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FINAL REPORT

**Trainers' Training
Programs for Agricultural Extension
(Development and Management Training Project)**

**USAID, New Delhi
Indian Council of Agricultural Research
United States Department of Agriculture**

Venues: Bhubaneswar and Goa

July 08 - 19, 1991

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USDA/OICD Staff

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Training Resources Group

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ACKNOWLEDGEMENTS

The four trainers would like to thank the following people without whose support and commitment these two courses would not have been such complete successes.

Dr. C. Prasad, Director General (Extension), ICAR

Dr. P.N. Mathur, Assistant Director General (E), ICAR

Ms. Nina Nagpal, Program Officer, USAID

Dr. P. Das, Zonal Coordinator, ICAR

Dr. S.D. Rai, Zonal Coordinator, ICAR

EXECUTIVE SUMMARY

Two "Training of Trainers for Agricultural Extension Workers" courses, sponsored by USAID and ICAR, were conducted by one USDA/OICD staff and two consultants from Training Resources Group (TRG) and one independent consultant, from July 08 - 19, 1991. A total of 44 participants were trained in experiential training methods.

The two training venues were the Ashok Hotel in Bhubaneswar and the Nova Hotel in Goa. The Bhubaneswar group was supported by the Orissa University Agricultural Technology (OUAT), and was coordinated by the Zonal Coordinator, Dr. Das. The Goa Group was supported by the Bangalore Transfer of Technology Project and was coordinated by Dr. Rai.

Based on course evaluations and discussions between trainers and sponsoring agencies before and after the courses, the trainers recommend:

1. Building on favorable outcomes of the 1990 and 1991 training of trainers programs, ICAR, USAID, and USDA should continue to work collaboratively to enhance the local training capacity of ICAR to carry out its training of trainers strategy.
2. ICAR should develop a written, long term strategic plan for the design, implementation and evaluation of its training of trainers strategy.
3. One advanced TT (Training Trainers) should be conducted in 1992. The objective of this TT would be the training of a cadre of master trainers to assist ICAR in the delivery of future TT's.
4. For the advanced TT and subsequent TTs to be conducted by ICAR, materials (trainer manuals and training aids) should be developed with a specific India/agriculture focus.
5. ICAR should encourage co-training and the active use of skills and knowledge obtained by the participants in the 1990 and 1991 TTs. ICAR should also provide written materials to supplement those furnished to the participants during the two TTs.
6. ICAR should encourage TT alumni to remain in contact with each other.
7. ICAR should identify other country's national TT strategies in order to profit from lessons learned.
8. One or two participants should be selected from ICAR to attend the USDA Advanced Training of Trainers Course to be held in Washington, D.C. to gain some broader advanced TT concepts.

BACKGROUND

At the request of Dr. C. Prasad, Director General, Extension, Indian Council of Agricultural Research (ICAR) and Dr. P.N. Mathur, Assistant Director General, ICAR and the National Coordinator of this program, a request was submitted to USAID to conduct two Training of Trainers in India for ICAR staff.

Ms. Nina Nagpal, USAID Program Officer and Veronica Priddy, USDA International Training Specialist managed the coordination of the program between the agencies involved.

COURSE DESIGN

After reviewing last years' evaluations, the trainers developed the training curriculum which was submitted to Dr. Mathur, ICAR, and Ms. Nina Nagpal, USAID for their consideration. Using the course curriculum, the two teams each presented the two-week program at Goa and Bhubaneswar. (See Appendix I for Course Goals and Appendix II for Course Schedule.)

The course presented basic theory in Adult Learning (andragogy) and designing sessions using the Experiential Learning Cycle (ELC) and focused on skills development. Three new training methods were presented and practiced by the participants: role play; case study; and interactive presentation with small group task. During the methods clinics, participants had the opportunity to design a case study, a role play and an interactive lecturette with small group task. They also were able to design a complete session for using the methods and to practice and receive feedback on their training delivery.

The short time frame required that some decisions be made regarding the subjects which could be included. Priority was given to practice training and development of the 3 training methods (role play, case study, and interactive lecturette). The management of training, including needs assessment, program design and evaluation, were covered during the course.

PARTICIPANTS

The participants at the Bhubaneswar and Goa TTs were drawn from a wide geographical area and represented many different organizations. Most are involved directly with training, either as trainers themselves or as managers of training programs. Those who are not directly involved in training per se, i.e., the subject matter specialists, do have responsibility for transfer of technology and therefore will be able to use many of the principles and skills demonstrated during the course. Of the 44 participants, 8 were women drawn from various institutions of home sciences.

