



**USAID**  
FROM THE AMERICAN PEOPLE

# IMPROVING WATER AND SANITATION SERVICES IN THE MENA REGION (IWSMR)

TRAINING IMPACT ASSESSMENT (TIA) REPORT 3:  
ROCTP PILOT- BEIRUT/LEBANON

WASTEWATER DISTRIBUTION -LEVEL 1  
ON-JOB FOLLOW-UP

**SEPTEMBER 2015**

This report was produced for review by the United States Agency for International Development. It was prepared by Chemonics International Inc.

# TABLE OF CONTENTS

1. <i>ASSESSMENT DESCRIPTION – ROCTP PRE/POST-TRAINING (ON-JOB FOLLOW-UP)</i> .....	3
2. <i>SUMMARY OF RESULTS</i> .....	4
3. <i>QUANTITATIVE INDICATORS</i> .....	5
4. <i>QUALITATIVE INDICATORS</i> .....	5
• Trainees Pre/Post Training On-Job Follow-up-Survey Results	
• Supervisor pre/post training on-job follow up survey results	
<b><u>ANNEXES</u></b> .....	<b>9</b>
A.1 List of Lebanon WD-01 Trainees and Supervisor	
A.2 Summary of Survey Responses to Pre- Training and Post-Training- On-Job Follow-up - Trainee	
A.3 Summary of Survey Responses to Pre- Training and Post-Training On-Job Follow-up - Supervisor	
B.1 Pre Training Survey Trainee Questionnaire	
B.2 Post Training- On- job Follow-Up Trainee Questionnaire	
B.3 Pre Training Survey Supervisor Questionnaire	
B.4 Post Training- On- job Follow-Up Supervisor Questionnaire	

## 1. Assessment Description - ROCTP Pre/Post-Training (on-job follow-up)

### Background

As a part of the ACWUA Regional Operator Certification and Training Program (ROCTP) pilot implementation, the ACWUA and IWSMR Project utilized the Training Impact Assessment (TIA) approach and methodology developed by the USAID-funded Operations and Maintenance Training (OMT) project, to evaluate the performance impact at the facilities where the pilot training was taking place. ACWUA will continue to use this approach and methodology to measure the effectiveness of the ROCTP on improved water and wastewater facility O&M and to make improvements in the program as indicated.

TIA Report 3/Lebanon - Post-Training- On-Job Follow-up provides an analysis of the first set of TIA data for the Beirut and Mount Lebanon Water Establishment (BMLWE) collected back on the job after the completion of the water distribution training as shown below:

Course	Level	Pilot Site	TIA Type	Date
Water Distribution	1	Beirut and Mount Lebanon Water Establishment (BMLWE)	Pre-Training Post-Training-On Job follow up after 6 months	March, 2015 September, 2015

Due to limited access and availability of complete and accurate BMLWE data, the TIA report covers qualitative trainee and supervisor survey data only. It is expected that BMLWE will be able to provide ACWUA with TIA-related quantitative data for subsequent ROCTP trainings and TIA reports.

### Purpose

By design, the first round of post-training TIA is conducted on-job six months after training to collect both quantitative and qualitative data to compare and identify any change in O&M performance as measured against the pre-training baseline established for the designated facilities. The findings of this assessment will be used to further improve the operator certification and training program and to assist managers in improving O&M performance at their facilities.

The Water Distribution Operator Level 1 training course was held for different Lebanese water establishments in Beirut during March 2015. The pre-training survey was conducted on the first day of the training course, and the first on-job TIA was conducted after about (6) months of the training. Qualitative results are contained in this report.

ACWUA has a full description of the TIA methodology and the raw data for the BMLWE/ Lebanon ROCTP Water Distribution – Level 1 is available upon request from ACWUA.

## 2. Summary Results

### Quantitative Performance Indicators

As aforementioned, the quantitative performance data was not collected due to the limited access and availability of accurate and complete BMLWE data. ACWUA will continue to work with BMLWE to collect the required data based on the MOU signed with BMLWE for WD-01 pilot and the coming TIA rounds. The following form will be completed when BMLWE is available for quantitative performance indicators.

#### **Lebanon Wastewater Distribution Level 1 (WD-01) Baseline Quantitative Indicators Year 2013 - 2015**

#	Indicator	2013 Baseline	2014	2015	Remarks
1	Quality of Water Distribution treated- Non-compliance Citations	<i>TBD</i>	<i>TBD</i>	<i>TBD</i>	<i>Data not available. ACWUA to follow up.</i>
2	Major Unplanned shutdown				
3	Emergency Actions				
4	Accident Reports				
5	Operating Costs (in Dollar)				
6	Maintenance Cost (in Dollar)				
7	Water distribution quality (lab) a) Number of external lab tests conducted				
	b) percentage of results of noncompliance with the standard				

Name Of Supervisor:..... Date:.....

