

TRAINING OF CIVIL SERVANTS IN AFGHANISTAN: A
CASE STUDY OF INDEPENDENT DIRECTORATE OF LOCAL
GOVERNANCE (IDLG), KABUL

By

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A thesis submitted to the Department of BRAC Institute of Governance and Development
in partial fulfillment of the requirements for the degree of
Master of Arts in Governance and Development

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Declaration

It is hereby declared that

1. The thesis submitted is my own original work while completing degree at BRAC University.
2. The thesis does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The thesis does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.
5. this is totally original works conducted throughout my owned concept developed continuously

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Approval

The thesis titled “Training Of Civil Servants In Afghanistan: A Case Study Of Independent Directorate Of Local Governance (IDLG), Kabul” submitted by Noor Mohammad Nuzhat FoladyID: 19372013 of Spring 2020 has been accepted as satisfactory in partial fulfillment of the requirement for the degree of Master of Arts in Governance and Development.



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Ethics Statement

Praise and glorify the Allah whose works of power on the face of the bright day are shining and the shining the wisdom in the heart of the dark night. The creator who introduced himself to us and opened the doors of science to us and gave us life and opportunity to test our weak servant through science and knowledge and extending heartily moments imply all code to principle being sort out sentences by each particulars mistaken point I would humble hope forgive It as per the kindness you have to me.

Abstract

Building capacity of civil servants is very important to sustain development both economic and social. However, having a proper match of trainings required, courses and curriculum, effective delivery mechanisms and other facilities remain a huge challenge for many developing countries. With this backdrop, the purpose of this study was to examine the impact of training on the capacity enhancement of civil servants of IDLG, Afghan state owned local government organization. Analysis based on secondary and primary data and information shows that IDLG's civil servants received training at home and abroad, however for the local level civil servants there is a lack of training. Trainings covered includes: good governance, communication strategy and leadership. However, majority of the participants, said for enhancing effectiveness and efficiency it needs to focus more on designing appropriate types of training and increase efficiency of training providers.

Keywords: Civil Servants, Training, Capacity Building, IDLG, Afghanistan

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List of Acronyms

IDLG	Independent Directorate of Local Governance
ODI	Organization Development Institute
CDP	Capacity Development Program
HRD	Human Resource Department
ACSC	Afghanistan Civil Servant Commission
MAG	Magazine IDLG
LL	Labor Law

Chapter 1

Introduction

1.1 Background of the study

Independent Directorate of Local Governance (IDLG) is an independent branch of the local structures, established through presidential Decree No. 1047 of 30 August 2007. It has the mandate of leading and coordinating Afghanistan's new sub-national governance, providing support to provincial administrations, building provincial and district capacity, enforcing laws and regulations, improving service delivery by enhancing the accountability and transparency of the local governments in local levels through strong and capable sub national government administrations in 34 provinces, 374 formal and informal districts and 153 municipalities (IDLG, 2019).IDLG's vision is to make a difference in the lives of Afghan citizens by providing them good governance.

IDLG's mission is consolidating peace and stability, achieving development and equitable economic growth and achieving improvements in service delivery through just, democratic processes and institutions of good governance at the sub national level. Thus, IDLG is committed to provide independent, transparent, accountable, participatory, effective, inclusive and comprehensive governance at the national and local levels by promoting and improving the efficiency of provincial and district offices, district councils and municipalities which can further growth their civil servants training process most sustainable.¹

[1] IDLG (Independent Directorate of Local Governance) Afghanistan, 2019. About IDLG, Retrieved from <https://idlg.gov.af/en/history-idlg/> on 15th November, 2019.

1.2 Objectives

The main objective of this research is to investigate training (Capacity Development Program) provided to the civil servants of Afghanistan. In particular it will investigate training effectiveness among the civil servants of the Independent Directorate of Local Governance (IDLG), Kabul, Afghanistan. It intends to see the relevance of the curriculum as well as staff's learning from short- and long-term sessions, workshops, and seminars. It will also shed light on employee's commitment to learning environment.

The specific objectives of the research include:

- To inspect whether IDLG promote training session to all provinces within Afghanistan in reference to equivalent strategy indicators.
- To find out what program, structure, session and course policies being implemented effectively toward civil servants competent development.
- To Study budget planning, length of training, number of participation, type of training, course policies, fellowship and scholarships etc. during last five years for the training of IDLG civil servants

1.3 Research Questions

To fulfill these research objectives few research questions this study investigates includes:

1. What types of trainings are provided by IDLG for civil servants in last five years and how these are spread across provinces in Afghanistan?
2. Do training course policies, material and content are provided most effectively and efficiently during training sessions?
3. What changes are required to make trainings more effective and efficient?

1.4 Research Methodology

This section provides information on the research methods and the procedure of data collection. This research is conducted by using a mixed method approach and using two types of data: secondary and primary.

1.4.1 Secondary Data

Secondary data was collected from related Journal, Magazines, IDLG HR Practice, Afghanistan Civil Servant Law, Web Site of IDLG etc. All these sources were reviewed to get related data and information.

1.4.2 Primary Data

Primary data was collected from the IDLG main office at Kabul. Total 10 employees from different levels of management were interviewed by using a questionnaire (Table 1).

Questionnaire (*Appendix 1*)

Table 1. Sample Size

Section	Level of Position	Total people selected
Admin	Top management	3
Stakeholders	Low management	3
Lining Managers	Managers	2
Under hand employees	Officials	2

Source: Researcher

1.4.3 Data Collection Methods

The data gathering tool in this study is the standard questionnaire on the impact of empowerment on performance. In each question there are 33questionnaire with a rating scale of 1 to 4 on the Liker scale. Minimum number 1 and maximum number 3 were considered. The components of this questionnaire include: job training, job enrichment, delegation, personal

motivation, participatory management style, and job attitudes. Staffs are asked to indicate their opinion after reading each question.

