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TRAINING REPORT

NAME OF TRAINING:	Business skills training- First round
ORGANIZER	Iran Relief International organization in cooperation with SRS and BAFIA
TRAINER	Vahid Farhoudi
LOCATION:	Tehran, Tehran
DATES	16-17-18 January 2019



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1. Acronyms

BAFIA: Bureau for Aliens and Foreign Immigrants' Affairs

BST: Business Skill Training

DEVCO: International Cooperation and Development

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

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 DEVCO, in collaboration with BAFIA and SRS NGO (implementing partners), RI conducted first round of Business skills training (BST) in Tehran from 16 to 18 January. The training is first round of a designed Business Skills Training and is based on L.N.S.I.E model. L.N.S.I.E 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”. This round of the training focused on life-skills, life-plan development and participants’ motivation, and the trainees need to take part in 3 days, 24 hours of training.

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”.

In the first round of the training 48 individuals participated. The training was a combination of various methods including 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)¹ or as training for participants.

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

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

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



models such as KAB, Know about Business, SYB, Start Your Business, and etc. However, the model has been 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.

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, Tehran

Pursuant to DEVCO project, RI in collaboration with BAFIA and SRS, conducted business skills training in Tehran. The training is planned to be conducted in two different methods of "training for participants" and "training for Trainer". Considering participants interest as well their access to a venue where they can hold their informal training, some of the participants will be selected



to get benefitted from further training to perform as trainers, others however will get benefitted from the BST sessions.

4. Training Objectives

The first round of Tehran's BST was held from 16th to 18th of January 2019 in the educational and cultural center of Shahreray.

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

4. Training Methodology

The training was 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 were a combination of different methods including 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 were asked to write list of their goals including the dates of achievement to the goals and the potential restrictions and challenges. In the second day, they were asked to write 100 dreams that they want to see come true before they die.

5. Training discussion and procedure

At the first day of the training, DG of Tehran'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-Right: Teamwork game; Left: training.



Picture 1 Right: Teamwork game; Left: training.

6. 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

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Table 12- Curriculum of the first three days of the training

7. Participant Profile

In the first round of the training totally 57 individuals including 38 women and 19 men took part. They come from different cities of Tehran province including, Varamin, Shar-Rai, Pishva, Robat-Karim and so on.



Picture 2: The trainer giving lecture

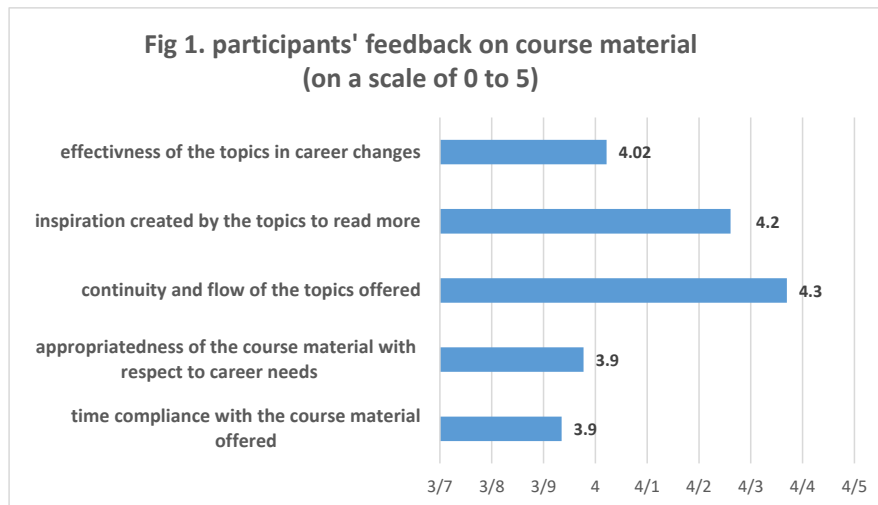
8. Evaluation and participants' feedback

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.

Throughout this workshop, different activities, presentations, tests, tools, and course materials were utilized to improve participants learning. Below, a report on the feedback received from the participants on the quality of workshop and lecturer is provided.



As shown in fig.1, the participants were generally satisfied with the course material, but from their point of view, besides the lack of time compliance with the course materials, the topics of the training were not relevant to their career needs.



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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.

