

[1]

MEMO

To: THE DIRECTORATE

From: GREG MORAN, DEPUTY CE MANAGER (TRAINING)

Date: 19 MAY 1995

Re: SUMMARY OF ISSUES RAISED BY COORDINATORS IN EVALUATION

1. Introduction

This is a summary of the comments received on evaluation forms submitted after the training coordinators workshop held from 10-12 May 1995. A more comprehensive account based on the evaluation form used is attached.

2. Evaluation

a. Training

Participants all found the part of the workshop dealing with workshop methods and workshop, language and facilitating skills the most useful. This is also the part of the workshop which people enjoyed the most, particularly when they were asked to participate and practice what they had learned.

After workshop skills, participants also enjoyed that part of the training dealing with the constitution, including the sections on the interim Constitution and Bill of Rights, the constitution making process and the Constitutional Principles.

Few people made negative comments about the content of the training, but one person found the section on the interim Constitution of no use.

Although there were one or two suggestions for improving the training manual and other materials, almost everyone commented that the manual is excellent, and easy to understand and use. Suggestions for improving the manual included improving the section dealing with the interim Constitution and Bill of Rights, that coordinators be consulted on the final draft of the manual, and a useful suggestion that a dictionary explaining difficult words used be incorporated.

Participants generally felt the training was excellent and that it was simple and understandable. Useful ideas for improving the training included: sending out the proposed outline for comment by the coordinators and to indicate what would be covered; making training materials available ahead of time so that people can prepare; allowing participants to participate and practice more, including splitting the training up into modules which the coordinators themselves should run; and sending follow-up questionnaires to evaluate what people actually learned.

Summary of Issues raised by Coordinators in Evaluation
Page Two

Participants generally believed they will be able to apply what they learned in actual workshops, although some felt it is a bit too early to tell.

Few people had ideas for additional training, and many felt this will not be needed. Some participants indicated that they would like additional training on the interim Constitution and Bill of Rights, and that there should be an update service to keep them informed of legal and CA programme developments.

b. Practical Issues

There was general consensus that the schedule was very tight and that this was compounded by interruptions to the programme, both on the part of participants who were not punctual (in fact no session was able to begin on time), and on the part of the "administration" which interrupted proceedings for unscheduled discussions.

Although some people found the venue, transport and accommodation excellent, most complained that they would like to stay at the same hotel (a complaint which was made often during the workshop itself), and that this would make transportation easier. At least two participants felt that the Townhouse would be the most suitable accommodation. Some participants recognised that accommodation is difficult, given that the Rugby World Cup is about to begin.

Many people complained about the travel arrangements, both to and from the hotel, and from Cape Town back to their provinces. Participants felt that the delay caused by waiting for transportation to the workshop impacted negatively on the tight schedule. It should be noted that the workshop was never able to begin on time because people arrived at the CA after 9:00am every day, including the two days on which the workshop was to begin at 8:30am. People also complained about other participants leaving the conference early and missing important sections because their flights home left earlier than the end of the conference. This was because almost all participants tried to change their travel arrangements during the workshop (and hounded CA administrative staff to do this), but also because the workshop organisers had made early flight bookings for some participants.

Some participants complained about lunch arrangements. In particular, they believed that the CA should have provided lunch at the workshop because delays were caused by people going out for lunch, and some did not have money for lunch because subsistence and travel allowances were not paid on arrival.

A complaint which was made during the workshop, but which only appears in a vague fashion in the evaluations, is that there was a lack of coordination between those dealing with administration and the facilitators of the workshop. This was indeed a problem, since facilitators were never sure what travel arrangements were being changed and who would be leaving early.

Two particular issue which were raised by individual participants were:

- One has been recruiting trainers and facilitators, who have indicated that they would like to receive certificates at the end of their training; and
- Expectations which were listed and which were of a practical nature were referred to the "Way Forward/Planning" session.

3. Conclusions

All in all, participants seem to have enjoyed the training and have indicated that they believe they have learned a lot. The manual and content of the training were well received and some constructive comments were made for improving this.

Complaints centred around transport and accommodation arrangements which caused delays, and a lack of punctuality on the part of participants. The latter also caused delays and was probably compounded by the fact that the workshop never started on time because of problems on the part of the administrators of the workshop. This possibly sent a message to participants that they could overrun time allocated to breaks because there was always some issue that had to be dealt with before the training re-commenced. It will be important in future conferences to properly plan travel and accommodation and not to deviate from the programme.