Job Title:..... Name Of Utility:.....

### 3. Quantitative Indicators

Beirut and Mount Lebanon Water Establishment was unable to provide ACWUA with quantitative data designated by the ROCTP MOU. ACWUA will follow-up and report when available.

### 4. Qualitative Indicators

The pre-training survey was conducted for the trainees on the first day of the training course using the questionnaire shown in Annex B1 for the trainees. It involved 6 operator trainees from Beirut and Mount Lebanon Water Establishment (Annex A1). The number of trainees involved in the survey is about 29% of the total number of trainees who participated in the training course from different water establishments in Lebanon.

The post training/on job follow up survey conducted almost 6 months after the training, used the questionnaire shown in Annex B2 for the trainees and B3 for the supervisors, with participation of the same 6 operators plus 2 supervisors.

#### Trainee's pre/post training on-job follow-up survey questionnaires results

Following is a summary of the main results/conclusions of the post-training/on job follow up survey including comparison of these results with the pre-training survey results:

#### 1- Relevance of training

In both, pre and post-training surveys, the questioned operators confirmed with a 100% rate (agreement/strongly agreement) their interest in learning and improving their job skills.

The percentage of trainees retreated from 66.6% (agreement/ strongly agreement) regarding studying topics that directly related to their jobs in the pre-training survey to 50% (agreement) in the post-training survey. While the percentage for those who wanted complete knowledge in the field regardless of their current relevance, continued to be at the same rate 100% (agreement/ strongly agreement) in both surveys with slight tendency towards strongly agreement in the post training survey.

Such clear trainee's opinions indicate their awareness of the importance of having a wide range of knowledge that enables them to have better understanding of their field of work.

Also when designing training courses, it is recommended to address the broad field knowledge in general and not a narrow specific job.

#### 2- Language of instruction

Arabic language continued to be the preferred study language compared with English in the post training survey, although the percentage of the trainees who preferred Arabic language with agreement/ strongly agreement decreased from 83.4% in the pre-training survey to only 66.7% in the post survey.

This could be the result of their experience with using both Arabic and English in the training, which did not affect their comprehension in general, evidenced by their achievements in the final certification test where 95% passed.

Therefore, in designing and conducting the training, it is recommended to continue using Arabic as the language of instruction with inclusion of English technical terms as needed.

#### 3- Knowledge/ Understanding

The results of the post- training survey indicate the success of the training in increasing trainee awareness of the new technologies, safety equipment and safe O&M procedures. It also supported trainee expectations and

wishes to increase their knowledge of new international developments and new technologies as well as their understanding of the importance of safe drinking water and/or pollution control laws/regulations.

As evidence of the success of the training, 100% of the questioned operators indicated in the post-training survey their agreement/strong agreement in:

- Becoming more aware of the new technologies that could improve their performance and of the safety equipment and safe O&M procedures.
- Improving their knowledge of new international developments and new technologies in their fields (complying with their expectation in the pre-training survey).
- Having better understand of the importance of safe drinking water and/or pollution control laws/regulations to my job (complying with their wishes of training in the pre survey).

#### **4- Attitude/Confidence; Self Esteem**

100% of the questioned operators in the post-training survey agreed that the training had given them the confidence to apply new knowledge on their jobs. This corresponds closely to their expectations in the pre-training survey which was at 100% rate (agreement/strong agreement).

Regarding gaining confidence as a result of the training to pursue promotion and career objective, and also jobs opportunities elsewhere, almost the same rate of (66.7%) of trainees were in agreement/ disagreement in both pre and post-training surveys.

Average confidence in pursuing promotion, career objectives and/ or jobs opportunities elsewhere could be due to operator's awareness that so far BMLWE does not link promotion and career path with operator certification. Additionally, opinions may reflect the difficult economic situation and unstable circumstances prevailing in the region in general that negatively affect operator confidence in getting promotions and/or job opportunities.

Operator opinions in response to the statement that their families, friends and neighbors are not aware of the importance of their jobs in protecting public health and controlling pollution were evenly distributed in both the pre and post-training surveys across the range of possible responses.

#### **5- Skills/ Technical; Management**

Operator responses confirmed the success of the training in achieving its objectives in developing trainees technical and management skills, where:

- 100% of the questioned operators in the post-training survey agreed that they had acquired new technical skills as a result of the training that enabled them of better perform their jobs, which is in line with their pre-training survey expectation of 100% agreement/strongly agreement.
- 100% of the questioned operators in the post-training survey agreed that they had acquired new ways for solving work problems and organizing people and tasks as a result of the training. This also, complies with their pre-training survey expectation.