All participants demonstrated willingness and enthusiasm, not only for participation in the activities planned by the trainers but also for sustaining the level of motivation needed for such a concentrated effort over the period of two weeks. This devotion to the programme was demonstrated by punctuality and attendance on the part of participants. Each participant was involved at his or her own level and those who were quiet during class nevertheless participated fully in the 2 practice training sessions.

At the conclusion of the two week course, there exists a wide diversity of skill level competency in experiential training. The majority of participants were able to understand and apply the 7 step model for training session design. Several participant from each course exhibited a high level of skill. All participants should continue to practice the delivery of experiential training sessions. (See Appendix III for Participant List.)

SUMMARY OF EVALUATIONS

Participants completed final evaluations, rating the course objectives, trainers, and commenting on facilities and the usefulness of the course content. (See Appendix IV for Evaluations).

Rating in both courses indicated that participants felt all six course objectives had been "successfully met" (see Table I below).

Table I: Ratings of Objectives (5 point scale. 1=not met and 5=completely met)

Objectives

1. To discuss the basic principles of adult education and experiential training.

Bhubaneswar 4.95 Goa 4.80

2. To demonstrate facilitation skills (i.e. asking questions, paraphrasing and summarizing).

Bhubaneswar 4.90 Goa 4.90

3. To use different training techniques such as case studies, role plays, interactive presentations and small group task.

Bhubaneswar 4.86 Goa 4.60

4. To prepare and carry out training sessions using the experiential model.

Bhubaneswar 4.55 Goa 4.90

5. To identify and use two key training management skills: needs assessment and evaluations.

Bhubaneswar 4.64 Goa 4.40

6. To develop next steps for using course ideas and skills on the job.

Bhubaneswar 4.68 Goa 4.60

The participant manual was seen as helpful, overall rated as 4.65 on a 5 point scale and the course handouts received a combined rating of 4.85. The learning journal, filled out by the participants during the course, was overall rated as 4.68.

All but 5 participants out of 44 felt the material presented was appropriate to their experience level.

When asked about the probability of using the skills learned during the course in their current job, participants indicated a high probability of application. (See Table II below).

Table II: Probability of using the skills on current job. Five point scale, 5 is high probability and 1 is cannot use.

	Ratings
Bhubaneswar	4.31
Goa	4.00

Participants from Bhubaneswar and Goa rated the facilities as excellent. Logistical and administrative arrangement also received high marks and positive comments. The facilitators were judged as effective in helping the participants master the new skills and knowledge.

CONCLUSIONS

Based on the participants' evaluations, both courses can be described as successful. Taking into account all aspects of a training programme: participant involvement, level of learning, administration, etc., the two courses were a reflection of the

care and attention given by those who were responsible for setting it up and carrying it out.

Give the fact that these two courses represent a second phase in a long process, the participants and trainers make the following recommendations based on their observations made during the preparation, execution and evaluation of the 1990 and 1991 Training Trainers Courses.

BHUBANESWAR PARTICIPANT RECOMMENDATIONS FOR ICAR

Autonomy should be given to Chief Training Officer, the Training Center, and the Training Officers. There should more funds available for audio visual aids, e.g. VCR, TV, video camera, overhead projector, tape recorder and flipcharts. More funds should be allocated for training in general. Funding should also be made available for improving KVK infra structure. Trainers of this group should be utilized for imparting training in other parts of the country. Further, directors should not divert KVK staff for duties other than KVK activities. Empty slots in training at the KVKs and TTCs should be filled as quickly as possible.

ICAR should encourage the SAU/Institutions to include the experiential learning methodology as a course in the curriculum of extension education. USDA and USAID should arrange further trainings, and refresher courses in experiential learning should be given from time to time to alumni of the 1990 and 1991 TT Course.

TRAINER RECOMMENDATIONS

1. Building on favorable outcomes of the 1990 and 1991 training of trainers programs, ICAR, USAID, and USDA should continue to work collaboratively to enhance the local training capacity of ICAR to carry out its training of trainers strategy.
2. ICAR should develop a written, long term strategic plan for the design, implementation and evaluation of its training of trainers strategy.
3. One advanced TT (Training Trainers) should be conducted in 1992. The objective of this TT would be the training of a cadre of mater trainers to assist ICAR in the delivery of future TT's.
4. For the advanced TT and subsequent TTs to be conducted by ICAR, materials (trainer manuals and training aids) should be developed with a specific India/agriculture focus.
5. ICAR should encourage co-training and the active use of skills and knowledge obtained by the participants in the 1990 and 1991 TTs. ICAR should also provide written materials to supplement those furnished to the participants during the two TTs.

