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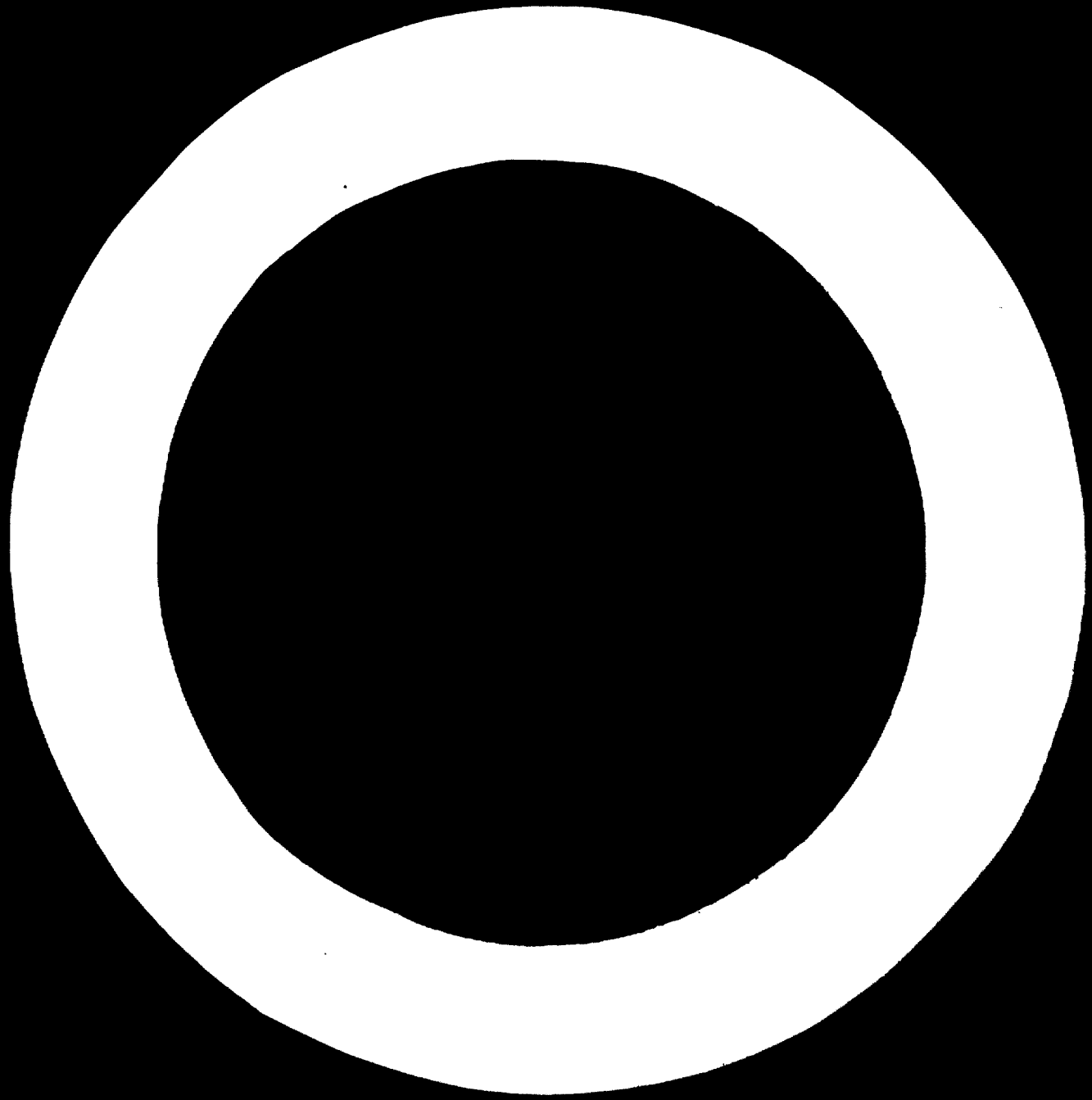
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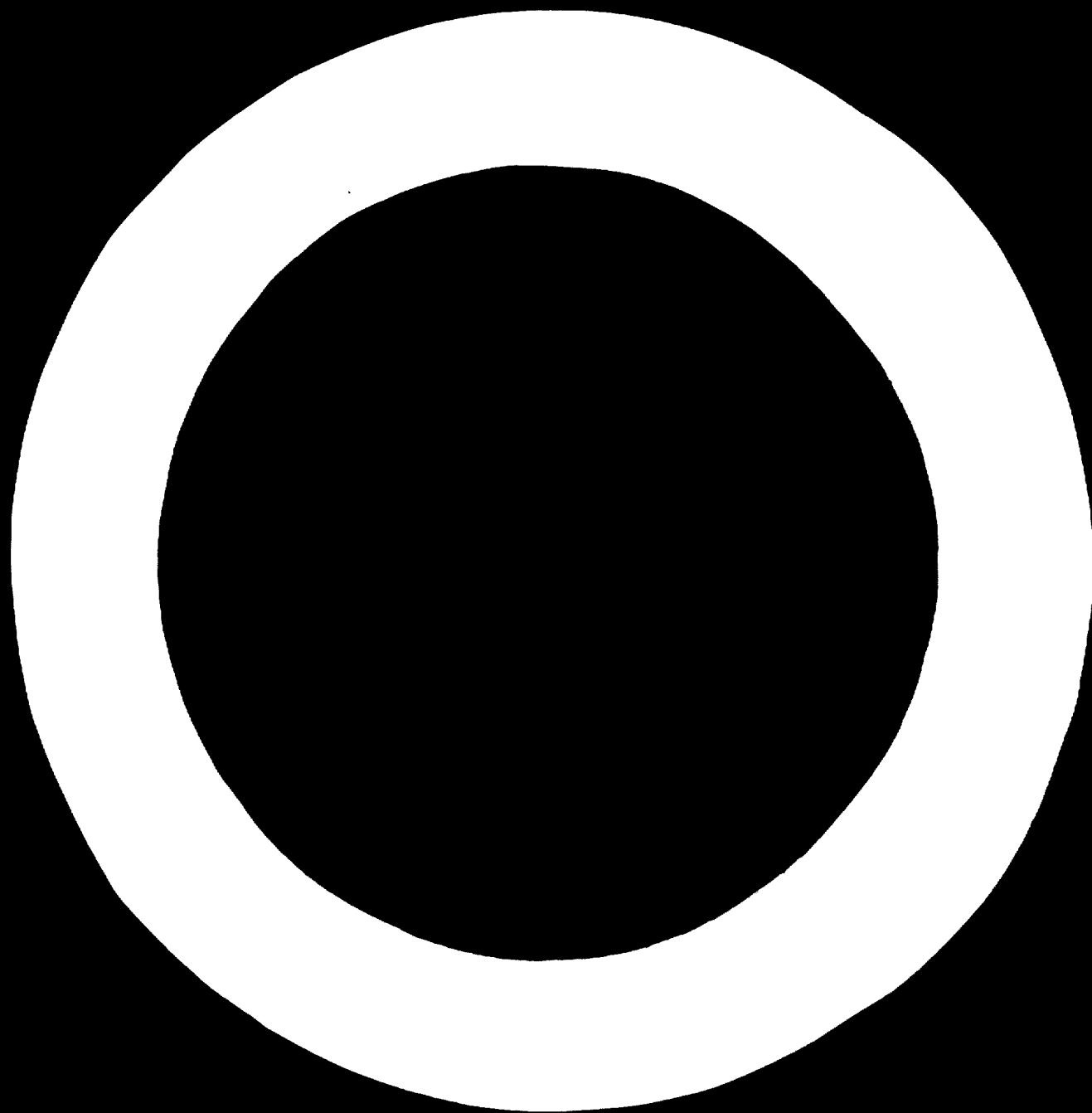
Meeting of In-Plant Group
Training Directors
Vienna, 7 - 11 February 1972

