

Training Workshop on Sustainable Management of Common Property Resources in Takhar, Afghanistan

Client: Aga Khan Foundation, Afghanistan

Implementing Agency: Risalat Consultants International

Venue: Aga Khan Foundation office, Taluqan, Takhar

Reported by: Training Department
Risalat Consultants International

Dates: 21-23 November, 2015



Introduction

This document details the overall proceedings of a three day training program on the subject of Sustainable Management of Common Property Resources delivered by Risalat Consultants International to District Governors and their staff members from different districts in Takhar province.

The program was organized as a result of an open bidding which was awarded to Risalat after submitting the winning proposal. It was conducted in three days on time, as planned.

Service Provider Background

Risalat Consultants International

Risalat Consultants International is Afghanistan's premier management consulting firm which offers an array of capacity building and consulting services to a wide range of clientele from public sector organizations to private companies to national and international NGOs etc. Founded by a team of highly skilled Management Sciences, Risalat's services are available in different provinces all over the country in addition to programs conducted in different other countries of the region and beyond.

Risalat works closely with its client organizations in developing solutions that can show direction, enhance organizational effectiveness and build the capability of people through offering practical tools and enabling implementation. It always offers the latest and up to date methodologies, concepts, industry best practices and the appropriate benchmarks in executing its clients' assignments. Risalat believes in what it offers to its clients as a real solution that can certainly lead to results in organizational effectiveness and performance enhancement.

The training programs offered by Risalat are developed in English language according to internationally established standards. However, as per client requirements, they are translated in to Dari or Pashto languages in order to cater for trainees who have a lower understanding of English. These translations are done by expert translators who make sure that only the language is converted keeping the concepts and ideas intact.

About Participants

A group of 19 trainees participated in the program, who were District Governors from nine different districts in Takhar province accompanied by either their Executive Managers or Admin Managers.

Training Timings

The daily timing for the training was normally set to start at 09:00 am and end at 03:00 pm. there would be a tea break of 15 minutes at 10:30 am and a lunch break of one hour at 12:30 pm followed by an occasional break of ten minutes at 02:15 pm.

Workshop Facilitator

The training program was conducted by one of Risalat's skilled and experienced trainers; Mr. Emal Khan Hekmaty. **Mr. Hekmaty** has been conducting management trainings for the past several years to a wide range of audiences coming from different organizations both in public and private sectors. With a Master's degree in Business Administration, he has delivered training programs both in Afghanistan and abroad e.g. in India, UAE and Tajikistan.

Training Procedures – In brief

The workshop started with a general introduction of the program by AKF representative in Takhar and welcoming participants. After recitation of a few verses from Holy Quran by one of the trainees, each trainee introduced himself, followed by the trainer's introduction of himself and Risalat.

This was followed by a brief pre-test aimed at analyzing the trainees' existing knowledge of some of the main concepts to be discussed during the training. Basic rules and guidelines to be followed during the training were shared with the trainees and they were asked to set guidelines for themselves to be followed during the training for the purpose of having a more organized session.

The training discussions continued throughout the day breaking twice for tea for fifteen minutes in the morning and in the afternoon. There was a lunch break of one hour each day.

Before ending the day's session the trainer would do a recap of the topics discussed during the day with input from the participants. The next days started with a recap of yesterday's revision of main topics discussed. This was done by asking the participants about what they learnt yesterday and what were the main points discussed on the previous day.

Before closing the training program, there was a post-test conducted with the purpose of gauging the knowledge and understanding of the participants about the topics discussed during the training and how much they improved after taking the training.

The session was wrapped up with an overall course evaluation which asked the trainees about their views on different aspects of the training program – from the contents of the training to the trainer's skills and knowledge to the venue organized for the workshop. Their views and feedback are summarized in the graphs provided in the coming pages.

Facilitation Techniques and Medium of Instruction

The trainer utilized a variety of facilitation techniques. These included question and answer, brainstorming, group discussions and practical implementation of some of the topics by trainees on flip charts and presenting them to the class.

The multitude of training methodologies were utilized in order to make sure all the participants get the whole concepts and they practice what they learn, because only listening to the trainers can be forgotten, but what the trainees have done by themselves, is hardly forgotten.