The choice of technique for describing and analyzing the data depends on the complexity of the research. In this study, descriptive statistics such as mean, median, mode, and variance were used to describe the data. Data analysis was performed by using inferential test with hypotheses (K2 test). Statistical analysis of this research was done in Spss19 software environment.

One of the methods to calculate reliability is the use of Cronbach's alpha formula. This method is used to calculate the internal consistency of the measurement instrument, including a questionnaire or tests that measure different properties.

1.5 Significance of the Study

The findings of this research is important to know about the IDLG training which are promoting civil servants competent level considered important for better service delivery at the local level. Moreover, this study also provides facts to permit IDLG to make significance upgrades to meet civil servants' expectation toward their training.

1.6 Structure of the Study

Chapter 1: Highlights the introductory arguments about the study, problems statement, Aim of study, Research Objectives, Methodology, and Significance of study and structure of the study.

Chapter 2: Discusses the literature review of civil servant training considering different research projects and articles.

Chapter 3: Findings and Analysis attained through questionnaires, interviews and observations

Chapter 4: Conclusion and Recommendation given for subjected research topic considering the findings and analysis

Chapter 2

Literature Review

2.1 Introduction

This chapter presents a review of the existing literatures related to the civil servants trainings at the IDLG, Kabul. First, the chapter started by giving some general idea about training²including its definition, objectives and reasons, process of determining training goals, Then it includes literature related to civil servants training particularly, theories and motivation of civil service training, and benefits and costs of civil service training. Finally, literature related to training of civil servants at IDLG, Kabul are included, which highlights: trainings and programs, partnership for trainings, motivations and structures of trainings provided. These are described in different sections below.

2.2 Training definitions and objectives

2.2.1 Training definition

Training is a learning-based experience and in order to make relatively 'lasting' changes in the individual to enable them to perform and improve their abilities, skills, knowledge, attitudes and social behavior. Training requires the use of anticipated programs that enhance the competencies of the employees and bring them new knowledge, skills and abilities, thus facilitating the improvement of job performance. 34Most organizations devote a great deal of

²I. Bhandari, E. Colet, J. Parker, Z. Pines, R. Pratap and K. Ramanujam, "Advanced Scout: Data Mining and Knowledge Discovery in NBA Data," *Data Mining and Knowledge Discovery*, pp. 121-125, March 1997.

³SeyedJavadin, 2003, p. 434). Analysis of state owned journal

resources to training and developing their employees. Some believe that post-operative training is the first recruitment and justification for staff to get acquainted with jobs and organizations, while others view training as a set of techniques that give people the skills to do the job. The newcomers and the servants are tailored to their needs. Training has become widespread over the past few decades, and beyond professional skills training, vocational training has also been addressed. Therefore, training is nowadays meant to teach corrective and complementary practices so that staff can improve quality, Data processing, participation in team decision-making and computer work. Experts on average consider 37 hours of training necessary for each client, compared to 31 hours in the previous decade. (Javadin, 2003, p. 434).The great effort and capital invested in education today raises the following questions:

1. What is the rational reason for training?
2. What is the most appropriate way to accomplish the training goals of the organization?
3. How should educational outcomes and outcomes be evaluated?

2.2.2Objectives and Reasons for training

There are a number of reasons for training, the most important of which are:(A) Factor for the emergence of secret talents: The future success of an organization depends entirely on the activities of its employees to complete successfully. Therefore, the proper evaluation of the human resource capability and the identification of their potential talents is a very important point to consider from the beginning of the recruitment process. Multiple training programs provide them with the opportunity to emerge, and with the proper structuring and support of their managers, the opportunity to leverage opportunities can be wasted. Otherwise,

investment in human resources training may be wasted) Uniqueness of situations: Organizations have found that when employees receive some form of basic training, they are more easily adapted to change and, given the specific nature of each situation, they are more flexible. It must be admitted that even experienced employees in the new environment face many challenges. If a worker is fully familiar with a machine, there is no reason to be familiar with similar machines, because every machine specially designed for a specific purpose. In addition, each organization has its own set of policies and policies, often using different approaches to doing the same thing) Job change: Most organizations today are dynamic and constantly changing tools, equipment, methods and policies, and are constantly updating. The diversity of people offers them a variety of jobs, and it is only when people with the right training can find the ability to respond to these conditions. Therefore, learning new skills is needed and new organizations or employees need to be recruited. Apply new skills or incorporate new training into employee training programs.⁵

2.2.3 Determining Training Goals

Determining the purpose of training courses, which also determine the content of training programs, is done after identifying and defining the organizational problems and training needs of the staff. Setting goals after identifying needs should be such as to solve problems, Individuals and organizations, which main aims to provide the assessment for the better performance in educational programs. Therefore, it should be clear what particular knowledge, skills or behaviors are relevant to the success of the staff, and the criteria for measuring participants' learning should be well defined, while these criteria and criteria should be specific to the staff. Of course, the influence of political, cultural, social and economic factors on the planning of programs and its goal-oriented prediction is crucial.

⁵S. Brian, "The Problem of Shot Selection in Basketball," *PLoS One*, 25 January 2012. I. Bhandari, E. Colet, J. Parker, Z. Pines, R. Pratap and K. Ramanujam, "Advanced Scout: Data Mining and Knowledge Discovery in NBA Data," *Data Mining and Knowledge Discovery*, pp. 121-125, March 1997.