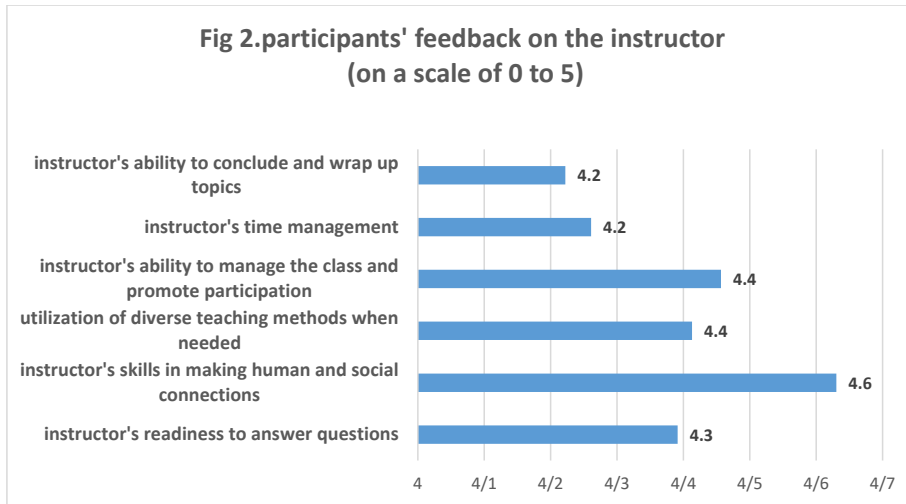
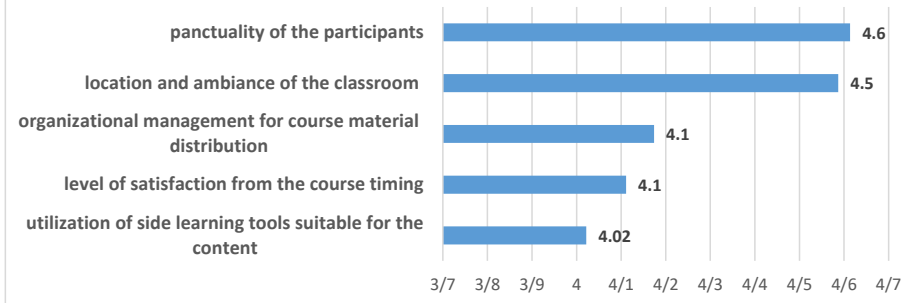


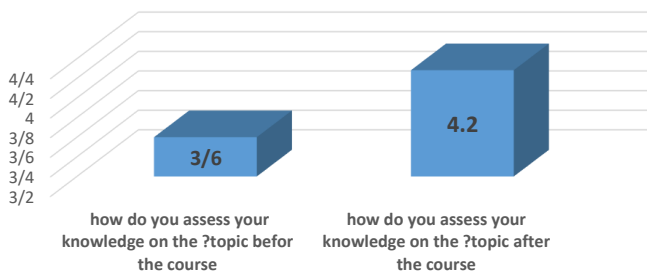
Fig.2 shows the satisfaction level of participants from the trainer's ability on choosing teaching methods, management of the class and concluding topics. This chart illustrates the positive feedback from participants toward the trainer's methods.

Fig 3. participants' feedback on course organization (on a scale of 0 to 5)



Similarly, all the results in this category seem to be placed around 90 percent of satisfactory and the overall feedback on the environment and organization of the course has been very positive.

Fig 4. participants' self assessment (on a scale of 0 to 5)



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



Some suggestions by participants for improvement of the training are as follows:

- It is better to Change the time of the classes.
- Educational topics related to life skills are better to be taught by a psychologist.
- More usage of educational means such as games, group discussion and...
- Provide a pamphlet with a simpler language.
- Do not accept more than one member of a family for participation in the training.

9. Challenges and recommendations

9.1. Challenges

- The women are mainly employee and it is difficult to change their mindset toward more creative business ideas. Considering the fact that residing in Tehran imposed more expenses on the participants' shoulder, financial expectations of the business is much more than other provinces.
- The Male have unprofessional jobs.
- They are not aware of their potential.
- Less self-esteem.
- They don't have a target for their future.

9.2. Recommendation

- Encouraging participants toward group and collaborative businesses
- Launching support teams to guide the business of the participants
- Familiarizing participants with successful Afghans in Iran
- Creating social capital among participants
- Encourage writing a life plan



Annex1

Time table:

Business skill training		
Date	Time	Title
16 Jan 2019	8:30-10	Introduction on LNSIE mentoring model
	10-10:15	Tea break
	10:15-11:45	Andragogy methods
	11:45-13	Lunch & pray break
	13-14:30	Couching and mentoring models
	14:30-15	Tea break
	15-16:30	MBTI personality test
17 Jan 2019	8:30-10	Design thinking
	10-10:15	Tea break
	10:15-11:45	Business life skills- World health organization model
	11:45-13	Lunch & pray break
	13-14:30	Business life skills- World health organization model
	14:30-15	Tea break
	15-16:30	Group game, paper pile



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18 Jan 2019	8:30-10	Business life skills based on H-4 model
	10-10:15	Tea break
	10:15-11:45	Business life skills based on H-4 model
	11:45-13	Lunch & pray break
	13-14:30	Life planning model
	14:30-15	Tea break
	15-16:30	Group game, leadership skills



Annex2

Name of Participants

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53	Habib Mozafari	Male	22
54	Mohammad Zadeh Teimoori	Male	59
55	Marzieh Vaezi	Female	41
56	Hossein Akbari	Male	41
57	Fatemeh Khavari	Female	21

Annex3

Evaluation form on Third round of Business Skills training in Tehran

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City:	Province:	Date:	Trainer:				
#	Indicator	Week	Score	Perfect			Sum
Course Material							
1	Effectiveness of the topics in career changes	1	2	3	4	5	
2	Inspiration created by the topics to read more	1	2	3	4	5	
3	Continuity and flow of the topics offered	1	2	3	4	5	
4	Appropriateness of the course material with respect to career needs	1	2	3	4	5	
5	Time compliance with the course material offered	1	2	3	4	5	
The instructor							
1	Instructor's ability to conclude and wrap up topics	1	2	3	4	5	
2	Instructor's time management	1	2	3	4	5	
3	Instructor's ability to manage the class and promote participation	1	2	3	4	5	
4	Utilization of diverse teaching methods when needed	1	2	3	4	5	
5	Instructor's skills in making human and social connections	1	2	3	4	5	
6	Instructor's readiness to answer questions	1	2	3	4	5	
Course organization							
1	Punctuality of the participants	1	2	3	4	5	
2	Location and ambiance of the classroom	1	2	3	4	5	

