



**Islamic Republic Of Afghanistan
Kabul Municipality**



**TRAINING POLICY AND PROCEDURES
DEPARTMENT OF HUMAN RESOURCES**

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Introduction

Capacity building is a national goal and a top priority for the future development of Afghanistan. Being a crosscutting issue, training and learning activities considered as the main approach and tool of the capacity building programs. Kabul Municipality is responsible to deliver effective services to Kabul City which has a population of five million.

Response to this expectation is very big challenge for Kabul Municipality Management because the current human capacity within the Kabul Municipality is not at the level to answer for this need.

Kabul Municipality's Senior Management strongly decided to plan and implement a comprehensive training program by cooperation of the donor committee to improve all the Kabul Municipality staff to carrying out their responsibilities effectively and according to the current challenge of service delivery processes.

As mentioned above, several donors interested to contribute in this regard and the same time the huge number of the Kabul Municipality who are working in different technical areas is another reason to create a clear policy.

Training Policy & Procedure Aim

To standardize the training programs within the Kabul Municipality to improve the capacity of Kabul Municipality Staff in order to upgrade the service delivery to Kabul Citizens.

Specific Objectives

The objectives of this policy are to:

- Support the continued growth in skills and abilities of Kabul municipality employees so that employees are capable of initiating and utilizing the most appropriate modern practices and techniques in the conduct of municipal business;
- Provide a consistent and equitable method of meeting the training, development, and professional needs of municipal employees in accordance with municipal requirements;
- Ensure that Human Resource Department and municipal staff have direct input into identifying, planning, and evaluating all training activities

Values

- **Integrity:** Formal training and assessment will promote honesty, trust, mutual respect and ethical behavior. Recognizing each person's skills promotes respect for each other's value and ability to serve the Kabul citizens.
- **Teamwork:** The Training Management Policies and Procedures assist in the promotion of communication and cooperation between all Kabul Municipality Directorates and their staff to achieve common goals and unified sense of purpose.



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- **Accountability:** We are accountable for the training and assessment resources we source and use with KM training equipment and properties.
- **Learning:** The Training Management Policies and Procedures promote learning opportunities for all Kabul Municipality staff by providing equal training opportunities based on their needs and job requirement.
- **Equal Opportunity:** Kabul Municipality Training Team will fully provide equal learning opportunity for both Male and Female of Kabul Municipality Staff

Principles of the Training System

Adult Learning Principles

Learning and training in the Kabul Municipality treats all staff as adults and the principles of adult learning apply.

The training system within Kabul Municipality is competency based, recognizing the modern and standard training methodologies and ensuring the development is targeted at identified training needs.

The Training Cycle

In order to have an effective and successful training, all trainings should be planned and systematic. The training cycle model presented below is a systematic approach outlining the key stages of training:

- Identify training needs;
- Develop assessment;
- Design and develop training course/plan;
- Deliver training;
- Assess competencies;
- Review training.

Training Needs Assessment and Analysis

Training Needs Assessment (TNA) is a fundamental approach for Kabul Municipality Training Team to determine gaps between current and desired performance levels. Therefore, any training program should only be implemented after a TNA analysis has been conducted and training needs analysis will assist KM-Training Team in developing training programs accordingly.

Training Needs Assessment Process

- **Data collection:** Kabul Municipality Training Team will use different types of methodologies to collect accurate and comprehensive information on both individual and



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department level to show the real picture of the fact. The Kabul Municipality Training Team might use the following tools and methodologies:

- Filling the questionnaire
 - Individual interview
 - Group Interview
 - Review the Staff Performance Appraisal
 - Observation from the work place
- **Data analysis:** in this stage the Kabul Municipality Training Team will study the collected data deeply and try to find out the gap between the current reality and the desired competency.

Training Material Design

Once the training needs assessment is completed, the Kabul Municipality Training Team will study deeply the recommendations of the assessment results and then put the training program objectives in specific terms.

Accordance to the specific objective, the Kabul Municipality Training Team will start in developing of the training contents.

Kabul Municipality Training Team will start to search and find out if there is any available resource to be modified for their own training needs otherwise the training team will follow a defined sequence of steps which are accepted standards for instructional design when they put together courses.