Many staff training programs seem to have failed because of failure. Obtaining goals is designed and delivered without proper thought and consideration. Whereas proper training planning will reduce the vulnerability of managers, officials, experts and educational planners and will ensure that we achieve our goals. The needs and values of the training of viewers in the design of the program and its adaptation to the goals and wishes of the managers are important considerations in the planning of the program and the goals of the training.

2.3.1 Theories of Motivation Civil Servants

Training Baron, (1986) distinguishes between two opposing philosophies of attribute concerning work, as McGregor has urged. Theory X, that incorporates a disheartened read of human motivation for work, and Theory Y, that is additional optimistic and assumes that civil servants don't seem to be passive and prepared to assume their responsibilities for their training and skills supported the requirements of their IDLG Kabul government staff. The validity of Y-theory assumptions depends on the extent to that management policies and incentive systems square measure created that enable civil servants to develop their potential. Today, IDLG government staff has shown in Kabul, culture and education generally that civil servants have departed from the tradition of viewing work as a variety of penalization and currently price high value for his or her work. Motivation has become a cherished price in society. this can be very true among management and skilled civil servants UN agency report 2000 having difficult jobs is additional necessary than earning. Clerics and unskilled staff even have the next social and reproduction cost in their geographic point than their wages.

2.3.2 Training of Civil Servants - Benefits and Costs

Journals, authorities' reports, lookup theses, books, published and unpublished articles as well as fabric from the Internet are reviewed. Various research has been performed on education, however few influences on a number

of ways human aid development has impacted the complete enterprise and on to sketch and diagram training and ultimately in authority's ministries. After budgeting and allocation are hardly ever done, are there follow-ups to affirm whether or not the desires have been finished or not? It is vital to borrow the mentors from Mbiti (1973) in any organization, which includes a school, to have managers are capable execute policy suggestions and to successfully execute supervisory tasks. MSPS (2006) mentioned that coaching in civil provider faces the following challenges. Training budgets and opportunities frequently fall in the pursuits of individuals, offices, cadres and even ministries. Some officers are pro-choice when choosing to do the right thing. That some officers go to non-working coaching for private attain and at the fee of others. When it comes to budgeting for ministries, there is usually very little allocation to education departments. It has to be mentioned that corporations invest a significant quantity of money in education, however when the economic system shrinks, training budgets are typically one of the first to decline. This clearly suggests that schooling round the world is specially assumed for budgeting. This is in addition emphasized by Derek et al. (2005), who mentioned that this is only in Sweden and France spend greater than a quarter of the corporations surveyed paying greater than 4% of the consignment for education. With the exception of France, most organizations in every of the different countries spend much less than 2% of⁶ their payments on education.

⁶T. Tulabandhula and C. Rudin, "Tire Changes, Fresh Air, and Yellow Flags: Challenges in Predictive Analytics for Professional Racing.," *Big data*, 2014.

2.4 Civil Servants Training At IDLG: Participants, Partnerships, Motivations and Structure

2.4.1 Civil Servants Training and Participation Programs at IDLG Kabul

Civil Servants' participation in on-the-job coaching determines their job satisfaction. In line with Spector (1997), satisfaction varies from person to person, reckoning on the sort of job, temperament, and past expertise of the individual moreover as their tutorial progress. Some students who research the civil servants training on IDLG Kabul as a general variable, whereas others think about totally different dimensions (Bryson, Cappellari, & Lucifora, 2004). the final viewpoint peoples have towards their job defines the task satisfaction that comes from education.

2.4.2 Elements of Government Employee Training Partnership

It includes a basis of leadership, vision, values, effective communication; a strategic⁷ set up policies targeted government staff. Secondly, commitment is outlined since the basis of engagement. Government staff with a high level of structure commitment is willing to push important efforts for the organization and stream their share. The third part of interaction is cooperation. This includes a positive relationship between government staff in an exceedingly cluster. It's the innate need of individuals operating in an exceedingly team to maneuver within the same direction and to tutor civil servants. IDLG Kabul, purposes. the ultimate part is "responsibility". This is often typically in the middle of a sense of management. Initiative and responsibility to become a part of the answer is a crucial part of conflict. so as for a government worker to be loyal to the training of their civil servants, IDLG Kabul is that the very first thing must be drive by

⁷T. Tulabandhula and C. Rudin, "Tire Changes, Fresh Air, and Yellow Flags: Challenges in Predictive Analytics for Professional Racing.," *Big data*, 2014. Bryson, Cappellari, & Lucifora,

Government staff who feel scepter, empowered, associate degree obsessed with their job feel that (they're) functioning on an emotional level and are willing to their best (Larsen & Diener, 1992).

2.4.3 Training and Motivation in IDLG

According to choreographer (1989), many people see motivation as a private attribute. However, studies have shown that motivation is that the results of interaction between the individual and also the scenario. Individual's square measure totally different in their main psychological feature stimuli. Finchman, (1990) and Rhodes (1996) conjointly outline motivation because the tendency to undertake several actions to tutor civil servants, different goals that rely upon the trouble and skill to satisfy sure individual wants. These 3 key components of the trouble square measure government staff train IDLG capital of Afghanistan, its goals and desires. Try may be alive of the intensity applied by the individual. The impelled person is functioning more durable than the low impelled person. However, a high level doesn't essentially mean best job performance unless the trouble is directed in a very direction that's helpful to the training of IDLG capital of Afghanistan government staff. So it's necessary to think about the standard of the trouble likewise as its intensity. Efforts ought to be directed and in step 9 with the coaching of IDLG capital of Afghanistan government staff to form the objectives effective.

