-Participants’ feedback on course organization, Birjand

It is important to note that all the participants’ self-assessment shows a superb improvement on their knowledge and skills in comparison with their abilities before each round of BSTs.

Figure 4 illustrates participants’ self-assessment before and after this round of sessions which shows a very significant improvement at the end of second round of BST in comparison with the same improvement at the first round.

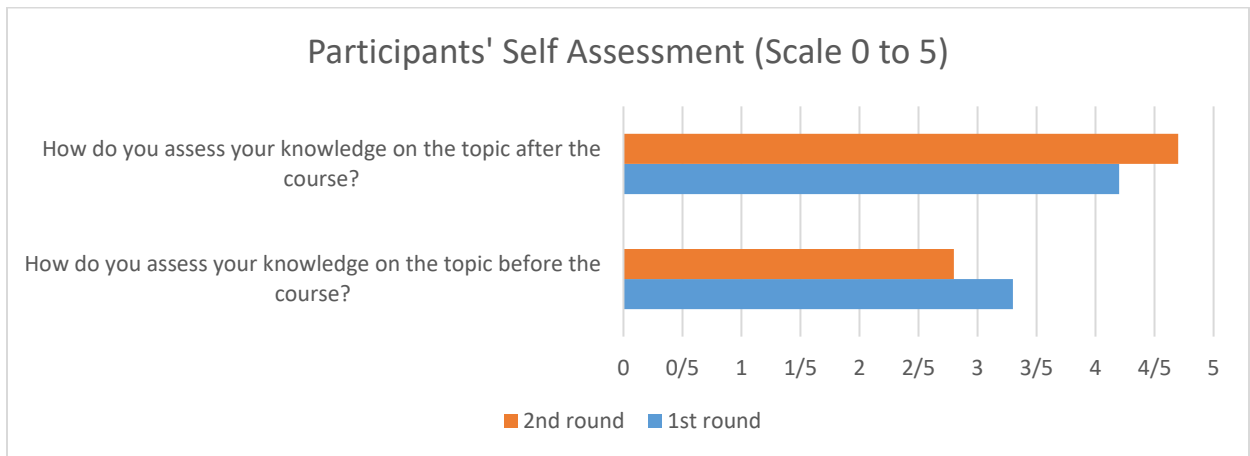


Figure 8-Participants’ Self-Assessment, Birjand



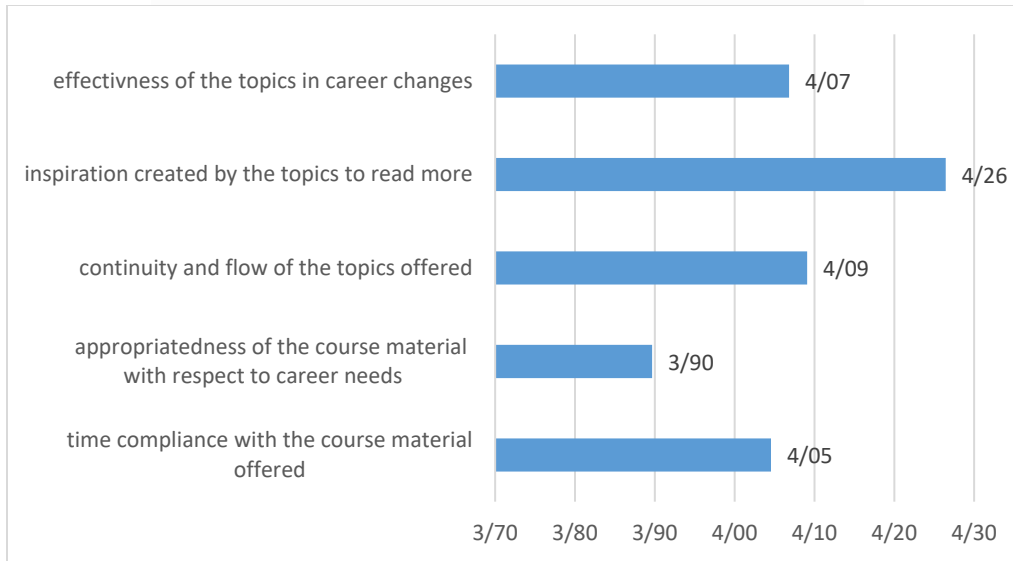


Figure 9-Participants' feedback on course material

Participant's satisfaction level of the trainer's ability on choosing teaching methods, management of the class and concluding topics which is indicated in figure 2, illustrates the positive feedback from participants toward the trainer's methods.

