Report on

Training Needs Assessment Module Design & Training of Trainers Workshops for

3-day Training for Business Management and Marketing

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1. BACKGROUND

1.1 About BRSP & BRACE

The Balochistan Rural Support Programme (BRSP) is the largest non-profit organization in the province. It has provided development and humanitarian assistance to rural people since it was established in 1991. It is the inheritor of two powerful and inter-linked histories, one originating with nineteenth-century German cooperatives for small farmers and the other with the Rural Support Programmes (RSPs) of Pakistan.

The Balochistan Rural Development and Community Empowerment (BRACE) is a European Union (EU) funded Programme and is being implemented in nine districts of Balochistan by five Implementing Partners. The BRSP component is a five-year (2017-2022) €26 million implemented in the eight districts (Zhob, Loralai, Duki, Pishin, Killa Abdullah, Washuk, Khuzdar and Jhal Magsi) in close collaboration with the Government of Balochistan and the National Rural Support Programme (NRSP) is implementing in Kech district. The Rural Support Programme Network (RSPN) coordinates with the two RSPs and provides technical support to the RSPs. DAI/Human Dynamics works on policy reforms and tasked with the development and implementation of a Community-Driven (CD) Local Government and Rural Development (LG&RD) policy.

Under BRACE, the population of 300,000 poor rural households in 249 union councils are to be mobilised and organised into a network of people's own institutions: 19,129 Community Organisations (COs), 3,103 Village Organisations (VOs), 249 Local Support Organisations (LSOs) and 31 LSO Networks at tehsil level and eight at district level. RSPs will then provide support to improve the organised households’ lives and livelihoods, as well as to foster linkages between the community institutions and local government to improve local basic service delivery.

1.2 Intervention: Provision of Assets and Training

One of the critical interventions in the BRACE programme is the provision of assets to low-income households, with an aim to assist them to lift themselves out of abject poverty and on to the first rung of micro-enterprise development. Selected families in a Union Council or community, ranked below the poverty line, are given an asset. The income generating grants are clustered under three headings as follows:

<table>
<thead>
<tr>
<th>Agriculture</th>
<th>Enterprises</th>
<th>Livestock and Poultry</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Agricultural inputs</td>
<td>• Carpet weaving</td>
<td>• Layer farming</td>
</tr>
<tr>
<td>• Fruit and vegetable drying (onions, tomato, grapes)</td>
<td>• Candy making</td>
<td>• Livestock</td>
</tr>
<tr>
<td>• Kitchen gardening</td>
<td>• Tye and Die</td>
<td></td>
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<tr>
<td>• Vertical farming</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Tunnel farming</td>
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</tbody>
</table>
1.3 Why this assignment

Based on discussions with the enterprise team at BRSP, our understanding of the current challenge, and thereby need, was as follows:

1. The current enterprise development training was generic, and did not appropriately address the capacity development needs of the asset beneficiaries. Much of what was taught was neither remembered nor utilized.

2. The training was not tailored towards the listed assets, in terms of what the beneficiary should think about in terms of choosing the asset, its diversification and value addition, costing and pricing, marketing, seasonal variations, risks and opportunities, management, business planning, etc.

3. There was no reference to the effective management of these assets, and the module does not inform or inspire the beneficiaries in terms of how they can use these assets to step-by-step transition towards a better life and living.

4. The current business plan did not reflect the differences that will apply in terms of various steps of the business plan, or its costing systems (which are different for services, manufacturing and trading concerns).
2. Scope of the Assignment

Mera Maan Pvt Ltd was given the following assignment:

1. Understand the issues related to the training provided to the asset beneficiaries in the past, and based on that propose a revised module and train inhouse trainers.

2. Review and revise the IGP Form so that it is reflective of the various categories of business that Asset Beneficiaries may engage in.

3. Methodology for Implementation of the Assignment

Focus Group Discussions (FGDs) were held through Zoom Sessions as follows:

- With BRSP Staff
- With selected Livelihood Officers
- With Enterprise Development Trainers

With the assistance of the BRSP staff, the Mera Maan team were also able to access 4 case examples of Asset Beneficiaries who were successfully able to use their assets to transition out of poverty. It was decided that the new module would be developed around these case studies. The format of case study and FGD protocols are enclosed as Annex-II & Annex-III respectively.

4. Findings from the FGDs

Discussions with the BRSP staff, Social Mobilizers and Livelihood Officers elicited the following points:

4.1 Limited impact of previous training because:

The previous Enterprise training has had little or no effect on the participants. A discussion was held on ‘what are some reasons why a training is not successful’ or there was low recall of messages after the training. Some of the reasons quoted by the participants are as follows:

- Inappropriate methodology – not enough activities, no visualization
- Mismatch between participants low literacy and the content of the training
- Insufficient and irrelevant examples
- Trainer not competent enough
- Trainer training not effective
- No handouts or handbooks given out by the trainer
• Training provided to women, whereas the actual business was undertaken by men
• Lack of audio-visual material

In the past, the S/LOs do not conduct the training. However, they make sure that the beneficiaries attend the training. They facilitate appropriate venue, and ensure female participants are able to attend the training. One training has from 18-20 pax. At least one SO per district is required to attend the BMM TOT. The trainers that are trained from each district are called Master Trainers. Ideally, they should be called BMM Trainers only.