2.4.5 IDLG Training Structure

The training conducted through IDLG CDP program were aimed following area of output

⁸ (Larsen & Diener, 1992).

⁹R. D. Choudhury and P. Bhargava, "Use of Artificial Neural Networks for Predicting the Outcome," *International Journal of Sports Science and Engineering*, vol. 1, no. 2, pp. 87-96, 2007.

The status and how the objectives, programs, and performance of the departments affected by achieving the general objectives of the department are implemented¹⁰. Monitor rules and regulations for implementing relevant areas in capacity building. Implementation of the new system of payroll in cooperation with the Independent Commission on Administrative Reforms and Civil Services in accordance with the Civil Service Personnel Act and other legislative documents in the sectors under reform. Take care of the process of designing and arranging the organizational structure of the department, taking into account the legislative documents, criteria and requirements of the central and provincial departments for the next steps and implementation. Engage and maintain lasting relationships with the Independent Commission on Administrative Reforms and Civil Services and other government, nongovernmental and donor departments to oversee training programs, scholarships overseas. Provide communication and coordination with relevant provincial departments for capacity building, office development, welfare, health, safety and staff complaints handling. Monitor the process of evaluation, planning, preparation and implementation as needed to increase and respect staffing in education, education and policy guidelines.

Figure 1 Structure of Training at IDLG



¹⁰<https://idlg.gov.af/capacity-building-management/#F>. Duckworth and T. Lewis, Your Comprehensive Guide to the Duckworth/Lewis Method for Resetting Targets in One-day Cricket, University of the West of England, 1999.

Chapter 3

Findings and Analysis

3.1 Introduction

This chapter describes the research findings. By analyzing data three research questions are answered sequentially. The statistical methods used includes: correlation tests. All data has been collected on the basis of questionnaire distributed among 10 employees working in different level of management at IDLG main office in different departments: Finance, Management, Marketing and HR.

3.2 Analyzing Questions

Social capital is the main quality created via training that creates trust among networks and cultural components in a social system. In addition to reducing management costs enhancing trust via training reduce the time that the members of the society spend. Thus, training activities targeted to trust building, in addition to transmitting team members' knowledge to each other, provides a fair flow of learning and knowledge sharing among members, which can also reduce management costs and enhance social development, and can be a very effective for effectiveness of an organization. Thus, empowering employees for strengthening and increasing their social capital can ensure use of their potential capabilities that are not being fully utilized at the present time. Which ultimately provide increased customer outputs including:

- ❖ Providing customer satisfaction and increasing it further
- ❖ Increased employee satisfaction

- ❖ Increased sense of belonging, participation and responsibility among employees
- ❖ Change of attitude from coercion to choice
- ❖ Increase employee commitment and improve the quality of work

3.2.1 Types of Trainings Provided by IDLG for Civil Servants in Last Five Years and Its Spread Across Provinces in Afghanistan

The Independent Directorate of Local Governance in the year 2019 has attempted to promote local governance (citizen-centered governance). Thus, IDLG,s target includes strengthening the center and local centers in all its dimensions by providing training to its employees to promote good governance at the local level.

Therefore, one of the targets of IDLG was capacity building of local offices. For this purpose, it launches workshops and training sessions aimed at staff capacity building in the center and provinces. It also provides training and capacity building for the staff of the center and provinces (at home and abroad). Different types of trainings provided includes: trainings to raise the level of education by creating Bachelor's and Master's degree opportunities for staffs, providing trainings to enhance English Language Skills (by separate Memorandums of Understanding with Kardan, Payam Noor and Rena University). These institutes created opportunities for the IDLG staffs to participate in different trainings with a discount rate. By signing agreement letters of cooperation, staff of the department can learn from the educational opportunities of these universities and higher education institutions, to raise their academic strain in different sectors. As a result, the Bureau has trained in total 2523 Provincial, District, Municipal and Provincial Council staffs (from promotion programs), including 2455 domestic and 48 overseas.

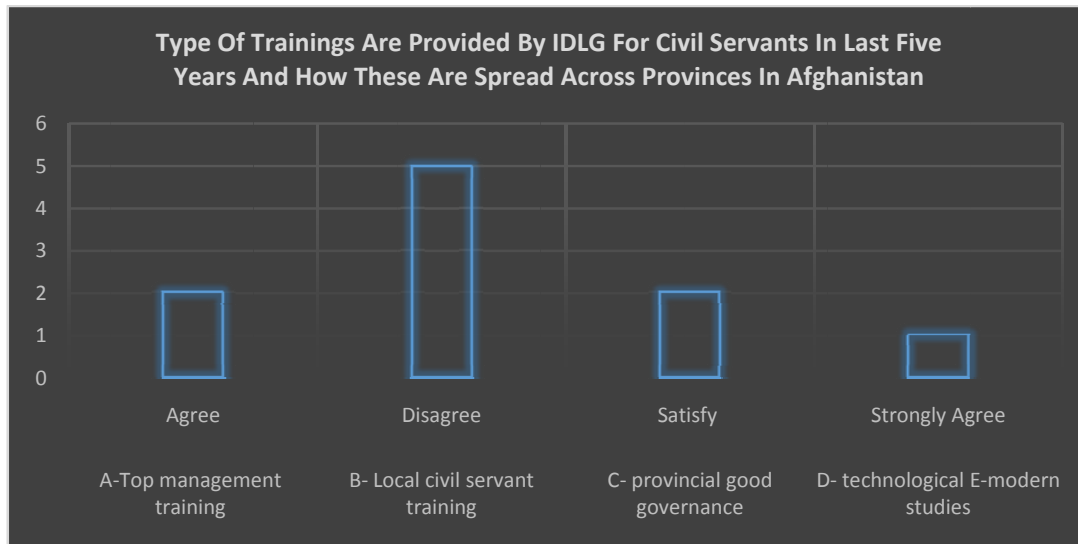
Table 2 shows division of such trainings which includes top management training, local civil servant training, provincial good governance and technological E-modern trainings. Table 2 and figure 2 also shows participants agreement about spread of these trainings.

