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## ABBREVIATIONS

ACBAR	Agency Coordinating Body for Afghan Reliefs and Development
AKF	Agha Khan Foundation
ASIO	Afghanistan Social Improvement Organization
CSOs	Civil Society Organizations
DACAAR	Danish Committee for Aid to Afghan Refuge
DCA	Dutch Committee for Afghanistan
DoE	Department of Education
DoEC	Department of Economy
ECW	Educational Training Center for Women & Girls of Afghanistan
HNI-TPO	Health Net International Transcultural Psychosocial Organization
IMC	International Medical Corps
INGO	International Non-Governmental Organization
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
NSDO	New Way Social Development Organization
NPO	Norwegian Project Office
PCM	Project Cycle Management
SCI-CAF	Save the Children International,
TNA	Training Needs Assessment

## Preface

Evaluation of trainings is one of the main components of a training program. It will not only provide the trainer with useful information in order to further improve the training course, but also creates an impression of completeness.

Usually the trainer can determine how well the training process goes by observing the group dynamic, activity of the participants, by analyzing spontaneous comments, and etc. Nevertheless, evaluation as a component of a program gives the trainer an opportunity to validate its observations, as well as to the participants an opportunity to express their opinions and feel satisfaction from the fact that they have been achieved.

Evaluation should be carried out through the whole time of a training activity, after end of each training session, and sometimes after a series of sessions as well. This type of evaluation is called feedback.

The evaluation of the whole training gives the participants an opportunity to analyze its experience and to discuss changes occurred from the training, make a decision about the needs to future training after some time, and it emotionally and logically concludes the training.

The purpose of this Evaluation Report is to assess the effectiveness and outcomes of the ACSSI training programs carried out for NGOs, Civil Society and Government line departments.

This evaluation report presents the outcome and feedbacks on Project Design (Proposal Writing) training held in Kunduz province from 11- 14 July 2016. The report captures participants' impressions on different aspects of the training.

The evaluation questionnaire is prepared in one international language (English) and local languages (Farsi & Pashtu).

In terms of methodology, a questionnaire is contained of brief structured questions on various aspects of the training which is circulated to the participants and questionnaire is consisting of closed, opened, multiples and scaled questions.

## Overview:

ACBAR Capacity Building department conducts training courses for NGOs member and recently carried out different training programs on PCM, NGOs Law, Labor Law, Income Tax Law in Kabul and other provinces.

As the overall objective of ACBAR is to improve the capacity and performance quality of NGOs' employees therefore ACBAR is proud for its achievements through conducting different training courses in recent years based on the demands and needs of participants. Through Monitoring & Evaluation, Impact Assessment and TNA surveys which were carried out in most provinces of Afghanistan, ACBAR decided to launch 2<sup>nd</sup> phase of PCM training /Project Design (Proposal Writing).

## Objectives of the training:

The basic concept of ACBAR trainings is to bring changes in specific areas of knowledge, skills and attitudes in order to prepare NGOs' staff for better job performance. Objective of Project Design (Proposal Writing) training for the participants is to gain necessary knowledge and skills to establish and implement a successful project. Some of the basic objectives of Project Design (Proposal Writing) training are as follow:

- Work through the steps of project design and develop a successful project proposal.
- Improve the understanding and importance of Logical framework; how to develop and use
- Identifying different analysing tools of Project Cycle Management ( stakeholder analysis, problem tree)
- write a formal document to display the project activities in order to control from the project implementation

## Participants profile:

The training participants were determined after the confirmation of the emails given to the head of each NGO in the Project Design training. A total of 29 participants were attended the training program coming from 9 INGO and 13 local NGOs of Kunduz Province and 5 from government and 2 from CSOs.

Date	Province	# Participants	Male	Female	NGOs	Govt.	CSOs
11- 14 July 2016	Kunduz	29	23	6	22	5	2

Table 01: Total Number of Participants in Kunduz Province

Table# 01 describes that participation of females in Kunduz province and it shows women have an active role in NGOs/INGOs. If we consider Kunduz as a post conflict province so number of women participants are satisfactory. As we mentioned the number of women participants were good because of environment and situation of Kunduz is not stable and it affects participation of women in society. By considering all the challenges women are brave and they have courage to attend in such as training and we are really appreciating their interest.