4.1.1 According to the EDT Trainers:

• The venue is not appropriate – too cramped.
• Trainer is not active, or clear about messages.
• Women come late, they drop out, miss a day or two.
• Women are not educated, and cannot understand lectures or academic details. The training should be practical and hands-on.
• There were some activities in the TOT, but we did not have the props to replicate these same activities in the field. Props should be available to the trainer so they can do practical.
• Non-literate beneficiaries take time to understand the concepts. Most are not motivated to attend the training. They are not given any handouts. There were no visual aids in the training.
• Train the person (nominee) who will actually be undertaking the business (probably men).
• Use more visualized content, use stories, make and use video clips of key messages.
• Use laptops or a small projector to project videos.
• Develop a more robust Training of Trainers programme. Three days may be insufficient to develop both content knowledge and skills to deliver a business training.

4.2 Issues with regard to Income Generating Plan (IGP) and Business Plan:

As mentioned before, the S/LO fills out the beneficiary profile and business profile BEFORE the training. For an LO, it takes from 30-45 minutes to fill out one IGP. A different approach to filling out the IGP was discussed, e.g. use a two-stage process – rather than fill the IGP before the BMM training:

• Stage-1 is handled by S/LO (initial household information and ensuring that beneficiary is deserving)
• Stage-2 is finalized by the Trainer and the LO

The LSO and VOs identify deserving beneficiaries, i.e. the vulnerable poor, for the IGG (Income Generating Plan). Those falling in the Poverty Score of 1-18 can access
assets. Once the list is received, the S/LOs visit the beneficiary home, meet the family, to validate the selection, as well as to learn more about the household. This meeting is held with the beneficiary and her household members, and the questions focus on current sources of income, key expenses, savings, and ideas for income generation activities. The IGP does not have a section to discuss why this income generation idea has been selected, and if the beneficiary has some prior experience in this area of endeavor.

It was suggested that the Business Plan section of the IGP depict a list of steps to be taken by the beneficiary BEFORE the asset is given, and after the asset is given. The document should actually look like a plan. Going forward, it was agreed that the IGP should be used for Asset Beneficiaries only.

4.3 Issues with regard to BMM Trainers:

- Select the trainers more carefully, i.e. have appropriate selection criteria. Based on a discussion with the S/LOs, it is recommended that the key selection criteria are: some experience as an entrepreneur; education qualification matric or BA; knowledge of at least 3-4 businesses that are more prominent amongst the asset beneficiaries; and some teaching or training experience, even as a skill trainer.
- Build in a pre-training orientation for 3-4 hours, which can be conducted on Zoom. Add to that a pre-training assignment so that when the potential trainers come to the training, they are already oriented to the material.
- Keep the TOT participant numbers to a manageable size.
- Announce the position of a district trainer, along with the criteria, to be able to recruit appropriate candidates for further selection. Organize a test and interview so that candidates are selected on merit basis.

4.4 About development of the Module and its rollout:

- We must keep beneficiaries’ capacity and interest in mind. The module should be in an easy language, highly pictorial, and story based. It should be activity based – not lecture.
- The module should have real and inspirational stories of asset beneficiaries, covering all three types of businesses, i.e., agriculture, livestock and enterprise. It should contain many visuals, including for challenging subjects such as costing and business planning exercises. Activities and examples throughout the module.
- When we select beneficiaries from the MIPs – we should check on interest. Beneficiary should be asked to nominate the person who will actually do the business. That person should be given the training.
- Printed panaflex with visuals should be used for the field training.
• Time should be decided, timing should be appropriate, facilitate childcare where required. Give them travelling cost.
• Venue should be easy to access for everyone.
• The maximum time in beneficiary training should be spent on helping the beneficiary think through the logical sequencing of his/her business, and the possibility of growing their business.
• The certificate distribution should be a simple event, and little time should be spent on attendance, taking CNIC, feedback form, TA/DA. Someone other than the trainer should be responsible for this.

4.5 About the Training of Trainers Workshop:

• Trainer training should be for at least 5 days so that they can conduct a 3-day training.
• All contents should be understood, demo, use easy language, in local language.
• The TOT should also cover aspects such as how to deal with low literate participants, how to manage an effective delivery, how to use the training material, i.e. training manual and handbook.
• The trainers should be taught how to fill out the business plan.
• The list of beneficiaries should be received by all trainers in advance – with an indication of the business for which assets are being given.

4.6 Assignment Deliverables:

1. Participant Handbook
2. Trainer’s Manual in English and Urdu
3. IGP Form
4. Training of Trainers (2 iterations)
2. Trainer’s Manual in English & Urdu
3. IGP Form
Report on: 3 Day Training of Trainer on Business Management & Marketing

Training of Trainers (2 iterations)

Session-01: So It Begins

Registration

A Registration Desk was set up to welcome the participants and validate their personal information. The participants were given their bags/handbooks. The potential Master Trainers were in charge of this process.