Table 2 Type of training

Particulars	Variable	Total Frequency
A-Top management training	Agree	2
B- Local civil servant training	Disagree	5
C-provincial good governance	Satisfy	2
D- technological E-modern studies	Strongly Agree	1

Source: IDLG, 2020

Figure 2Type of training



Source: IDLG, 2020

The table above shows the number and percentage of responses to each of the that type of training has provided more in provincial good governance, technology E- modern studies and top management training but . In the table above, the highest percentage related to in-service training courses increased performance (82.36%) which show that the local servant training

was less than other variable and the lowest percentage to in-service training courses increased manager satisfaction with performance by 70.16%.

IDLG are professionally trained in their jobs, they do their job well and that leads to success. Human development in the occupational dimension makes employees more interested in the use of advanced equipment and technology in producing and using them more precisely.

3.2.2.2 Spread of the Trainings

Provision of capacity building for provincial officials and staff 2 training sessions for a total of 2 local government officials (1 male and 1 female) in 2 provinces covered by the program (Esla) and for 2 persons (1 male and 2 female). It has been launched in nine provinces (not covered by the ISLA) to strengthen the capacity of provincial authorities and administrative staff in strategic planning and coordination. These training programs include Lectures, Communication Techniques, Human Resource Management, Provincial Development Planning Guidelines, Public Finance Management Committee, Local Filming and Photography Program, Community Mobilization, Management Basics and Training Program (Assessment of CODA capacity building for teachers).

Internships for 2 trainees in 6 month program in provinces (Baghlan, Balkh, Farah, Faryab, Ghazni, Ghor, Herat, Kandahar, Kunar, Laghman, Logar, Parwan, Wardak, Nangarhar and Zabul) also available. In this program the trainees have completed their apprenticeship. Three trainees (1 male and 1 female) have just begun their internship program.

The apprenticeships and apprenticeships in government departments have provided on-the-job training opportunities for new college graduates. The internship program provided these graduates with the opportunity to perform day-to-day management work at provincial offices, department of economics and masterships, and to provide them with the opportunity to effectively participate in local governance. The internship period for each group of trainees is

six months to obtain the necessary work experience and to be eligible to apply for provincial-level positions to fill vacancies in the lower levels of government departments.

As a result of the communication technology training program, provincial staff, especially communications staff, have learned about effective packages / mechanisms and mechanisms of communication. Some program participants have been able to effectively utilize social media and television (radio and television) information gained in communications training and thus became able to make people aware of government activities.

Provincial Government Offices have provided five provincial offices to organize grassroots reporting meetings and to hold advocacy meetings, involving 2 people (1 male and 3 female). The main purpose of the gatherings was to provide the public with information on the achievements of the local government and to gather information on the needs and priorities of people.

Public gatherings and provincial meetings have resulted in increased citizen participation in the provincial development planning process. The work also provided an opportunity for vulnerable groups such as women, youth and people with disabilities to voice their concerns and suggestions on service delivery and development priorities.

3.2.3 Effectiveness of Training Courses, Policies, Material and Content

The Litigation Training Program improved the capacities and skills of participants, including members of the provincial councils, relevant departments, and civil society members in the lobbying and litigation sector. Participants in training programs were able to specifically develop litigation plans and learn key elements.

Provincial litigation committees are active at the provincial level. Provincial Litigation Committees continue to meet with governors and other relevant agencies and decision-makers to litigate their plans. This work demonstrates the commitment of the members of the

committees and demonstrates the effectiveness of the litigation programs launched by the Project. Right now, provincial litigation committees are independently implementing their plans, with little project support.

Provincial Government Offices have provided support to five provincial offices in connection with holding public meetings on provincial development plans, during which people were able to develop development projects for provincial development plans. Prioritize financially and participate in 3 people (1 male and 1 female). Participants included people's representatives, provincial council members, relevant provincial departments and civil society employees.

The United Nations Curriculum Number 1 and Budget 2 (BC1 and BC2) have been launched in all four provinces. The Osla program, which covers four provinces, has provided much of the training. As a result, this training has arranged and completed four provincial entities in the provinces covered by Osala United National Bank Number One and Second Budget for the fiscal year in accordance with Ministry of Finance standards and has submitted them to the Ministry of Finance.

The long-term Provincial telecommunication Plans and the common public provincial public information plan increase public awareness and participation in local governance through the exchange of timely and regular information between local agencies and the general public. The exchange of information between local governments and the general public to the governorate of the province provides an opportunity to better understand the priorities and needs of citizens and to provide them with reliable and credible information.