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3	Organizational management for course material distribution	1	2	3	4	5	
4	Level of satisfaction from the course timing	1	2	3	4	5	
5	Utilization of side learning tools suitable for the content	1	2	3	4	5	
Participants' self assessment							
NAME OF TRAINING:	Business skills training- second round						
ORGANIZER:	Fair Relief International organization in cooperation with PDA&SRS and						
TRAINER:	BAFIA Vania Farhoudi						
LOCATION:	Tehran, Tehran						
DATES	12-13-14 Feb 2019						

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5. Acronyms

BAFIA: Bureau for Aliens and Foreign Immigrants' Affairs

BST: Business Skill Training

DEVCO: International Cooperation and Development

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

PDA: Pars Development Activities

RI: Relief International

SRS: Society for Recovery Support

SWO: State Welfare Organization

TOT: Training of Trainer

WHO: World Health Organization



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6. Executive summary

Funded by DEVCO, in collaboration with BAFIA and SRS NGO (implementing partners), RI conducted second round of Business skills training (BST) in Tehran from 12 to 14 February based on L.N.S.I.E model. L.N.S.I.E 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 focused on different topics including business life, creativity and innovation in business, identification of business opportunities, creating idea, analyzing idea ,idea validation and finally choosing the best idea.

In the second round of the training 44 individuals participated. The training was a combination of various methods including lectures, free discussions, information exchange, experience sharing, presentations and group games. During this round of training, the trainees got familiarized with different concepts such as creativity, innovation, business model, information sharing, different business life including employing, self- employment and entrepreneurship and learned about idea creation skills, Business risk, entrepreneurship skills, business management skills, legal issues in business, analysis of ideas and choosing the best one. The trainees were asked to fill the validation form and listed their ideas and opportunities . Considering obvious increase of participants’ involvement at the last sessions in comparison with the beginning of the training and excitement on choosing and analyzing their ideas in business model that they have chosen to work, the necessity of education in business life and motivation for starting a new creative life the importance of training on these topics as part of Business Skills Training curriculum was becoming more tangible.

7. 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)² or as training for participants.

9.3. L.N.S.I.E Model

L.N.S.I.E (Life Skills, Knowledge, Start business, Improve, and Expand business) 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 has been 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

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



Fourth month: Business Plan, 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.

9.4. Business Skill training, Tehran

Pursuant to DEVCO project, RI in collaboration with BAFIA and SRS/PDA, conducted business skills training in Tehran. The training was based on “training for participants” method and 44 individuals took part in these sessions.

10. Training Objectives

after the second round of business skill training which was conducted from 12 to 14 February, in the educational and cultural center of Shahreray, 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
- Barriers to creativity in business.

11. 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.



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12. 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. 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 that 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. Participants' ideas differed from the first period. Wonderful ideas for the participants: The Women: Spirulina Algae breeding, Kids photography, E-commerce, Dress printing, Baby clothes production, Greenhouse, Ball sports production, Vocational school, Vegetable packing, Weaving carpets, Epoxy decorative products and The male: Making Smart toys, Computer services, Calf breeding, E-commerce, Wooden toys manufacturing, Baby clothes production, Internet media center, Spirolina algae breeding, Leather bag manufacturing and act



Picture 3-Right: The trainer giving lecture

13. 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 "SCAMPER" method. They wrote 23 business ideas	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.		
3	Exploring and analyzing ideas <ul style="list-style-type: none"> Market Financial Management Rivals 	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
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	Participants understood the concept of entrepreneurship for refugees and immigrants.		

	refugees and risk analysis			
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 "SCAMPER" method. They wrote 23 business ideas	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.		
3	Exploring and analyzing ideas <ul style="list-style-type: none"> • Market • Financial • Management • Rivals 	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 1-Curriculum of the second three days of the training

14. Participant Profile

[A total of 44 persons benefited \(Annex.2\) from the training; 6 of them were from SRS and one of them from PDA](#)





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15. Feed back of participants

This report illustrates the quality of the provided training materials, courses and trainer’s methods for the second round of the Business Skills Training conducted in mid-February, 2019 in Tehran.

It shall be noted that in the second BST, 38 people provided feedback on the session as opposed to 48 who participated in the first BST.

Below, four figures on the aforementioned beneficiaries’ feedback are provided.

