Advance Management Training
To
WISA Team
From 19th October to 25th October, 2018

SEWA Manager Ni School
C/o SEWA Gram Mahila Haat
8. Navrang colony,
Near Kashmira Chambers,
Near Navrangpura Railway Crossing, Navrangpura 380009
I. Introduction

Self Employed Women’s Association (SEWA) is a trade union of women workers in the informal sector. Across nine states SEWA has 1.95 members. Two third of SEWA’s members come from the rural areas. The two primary goals of SEWA are to organize women for full employment self-reliance. The members work in markets, in homes, in their own home, in fields- others and their own, in forests, on riverbanks and in the desert. Over 90% of all workers are in the informal economy and are of below poverty line. SEWA’s nearly four -decade long experience in organizing and capacity building has thus helped it to identify various socio-economic factors, market and labor conditions that can be turned around in women worker’s support. The main activities of SEWA are:

1. Organizing the informal Sector
2. Capacity Building
3. Livelihood security activities
4. Provide Supportive facilities / Activities
5. Eco-regeneration Activities

Introduction to SEWA MANAGER Ni SCHOOL (SMS)

Founded in 2005, SEWA Manager's School (SEWA Manager ni School) is a branch of SEWA that serves as a capacity building institution, facilitating economic self-sustainability by developing a cadre of grassroots managers. SMS equip grassroots women with management skills to successfully run small enterprises and businesses. The birth of SEWA Manager Ni School was the result of the experience of SEWA members over the course of more than three decades. The need for capacity building was initially realized in the context of the goals of perspective building and organizing. As SEWA, members began new activities (economic or supportive), technical trainings became necessary. SMS with its headquarters in Ahmedabad, adopt a decentralized approach for training women in rural communities. With the understanding that learning is mostly demonstrative and emulative, master trainers are selected from the grassroots. These master trainers are trained in imparting technical skills, life skills and management. This cadre of master trainers then trains grassroots women in the Community Learning and Business Resource Center (CLBRC) established by SEWA at the village level. The training is designed to be hands on, demonstrative and
need based. The modules are developed with consultation from members and pre-tested before being formalized.

In this era of globalization, the mainstream market has grown larger and more competitive. Therefore, in order to be successful and keep up with the global markets, rural people must learn to organize, streamline their processes, and gain management-related insight so that they can compete using their own products and services.

SEWA Manager Ni School has partnered with various other organizations – ranging from the Indian Institute of Management–Ahmedabad to the World Bank Institute – to help rural people do just that. By training individual members to become managers and leaders, SEWA Manager Ni School strengthens other organizations and contributes to a greater level of financial self-reliance among the women. SEWA Manager Ni School has also multiplied and fortified the relationships that SEWA and its members have with many private sector organizations. The women trained by SEWA Manager Ni School are chosen by their peers, ensuring that they will be respected and receive a high level of ownership and accountability within membership organizations. This adds to the structure and helps centralize the leadership of SEWA's various cooperatives and organizations.

II. Background

SABAH BAGH E KHAZANA SOCIAL ASSOCIATION(SBKSA), Afghanistan got established in the year 2009 with help of Ministry of Women Affairs (MOWA), under the aegis of a project funded by the Government of India, and it is implemented and by SEWA.

In the year 2010, SBKSA was registered with the Ministry of social justice as per laws of Afghanistan, and with ministry of woman affairs (MoWA). The aim of SBKSA is to familiarize Afghan women to professional learning’s of food processing, handicrafts, embroidery and other livelihood skills. It will help the
women in establishing their own enterprises or businesses and will expand paths for livelihood opportunities. SBKSA long-term vision is to create a sustainable enterprise with an aim to provide livelihood opportunities to as many home-based workers as possible. SBKSA’s primary objective is to build a strong social-business organization of poor home-based workers for better livelihood, sustainability and to provide regular income to the maximum number of home-based workers. Through this project, women will be able to run their business ethically, abiding with fair trade practices and social protection.

From the year 2010 onwards, SABAH BAGHE KHAZANA SOCIAL ASSOCIATION, Afghanistan is implementing this project, funded by SDF, with SEWA-HNSA as the LIA, and while SEWA lends a handholding and technical support for the women in Afghanistan.