- Instructional objectives that define the endpoint or outcome, ideally as a skill or behavior
- Search the related websites or other training resources to be used for training contents development.
- Collect classified and related data for targeted training module
- Draft the details of the training sessions
- Identify proper methodologies for each training session of the module
- Given sufficient time for each training session based on the contents size and the nature of the methodology
- Sequence the training session module as logical follow
- Review and edit the first draft of the training module against the objectives

Kabul Municipality Training Master Plan



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KM-Training Master Plan is a written document that outlines identified needs describes the strategy for addressing those needs and includes:

- A plan that states goals and objectives, and methods for achieving them
- List of the priority trainings for Director Generals and their Deputies
- List of the priority trainings for General Manager and their Deputies
- List of the priority trainings for all Kabul Municipality Departments separately
- List of the priority trainings for all Kabul Municipality Distract Office together
- The all listed trainings tentatively scheduled for three years

Trainee selection Criteria

Trainees for each training program will be selected based on their job requirement and their department priorities but generally there are some other related criteria for selection that should be considered as bellow:

- The trainee should have willingness for learning
- The trainee should have the language skill of the training
- The trainee should have the related computer skills if needed like learning of some technical software
- The age is also a criteria that will be considered in selection of the young staff

Training Working Group

As the donor community involvement in capacity improvement of the Kabul Municipality is getting increased, the training working group has been established by cooperation of the KM and KCI to coordinate all the capacity building programs that are running either by KM directly or being implemented by contractors.

The Training Working Group is responsible to oversight all the training programs that are provided for Kabul Municipality Staff through reviewing and comparing the programs against the Kabul Municipality Priorities and avoid the contradictions.

Training Preparation

- **Technical Preparation:** includes trainer's preparation on contents of the session, design the related charts, print the handouts and other related forms and conduction of the rehearsal if needed.
- **Logistic Preparation:** covers booking and setup of venue, lunch and food arrangement, necessary stationary and supply's.



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- **Coordination:** should be done with all stakeholders especially invitation of the trainee.

Delivery Methodology

- **Delivery strategies** should be selected to effectively achieve the required competency outcome, matched to the learning style and capability of the participant. The provision of training may include a combination of off-the job (during a course) and on-the-job (during an exercise) delivery and assessment.
- **Methodology:** The design team and trainers (during the design) and implementation will benefit from all national and international experience in training methodologies but they will carefully consider the Afghanistan Context and culture and they will try to use such a methodologies to motivate the participants for more participation and practical learning and delivery methods may include:
 - Training room presentations and activities
 - Role paly
 - Brainstorming
 - Case Study
 - Audio/visual presentations
 - Demonstrations
 - Group participation
 - Individual projects
 - Simulations
 - On-the-job training
 - Interactive computer activities

Training Assignment/Application:

As professional manner, each workshop has one practical exercise which actually done at end of the workshop. Kabul Municipality Training Team will consider a practical assignment for each training program. These applications are the real outcomes of the each workshop that needs to be followed up by Kabul Municipality Training Team.

- The assignment of the each training program will be designed during the materials development process.
- The practical assignment will be described and distributed at the end of training event.
- The assignment should be job related, clear direction and specific outcomes.



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- The assignment will be followed up and be reviewed by the assigned trainer and Kabul Municipality Training Team.
- The progress of each workshop application should be reported through a standard form to the training team
- If any those of applications completed it will be accounted as success story for Kabul Municipality Capacity Building Program.

Training Evaluation

Training evaluation will be done to make sure that the training objectives and outcomes are achieved and it may be completed before, during, at the end of, or after the training:

- **End of the Training:** this evaluation will be conducted by the trainer/facilitator through an evaluation form that should be covered the following:
 - Contents of the training
 - Delivery Methodologies
 - Training Venue Facilities
- **Follow up the Assignment:** this evaluation should be done after the assignment completion deadline by the related trainer/facilitator.
- **Training impact Assessment:** this assessment should be done on the job environment and work places that make sure the trainee are applying the new knowledge and skills that are learnt.
- **Evaluation Methodology and Tools:** training evaluator can use different aspects of the methodologies for his/her evaluation purpose and might be the following:
 - Questionnaire
 - Checklist
 - Observation
 - Review the trainee performance appraisal
 - Interview with trainee supervisor
 - Interview with trainee himself/herself

Supervision of Training

Responsibilities of the Kabul Municipality Training Team in Supervision of the Training:

- Validation of trainer competence in the delivery of training and conduct of assessment



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- Validation of trainer competence and experience in the content areas being delivered / assessed
- Providing advice and guidance to trainers on activity programs, content, participant numbers and prerequisites, delivery methods, learning activities, assessment activities, resources and facilities
- Reviewing and approving intended activity programs, content, participant numbers and prerequisites, number of trainers, delivery methods, learning activities, assessment activities, resources and facilities; Reviewing post activity reports and validating results of assessments
- Monitoring the delivery of activities. (this does not require the nominated direct supervisor to be present at all courses or training activities)

