



Afghan Civil Society Forum Organization (ACSFo)
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(LGCD) S/E

Local Governance and Community Development
(LGCD) Project

Training to Civil Servants

LGCD Project Final Report

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1 - Project Background:

The Local Governance and Community Development (LGCD) project is funded by USAID to assist the Government of Afghanistan (GoA) to extend its writ in provinces and districts by implementing institution building and community development projects that improve GoA services delivery and stability in the provinces. USAID LGCD, implemented by DAI in collaboration with Provincial Reconstruction Teams (PRTs), operates in Laghman, Kunar, Nangarhar, Khost, Nooristan, Paktika, Lughar, Paktya, Ghazni, Helmand, Uruzgan, and Zabul provinces. Moreover, it is worth mentioning that the DAI/LGCD project expanded to two other provinces - Daikundi and Nimroz. The Master Trainers of ACSFO conducted a four day long TOT workshop to VARA and ACSFO Daikundi trainers at ACSFO HQ in close coordination of DAI and CSC. The total duration of this project is four months - one month for project set up and three months for trainings and the implementing partner NGOs will deliver trainings on General Management, IT and English to 60 civil servants simultaneously in the above mentioned provinces starting from 1st July 2009 and continuing for a total of 3 months until 30th September 2009.

The objective of the LGCD Component is: 1 – Support to Local Public Administration and Governance – is to improve provincial and district level government capacity to deliver services that are responsive to citizen needs. The activities implemented under this component are designed to achieve the following:

- Build and support sub-national government institutions to be responsive to community needs by delivering essential services effectively and efficiently;*
- Improve citizen participation in planning, decision-making, and oversight;*
- Improve sub-national government's transparency and accountability to citizens;*
- Strengthen inter-governmental relations.*

Target institutions for LGCD interventions include sub-national government institutions such as, the offices of the Provincial Governor (PoG), Provincial Development Committees (PDC) and Provincial Line Ministry Departments. All those are challenged by a lack of institutional capacity to fulfill their mandates.

Under the training component, LGCD provides formal training to civil servants focused on attainable knowledge and necessary skills to improve provincial and district level capacities to deliver services which address citizens' needs and otherwise to strengthen public relations and outreach. The trainings which will run for 19 months comprise Basic English, Information Technology and General Management including Financial Management, Human Resources Management, Conflict Resolution, Leadership, Project Management, Planning, Procurement and Communications Training Modules.

2 – Executive Summary:

The local governance and community development (LGCD) project was designed to assist the Government of Afghanistan (GoA) to extend its writ in provinces and districts by implementing institution building and community development projects that improves GoA services delivery and stability in the provinces. DAI, ACSFo, IARCSC and ACSFo implementing partner NGOs were involved in implementation of LGCD project. For instance, DAI was funding the project, IARCSC was introducing the trainees, providing training venue and granting the graduation certificate, ACSFo was acting as coordination body and BEST was implementing the project in Ghazni, BEFA in Nuristan, NPO in Kunar, AHTP in Laghman, ACSFo in Jalal Abad and Paktia, TLO in Paktika and Khost, HAFO in Helmand and HDS in Zabul and Urozgan provinces. ACSFo as coordination body for the purpose of smooth running of the project and avoiding any possible delays in training process timely shared training related information, challenges, outputs, decisions and solutions with implementing partner NGOs, DAI and IARCSC in regional and provincial levels. ACSFo also served as unique resource in terms of developing new training power point presentations(PPTs) on nine management manuals - Basics of management, Communication, Leadership, Conflict Resolution, Financial management, planning, procurement, project designing and HR management - Active book one, New Intercom one, Ms. Word, Ms. Excel, Ms. Power Point and Internet, training hand outs, biweekly, pre and post tests, intermediate and trainers' monthly assessment test papers in Dari, Pashto and English languages as well as reporting timetable and test timetable and timely sending them to 12 target provinces. Developing weekly, biweekly, monthly and course completion reporting formats in coordination with DAI, compiling, consolidating and sending weekly, biweekly, monthly and course completion reports received from target provinces is the other overarching activity accomplished throughout the life of the project by ACSFo. Actually, during this period of time ACSFo compiled, consolidated and send 30 weekly reports, 15 biweekly reports, 15 monthly reports and five course completion reports to DAI main office. Moreover, during this project ACSFo has submitted 33 milestone reports – 11 for USAID/LGCD coordination project, 11 for Jalal Abad office and 11 for Paktia office - which cover the project and training activities to DAI main office.