As a result of the Provincial Development Plan Guidelines training program, provincial staff in the Provincial Development Plan Sequencing Department has effectively acquired the

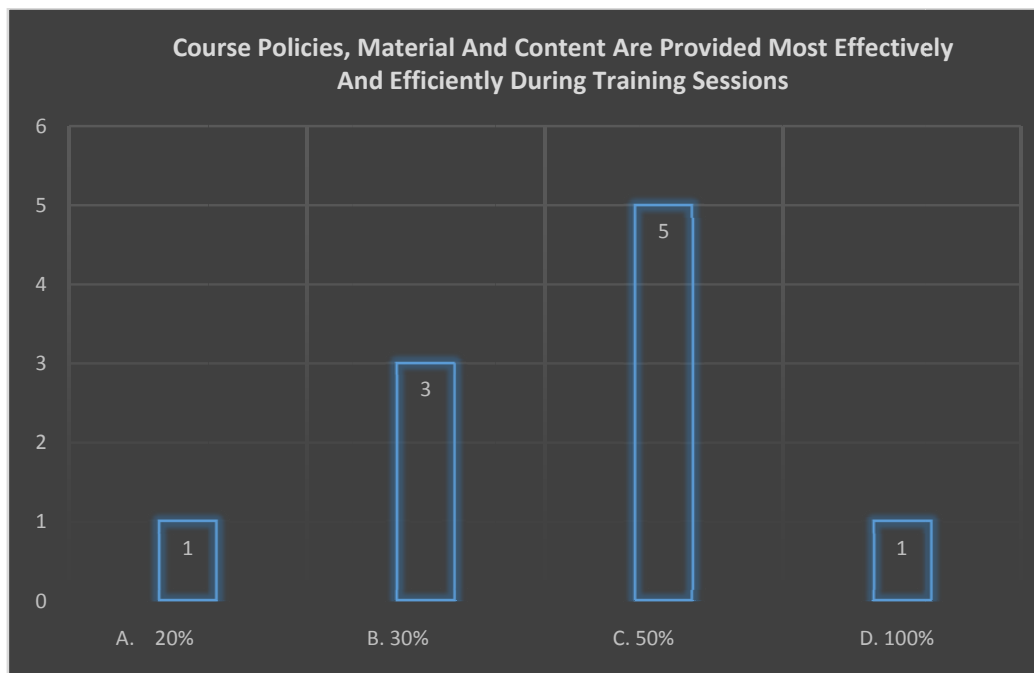
information. The pre-training and post-training exam results showed that the average level of knowledge of the participants increased by 5%. As a result, all the 6 provinces covered by the Provincial Development Plans (SSPA) program have arranged PDPGs under the guidance of the Provincial Development Plan (PDPG) costed value of 200,000USD per years.

Table 3: Types of Training

Particulars	Variable	Total Frequency
20%	Agree	1
B. 30%	Disagree	3
C. 50%	Satisfy	5
D. 100%	Strongly Agree	1

Source: IDLG, 2020

Figure 3: Type of Training



Source: IDLG, 2020

The table and figure 3 above analysis the perfect studies and data responded employees conducted at IDLG HR office which declare that The basis of policies and material content organizes very well analysis is to examine the relationship between two variables and when we call two variables interrelated, the distribution of the values of one variable changes according to the different values of the other variable which total percentage 50% staff were satisfy as the course policies and practice are providing efficiently during the training will conducted in IDLG while 20% and 30% other were not agree with statement shown by others The aspect of IDLG is human development that employees have a holistic view of organizational issues and processes. The policies skills lead better employees being able to link processes together and to identify opportunities and re-tasks. In general, human society perceptions are then divided into three categories: integrity, thought, deepening, and flexibility which has provided successfully by IDLG training center.

3.2.4 Changes Required to Make Trainings More Effective and Efficient

Training made effective to efficient Program to Increase Municipal Revenue as Non-Budgetary Institutions and Systems Institution and Regular Reporting on Municipalities the program covers essential activities such as institutionalizing the monthly revenue and expenditure reporting system, producing comparative annual revenue reports. Introducing the Revenue and Expenditure Framework in 3 Municipalities and Implementing it in 5 Municipalities, Implementing the Guild Survey in Three Municipalities, Determining the Minimum Values of Municipal Properties in 7 Municipalities, Introducing Financial Overview in 5 Municipalities for Better Management and Analyzing Revenue Information Introducing Better Indicators of Revenue Management System in 5 Municipalities,

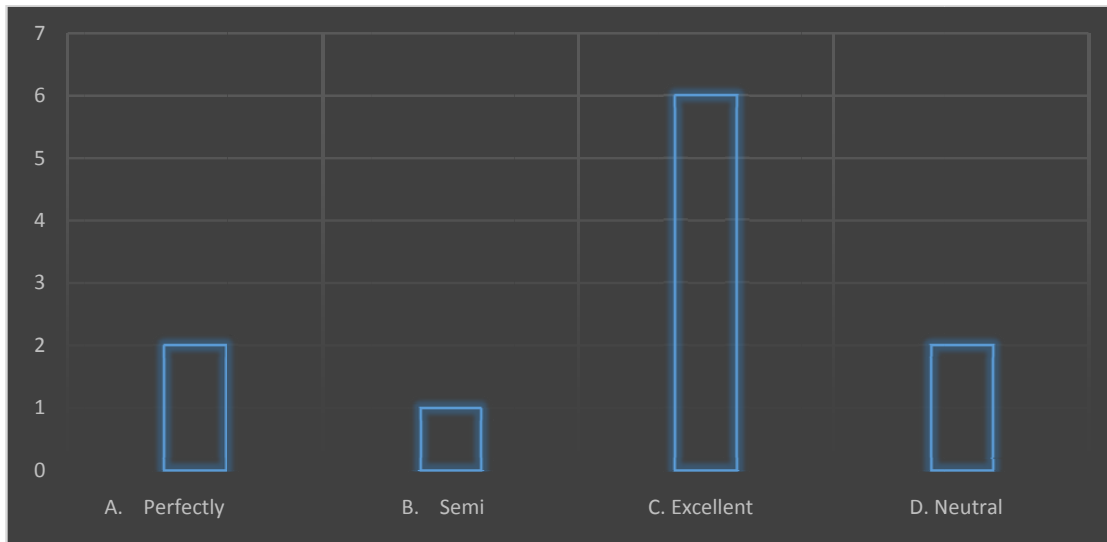
Registration Government property in 6 municipalities has arranged a list of municipal revenue streams covered by the logo upon request of municipalities and holding mobile services in 5 municipalities. It is noteworthy that it has been built for three municipalities (Nili, Bamyan and Mahmoud Raqi).