Employee Training Tracker

Kabul Municipality Training Team will track the report of the all training reports in both individual and department level to oversight the progress of the capacity building program within the Kabul Municipality against the Kabul Municipality Capacity Building Strategy. This training tracker will include the following information:

- Subject of the training
- Participants and their department
- Number of the Participants
- Number of Male and Female
- Start and end date
- Assignment/ Application
- Result of Training post evaluation form
- Any important comment

Training Filing System

Kabul Municipality Training Team will create a proper filing system to keep copies of all documentation relating to the conduct of a training activity (Program, list of participants and trainers, attendance sheets, assessment results, activity evaluations forms and reports).

Training Center Management

Kabul Municipality currently has 6-training centers that are located in different locations. These training centers has been refurbished and fully equipped by USAID/KCI that provides big opportunities for Kabul Municipality Employee Capacity Building Program.



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To get the highest benefit from these training centers for delivery of the training programs, Kabul Municipality Training Team should have a comprehensive coordination plan for booking these training centers as priority base.

As these 6-training centers equipped with modern computer desktops and other necessary class room tools like multimedia projector, screen, white board... therefore, these training centers need to be strictly managed by the Kabul Municipality Training Team through a comprehensive maintenance plan.

Training Material archive

Kabul Municipality Training Team will keep the record of training conducted materials in both soft and hard copy in an organized system. These archived materials should be available for use of Kabul Municipality employee.

Copyright and Reproduction of Training Material

All training material produced by Kabul Municipality Training Team has Copyright. It may be reproduced freely for use within the Kabul Municipality only.

Training Branding Policy

To introduce Kabul Municipality as professional institution and keep its ownership in the field of the, Kabul Municipality training team will follow and apply the below branding policies:

All the training materials should be branded by Kabul Municipality logo at the cover page of any documents.

All the training materials should be developed based on the standard format and appearance (**Annex-1**)

Oversees Training

XXXXXXXXX

Annex -1

Page Layouts:

- Training Design, Trainer Notes: Landscape
- Title page: As agreed, identifies training, Kabul Municipality, venue(s), date(s)
- Exercise Handouts, Forms: Landscape or Portrait
- Readings: Portrait
- Pre-printed: Portrait, or formats used by originators (training or background material from other sources)

Binding:

- If ring-bound, two hole punched:
 - at top of landscape pages for Pashto, Dari or English



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- at right of portrait pages for Pashto or Dari
- at left of portrait pages for English
- If stapled:
 - Pashto and Dari: upper right corner of page
 - English: upper left of page

Formats:

- Training design
 - Default fonts:
 - English: Arial Narrow, 10 or 12 point, Left justified
 - Pashto: Right justified
 - Dari: Right justified
 - Six column layout, fixed widths separated by column dividers set as follows
 - Margin = ½ inch
 - Col 1 (Agenda Item) = ½ inch
 - Col 2 (Subject) = 1 inch
 - Col 3 (Purpose or Aim) = 1 inch
 - Col 4 (Method and Content) = 4 ½ inches
 - Col 5 (Materials) = 1 ½ inch
 - Col 6 (Time) = ½ inch
 - Margin = ½ inch
 - Note that setting margins at ½ inch will leave wider actual margins on the page
 - Module Title, Headings: 24 point Arial Narrow
 - Column Heads (on all pages): 11 pt, bold (all languages)
 - Col 1 = Agenda Item
 - Col 2 = Subject
 - Col 3 = Purpose or Aim
 - Col 4 = Method and Content
 - Col 5 = Materials
 - Col 6 = Time
 - Note: for entire row where titles appear, shade cells to 10%. (Use mouse to highlight row; then select Format > Borders and Shading > Shading > 10%)
 - Page numbers:
 - Pashto and Dari, lower left
 - English, lower right
- Exercises
 - Default Fonts:
 - English: Arial or Arial Narrow, 10 or 12 point, Left justified
 - Pashto: Right justified
 - Dari: Right justified
 - Heading: Title and number of exercise, 24 pt
 - Instructional Objective:



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- Time required, broken down by component if exercise has multiple components
- Materials needed (if any)
- Layout appropriate to what exercise requires
- Hand Outs
 - Clear, reproducible
 - Relevant
 - Useful to participant, especially to those who are literacy-challenged