



Afghanistan Institute of Rural Development Training Workshop Report



AIRD Training Division

Provincial Course No (6)

Name of training:	Management, Leadership and Communication
Target Groups:	Local Self Governance Institutions & Social Change Agents
Date/Duration:	Six day (15 – 20 th Jan 2011)
Implementing Agency:	Afghanistan Institute of Rural Development (AIRD)
Funding Agency:	Federal Republic of Germany
Venue:	Quasar Takhar - Hall
Reported by:	Hayatullah Halemi Training/Education Head
Address:	Ministry of Rural Rehabilitation and Development Nela Bagh Darull Aman Kabul Afghanistan
Mobile:	+93(0) 700003371
Website:	www.mrrd.gov.af/AIRD

Contents

PROVINCIAL COURSE NO (6)	0
I. ABBREVIATION:	2
II. INTRODUCTION	3
2.1 Background.....	3
2.2 Workshop Management:	3
2.2.1 Preparation:	3
2.2.2 Coordination.....	3
2.2.3 Management.....	3
2.3 Opening Ceremony	4
2.4 Objectives of training program	4
2.5 Facilitators	4
2.6 Participants	0
2.7 Course Delivery/Approach and Methodology	0
2.8 Participants Feedback.....	0
III. DETAILS OF ACTIVITIES	0
Day (1) 15 th Jan 2011	0
Day (2) 16 th Jan 2011	0
Day (3) 17 th Jan 2011	0
Day (4) 18 th Jan 2011	1
Day (5) 19 th Jan 2011	1
Day (6) 20 th Jan 2011	1
IV. CONCLUSION	1
4.2 Recommendation	2
4.3 Lesson learned.....	2
4.5 Closing Ceremony	2
V. Appendix	3
Annex 1: Workshop Schedule	3
Annex 2: List of Participants	5
Annex 3: Result of Pre and Post Test.....	7
Annex 4: Workshop Photos.....	8

I. Abbreviation:

SW	Social workers
AIRD	Afghanistan Institute of Rural Development
MRRD	Ministry of Rural Rehabilitation and Development
PRRD	Provincial Rural Rehabilitation and Development
DDA	District Development Assembly
DOAIL	Directorate of Agri- Irrigation and Livestock
DOPH	Directorate of Public Health
DOWA	Directorate of women Affairs
PGH	Provincial Governance House
PC	Provincial Council
IARCSC	Independent Administrative Reform Civil Service Commission
IACSI	Independent Administrative Civil Service Institute
NSP	National Solidarity Program
NABDP	National Area Base Development Programme
IDLG	Independent Directorate of Local Governance
MOJ	Ministry of Justice
MAIL	Ministry of Agriculture Irrigation and Livestock
MOPH	Ministry of Public Health
IARCSC	Independent Administrative Reform Civil Service Commission

II. Introduction

2.1 Background

The GTZ has funded Afghanistan Institute of Rural Development (AIRD) to build/develop the capacity of formal and informal Local Self Governance Institutions (LSGIs) and Government Official who work in rural development, decentralization and good Governance as well as in social development affairs at the district and village levels. AIRD has developed capacity building program for formal and informal Local Self Governance Institutions (LSGIs), AIRD has been conducting various training programs to its target groups and build up the skills and knowledge who work on rural development issues. The target groups for this workshop include Social Workers (SW), Extension Officers and Workers of Ministry of Agriculture Irrigation and Livestock (MAIL), Community Health Supervisors of Ministry of Public Health (MOPH), Village Managers and Officers of Independent Directory of Local Governance (IDLG), Public Awareness Officers of Ministry of Justice (MOJ), members of Civil Society and non officials (Members of DDAs, CDCs, and other Shuras such as Education, Women, Health and Agriculture Cooperatives).

The purpose of this workshop was to enhance the capacity of Social change agents and Local Self Governance Institution (LSGIs) and Social Change Agents on concepts of Management, differentiate leadership with management and leadership styles at the grass roots levels; Concept, importance of communication, types of communication, tools & techniques and communication system at the grass roots with a view to build strong relationship /synergy among various stakeholders at provincial, district and villages levels.

Based on the experience of AIRD, the project used the cascade method to transfer the skills and knowledge from central to grassroots institutions. First, AIRD trainers would get trained by national advisors and international consultants on rural development issues at the central level. Later on AIRD trainers would organise training of Trainer (ToT) programmes for Social Workers (SW's). Some potential SWs' are selected as trainers to help AIRD trainers to train DDA members at the provincial level as facilitators and transfer the skill and knowledge to DDA members and other target groups at the district and village levels.

