RSPN– Staff NFR

Name	Mohammad Ali Azizi	Project	BRACE
Purpose	1. Review and guide CMST rollout at field level 2. Guide develop MLST and MALT contents and schedule		
Key Activities	1. Visited CMST events at two places and reviewed training arrangements, delivery and learning and motivation level of the trainees. 2. Obtained feedback from District Manager, HRD Officers and CMST Master trainers on the quality and impact of CMST. 3. Identified gaps and suggested improvements in training management and delivery 4. Discussed and finalized the training contents of MLST and MALT the officer holders of VOs and LSOs respectively with senior staff of BRSP. 5. Developed training schedules of MLST and MALT on the prescribed format given in BRACE PIM with HRD staff of BRSP.		

Period	**From**	**To**	**Place(s) Visited**	Quetta and District Pishin
	17 January 2019	20 January 2019		

DATE	DAILY ACTIVITY DESCRIPTION
17 – Jan 2019	Fly to Took 4:00pm PIA flight from Islamabad to Quetta.
18 – Jan 2019	Field visits to see roll out of CMST training at two places in Field Unit Khanozai, District Pishin. At both places, observed the training sessions in progress and training arrangements, interviewed training participants, trainers and District Manager about the quality and effectiveness of the training. Also obtained feedback from Dr. Shahnawaz, BRACE Focal Person and Head of HRD/Social Mobilisation, Akbar Khan Achakzai, Manager HID and Maqsood Ahmed, Coordinator Capacity Building about the CMST module. RSPN has revised the three-day Community Management Skills Training (CMST) which RSPs organise for Presidents and Managers of newly formed Community Organisations (CO). The reasons for revising the CMST were that the old module mainly focused on transferring knowledge, skills and tools regarding organizational management, cooperation and collective action which are important, but they lack materials on essential topics such as core human values, active citizenship and roles and responsibilities of the community leaders in fostering these values across the communities. Second, the modules often relied on lecture method. Therefore, they were not effective in terms of transferring the knowledge and skills to the illiterate participants of these trainings. So in the revised CMST module, both the contents and methods were revised. BRSP and NRSP Turbat are using the new CMST module for training CO Presidents and Managers. The main purpose of my visit to the CMST events was first to see whether the field staff are able to deliver the training properly or not, and second to check the effectiveness of the module in transferring knowledge to the training participants and as to how far it is instrumental in changing their behaviour and attitude. Below are my observations and reflections: 1. **Training arrangement:** The training venue at both places was quite spacious and comfortable. The training schedule was prepared in English. Note pad, pen, pencils, markers, white sheets, charts and other training

materials were sufficiently available with the trainees. The training presentations were printed on Pana flex and hanging in the training center. The training banner with EU logo and acknowledgement was properly hanging on the front side of the training center. The number of trainees at both places were 20. Since both events were organised for men, therefore, no female participant was attending the course. BRSP management told me that separate CMST events are organised for women CO leaders, where men visitors are often not allowed.

Observations and recommendations: The training schedule should be developed in Urdu and it must have logos of EU, GoB, BRSP and BRACE on it as per the instructions given in the EU visibility plan. I have shared the Urdu translation of the CMST schedule prepared by NRSP Turbat under my guidance with BRSP management so that they can follow the same pattern in developing their own module.

2. **Training delivery:** At both places, it was the 3rd day of a 4 day CMST. Though the core CMST course is for three days, BRSP added the fourth day to introduce the participants with key interventions of BRACE programme and CAT sessions, which is quite good. Unfortunately, I could not see delivery of sessions at both trainings because when I arrived, the participants were making presentations of their group work. However, I had observed delivery of sessions by the trainers while I visited CMST events at Kech Turbat during last December and I did not find any issue or difficulty in delivering the sessions. However, in response to my query the trainers said that they find delivery of the new CMST module much easier than the old one. The main reason is that in this module, each and every step of the training sessions are clearly articulated any all relevant training materials including pictures, illustrations, video etc. are readily available with them. Second, the module is interactive, so it creates lots of interest in the participants. So compared to the previous module, they find the participants fully attentive and therefore, they easily understand whatever they deliver. I tried to see the level of learning of the participants as a proxy indicator of effectiveness of the training delivery and I found that the learning level of the maximum participants was well above average. But compared to the old CMST module, the learning level is very high. This proved that the delivery of the sessions by the trainees was satisfactory.


