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# WOMEN IN GOVERNMENT INTERNSHIP PROGRAM

## YEAR 4 TRAINING REPORT

**August 2013**

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## WIG Training Program Overview

As part of the Economic Growth and Governance Initiative (EGGI) project, the Women in Government Internship Program is designed to offer exposure and work experience to recent female graduates. Internships are four to six months in length. The ultimate goal of the internship program is to help the interns develop key professional skills and to support them to obtain full-time jobs preferably in GIRoA. As part of the internship program, interns receive on-the-job training and mentoring and also attend regular capacity building trainings led by the Women in Government team.

In Year 4 of the EGGI project, the Women in Government internship program provided 256 internships in Kabul, Balkh, Herat, and Nangarhar, significantly expanding program activities from previous years:

- Kabul (166 interns),
- Balkh (20 interns),
- Herat (40 interns)
- Nangarhar (30 interns).

In response to this expansion, the Women in Government team established a dedicated training unit and completed the development of a standard training curriculum in January 2013. The standard training curriculum helped make sure that interns in Kabul and the provinces were receiving the same information. In Year 4, the Women in Government internship program delivered 6,538 person days of training as part of the internship program. Training topics included:

- Computer/IT Literacy Skills
- Communication Skills
- Teamwork and Problem Solving Skills
- Presentation Skills
- CV Writing and Interview Tips
- Civil Service Recruitment Process
- Good Governance and Accountability
- Human Rights and Women's Issues
- Leadership
- Management and Report Writing
- Accounting and Financial Management

At the end of the internship program, the WIG training team conducted a final test for the remaining interns in Kabul, Balkh, Herat, and Nangarhar. The purpose of the final test was to evaluate the knowledge and competencies of the interns at the end of the six month internship program. The test was prepared by the WIG training team and consisted of short answer questions, explanatory questions, and multiple-choice questions. On average, the interns obtained over 90 percent on the final test, indicating that the interns have a strong understanding of the key topics in the Women in Government training program.

## Women in Government Training Achievements

### Dedicated Training Unit

In Year 4, the Women in Government internship program established a dedicated training unit to develop and lead the regular capacity building trainings. This allowed the internship program to expand training to two days per week.

### Standard Training Curriculum

In January 2013, the Women in Government training unit developed a six-month standard training curriculum for the internship program. The training curriculum consists of 12 modules that focus on specific themes and topics designed to build skills that will help interns be successful in their internships and in their search for full time employment through the civil service recruitment process. Trainings were delivered. Beginning in January 2013, the following standard modules were developed for delivery to interns in Kabul, Balkh, Herat, and Nangarhar as part of the internship program:

Module No	Module Name	Themes	Objectives	Output	Start Date	End Date
1	<b>Computer/IT – Literacy Skills</b>	Introduction to Windows, MS Word, MS Excel, MS PowerPoint and MS Outlook	To enhance the skills and abilities of the interns to operate common software applications in a capable and secure manner	The interns were able to operate common software applications	29 Jan 2013	6 Feb 2013
2	<b>Communication Skills</b>	Communication types, barriers, and tools	To improve the listening, writing, and speaking skills of the interns in order to communicate effectively and efficiently	Listening, writing, and speaking skills of the interns improved	6 Feb 2013	7 Feb 2013
3	<b>Teamwork and Problem Solving Skills</b>	Teamwork skills and importance, problem solving process, ways to enhance problem solving, and problem solving tools	To promote the intern's skills in working as a team and to enhance skills for handling problems	Intern teamwork skills enhanced	13 Feb 2013	20 Feb 2013
4	<b>Presentation Skills</b>	How to develop a presentation, presentation techniques	To promote confidence and abilities while preparing and delivering presentations	Intern confidence and abilities improved	21 Feb 2013	27 Feb 2013