This is the report of the six day workshop on Management, Leadership and communication conducted by AIRD in Takhar which had 157 participants, including 19 women, from all districts of Takhar province.

2.2 Workshop Management:

2.2.1 Preparation:

Preparation of training included the following tasks: finalization of contents, training material (modules, hand outs) schedule, session plan, printing training materials and logistic arrangements including projectors, flip chart and computers, as well as training hall or venue for conducting workshop.

2.2.2 Coordination

AIRD training team has already established good rapport and understanding with all the key government departments, agencies as well as the other mechanism set in place at is province level for capacity building by organizing many programmes earlier in the province. Accordingly, UNAMA, Provincial Rural Rehabilitation Directorate (PRRD), Directorate of Agriculture (DOA), Directorate of Public Health (DOPH), Directorate of Justice) DOJ) and IDLG were contacted to identify and nominate participants for the programmes. The Provincial Governors' House (PGH), Provincial Shuras (PS), (GTZ), and National Area Based Development Program (NABDP), were also contacted to help AIRD team in organizing the programme. All these agencies were invited for the inaugural event of the workshop.

2.2.3 Management

AIRD team consisting of 5 people- five AIRD trainers - facilitated the conduct of the workshop with Mr. Hamidullah Halim as team leader. The Team leader with the support of the team of trainers was responsible for the overall management and ensuring the quality of the training by regularly observing the class, evaluating the teaching quality of the trainers, the quality of the delivering exercises and how these are accepted and understood by the participants. He supervised the quality of the support services too, based on which and the feedback given by the trainers, he resolved both the academic and the support services problems.

2.3 Opening Ceremony

The programme was officially opened at Qasar – Takhar Hall on Saturday, the 15th Jan 2011 with recitation of the Holy Quran, followed by playing the national anthem. And many senior Government and non Governmental officials from various departments of Takhar came to inauguration ceremony. Eng. Nasratullah, Director of Provincial Rural Rehabilitation Directorate (PRRD) welcomed the participants and AIRD team, and asked the participants to take active participation in this training workshop. He also talked about the importance of the workshop and, he requested the participants to share and apply the lessons learned with rural people on their return to their villages.



Mr. Mohammad Yasin Mohaqiq Director of Justice Directorate welcomed AIRD trainers and participants of various Directorates' and called upon the workshop participants to take active participation, and be punctual. He added that holding such courses is useful for the society and will help officials to perform their jobs more effectively. He thanked the MRRD/AIRD and the Federal Republic of Germany for their initiatives and support for building the capacity of officials and non officials in Takhar province. He added that Civil Service Commission also struggles to build the capacity of Governmental institutions to bring positive changes at the grass root levels.

Mr. Anwarulhaq General Manager of Directorate of Agri, Mr., Muali Mohiudin member of Takhar DDA and Mr. Malawi Abdulghafar member of Takhar Health shura also spoke on the occasion.



Dr. Barris Ahmadi AIRD team leader explained the agenda of workshop and gave information to the participants concerning course topics and informed that the current workshop is held with the support and cooperation of Federal Republic of Germany. The schedule of the workshop can be seen in Annexe.

2.4 Objectives of training program

Management, Leadership and Communication Objectives:

- To enhance the capacity of Social change agents and Local Self Governance Institution (LSGIs) on concepts and importance of communication, types of communication, tools & techniques and communication system at the grass root levels.
- To expose the participants to the concept of Management, differentiate leadership with management and leadership styles at the grass root levels.
- To build strong relationship /synergy among various Local Self Governance Institutions (LSGIs) at provincial, district and villages levels.

2.5 Facilitators

The training was facilitated by the following AIRD Training Team

- | | |
|---------------------|-------------------------|
| - Dr. Barris Ahmadi | Team leader |
| - Mujtaba Ahmadzai | Trainer |
| - Alem Azami | Trainer |
| - Shamsuddin Shams | Trainer |
| - Dr.Zia Sultani | Trainer |
| - Shah Sayed | Admin/Finance Assistant |

2.6 Participants

The workshop was attended by a wide range of participants and the target groups for this particular workshop include Social Workers (SW), Extension Officers and Workers of Ministry of Agriculture Irrigation and Livestock (MAIL), Community Health Supervisors of Ministry of Public Health (MOPH), Village Managers and Officers of Independent Directory of Local Governance (IDLG), non officials (Members of DDAs, CDCs, and other Shuras such as Women, Health and Agriculture Cooperatives). Participants' list is attached as **Annex-2**