#### **6- Impact of training**

83% of the operators after 6 months back on the job continued to indicate that they could see improvements in their performance and the performance of their work unit as a result of the training. Although the percentage is less than the pre-training survey value of 100%, it indicates in general that the effects of the training are not short-lived, and reflects the overall success of the training program.

Regarding supervisor support of the operators in application of their new knowledge and skills on the jobs, only 50% of the operators indicated their agreement of receiving such support down from 100% who expected to receive the support in the pre survey.

ACWUA should consider conducting orientation for supervisors to ensure that operators receive support in application of new knowledge and skill obtained during training.

Operators in the post-training survey indicated at a rate of 83% their agreement/strong agreement that the supervisor is monitoring the application of their new knowledge and skills to determine impact on their performance and the performance of their work units. This was less than their expectation in the pre-training survey where 100% were in agreement.

Supervisor pre/ post training- on- job follow up surveys questionnaires results

Following are the main results/conclusions from the post-training supervisor survey at the Beirut & Mount Lebanon Water Establishment (BMLWE):

#### **1- Relevance of training**

The supervisors agreed that staff high interest in learning and improving their job skills with greater certainty indicating strong agreement in both surveys.

Regarding training topics, the supervisor preferred that staff only study topics directly related to their current jobs, which is understandable, since the supervisor's main concern is having staff do their current jobs properly. This differs from 100% of operators who wanted to study topics related to their field in general and beyond their current jobs.

#### **2- Language of instruction**

The supervisor indicated agreement with a preference of using English as the primary language for staff training instruction. Thus, countering the staff opinion who in the post-training indicated a preference of using Arabic language at rate 100% agreement/strongly agreement.

#### **3- Knowledge/Understanding**

In close alignment with the staff opinions in the post-training survey, the supervisor agreed that 6 months after training, staff:

- Were more aware of the new technologies that could improve their performance, and better aware of safety equipment and safe O&M procedures in their fields.
- Had more knowledge of new international developments and new technologies in their field.
- Had better understanding of the importance of safe drinking water and/or pollution control laws/regulations to their jobs.

The supervisor opinions confirm the success of the program in improving operator knowledge and understanding of their field that could lead to improved performance.

#### **4- Attitude, Confidence and Self esteem**

Similar to the trainee opinions, the supervisor indicated agreement that the training had given staff confidence to apply new knowledge on their jobs.

The supervisor agreed that the training is giving the staff confidence in pursuing promotion and career objectives complying with 66.7% of the trainees who agreed in the post survey.

Also, the supervisor agreed that the training is giving the staff confidence in pursuing jobs opportunities elsewhere complying with 66.7% of the trainees who agreed in the post survey.

The supervisor's opinions reflects trust in the role of ROCTP training in paving the road for professional progress for the operators and making them more marketable regarding obtaining jobs opportunities elsewhere.

The supervisor agreed that the families, friends and neighbors of my staff are generally not aware of the importance of the jobs that staff perform to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the environment.

#### **5- Skills/ Technical; Management**

The supervisor, identical with 100% of operator responses in the post-training survey, indicated agreement that the staff had acquired/ earned new technical skills/ways of working that enabled them to do their jobs better, solve work problems and organize people and tasks. The supervisor responses in the post-training survey conformed largely to expectations in the pre-training survey.

**Supervisor opinions confirm the success of the program in developing technical and management skills of the operators that enabled them to do their jobs and manage work relations better.**

#### **6- Impact of training**

6 months after the training, the supervisors agreed that they are supporting staff in applying new knowledge and skills on their jobs, monitoring the performance of staff after training to assess impact and can see improvements in staff and work unit performance as a result of training.

Supervisor's opinions comply with 83% of operator opinions indicating agreement in regard to the receiving support from supervisor and utility, and also with 83% operators' opinions (agreement/strongly agreement) in regard to the improvements in staff and work unit performance. While this high percentage of supervisors agreed that they are regarding monitoring the performance of staff after training to assess impact, only 50% of the trainees/operators indicated their agreement.

**The supervisors' positive response that trainee operators are demonstrating improved job performance is a strong validation that so far the ROCTP training is having a beneficial impact at the Beirut & Mount Lebanon Water Establishment and that further investment in ACWUA ROCTP training is justified.**