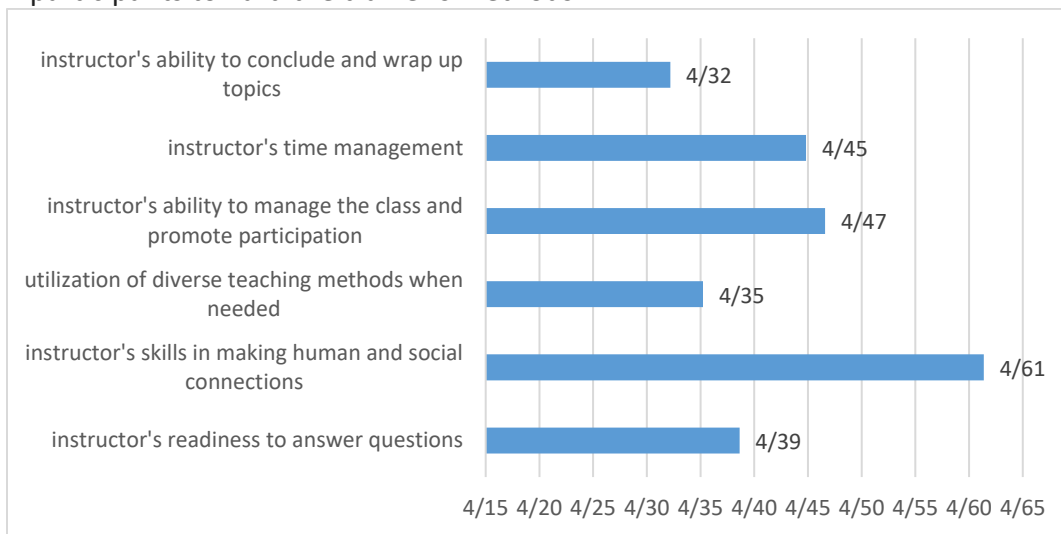


Figure 10-Participants' feedback on the instructor

Similarly, as shown in figure 3 all the results on course organization seem to be placed around 80 percent of satisfactory and the overall feedback on the environment and organization of the course has been very positive.

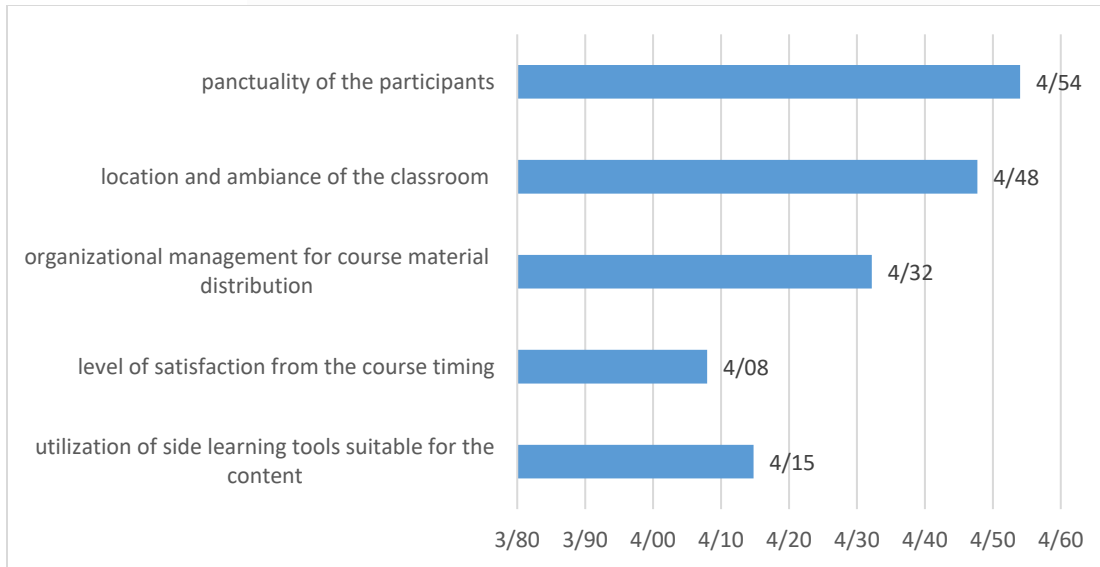


Figure 11-Participants' feedback on course organization

Lastly, figure 4 illustrates the results of a self-assessment survey, showing that participants believe their level of knowledge on the topic has been increased. The fact remains that most of the participants were confident enough to rate their “pre” knowledge above three out of five. As mentioned earlier, the materials discussed in the first workshop were preliminary. Given the education level of most of the participants, it was predictable that this round would not have much to offer for some. There is no doubt that the level of satisfaction and learning opportunities will be increased as the courses become more technical and focused.

