



Afghan Civil Society Forum (ACSFo)

**United States Agency for International Development
(USAID)
Local Governance and Community Development
(LGCD) S/E**

Training to Civil Servants

Project Final Report

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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, Lugar, 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.

It is worth mentioning that the LGCDSE project aims to provide training to civil servants of Paktya province to build their capacities and to enable them to offer proper services to the ordinary Afghan citizens. ACSFO with the Cooperation of DAI and IARCSC provided all necessary facilities to make sure successful implementation of the project. During this reporting period total of 6 trainers of ACSFO Paktya Regional Office conducted trainings to 100 civil servants in Paktya province from 8th December 2007 to 25 June 2009 (July 2009 allocated for program evaluation and reporting), continuing for a total of 20 months. The trainings include (1) Basic English (Introductory Active English Book One and New Intercom One), (2) Information Technology (Introduction to Computer,

Windows, Ms. Word, Ms. Excel, Ms. Power Point, and Internet) and (3) General Management (Basics of Management, Planning, Financial Management, Human Resources Management, Conflict Resolution, Leadership, Project Management, Procurement, and Communication training modules). These trainings have served to contribute to the improvement of provincial level and district level government capacities.

The project for the first time was designed for total 80 civil servants from Dec 2007 to March 2009 but based on the request of local governmental authorities and agreement of involved entities, it was extended one round more till 25 June 2009 to cover more 20 civil servants in Paktia province.

Executive Summary

It is worth mentioning that ACSFO had previously its Regional Office in Paktya for last six months which was located in TLO Paktia Office and following signing the grant agreement with USAID/LGCD S/E for the implementation of current project, ACSFO opened its separate office in Paktia in Dec 2007 and completed the necessary office set up and installation during the first three weeks of the project. This set up included staff recruitment, preparation of project office, purchasing necessary project equipments such as projector, laptop computer and applications, furniture and stationary. ACSF recruited DAI/LGCD Project Staff for Paktya Regional Office. The Project Manager and Management Trainers then IT and English Language Trainers received project orientation and TOT in Kabul and started their work in Paktya. In addition, ACSF completed the recruitment of support and logistic staff for the project.

During the whole project reporting period all the trainers in spite of getting TOT joined more refresher TOT trainings in Kabul to enhance their knowledge on TOT skills, behavior, attitudes and adult learning environment. Meanwhile the Regional Manager participated in the directors coordination meetings which were facilitated by USAID/LGCD S/E Follow up Dept of ACSFO along with its other counterpart Regional Managers. In addition, DAI and CSC representatives have participated in the meetings concomitantly for improvement of training progress, sharing experiences, over come challenges and bringing more coordination and cooperation among the involved bodies.

As per the project requirements, IARCSC prepared and introduced the list of 20 Civil Servants for each round training and following DAI approval the participants were introduced to ACSFO trainers for trainings.

Providing training venue and necessary equipments such as furniture and computers was the responsibility of CSC and DAI. The IT/English training for first nine months conducted in Governor Office hall compound but then shifted to CSC training center however management trainings all five rounds conducted in Agriculture Directorate training hall.

Each training course started with an introduction ceremony which usually was done by the participants, ACSFO master trainers, ACSFO Regional Manager, CSC, DAI and governor office representatives, where the training objectives, regulation and contents of the training shared with participants and was agreed upon a regular rules and regulations for the better start and end.

It is worth mentioning that each training was according to the schedule and program, the trainers conducted Pre- test from all training participants initially to identify their present knowledge and fixed the time of training for the period of the training with the consultation of participants.

In order to provide more organized program and quality trainings ACSFO always have been received all training necessary materials such as modules, PPTs test papers, slides etc from ACSFO HQ, and the trainers prepared handouts, lesson plans and other necessary document and have distributed among participants. The trainers used different training methodologies and presented their lessons by projectors and cassette player.

During the training period all the participants received necessary stationary, books and handouts. Based on the schedule the trainers conducted different tests such as pre tests, bi- weekly tests, intermediate tests and post tests.

At the end of all 5th round of Management and IT/English courses, ACSFO Regional Office held Certificate awarding ceremony where besides the participants, trainers, CSC, DAI, Governor Office and line ministries, the NGOs, CSOs, Elders and Ulama, Provincial Council and journalists representatives were invited to the occasion and the report/news of the ceremony broadcasted by Gardiz local TV and Radio.

Within this 5th round it was expected to train total 100 Civil servants in Paktia province but due to some problems and absence of some trainees ACSFO Gardez Regional Office succeeded to train only 95 persons in Management and 80 persons in IT/English where there was only one female trainee in Management 3rd round.

ACSFO Regional Office was responsible for preparing weekly, bi- weekly, monthly and course completion reports. In addition it was responsible for making milestones and project final report. So, during the entire period of the project ACSFO Gardez Regional Office prepared and submitted total 60 weekly reports of Management plus IT/English, 30 bi- weekly reports, 10 monthly reports, 11 milestone or project progress reports and one final report.