## ANNEX A.1 LIST OF BEIRUT MT. LEBANON WATER ESTABLISHMENT / WD-01 TRAINEES AND IMMEDIATE SUPERVISOR

Trainee	Position	Contact Details	Immediate Supervisor	Position	Contact
Ziad Badih Abou Nakoul	Water pipes networks projects officer	T: ++ 9613499963 E mail: ziadabounakoul75@gmail.com	Ghadah Rida	O&M/Office Manager	T: ++ 9613810356 E mail: ghadarida@gmail.com
Fadi Azzam Khalaf	Water Distribution Department Head/ Engineer	T: ++ 9613294538 E mail: fadikhalaf@gmail.com	Ghadah Ridah	O&M/Office Manager	T: ++ 9613810356 E mail: ghadarida@gmail.com
Ahmad Yousef Sarhal	Stations Department Head/ Engineer	T: ++ 9613673317 E mail: ahmadsarhal@icloud.com	Ghadah Ridah	O&M/Office Manager	T: ++ 9613810356 E mail: ghadarida@gmail.com
Salman Ali Sobh	Beirut stations Department Head/ Engineer	T: ++9613282795 E mail:	Ghadah Ridah	O&M/Office Manager	T: ++ 9613810356 E mail: ghadarida@gmail.com
Abdo Soueiman Adaime	Costal Department Head/ Engineer	T: ++9613198804 E mail: abdoadaimi@gmail.com	Ghadah Ridah	O&M/Office Manager	T: ++ 9613810356 E mail: ghadarida@gmail.com
Elias Roukos Elhajj	Topography Survey Technician	T: ++9613624878 E mail: e.elhajj@hotmail.com	Ghadah Ridah	O&M/Office Manager	T: ++ 9613810356 E mail: ghadarida@gmail.com

## ANNEX A.2 LEBANON WD-01- TRAINING IMPACT ASSESSMENT SURVEY- PRE/POST TRAINING (SIX-MONTH FOLLOW-UP)/TRAINEE RESPONSE SUMMARY

Pre Training Survey		Post Training Survey	
<b>1. Relevance of Training</b>		<b>1. Relevance of Training</b>	
1.1 I am interested in learning and improving my job skills.	1.1 100% of the trainees agreed/ strongly agreed that they are interested in learning and improving their job skills.	1.1 I am interested in learning and improving my job skills.	1-1 100% of the trainees continued expressing their agreement/ strongly agreement of their interest in learning and improving their job skills.
1.2 I only want to study topics that are directly related to my current job.	1.2 66.6% of the trainees were in agreement/ strongly agreement of studying topics that are only directly related to their current jobs.	1.2 I only want to study topics that are directly related to my current job.	1-2 Only 50% of the trainees continued their agreement of studying topics that are only directly related to their current jobs, while the other 50% of the trainees were either in strongly disagreement, agreement or neutral.  <i>This reflects change in the trainees opinions towards the scope of the knowledge they want to gain from the training indicates their interest of having wide knowledge in their field of work.</i>
1.3 I want a complete knowledge of my field regardless of the current relevance.	1.3 100% of the trainees agreed strongly agreed that they want a complete knowledge of their fields regardless of the current relevance.	1.3 I want a complete knowledge of my field regardless of the current relevance.	1-3 100% of the trainees confirmed their agreement/ strongly agreement of having a complete knowledge of their field regardless of their current jobs.
<b>2. Language of Instruction</b>		<b>2. Language of Instruction</b>	
2.1 I prefer to study my field in Arabic.	2.1 83.4% of Trainees agreed/ strongly agreed that they prefer to study their fields in Arabic.	2.1 I prefer to study my field in Arabic.	2-1 Decreased from the pre training survey rate, only 66.7% of the trainees indicated their preferences with agreement/ strongly agreement of studying their fields in Arabic.
2.2 I prefer to study my field in English.	2.2 Only 50% of the trainees agreed on preference of studying their fields in English, while the others were either neutral or strongly disagree with that.	2.2 I prefer to study my field in English.	2-2 After 6 months of the training, the trainees opinions were almost distributed along the range regarding their preferences of studying their fields in English.
2.3 I have no language preference.	2.3 The trainees were distributed along the range regarding language preference.	2.3 I have no language preference.	2-3 50% of the trainees were in agreement of having no language preference, while the others were either neutral (16.7%) or in disagreement (33.3%).
<b>3. Knowledge/ Understanding</b>		<b>3. Knowledge/Understanding</b>	
3.1 I am not aware of the new technologies that could improve my performance.	3.1 50% of the trainees opinions were neutral in their response to the statement that they are unaware of the new technology in their fields, while the other 50% were either in disagreement (33.3%) or in agreement (16.7%) with that.	3.1 I am now more aware of new technologies that could improve my performance.	3-1 100% of trainees agreed/strongly agreed that as a result of the training they have a greater awareness of new technologies that could improve their job performance.  <i>Such high percentage reflects the success of the training in developing their awareness of new technologies.</i>
3.2 The training should increase my knowledge of new international developments and new technologies in my field.	3.2 100% of the trainees agreed/ strongly agreed that the training should increase their knowledge of new international developments and new technologies in their fields.	3.2 The training increased my knowledge of new international developments and new technologies in my field.	3-2 Complying with their expectations in the pre-training survey, 100% of trainees agreed that the training have increased their knowledge of new international developments and new technologies in their fields.
3.3 I would like to understand the importance of safe drinking water and/or pollution control laws/regulations to my job.	3.3 100% of the trainees agreed/ strongly agreed that they would like to understand the importance of safe drinking water and/or pollution control laws/regulations to their job.	3.3 I now better understand the importance of safe drinking water and/or pollution control laws/regulations to my job.	3-3 In line with their wish in the pre training survey, 100% of trainees agreed/ strongly agreed that as a result of the training, they are now better understand the importance of safe drinking water and/or pollution control laws/regulations to their jobs.
3.4 I am not aware of safety equipment and safe O&M procedures in my field.	3.4 The trainees were distributed along the range in their response to the statement that they are not aware of safety equipment and safe O&M procedures in their fields.	3.4 I am now more aware of safety equipment and safe O&M procedures in my field.	3-4 100% of trainees after (6) months of training agreed/ strongly agreed that they are now more aware of safety equipment and safe O&M procedures in their fields.
<b>4. Attitude/Confidence; Self Esteem</b>		<b>4. Attitude/Confidence; Self Esteem</b>	
4.1 I expect the training to give me confidence to apply new knowledge to my job.	4.1 100% of trainees agreed/ strongly agreed that the training will give	4.1 The training is giving me confidence to apply new knowledge to my job.	4-1 Trainees continued with 100% rate, but with agreement level, their confidence of applying the new