Formal Opening of Workshop:

Mr. Ghulam Murtaza (Program Lead BRACE) formally declared the Workshops open. Their motivating opening remarks welcomed the participants, provided some insight into the dynamic nature of this training, and reinforced the significance and importance of this Workshop for BRACE success and as well for BESP.

Elevator Introduction:

Trainer asked the participants to introduce themselves and gave instruction about the activity. He gave them participants 5 minutes to note some key point about them. It could be about personal life or professional life. E.g.

- Name
- Designation and Office
- Hobbies
- Working experience

This method of introduction helped the participants to breaking their ice and made them easy with each other ad also with trainer.

The participants were next introduced to the Lead Trainer Team and the Master Trainers. They were given a brief orientation to the overall ToT objectives and agenda, which is enclosed as Annex-I. It was highlighted that this Workshop would not only be fast paced, it would demand long hours, extraordinary stamina, and the ability to work effectively in small and large teams. It was also pointed out that on Day-2, the potential Field Trainers would deliver the Module Infront of participants.
Session 02: Know Your Tools

This Session was designed to ease participants into the various terminologies that would be used during the Workshop, and when referring to the BMM Module (participant handbook and trainer’s manual). Some of the terminologies that were explained included the following:

- Module
- Manual
- Participant Handbook
- Note to the Trainer
- Objectives
- Session Plan
- TN (0x)
- Time Icon
- Steps
- Resource Material
- TN/Learning Aid
- Icons for Poster (#), Handbook (Page xx),

The Trainer highlighted the key points in the ‘Note to the Trainer’ (Trainer’s Manual), where tips are given on: what material to review; why attitude was so important in the delivery of this Module; what information about the participants should be obtained in advance, and why; why the knowledge of products and services is so important; etc.

The Trainer also explained the importance of knowing the learning objectives, and the timing for each Session.

Session 3: Session Overview (Jhat Pat Jaeza)

This Session was conducted in two parts:

Questions (Jhat Pat Jaeza)

The objective was to quickly become familiar with the Trainer’s Manual and Participant Handbook. The four teams were given a 1 hour to go through to the material and preparation for quiz competition. They had to find answers from the trainer’s manual and handbook, session-by-session. Through this methodology participants had the opportunity to become familiar with ALL the steps of ALL the sessions in the module. They had the opportunity to become quickly acquainted with the given stories, key messages, objectives, and the required props and material.

Demonstrations

The potential Master Trainers were requested to demonstrate selected parts of the BMM Module. The objectives were to showcase how trainers will perform different methodologies, and highlight the link between the trainer’s manual and participant handbook. Through this exercise it was possible to highlight the importance and technique of following steps, and referring to the handbook and props. After the competition, the winner group was awarded with small gifts and sweets.
Session-04: Key Point of Session by Session

After quiz competition, Trainer went through all the hand book session by session and described the key concept of the BMM material. Session went very interesting because participants had lot of questions regarding concept. Trainer briefed properly and cleared the concept of the participants.

Session-05: Skills to Conduct an Effective

The Session began with a quick exercise as follows:

Close your eyes and think back to the best training session that you ever attended. What about the training made it the best? Jot down a few points. Discuss your individual points with the group. Each group would then consolidate their points, and report back to the plenary. Based on the Groups sharing, it was clear that effective training happens for the following reasons:

- Training was relevant to participant needs
- Trainer was compassionate, knowledgeable, and had the ability to take along single participant
- Training environment was conducive to learning

The trainer then introduced the concepts of Principles of Adult Learning and the Experiential Learning Cycle. He highlighted that effective training is based on these two concepts. With examples, She highlighted how the BMM curriculum is designed along these principles. With an example for each, the trainer then highlighted how learners have physical, social and psychological needs. Each Group presented their thoughts to the other groups. The trainer concluded by highlighting that the participants would have to build a physical, social and psychological environment for the community participants. The trainer then covered the many tips for effective training, e.g:

- Attending Skills, and how sessions can be made effective by using GLOSS – EASE – FEED
- How energy can be created on the floor, through your verbal and non-verbal communication
- How to enhance observing, listening and questioning skills
- How to use skills to manage audio-visual aids

Session-06: Prepare, Prepare, Prepare

Participants were briefed for the rollout that would happen on TOT Day-2 as follows:

- A mock rollout will happen and every participants will come on the flour at least for once
  - Understand each step as given in the module by noting the key messages, and what the trainer must do, must show, must tell.
  - Given the overall Session time, determine how much time will be assigned to each step.
Market Assessment Study for the Technical and Vocational Skills Training (TVST) Component
SUCCESS PROGRAM

- Determine, in consultation with the Master Trainers, how the session will be reshaped, so that it can be delivered within the given time
- List the material, learning aids, props needed to deliver the session
- Determine how to open and close their sessions

To ensure that everyone prepared the entire session, and not just their assigned STEPS, it was announced that anyone in the TEAM could be selected to deliver any step. This made it mandatory for everyone to be ready to conduct an entire Session.

Day 2 started with recitation of Holy Quran. Trainer took feedback and review of D 1 and participants share key learning of day1. Trainer answered the key questions of day 1 concept and briefed about mock rollout. Mock rollout will carry on as per session and every group will conduct its given session.