International NGOs			National/Local NGOs		
No	NGOs	# participants	No	NGOs	# participants
1	SCI	4	1	ECW	2
2	AKF	1	2	ACBAR	3
3	IMC	2	3	NPO	1
4	DACAAR	2	4	ASIO	3
5	DCA	1	5	HNTPO	2
			6	NSDO	1
	<b>Total</b>	<b>10</b>	7	DoH (govt.)	1
			8	DoHE (govt.)	1
			9	DoEC (govt.)	3
			10	CSO	2
				<b>Total</b>	<b>19</b>

Table 02: Number of Participants as per NGOs

Table o2# shows, the number of participants in different organizations, it shows local NGOs has more interest to participate in such as training and they need to improve their own staff capacity.

## Training Modules:

On basis of training needs assessments analysis, ACBAR decided to conduct Project Design (Proposal Writing) training. This training module is structured for duration of four days with the following subjects:

Project Design Module		
Sections	Subject	Description
01	Introduction	Introduction of participation and course objectives
02	PCM	PCM Revision ( a brief introduction of Initial Assessment)
03	Funding a Project	Familiarity with Proposal formats and knowing the Donors
04	Context Analysis	Stakeholder Analysis and Problem tree
05	Operational Strategy	Multi scenario planning and Objective Analysis
06	Log Frame	Designing a Log frame
07	Project Plan	Gantt Chart and Budgeting
08	Monitoring	Monitoring System
09	Developing Writing Skill	Tips and structure of proposal writing
10	Course Evaluation	Feedbacks and Evaluation of session
<b>Trainers: Hayatullah Ahmadi and Mohammad Shafiq Azimi</b>		

Table 03: The Training 4 day's contents

## Training Methodology:

The training methodology consisted of presentations (lectures), case studies, group works, discussions, role plays, games, brainstorming, practical and problem tree exercises and sharing live experiences.

The training presentations and additional complementary materials were prepared in two languages (English/Dari). The whole additional complementary materials were prepared in forms of handouts and distributed during the group discussions in each presentation of the sections. The Project Design: Building an interventional logic handbook is distributed to participants at end of training session. At the end, an evaluation questionnaire was distributed in order to evaluate the training results and its success amongst the participants.

## Training Evaluation Summary:

There are several approaches used to measure the effectiveness and outcomes of the training and for better evaluation of the Project Design training, a questionnaire is prepared which consist of <sup>1</sup>Kirkpatrick's Four Levels of Evaluation. The Kirkpatrick four levels of evaluation highlight the following aspects:

Level	Measure	Evaluation Description	Tools	Respondent
1	Participants Reaction	Ease and comfort of the training such as: Venue, Materials, Meals, use of time and trainers	Questionnaires	Participants
2	Participants Learning	Measurement of knowledge , changes , skills and achievements	Pre-Test and Post Test	Trainers
3	Job Impact	What impact did the training have on job performance of participants	Questionnaire and individual discussion	Line Manager / Participants
4	Organizational Impact	measurement of changes in the organization's key performance	Observation, Questionnaire, Success Stories	Line Manager / Participants

Table 04: Kirkpatrick's Four Levels of Evaluation

<sup>1</sup> Kirkpatrick's Four Levels is a method used for training evaluation and helps to objectively analyze the impact and effectiveness of the training, and improve the future training.

## General Evaluation of the Training:

In 23<sup>rd</sup> to 28<sup>th</sup> August 2016 Capacity Building department carried out an evaluation to assess the impact and effectiveness of Kunduz Province training. Out of 29 participants, 14 participants answered the questionnaires which representing 48% of the total number of participants. The 14 participants responded to the evaluation questionnaire; 13 were males and 1 was female.