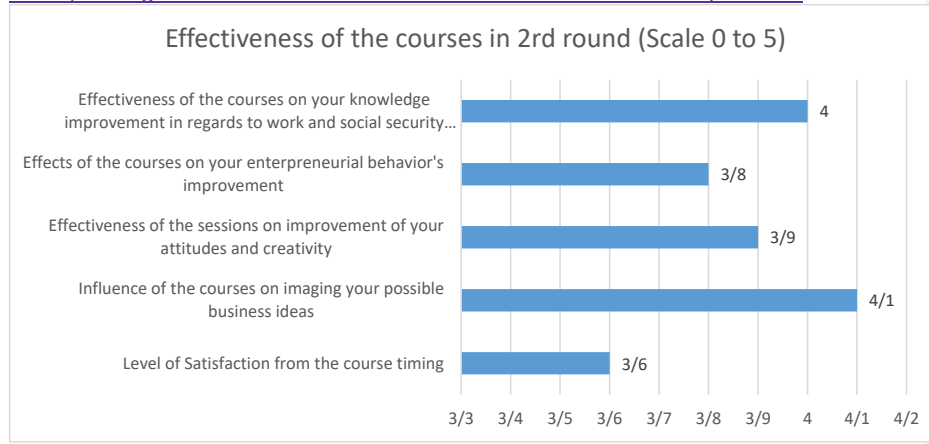


Figure 1-Effectiveness of the courses in 2rd round, Tehran

Figure 1 represents satisfactory level of the participants at the second round of BSTs in Tehran with general scores above 3.6 points. As this figure shows, the minimum score is the considered timing for this round’s courses which the reason would be relate to the fact that the second BST contained many new technical points and required participants shift their paradigms and visions.

As the main purpose of the second BST, figure 1 also illustrates the positive feedback from participants toward influence of the material on level of their creativity and shaping their business ideas.

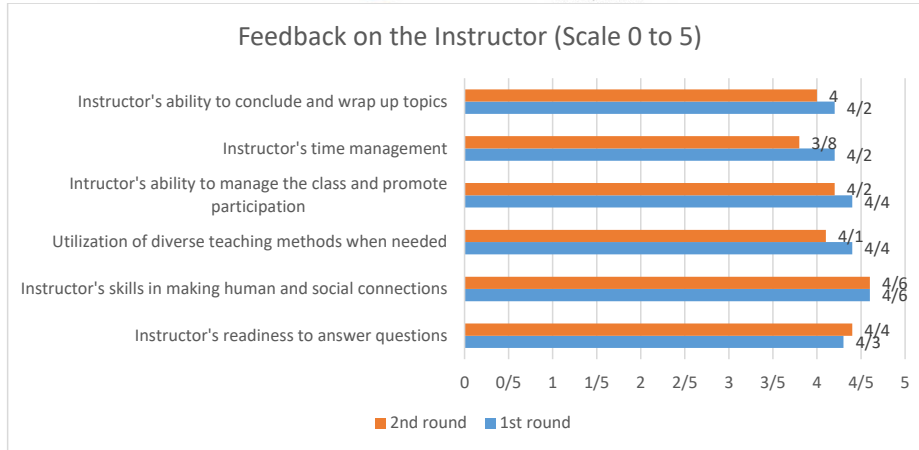


Figure 2-Participants' feedback on Trainer's abilities, Tehran

Figure 2 represents beneficiaries' feedback on trainer's general skills for managing the sessions; including time-management, knowledge and skills on answering beneficiaries' needs, promoting their participation into discussions, etc. As this figure shows, all the participants have rated above 3.8 out of 5 points to the instructor's abilities.

A small decrease on the trainer's time management skills can be seen in above figure; the reason would be the same explained in above in regards to new technical courses which the beneficiaries needed more time. It shall be noted that the very comprehensive techniques will be taught in more details and other activities in next rounds of BST accordingly.

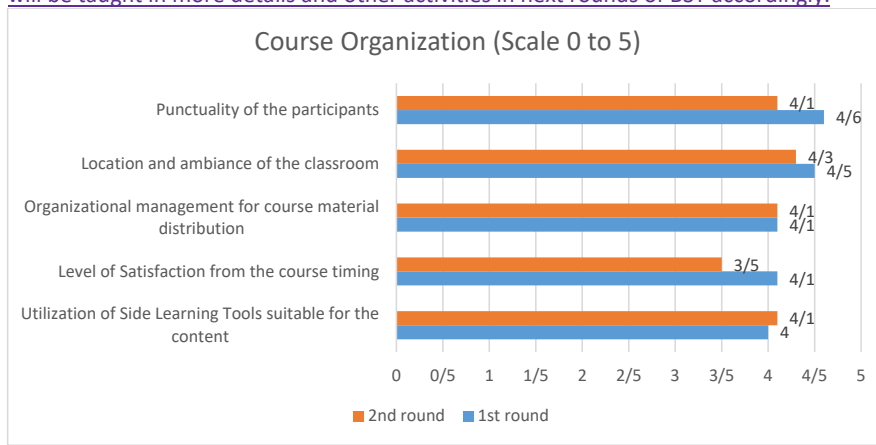


Figure 3-Participants' feedback on course organization, Tehran



Figure 3 shows that all the participants were generally satisfied with the provided courses for the second BST sessions, including the facilities, materials and the location of the trainings.