**Staged Rollout**

Day-2 was dedicated to staged rollouts. An assessment and feedback mechanism had been introduced, where one group was the presenter, one group was the assessor, and 3 groups were ‘mock community participants’. The feedback structure was as follows:

- Self-Rating Forms: Each member to rate their OWN and their GROUP’s collective performance.
- Peer Review: One member from each the audience group (a team of 4) to rate individual and Group performance.
- Trainers Feedback: The two trainers will provide feedback to individual trainers and the Group.
- Trainer and BRSP team will give final comments for the presenter group

Mock Rollout started 11:30 in the morning and carried till 7pm. 12 participants from 3 groups were able to delivered their session on day 2. Lead Trainer, Observers from BRSP Head Office (Mr. Ahmed Jan and MR. Zaheer Tareen) and one group from participants gave their feedback to presenter group.
Day 3 started with recitation of Holy Quran and Trainer took review of Day 2 and participants shared the key learning of staged rollout.

**Staged Rollout (Continued)**

The remaining 2 groups delivered their given session.

Income Generation Plan IGP
One of the very important documents of the BMM was IGP. Trainer briefed the participants about IGP and facilitated the groups to developing the 3 IGP (Livestock, Agriculture and Grocery store)

**Findings**

- Participants liked the story base handbook
- Participants remained engaged in the training till last session and no one was in rush and left the training hall till end.
- BRSP facilitated the Master trainer and training very well.
- All the logistics were provided in time according to the need of the training.
- BRSP Head Office Team’s contributed in the Tot in very effective and meaningful manner
- Participants asked to enhance the training days that this training should last at least 5 days
Glimpses of ToT-1
Glimpses of ToT-2
BRSP Evaluation Form-ToT 1

Participant Comments

B- Part

• I have learned a lot through this training particularly through stories. It was beneficial to learn new ways of business through stories.

• I have learned so many good things during this training and most importantly my confidence level has increased which made me able to do anything confidently.

• In this training, I have given the chance to come to stage for my part of participation and I have learned a lot from the words of our master trainer.

• Consistency of our trainer was much appreciated because he quoted that, the learners should learn as much as they can so that they might teach better in their community.

• During these 3 days of business planning and management workshop we have come to know about business cycle, business management and types of business. I have also learned about saving and business ethics and it was a new session for me.

• I have attended the training for the very first time and I believe that the business cycle was very important and considerable session for me because if you build a business cycle you will be to get maximum profit from your business.

• These four components have made my business planning and management more improved and enhanced.

• Most of all I liked the trainer’s way of explaining.

• If we follow his session, we can become successful business man.
  1: Business and its types
  2: Personal entrepreneurial excellence
  3: Explanation of all kinds of budgeting.

• It has been learned about the scope of business that if we start any business, we need to understand its scope first.

• What I like the most about this training was that we realized that we worked hard on our shortcomings. Our master trainers have taught us a lot that can make our lives better.

• There were a lot of things that were not known in advance, such as more detailed information about market surveys.

• When I delivered my presentation in this training, I felt like I was a trainer myself.

• What I liked about this training was the friendly atmosphere and secondly, I did not have that much confidence. This training enabled me to speak Infront of everyone.
C-Part

- The type of business by which we cover all components of business plan.
  Trade and business in which products and commodities are being brought and sold.
  Services: The business by which different goods and services are being exported to customers.
- Market and Marketing
  Feasibility
  6 Ps of marketing
  To keep the records of business tracks.
- How to earn profit from the business
- The advantage of setting business estimate is that it saves you from your losses and you have a good quite life after budgeting
  Budgeting
  Savings
  To learn new ways of business planning as well.
- Packing and packaging and business management could be helpful for our strivers.
- Awareness of the business world
  Command on budgeting
  Budgeting from a marketing point of view.
- Marketing, It is important to understand the scope of the business.
  And I liked the value addition the most.
- budget
  Feasibility
  Basic principles of business
  Value chain and value addition
- Business Cycle
  Types of Business
  Business Ethics
  Budget
  Saving
  Cost
  And more different stories
- Business cycle is important to be understand, this helps us to know the types of business cycle so it is more beneficia.
- In the three days of training, we learned many topics such as business scope, good business information keeping records to make a business successful etc.
- Savings can help businesses to grow and budgeting helps a business to balance its business. Market surveys also gives us an idea and rate of the business around our area
- It is important to have a complete knowledge of business before starting of any business.
  Business, Market and marketing
I did not know much about business before, but now I have learned a lot about business through this training, also learned about market, including packing and packaging.