Having technical assistance trip to Helmand, Urozgan, Lugar, Jalal Abad, Paktia, Khost, Kunar and Lugar province during the project by ACSFo coordination team in which the training venues were observed, project managers and trainers were assisted with effective and comprehensive report writing, preparing complete lesson plan, using the best participatory training methods and motivating the trainees in the class and providing chance for them to share their views and be active in the class and generally making productive and friendly training environment is the other considerable activity.

Working trip by coordination section media officer to Khost, Paktia, Jalal Abad, Kunar, Laghman and Lugal provinces during the project in which the trainees, heads of different department and even governors were interviewed and the impact and effect of management, IT and English language trainings both for governmental departments and society were discussed was the other step for raising the awareness of people and society on affect and advantage of LGCD project. The reports which were containing the interviews of relevant figures from fore mentioned provinces along with beautiful success stories were published for 11 times ACSFo monthly magazine – Jamae-e-Madani Magazine. These magazines through implementing partner NGOs were distributed in target provinces to raise the awareness of people on advantage, importance and affect of the project.

ACSFo in coordination with DAI and IARCSC as well as conducted four general ToT at the beginning of the management, IT and English trainings in 2007 and 2008 for trainers of partner NGOs and 2009 for trainers of Daikundi and Nimroz provinces and four ToT refreshers during the training to refresh and update the trainers. During these ToT and refresher trainings the trainers were trained on training methodologies, lesson plan, dos and don'ts for a trainer, characteristics of a good trainer, class management, training need assessment, report, its types, structure and structures and components of weekly, biweekly, monthly and course completion reports as well as IT and English important topics.

More significantly, conducting several coordination meetings and five times directors' coordination meetings in central level with DAI, IARCSC and implementing partner NGOs directors and regional managers on different training related issues, challenges, progress, outcomes, output, impact, solutions, certificate issues, training venues, absence of participants, shortage of electricity, internet facility, books, extension of LGCD project in Paktika, Helmand and Lugal provinces, strengthening coordination and cohesion among implementing partner NGOs, DAI and IARCSC in regional level, ToT and refresher training related issues which resulted to finding possible solution, useful coordination and smooth running of the project is the other unforgettable activity fulfilled by ACSFo coordination section.

Based on the reports received from target provinces, feedback of trainees, success stories and media officers report containing the ideas of head of different sections and civil servants under training, these trainings could enhance the skills and build the capacities of civil servants to some extent, brought betterment in performances of civil servants, strengthened managerial and administrative skills of civil servants and finally delivering suitable services to Afghan citizens.

Altogether, although there were security problems in some provinces such as Paktika, Khost, Zabul, Urozgan, Lugar and Nuristan provinces - for instance one of Paktika management trainers was martyred by Taliban insurgents along the way of Kabul-Paktika. Bomb exploded in Khost training venue (municipality department) and stopped the training for more than one and half month. Besides, sometimes the training in Paktika and Urozgan provinces was delayed due to security problems (going by road to these two provinces was really risky and dangerous and the trainers waited for flight arrangement for some days), as well as shortage of heater, electricity, internet facility and sometimes late delivery of books to some provinces - ACSFo along with other involved entities could successfully complete five rounds of management, IT and English trainings (each round lasted for three months) in which 1065 civil servants from different directorates were trained and successfully completed three months management, IT and English language courses.