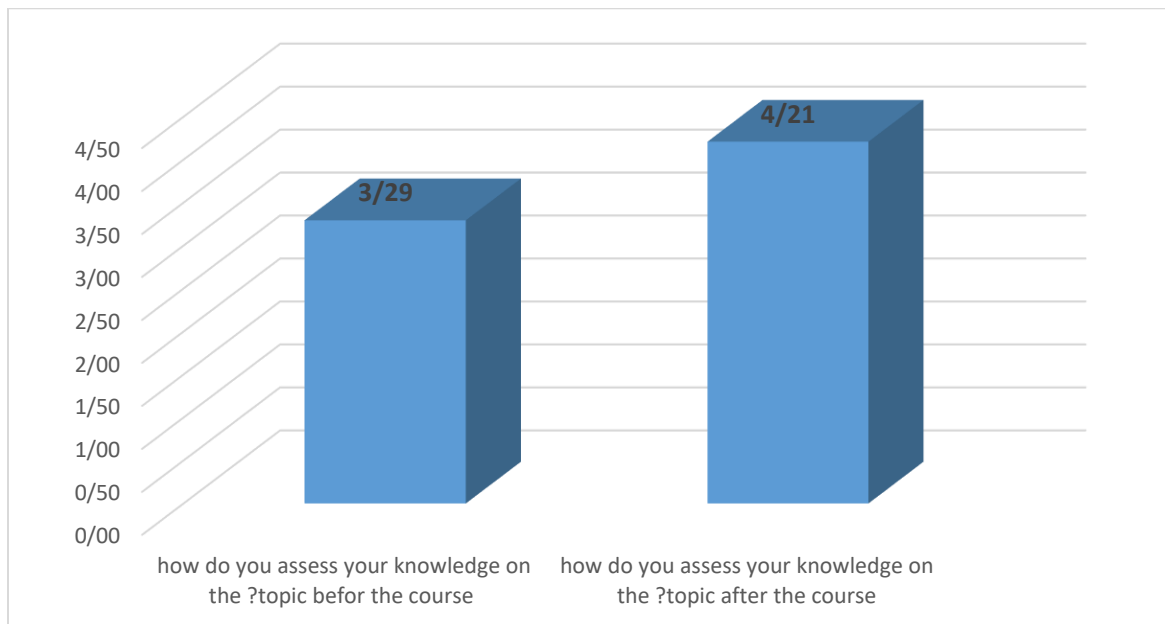


Figure 12-Participants' self-assessment



## 17. Challenges and recommendations

### 17.1. Challenges

- Limited financial resources to support ideas
- Participants are not familiar with the competitive environment
- Some business ideas require legal permission

### 17.2. Recommendation

- Participants should search their ideas based on local opportunities
- Participants were encouraged work on group businesses rather than individual ones.



*Picture 3- A group photo of this course*



## TRAINING REPORT

<b>NAME OF TRAINING:</b>	<b>Business skills training- third round</b>
<b>ORGANIZER</b>	Iran Relief International organization in cooperation with <u>SRS</u> and <u>BAFIA</u>
<b>TRAINER</b>	Vahid Farhoudi
<b>LOCATION:</b>	Birjand, South- Khorasan
<b>DATES</b>	20-22 Feb 2019

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## 1. Acronyms

BAFIA: Bureau for Aliens and Foreign Immigrants' Affairs

BST: Business Skill Training

GFFO: German Federal Foreign Office

L.N.S.I.E: Life skill-Knowledge; Start-up; Improve; Expand

PDA: Pars Development Activities

RI: Relief International

SRS: Society for Recovery Support

SWO: State Welfare Organization

TOT: Training Of Trainer

WHO: World Health Organization

## 2. Executive summary

Funded by GFFO, RI in collaboration with BAFIA and SRS NGO (implementing partners) is conducting Business skills training (BST) in South-Khorasan. The training is second round of a designed Business Skills Training and is based on L.N.S.I.E model. The model is designed for adults and has been tailored for Afghan migrants and refugees residing in Iran. The whole training will last for about six months and contains 144 hours of training and can be conducted either as “Training for Trainers” method (TOT) or “Training for Participants”. The Second round of the training focuses on life-Business, Validation Idea development and participants’ motivation, and the trainees need to take part in 3 days, 24 hours of training.