- Business cycle is very well understood.
- I have come to know more about new things in detail such as business cycle etc.
- Increase the time period to further improve the training.
- Samjho tu tum khas bht ho Kamao bachao or lagao Sary kharchy shumar karna

**D-part**

- The duration of training should be of 5 to 6 days at least.
- The duration of training should be at least for 3 days to make the training more effective for the participants.
- This kind of trainings should be conducted simultaneously so that we can make our community a better place to calm down.
- The business plan session should have started from the first day so that we can work on it for two more days and can take guidance from the trainers, in case of any problem.
- The Training should be conducted at least for a week because all participants belong from different areas with different mindset, they don’t have the same kind of knowledge and experience that’s why this is a bit tough for them to absorb the sessions in short time.
- to make the training more effective and efficient the duration of training should be at least 5 days.
- because that’s the TOT that’s why it should have plan at least for 5 days. In order to learn the business session through different examples, maximum activities should be done so that the participants can’t forget.
- tips
- Training was too good. participants should give a chance to deliver a session because by delivering a session we learn a lot.
  1: Entrepreneurial competencies
  2: Types of Business: if you want to know about any business then it is compulsory to know its types.
- Training time should be increase.
- Every session is important to itself so it required more time because everything has to be understood well, so that we could learn them properly to further deliver in the community.
- There is a lot of learning which I have gained through workshop, which can lead to further improvement of your business.
To further improve the training, the field unit staff discuss sessions with each other so that they can further improve the sessions they have attended and provide better training in the community.

- It is important to be with the group for the training because it is easy to understand.
- To improve the training, we should increase the timing of the training so that we could learn more about the training.
- I liked the group work and punctuality of the participants. All business sessions are valuable and important in practical life.
- All participants should be given equal opportunity there should be a mixed group of people. Weaknesses should be explained in a better way so that no further mistakes are made in future.
- Those with poor communication skills should pay more attention to being able to speak in front of anyone.
- Everything should be explained in a very simple word. This training was also much better and easier. Similar opportunities should be provided in future also.
- I learned a lot from this training. Our trainer was too good and he helped us to understand.
- The training should be at least for 5 days so that participants could learn everything in detail.
- It would have been great if the day-to-day session could be backed up. But sir has taught the whole book in one day and took feedback on the last day.
Market Assessment Study for the Technical and Vocational Skills Training (TVST) Component
SUCCESS PROGRAM

Evaluation

1. The training met the stated objectives.
   - Strongly Disagree: 0%
   - Disagree: 10%
   - Agree: 45%
   - Strongly Agree: 45%

2. The training will help me in my role.
   - Strongly Disagree: 0%
   - Disagree: 0%
   - Agree: 37%
   - Strongly Agree: 63%

3. The training covered what I expected it to.
   - Strongly Disagree: 0%
   - Disagree: 0%
   - Agree: 50%
   - Strongly Agree: 50%

4. The training was enjoyable.
   - Strongly Disagree: 0%
   - Disagree: 10%
   - Agree: 25%
   - Strongly Agree: 65%

5. The training was well organized.
   - Strongly Disagree: 0%
   - Disagree: 10%
   - Agree: 35%
   - Strongly Agree: 55%

6. The trainer’s knowledge was good.
   - Strongly Disagree: 0%
   - Disagree: 0%
   - Agree: 35%
   - Strongly Agree: 65%

7. Questions were answered.
   - Strongly Disagree: 0%
   - Disagree: 0%
   - Agree: 45%
   - Strongly Agree: 55%

8. Discussion played an important part of the session.
   - Strongly Disagree: 0%
   - Disagree: 0%
   - Agree: 60%
   - Strongly Agree: 40%
9 The techniques used (e.g. role-play, small group-work) were effective.

10 Length of Session was appropriate to my learning needs.

11 Session facilities and arrangement (e.g. joining information, venue and refreshment) were satisfactory.

12 Next steps have been clearly discussed.
Part- B

- Learned the new skills and abilities
- Trainer information, engaging participants in different activities and basic principles of small-scale business is to keep records and spend a variety of savings in its place.
- In addition to the job, you should also look for different businesses so that you can improve your income.
- From the first day, each group was trained on the task assigned to them till the last day.
- The training was friendly and in line with the content. The question answer session drew the attention to trainer and kept the participants engaged.
- The most important aspect of this training was that wherever we give up planning in our lives our business will be vanished, so this precaution is necessary.
- The trainers body language and training style was very impressive and the training was described in very simple and easy words.
- I enjoyed most of the group work in this training and had the opportunity to present the session by myself.
- There were a lot of learning sessions during the training but I found the best budget and cost.
- In this training, besides the business learn many things that can be better in our lives.
- What I learned most about this training was the basic business concepts that how we can use them to improve our business life.
- Provided the best business information and Consistency.
- The most important role of the trainer in training was to catch the attention of the the participants towards the session as well as do group work which makes learning easier.
- Taking the first step towards outstanding skills in this session “samjho tu tum khas bht ho” taking the persistent mood and working more and better in less time. Doing work as per the promise and commitment, taking risks and make practical changes in your personal life.
- My favorite part of the training was the stories, which played a great role in understanding and made it easier to understand.
- Learned from this training particularly learned a lot through stories.
- It was a great learning throughout the training. This training has covered all aspects of business within 3 days in short, it was beneficial for me.
- There was a lot to learn in this session and participation of most of the participants created a positive atmosphere. Their participation provided questions and answers. So, training went wonderful.
• Gathering people from different districts together and then gathering business information from the same people describing budget modules, household expenditure, etc.
• How to face a group of people
• Don’t need to depend on your salary alone create multiple income resources.
IGP document session was very helpful
Presentation by participants were a good way of learning and to memorize the content of handbook.