ISSUES RAISED BY COORDINATORS IN EVALUATION

1. What parts of the training did you find most useful - topics, methods, skills etc?

Almost all participants found the section of the workshop dealing with workshop, language and training skills and workshop method to be the most useful. They enjoyed the opportunity to practice these skills and be assessed by their colleagues.

The sessions on understanding the constitution and the Bill of Rights and the process of writing the new Constitution were also enjoyed.

Other areas which received mention were:

- * activities of the CA, especially the work of the theme committees;
- * input by trainers on their role; and
- * the Constitutional principles.

2. What parts of the training did you find not so useful?

Most respondents replied that all aspects of the training were useful.

One replied that the session on the interim constitution and bill of rights was of no use; one said the roleplay should have been shortened; and one replied that he did not enjoy taking part in roleplays.

3. What parts of the training did you enjoy the most?

The responses to this were very similar to point one, with most people enjoying the workshop training and exercises.

Next in order of preference was the session on the interim Constitution and Bill of Rights.

One person responded that the section dealing with answers to typical questions was most enjoyable; and another enjoyed the section on the Constitutional Principles.

4. How were the practical arrangements - venue, transport, food etc?

This question drew the most comment. Although some people were happy with the practical arrangements, many complained that:

- * transportation to and from the CA was badly organised and late on every day. This was possibly because participants did not all stay at the same hotel;

- * lunch should have been served at the venue and participants should have been given subsistence and travel allowances up front;
- * some flights back to the provinces were early and these people had to leave before the end of the workshop, while others were allowed to change their flights and leave early which disrupted the workshop; and
- * one person felt that workshops should be held in a proper training venue, such as a conference centre.

5. How useful was the manual, handouts and other materials?

The manual was almost universally praised. There were one or two recommendations for how this could be improved. These included a review of the section dealing with the interim Constitution and Bill of Rights; the section dealing with vertical and horizontal application; and the inclusion of a dictionary of difficult words and phrases.

One person indicated that coordinators should be consulted on the final draft.

6. How was the length of the programme and the times for different topics?

Generally, participants thought the schedule a bit tight, particularly since we were not able to begin on time; and because the workshop was disrupted by unscheduled discussions with CA staff.

There was some concern that the amount of time allocated to training on the content of the interim Constitution and Bill of Rights was insufficient, and that more time could have been dedicated to practice.

7. How was the level of the training - language, concepts used?

Participants were impressed with the training and found it "understandable", "easy", "simple", "basic" and "very clear".

Facilitators were also praised as being lively, energetic and clear about their topics.

8. What could be done to improve the training?

Few people commented on this. Those that did suggested:

- * keeping a finger on the pulse of developing needs;
- * Sharing of approaches and experiences in the provinces in a central and structured way;

- * increasing the time allocated (although the same person did not think additional training will be required);
- * allowing more input by participants, including sharing the programme out amongst participants so that each does one module;
- * sending the workshop outline beforehand so they will know what to expect; and
- * giving materials to people to read beforehand so that they are able to pose questions
- * People should not be allowed to change their travel arrangements;
- * follow up questionnaires should be sent to find out whether participants learned what they were trained.

One respondent believes a workshop package is needed, including prepared flip charts and overhead transparencies, flip chart pads and stands and overhead projectors

9. How do you think you will be able to apply the training in your work?

This question seemed to cause some confusion. Most people answered that they will be able to use their training when conducting workshops.

They also felt the training improved their understanding of the nature and importance of constitutions.

One person stated that there should be a follow up before actual workshops are held.

10. Do you think you need more training? If yes, what should this cover?

Most people answered that they will not require additional training. Those that felt there is a need for this asked for training on:

- * new approaches, skills and methods that may arise;
- * legal updates;
- * updates on the process, as it develops
- * the Bill of Rights and interim Constitution; and
- * process after 10 May 1996.

11. Any other problems, comments and suggestions?

Most people re-iterated their complaints under points 4 and 6.

Other comments were:

- * a needs assessment should be conducted prior to workshops;
- * longer and more intensive sessions need to be broken up more frequently by using energisers;

- * there should be more coordination between admin staff and those running the workshop
- * expectations which were listed and were of a practical nature were referred to the "Way Forward/Planning" session. This person though there concerns were not taken seriously enough.

One person stated that he has been recruiting trainers and facilitators, who have indicated that they would like to receive certificates at the end of their training.

One participant noted that LHR are developing materials on the interim Constitution and Bill of Rights, and we should use these.