Provinces	S.No	Institution/Department	Participants		Total
			Male	Female	
Takar	1	Social Workers (SW)	18	3	21
	2	Directorate Of Women Affairs (DOWA)	0	12	12
	3	DOAIL, Extension officer/workers	15	0	15
	4	DOPH, Community Health Supervisor	10	3	13
	5	DOJ, Public Awareness officer	15	0	15
	6	Agriculture Cooperative shura	15	0	15
	7	Independent Directorate of Local Governance (IDLG)	15	0	15
	8	District Development Assembly (DDA)	50	1	51
		Total	138	19	157

2.7 Course Delivery/Approach and Methodology

The trainers adopted different methods in different situations. Especially they were using participatory methods in order to engage the trainees and motivate them. And the following methodologies were used in the workshop.

- Brainstorming
- Question & Answers
- Group discussions
- Lecture
- Presentation
- Slide show
- Snow balling

Some Photos of the class activities are attached as **Annex-3**

2.8 Participants Feedback

In the feedback session, all participants expressed their satisfaction about the trainers and training methods and added that the program was effective and instructive. They requested AIRD to have more such program in future that could enable them to handle their work confidently. The participants also filled out the workshop evaluation form and the outputs presented in Annex- 4 showed that all the participants were happy and satisfied with the contents of the workshop and training method.

III. Details of Activities

Day (1) 15th Jan 2011

After registration and ice- breaking, the workshop commenced with an inaugural ceremony described earlier. Dr. Barris gave a brief explanation about the importance of Management Leadership and Communication. Following this, the participants were divided into six groups. A pre- test was taken from all participants in order to understand their level of knowledge regarding Management, Leadership and Communication. The following topics were discussed on the first day of the training workshop:



Management:

The contents of this session included definition of management ; administrative and management framework; system and types; strategic planning-definition , importance of strategic planning ; planning –definition, basic requirement, types (short , mid and long term planning), purpose, steps; organisational structure; project- definition and management of project; administration - definition, elements , importance, Manager-main tasks; level of managements/managers and managerial skills; organization- Henry Fayol principle, goals, characteristics of goals, resources, effectiveness, efficiency and stakeholders,.

Day (2) 16th Jan 2011

Time Management:

After the recap of previous days' input, the new session began with the new topic on time management, the trainers explained the definition of time management. The participants were facilitated to use participatory methods like Urgent and importance Matrix to understand prioritization of activities. Time management- main ways of time management, barrier of effective time management and time management in work were using practical examples and discussions occurred between audience and trainers.



Day (3) 17th Jan 2011

Meeting;

The third day began with a short revision/recap of the previous day, and the new session on Concept and meaning of meeting. The contents include organization of meeting; the chairperson and his/her duties and responsibilities, framework of meeting, tips for effective meeting. More concentration was focused on outcomes of meeting. During this session some practical examples were given by the trainers how to organize the meeting at the grass roots levels.

Day (4) 18th Jan 2011

Leadership:

After the recap of previous day, a new session was started on Leadership with the following topics; the trainers were explained the definition of leadership; types of leadership (formal and informal) Hades Nabi Peace Be Upon Him, about the leaders; characteristics, principles values of leaders; leaders-roles; leadership qualities, ways to develop leadership, styles of leadership, difference between leaders and managers, The participants were divided into five groups to do this exercise. Then, each group explained their presentation and received feedback on the spot from AIRD trainers.

Day (5) 19th Jan 2011



Communication:

The fifth day began with a short revision/recap of the previous day, and the new session on Concepts of Communication. The trainers explained the types, components and barriers in communication; techniques of question. The participants were divided into six groups to do the exercise. Each group explained their presentation and received feedback on the spot from AIRD trainers. And the next session started on, active listening, and triangulation of listening, communication at the grass roots levels.

Report writing;

The afternoon session started on report writing; the trainees were explained the definition of report, importance of a report; types of reports; difference between oral and written reports; organization of report; steps in report writing, planning a report; and, components of a report . Then the participants divided into six groups to do the exercise. Each group explained their presentation and received feedback on the spot from AIRD trainers.

Day (6) 20th Jan 2011

Filing system

The last day began with a short revision/recap of the previous day, and the new session on types of filing systems; meaning of and importance of filing system; structuring filing system, effective distribution of receiving and sending official letters, system of keeping essential documents, main elements of organizing documents, some important question before omitting office documents; how to organise your office desks, how to sending effective electronic message; During this session some practical examples were given by the trainers regarding the coordination, planning and evaluation. On the last day AIRD trainers once again quickly revisited all the last five day lectures with the participants. In the afternoon the DSA was paid to all participants and the certificates were awarded to the participants by AIRD trainers and captured combine group photos in the hall.