<p>4.2 I expect the training to give me confidence to pursue promotion and career objectives.</p> <p>4.3 I expect the training to give me confidence to pursue job opportunities elsewhere.</p> <p>4.4 My family, friends and neighbors are not aware of the importance of my job to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the environment.</p>	<p>them confidence to apply new knowledge to their jobs.</p> <p>4.2 66.7% of trainees agreed/ strongly agreed that the training will give them confidence to pursue promotion and career objectives.</p> <p>4.3 66.7% of trainees agreed/ strongly agreed that the training will give them confidence to pursue job opportunities elsewhere.</p> <p>4.4 Trainees were distributed between disagreed (16.7%), neutral (66.7%) and agreed (16.7%) in their response to the statement that their families, friends and neighbors are not aware of the importance of their jobs to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the environment.</p>	<p>4.2 The training is giving me confidence to pursue promotion and career objectives.</p> <p>4.3 The training is giving me confidence to pursue job opportunities elsewhere.</p> <p>4.4 My family, friends and neighbors are not aware of the importance of my job to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the environment.</p>	<p>knowledge to their jobs complying with their expectations in the pre training survey.</p> <p>4-2 After (6) months of the training, 66,7% of the trainees confirmed their expectations in the pre survey that training have given them confidence to pursue promotion and career objectives.</p> <p>4-3 After (6) months of the training, 66,7% of the trainees confirmed their expectations in the pre survey that training have given them confidence to pursue job opportunities elsewhere.</p> <p>4-4 Similar to their opinions in the pre survey, trainees still distributed, but with different values, between disagreed (33.3%), neutral (16.7%) and agreed (33.3%) in their response to the statement that their families, friends and neighbors are not aware of the importance of their jobs to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the environment.</p>
<p><b>5. Skills/Technical; Management</b></p> <p>5.1 I expect to acquire new technical skills that enable me to do my job better.</p> <p>5.2 I expect to acquire new ways to solve work problems.</p> <p>5.3 I expect to learn new ways to organize people and tasks.</p>	<p>5.1 100% of trainees agreed/ strongly agreed that they expect to acquire new technical skills that enable them to do their jobs better.</p> <p>5.2 100% of trainees agreed/ strongly agreed that they expect to acquire new ways to solve work problems.</p> <p>5.3 100% of trainees agreed/ strongly agreed that they expect to learn new ways to organize people and tasks.</p>	<p><b>5. Skills/Technical; Management</b></p> <p>5.1 I acquired new technical skills that enable me to do my job better.</p> <p>5.2 I acquired new ways to solve work problems.</p> <p>5.3 I learned new ways to organize people and tasks.</p>	<p>5-1 After six months of the conducted training, the trainees at 100% rate confirmed their agreement of acquiring new technical skills that enabled them to do their jobs better.</p> <p>5-2 Similar to their expectation, 100% of trainees agreed that as a result of training they have acquired new ways to solve work problems.</p> <p>5-3 Similar to their expectation in the pre training survey, 100% of trainees agreed that they have learnt new ways to organize people and tasks as a result of training.</p>
<p><b>6. Impact</b></p> <p>6.1 I expect to receive the support of my supervisor and the utility in the application of new knowledge and skills on the job.</p> <p>6.2 I expect my supervisor to monitor my application of new knowledge and skills to determine impact on my performance and the performance of my work unit.</p> <p>6.3 I expect to see improvements in my performance and the performance of my work unit as a result of the training.</p>	<p>6.1 100% of trainees agreed/ strongly agreed that they expect to receive the support of their supervisor and the utility in the application of new knowledge and skills on the job</p> <p>6.2 100% of trainees agreed/ strongly agreed that they expect their supervisor to monitor their application of new knowledge and skills to determine impact on their performance and the performance of their work unit.</p> <p>6.3 100% of trainees agreed/ strongly agreed that they expect to see improvements in their performance and the performance of their work unit as a result of the training.</p>	<p><b>6. Impact</b></p> <p>6.1 I am receiving the support of my supervisor and the utility in the application of new knowledge and skills on the job.</p> <p>6.2 My supervisor is monitoring my application of new knowledge and skills to determine impact on my performance and the performance of my work unit.</p> <p>6.3 I can see improvements in my performance and the performance of my work unit as a result of the training.</p>	<p>6-1 After (6) months of the conducted training 83.3% of trainees agreed that they are receiving the support of their supervisor and the utility in the application of new knowledge and skills on the job. This was less than their expectation in the pre training survey which was 100% (agreed/ strongly agreed).</p> <p>6-2 Unlike their expectation in the pre-training survey, only 50% of trainees in the post survey agreed that their supervisor is monitoring their application of new knowledge and skills to determine impact on their performance and the performance of their work unit.</p> <p>6-3 83.3% of trainees agreed/ strongly agreed that they could see improvements in their performance and the performance of their work unit as a result of the training i.e less than their expectation in the pre training survey (100%).</p>