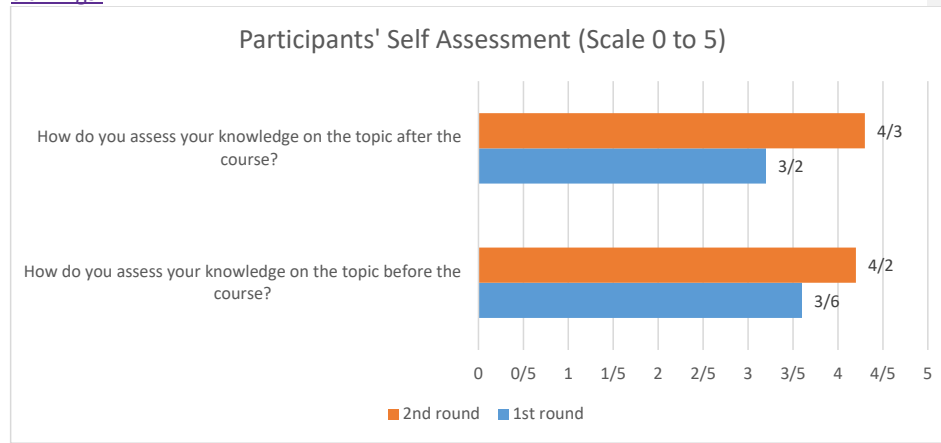


Figure 4-Participants' Self-Assessment, Tehran

Figure 4 illustrates the participants' self-assessment before and after the second round of BSTs in Tehran which shows a minor improvement on beneficiaries' knowledge on the presented topics at this round

16. Challenges and recommendations

16.1. Challenges

- Participants are not familiar with the competitive environment
- Some business ideas require legal permission
- Lack of RI and NGO partners' Office in Tehran.
- Low experience of women in creating business
- Due to being in capital , the financial expectations of the business is more than other provinces

16.2. Recommendation

- Guidance for creating collaborative businesses
- Advice on Opportunity
- Accompany the NGOs for the program
- Focus on small businesses
- Launching support teams to guide the business of the participants



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Annex1

Time table:

Business skill training		
Date	Time	Title
12 Feb 2019	<u>8:30-10</u>	<u>Business life</u>
	<u>10-10:15</u>	<u>Tea break</u>
	<u>10:15-11:45</u>	<u>Basics of business and entrepreneurship theory</u>
	<u>11:45-13</u>	<u>Lunch & pray break</u>
	<u>13-14:30</u>	<u>Entrepreneurship for migrants</u>
	<u>14:30-15</u>	<u>Tea break</u>
	<u>15-16:30</u>	<u>Group game, involved risks to start business</u>
13 Feb 2019	<u>8:30-10</u>	<u>Creativity and innovation on new business ideas</u>
	<u>10-10:15</u>	<u>Tea break</u>
	<u>10:15-11:45</u>	<u>Business ideas</u>
	<u>11:45-13</u>	<u>Lunch & pray break</u>
	<u>13-14:30</u>	<u>Identification of Business Opportunities</u>
	<u>14:30-15</u>	<u>Tea break</u>
	<u>15-16:30</u>	<u>validation of idea</u>
14 Feb 2019	<u>8:30-10</u>	<u>Nurturing business ideas</u>
	<u>10-10:15</u>	<u>Tea break</u>
	<u>10:15-11:45</u>	<u>Evaluation and feasibility analysis of business ideas based on local opportunities</u>
	<u>11:45-13</u>	<u>Lunch & pray break</u>
	<u>13-14:30</u>	<u>Group work-Presentation and selection of ideas</u>
	<u>14:30-15</u>	<u>Tea break</u>
	<u>15-16:30</u>	<u>Idea selection and business canvas</u>



TRAINING REPORT

<u>NAME OF TRAINING:</u>	<u>Business skills training- Third round</u>
<u>ORGANIZER</u>	<u>Iran Relief International organization in cooperation with PDA&SRS and BAFIA</u>
<u>TRAINER</u>	<u>Vahid Farhoudi</u>
<u>LOCATION:</u>	<u>Tehran, Tehran</u>
<u>DATES</u>	<u>9-10-11 March 2019</u>



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8. Acronyms

BAFIA: Bureau for Aliens and Foreign Immigrants' Affairs

BST: Business Skill Training

DEVCO: International Cooperation and Development

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

PDA: Pars Development Activities

RI: Relief International

SRS: Society for Recovery Support

TOT: Training of Trainer



9. Executive summary

Funded by DEVCO, in collaboration with BAFIA and SRS/PDA NGO (implementing partners), RI conducted third round of Business skills training (BST) in Tehran from 9 to 11 March 2019 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 five months and contains 120 hours of training and can be conducted either as “Training for Trainers” method (TOT). The third round of the training focuses on business Models. In this course, participants would implement their validated ideas in a group in the business model. The trainees need to take part in 3 days, 24 hours of training.

The third round of the training was successfully conducted from 9th to 11th of March 2019 and 45 individuals Afghan Refugee were 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 cost structure. The participants performed their ideas in 8 groups on the business model. At the end of the third course, they presented their business model to other participants.

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10. 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)³ or as training for participants.

16.3. L.N.S.I.E Model

L.N.S.I.E (Life Skills, Knowledge, Start business, Improve, and Expand business) 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 has been 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

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



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: Business Plan, 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: Group and individual consultancy with the trainer

16.4. Business Skill training, Tehran

Pursuant to DEVCO project, RI in collaboration with BAFIA and SRS/PDA, conducted business skills training in Tehran. The training was based on "training for participants" method and 45 individuals took part in these sessions.