<b>Module No</b>	<b>Module Name</b>	<b>Themes</b>	<b>Objectives</b>	<b>Output</b>	<b>Start Date</b>	<b>End Date</b>
5	<b>CV Writing and Interview Tips</b>	How to prepare a professional CV, types of CVs, and essential interview tips	To enhance the skills and abilities of the interns in developing professional CVs and to promote job interview skills	Interns abilities to develop professional CVs enhanced	28 Feb 2013	06 March 2013
6	<b>Civil Service Recruitment Process</b>	Essential terminologies, forms submission, entrance exam procedure, and interview process	To develop personal and professional skills of the interns to be well prepared for the civil service entrance exam and find full-time jobs	Interns were prepared for the civil service entrance exam	07 March 2013	13 March 2013
7	<b>Good Governance and Accountability</b>	Principles of good governance, geo-political profile of Afghanistan, government structure, election system in Afghanistan, role of media, corruption and anti-corruption efforts	To familiarize the interns with good governance concepts and Afghanistan government structure	Interns familiarized with good governance concepts and Afghanistan government structure	14 March 2013	17 Apr 2013
8	<b>Human Rights and Women's Issues</b>	Briefing from an Afghan Women Activist	To familiarize the interns with the general concept of human rights and women's issues, women's rights in Islam.	Interns familiarized with the general concept of human rights and women's issues	18 Apr 2013	24 Apr 2013
9	<b>Leadership</b>	A profile of ten famous women leaders around the world, concept of good women leaders	To influence the interns by providing good examples of women leaders around the world	Interns familiarized with the world famous leaders and their points of success	25 Apr 2013	01 May 2013

Module No	Module Name	Themes	Objectives	Output	Start Date	End Date
10	<b>Management and Report Writing</b>	Management levels, concepts of planning process, report writing steps, types of reports, organizational structure, and importance of ToR	To promote effective management skills of the interns as well as to develop their competencies on effective report writing	Management skills of interns developed	02 May 2013	29 May 2013
11	<b>Accounting and Financial Management</b>	Accounting types, elements, cycle, budget types and process, the forms used by the MoF	To make sure that the interns have the essential knowledge of financial management as well as to understand the forms used in the Afghan MOF	Interns understood the essential knowledge of financial management as well as the forms used in the Afghan MoF	30 May 2013	26 June 2013
12	<b>On Demand</b>	Training topics decided in coordination with interns	To provide interns training in areas that interns deemed important or needed additional training	Interns identified key topics for on demand trainings	27 June 2013	03 July 2013

## Training Materials

As part of the development of a standard training curriculum, the Women in Government training unit developed training materials for each module. The Women in Government training unit developed presentations, assignments, group work, and individual activities for each training module.

## Training Sessions

Throughout Year 4, the Women in Government training unit delivered 6,538 person days of training to 256 interns in Kabul, Balkh, Herat, and Nangarhar. As part of the internship program, interns were required to attend twice weekly training sessions at the Women in Government offices. Interns were also asked to attend any ministry training programs as part of their internships. Each training session lasted three hours and included lectures, workshops, group work, and individual assignments.

## Training-the-Trainer Programs

The Women in Government training unit was responsible for overseeing the delivery of training sessions in both in Kabul and the provinces. In order to help maintain consistent messaging and quality of the training sessions across Kabul and the provinces, the training unit conducted train-the-trainer programs for Women in Government trainers from Kabul and the provinces for each training module. For most sessions, the WIG training unit conducted train-the-trainer sessions for its provincial trainers through Skype. However, due to timing and communication constraints, the team was not able to conduct train-the-trainer sessions for provincial trainers for all modules. On May 18-20, 2013 the Women in Government training unit held a train-the-trainer program in Kabul for all trainers from Kabul and the province on public financial management in Afghanistan.

## Provincial Site Visits

The members of the Women in Government training unit and Women in Government impact officer visited the Balkh, Herat, and Nangarhar provinces during June 12-20, 2013 in order to monitor and evaluate the provincial training programs. During the site visits, the team noted:

- Interns had adequate training environments;
- Training sessions were managed effectively;
- Additional subject matter experts should be assigned to assist the training teams; and
- Interns would benefit from additional computer and English language training sessions.

## Intern Assessments

The WIG training unit conducted three assessments for each group of interns, including a pre-assessment at the beginning of the internship, a mid-term assessment, and a final assessment at the end of the internship. With the development of the standard training curriculum, the team also updated the internship assessment to align with the training curriculum. In the assessments, the interns rate their understanding of the training module topics. For the group of interns that received the standard training curriculum, the pre-assessment was conducted in January 2013, the mid-term assessment was conducted in May 2013, and the final assessment was conducted in June 2013. The assessments indicate that interns had a low level of understanding and competency in the training module topics at the beginning of their internship and that by the end of their internship their understanding of the training module topics was significantly improved.