SABAH SBKSA Afghanistan is a manufacturing and service-oriented association, which is located in Kabul city, it has created a huge demand for its products within and outside the country since 2011. They are engaged in production of different activities embroidery, textile items such as Afghani dress, Afghani traditional cloths, Punjabi dress and food items like Chatni, mix pickle, Jam etc.

In order to whet their basic skills to an advanced level, SEWA has played a key role. It has provided managerial, vocational, and technical trainings over few years to Afghan women. Such trainings have created a lasting impact on their livelihood. Through capacity building programs and providing them with the necessary support and trainings, it has up scaled their way of functioning their businesses. Through this workshops and programs, they have created a huge demand of their product and services in the Afghan markets. SEWA has shared their ideas, experiences and have established a collaborative relationship with the Afghan women.

The members of SEWA and SABAH SBKSA have worked together, learning and sharing from each other, improving their skills, leadership qualities and understanding of technicalities and markets.
6 sisters from Afghanistan Women’s International Solidarity Australia (WISA) who had taken training on Food Processing at SABAH SBKSA, visited SMS who are grassroots leaders, center managers and manage various programmes. Few senior sisters are also running their own microenterprises. Since their work and their businesses are increasing its scope of more productivity, they felt it is now important for them to learn Leadership Skills to run their business more effectively. Thus, the training on Advanced Leadership was scheduled for 5 days (26th October to 31st October 2018) with 6 Master trainers from Bagh-E-Khazana WISA.

These trainings shall help them to function themselves competently and at an advanced level. By such trainings, the sisters will be able to train more sisters like them. It will also help the home-based women to become self-reliant, it shall create high demand for their products inside and outside the country.

III. Objectives of the Training:
The main objective of the training was to help them to understand about leadership skills, how to work with a community and how to take decisions keeping the group in mind. It will also help to strengthen and upscale their current enterprises and make their businesses sustainable.

IV. Programme of the Training:

The following training topics were covered in the training: -

1. Introduction of the team and overview of their activities
2. Training on Basic Leadership Management
3. Training on Advance Leadership Management (Business Sustainability)
4. Feedback- wrap-up

V. Duration Training:
The training was scheduled for 5 days (26th October to 31st October 2018) with 6 sisters from WISA.
VI. **Training Methods:**
The program schedule followed the different participatory teaching methods like, Lectures, Storytelling, Role-plays, Films, Practice Sessions, Discussions, Group work/activities, Games, Exposure visits, presentations. The schedule of the training program followed given in Annexure – 1.

VII. **Training Summary:**
The training program was planned for the duration of 5 days covering various topics, which would help the women to promote their businesses and run their enterprises successfully. This program also aimed for effective interaction by facilitating various capacity building and development activities with the use of trainings and workshops helping them to enhance their own skills.

The training started with Afghanistan team introduction and with the overview of their occupation. A need assessment workshop was conducted, which highlighted the needs and requirements on what type of trainings the team needed. It resulted that they need vocational and managerial trainings.

Undergoing various trainings helped the team to know various sources of livelihood they can undertake and it provided them adequate knowledge to carry out their business or enterprises and achieve their goals successfully.

➢ **Basic Leadership Management**
The objective of the training was as below:

- To understand perception, motivation, decision making and the impact of decisions made.
- How to deal with others: Importance of controlling anger and understanding oneself and people around us.
- Group decision making, negotiation skills and cooperation. Importance of discussions in a group and interpersonal negotiations.
- Understanding leadership traits and developing leadership skills. Knowing one’s own weaknesses and learning to solve them to become a better leader.
- Time Management, delegation and communication. Understanding the importance of time management and delegation of authorities by the leader and effective communication.

The participants learnt the relevance and importance of a leader. The role a leader plays and how to take decisions keeping the member’s point of view. She should be patient and be able to get work done by others. They also learnt how to interact with other members. They used to start training directly but now they realize that training can be more effective if brief background is shared with the participants. It always helps for the participants to know about the organization they going to work for and gives them better clarity.

- **Advance leadership training**

It helped the participants to learn the management and importance of management, how to be a good effective manager, how to motivate and lead the team towards success, Innovation, networking, leadership skills and management skills, which would help them to re structure and organize their business.

On the leadership aspect they learnt about the importance of leadership, role of a leader, activities that she needs to carry out and how her behavior will impact the team member’s performance, output, and ultimately the overall results. While with the help of Innovation, they would be able to design new creations and introduce new ideas in their work, which will be helpful in competing them with their competitors and will help in setting a benchmark.