IV. Conclusion

4.1 Challenges /Problems

- Lack of coordination among Govt. institutions and Non Governmental institutions at the grass roots levels in identification and nominating proper candidates for training and field work.
- Lack of proper training venue/hall to conduct the training workshop in the province.
- Difficult to identify the bonafide of members of DDA because they don't have any ID Card.
- Non availability of basic facilities and work environment like computer and furniture for Social Workers.

- The reimbursement of travel expenses as per the government rules is much lower than the actual expenses, because of which the participants will have to spend money out of their pockets.
- Based on the MRRD financial policy we can't pay for the travel expenses to those participants who come from villages less than 25km of the training venue creates problems all the time.
- Inadequate DSA to trainers and trainees.

4.2 Recommendation

- Proper place for training venue/hall to conduct the training workshop.
- NABDP should provide/distribute ID cards to the members of DDA to easily identify them.
- Providing actual travel expenses to the participants; DSA should be increased from 500 Afs to 1000 Afs
- Providing travel expenses to those participants who come from villages less than 25km of the training venue.
- MRRD programmes should establish a working committee for capacity building to coordinate and share their plans in order to avoid duplication at different levels.
- Participants requested AIRD to organize such as workshop at the district levels rather than the provincial levels
- To extend the duration of workshop from four days to a week.
- AIRD should offer overseas scholarships to the social workers
-

4.3 Lesson learned

- When training methods include more animation rather than class room lecture method, the learning is better
- The facilitators should give more attention to the culture and systems of community respect for public representative as otherwise, the environment will be vitiated
- Facilitators can learn quite a bit from participants through information and experience sharing among the participants.
- Rented a hotel is not the proper place for conducting a workshop.
- Awarding certificates encourages participants.
- Team work is very important. For successful workshop,



4.5 Closing Ceremony

The closing ceremony of the workshop was held at Qasari Takhar Hotel on 20 Jan 2011. Dr. Barris, requested the participants to share and apply the lessons learned with rural people on their return to their villages. He also thanked all the participants for attending the workshop and apologised for any inconvenience during the workshop. He requested the district authorities to introduce the right people to such workshops in order to get more benefits from the workshop and share the same knowledge and skill with rural people to bring positive changes in their community.

Mr. Mehrabuddin representative of Provincial Council expressed her satisfaction on the quality of the workshop. He said this workshop, like other workshops of AIRD, is very effective and important. He thanked the AIRD especially the AIRD leadership and management for providing the high quality training and equipped the participants to apply them in their field of work. And he requested to AIRD to organize such workshop in the future. Later on the DSA was paid to all participants and the certificates were distributed. AIRD team leader, trainers and participants took a group photo.

V. Appendix

Annex 1: Workshop Schedule

Day (1)

Timeframe	Description
8:00 – 9:00	Registration
9: 00 - 9:05	Recitation of the Holy Quran
9:05 - 9:10	Standing ovation to the national anthem of the country
9:10-9:15	Inauguration Speech by Dr, Barris Ahmadi
9:15 – 9:30	Welcome and objectives of the workshop By Dr. Barris Ahmadi
9:30-9:40	Statement of Eng. Jurat
9:40-9:45	inauguration speech by Maolawi Muhibuddin Takhar Health shura head
9:45 – 10:15	Pre-test
10:15-10:30	Tea Break
10: 30-11:30	Definition Management
11:30-12:00	Importance of Management
12:00 - 12:30	Specification, principals of Management
12:30-1:30	Lunch and prayers
1:30 - 2:30	Level of Management
2:30-3:30	System and Strategy

Day (2)

Timeframe	Description
8:30 – 9:00	Revision of the previous lesson
9: 00 – 9:30	Leadership
9:30-10:15	Specification of leadership
10:15 - 10:30	Tea/Coffee Break
10:30 – 11:00	Difference between manager and Leader
11:00 – 11:30	Role of Manager
11:30-12:30	Manager should be a leader or not
12: 30-1:30	Lunch and Prayers
1:30 - 2:30	Value of leaders and leadership
2:30- 3:00	Jobs and responsibilities of Leaders
3:00 – 3:30	Leadership ways and leadership according Islam

Day (3)