6. ICAR should encourage TT alumni to remain in contact with each other.

7. ICAR should identify other country's national TT strategies in order to profit from lessons learned.

8. One or two participants should be selected from ICAR to attend the USDA Advanced Training of Trainers Course to be held in Washington, D.C. to gain broader advanced TT concepts.

APPENDIX I

TOT for Agricultural Extension Officers/Trainers

Course Goals

1. To discuss the basic principles of adult education and experiential training.
2. To demonstrate facilitation skills (i.e. asking questions, paraphrasing and summarizing).
3. To use different training techniques such as case studies, role plays, interactive presentations and small group tasks.
4. To prepare and carry out training sessions using the experiential model.
5. To identify and use two key training management skills: needs assessment and evaluations.
6. To develop next steps for using course ideas and skills on the job.

SCHEDULE
TOT FOR AGRICULTURE EXTENSION
OFFICERS AND TRAINERS

JULY

B-1

Monday 8	Tuesday 9	Wednesday 10	Thursday 11	Friday 12
<ul style="list-style-type: none"> • Opening • Principles of Adult Learning 	<ul style="list-style-type: none"> • Facilitation Skills • Case Study Clinic 	<ul style="list-style-type: none"> • Case Study Clinic • Interactive Presentations and Small Group Task Clinic 	<ul style="list-style-type: none"> • Interactive Presentations • 7 Step Design Model • Preparation for Practice 	<ul style="list-style-type: none"> • Practice Training Round 1
				Saturday 13
				<ul style="list-style-type: none"> • Practice Training Round 2
Monday 15	Tuesday 16	Wednesday 17	Thursday 18	Friday 19
<ul style="list-style-type: none"> • Managing the Training Function • Assessing Training Needs • Training Program Development 	<ul style="list-style-type: none"> • Evaluation of Training • Role Play Clinic 	<ul style="list-style-type: none"> • Role Play Clinic • Preparation for Practice Training 	<ul style="list-style-type: none"> • Practice Training Round 2 	<ul style="list-style-type: none"> • Course Review • Action Planning • Workshop Evaluation • Closing

APPENDIX II

APPENDIX III

LIST OF PARTICIPANTS

GOA

1. Dr. (Mrs.) Hema Pandey
Principal, TTC
Avinashilingam deemed University
Coimbatore -641 043 (T.N.)
2. Shri S.K. Gopal
Chief Training Organiser
Krishi Vigyan Kendra
Gramvarsity, Gandhigram
(Tamil Nadu)
3. Shri Mohan Bari
Training Organiser
Krishi Vigyan Kendra
(Gokhale Education Society)
Kosbad Hill - 401 703
Distt. Thane, Maharashtra
4. Shri R.A. Budhial
Training Organiser
Krishi Vigyan Dendra
Bidar, Distt. Bidar
Karnataka
5. Dr. Subhash Chandra
Zonal Coordinator
Punjab Agricultural University
Ludhiana, Punjab
6. Dr. P.L. Mehra
Associate Director
Krishi Vigyan Dendra
Ferozpur Cantt (Punjab)
7. Dr. M.C. Bhandari
Training Organiser
Krishi Vigyan Kendra
Central Arid Zone Research Institute
Jodhpur, Rajasthan
8. Dr. Sudhir Jain
Assistant Professor
Renewable Energy Centre
College of Technology and Agricultural Engineering
Udaipur, Rajasthan

9. Mr. Sekar
Krishi Vigyan Kendra
Varidachalam (T.N.)
10. Dr. Gurupad N. Dandagi
Chief Training Organiser
Krishi Vigyan Kendra
Haumanmatti - 581 135
Distt. Dharwad (Karnataka)
11. Dr. G. Balakrishna Pillai
Prof. of Extension
I/C Krishi Vigyan Kendra
Pattambi - 679 306
Distt. Palghat
Kerala
12. Dr. R. Sundrarajan
Professor
Krishi Vigyan Kendra
Coimbatore - 641 003 (T.N.)
13. Dr. (Mrs.) N. Jamuna
Training Organiser
Krishi Vigyan Kendra
Hulkoti, Distt. Dharwad
Karnataka - 582 205
14. Dr. Venugopal
Chief Instructor
Farmers' Training Institute
University of Agricultural Sciences
Hebbal, Bangalore
15. Mr. K.V. Rao
MYRADA
Bangalore, Karnataka
16. Ms. V.Y. Gaonkar
Training Assistant (Hort.)
Krishi Vigyan Kendra
Research El Farm, Old Goa
Panaji, Goa
17. Dr. K.S. Sharma
Training Organiser
Krishi Vigyan Kendra
Fatehpur, Shekpawati
Distt. Sikar, Rajasthan