Part-C
• Understand IGP which is 100% business related
• Basic business concepts
• I have got to know all essential components of IGP plan.
• Financial literacy
• Six business elements taught how to create an IGP through group work. Hazrat Bibi and Rehmat Khatoon storied proved to be useful and meaningful.
• The stories also made sense of the session; it was very easy. Business scope is also very important. Different examples make the session more understandable, so when we will go to the community, we will be able to explain them more easily.
• Planning can play an important role in the future of the business. saving is the accumulated capital then business will expand further. Writing and keeping records is also the most important role in running a business.
• I like business scope, budget and business etiquette and concepts more
• Before starting a business, you need to plan and calculate your profit and loss percentage.
• Explained through examples and this training proved to be very useful.
Learning the basics of business
Feasibility and

IGP
• The scope of business can lead any business to profit, for which the scope of business is very important.
The budget will be able to estimate the rate of return by estimating the profit and income.
A business man needs to adopt business etiquette.
• Cost is very important to start any business
Planning is essential you must plan your business before doing it.
It is very difficult to grow any business without a budget.
• Business initiatives through starting a business and using resources.
Creating resources in the business by accumulating from budget and savings.
Taught to market your product through different resources.
• “Likhy ga tu nikhry ga “in this session I have come to know that how important it is to keep the Cash book sales record Buyer’s record, records of all expenses, costing
record and all direct and indirect expenses records it is very important for a business man to keep the records of all these.

- The training specifically describes the scope of the business and the types of the business. The business etiquettes and the feasibility of the business are also well explained. It was great to learn feasibility and learn a lot about business choices, resource, costs, income estimating and decision making and learning lot about market and marketing in detailed.

- In training, everything was important and beneficial, but in the story of hazart bibi, after losing business due to wasteful spending, there is a lot to learn from re-training and growing your business.
- Starting a second and third business when the first business goes well.

- I have learned a lot about business and also learned that how to pass on your skills to other people so that it can be added to their lives.
- I have gained information about the business that how business services are essential to the business.
- Basic business concepts and how to do business and plan a business to live a good business life.
- Whatsoever you want to do, instead of overdoing it, focus on one task and choose the one that works best for you.
- Highlighting your abilities if you have any potential, instead of hiding it, use it in your business.

- There are many benefits to marketing, from starting a business to setting up a business, all the tests have been tested and there is a lot to learn so that we can manage our business successfully.
- Marketing is an important component of the business.
- If we have different source of income, we can get out of poverty.
- Marketing elements are very important and by following then we can make our our business life better.

Part-D

- The training was helpful but it should have at least for a week, so that participants could learn more about the subject.
- Training can be made even better if time is managed properly and punctuality is maintained.
- Time was too short to grasped the knowledge from our trainer because it is difficult to learn more in less time. Training should be four to five days.
- To make the training easier and to solve their problems at such ground level and to provide more information to the people regarding the business especially with regard to small business.
- The duration of such training should be a little longer so that we can sit together in a group and get some more productivity because this training is not only related to our field but it can be useful in our daily routine life.
• The training was very good there was a friendly atmosphere guiding each other and sharing information about the session. There is a lot to learn if similar training is given further.
• It is important for business people to be aware of market fluctuations. And it should include a review of the business situation as well.
• If this training is given in a specific way for each area, then this training can be very beneficial for the people there.
• The time was too limited. and the duration of the training should be at least five days and there should be a session from 10 am to 5 pm and the number of the participants in the training should not exceed.
• The training was good and I got to learn a lot. And the opportunity to deliver the session greatly increased my confidence and technically this training could be further improved.
• The training would have been more effective if the duration of the training had been longer as it would have been better to have more group work and presentation on very important topics which required more time.
• Everything went perfect but some participants would not be repeatedly mentioned by name or sign
• If we give this training in a specific way for examples, the stories on the training-based women as well as men can be added, because in Baloch Pashto society usually men do business.
• Training time should be from 09:00 a.m. to 03:00 p.m. because after 03:00 o clock whatever is said about anything is not properly delivered.
• Training should be of 1 week rather than 3-days so that the participants could get a chance to learn the things in a more effective way especially for those belonging to non-livelihood backgrounds.
• The training was quite impressive. To further improve it, the training manual should be in Urdu and before assigning any task, the participants should be clear about what they should do.
## Evaluation

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 The training met the stated objectives.</td>
<td>0%</td>
<td>5%</td>
<td>45%</td>
<td>55%</td>
</tr>
<tr>
<td>2 The training will help me in my role.</td>
<td>0%</td>
<td>0%</td>
<td>40%</td>
<td>55%</td>
</tr>
<tr>
<td>3 The training covered what I expected it to.</td>
<td>0%</td>
<td>5%</td>
<td>50%</td>
<td>45%</td>
</tr>
<tr>
<td>4 The training was enjoyable.</td>
<td>0%</td>
<td>5%</td>
<td>40%</td>
<td>55%</td>
</tr>
<tr>
<td>5 The training was well organized.</td>
<td>0%</td>
<td>0%</td>
<td>30%</td>
<td>70%</td>
</tr>
<tr>
<td>6 The trainer's knowledge was good.</td>
<td>0%</td>
<td>10%</td>
<td>10%</td>
<td>80%</td>
</tr>
<tr>
<td>7 Questions were answered.</td>
<td>0%</td>
<td>10%</td>
<td>20%</td>
<td>70%</td>
</tr>
<tr>
<td>8 Discussion played an important part of the session.</td>
<td>0%</td>
<td>5%</td>
<td>50%</td>
<td>45%</td>
</tr>
</tbody>
</table>
5. **Recommendations**