Timeframe	Description
8:30 – 9:30	Revision of the previous lesson
9:30-9:45	Definition of Time Management
9:45-10:15	Importance of time management
10:15 - 10:30	Tea/Coffee Break
10:30 – 11:00	Priority of activities
11:00-11:30	Barriers of time management
11:30-12:30	Conclusion
12: 30-1:30	Lunch and Prayers
1:30 - 2:30	Meeting organizing
2:30-2:45	Energizers
2:45-3:15	The head of meeting responsibilities
3:15 -3:30	group discussion +evaluation

Day (4)

Timeframe	Description
8:30 – 9:30	Revision of the previous lesson
9:30-10:15	Communication
10:15-10:30	Tea/Coffee Break
10:30-12:30	Barriers of Communication and its destroying
12:30-1:30	Lunch and Prayers
1:30-2:00	Techniques of Questions
2:00 – 2:30	Active Listening
2:30-2:45	Feedback
2:45-3:15	Attitude
3:15-3:30	Evaluation

Day (5)

Timeframe	Description
8:30 – 9:00	Revision of the previous lesson
9: 00 - 9:05	Report Writing
9:05 – 10:15	Specification and kinds of a report
10:15-10:30	Tea/Coffee Break
10: 30-12:30	Difference between verbal and written report
12:30-1:30	Lunch and Prayers
1:30 - 2:00	Steps of report writing
2:00 – 2:45	Cont.....
2:45 - 3:30	Components of a report

Day (6)

Timeframe	Description
8:30 – 9:00	Revision of the previous lesson
9: 00 - 9:30	Filling system
9:30 – 10:15	Kinds of filling system
10:15-10:30	Tea/Coffee Break
10: 30-11:30	Memo
11:30-12:30	Self and office organizing
12:30-1:30	Lunch and Prayers
1:30 - 2:00	Post test
2:00 - 3:30	Certificate distribution DSA distribution