18. Dr. J.S. Champavat
Training Organiser
Krishi Vigyan Kendra
Jalore, Distt. Jalore
Rajasthan - 343 001
19. Miss Maria Vaz
Technical Assistant (Animal Science)
Krishi Vigyan Kendra, ICAR Research
Complex, Ela Farm, Goa
20. Mr. Senthil Vinayagam
Project Officer, Zonal Coordinating Unit
NDRI, Adugodi, Bangalore
21. Mr. Rajeshwar Singh
Sr. Technical Officer
I.C.A.R. K.A.B., Pusa
New Delhi - 110 012

BHUBANESWAR

1. Shri D.S. Tomar
Training Organiser and Officer Incharge, KVK
Central Research Institute for Dryland Agriculture
Santoshnagar
Hyderabad - 500 659
2. Smt. Rajlika Joshi
Training Associate (Home Science), Incharge, KVK
Kasturba Gandhi Memorial Trust
Kasturba Gram
Indore - 452 020
3. Dr. Ravi Prakash Maurya
Research Associate (P.P.)
Krishi Vigyan Kendra
Sultanpur - 228 118
Uttar Pradesh
4. Dr. B.D. Rai
Chief Training Organiser
Krishi Vigyan Kendra
Chandangaon
P.O. Chindwara
Madhya Pradesh

5. Dr. S.S. Thakur
Director, Extension Services
J.N.K.V.V.
Jabalpur (M.P.)
6. Dr. B.K. Sharma
Principal Scientist & Chief Training Organiser
Krishi Vigyan Kendra and
Trainers' Training Center
Central Institute of Freshwater Aquaculture
P.O. Kaushalyaganga
Bhubaneswar - 751 002 (Orissa)
7. Dr. N.C. Tripathi
Training Organiser
Krishi Vigyan Kendra, RANICHAURI
Hill Campus via Chamba
Ranichauri, Tehri Garhwal
Uttar Pradesh - 249 199
8. Dr. K.P. Choudhary
Chief Training Organiser
Krishi Vigyan Kendra
P.O. Shankarpur
Distt. Munger
Bihar
9. Dr. S.N. Pandey
Chief Training Organiser
Jagannathpur
Distt. Singhbhoom (West)
Bihar - 833 203
10. Smt. Annapurna Sharan
Training Assistant
Krishi Vigyan Kendra
Baliapal, Distt. Balasore
Orissa
11. Shri Santosh Kumar Rcut
Training Organiser
Krishi Vigyan Kendra
Similiguda
Sinabeda - 2 (Orissa)
12. Shri Dipankar Saha
Training Organizer
Ramkrishna Ashram Krishi Vigyan Kendra
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13. Dr. V.K. Sachan
Training Associate (Horticulture)
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P.O. RANIPOOL - 737 135
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14. Dr. M.M. Adhikary
Incharge, Director of Extension
Bidhan Chandra Krishi Visvavidyalaya
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West Bengal - Pin - 741 252

15. Dr. Madan Singh
Training Organiser
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Distt. Banka (Bihar)

16. Miss Lekha Safui
T-6 (Home Science)
Central Institutes of Fresh Water Aquaculture
Kaushalyaganj, Via Bhubaneswar - 751 002
Orissa

17. Miss Asim Nidhi
Training Associate (Home Science)
Krishi Vigyan Kendra
Awagarh - 207 301
Etah (U.P.)

18. Dr. R.L. Rajpoot
Training Organiser
Krishi Vigyan Kendra
Awagarh - 207 301
Etah (U.P.)

19. Mr. P.K. Mishra
Programme Officer
Zonal Coordinating Unit, TOT Projects
Directorate of Extension
J.N.K.V.V.
Jabalpur - 482 004
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20. Dr. N.P. Singh
Sr. Scientist
Krishi Vigyan Kendra
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21. Dr. M.M. Borthakur
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P.O. Box 51 Tezpur
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22. D.M. Bhandarkar
Training Organiser
Trainings Training Centre
C.E.A.E.
Bhopal - 462-018
23. Dr. S.K. Sarkar
Sr. Scientist
Training Organiser
KVK/TTC (CIFA)
Kausalyaganga
Bhubaneswar - 2

Bhubaneswar

- * Explained and demonstrated very clearly.
- * This I never knew; hence it is very useful.
- * For some participants this was hard to do in English.