EVALUATION OF UNIDO'S
IN-PLANT GROUP TRAINING PROGRAMMES ✓
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Purpose

1. The purpose of evaluation is to determine whether a training programme has fulfilled its objectives, has met with the training needs of the participants and to check whether certain activities (pre-programme and during the programme) have been carried out according to the expectations and wishes of the participants (and other parties concerned). It provides the participants with the opportunity to express their satisfaction or dissatisfaction on certain elements of the training and it serves as a means to make the decision whether to repeat a programme and if so which changes are to be made in order to improve its impact.
2. There are several techniques used by UNIDO to evaluate its training programmes, such as:
 - questionnaires
 - group discussions
 - individual interviews
 - final reports by participants
 - reports prepared by the programme directorNone of these techniques alone will provide sufficient information; it is the combination of all the information gathered through different techniques, which constitute the total evaluation of a training programme.
3. There are three distinct different periods during which an evaluation is made:
 - i) at the beginning of a training programme, in order to check pre-programme arrangements;
 - ii) at the completion of a programme in order to obtain from participants their views on programme content, and arrangements (social, accommodation etc.) observed during the programme period.
 - iii) one year or longer after the completion of the training programme in order to appraise its effectiveness, applicability and relevance to the conditions prevailing in industry in the home country of the former participant.

The outcome of the evaluation sub (iii) becomes only available after a decision to repeat a programme is already made and a negative response cannot influence this decision any more. Therefore, it is tried to obtain already information on applicability and relevance in evaluating the programme upon completion (sub ii).

4. An evaluation of pre-programme arrangements are made during the first days of the programme. Originally, a simple questionnaire has been used, but experience has shown that participants prefer to voice their opinions in group discussions and/or individual interviews. The outcome of this type of evaluation over the years has led to an improvement of travel and administrative procedures and the introduction of a Note for Participants which is sent to all accepted candidates, well in advance.