The third round of the training was successfully conducted from 20th to 22th of February 2019 and 18 individuals including 11 women and 7 men participated. Learning was a combination of lectures, sharing of information, sharing of experiences, lectures and teamwork. During the course, participants in the business model saw different sections of the canvas, such as the customer segment, customer value, customer relationships, communication channels, business revenue streams, key activities, key resources, key partners, and structure. The participants performed their ideas in a group on the business model.

At the end of the training sessions, improvement in the participants’ business knowledge motivating them to move forward in real world to present and implement their business ideas was tangible.

## 3. Introduction

In line with RI organization policies and with purpose of strengthening livelihood access of Afghan migrants and refugees to economic opportunities in Iran, and on return to Afghanistan which is contributing to enhance economic ties and social cohesion with Iranian host communities, RI in cooperation with BAFIA and SRS/PDA (implementing partners) planned to conduct business skill training in different locations including Razavi-Khorasan, South-Khorasan, Tehran, Sistan & Baluchistan and Yazd. The training is based on L.N.S.I.E model, which according to the location needs and facilities will be held either as method of training for trainers (TOT)<sup>3</sup> or as training for participants.

### 17.1. L.N.S.I.E Model

L.N.S.I.E (Life Skills, Knowledge, Start-up, Improve, and Expand) is a business skill training method for adults. This model is similar to the other popular entrepreneurship education models such as

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<sup>3</sup> TOT: In this method the participants are expected to pass what they have learnt throughout the training to about 10-20 other individuals.

KAB, Know about Business, SYB, Start Your Business, and etc. However, the model tailored for adults and starts the training by focusing on life-skills, life-plan development and participants' motivation. The training is planned to carry on for six months, three days each month. In the first month, the trainees conduct personality test and participate in lectures and group-games. At the end of the first month, the trainees are expected to set their goals and find the encouragement to write their life plan. In the second month, methods on how to nourish creativity and how to find the potential opportunity in market will be discussed, and the trainees should be able to come up with different business ideas at the end of this round. In the third month, the trainees will be able to develop their business models and to design their business canvas; a survey will be conducted at the end of third session in order to find out the trainee's educational needs on business related topics. The training topics and subjects will be designed for the fourth month according to the results of the mentioned survey in each location. Fifth month's sessions will be conducted in two separate groups of the trainees to better address their needs; those who want to improve and expand their business that already have been established and those who are establishing a new business. This then will be followed with group and individual consultancy in sixth month. At the end of each month, participants are expected to gain and better understand the knowledge and skills listed below:

**First month:** Life plan development; this training focuses on life skills development, individual capacity identification as well as Andragogy (adult education);

**Second month:** Business idea development; this session is supporting the trainees to nurture creativity and innovation in their business life. The training also provides comprehensive information on work related updated rules and regulations in context of Iran for Afghan migrants and refugees.

**Third month:** Business model development; trainees will be asked for Implementation of ideas on canvas of the Business, Business Canvas Design, Finance and Business Accounting

**Fourth month:** Planning in business, Marketing and Sales Management, setting price, staffing, and methods of attracting investment capital and funds and other business related topics according to the trainees needs.

**Fifth month:** Review goals and strategies in business in order to improve and expand it, choosing correct strategy, identify effective actions to support business improvement and expansion.

**Sixth month:** Group and individual consultancy with the trainer.

## 17.2. Business Skill training, South-Khorasan, Third Round

Pursuant to GFFO project, RI in collaboration with BAFIA and SRS, is implementing business skills training in Birjand. The training will be based on "training for participants" method and 18 individuals will take part in third round sessions.