Picture: CMST at UC Gharshanani, Field Unit Khanozai, District Pishin

Picture: CMST at UC Margha Zakarazai, Field Unit Khanozai, District Pishin

3. **Increase in learning of the participants:** The group work presented by the participants at both events were speaking themselves the learning level of the participants, which was very high. Then I asked questions about what they had learnt so far, and found that all participants have several points of their interest as their learning. Majority participants mentioned the exclusion exercise, the qualities of good community leader, the fact that they themselves are responsible for changing the destiny and fate through collective efforts. And basically these were the topics they had covered so far.
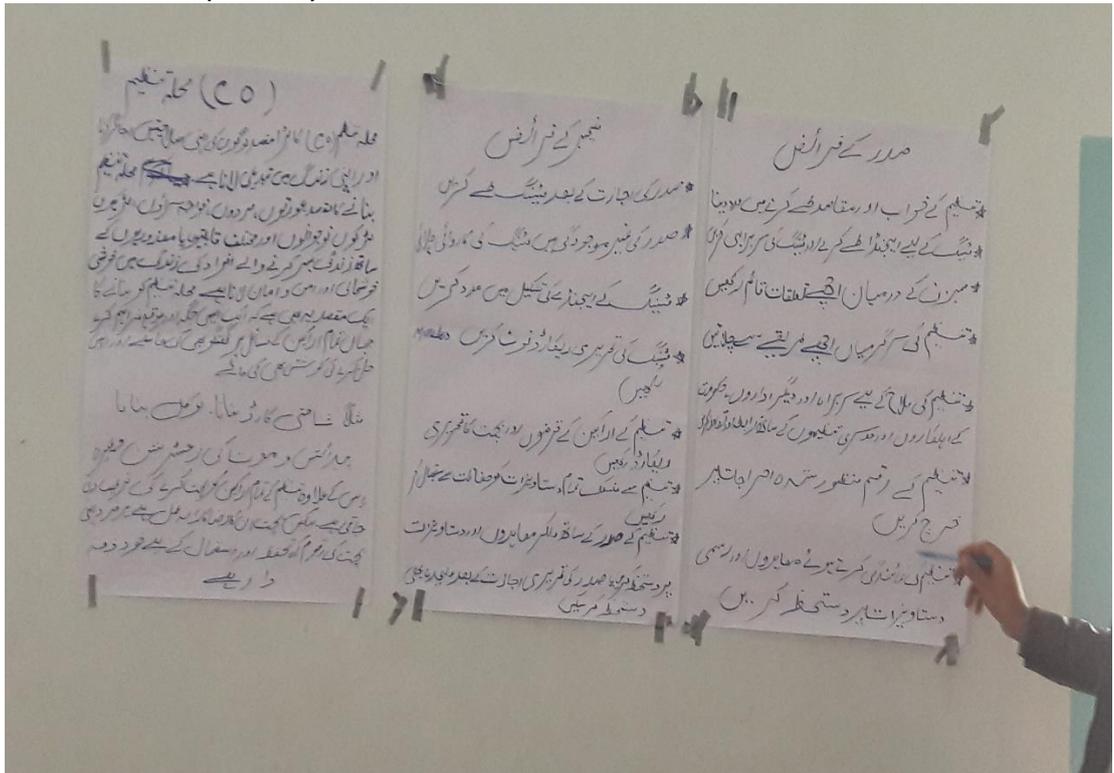
Picture: A training participants presenting Group Work Exercise in the CMST

4. **Retention of learning and behaviour change:** Responding to my question on retention of learning and behaviour change as a result of the CMST course, Mujeeb ul Rehman, HRD Officer and trainer of BRSP said "frankly speaking, the contents of the old module was mainly theoretical and hence difficult to comprehend for the rural people, hence there was insignificant behaviour change in the large majority of the trainees. However, the contents of the new module are simple, practical and easy to learn for the illiterate and less literate participants. Interestingly they are equally interesting for the literate participants as well. This boost their motivation and hence bring in positive changes in their

behaviour". Mr. Ibrahim Agha, District Manager Pishin said "as far as the old CMST module is concerned, we simply used to give lectures and go away, but in this module, we provide them avenues for thinking, learning from experiences and learning by doing. Therefore, the level of interest, learning and motivation is very high in this module". When I asked for indicators of learning and behaviour change in participants, he said that the trained persons become quite active and they try to put in practice their learnings immediately after returning to their villages. Visible improvements are seen in the record keeping and savings of their COs and they start self-help initiatives.

5. **Gender Mainstreaming:** The contents and delivery methods of the CMST module has been developed in a gender sensitive manner. In fact, one senior manager of programme RSPs complained about it to me and said that the module over emphasized on gender aspects. So I was expecting that the training participants will give gender sensitive answers to my questions. But even answering my question about the exclusion session as to who are the most neglected people in our society, they all mentioned poorest, PWDs and minorities, but nobody mentioned women. When I raised this concern with the Training Officers of BRSP, they said that when external people come and speak in Urdu, they get confused and cannot express properly, but when we ask the same question in the local language, they mention women quite frankly.
Suggestion: I have no clear answer to this question except suggesting that we need to do much more to sensitise the communities on gender mainstreaming.

6. **Monitoring:** RSPN has developed and shared Quality Assurance and Control Plan (QACP) checklist with BRASP and NRSP long ago. However, this was not in use in the CMST events. BRSP should do that and fill in the format for each and every CMST event and file it in the training file. Printed copies of the QACP should be made part of training materials. The HRDP person who organise the training course should fill in the format and put in the training file.

7. **Pre-post evaluation of CMST Trainees:** BRSP conducts a pre-post evaluation of the trainees to check the learning enhancement level on a simple format in Urdu. The participants need to tick one of the multiple answers. The illiterate participants fill in the evaluation forms with the help of a literate participant. This is a good practice and I suggest that NRSP should also start practicing it. The evaluation format needs further improvement. For example, in question one which is about excluded segments of the society, the poorest, minorities and PWDs are mentioned but women are not mentioned.

Picture: Trainees evaluation form

19 - Jan 2019	Guided BRSP HID team in developing the contents and training schedule of Management and Leadership Skill Training (MLST) for VO leaders and Management, Advocacy and Leadership Training (MALT) for LSO leaders in Urdu. The EU visibility requirements (logos, acknowledgement) of the training schedule were ensured. The BRSP team was told that RSPN will develop an interactive LMST module on the line of the CMST module. But for the time being, they should give training using the contents of BRACE PIM, which itself is developed as training sessions.
20 – Jan 2019	Fly back to Islamabad