Evaluation upon completion of a programme

5. For evaluations upon completion of a training programme UNIDO uses since 1960 a four page questionnaire (see Annex. I) which is especially designed for the evaluation of the in-plant group training programmes. Through the questionnaire the participants are particularly requested to provide information on the composition of the training programme (ratio theoretical lectures - practical in-plant training; plant visits and individual studies) and whether they have had time for and benefitted from an exchange of professional views with instructors, staff of industry and fellow participants.
6. The questionnaire will have to be completed during the last days of the training programme. The purpose of the questionnaire has to be explained to the participants as this proves to be necessary because certain terms used in the questionnaire may not be necessary because certain terms used in the questionnaire may not be used as such in the curriculum description of the programme. The completion of the questionnaire including introduction usually takes between 30 and 60 minutes. It also is found essential that the UNIDO official who introduces the questionnaire remains present in order to give

additional explanations if required and particularly to check whether the questionnaire is filled out completely by each participant. Experience has shown, that if the questionnaire is distributed to the participants to be returned after some time (e.g. the next day) some of the replies may not reflect the opinion of the individual participants, e.g. some questions are replied literally identical by certain groupings of participants.

7. The compilation of results takes usually not more than two hours. The compilation gives the average quantitative opinion of the group of participants; further qualitative aspects have to be obtained by individual interview or group discussion. The completed questionnaires have proved to be a good starting point for these individual interviews or group discussions.
8. Although the questionnaire is not anonymous, in the compilation of result no direct reference to names of individual participants is made. Up to the present none of the participants has objected to provide UNIDO his opinions and views. In analysing the replies, however, it has proved essential to know the name and country of origin of the participant, as his professional background, proficiency of the language of instruction and stage of development of the industry which he is employed at home may have been an influencing factor in formulating his replies. It also enables to compare the replies in the questionnaires with the contents of the final report of the respective participants.

Evaluation of programme components

9. UNIDO is only engaged in the evaluation of the overall programme. The evaluation of individual lectures, subjects etc. is being considered the responsibility of the organising authority in the host country. Several of the programme directors have introduced evaluation techniques for individual activities, particularly evaluation of lectures (see as example questionnaire used in the In-Plant Training Programme in the field of Pulp and Paper Industry, Annex. II).

10. An evaluation of the in-plant training (carried out individually or in small teams) proves to be possible by analysing and/or discussing the individual reports written by participants. A drawback of this is that this is a post-factum evaluation and corrections of the programme are not possible any more. It is therefore the practice, that the "tutor" assigned to the individual participant, or team of participants holds regular meetings in order to obtain direct information on satisfaction or dissatisfaction on the in-plant training arrangements in order to take direct corrective actions if so required.

Evaluation after return home

11. In 1968 UNIDO undertook a first study of the effectiveness of training by sending out a questionnaire to all former participants of in-plant group training programmes and to their employers. (Annex.III) The response, after having sent out once a reminder letter to all of those, who had not replied yet, proved to be satisfactory. Sixty three percent of the former participants and fifty two percent of the employers completed and returned the questionnaire. This percentages are higher than that of a similar survey carried out by the Institute of Social Studies, The Hague, which had a response of 49%.

12. The main findings of this survey were (in brackets the comparable figures of the Dutch survey):

	Participants	Employers	
Number of replies received	128	103	(-)
Percentage of number of questionnaires sent out	63	52	(49)
Part. benefitted professionally from training	81%	97%	(68%)
Part. able to utilise new knowledge	79%	86%	(81%)
Promoted after return	24%	19%	(27%)
Remained in the previous position	52%	50%	(42%)

It is interesting to note that the employers appear to be more satisfied with the result of the training than the participants themselves. The somewhat higher appreciation of the employers might be the result that indeed a competence up-grading took place but no promotion, what may have been a disappointment to the former participant.

The programmes are not composed in such a way as to facilitate promotion, but certain participants may have been sent to them because employers intended to promote them. The promotion thus may come post hoc and only individually propter hoc.

13. In 1970 UNIDO decided to start an evaluation of its individual fellowship programme; the questionnaire developed for this purpose was revised in order to be applicable for an evaluation of the training of in-plant group training programmes. In 1971, these questionnaires were sent out to all former participants of in-plant group training programmes not covered by the previous UNIDO questionnaire (para 11) and who had assumed their responsibilities in their home country for at least six months. The results of this survey will be dealt with in a separate paper.

Conclusions

14. The different evaluation techniques are not to be used in isolation. All information obtained from both participants and programme management will have to be considered as interrelated points and interpretations have to be made accordingly. The evaluation should be made in a systematic way and standardised as far as feasible. Evaluation is not an end in itself; its findings will have to be used as feed-back information to improve the implementation of present and the design of future programmes. Programme components which are reported as irrelevant will have to be deleted; if possible, programme durations will have to be adapted to the wishes expressed by the majority of participants; programme structures and curricula will have to be redesigned, etc. Furthermore, evaluation is a

necessary pre-requisite for carrying out cost-benefit analysis of training programmes for nationals of developing countries outside their country of origin.

15. Finally, it has to be observed that all information gathered are opinions of individuals, all of them having a fixed background which will influence their views. It will not be possible to satisfy completely all the wishes of each individual but serious attempts are made and will continue to be made to meet the training needs of higher technical personnel of industry in the developing countries in order to improve the performance of industry in these countries and accelerate the industrialisation process.

UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

Name of Participant:

Country:

Programme:

Host Country:

Year:

1. What is your opinion about the contents of the programme?

appropriate

not appropriate

if not why?

2. What is your opinion about the level of the programme?

too high

sufficient

too low

3. What is your opinion about the duration of the programme?

too short

correct

too long

If too short or too long what should have been the duration?

..... weeks.

4. Do you consider the size of the group was

too big

adequate

too small

5. Give your opinion about the composition of the group of participants.

6. What is your opinion about the general character of the programme?

Should it be

more practical	<input type="checkbox"/>
more theoretical	<input type="checkbox"/>
as it is	<input type="checkbox"/>

7. How was, in your opinion the amount of practical training?

too much	<input type="checkbox"/>
adequate	<input type="checkbox"/>
too little	<input type="checkbox"/>

lectures

too many	<input type="checkbox"/>
adequate	<input type="checkbox"/>
too few	<input type="checkbox"/>

study visits

too many	<input type="checkbox"/>
adequate	<input type="checkbox"/>
too few	<input type="checkbox"/>

Your suggestion for changes, if any:

8. What is your opinion about individual technical studies?

Was the time devoted to it

too much	<input type="checkbox"/>
adequate	<input type="checkbox"/>
too little	<input type="checkbox"/>

9. What is your opinion about teaching materials and aids?
10. Did you have sufficient time for a professional exchange of views
- | | | |
|------------------------------|-----|--------------------------|
| with instructors: | yes | <input type="checkbox"/> |
| | no | <input type="checkbox"/> |
| with fellow-participants: | yes | <input type="checkbox"/> |
| | no | <input type="checkbox"/> |
| with staff of the factories: | yes | <input type="checkbox"/> |
| | no | <input type="checkbox"/> |
11. Did you benefit from that exchange
- | | | |
|------------------------------|--------|--------------------------|
| with instructors: | much | <input type="checkbox"/> |
| | little | <input type="checkbox"/> |
| with fellow participants: | much | <input type="checkbox"/> |
| | little | <input type="checkbox"/> |
| with staff of the factories: | much | <input type="checkbox"/> |
| | little | <input type="checkbox"/> |
12. Did you find the aim of the programme relevant to the situation in your home country:
- | | |
|------------------------|--------------------------|
| to some extent | <input type="checkbox"/> |
| to a sufficient extent | <input type="checkbox"/> |
| to a great extent | <input type="checkbox"/> |
13. Do you think this programme should be repeated?
- | | |
|-----|--------------------------|
| yes | <input type="checkbox"/> |
| no | <input type="checkbox"/> |

14. If yes, do you think it should be held

in the same place(s)

in the same country

in another developed country

in a developing country

15. Do you feel that your participation in this programme has made you more qualified professionally?

to some extent

to a sufficient extent

to a high extent

16. Do you think that you could duly use the acquired qualifications in your home country?

yes

no

SVERIGES PAPPERINDUSTRIFÖRBUND
Ård utbildning rekrytering rationalisering

QUESTIONNAIRE

In-Plant Group Training Programme for Engineers in the field of
Pulp and Paper Industry.

(Theoretical part)

Lecture on:.....

I consider the value of the subject of the lecture:

1. as very essential
2. as rather important
3. as neither essential nor unessential
4. as rather unessential
5. as very unessential

I consider that the subject, taking into account the short time
available, was covered:

1. completely
2. relatively completely
3. neither completely nor uncompletely
4. relatively uncompletely
5. uncompletely

Could you understand the lecturer?