## 18. Training Objectives

The second round of Birjand's BST was held from 20th to 22th of Feb 2019 in Birjand's TVTO center. At the end of three days of training, participants should be able to:

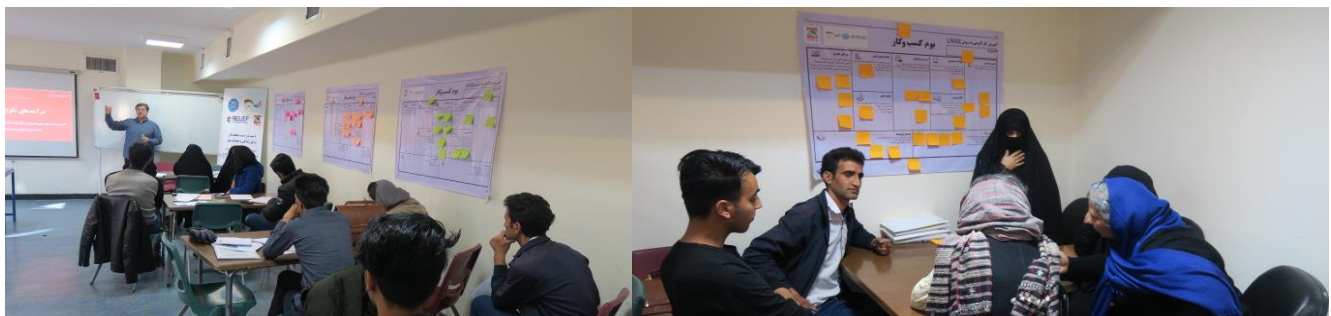
- Know and understand different parts of business model.
- Analyze financial issues in a business.
- Know basics of sales management
- Write their own business model

The training was completely interactive and based on the active participation of the participants. The learning process was flexible and responded to the specific needs of the participants. Training sessions were a combination of lectures, open discussions, information sharing, sharing of experiences, lectures and teamwork. Participants were also asked to complete various assignments at the end of each day. For example, on the first and second days, the participants worked on different sections of their business model and after analyzing Customer segments, Value proposition, Customer relationship, Channels, Revenue Streams, Key activities , key resources, Key Partners and Cost Structure , the participants completed their business model and presented it on the third day. As a homework, they need to develop their business model in the interval between third and fourth sessions.

## 19. Training discussion and procedure

In the first day after greetings, the participants talked about their ideas and results of validation of their ideas were discussed. Participants in five groups working on a business idea to be implemented on a business canvas. The ideas they implemented on business canvas in group includes, Chicken farming, Turkey farming, dry fruit and fruit slicing, producing handmade towel, cloth workshop and greenhouse. During the training sessions, after teaching each part of business model, participants discussed the same topic in their group and then implemented it on their business canvas.

On the first and second days, different sections of the business canvas consist of value of proposal, Customer segment, customer relationship department, distribution channels and revenue streams, key resource sectors and key activities were discussed to be transferred on canvas. On the third day, participants worked on two other parts of Business canvas including key partners and cost structures. After completion of the business canvas, all each group presented their business model to others. At



Picture 6 Picture 1-Left: Lectures on developing Business canvas; Right: The trainees present their business canvas



the end of the third day, participants were familiarized with sale management, market entrance skill as Well as successful and unsuccessful sale model in the manufacturing and service sector.

## 20. Training curriculum

Curriculum of three days of the training is listed in Table.2, time table of the training is in Annex.1.

DAY	TOPIC	LEARNING OUTCOME	TRAINEE ACTIVITY	RESOURCES
1	Basics of Business Model Theory Different parts of the business canvas	Participants learned the concept of the business model and were divided into five groups. The participants implemented a business idea on the business canvas. Participants clearly understood the concept of a business model.	Business ideas and the validation of the participants' business ideas were discussed. Two parts of business canvas including customers and the value of the proposal were completed.	Power point slides Teamwork free talk
2	Customer relationship, distribution channels, revenue stream, key activities, key resources of business Key partners Cost structure	Participants learned how to connect with customers, distribution channels, and revenue streams, key business activities, and key resources needed in the business. Participants learned the cost structure and key partners in the business.	The trainees worked on business canvas and completed the business canvas Participants presented their business canvas	Power point slides Teamwork free talk
3	key partners and cost structures Sales management and market entry strategy and management skills	Participants learned how to enter to the market and get familiarized with basics of market management skills	Participants took part in discussion about their experience in market and discussed about the market of the business they worked in group	Power point slides Teamwork free talk

Table 3-Curriculum of the second three days of the training



Picture 7-Left: The trainees working on their business model in group; Right: A completed business canvas



## 21. Participant Profile

A total of 18 persons benefitted (Annex.2) from the training; 11 women and 7 men with average age of 25.