## ANNEX A.3 LEBANON TRAINING IMPACT ASSESSMENT SURVEY- PRE/PORT TRAINING (SIX-MONTH FOLLOW-UP) /SUPERVISOR RESPONSE SUMMARY

Post training survey	
<p><b>1. Relevance of Training</b></p> <p>1.1 My staff is interested in learning and improving their job skills.            1.2 I only want staff to study topics that are directly related to their current job.            1.3 I want staff to receive complete knowledge of the field regardless of the current relevance.</p>	<p><i>Agreed (rating: 4).</i>  <i>Agreed (rating: 4).</i>  <i>Disagreed (rating:2)</i></p>
<p><b>2. Language of Instruction</b></p> <p>2.1 I prefer staff to study in Arabic.            2.2 I prefer staff to study in English.            2.3 I have no language preference.</p>	<p><i>2-1 Disagreed (rating: 2)</i>  <i>2-2 Agreed (rating: 4)</i>  <i>2-3 No answer</i></p>
<p><b>3. Knowledge/Understanding</b></p> <p>3.1 My staff is now better aware of the new technologies that could improve their performance.            3.2 My staff is now better aware of safety equipment and safe O&amp;M procedures in their fields.            3.3 The training has increased staff knowledge of new international developments and new technologies in their field.            3.4 My staff now better understand the importance of safe drinking water and/or pollution control laws/regulations to their jobs.</p>	<p><i>3-1 Agreed (rating: 4)</i>  <i>3-2 Agreed (rating: 4)</i>  <i>3-3 Agreed (rating: 4)</i>  <i>3-4 Agreed (rating: 4)</i></p>
<p><b>4. Attitude/Confidence</b></p> <p>4.1 The training is giving my staff confidence to apply new knowledge on their job.            4.2 The training is giving my staff confidence to pursue promotion and career objectives.            4.3 The training is giving my staff confidence to pursue job opportunities elsewhere.            4.4 In my opinion, the families, friends and neighbors of my staff are not aware of the importance of the jobs my staff do to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the environment.</p>	<p><i>4- 1 Agreed (rating: 4)</i>  <i>4-2 Agreed (rating: 4)</i>  <i>4-3 Agreed (rating: 4)</i>  <i>4-4 Agreed (rating: 4)</i></p>
<p><b>5. Skills/Technical; Management</b></p> <p>5.1 My staff is acquiring new technical skills that enable them to do their job better.            5.2 My staff is acquiring new ways to solve work problems.            5.3 My staff is learning new ways to organize people and tasks.</p>	<p><i>5-1 Agreed (rating: 4)</i>  <i>5-2 Agreed (rating: 4)</i>  <i>5-3 Agreed (rating: 4)</i></p>
<p><b>6. Impact</b></p> <p>6.1 I am supporting staff in applying new knowledge and skills on the job.            6.2 I am monitoring the performance of staff after training to assess impact.            6.3 I can see improvements in staff and work unit performance as a result of training</p>	<p><i>6-1 Agreed (rating: 4)</i>  <i>6-2 Agreed (rating: 4)</i>  <i>6-3 Agreed (rating: 4)</i></p>