3- Basic objectives of USAID/LGCD project

The objective of the LGCD Component One – Support to Local Public Administration and Governance – is to improve provincial and district level government capacity to deliver services that are responsive to citizen needs.

ACSF will provide its services to support the training component of the institution building packages under the LGCD Component One by pursuing the following objectives:

- 1. Do the follow up with NGO Partners on the project implementation and facilitate the information sharing between the entities involved on the central level (DAI/LGCD, IARCSC and ACSF) and implementing partner NGOs in the field;*
- 2. Communicate the project progress with DAI/LGCD through providing regular consolidated project reports (weekly, Biweekly, Course completion)*
- 3. To build the capacities of Partner NGOs by providing ToTs, refresher trainings and technical assistance.*

Provide ongoing public awareness on capacity building of Civil Servants in USAID/LGCD target Province.

4- Role of ACSFo in LGCD project:

The primary activities conducted by ACSFO Headquarter during the project period include:

Follow up (Coordination)

ACSFo Headquarter staff in Kabul supported the smooth running of the implementation of the LGCD – Training Component by fulfilling its role as a coordinating body and doing follow up with partner NGOs. ACSF's coordination activities in this project included the facilitation of information

sharing and decision-making processes through the organization of meetings, message distribution and bilateral communications. Thus, ACS acted as a nodal point for assuring the flow of strategic information between DAI, IARCSC and the 7 implementing partner NGOs in the field. ACSFO convened meetings with DAI and/or IARCSC when necessary and subsequently informed and guided the Partner NGOs about important decisions made. On any upcoming challenges via phone, email correspondence and sometimes through face to face meetings reported important information about the project progress to DAI/LGCD.

ACSFO was further responsible for the organization of four-monthly meetings between the persons in charge (Directors) of each organization involved in Kabul. Those meetings served to guarantee a proper exchange of information about the challenges, progress and the immediate impact of the training activities on a high level in order to approve or modify the procedures of operation if required. During the whole project ACSFo convened 5 director's coordination meetings in which the training progress, training related challenges and their solutions were proposed. Besides the implementing partner NGOs directors, representatives of DAI and IARCSC were also present and they answered for the questions and proposed solutions for the challenges raised by partner NGOs accordingly.

In addition ACSFo coordinated with implementing partner NGOs the recruitment phase of IT and English trainers for hiring qualified trainers.

Communication:

ACSFO with coordination of DAI developed project reporting system (narrative) which includes weekly report format, Biweekly report format, monthly report, course completion report format and project final report format of each General Management, IT and English Training Course. Subsequently, ACSFo circulated all these reporting formats to Partner NGOs and requested them to submit their timely reports to ACSFo. ACSFo consolidated the Partners' reports and timely submitted the standard and good quality consolidated reports covering all partners report to DAI/LGCD. Generally, ACSFo compiled, consolidated and sent 30 weekly reports, 15 biweekly reports, 15 monthly reports and 5 course completion reports to DAI main office. Besides, ACSFo submitted 33 milestone reports – 11 for USAID/LGCD coordination department, 11 for Jalal Abad and 11 for Paktia offices - to DAI main office.

ACSFo besides conducting report writing session has assisted partner NGOs regarding standard report writing by sending samples of written reports, email correspondence and telephonic conversations.

Furthermore, ACSFO in close coordination and cooperation with USAID/LGCD have developed pre-test, post-test, trainees Biweekly tests papers, intermediate examination, training evaluation forms and trainers' monthly assessment test formats in English and Local languages. These test papers for the purpose of assessing the progress and knowledge of trainers and trainees of IT, English and Management classes in Dari, Pashto and English languages have been timely sent to 12 target provinces the result of which have been reported to ACSFo coordination department by monthly reports.