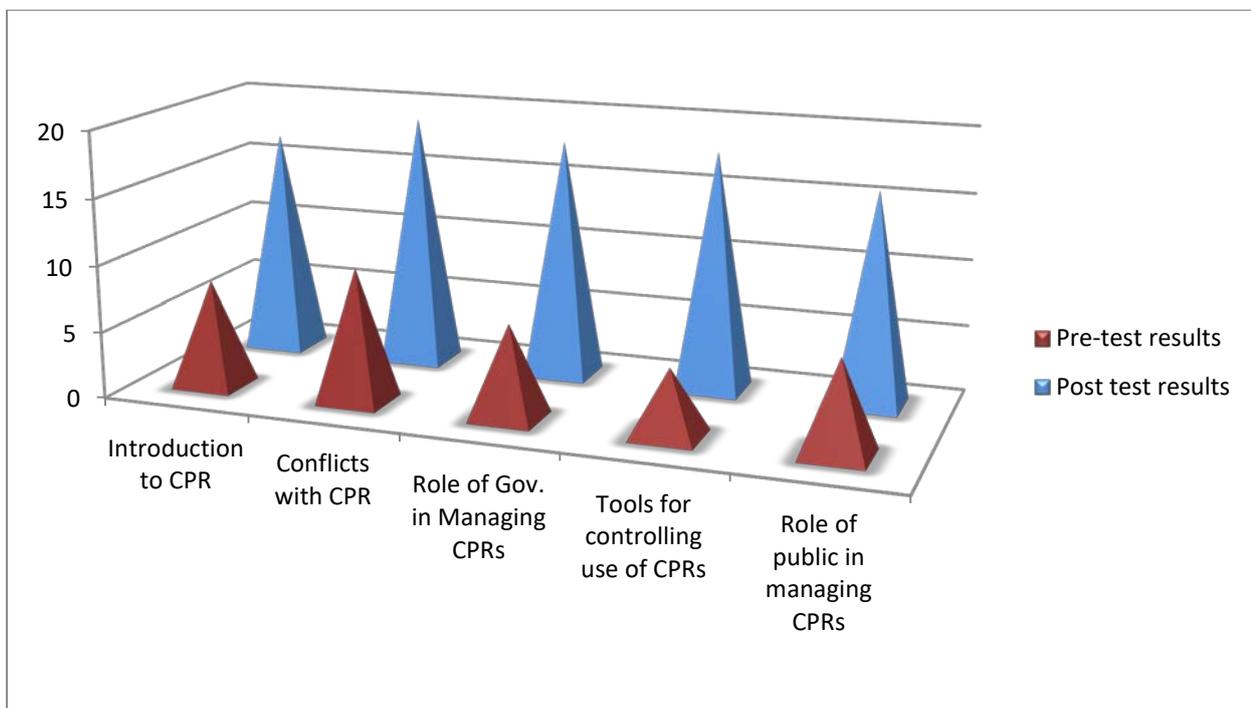
Challenges

From the planning to the actual implementation and conclusion, overall the whole event went ahead very well.

Effect of the trainings

After a review of the pre and post test results and also the trainees' performance throughout the training, a visible change could be witnessed in their understanding of different concepts shared through the program.

The graph below shows a summary of the test results from before and after the training. The graph is drawn on the basis of the results from the tests. i.e. correct answers were marked as 1, partially correct answers are marked 0.5 and wrong answers marked as 0. The graphs show the number of correct answers provided by the whole group of respondents for each question.



Feedback from Trainees

Trainees were asked a set of questions about their impressions of the training programs. The graphs below summarize their responses to the different questions asked:

Legend				
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Overall, the training session was high quality



The course covered the material I expected



This training will be beneficial to me in the performance of my job



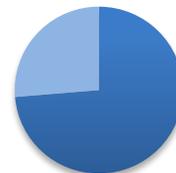
I had plenty of opportunities to practice what I learned



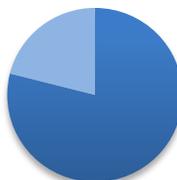
The course gave me specific ideas and tools to implement in my workplace



The training facility was well-equipped and comfortable



The trainer was professional, well-prepared, and knowledgeable about the topics at hand



Overall, this course was worth my time and money



Annexes

- Sample Pre-test
- Sample Post Test
- Training Evaluation Form

Some photos of the program



“

I had plenty of opportunities to work and explore more than I expected”

“

The program was Skillful, knowledgeable and applicable to what we are doing”