## ANNEX B.1 .3 PRE-TRAINING SURVERY TRAINEE QUESTIONNAIRE

**Improving Water and Sanitation Services in the MENA Region  
Training Impact Assessment  
Pre Training Survey/ Trainee's Questionnaire**

Name: \_\_\_\_\_

Job position: \_\_\_\_\_

Job Location: \_\_\_\_\_

Please refer to the level of agreement and disagreement by putting (X) in each box:

<b>Capacity Building - Learning-to-Perform</b>		<b>(1) Strongly Disagree</b>	<b>(2) Disagree</b>	<b>(3) Neutral</b>	<b>(4) Agree</b>	<b>(5) Strongly Agree</b>
<b>1. Relevance of Training</b>	1.1 I am interested in learning and improving my job skills.					
	1.2 I only want to study topics that are directly related to my current job.					
	1.3 I want a complete knowledge of my field regardless of the current relevance.					
<b>2. Language of Instruction</b>	2.1 I prefer to study my field in Arabic					
	2.2 I prefer to study my field in English.					
	2.3 I have no language preference.					
<b>3. Knowledge/ Understanding</b>	3.1 I am not aware of the new technologies that could improve my performance.					
	3.2 The training should increase my knowledge of new international developments and new technologies in my field.					
	3.3 I would like to understand the importance of safe drinking water and/or pollution control laws/regulations to my job.					
	3.4 I am not aware of safety equipment and safe O&M procedures in my field.					

<b>Capacity Building - Learning-to-Perform</b>		<b>(1) Strongly Disagree</b>	<b>(2) Disagree</b>	<b>(3) Neutral</b>	<b>(4) Agree</b>	<b>(5) Strongly Agree</b>
<b>4. Attitude/Confidence; Self Esteem</b>	4.1 I expect the training to give me confidence to apply new knowledge to my job.					
	4.2 I expect the training to give me confidence to pursue promotion and career objectives.					
	4.3 I expect the training to give me confidence to pursue job opportunities elsewhere.					
	4.4 My family, friends and neighbors are not aware of the importance of my job to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the environment.					
<b>5. Skills/Technical; Management</b>	5.1 I expect to acquire new technical skills that enable me to do my job better.					
	5.2 I expect to acquire new ways to solve work problems.					
	5.3 I expect to learn new ways to organize people and tasks.					
<b>6. Impact</b>	6.1 I expect to receive the support of my supervisor and the utility in the application of new knowledge and skills on the job.					
	6.2 I expect my supervisor to monitor my application of new knowledge and skills to determine impact on my performance and the performance of my work unit.					
	6.3 I expect to see improvements in my performance and the performance of my work unit as a result of the training.					

## ANNEX B.2 POST TRAINING-ON-JOB FOLLOW-UP SURVEY TRAINEE QUESTIONNAIRE

### Training Impact Assessment Survey Post Training- On- job Follow Up Survey/ Trainee's Questionnaire

Training course  
Venue:

Trainer:  
Dates:

Please refer to the level of agreement and disagreement by putting (X) in each box:

Capacity Building - Learning-to-Perform		(1) Strongly Disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly Agree
1. Relevance of Training	1.1 I am interested in learning and improving my job skills.					
	1.2 I only want to study topics that are directly related to my current job.					
	1.3 I want to receive complete knowledge to the field regardless of the current relevance.					
2. Language of Instructi	2.1 I prefer to study in Arabic.					
	2.2 I prefer to study in English.					
	2.3 I have no language preference.					
3. Knowledge/ Understanding	3.1 I am now more aware of the new technologies that could improve my performance.					
	3.2 The training had increased my knowledge of new international developments and new technologies in my field.					
	3.3 I now had better understand the importance of safe drinking water and/or pollution control laws/regulations to my job.					
	3.4 I am now more aware of safety equipment and safe O&M procedures in my field.					

<b>Capacity Building - Learning-to-Perform</b>						
<b>4. Attitude/ Confidence; Self Esteem</b>	4.1 The training had given me confidence to apply new knowledge on my job.					
	4.2 The training had given me confidence to pursue promotion and career objectives.					
	4.3 The training had given me confidence to pursue job opportunities elsewhere.					
	4.4 In my opinion my family, friends and neighbors are not aware of the importance of the jobs that I do to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the environment.					
<b>5. Skills/ Technical; Management</b>	5.1 I had acquired new technical skills that enabled me to do my job better.					
	5.2 I had acquired new ways to solve work problems.					
	5.3 I had learned new ways to organize people and tasks.					
<b>6. Impact</b>	6.1 I am receiving the support of my supervisor and the utility in the application of new knowledge and skills on the job.					
	6.2 My supervisor is monitoring my application of new knowledge and skills to determine impact on my performance and the performance of my work unit.					
	6.3 I can see improvements in my performance and the performance of my work unit as a result of the training.					