Table 4: What changes are required to make trainings more effective and efficient?

Particulars		Variable	Total Frequency
Perfectly		Agree	2
Semi		Disagree	1
C. Excellent		Satisfy	6
D. Neutral		Strongly Agree	2

Source: IDLG, 2020

Figure 4: Changes for effective and efficient training



Source: IDLG, 2020

The study shows that this training are made more efficient t is significant because 5 employees has declared; indicating that job training is associated with empowerment and performance enhancement. That is, job training has an impact on empowering and enhancing staff performance which is made by IDLG during last few years.

However research indicating the other employees are perfectly, semi and neutral satisfy and agree with the statement as the training have proper efficient on the job ratification and civil servant. One of the important categories of organization is to transform the organization into a creative organization through individual creativity must be receive by IDLG training.

Through creativity, the IDLG can refine its processes and achieve optimal effectiveness and efficiency. The competitive advantage of organizations today is having a creative and thought-provoking human resource. The current period of human life is accompanied by amazing developments. IDLG, as a subset of human life, must prepare for survival and prosperity in the face of these enormous developments, or else they will fall out of the world of competition. This does not mean the readiness of technology and equipment, but rather the preparation of employees, the principal and valuable assets of the IDLG further process and progresses.

Government agencies today are known for having strict rules, heavy bureaucracy, low efficiency and effectiveness, and low-responsibility employees. argues that in stable, static, and predictable environments, organizations operate in a uniform, controlled, and machine-driven manner. In such organizations, managers exert greater control over employees, issuing instructions to guide them and determining how tasks are performed. Today nations and societies is knowledge and ignorance. Therefore, the main challenge is the trial of the wise and capable manpower. Human resources are regarded as the most important, the most

expensive and the most valuable asset and organizational resource provided solid on the base of best training to civil servant.

The power factor must either exist or be added to the existing power source in order to modify the movement uniformly within the organization. Strengthening the instrumental capability and planning of the organization based on its rethinking is the most essential step in preparing the organization for transformation and meeting diverse social responsibilities. Obviously, the success of organizations in meeting the expectations and needs of the community is due to their ability. Optimally employing and directing and controlling employees' abilities transforms the human resources tendency to adapt to changes in the social and organizational environment or their individual and organizational and social and occupational functions and tasks become key factors in the strength of the organization. Management should take the following steps in order to empower the organization:

Employee empowerment is one of the most effective techniques to increase employee productivity and make the best use of their individual and group capacity and capabilities for organizational goals. Empowerment is a process in which continuous improvement and improvement of performance is facilitated by expanding the influence and capability of individuals and teams. In other words, empowering is a strategy of organizational development and prosperity.

Organizations today are affected by factors such as increased global competition, sudden changes, the need for quality after-sales services and limited resources, and so on. After many years of experience, the world has come to the conclusion that if an organization wants to be a leader in its economy and business and not fall behind in the competitive arena, it must have a highly skilled, creative and motivated workforce. Human resources form the basis of an organization's real wealth. There is a direct relationship between human capital and

productivity in organizations. One of the major concerns of successful global businesses is the accumulation of sophisticated and rational human capital capable of transforming the organization to which they belong.

A successful organization is a collection of cultured organizational people, shared ideas and goals that, through teamwork in the flexible system of the organization, share their experiences and knowledge with the love of ever-increasing organization. Thus, each person will feel ownership of the organization and the tasks he or she performs. Using the potential capabilities of human resources for any organization is a great advantage. In personal productivity, the organization utilizes a set of individual talents and potentials to advance the organization, and by bringing in the potential forces and tremendous talents to build, it will advance the individual and align with the organization. Therefore, the effective management of these valuable resources is necessary to achieve the goals of the organization. In this regard, the growth, progress, prosperity and enhancement of the staffing capabilities that have been highlighted in recent years as staff empowerment by HR experts and experts. As organizations tackle organizational challenges and prioritize continuous improvement, there is a greater need for employee support and commitment and engagement. Empowerment is a new and effective technique to enhance an organization's productivity by harnessing the capabilities of its employees. Employees are empowered by their knowledge, experience and motivation, and in fact empower them to release that power. This technique offers potential capabilities that exploit the source of human capacity that is not being utilized, and proposes a balanced way of exercising complete control over the management and freedom of employees in a healthy organizational environment. Empowerment discusses issues such as what is the managerial and organizational climate for employees? Organization Management Does it allow employees to express their ideas and thoughts? Is it the basis for selecting and employing individuals in the business of competence or competence, or is it based solely on

having clear relationships and information? Is there a fair incentive system in the organization? How much is the organization involved? To what extent have managers made the environment attractive for doing so?