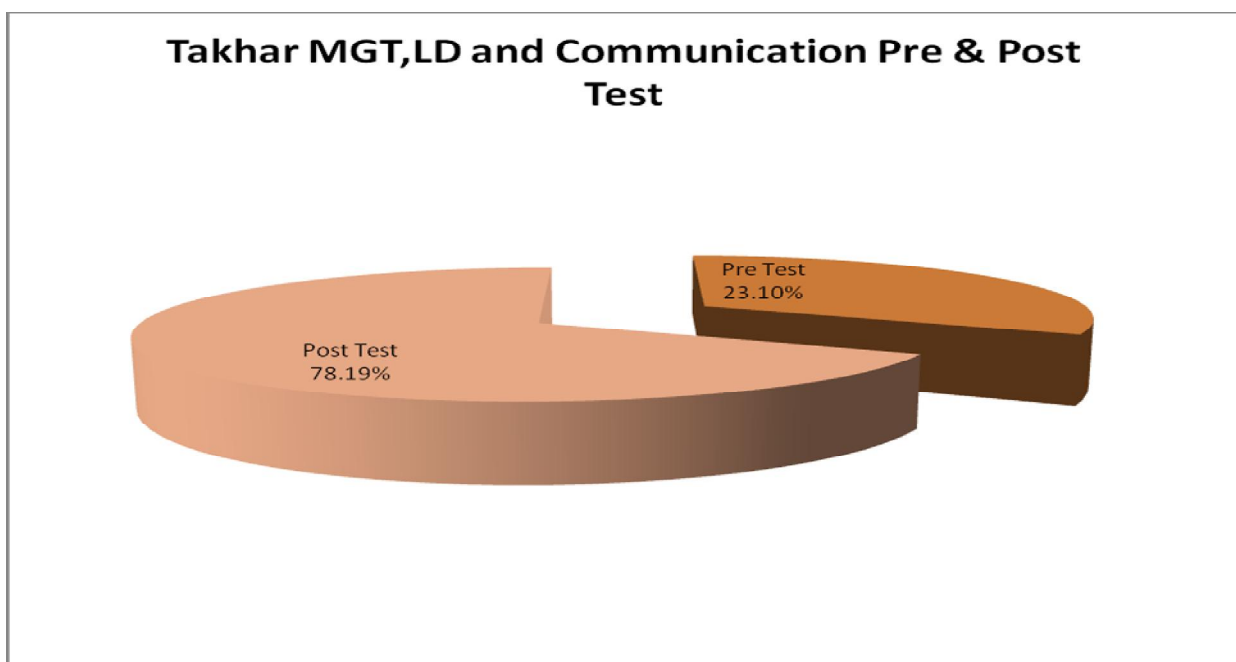
Annex 2: List of Participants

NO	NAME	FATHERS NAME	DISTRICT	ORGANIZATION	PHONE N
1	Sher Mohammad	Lal Mohammad	Khwajabawdin	IDLG	700747731
2	Shahwali	Fazel big	Farkhar	IDLG	796191131
3	Moahammad Esmail	Moahammad Ayub	Namakab	IDLG	773375133
4	Abdul Basir	Abdul Samad	Hazarsumuch	IDLG	708547195
5	Ghulam Mohammad	Diwan Big	Bangi	IDLG	774649814
6	Abdul Malik	M.Abdul Wahab	Eshkamish	IDLG	798418530
7	Khudai Nazar	Mohammad Saleh	Kalafgan	IDLG	707780232
8	Mohammad Esmail	Juma Khan	Dashteqala	IDLG	700737415
9	Rahmatullah	Ghulam Rabani	Worsaj	IDLG	772491761
10	Attiquillah	Moahammad Aslam	Baharak	IDLG	705886572
11	Hameedullah	Mohammad Ayaz	Chal	IDLG	776178730
12	Ahamad Faisal	Sarwar	Dashteqala	IDLG	795960726
13	Abdul Basir	Boota	Rustaq	IDLG	700738419
14	Ehsanullah	Rahmatullah	Darqad	IDLG	778720205
15	Mohammad Esmail	Faiz Mohammad	Chahab	IDLG	707518298
16	Shafiqullah	Qudratullah	Rustaq	DoJ	705500880
17	Amir Khan	Aslam	Chahab	DoJ	700009045
18	Mohammad Azam	Jarookash	Khwajaghar	DoJ	772057948
19	Amanuddin	Mohammad Karim	Hazarsumuch	DoJ	775246172
20	Noor Agha	Abdul Saeed	Chal	DoJ	795168508
21	Moahammad Amin	Mohammmd Roozi	Dashteqala	DoJ	700098077
22	Abdul Basir	Abdul Mohmood	Baharak	DoJ	778259383
23	Abdul Aleem	Abdul Latif	Kalafgan	DoJ	707781475
24	Abdul Haq	Mir Agha	Namakab	DoJ	77478930
25	Ghulam Maidin	Ajab Khan	Yangiqala	DoJ	700736806
26	Faiz Mohammad	Sadullah	Worsaj	DoJ	774364912
27	Abdul Qadeer	Mahmood	Taloqan	DoJ	
28	Abdul Khaliq	Allah Yar	Bangi	DoJ	774850732
29	Haseebullah	Payenda Mohammad	Eshkamish	DoJ	794854435
30	Monirullah	Bakhshullah	Darqad	DoJ	700751627
31	Sadullah	Hameedullah	Chahab	DDA	700745738
32	Habiburahman	Gul Mohammad	Namakab	DDA	796383621
33	Waheedullah	Sayed Akaber	Eshkamish	DDA	700706932
34	Abdul Zahir	Abdul Wahab	Chal	DDA	777346308
35	Mohammad Hasan	Abdul Jabar	Rustaq	DDA	772607479
36	Abdul Mohammad	Noorullah	Dashteqala	DDA	775944548
37	Abdul Rasool	Qurban Ali	Darqad	DDA	706506994
38	Hayatullah	Abdullah	Kalafgan	DDA	774891937
39	Abdul Satar	Mohammad Zarif	Yangiqala	DDA	705799873
40	Sidquddin	Emamuddin	Farkhar	DDA	774257082
41	Mohammad Tahir	Sayed Mutaleb	Baharak	DDA	797867163
42	Mohammad Saleem	Qarah Khan	Khwajabawdin	DDA	700784246
43	Jan Mohammad	Ali Murad	Bangi	DDA	797156851
44	Abdul Hameed	Mohammad Raheem	Hazarsumuch	DDA	700767939
45	Roona	Mohammad Hasan	Dashteqala	DoWA	700739919
46	Tabish Meena	Mohammad Akber	Bangi	DoWA	705961278
47	Attefa	Abdul Rawoof	Yangiqala	DoWA	
48	Asefa	Moahmma Nazeer	Worsaj	DoWA	
49	Shikeba	Hafeezullah	Farkhar	DoWA	772678949
50	Suraya	Eshan Jan	Chahab	DoWA	704497984
51	Zulheja	Abdul Salam	Rustaq	DoWA	
52	Seema	Gul Murad	Khwajaghar	DoWA	
53	Najeeba	Mula Mohammad	Chal	DoWA	
54	Saheb Jamal	Jura Qul	Baharak	DoWA	
55	Suhaila	Habeebullah	Darqad	DoWA	
56	Gulbanoo	Abdul Qayoom	Namakab	DoWA	
57	Hasamuddin	Khudai Nazar	Bangi	DoH	798365281
58	Nezamuddin	Khalnazar	Rustaq	DoH	700744684
59	Rajab Mohammad	Mohammad Omer	Baharak	DoH	765439986