- This training should have lasted at least five days
- Stories and IGP should be converted into videos so field trainers can understand easily
3 Days Training of Trainer on Business Management and Marketing  
(Date: June 14-16, 2021)

By the end of the Workshop, participants will be able to:
- Explain basic concepts of Enterprise Development
- Describe the steps that will allow for the effective setting up a micro or small business, including identifying and screening business opportunities, mobilizing resources through a market survey, setting up and running a business using the 6 Ps of marketing, costing and pricing, and maintaining records
- Illustrate effective facilitation skills and demonstrate the ability to conduct session/training on enterprise development concepts
- Develop Business Plan for their own businesses

**Before Face-to-Face Training, 2 Zoom session of 90 minutes will be conducted**

<table>
<thead>
<tr>
<th>June 8, 2021</th>
<th>Zoom-1 Agenda</th>
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<tbody>
<tr>
<td></td>
<td>Introduction to the participants (Work and Training Experience)</td>
</tr>
<tr>
<td></td>
<td>Introduction of BRSP and BRACE</td>
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<tr>
<td></td>
<td>Introduction to Training Material</td>
</tr>
<tr>
<td></td>
<td>Overview of Handbook (Session by Session)</td>
</tr>
<tr>
<td></td>
<td>Task for Zoom 2 Session</td>
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<table>
<thead>
<tr>
<th>June 10, 2021</th>
<th>Zoom-2 Agenda</th>
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<tbody>
<tr>
<td></td>
<td>Quiz competition</td>
</tr>
<tr>
<td></td>
<td>Overview of Training Manual</td>
</tr>
<tr>
<td></td>
<td>Session Basket</td>
</tr>
<tr>
<td></td>
<td>Introduction to ToT Rollout</td>
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</tbody>
</table>

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### Day 1

<table>
<thead>
<tr>
<th>Timing</th>
<th>Session</th>
<th>Details</th>
</tr>
</thead>
</table>
| 09:00 – 10:00  | Session-1 | Setting the Stage  
|                |         | • Registration  
|                |         | • Formal Introduction  
|                |         | • Norms Setting |
| 10:00 – 11:00  | Session-2 | Detail Overview of Training Module |
| 11:00 – 11:20  |         | **Morning Tea**                                                                 |
| 11:45 – 13:00  | Session-3 | **Group Work**  
|                |         | • Basic Business Concept  
|                |         | • PECs  
|                |         | • Feasibility  
|                |         | • Marketing  
|                |         | • Costing and Pricing  
|                |         | • Record keeping & Financial Literacy |
| 13:30 – 14:15  |         | **Lunch and Prayer Break**                                                                 |
| 14:45 – 16:30  | Session-4 | Effective Facilitation Skills, Training Tips |
| 16:00 – 16:20  |         | **Evening Tea**                                                                 |
| 16:20 – 19:00  | Session-5 | Preparation of session rollout |

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### Day 2

<table>
<thead>
<tr>
<th>Timing</th>
<th>Session</th>
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</tr>
</thead>
<tbody>
<tr>
<td>09:00 - 09:30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>09:30 - 11:00</td>
<td>Session-6</td>
<td>Session Rollouts for Enterprise Development Training by Participants</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Debriefing Groups and Individual Trainers</td>
</tr>
<tr>
<td>11:00 - 11:20</td>
<td></td>
<td><strong>Morning Tea</strong></td>
</tr>
<tr>
<td>11:45 - 13:00</td>
<td>Session-6</td>
<td>Session Rollouts for Enterprise Development Training by Participants</td>
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<td>Debriefing Groups and Individual Trainers</td>
</tr>
<tr>
<td>13:30 - 14:15</td>
<td></td>
<td><strong>Lunch and Prayer Break</strong></td>
</tr>
<tr>
<td>14:45 - 16:00</td>
<td>Session-6</td>
<td>Session Rollouts for Enterprise Development Training by Participants</td>
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<td></td>
<td>Debriefing Groups and Individual Trainers</td>
</tr>
<tr>
<td>16:00 - 16:20</td>
<td></td>
<td><strong>Evening Tea</strong></td>
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<tr>
<td>16:20 - 19:00</td>
<td>Session-6</td>
<td>Session Rollouts for Enterprise Development Training by Participants</td>
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<td>Debriefing Groups and Individual Trainers</td>
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### Day 3