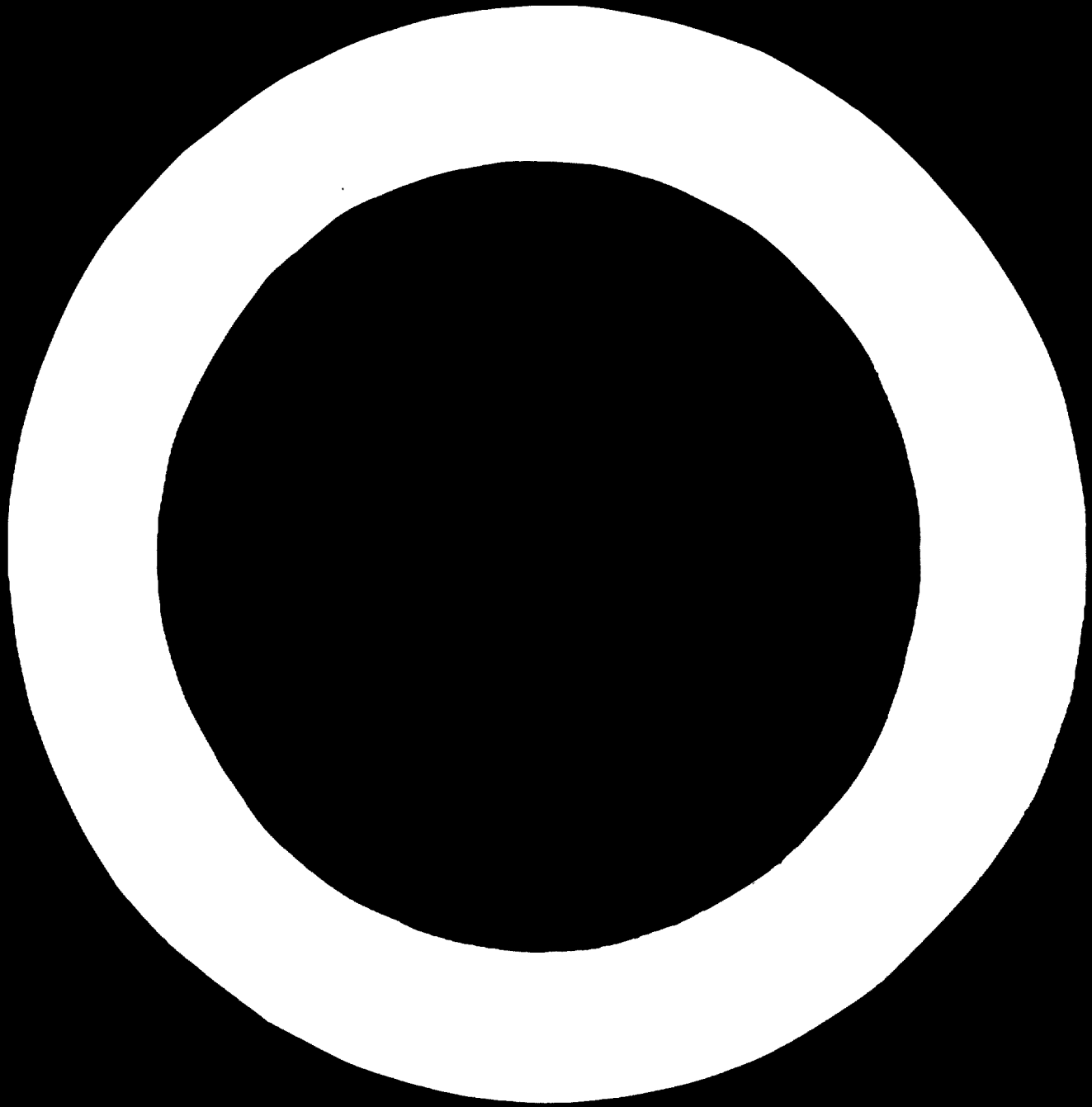
1. yes
2. fairly well
3. no

The above general evaluation is based upon the so called ^{1/}ATU-scale, which has been scientifically worked out. The intention is that one shall decide as fast as possible where to put a mark.

1/ Attityder Till Utbilding

Do you have any further remarks about this subject?

.....
.....
.....
.....
.....



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

Name of Participant:

Country:

Programme:

Host Country:

Year:

Yes

No

Not Much

1. Have you professionally benefited from participation in the programme?

2. If not, or not much, state why:

.....
.....
.....

3. Have you since your return to your home country: (please mark what is applicable)

- a) left the org/firm in which you were employed? when?.....
- b) kept the same position as held before?
- c) been transferred to a similar position? when?.....
- d) been transferred to a different position?
- e) been promoted (in the line of the subject studied)?
- f) been promoted (in a different line)?

4. Have you been able, in any of your positions, to use the knowledge and experience gained by participation in the programme?

	Yes	No
	<input type="checkbox"/>	<input type="checkbox"/>
	Please answer Qu. 5	Please answer Qu. 6

5. In which of the positions listed under 3 have you been able to implement the knowledge and experience gained? (b, c, d, e, f):.....

6. State briefly why:

7. Other comments:

Name:
Org/Firm:

(QUESTIONNAIRE SENT TO FORMER PARTICIPANT)

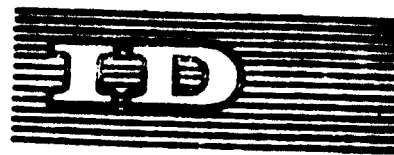
UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

Name of Participant: _____ Country: _____

Programme: _____ Host Country: _____ Year: _____

	<u>Yes</u>	<u>No</u>	<u>No opinion</u>
1. Has the knowledge and experience obtained from your employee's participation in the programme been useful to your organization/firm?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Has there been an improvement in his professional performance and competence resulting from participation in the programme?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Have there been any drawbacks or other negative aspects in his outlook, in his dealing with others, etc.?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. If the answer to Qu. 3 is "yes", please elaborate:	Please answer Qu. 4		
.....			
.....			
.....			
5. Has he been able to effect any improvements in the field in which he is working?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Has he remained in the position he held before participating in the programme?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. If yes, what has been the reason?.....	Please answer Qu. 7 Qu. 8		
.....			
.....			
8. If no, has he (please mark what is applicable);			
- left your organization		<input type="checkbox"/>	
- transferred to a similar position?		<input type="checkbox"/>	
- transferred to a different position?		<input type="checkbox"/>	
- been promoted in a similar line?		<input type="checkbox"/>	
- been promoted but in a different line from his previous occupation?		<input type="checkbox"/>	
9. Are you willing to have engineers from your organization participating:	<u>Yes</u>	<u>No</u>	
- in similar UNIDO training programmes in future?	<input type="checkbox"/>	<input type="checkbox"/>	
- in other UNIDO training programmes; e.g. a programme on a higher level than the present one?	<input type="checkbox"/>	<input type="checkbox"/>	
.....			
Name:			
Org/Firm:			