The training also covered a very important session on planning and the steps involved in planning. How a good planning strategy can lead to good results. This will help them to develop their own business plan along with goal setting which would be helping them to achieve their overall targets and earn good profit. Along with these Importance of ownership, to take on responsibilities, to make the necessary decisions, to take risks, factors to consider while taking a risk, identify the different risks – all these topics were also covered.

Other crucial subjects which were explained in detail through this three-day training were - marketing, innovation, product diversification, difference between innovation and product diversification and the need to diversify.
**Training tools:** Videos, stories, activities helped the participants to understand various topics like the Importance of planning, how to achieve goals with limited resources, leadership traits and qualities with the help of various videos. With the exercises like team building and survival team exercises.

It helped them to take ownership and independent decisions. Delegating tasks to employees as per their efficiency and strengths and skills is shown through pictures and it highlights the qualities of a leader. Activity of Human knots was highly significant as it brings to lights the importance of working in a team and importance of planning.

**Training tools:** Energizer, Activities, Videos, Role plays. Through activity participants learnt how to be an effective communicator and to deliver the right message to the right audience. Through the video clippings from the movie ‘Ek Chidiya’, participants learnt about strength of unity and from the video of Innovation, participants could understand about how innovative ideas can change their lives.

**VIII. Recap**

Participants were informed beforehand on the 1st day of the training that as per their profession, groups should prepare their business plans on what they plan to do in Afghanistan after undergoing this training. The participants formed groups of food processing and stitching within them and they plan to establish their enterprises in coming future in the form of presentations. They would do so by keeping in mind the key resource points in their mind. They presented their goals and methodology of doing their businesses. Their knowledge has been enriched after these trainings.

Participants filled the feedback forms on their views on training, how it has been helpful for them. Also, activity booklets of every training were provided to the participants at the end of each training to refresh their memory on the various topics learnt in the training.
IX. Feedback, Wrap up session and Certification:

The session started by distributing the certificates and group photo to every member of the team. Further, the participants presented on the topics they liked the most. The topics ranged from Community Based Organisation Management, Team work, Motivation, Perception, Decision Making, Marketing, need of taking Risk and importance of working in a team.

X. Feedbacks

The trainings, which they have undergone, shall have a positive impact in their micro enterprise/ businesses gradually increasing their returns. Eventually, they can lead a quality life. They themselves feel capable of carrying out their business proficiently after undergoing trainings as per their requirement.

It helped them to learn the essential skill or areas, which they were lacking in their business. These trainings helped them to realize the essence of working in a team and gaining results. It helped to show the way to a new beginning. As they never knew, these topics would help to upgrade our micro enterprises/ businesses to a complete next level.
Training testimonials

“Great training program which will enable us to set up our own micro-enterprises, come up in life and uplift the women in our country besides achieving material benefits”

From this training, I could learn which all qualities are required to become a leader. Since our team has decided to take more responsibilities of our enterprise, there is now a need to get prepared as a good leader. We learnt many aspects of leadership and importance of unity in this training. This training has given me a right direction to work towards expanding my business.

Sohila Asarfi, WISA Member

Before attending this training, I didn’t have that much of a confidence to stand in front of lot people and talk. The topics of this training has helped me a lot in terms of boosting my confidence not only in terms of speaking in front of lot of people but also to take important decisions in my work. Once I go back, I aim to train many more sisters of my village so that it can help them to take a lead in their work and understand the qualities of a good leader.

- Shikiba Karimi, WISA member
“I learnt about management, how to be a manager, good leader. How to plan, organize, lead and control. The things that we learnt in this training was so useful for us, that we are sure that we can start our work or business. I have learnt that it is not only important to learn about practical work but equally important to understand about management, planning as this will help us in doing our business. We need to analyze step by step and implement in our society” – Madina Usifi, WISA Member

“I learnt about marketing, business, tips in business & marketing, marketing mix, how to run a business, importance of people in Business, leadership, risk, product diversification, advertising and promotion. For our progress it is important to work as a team. On my return I want to become a good leader, good trainer. I want to earn more – increase my income so I can take proper care of my family and self. I also want to help other sisters so they too grow and do well in life.” – Shugufa Sadiya, WISA Member
ANNEXURES

ANNEXURE -1

XI. Day Wise Training Report

A. Day: 1, 20th October 2018

- Introduction of the team and Community Based Organization Management

First day started with introduction of the team and overview of their activities. A need-based workshop was conducted to know various needs of training.