In addition, ACSF prepared PPTs to all the training modules in Dari and Pashto languages which subsequently have been translated into English languages. And these PPTs have been circulated to partner NGOs ahead of their training course on specific training module.

ACSFO has also extended its services in translating short case-studies collected from Partner NGOs into English Language.

ToTs, Refresher Trainings and Technical Assistance

The other useful service provided by ASFo coordination department was conducting General Training of Trainers (ToT) workshop and ToT refresher which supplemented by report writing sessions. ACSFo For the purpose of having qualified trainers in terms of management, IT and English language and revitalizing their knowledge and information on adult training, training contents, preparing session plan, lesson plan selecting training techniques, and methodologies, advantages and disadvantages of training methodologies, learning aims, preparing supportive training material, visual aids, setting training material and class management conducted four general ToT workshops along with four ToT refreshers at the beginning of the LGCD project in 12 provinces and also in Daikundi and Nimroz provinces and during the implementation of LGCD project in Kabul. All management, IT and English trainers participated in general ToT and refresher trainings. It is mentionable that some of the fore mentioned workshops specifically and particularly focused on IT and English training methods, session plans, types of session plans and training components.

Moreover, ACSFo coordination team has visited Urozgan, Helmand, Jalal Abad, Kunar, Laghman, Paktia, Khost and Lugal provinces to technically assist project managers and trainers in terms of reporting system, writing qualitative reports, preparing session plans, lesson plans, class management, documentation system and any other training related issues and challenges. The technical assistants have also visited the training venue, observed the training environment, training

methodologies, training materials and trainers' behavior and approaches which were supplemented by constructive and informative feedback from technical assistant to the respective trainers and project managers. The report of these technical assistance trips have already been submitted to DAI main office in Kabul.

Coverage in ACSF Magazine

Given the existing gap between the Afghan population and the Government which is characterized by profound mistrust, ACSFO contributed to a greater transparency of the activities conducted for and by civil servants. By means of a comprehensive coverage in ACSFO Monthly publication (Jamea-e-Madani Magazine), ACSF tried at raising the local population's awareness about the importance of capacity building activities for Government staff.

ACSFO collected reports about the training activities from the provinces, the need for such activities and the benefit to the communities. During this project ACSFO media officer has visited Kunur, Laghman, Jalal Abad, Pakia, Khost and Lugal provinces in which he interviewed with head of different departments, civil servants under the training and even governors of provinces on importance and impact of LGCD training and need of civil servants for such trainings. In total 11 reports along with beautiful success stories have been prepared by media officer and published in ACSFO monthly magazine – Jamea-e-Madani Magazine. The magazine covering the training reports and success stories have also been distributed to implementing partner NGOs to distribute in their respective provinces.

5 – Project Achievements:

7 partner NGOs closely have worked with ACSFO for implementation of Local Governance and Community Development (LGCD) project in 12 target provinces. BEST in Ghazni, BEFA in Nooristan, NPO/ RRAA in Kunar, AHTP in Laghman, HAFO in Helmand, HDS in Zabul and Urozgan, TLO in Khost and Paktika and ACSF itself in Nangarhar and Paktia provinces. The civil servants training which began on 8 Dec 2007 ended on 25 June (July was allocated for program evaluation and final report) 2009.

Each round of training covers three months and during this project five rounds of management, IT and English trainings have been passed successfully. Furthermore, during each period a total of 20 civil servants have been trained on management, IT and English language in each target province. However, there were some other civil servants who honorably and regularly attended the training sessions (in Ghazni, Laghman and Khost provinces) who along with officially introduced civil servants make a total of 1065 people. The trained civil servants belonged to different directorates and even heads of directorates.

Regarding the ToT and refresher training it is mentionable that Coordination Department for the purpose of elevating the capacities of partner NGOs' trainers and smooth running of the project have conducted four general ToT workshop and four refresher trainings – including IT and English refreshers - in which management, IT and English trainers have periodically participated for the purpose of their knowledge revitalization and refreshment.