(QUESTIONNAIRE SENT TO EMPLOYER OF FORMER PARTICIPANT)



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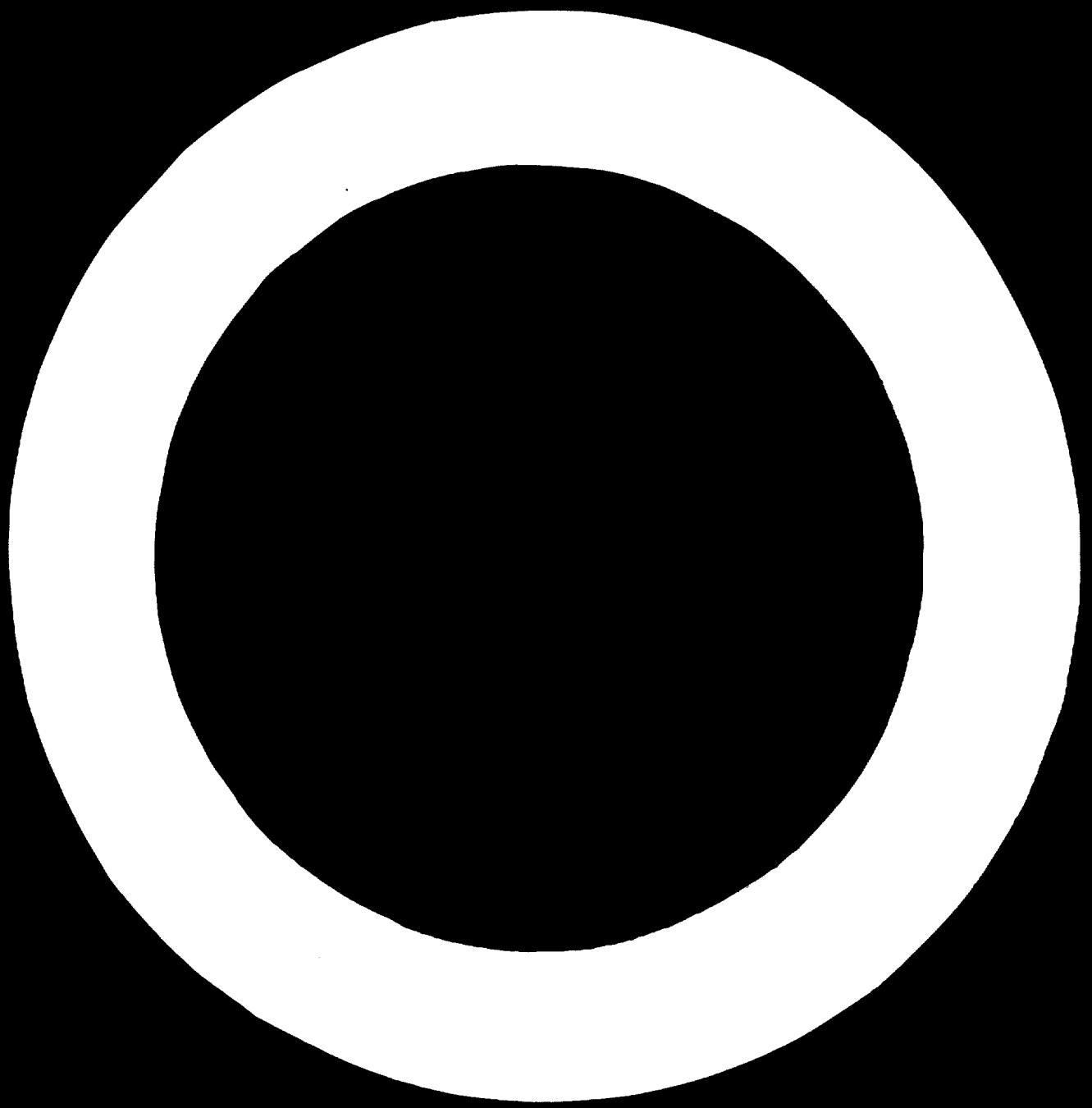
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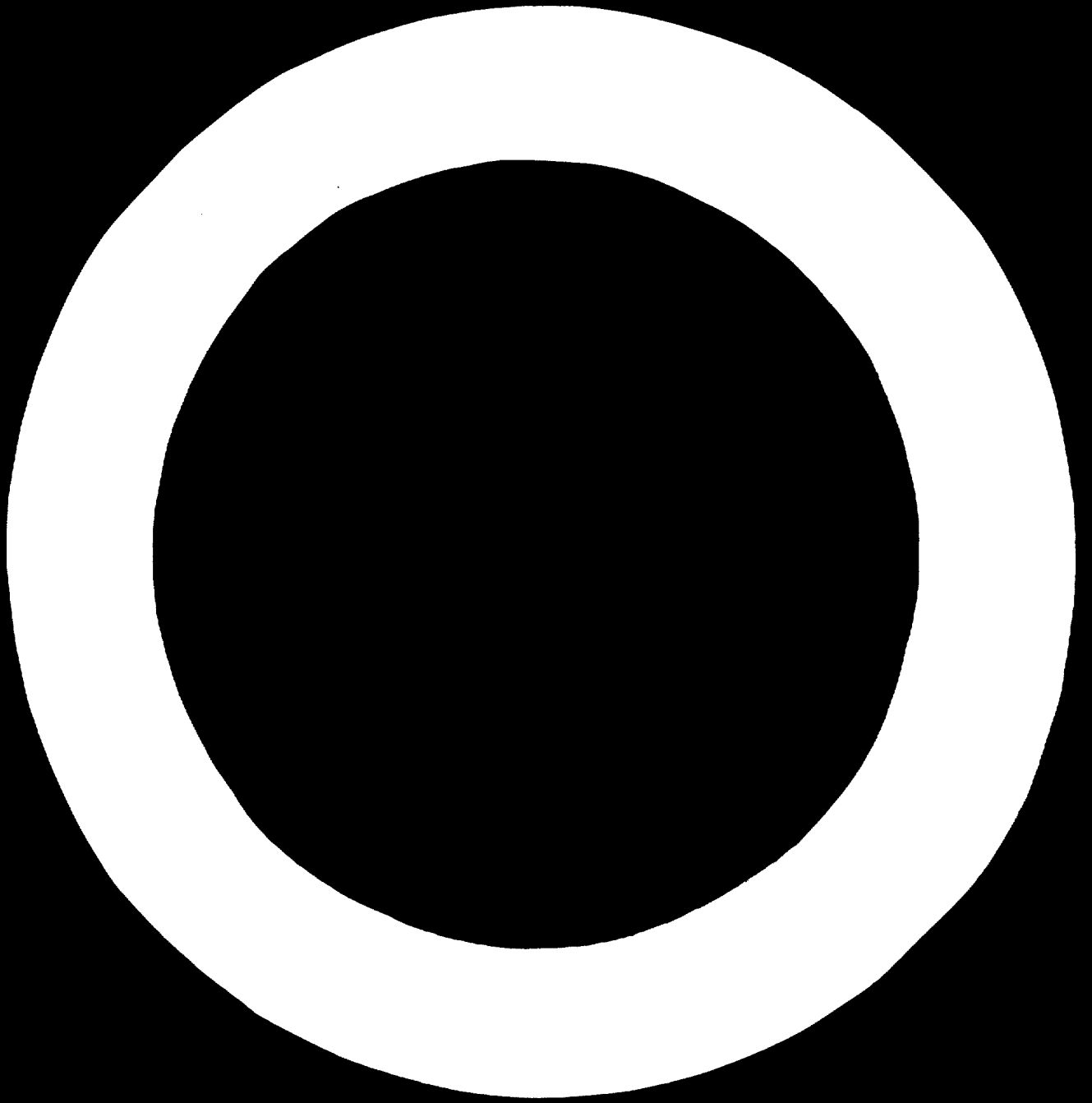
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ANNEX IV