Their expectations of the trainings are listed our below.

- Marketing and Promotion
- Costing
- Efficient Management
- Decision Making
- How to work with team
- Risk Management

B. Day 1 second half to first half of Day 2, 20th October and 22nd October 2018

- Training on Community Based Organization Management
  - Days of training: 1 and a half

In the training they learnt about “How to become efficient mobiliser and various leadership skills.”
Day 1 and half of 2nd day were dedicated to learning Basics about Community Based Organization Management where on the first day of this training, participants were taught importance of organizing and how to organize community members in real. The participants were shown video of “Ek Chidiya” to understand about strength of unity. While on the second day, participants were trained on the topics like Perception, Motivation, Decision Making and Team Work. Through this training, participants learnt about how to organize community, importance of motivation and decision making, how to work in team.

**Feedback of Community Based Organization Management Training**

This training was useful in explaining the how to become efficient mobiliser and also learnt about various leadership skills which will help to become a good leader.

**C. Day : 3 to 5, 23rd, 24th and 25th October 2018**

In the training, they learnt “How to manage the business efficiently by Advance Leadership Management.”

On Day 3 to 5, the participants were given training on “**Advance Leadership Management (Business Sustainability)**” where on the first day of this training they were taught on various topics like; efficient management and its importance; leadership skills; significance of planning for the sustainability of the enterprise etc. While on the second day they trained on the topics like; What is Ownership, Why is it important, Employee Owner Success Formula, How to take Ownership, Why take decision independently, How to take Decisions Independently, What is
Innovation and How can it be used, Why do we Innovate, How do we build confidence to express new ideas, What is Marketing, various ways of marketing etc.

Third day was the crucial day as they learnt topics on What is Diversification, The Benefits of diversification, How to Take Risks Effectively, Importance of Team Working etc. were explained deploying interactive tools like videos, parables, group discussions etc. The purpose of this training was to ensure that the team understood how to strengthen and sustain their micro-enterprises. This training helped participants realize the significance of building an environment conducive for generation and implementation of creative ideas. They also learned how crucial it was for a group to share responsibilities and risks.

**Feedbacks of the advance leadership management training**

This training was useful and constructive as they learnt various methods to take businesses at an advanced level.

- **Wrap up, Feedback session and Certification:**
  Wrap up session began by presentation on their favorite topics in groups of two. Each group of two participants delivered 10-minute training/s on the topic assigned to them. On the topic of team work, participants prepared their own team work video along with afghani song which was very exciting and impactful. The participants deployed tools like video, power point, role plays and allegory to deliver the message. The manner in which the participants interacted with the audience, the confidence displayed by them and the sincerity with which they had imbibed all that had been taught to them by the Master Trainers was amazing!

  Wrap up session was followed by distributing certificates to the participants and then the feedbacks of the participants, where participants expressed their
opinions and likings about the trainings. Below are the few quotes by the participants on the trainings they underwent.

Way forward

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1. United
2. Decision plan
3. Communicate with relatives of orphans.
4. Ownership and team working
5. Advertisement
7. Mention of period time
8. Risk Management
9. Innovation for our skills and teaching
10. Sustainability of principle and teachers.

Ordered: By Madina Yousuf, Shugfa Sadiq
         and Suhaila Ashraf
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On the last day of training, participants were given an exercise to chart out their plan of action after the training. It had come out from the exercise that these sisters would go back to their respective places and train more sisters so that they also can become a good leader. They also plan to implement the learning on Basic Leadership and Advanced Leadership in their respective current work and enterprises in order to make it run smoothly and grow effectively.
| Day -1  
Date :  
20/10/2018 | Time    | Session Title                                                                 | Description                                                                                                                                 |
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<tbody>
<tr>
<td>19/10/2018</td>
<td>10.00 to 6.00</td>
<td><strong>SEWA Orientation</strong></td>
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</table>
|            | 10.00 to 12:00 | **Community Based Organization Management Training** (Leadership Training)   | 1) To understand organizing and community based organizations management  
2) To understand how the organization starts and functions  |
|            | 12:00 to 1:30  | **Introduction to Organizing and Community Based Organization Management**  | 1) To understand and relate to the life cycle of an organization  
2) Understanding basic concepts of organizational structure  |
|            | 1:30 to 2:30  | **Being Part of an Organization**                                             |                                                                                                                                            |
|            | 2:30 to 6:00  | **CBO in Real Life**                                                          | 1) Review of concepts of CBO  
2) Application of these concepts in real life  |
| Day -2  
**Date:** 22/10/2018 | Sunday |
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<tr>
<td>10.00 to 6.00</td>
<td>Community Based Organization Management Training (Leadership Training)</td>
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<tr>
<td>10:00 to 11:30</td>
<td>Leadership Traits</td>
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<tr>
<td>11:30 to 1:00</td>
<td>Time Management</td>
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<tr>
<td>1:00 to 2:00</td>
<td>Lunch</td>
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<tr>
<td>2:00 to 4:00</td>
<td>Time Management</td>
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<tr>
<td>4:00 to 6:00</td>
<td>Delegation and Communication</td>
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| | 1) Familiarize with basic tenets of Time Management  
2) Understand the importance of delegation  
3) Learn to overcome delegation barrier |