Date	# Participants	Male	Female	NGOs	Govt.	Remarks
23 - 28 Aug 2016	14	13	1	14	0	Participants were visited Face to Face
NO	NGOs	# Evaluated Participants		NGOs	# Evaluated Participants	
1	ACBAR	4		SCI	1	
2	AKF	1		HNI/TOP	2	
3	DCA	1				
4	DACCAR	2				
5	ASIO	1				
6	NPO	2				
<b>Total</b>		<b>14</b>				

Table 05: The number of participants was evaluated as per NGOs/INGOs

The majority of the training participants were contacted via phones and Emails to take part in training evaluation program and 14 participants who were available and accessible showed their interested to take part in evaluation and filled the questionnaire.

### Participants Reactions:

The feedback is provided via an evaluation form completed by participants and there was no compulsion for participants to complete these forms, as it is mentioned 14 participants showed their interested to complete the forms.

The participants attended all the four days of workshop and they were quite satisfied with this course. This training has been provided a comprehensive knowledge for participants; trainers provided a friendly environment of discussion about project designing, developing a professional proposal and log- frame. This training helped them to be involved in different project in their office and change their mind towards project cycle management. Training had a valuable impact on participant's performance in their respective offices and they tried to conduct such as training for other related staff of their office. Participants are able to solve conflict in their offices by conflict management method and this method will help them to reduce challenges in their offices.

Some of participants have been attended in same kind of training outside of country but they were more satisfied with ACBAR's training and methods. Training materials were well arranged and rich in knowledge which helped them to learn more. Trainers had control over objectives of training and they could manage group work very well.

### Feedback 01:

The expectation of participants, as collected at the beginning of the training program is organized as below:

- To learn new knowledge and strengthening skills and capacity on project design and proposal writing and monitor the projects activities as well.
- To overcome proposal writing problem during implementation of project

As per evaluated data; 86% of the participants indicated that their expectations and needs had been met by the programs. Only 14% participants thought their expectation and needs were not completely met.

**Feedback 02:**

The participants were really pleased for being part of this training and they found training was valuable, useful, and given them a positive way of thinking, it provided informative opportunities for participants and it made class environment friendly for sharing the knowledge among all. Trainers had a very affective role during training and they could manage training very well.

**Feedback 03:**

The participants were satisfied with the training implementation, this training helped them to change and improve their management skills and their performance. Now participants could manage conflict, and they are able to plane and implement their project well.

**Feedback 04:**

Teamwork, illusion and practice method were so useful for them, they could earn more knowledge by more exercise and work in different groups. The training materials were very helpful to them.

**Feedback 05:**

The participants mentioned that the venue of the training was noisy and it was hard to listen to each other and beside this the there was so disturbance.



Figure 01: The General Evaluation of the training

**Feedback 05:**

Conducting such trainings in remote areas is appreciated by participants and they were really pleased that ACBAR has provided a chance for them to participant in such valuable training, due to instability of security in Kunduz province, nowadays donor’s attention has been decreased but ACBAR is continuing its support accordingly.

**Feedback 06:**

Participants, who completed the evaluation forms, were asked to identify strengths and weaknesses of the overall training and the trainer. The table below summarizes the responses.

Strengths	Weakness
<ul style="list-style-type: none"> <li>○ Training materials have being useful for participant</li> <li>○ Trainers had excellent knowledge about the subject</li> <li>○ Trainers had overall control on participants</li> <li>○ Practical work and team work could help participants to earn more knowledge</li> <li>○ Friendly environment for exploring ideas and comments have been provided for participants</li> <li>○ Trainers was respecting and appreciating others comment and suggestions</li> </ul>	<ul style="list-style-type: none"> <li>○ The only thing they pointed as weakness was venue of training</li> </ul>

#### Feedback 06:

The participants were asked “whether they have attended similar training program provided by others and how they compare it to the training provided by ACBAR” their responses are as below:

- “I have been attended in such as training but this training was good and I have added on the good training lists and I can give the best grad for this training”.