In the In-Plant Group Training Programme for Engineers in the Field of Management and Maintenance and Repair Services organised in cooperation with the Ministry of Foreign Affairs of Italy and the Istituto per le Ricostruzioni Industriali (IRI) an evaluation questionnaire is used, which combines several aspects covered in the UNIDO questionnaire (Annex I) and the one used by the Sveriges Pappers industriförbund (Annex II). It also has some similarity to the questionnaire used by SIDA (ID/IG.117/3, Annex I).

The IRI questionnaire is given below in an abbreviated form.



QUESTIONNAIRE

1. What is your opinion of the programme as a whole

- Excellent
- Good
- Acceptable
- Unsatisfactory
- Poor

2. Please indicate what struck you as most unfavourable during the programme

3. Please indicate what struck you as most favourable during the programme?

4. Before coming to the programme, did you have any ideas what it would be like?

- Yes, definitely
- Vaguely
- Not at all

5. How had this ideas been formed?

6. Did you personally have any particular aims or expectations as you came to the programme, and if so, which?

7. To what extent were these satisfied?

- Very little
- Little
- To a great extent
- Completely

For what reasons?

8. As to the contents of individual subjects concerned, what was your degree of interest in each subject?

List of subjects and lectures

- 1 = very high
- 2 = high
- 3 = average
- 4 = low
- 5 = very low

Rating

1. 2. 3. 4. 5.