3. To use different training techniques such as case study, role play, interactive presentation and small group task.

Objective not met	1	2	3	4	5	Objective met very successfully
	Goa: 4.60		Bhubaneswar: 4.86			

Comments:

Goa

- * These are good training techniques which we can adapt depending on the situation.
- * Clearly and effectively demonstrated.
- * Good practical way of doing techniques, helped to equip ourselves.
- * Extremely interesting learning techniques.
- * Trainers were excellent and most patient with our mistakes.
- * Very satisfying work experience.
- * Would like to do more work with live training issues.

Bhubaneswar

- * So clearly organized, explained and demonstrated that I was able to internalize them.
- * Case study and role play are new; but I will use them.

4. To prepare and carry out training sessions using the experiential model.

Objective not met	1	2	3	4	5	Objective met very successfully
	Goa: 4.90		Bhubaneswar: 4.55			

B. COURSE OBJECTIVES

How do you evaluate the materials used in this training?

	Not Helpful 1	2	Moderately Helpful 3	4	Most Helpful 5
1. Handouts			Goa: 4.8		Bhubaneswar: 4.90
2. Manual			Goa: 4.60		Bhubaneswar: 4.76
3. Books			Goa: 4.10		Bhubaneswar: 4.30
4. Learning Journal			Goa: 4.70		Bhubaneswar: 4.66

C. OTHER ISSUES

1.) Please rate the level of material presented in the course.

Too Simple	Appropriate	Not relevant to my job and/or experience
Goa: 2 Bhubaneswar: 3	Goa: 19 Bhubaneswar: 20	

2.) Will you be able to use the skills learned in the course to improve your current job performance?

Little opportunity to apply	Will be able to apply to some extent	High probability of application		
1	2	3	4	5
Goa: 4.0		Bhubaneswar: 4.31		

3.) What is one major thing you plan to do differently/better as a direct result of this training?

Goa

Co-training, 7 Steps, Role Play, Case Study, Lecturettes, Flip Charts, Facilitation Skills, Audio-Visual Aids, Needs Assessment, Evaluation, Lobbying for Training Dollars, Small Group Tasks, Passing of Knowledge.

Bhubaneswar

7 Steps, Facilitation Skills, Co-Training, Experiential Lecturette, Use Case Studies, Use Role Plays, Use Different Training Styles, Audio Visual Aids.

D. WHAT FINAL REMARKS DO YOU WISH TO MAKE TO THE TWO FACILITATORS?

Goa

- * Thumbs up to both Mr. Tom and Mr. Jawara.
- * Patient - knowledgeable.
- * Give practical examples.
- * Empathetic.
- * Show us good training techniques.
- * Very co-operative, effective and convincing; having great knowledge of training methodology.
- * Need orientation to filed problems to use in training.
- * Dedicated.
- * Thanks Jawara for the good knowledge and energizers.
- * Mr. Tom gave good lecturettes.
- * After two days I could understand both trainers.
- * Got us involved and helped us to achieve our objectives.

Bhubaneswar

- * Excellent work.
- * Highly competent professionals in conducting training sessions.
- * Rita and John showed perfect approach to training.
- * Just and cooperative.
- * Worked well together.
- * Very good friends for us.
- * Most wonderful experience of my life.
- * Rita and John successfully achieved their goal.
- * Very interactive.
- * Always available.
- * Excellent performance.
- * Very friendly and knowledgeable.
- * Expert skills in handling training sessions and delivery of training.

E. FACILITIES

Please comment below on how the facilities and logistical arrangements helped or hindered your learning.

Goa

- * Good.
- * Good video.
- * Excellent.
- * Helpful.
- * Appropriate.
- * Well managed.
- * Congenial.
- * Participants were at ease.
- * Arrangement facilitated learning.

Bhubaneswar

- * Helpful.
- * Helped in the learning.
- * Good.
- * Encouraging.
- * Excellent.
- * Arrangement was wonderful but being in one place created some monotony.

F. FINALLY

Add any comments below that we did not think to ask you about.

Goa

- * Objectives of workshop met very successfully.
- * More outdoor trips.
- * Too short.
- * Include a local person as a co-trainer.
- * More practice training opportunities.
- * The video was very helpful feedback.
- * Reduce to 6-7 days.
- * It was new and different.
- * Mr. Tom and Mr. Jawara please do a follow-up/refresher.
- * We are happy.
- * Very nice.
- * Evaluate after 2-3 years to get feedback from participants.

Bhubaneswar

- * Everything was effective.
- * Wonderful exposure to new and useful training techniques.

- * Thank you very much, come to India again.
- * Thanks for the love and affection.
- * This felt like family.
- * Everything was excellent.
- * Very helpful and useful.
- * Please respond John and Rita when we write.