Visiting Urozgan, Helmand, Jalal Abad, Kunar, Laghman, Paktia, Khost and Lugar provinces by ACSFo coordination team for the purpose to technical assistance to trainers and project managers in terms of assisting in preparing standard lesson plan and session plan, class management, using training participatory methods and utilizing training tools and materials during the training during the project also greatly helped the implementing partner NGOs in useful training application.

Conducting several coordination meetings and five directors' coordination meetings with DAI, IARCSC and implementing partner NGOs in central level on project, training, certificates, project extension related issues and etc. during the project life which was troubleshooting and decision-oriented can be called another overarching achievement the minutes of which has timely circulated to involved entities.

Media officer's working visit to Kunar, Laghman, Jalal Abad, Paktia, Khost and Lugar provinces, observing the training venue, interviewing with heads of different directorates, governors and trainees under training which followed by preparing beautiful success stories and realistic reports on impact of LGCD training, advantage of training and affect of training on building the capacity of civil servants in terms of operating computer, speaking in English language and managerial and administrative skills and knowledge is the other obvious achievement. Besides, these reports have been timely published in ACSFo monthly magazine - Jamae-e-Madani magazine – and distributed to target provinces to raise the awareness of public on training and impact of capacity building projects.

6 – Project Impact:

Local governance and community development project was designed and implemented to expand the knowledge and elevate the skills of civil servants on basics of management, leadership, communication, HR management, financial management, conflict management, planning, procurement and project designing, operating Ms. Windows, Ms. Word, Ms. Excel, Ms. Power Point and internet programs as well as English language. In the whole improving their administrative and managerial skills and utilizing computer by them was targeted by this project. As example during the project they could learn how to manage their time, create better communication, solve a conflict in the office, understand the barriers of communication, delegate the authority, get familiar with styles

of leadership, recognize the best leadership style, prepare their official documents by computer, design and format the documents, calculate and use basic functions of Ms. Excel, design and develop different power point presentations and give them fantastic transitions and being much familiar with English language. These all get together to support the civil servants to make better working environment, carry out their duties to the fullest interest, have better performances, meet the deadlines, demand and expectation of organization and catch the satisfactory of head of department and finally provide better services to Afghan citizens and timely accomplish the tasks of clients. In a very bright and precise word delivering timely, adequate and necessary services to community people and Afghan citizen is the overall impact of LGCD project.

7 – Challenges:

Conducting such useful trainings – Management, IT & English language – can really assist and bring positive changes in performances of civil servants who are not well equipped with managerial and administrative skill and knowledge. While on the other hand conducting such trainings in some risky and insecure provinces such as Khost, Paktika, Zabul and Urozgan can create major problems. For instance martyrdom of Bakht Nazar Zahid – Paktika management trainer – during this project is a great humanitarian loss which caused the training to be stopped in the mentioned province for a while, leaving the old trainers due to their recognition by Taliban and hiring the new trainers. Explosion of bomb in Khost training venue – municipality directorate – and destruction of training venue with all training materials such as computers, chairs, tables and etc. which stopped the training for one and half month until the provision of new training venue, computer, tables and chairs can be called another great security challenge. Besides insecurity as well as exist along the way from these provinces to Kabul which caused the trainers to go by flight and start their trainings later such as Urozgan and Paktika.

Late delivery of books to some provinces during the project, inexistence of electricity and heating system for some while in some target provinces, absence of some trainees, and lack of cooperation by provincial directorates were also needed solutions. These problems were solved through information sharing between involved entities holding coordination meetings in central levels.

Leaving and resigning the trainers and project managers from target provinces during the project due to different reasons such as finding new job with better salary, security issues, and lack of good performances also worth mentioning. Any how this problem was also solvable by recruiting new qualified staff by implementing partner NGO in which ACSFo contributed and assisted too.