#### Feedback 07:

Here the participants were asked to identify their suggestions for improving the training programs, the suggestions are as below:

- You should not forget to continue such as training in Kunduz province.
- For future planning if you plan advance PCM training.
- The training venue should be comfortable and calm with a normal electricity power
- Increase the duration and length of the training programs
- Translation of material to local languages
- Providing different training in different fields like: finance, HR, M&E

#### Participants Learning:

At the beginning of training a pre-test was taken from participants in order to identify the capacity and awareness of the participants regarding Project Design (Proposal Writing) training. At the end of training the participants were given a post-test which was focused on same topics in pre-test in order to assess the acquired knowledge and capacity of the participants.

The pre-test results indicate that 77% participants had the knowledge and awareness of project design and at the end of training their skills and knowledge was improved to 93%. The comparing results of pre-test and post-test shows 16% improving of the skills and knowledge.

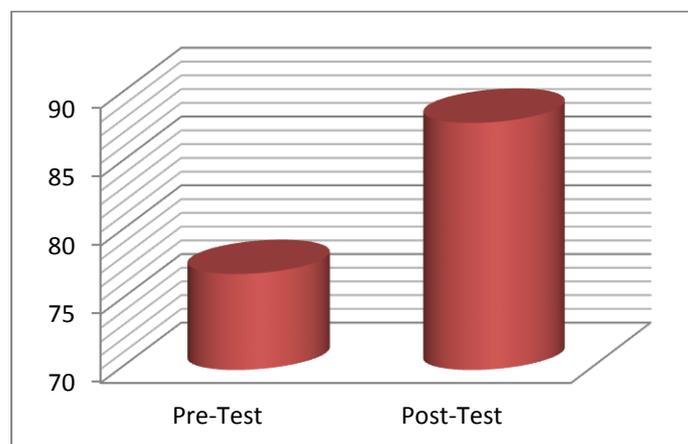


Figure 02: Participants Learning as per Pre-Test & Post-Test

## Job Impact:

This level determines how learning from the project design training has been applied to the workplace. The participants were asked to tell what was the most significant they learnt and what would be used in workplace. The evaluated participants mentioned that the training had increased their knowledge and capacity in project design and project management which will help them to have active role in proposal writing in their respective offices.

Some of successful impact stories of the participants are briefed as below:

### Successful Impact Stories:

- *“This training was totally new for me; I have been attended in different training but project designing training was really effective and useful for me and I expect to conduct this training for rest of my colleagues in office. Before getting this training I had some problems regarding project management now I understood my problems and tried to solve those problems “. (Enayatullah Hamdard, Provincial Coordinator, DACAAR)*
- *“Training had deep impact on my performance, this training made me understand about how to design project. I am hopeful this training will help me in my promotion and improvement in office as well.” (M.Omar, Agronomist, DACAAR)*
- *“This training was according to my job responsibilities, and increased my knowledge in terms of design a professional log frame and also learned new methods and strategies for analyzing the stakeholders and problems. The thing which I will do after getting this training to use it for improving my colleague’s knowledge.” (Shahnazar, District Officer, AKF)*

## Conclusions:

In overall this training was useful for participants and met their expectations. According to objectives of training we had considerable impact in NGOs and INGOs capacity building in Kunduz province. Some problems which have been pointed out by participants regarding venue of training, our team will manage it for future training. Finding a suitable venue in province such as Kunduz is really difficult. At all participation of women was less but by considering and analyzing security challenges in Kunduz; their participation was really good and appreciable. According pre- test and post- test evaluation, shows our objectives met our expectation. Because it could increase participant’s knowledge near to 16%.

Participants were satisfy with trainers teaching method and behavior, trainers were well prepared for the training and they had good skill of communication and these skills motivated participants be actively involved in training. Participants are expecting for conducting such as training in future as well in different fields.

## Recommendations:

Based on these findings, we recommend for developing effective training to meet current needs of the NGOs employees in future.

- ACBAR should have regular training in Kunduz province because of its commitment regarding capacity building of NGOs.
- The participants suggested including additional future trainings on M&E, Planning, Finance & developing strategies, Budget Monitoring and HR management
- Participants asked for translating materials in local languages as well.

## ANNEX:

### Cover photo: During the Training in Kunduz Province



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