## ANNEX B.3 PRE-TRAINING SURVEY SUPERVISOR'S QUESTIONNAIRE

### Training Impact Assessment Survey Pre Training Survey/ Supervisor's Questionnaire

Name:

Job position:

Work place:

Please refer to the level of agreement and disagreement by putting (X) in each box:

Capacity Building - Learning-to-Perform		(1) Strongly Disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly Agree
1. Relevance of Training	1.1 My staff is interested in learning and improving their job skills.					
	1.2 I only want staff to study topics that are directly related to their current job.					
	1.3 I want staff to receive complete knowledge of the field regardless of the current relevance.					
2. Language of Instruction	2.1 I prefer My staff to study in Arabic.					
	2.2 I prefer My staff to study in English.					
	2.3 I have no language preference.					
3. Knowledge/ Understanding	3.1 My staff is aware of the new technologies that could improve their performance.					
	3.2 My staff is not aware of safety equipment and safe O&M procedures in their fields.					
	3.3 The training should increase staff knowledge of new international developments and new technologies in their field.					
	3.4 My staff currently understands the importance of safe drinking water and/or pollution control laws/regulations to their jobs.					

<b>Capacity Building - Learning-to-Perform</b>						
<b>4. Attitude/ Confidence; Self Esteem</b>	4.1 I expect the training to give staff confidence to apply new knowledge on their job.					
	4.2 I expect the training to give staff confidence to pursue promotion and career objectives.					
	4.3 I expect the training to give staff confidence to pursue job opportunities elsewhere.					
	4.4 In my opinion, the families, friends and neighbors of my staff are not aware of the importance of the jobs my staff do to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the environment.					
<b>5. Skills/ Technical; Management</b>	5.1 I expect staff to acquire new technical skills that enable them to do their job better.					
	5.2 I expect staff to acquire new ways to solve work problems.					
	5.3 I expect staff to learn new ways to organize people and tasks.					
<b>6. Impact</b>	6.1 I intend to support staff in applying new knowledge and skills on the job.					
	6.2 I intend to monitor the performance of staff after training to assess impact.					
	6.3 I expect to see improvements in staff and work unit performance as a result of training.					

# ANNEX B.4 POST-TRAINING ON-JOB FOLLOW-UP SURVEY/ SUPERVISOR QUESTIONNAIRE

## Training Impact Assessment Survey

### Post Training- On- job Follow Up Survey/ Supervisor's Questionnaire

Training course:

Trainer:

Venue:

Dates:

Please refer to the level of agreement and disagreement by putting (X) in each box:

Capacity Building - Learning-to-Perform		(1) Strongly Disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly Agree
1. Relevance of Training	1.1 My staff is interested in learning and improving their job skills.					
	1.2 I only want staff to study topics that are directly related to their current job.					
	1.3 I want my staff to receive complete knowledge to the field regardless of the current relevance.					
2. Language of Instruction	2.1 I prefer staff to study in Arabic.					
	2.2 I prefer staff to study in English.					
	2.3 I have no language preference.					
3. Knowledge/ Understanding	3.1 My staff is now more aware of the new technologies that could improve their performance.					
	3.2 My staff is now more aware of safety equipment and safe O&M procedures in their fields.					
	3.3 The training had increased staff knowledge of new international developments and new technologies in their field.					
	3.4 My staff now understands the importance of safe drinking water and/or pollution control laws/regulations to their job.					

<b>Capacity Building - Learning-to-Perform</b>						
<b>4. Attitude/ Confidence; Self Esteem</b>	4.1 The training has given my staff confidence to apply new knowledge on their jobs.					
	4.2 The training has given my staff confidence to pursue promotion and career objectives.					
	4.3 The training has given my staff confidence to pursue job opportunities elsewhere.					
	4.4 In my opinion the families, friends and neighbors of my staff are not aware of the importance of the jobs that my staff do to protect the public health by providing safe drinking water and/or the importance of controlling pollution to protect the environment.					
<b>5. Skills/ Technical; Management</b>	5.1 My staff has acquired new technical skills that enable them to do their job better.					
	5.2 My staff has acquired new ways to solve work problems.					
	5.3 My staff has learnt new ways to organize people and tasks.					
<b>6. Impact</b>	6.1 I am supporting staff in applying new knowledge and skills on the job.					
	6.2 I am monitoring the performance of the staff after training to assess impact.					
	6.3 I can see improvements in staff and work unit performance as a result of training.					

**Name:**  
**Working Place:**  
**Signature:**

**Job Title:**  
**Date:**