60	Mohammad Azam	Khal Mohammad	Chahab	DoH	700741805
61	Qand Agha	Abdul Salam	Namakab	DoH	773908027
62	Abdul Baset	Ghulam Sakhi	Hazarsumuch	DoH	775310016
63	Abdul Ghafar	Sayed Hasan	Eshkamish	DoH	777443262
64	Shukrullah	Ashur Mohammad	Dashteqala	DoH	700092187
65	Ali Dad	Gul Murad	Hazarsumuch	DoH	
66	Layeq	Mirjan	Darqad	DoH	705132685
67	Malika	Attequillah	Farkhar	DoH	794390614
68	Nafeesa	Habeeb	Chal	DoH	793447884
69	Ghuncha Gul	Bazar Malang	Bangi	DoH	
70	Emamuddin	Yar Gul	Kalafgan	DoA	705551547
71	Enayatullah	Baba Jan	Yangiqala	DoA	700707525
72	Abdul Moqem	Abdul Nasir	Namakab	DoA	700720192
73	Qurban Mohammad	Shekh Ali	Chahab	DoA	707743688
74	Sardar	Mohammad Qasim	Taloqan	DoA	776160919
75	Abdul Zahir	Ghulam Husain	Farkhar	DoA	778566813
76	Ramazan	Abdul Nazar	Chal	DoA	772344705
77	Qadam Shah	Dilshad	Hazarsumuch	DoA	700722088
78	Mohammad Esa	Mohammad Tora	Dashteqala	DoA	700889713
79	Mohammad Sarwar	Shah Eslam	Eshkamish	DoA	797708653
80	Abdul Hakim	Abdul Aleem	Khwajabawdin	DoA	700760600
81	Abdul Qayoom	Abdullah	Darqad	DoA	705500354
82	Mahmood Khan	Ahmad Jan	Baharak	DoA	778287972
83	Anwarulhaq	Mohammad Zakir	Rustaq	DoA	700708227
84	Abdul Qayoom	Mohammad Azam	Bangi	DoA	700704942
85	Mohammad Mir	Abdul Salam	Chal	DDA	793207005
86	Abdul Gheyas	Noor Mohammad	Rustaq	DDA	775215698
87	Assadullah	Bahawuddin	Hazarsumuch	DDA	707576214
88	Qutbuddin	Mohammad Sidiq	Baharak	DDA	787703364
89	Mohammad Naim	Khuram Qul	Bangi	DDA	778451214
90	Abdul Karim	Mohammad Qazi	Khwajabawdin	DDA	706493196
91	Abdul Baset	Abdul Kabeer	Worsaj	DDA	706637337
92	Abdul Khabeer	Mohammad Qul	Namakab	DDA	772267220
93	Nasratullah	Shah Sayed	Eshkamish	DDA	798818850
94	Gulnazar	Mohammad Yonus	Dashteqala	DDA	700423722
95	Abdul Matin	Abdul Awal	Yangiqala	DDA	705239381
96	Ghulam Farooq	Khwaja Ahmad	Kalafgan	DDA	787774665
97	Abdul Qahar	Ghulam Mohammad	Yangiqala	DDA	707496005
98	Abdul Husain	Nazrullah	Eshkamish	DDA	776439789
99	Sayed Ebrar	Sayed Toora	Rustaq	DDA	700746883
100	Maseehullah	Mohammad Musa	Hazarsumuch	DDA	774353920
101	Abdullah	Gul Mohammad	Namakab	DDA	796517281
102	Mulah Abdullah	Aabdul Haq	Dashteqala	DDA	771525095
103	Abdul Matin	Abdul Ghani	Kalafgan	DDA	776659211
104	Mohammad Yonus	Afzal	Bangi	DDA	793747209
105	Khudai Nazar	Khal Mohammad	Darqad	DDA	
106	Mohammad Akber	Momin	Khwajabawdin	DDA	700224809
107	Ziaulhaq	Nasrullah	Chal	DDA	796217953
108	Noorullah		Baharak	DDA	774885274
109	Suraya	Rajab Mohammad	Farkhar	DDA	779723385
110	Fazul Rahman	Mohammad Raheem	Farkhar	DDA-Finance	772496366
111	Lameer	Abdul Karim	Namakab	DDA-Finance	700709545
112	Noorullah	Jura Khah	Rustaq	DDA-Finance	700847842
113	Haji Mohammad	Abdul Manan	Chal	DDA-Finance	796016442
114	Abdul Satar	Mula Haidar	Bangi	DDA-Finance	779512159
115	Hekmatullah	Amanullah	Chahab	DDA-Finance	070872922
116	Khairullah	Juma Khan	Kalafgan	DDA-Finance	707450665
117	Hameedullah	Abdul Rahman	Yangiqala	DDA-Finance	771749338
118	Adam Khan	Mohammad Wali	Baharak	DDA-Finance	797454307
119	Rabani	Ghulam Rasool	Dashteqala	DDA-Finance	700739290
120	Mohammad Said	Mohammad Saleh	Hazarsumuch	DDA-Finance	796834623
121	Mira Jan	Khal Mohammad	Darqad	DDA-Finance	705225940
122	Mohammad Ghufan	Abdul Ali	Worsaj	RRD-Takhar	775338120
123	Ebadullah	Zaidullah	Eshkamish	RRD-Takhar	787169305
124	Abdullah	Omera Khan	Yangiqala	RRD-Takhar	705908677