17. Training Objectives

The third round of Tehran's BST was held from 9th to 11th of March 2019 in "Moallem house of Rey". 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



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18. Training Methodology

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.

Ideas that have been completed in three days:

Group1: Production of women's shirts

Group2: Spirulina algae breeding

Group3: Atelier

Group4: Production of artifacts from epoxy

Group5: Computer Services

Group6: Production of men's shirts

Group7: Smart toys production

Group8: greenhouse(Planting and Packing vegetables)

Business Model Canvas is a strategic management and lean startup template for developing new or documenting existing business models. It is a visual chart with elements describing a firm's or product's value proposition, infrastructure, customers, and finances. It assists firms in aligning their activities by illustrating potential trade-offs. Formal descriptions of the business become the building blocks for its activities. Many different business conceptualizations exist; Propose a single reference model based on the similarities of a wide range of business model conceptualizations. With his business model design template, an enterprise can easily describe its business model.

Infrastructure

Key Activities: The most important activities in executing a company's value proposition. An example for Bic, the pen manufacturer, would be creating an efficient supply chain to drive down costs.

Key Resources: The resources that are necessary to create value for the customer. They are considered assets to a company that are needed to sustain and support the business. These resources could be human, financial, physical and intellectual.

Partner Network: In order to optimize operations and reduce risks of a business model, organizations usually cultivate buyer-supplier relationships so they can focus on their core activity. Complementary business alliances also can be considered through joint ventures or strategic alliances between competitors or non-competitors

Offering

Value Propositions: The collection of products and services a business offers to meet the needs of its customers. a company's value proposition is what distinguishes it from its competitors. The value proposition provides value through various elements such as newness, performance, customization, "getting the job done", design, brand/status, price, cost reduction, risk reduction, accessibility, and convenience/usability.

The value propositions may be:



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Quantitative – price and efficiency

Qualitative – overall customer experience and outcome.

Customers

- Customer Segments: To build an effective business model, a company must identify which customers it tries to serve. Various sets of customers can be segmented based on their different needs and attributes to ensure appropriate implementation of corporate strategy to meet the characteristics of selected groups of clients. The different types of customer segments include:
 - Mass Market: There is no specific segmentation for a company that follows the Mass Market element as the organization displays a wide view of potential clients. e.g. Car
 - Niche Market: Customer segmentation based on specialized needs and characteristics of its clients. e.g. Rolex
 - Segmented: A company applies additional segmentation within existing customer segment. In the segmented situation, the business may further distinguish its clients based on gender, age, and/or income.
 - Diversify: A business serves multiple customer segments with different needs and characteristics.
 - Multi-Sided Platform / Market: For a smooth day-to-day business operation, some companies will serve mutually dependent customer segments. A credit card company will provide services to credit card holders while simultaneously assisting merchants who accept those credit cards.
- Channels: A company can deliver its value proposition to its targeted customers through different channels. Effective channels will distribute a company's value proposition in ways that are fast, efficient and cost-effective. An organization can reach its clients through its own channels (store front), partner channels (major distributors), or a combination of both.
- Customer Relationships: To ensure the survival and success of any businesses, companies must identify the type of relationship they want to create with their customer segments. Various forms of customer relationships include:
 - Personal Assistance: Assistance in a form of employee-customer interaction. Such assistance is performed during sales and/or after sales.
 - Dedicated Personal Assistance: The most intimate and hands-on personal assistance in which a sales representative is assigned to handle all the needs and questions of a special set of clients.
 - Self Service: The type of relationship that translates from the indirect interaction between the company and the clients. Here, an organization provides the tools needed for the customers to serve themselves easily and effectively.
 - Automated Services: A system similar to self-service but more personalized as it has the ability to identify individual customers and their preferences. An example of this would be Digikala.com making book suggestions based on the characteristics of previous book purchases.
 - Communities: Creating a community allows for direct interactions among different clients and the company. The community platform produces a scenario where knowledge can be shared and problems are solved between different clients.
 - Co-creation: A personal relationship is created through the customer's direct input to the final outcome of the company's products/services.

Finances

- Cost Structure: This describes the most important monetary consequences while operating under different business models. A company's DOC.

- Classes of Business Structures:
 - Cost-Driven – This business model focuses on minimizing all costs and having no frills. e.g. Low-cost airlines
 - Value-Driven – Less concerned with cost, this business model focuses on creating value for products and services. e.g. Snap , Shirin asal
- Characteristics of Cost Structures:
 - Fixed Costs – Costs are unchanged across different applications. e.g. salary, rent
 - Variable Costs – Costs vary depending on the amount of production of goods or services. e.g. music festivals
 - Economies of Scale – Costs go down as the amount of goods are ordered or produced.
 - Economies of Scope – Costs go down due to incorporating other businesses which have a direct relation to the original product.
- Revenue Streams: The way a company makes income from each customer segment. Several ways to generate a revenue stream:
 - Asset Sale – (the most common type) Selling ownership rights to a physical good. e.g. retail corporations
 - Usage Fee – Money generated from the use of a particular service. e.g. Telephone
 - Subscription Fees – Revenue generated by selling access to a continuous service. e.g. Alopeyk
 - Lending/Leasing/Renting – Giving exclusive right to an asset for a particular period of time. e.g. Leasing a Car
 - Licensing – Revenue generated from charging for the use of a protected intellectual property.
 - Brokerage Fees – Revenue generated from an intermediate service between 2 parties. e.g. Broker selling a house for commission
 - Advertising – Revenue generated from charging fees for product advertising.