## 22. Evaluation and participants' feedback

In order to get the participants' feedback on the training and the trainer, a form (Annex.3) was filled by all of the participants. The questioner includes four main topics as bellow:

- Effectiveness of the courses
- participants' feedback on the instructor
- participants' feedback on course organization
- participants' self-assessment

Considering the received feedback from 17 participants, Effectiveness of the courses, quality of the provided training materials, trainer's methods for the third round of the Business Skills Training is improved in comparison with the first two rounds of the same trainings in February, 2019.

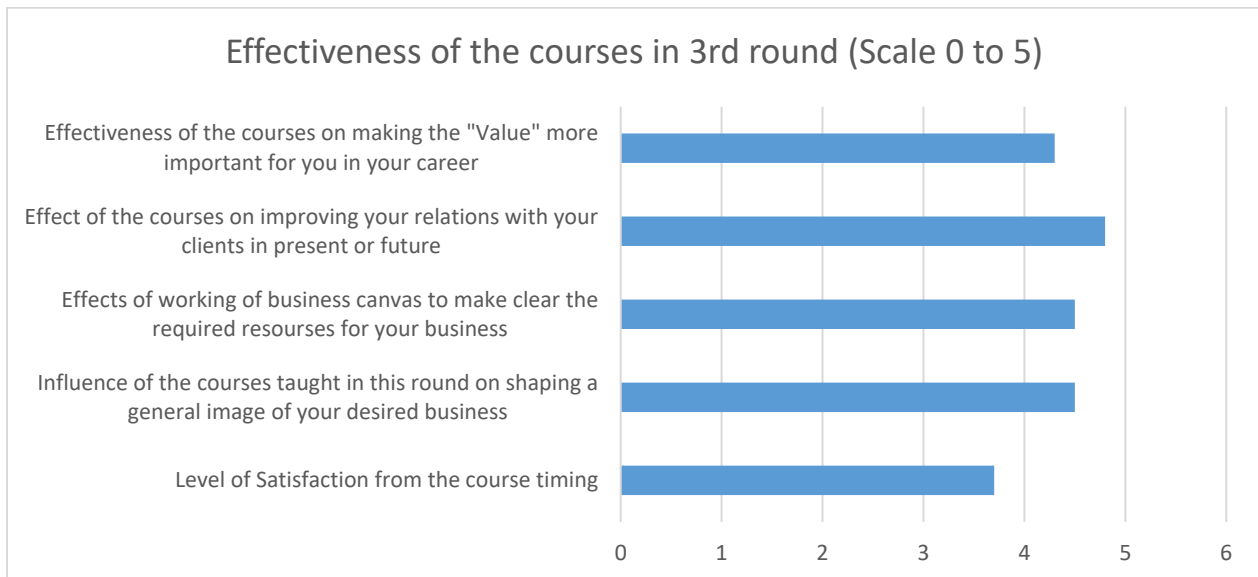


Figure 13-Effectiveness of the courses in 3rd round, Birjand

As figure 1 shows, all the participants were generally satisfied with the courses and their effects on improvement of their business skills and have scored above 3.5 at the evaluation survey.