125	Faizul Rahman	Lutfullah	Baharak	RRD-Takhar	785312683
126	Janat GUL	Mohammad Azeem	Darqad	RRD-Takhar	794203880
127	Mohammad Din	Sadrudin	Chal	RRD-Takhar	793275200
128	Jan Mohammad	Baz Mohammad	Chal	RRD-Takhar	798582567
129	Mowlawi Abdullah	Rajab Mohammad	Rustaq	RRD-Takhar	700740523
130	Abdul Rahman	Abdul Hai	Bangi	RRD-Takhar	797088962
131	Mohammad Emran	Habeeb Rahman	Yangiqala	RRD-Takhar	700879244
132	Sefat Khan	Jan Mohammad	Bangi	RRD-Takhar	776533912
133	Mehrabuddin	Abdul Khakiq	Rustaq	RRD-Takhar	700037547
134	Ghulam Maidin	Sangi Mohammad	Hazarsumuch	RRD-Takhar	700522956
135	Shahzada	Kamaluddin	Darqad	RRD-Takhar	785008012
136	Raz Mohammad d	Baba	Eshkamish	RRD-Takhar	779265386
137	Mohammad Zarif	Adam Khan	Dashteqala	RRD-Takhar	700722166
138	Malika	Abdul Khaliq	Baharak	RRD-Takhar	795703168
139	Fereshta	Mir Fazil Ahmad	Farkhar	RRD-Takhar	
140	Fawzia	Aghameer	Baharak	RRD-Takhar	783109691
141	Attiqullah	Abdul Gheyas	Kalafgan	RRD-Takhar	700706724
142	Zalmai	Abdul Gheyas	Yangiqala	RRD-Takhar	700754348
143	Dost Mohammad	Khal Mohammad	Kalafgan	DoA	700757633
144	Hameedullah	Abdul Hameed	Chal	DoA	774120768
145	Abdul Hafiz	Emam Qul	Bangi	DoA	797706810
146	Abdul Qadeer	Qurban	Chahab	DoA	707860352
147	Mohammad Naim	Baz Mohammad	Khwajabawdin	DoA	799873158
148	Sher Mohammad	Jan Mohammad	Eshkamish	DoA	789237412
149	Shamsuddin	Khairuddin	Hazarsumuch	DoA	700742778
150	Sulaiman	Shahjahan	Namakab	DoA	786842048
151	Faizullah	Mula Barat	Yangiqala	DoA	700739687
152	Taj Mohammad	Khayesta Khan	Darqad	DoA	708687977
153	Abdul Dayan	Mohammad Omer	Dashteqala	DoA	700742603
154	Ghulam Rabani	Ghulam Sakhi	Chahab	DoA	700745857
155	Sameullah	Khair Mohammad	Rustaq	DoA	707465625
156	Abdullah	Hasamuddin	Farkhar	DoA	793567336
157	Sayed Mohmood	Sayed Makhdoom	Worsaj	DoA	774521928

Annex 3: Result of Pre and Post Test



Annex 4: Workshop Photos