Picture 1: The trainees working on their business model in group

19. Training discussion and procedure

In the first day of the third round of trainings variety of attractive and validated and accredited ideas of the participants was discussed. Interns discussed with trainees about the training content, their reflections as well as plans and objectives prepared during the time

between second and third round of trainings. And the results of idea validation were also discussed. In the beginning necessary and relevant explanations about the third round of trainings were provided, then trainees were divided into groups and ten attractive and homogenous ideas were selected to prepare the business canvas.

The third round of trainings is as such that after teaching each part of business canvas, trainees will work in groups to implement their selected business idea on canvas. In the first day the section of clients and recommended value were taught and participants completed their canvas. In the second day subjects such as communication with clients, distribution channels and business income stream and main resources and activities in business were taught after which participants completed their business canvas accordingly. In the third day of training course topics of expenditure structure and pricing of goods and services were taught and participants received necessary advices from senior trainer on completing their business canvas.

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
<u>1</u>	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 Power point slides Teamwork free talk
	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	
<u>2</u>	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 Power point slides Teamwork free talk
	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.	

3	<u>Customer relationship, distribution channels, revenue stream, key activities, key resources of business</u> <u>Key partners</u> <u>Cost structure</u>	<u>Participants learned how to connect with customers, distribution channels, and revenue streams, key business activities, and key resources needed in the business.</u> <u>Participants learned the cost structure and key partners in the business.</u>	<u>The trainees worked on business canvas and completed the business canvas</u> <u>Participants presented their business canvas</u>	<u>Power point slides</u> <u>Teamwork</u> <u>free talk</u>
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Table 1-Curriculum of the third three days of the training

21. Participant Profile

A total of 45 persons benefited (Annex.2) from the training

22. Challenges and recommendations

22.1. Challenges

- Participants are not familiar with the competitive environment
- Some business ideas require legal permission
- Low experience of women in creating business
- Due to being in capital , the financial expectations of the business is more than other provinces

22.2. Recommendation

- Guidance for creating collaborative businesses
- Advice on Opportunity
- Accompany the NGOs for the program
- Focus on small businesses
- Launching support teams to guide the business of the participants

23. Workshop Outcomes:

Since the execution model of business training conducted in Tehran city is in the form of Training of Trainers (ToT) hence,

Number of participants after the ToT course should transfer the knowledge to their learners who are the wider range of immigrant community.

In this round of trainings 12 sessions of 7 hours each was held by 14 trainers and the number of 154 trainees attended in this training course. This training course was conducted by trained trainers and held in the mosques in Rey shahr and Shariar city and Varamin City. A number of coaches for the various reasons have not yet completed the first term.



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Annex1

Time table:

<u>Business skill training</u>		
<u>Date</u>	<u>Time</u>	<u>Title</u>
<u>9 March 2019</u>	<u>8:30-10</u>	<u>Introduction on business canvas</u>
	<u>10-10:15</u>	<u>Tea break</u>
	<u>10:15-11:45</u>	<u>Customer segments & value proposition</u>
	<u>11:45-13</u>	<u>Lunch & pray break</u>
	<u>13-14:30</u>	<u>Customer Relationships, channels,</u>
	<u>14:30-15</u>	<u>Tea break</u>
	<u>15-16:30</u>	<u>Revenue stream</u>
<u>10 March 2019</u>	<u>8:30-10</u>	<u>Key resources and key activities in business</u>
	<u>10-10:15</u>	<u>Tea break</u>
	<u>10:15-11:45</u>	<u>Key partners</u>
	<u>11:45-13</u>	<u>Lunch & pray break</u>
	<u>13-14:30</u>	<u>Cost structure</u>
	<u>14:30-15</u>	<u>Tea break</u>
	<u>15-16:30</u>	<u>Canvas business analysis</u>
<u>11 March 2019</u>	<u>8:30-10</u>	<u>Canvas business analysis</u>
	<u>10-10:15</u>	<u>Tea break</u>
	<u>10:15-11:45</u>	<u>Canvas business analysis</u>
	<u>11:45-13</u>	<u>Lunch & pray break</u>
	<u>13-14:30</u>	<u>Sales Management</u>
	<u>14:30-15</u>	<u>Tea break</u>
	<u>15-16:30</u>	<u>Sales Management</u>



TRAINING REPORT

<u>NAME OF TRAINING:</u>	<u>Business skills training- fifth round</u>
<u>ORGANIZER</u>	<u>Iran Relief International organization in cooperation with PDA&SRS and BAFIA</u>
<u>TRAINER</u>	<u>Vahid Farhoudi</u>
<u>LOCATION:</u>	<u>Tehran, Tehran</u>
<u>DATES</u>	<u>20-22 Jul 2019</u>