9. What subjects would you have liked to have been treated more thoroughly?
10. What subjects could in your opinion be deleted?
11. What subject should have been dealt with in your opinion, but were not included? Please state why.
12. Which three subjects dealt with consider you of being most important for you professionally and which as least important

Most important		Least important	
1	_____	1	_____
2	_____	2	_____
3	_____	3	_____

13. Do you think the sequence in which the subjects were treated was satisfactory, clear and logical?
14. If not, why?
15. How would you have put the material together?
16. Keeping the total duration of the programme unchanged, how would you have distributed the time?
17. How do you consider the duration of the programme?
 Too long
 Correct
 Too short
18. What suggestions would you like to make in respect to the duration and structure of the programme if it would have to be repeated?
19. What is your opinion on the daily time schedule?
 Too intensive
 Intensive but bearable
 Correct
 Not intensive enough

20. What is your overall opinion on the effectiveness of the teaching methods used.

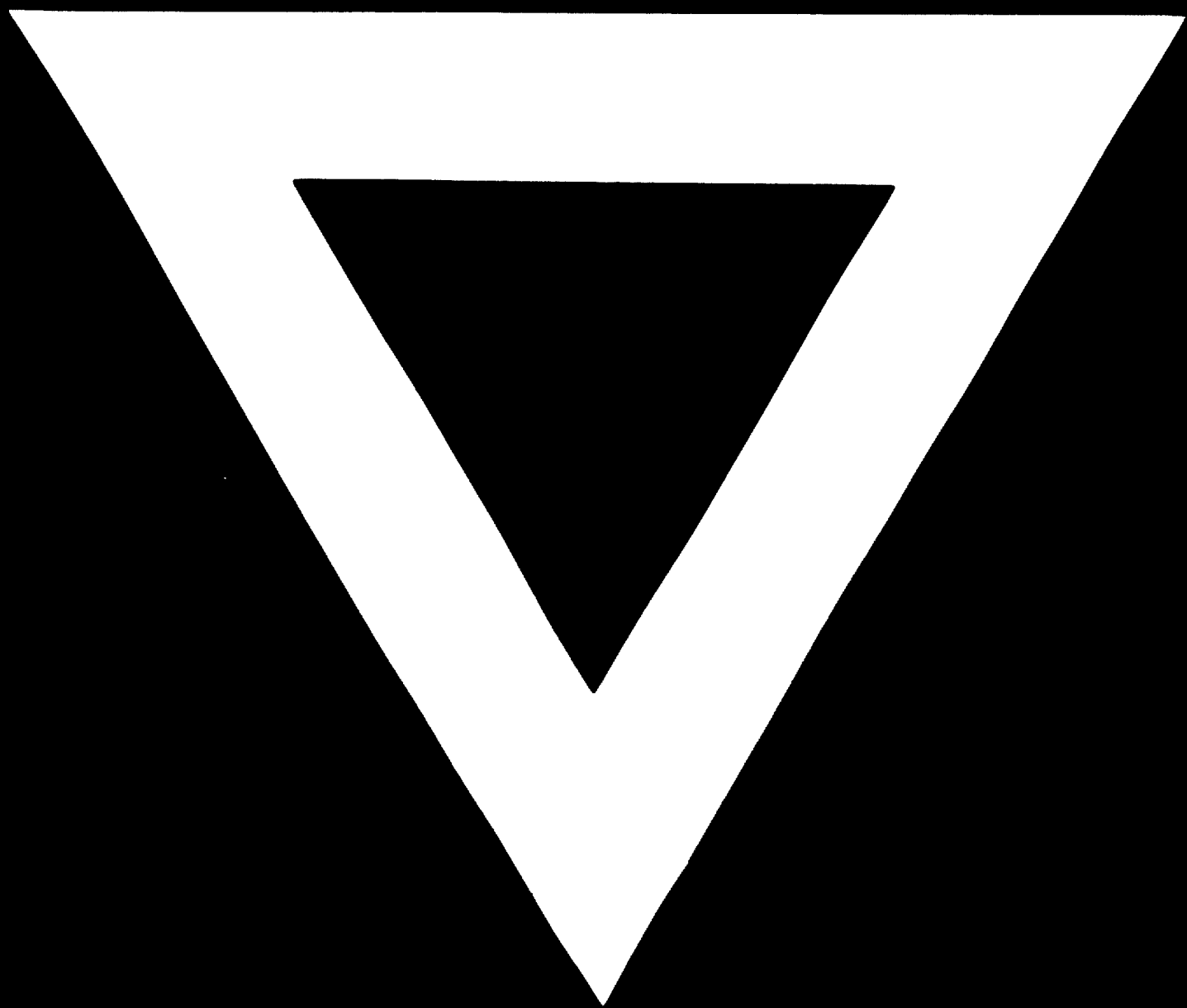
	Not useful	Useful	Very useful
Traditional lectures followed by discussion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reading of papers followed by discussions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Case study method	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments if any?

21. Would you consider it useful to have ad hoc seminars organised on certain topics? If so, which topics?

22. We would appreciate any further comments, suggestions or criticism.





3 . 12 . 73