<table>
<thead>
<tr>
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<tbody>
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<td>09:00 - 09:30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>09:30 - 11:00</td>
<td>Session-6</td>
<td>Session Rollouts for Enterprise Development Training by Participants</td>
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<tr>
<td></td>
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<td>Debriefing Groups and Individual Trainers</td>
</tr>
<tr>
<td>11:00 - 11:20</td>
<td></td>
<td><strong>Morning Tea</strong></td>
</tr>
<tr>
<td>11:45 - 13:00</td>
<td>Session-6</td>
<td>Session Rollouts for Enterprise Development Training by Participants</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Debriefing Groups and Individual Trainers</td>
</tr>
<tr>
<td>13:30 - 14:15</td>
<td></td>
<td><strong>Lunch and Prayer Break</strong></td>
</tr>
<tr>
<td>14:45 - 16:00</td>
<td>Session 7</td>
<td>Debriefing the TOT Experience</td>
</tr>
<tr>
<td>16:00 - 16:20</td>
<td></td>
<td><strong>Evening Tea</strong></td>
</tr>
<tr>
<td>16:20 - 17:00</td>
<td>Session 8</td>
<td>Action Planning</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Certification Feedback and Close of ToT</td>
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</tbody>
</table>
### Case Study

<table>
<thead>
<tr>
<th>Project Name</th>
<th>District</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beneﬁciary Name</td>
<td>Gender</td>
</tr>
<tr>
<td>Address</td>
<td></td>
</tr>
<tr>
<td>Business</td>
<td>Grant Amount</td>
</tr>
<tr>
<td>Beneﬁciary’s Economic Condition before Grant (No of Household members, Poverty Score, Source of Earning)</td>
<td></td>
</tr>
</tbody>
</table>

#### How Assets made Impact on his/her Life

#### Current Business Situation

#### Future Plan
Focus Group Discussion Protocols
Training Needs Assessment for Module Design and TOT
Business Management and Marketing Training for BRSP Asset Beneficiaries

With Livelihood Officers:
1. Briefly describe your educational and professional backgrounds?
2. Describe your present role and tasks?
3. What training have you received on livelihood & enterprise development, business management, marketing, feasibility & business plan development, value chain, etc?
4. Describe in detail your key responsibilities with regard to capacity development for asset beneficiaries viz-a-viz:
   - EDT Training
   - IGP and Business Plan Development
5. What have been major achievements and challenges in managing Business Management and Marketing (BMM) training and IGP for asset beneficiaries:
   - Achievements:
   - Challenges:
6. EDT:
   - How is the Business Management and Marketing (BMM) organised and conducted?
   - What is the quality of the trainer?
7. Who ensures quality and eventual application of this training?
   - What do you think are the reasons why recall of training messages so low? Trainer? Material? Content? Methodology? Relevance? Lack of anchors like handouts and props? What is used as audio-visual aids?
   - Of the past training, which of the training material (content) and activities are relevant?
   - What needs to be changed or done differently?
8. IGP and Business Plan:
   - Who fills out the IGP/BP?
   - When is it filled out?
   - Who fills it? Before the Business Management and Marketing (BMM) training, during, or after?
   - Over what time duration is the IGP filled out?
   - If you were to change the IGP, what would you do differently?
   - The IGP is filled out for skills and loan beneficiaries as well? What should be different for them in the IGP form?
9. What else would you like to share with us?
10. Any questions you have for us?
With EDT Trainers:
1. Briefly describe your educational and professional backgrounds.
2. Describe your present role and tasks?
3. What training have you received on livelihood & enterprise development, business management, marketing, feasibility & business plan development, value chain, etc?
4. How long you have been doing the Business Management and Marketing (BMM) training? And how many trainings have you conducted so far?
11. Describe in detail your past engagement with regard to capacity development for asset beneficiaries viz-a-viz:
   • EDT Training
   • IGP and Business Plan Development
12. What have been major achievements and challenges in building capacities in Business Management and Marketing (BMM) and IGP for asset beneficiaries:
   • Achievements:
   • Challenges:
13. EDT:
   • How is the EDT organised and conducted?
   • What is the quality of the trainer?
14. Who ensures quality and eventual application of this training?
   • What do you think are the reasons why recall of training messages so low? Trainer? Material? Content? Methodology? Relevance? Lack of anchors like handouts and props? What is used as audio-visual aids?
   • Of the past trainings, which of the training material (content) and activities are relevant?
   • What needs to be changed or done differently?
15. IGP and Business Plan:
   • Who fills out the IGP/BP? Do you have a role to play?
   • When is it filled out?
   • Who fills it? Before the training, during, or after?
   • Over what time duration is the IGP filled out?
   • If you were to change the IGP, what would you do differently?
   • The IGP is filled out for skills and loan beneficiaries as well? What should be different for them in the IGP form?
   • How is the information in the IGP form used? For documentation? Monitoring? Evaluation? Please explain.
16. If you were given the task of redesigning the Business Management and Marketing (BMM) training material, what would you change?
17. As a trainer, what training do you need to be more effective in conducting the Business Management and Marketing (BMM) training?
**With Asset beneficiaries:**

1. Please rate on a scale of 1 to 5 (1 being the lowest and 5 being the highest) the impact and usefulness of the Business Management and Marketing (BMM) Training taken in the past.

2. Share with us the three most important learning for you from the BMM training?

3. Which of the knowledge or skills learned during the training have you applied? Can you give an example?


5. How do you use the IGP – Business Plan form? Do you keep a copy? Do you refer to it later on? Does it help you in any other way? Please share.
Market Assessment Study for the Technical and Vocational Skills Training (TVST) Component

SUCCESS PROGRAM