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11.Acronyms

BAFIA: Bureau for Aliens and Foreign Immigrants' Affairs

BST: Business Skill Training

DEVCO: International Cooperation and Development

PDA: Pars Development Activities

RI: Relief International

SRS: Society for Recovery Support

TOT: Training of Trainer



12.Executive summary

Funded by DEVCO, in collaboration with BAFIA and SRS/PDA NGO (implementing partners),RI conducted fifth round of Business skills training (BST) in Tehran from 20 to 22 Jul 2019. 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 five months and contains 120 hours of training and can be conducted either as “Training for Trainers” method (TOT). The fifth round of the training focuses on Individual counseling and Networking in business. In this course, In addition to reviewing business plans, Participants Learn business networking and they also get advice on their businesses. The trainees need to take part in 3 days, 24 hours of training. The fifth round of the training was successfully conducted from 20th to 22th of Jul 2019 and 46 persons benefitted Afghan Refugee were participated. Learning was a combination of lectures, sharing of information, sharing of experiences, lectures and Individual counseling. They also talked to their trainer about their businesses and provided the necessary advice for business development.

13.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.

23.1. Business Skill training, Tehran

Pursuant to DEVCO project, RI in collaboration with BAFIA and SRS/PDA, conducted business skills training in Tehran. The training was based on “training for participants” method and 46 individuals took part in these sessions.

24. Training Objectives

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 Fifth business skills training for selected beneficiaries in Tehran on 20 to 22 July . The main objectives of the Fifth round of training was providing consultation for first and second group(TOT) trainees to start or expand their business . Followings are a list of the topics that have been presented during the Fifth session of the business skills training:

- Networking in Business
- Consulting for the first and direct group of trainees
- Consulting for the second group of trainees who were taught by the first group of the trainees



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Picture 1: group picture

25. Training Methodology

Capacity building methodology across the 3 days were as follows:

- Lecture
- Free discussion
- Information exchange
- Consultation

26. Training discussion and procedure

In the first day of the fifth round done a review of the activities and assignments of participants. business networking were also taught. The main objectives of the Second and third days, training was providing beneficiaries consultant for start or expand their business.

27. 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	<u>A review of the activities and assignments of participants and Networking in Business Business consulting in business</u>	<u>Participants learned Networking in Business</u> <u>Participants also took advice on their own businesses.</u>	<u>Participants talked about Networking in business.</u> <u>Talk about different businesses.</u>	<u>Power point slides</u> <u>free talk</u> <u>consultation</u>
2	<u>Business consulting to participants</u>	<u>Participants also took advice on their own businesses.</u>	<u>Participants talked about different businesses.</u>	<u>free talk</u> <u>consultation</u>
3	<u>This day was providing beneficiaries consultant for start or expand their business.</u>	<u>Get advice</u>	<u>individual advice</u>	<u>free talk</u> <u>consultation</u>

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

28. Participant Profile

In the first two days of the 3-day workshop, 46 including 30 women and 16 men have participated, the attendance sheet attached as Annex1. In the third day 10 of the trainees who were acting as the trainer to the wider community along with 39 of their trainees took part in training to receive consultation on their business related issues, the attendance sheet along with list of the participants attached as Annex2.





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29. Challenges and recommendations

29.1. Challenges

- [Some business require legal permission](#)
- [Low experience of women in creating business](#)
- [The tendency for traditional businesses is more than innovative](#)
- [Most businesses need more capital.](#)
- [There is little desire for teamwork.](#)

29.2. Recommendation

- [Guidance for creating collaborative businesses](#)
- [Advice on Afghanistan Opportunitis](#)
- [Accompany the NGOs for the program](#)
- [Focus on small businesses](#)
- [Focus on service businesses](#)
- [Launching support teams to guide the business of the participants](#)

30. Workshop Outcomes:

[Since the execution model of business training conducted in Tehran city is in the form of Training of Trainers \(ToT\) hence, Number of participants after the ToT course should transfer the knowledge to their learners who are the wider range of immigrant community.](#)

[In this round of trainings 8 sessions of 8 hours each was held by 10 trainers and the number of 108 trainees attended in this training course. This training course was conducted by trained trainers and held in the mosques in Rey shahr and Shariar city and Varamin City. A number of coaches for the various reasons have not yet completed the third term.](#)





project is co-funded by the European Union

Annex1

Time table:

<u>Date</u>	<u>Time</u>	<u>Title</u>
20 Jul 2019	8:30-10	<u>A review of the activities and assignments of participants</u>
	10-10:15	<u>Tea break</u>
	10:15-12	<u>Networking in Business</u>
	12-13	<u>Lunch & pray break</u>
	13-14:30	<u>Networking in Business</u>
	14:30-15	<u>Tea break</u>
	15-16:30	<u>Business Development Consultancy</u>
21 Jul 2019	8:30-10	
	10-10:15	<u>Business Development Consultancy</u>
	10:15-12	<u>Tea break</u>
	12-13	<u>Business Development Consultancy</u>
	13-14:30	<u>Lunch & pray break</u>
	14:30-15	<u>Assessment of participants (the trainers) presentation</u>
	15-16:30	<u>Tea break</u>
15-16:30	<u>Assessment of participants (the trainers) presentation</u>	
22 Jul 2019	8:30-12	<u>Consultation session for the second group of trainees</u>
	12-13	<u>Lunch & pray break</u>
	13-16:30	<u>Consultation session for the second group of trainees</u>

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