Nowadays, the advantage that organizations have over one another lies not in the application of new technology, but in the high level of confidence and commitment of employees to organizational goals. Organizations need to adapt to different situations and learn new ways to move through the different stages. They should then identify what can be effective and effective in building the workplace. In new organizations, employees feel responsible not only for the tasks they perform, but also for improving the overall performance of the organization. They work together to continually increase productivity performance.

Empowerment should be considered from different angles. Organizations that want to implement empowerment must be fully familiar with the concept. Empowerment is not like a pencil or an automobile that can be passed on to managers by employees or a simple memorandum that says: "You are capable now." Rather, it is a process that requires a clear and dynamic attitude in which staff and managers are provided with continuous engagement and learning, and that rules and procedures are required to succeed. By promoting the culture of empowerment, managers can delegate day-to-day tasks to empowerment groups. But goals should already be clearly stated for staff and necessary decision-making tools such as: information and resources available, and then the manager will have the opportunity to undertake essential and more important tasks.

Research shows that implementing the process of empowering and continuing staff training can easily achieve the goals of the organization. The benefits of empowerment include increasing (profit, quality, customer satisfaction, employee ownership and ownership of the

organization), improving working conditions and reducing costs (costs, wastage, stress, accidents, direct supervisory supervision).

Empowerment is not about empowering people, they are empowered by their knowledge and motivation, and empowering is empowering. Empowerment offers the potential to exploit the source of human resources, which is not fully utilized. In an empowered organization, employees are the main driving force, those with the best sense of excitement, ownership, honor and responsibility.

Chapter 4

Conclusion and recommendations

4.1 Summary

The purpose of this study was to investigate effectiveness of training (Capacity Development Program) provided to the civil servants of Afghanistan. In particular, it analyzed training effectiveness among the civil servants of the Independent Directorate of Local Governance (IDLG), Kabul, Afghanistan. It intended to see the relevance of the curriculum as well as staff's learning from short- and long-term trainings, workshops, and seminars. It also shedded light on employee's commitment to learning environment.

Overall analysis based on secondary and primary data and information shows that IDLG's civil servants received training at home and abroad, however for the local level civil servants there is a lack of training. Trainings covered includes: good governance, communication strategy and leadership. However, majority of the participants, said for enhancing effectiveness and efficiency it needs to focus more on designing appropriate types of training and increase efficiency of training providers.

4.2 Recommendations

Based on the overall analysis and findings

In order to make a meaningful connection between in-service training and staff competence following measures can be suggested to make the training programs effective:

1. Needs assessment and training planning should be carried out by line managers in the IDLG and assigned only the task of implementation and coordination necessary to a separate unit.
2. The principle of participation by the participant and the teacher during the training should be respected and in lectures and inclusiveness and participations should be ensured.
3. Trainers should understand that one of the best ways to create a sense of competence in people is to encourage and verbally encourage them. Instructors need to help employees identify and apply their abilities to perform tasks successfully, rather than creating unrealistic expectations that may have a negative effect on the individual.
4. And most importantly, in-service training classes or other in-service programs should give employees the feeling that they are a valuable asset to the IDLG and an integral part of the IDLG.
5. In order to establish a meaningful relationship between in-service training and the development of a sense of self-IDLG in employees, it is recommended invited more from provinces of Afghanistan :
6. First, establish meritocracy in the IDLG, that is, put the right people in the right place, and then give the right staff, the freedom to act, and the authority to do the job right. Training programs if conducted according to the correct educational principles, that is, with the participation of the lecturer and the participant and the training needs assessment is properly done, can enhance the sense of self-IDLG by teaching people the tools and competencies to do the job.
7. In order to make a meaningful connection between in-service training and a meaningful feeling in employees, it is recommended that IDLGs employ instructors who are aware of the goals, standards and values of the IDLG and existing jobs, so

that they can nurture employees, To be able to view the IDLG as a whole and to recognize its place as a part of the whole in relation to the higher goals of the IDLG.

4.3 Conclusion

Building capacity of civil servants is very important to sustain development both economic and social. However, having a proper match of trainings required, courses and curriculum, effective delivery mechanisms and other facilities remain a huge challenge for many developing countries. With this backdrop, the purpose of this study was to examine the impact of training on the capacity enhancement of civil servants of IDLG, Afghan state owned local government organization. Analysis based on secondary and primary data and information shows that IDLG's civil servants received training at home and abroad, however for the local level civil servants there is a lack of training. Trainings covered includes: good governance, communication strategy and leadership. However, majority of the participants, said for enhancing effectiveness and efficiency it needs to focus more on designing appropriate types of training and increase efficiency of training providers.

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Appendix 1 Questionnaire

Research Questionnaire For
Training Of Civil Servants in Afghanistan
A Case Study of Independent Directorate of Local Governance (IDLG) in Kabul
Please Checking Out Appropriate Answers for the Following

Section 1: Bio Data Information

Department : _____		Designation: _____		
1- Gender:	a. Male	b. Female		
2- Age:	a. 18 – 25	b. 26– 35	c. 36 – 45	d. 46 –Above
3- Education Level:	a. High School	b. Bachelor	c. Master	d. PhD

1. What types of trainings are provided by IDLG for civil servants in last five years and how these are spread across provinces in Afghanistan?
A-Top management training B- Local civil servant training C- provincial good governance D- technological E-modern studies
2. Do training course policies, material and content are provided most effectively and efficiently during training sessions?
20% B. 30% C. 50% D. 100%
3. What changes are required to make trainings more effective and efficient?
Perfectly B. Semi C. Excellent D. Neutral