Finally, late signing of previous rounds certificates by IARCSC due to lack of coordination between the heads of civil service commission and civil service institute which caused delay in distributing

certificates for civil servant on its specific time was another challenge needed solution. Hopefully, this problem could have solved through conducting coordination meetings with head of civil service commission in which ACSFo managing director also participated.

8 – Recommendation:

LGCD in its own is a unique and new project which focused on enhancing and building the capacity of civil servants in provincial level in terms of using computer basic office program – Ms. Windows, Ms. Word, Ms. Excel, Ms. Power Point - including IT, speaking, writing, reading and listening skills of English language, management and administrative skills. Actually, there has been no such useful, qualitative and capacity building-oriented project throughout Afghanistan. Whereas regarding LGCD project the following logical recommendations can be raised:

- *Bringing positive, long lasting and tangible changes in terms of providing better services for Afghan citizens needs committed and professional civil servants which consequently is in dire need of conducting qualitative and quantitative trainings,*
- *The process of capacity building should not be limited only to some civil servants. However, it should cover all types of civil servants*
- *Three months training is not adequate for capacity building of civil servants long lasting and positive changes,*
- *More attention and consideration should be paid to education section in terms of providing more time and budget and*
- *Extending the project more than 5 rounds and for all types of civil servants was the strong request of civil servants in target provinces.*

9 – Conclusion:

Finally, after all joint efforts, endeavors, coordination and cooperation among all involved entities who served their time and energy for implementation and feasibility of LGCD project for the five rounds of management, IT and English language trainings in Ghazni, Nuristan, Kunar, Laghman, Khost, Paktia, Nanagarhar, Zabul and Urozgan provinces and four rounds of training in Luagr, Paktika and Helmand provinces the LGCD project was successfully implemented in 12 target provinces. During this project two management trainers, two English language trainers and two IT trainers (one lead trainer and one co-trainer) served their best to build the capacities of civil servants. Moreover, the management, IT and English language trainings were 6 days per week

each for 2 hours and one and half hour respectively. More importantly, 20 civil servants were graduated after each training phase and they received credible certificates signed and stamped by IARCSC.

During this period ACSFo follow-up team acted as coordination body and circulated all necessary information, decisions, training related concerns and problems among all involved entities both in central and provincial levels which were updating the implementing partner NGOs, DAI and IARCSC on LGCD project and trainings. ACSFo coordination team not only circulated the information and data among involved entities but also did a series of activities for smooth running and better implementation of the project. One of the significant activities was newly developing the management nine modules, Ms. Windows, Ms. Word, Ms. Excel, Ms. Power Point, Internet, Active Book one and New Intercome one power point presentation and timely sending them to target provinces to train the civil servants. The other overarching activity was conducting four general ToT and four ToT refreshers including IT, English and report writing sessions both for management, IT and English trainers at the beginning of the project and during the project which revitalized and refreshed the trainers and played key role in their training performances. These workshops were for different duration which fluctuates between three to ten days. Having technical assistance trip to almost all target provinces during which the training classes were visited and the trainers were assisted in preparing lesson plan, training methods, trainees' motivation and other training related issues can be called another important activities with tangible outcomes. Having working trip by media officer to target provinces and collecting the views of trainees and directors of department through interviews on outcome and impact of LGCD project and publishing them in ACSFo monthly magazine for the purpose of public awareness raising on importance of LGCD project as well as compiling and consolidating weekly, biweekly, monthly and course completion reports received from target provinces and milestone reports are worth mentioning activities. Moreover, indicating developing reporting timetable, test timetable, test papers for management, IT and English classes in three languages are also essential.

Altogether, four rounds of LGCD training in Paktika, Lugar and Helmand provinces and five rounds of LGCD training in other target provinces was successfully implemented by involved entities and they could train 1065 civil servants on general management and 998 civil servants on IT and English civil servants from different directorates although there were security problems, shortage of heater, electricity and internet and also sometimes late delivery of training books in some provinces.