For the best progress and on time improvement, there were several monitoring and supervisions by CSC, DAI local and central staff. ACSFO Regional Manager supervised the training sites weekly and gave his feedbacks to the trainers and trainees in order to improve the weak points.

ACSFO Regional Office, in spite of Coordination meetings in Kabul, had regular face to face meetings, telephonic conversation and email exchange with DAI, CSC and Governor Office representatives for information sharing, finding solution for generated challenges and gain their support and cooperation.

Project Achievements:

Two management trainers, two IT and two English Trainers since Dec 2007 till 25 June 2009 completed 5th rounds of trainings for around 100 civil Servants in Paktia province. The trainees were taught (1) Basic English (Introductory Active English Book One and New Intercom One), (2) Information Technology (Introduction to Computer, Windows, Ms. Word, Ms. Excel, Ms. Power Point, and Internet) and (3) General Management (Basics of Management, Communication, Financial Management, Human Resources Management, Conflict Resolution, Leadership, Project Management, Procurement, and Planning).

So, based on feedbacks and success stories of the trainings participants that they learned most of the mentioned modules and contents of the training and now they are in the status to apply them in their daily work and official and personal life. The feedbacks coming from the Governmental Directorates in Paktia show that there is a real change in the knowledge, skill and attitude of the employees who benefited from these trainings.

Below is the table of successful trainees for all 5th round management and 5th rounds of IT/English:

Round	Type of Training	LGCD Training in Gardiz			
		Participants		Started Date	Ended Date
		Male	Female		
1	Management	19	0	8-Dec-07	5-Mar-08
	IT&English	16	0	15-Mar-08	11-Jun-08
2	Management	20	0	15-Mar-08	9-Jun-08
	IT&English	18	0	15-Jun-08	9-Sep-08
3	Management	18	1	17-Jun-08	9-Sep-08
	IT&English	17	0	17-Sep-08	17-Dec-08
4	Management	18	0	22-Sep-08	18-Dec-08
	IT&English	14	0	25-Dec-08	23-Mar-09
5	Management	20	0	10-Jan-09	24-Mar-09
	IT&English	15	0	31-Mar-09	25-Jun-09

So, as shown in the table we have trained total 95 persons in management training and 80 persons in IT/English training.

Challenges

- 1- Regular absence of some participants in English and IT Training Classes.
- 2- Some of the trainees in the same time taking part in other trainings which interrupt our trainings. They brought leave letters, asking for a week leave which as a result keep them failure to continue the training taught contents.
- 3- Our research shows that some permanent absentees in English/IT classes are persons who think that they know English and IT; therefore, their participation will waste their time.
- 4- Usually the certificates of trainees signed by CSC very late.
- 5- Our IT trainers and trainees faced with computer problems. Most of the computers did not work properly and were full of virus. The situation caused our trainers to waste their training time on fixing computers.
- 6- In spite of our several attempts, we were failed to provide the trainees with Internet facility to work practically.
- 7- Before delivering the generator fuel providing responsibility to ACSFO Regional Office, We had serious problem with electricity to run the training presentation and computers.
- 8- The book of Management specially, the Pashto version is suffering enormous mistakes and it was beyond the understanding of trainees.

Recommendations:

ACSFO Regional Manager along with 6 trainers and training beneficiaries suggest that the donor agency and Afghan government authorities would extend such capacity building projects to districts

level civil servants who have been facing more challenges than the servants in center of the province.

It is very important to be focused on youth rather than old civil servants who are closer to their retirement.

It is important for the government to have an easy understandable text books for the training and supporting materials which make enable the trainees to keep them after completion of the training as a source of reference.

Most of the trainees expose their expectation regarding provision of electricity and computers in their offices. They worry about losing their learned lessons by the passage of time while having no computers in their offices.

Conclusion

The LGCD project on capacity building of civil servants in Paktia province which started in Dec 2007 successfully ended in July 2009. ACSFO Regional Office with direct support of 6 trainers and ACSFO HQ, Follow up Dept, DAI Gardiz office and CSC Gardiz office reached the target number of beneficiaries and achieved the goals and objective of the project within the specified period.

Total 95 trainees in management and 80 trainees in IT/English are now enabled to use computers in their offices and by utilizing management knowledge and skill say fare well to the old system working environment in their Offices.

Annexure:

See attachment one for Trainers` Description

See attachment two for management 1st Round participants list

See attachment three for management 2nd Round participants list

See attachment three for management 3rd Round participants list

See attachment four for management 4th Round participants list

See attachment five for management 5th Round participants list

See attachment six for English and IT 1st Round participants list

See attachment six for English and IT 1st Round participants list

See attachment seven for English and IT 2nd Round participants list

See attachment eight for English and IT 3rd Round participants list

See attachment nine for English and IT 4th Round participants list

See attachment ten for English and IT 5th Round participants list