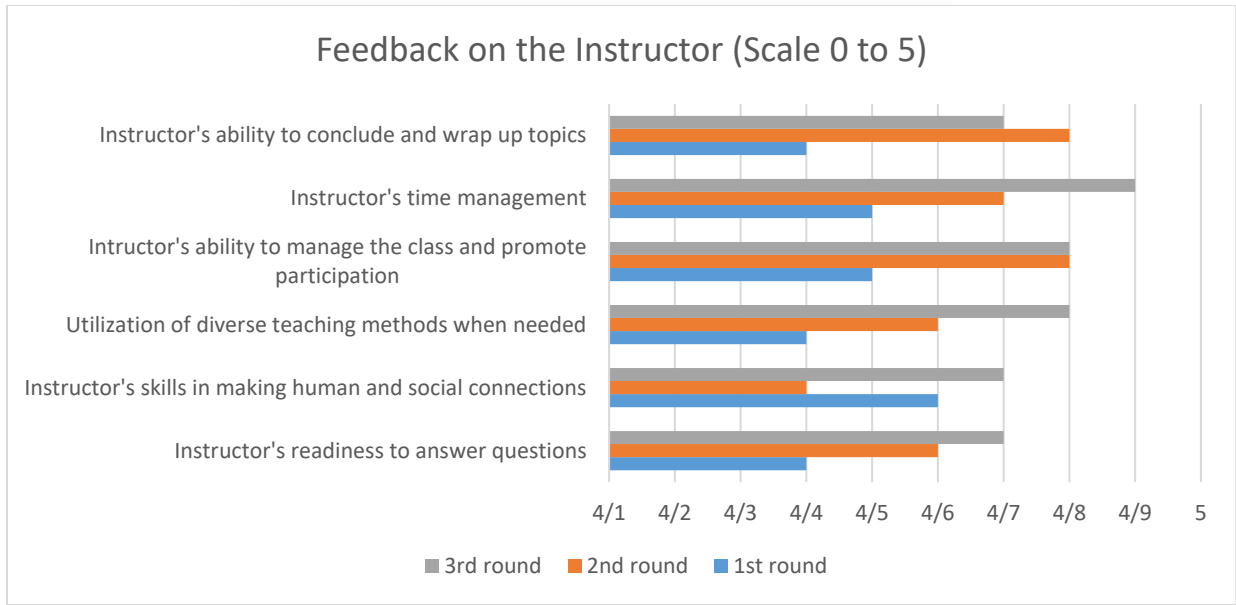


Figure 14-Participants' Feedback on the Instructor, Birjand

Figure 2 illustrates the beneficiaries' feedback on the trainer's teaching methods which shows more than 0.3 points improvement on every topic. This improvement is as a result of instructor's adjustment with the targeted community's needs and types of business plans.

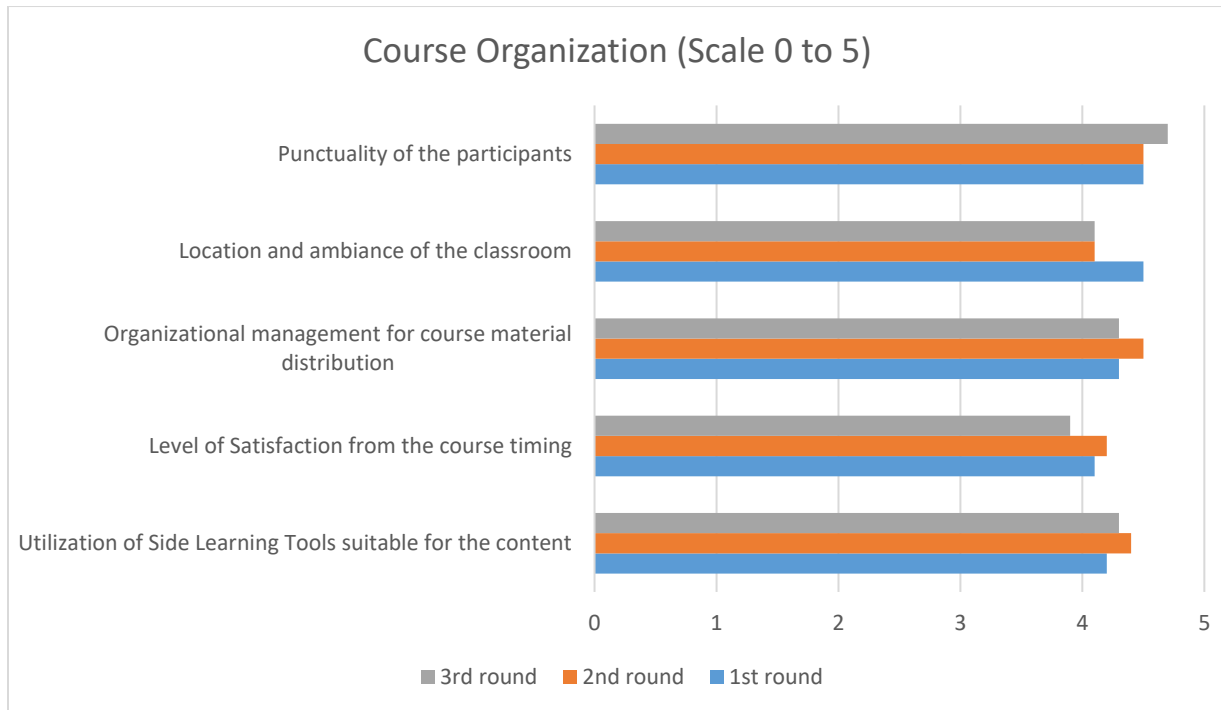
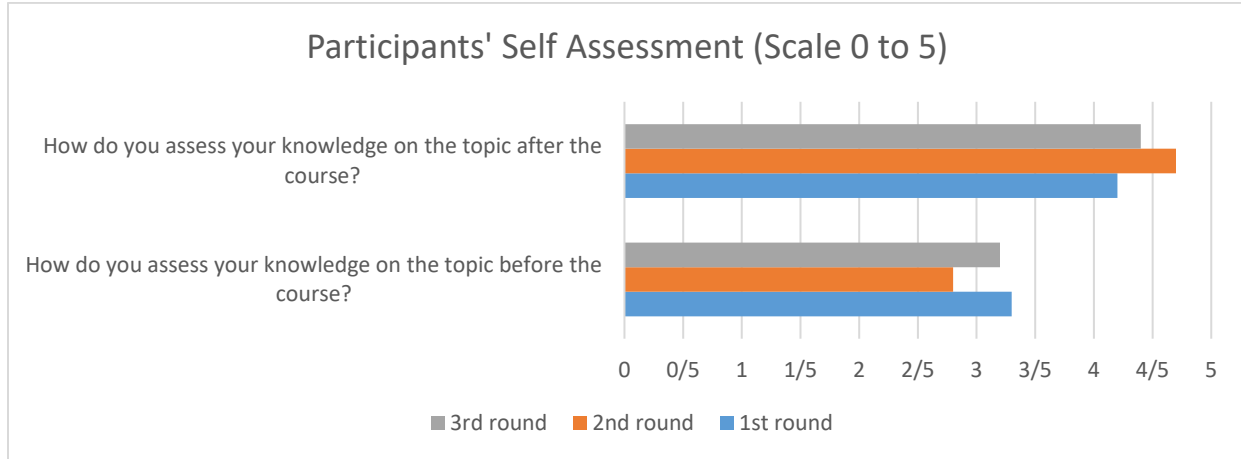