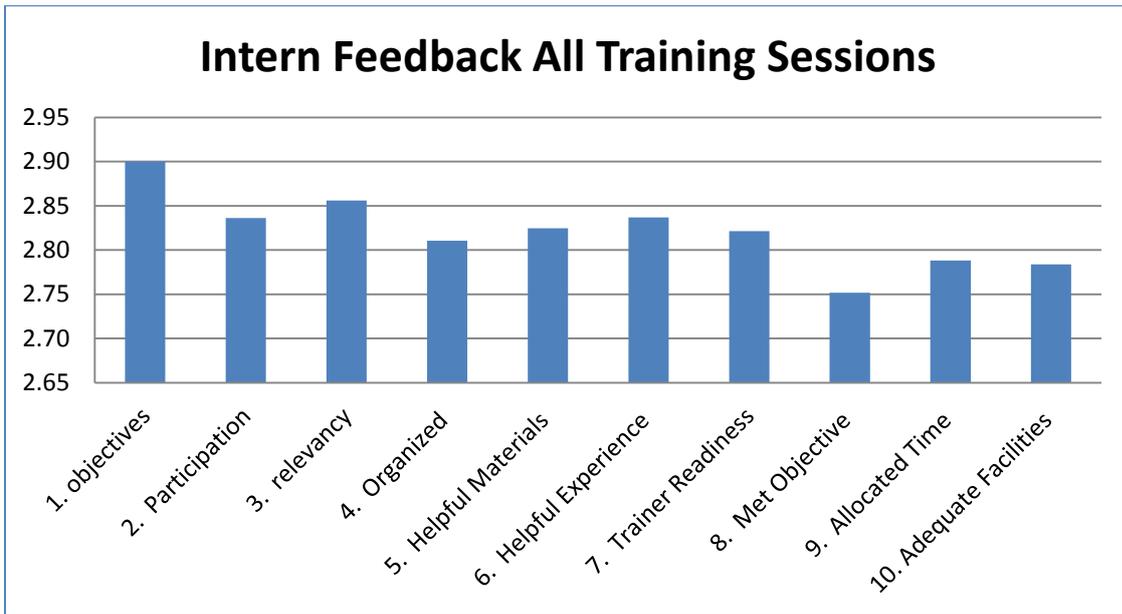
## Intern Feedback

At the end of each training session, the Women in Government training unit distributed a feedback form to interns in order to gather feedback and suggestions about the training sessions. All feedback was reviewed by the training unit in order to determine any program gaps and was considered when developing future training sessions.

This training evaluation obtains intern feedback on the following factors:

- 1- Objective of the training
- 2- Participation of the trainees during the sessions
- 3- Relevancy of the training material and the training session
- 4- Organization of the training sessions
- 5- Effectiveness of the training of the training materials.
- 6- Helpfulness of the training experience
- 7- Trainer readiness
- 8- Objective of the training met during the sessions
- 9- Adequacy of the time allocated for the training sessions
- 10- Adequacy of the training facilities provided by the program.

Interns rated each of these factors on a 1-3 scale (3-agree, 2-neutral, 1-disagree). Intern satisfaction rates varied for each session. Overall, the evaluation forms indicate that the interns were satisfied with the training sessions. The chart below illustrates the average rating across all training sessions:



## Challenges and Lessons Learned

### Challenges

The Women in Government training unit was established during the last year of the internship program. The training unit conducted trainings from January 2013 through July 2013 based on the standard curriculum developed by the Women in Government team and approved by USAID. While the training unit made significant achievements during the limited time it existed, the training program and training unit faced several challenges:

- The training unit had limited time to develop the training materials for each module.
- The training unit consisted of only trainers and did not include subject matter experts to support training development and delivery.
- The training unit experienced difficulty communicating regularly with provincial trainers in to discuss training preparation and outcomes.
- Because of time and communication constraints, the training unit was not able to conduct train-the-trainer sessions for provincial trainers before all modules, so provincial trainers only received train-the-trainer sessions for some modules. Only trainers in Kabul trainers had this opportunity to be prepared before the conduction of the training sessions for each module.

### Lessons Learned

The Women in Government team identified the following lessons learned based on the accomplishments and challenges of the internship training program:

- Establish a dedicated training unit at the beginning of the internship program to focus on training development and delivery.
- Develop a standardized curriculum that addresses key skills interns need to be successful in their search for full-time professional employment. This curriculum could be developed in coordination with the Civil Service Commission and other ministries to address subjects that are important to counterpart ministries.
- Complete development of standardized training materials before training and internship program begins but allow for the flexibility to adjust materials to suit intern needs.
- Use subject matter experts to develop relevant training materials to help make sure training materials are of sufficient quality and depth.
- Use subject matter experts to conduct train-the-trainer program to help make sure trainers have sufficient understanding of the subject matter and ability to deliver trainings
- Ensure that trainers in all locations use the same training materials.