| Day -3  
**Date:** 23/10/2018 | Advance leadership Management (Business Sustainability) |
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<td>Time</td>
<td>Group A</td>
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<tr>
<td>10:00 to 11:00</td>
<td>All religion Prayer Interaction with the master trainers</td>
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<tr>
<td>11:00 to 12:00</td>
<td>What is Efficient Management and what is its Importance?</td>
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<tr>
<td>12:00 to 1:30</td>
<td>Demonstrating Leadership Skills by Managing people</td>
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<tr>
<td>1:30 to 2:30</td>
<td>Lunch</td>
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<tr>
<td>Time</td>
<td>Session</td>
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<tr>
<td>2:30 to 6:00</td>
<td>Importance of Planning for the sustainability of the business</td>
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<tr>
<td>10:00 to 6:00</td>
<td><strong>Advance leadership Management (Business Sustainability)</strong></td>
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**Day -4 Date: 24/10/2018**

10:00 to 11:00 | Creating a Sense of Ownership and Taking Responsibility | How does Ownership Benefit the sustainability of the business How Taking Responsibility benefits both the entrepreneur and the individuals associated with the organization Developing the Matters of Independence & Decision-Making |
<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Description</th>
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<tbody>
<tr>
<td>11:00 to 1:00</td>
<td>Importance of Innovation in a Business</td>
<td>Skills required to innovate effectively (e.g. creativity) Developing Confidence to generate and express new ideas What factors should an entrepreneur take into consideration in order to innovate effectively</td>
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<td>1:00 to 2:00</td>
<td>Lunch</td>
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<tr>
<td>2:00 to 6:00</td>
<td>Marketing and How to Promote a Product</td>
<td>Benefits of Marketing Developing Confidence to Promote Effectively &amp; Efficiently The Marketing Mix and its elements</td>
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<tr>
<td>Day -5</td>
<td>Advance leadership Management (Business Sustainability)</td>
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Date: 25/10/2018
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<tr>
<th>Time</th>
<th>Session</th>
<th>Topics</th>
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<tr>
<td>10:00 to 11:30</td>
<td>The Need for Diversification, Risk Management and Importance of Team Working.</td>
<td>How they can enhance their business performance using diversification. How they can apply diversification in their business. How can they overcome the risks. Understanding the importance of team-working.</td>
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<td>11:30 to 1:00</td>
<td>Risk Management and Importance of Team Working.</td>
<td>How they can apply diversification in their business. How can they overcome the risks. Understanding the importance of team-working.</td>
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<td>1:00 to 2:00</td>
<td>Lunch</td>
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<tr>
<td>2:00 to 6:00</td>
<td>Risk Management and Importance of Team Working.</td>
<td>How they can apply diversification in their business. How can they overcome the risks. Understanding the importance of team-working.</td>
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Photo Gallery
### Participant List

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Name of Participants list</th>
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<tbody>
<tr>
<td>1</td>
<td>Sohaila Ashrafi</td>
</tr>
<tr>
<td>2</td>
<td>Marzia Jawadi</td>
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<tr>
<td>3</td>
<td>Shugufa Sadia</td>
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<tr>
<td>4</td>
<td>Shakiba Karimi</td>
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<tr>
<td>5</td>
<td>Frozan Haidari</td>
</tr>
<tr>
<td>6</td>
<td>Madina Yosufi</td>
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