Figure 15-Participants' feedback on course organization, Birjand

Some of the beneficiaries were not as satisfied with the time considered for the courses at third round as they were before, hence a less than 0.3 points decrease is seen in figure 3 for this specific section in comparison with the previous rounds of the BSTs in Birjand. The reason would be the more technical and

comprehensive subjects of the last round which the participants could be more satisfied if the trainer could present the courses in more details.

But more importantly, all the beneficiaries have scored the improvement of their knowledge with an above 1.2 points while conducting the self-assessment survey at the end of this round.



## 23.Challenges and recommendations

### 23.1. Challenges

- Participants are not interested to have group business.
- Birjand market has limited capacity
- The limited economic infrastructure in Birjand to start and grow an innovative business

### 23.2. Recommendation

- Regular and close communication with Birjand-BAFIA
- Regular communication with participants in Birjand
- Linking participants of Mashhad BST to Birjand and Tehran BST participants to improve their access to market and also to share the lessons they learned in their business
- Connecting Iran Technology Park to the ones who are interested in technology related business
- Financial support for new or developing businesses



**Business Skill Training Workshop Report (fourth Month)  
South Khorasan- Birjand  
April 2019**

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## 1. Training Objective

Aiming to strengthen collaborations and partnerships amongst Afghan refugees and Iranian communities and increasing access to livelihoods opportunities especially for women, youth and persons with disabilities, in partnership with and under BAFIA supervision, Relief International has just started its Forth business skills training for selected beneficiaries in Birjand on 14 to 16 April . the main objectives of the Forth round of training was working on Business plan and its components. Followings are a list of the topics that have been presented during the Forth session of the business skills training:

- Business plan and its components
- How to describe your business plan
- Marketing
- Financial analysis and accounting related to Business plan
- The rules and standards of work in Iran



## 2. Training Methodology

Capacity building methodology across the 3 days were as follows:

- Lecture
- Free discussion
- Information exchange
- Group work



