



**AGENCY COORDINATING BODY
FOR AFGHAN RELIEF & DEVELOPMENT**

ACBAR

Training Evaluation Report Kunduz Province

ACSSI, 2nd Year Project 2nd Phase



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Table of Contents

Preface	2
Objectives of the training:	3
Participants profile:	3
Training Modules:	3
Training Methodology:	4
Participants' Expectations:	4
Training Evaluation:	4
Participants Reactions:	5
Participants Learning:	8
Job Impact:	8
Issues and Challenges:	9
Conclusions:	9
Recommendations:	9
ANNEX:	9

Preface

Evaluation of training is an important component of a training program. It provides the trainer and the management useful information in order to further improve the training materials and objectives. 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 purpose of this report is to assess the effectiveness and outcomes of the ACSSI training programs (2nd year-2nd phase) carried out for ACBAR member NGOs, local NGOs and CSOs and some government representatives.

This evaluation report presents the outcome and feedbacks on Project Design (Proposal Writing) training held in Kunduz province from 10th–13th September 2017. The report captures participants' impressions on different aspects of the training.

In terms of methodology, the questionnaire is prepared as per Kirkpatrick's four levels¹ of evaluation which is used comprised 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.

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

¹ The Kirkpatrick four levels of evaluation highlight the following aspects: Participants Reaction, Participants learning, Job Impact & Organizational Impact

Objectives of the training:

Project Objective: strengthen and build the capacity of Afghan Civil Society Organizations (ACSSI)

The basic concept of ACBAR training 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 in proposal format; how to develop and use the logical frame work
- Identifying different analysing tools of Project Cycle Management (stakeholder analysis, problem tree), and operational strategies
- write a formal document to display the project activities in order to control from the project implementation
- and finally improve the writing skills on proposal writing

Participants profile:

A total of 39 participants attended the training program from 24 INGO and NNGOs and 2 governmental departments in Kunduz province.

Date	Province	# Participants	Male	Female	NGOs	Govt.
10-13 Sept 2017	Kunduz	39	30	9	36	3

Table 01: Total Number of Participants in Kunduz Province

Table# 01 show that the participation of females in comparison to males is very low.

INGO and NNGOs Participants									
NO	NGOs Name	# Participants			NO	NGOs Name	# Participants		
		total	M	F			total	M	F
1	ACBAR	1	1		14	HAS	1	1	
2	ACTED	1	1		15	HI	2	2	
3	AAIDO	1	1		16	Health NET TPO	1		1
4	ADA	4	4		17	NSDO	1		1
5	ASIO	1	1		18	NRC-KDZ	2	2	
6	ACRSO	1	1		19	NPO/RRAA	1	1	
7	AWN	1		1	20	PWWRO	2		2
8	BTWO	1		1	21	KDZ PDP	1		1
9	CAPAW	1	1		22	SCA	4	3	1
10	CHA	1	1		23	SHAP	1	1	
11	DoEC	2	2		24	SCI	3	3	
12	ECW	1	1		25	UN-Habibtat	1	1	
13	EPD	1		1	26	WAW	2	2	
Total # of Participants : 39									

Table 02: Number of participants NGOs

Training Modules:

On basis of its training needs assessments analysis carried out at the beginning of the project year, ACBAR conducted 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
Trainers: Hamid Aryan and Shafiq Azimi		

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). Also 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 beginning of training a pre-test and at the end post-test was taken from participants in order to assess the skills, knowledge and improvement of the training and at the end an evaluation questionnaire was distributed in order to evaluate the training results and its success amongst the participants as well.

Participants' Expectations:

At the beginning of the training participants were asked to provide their expectation from the training. Accordingly the participants gave their expectations which have been summarized and showed that 64.6% of them have been expected practical application of Project Design (Proposal Writing). The followings are summarized of their expectations:

- enable us to write a successful proposal and enhance our performance to implement appropriate project based on the needs of the community
- to understand the project Cycle; from where and how a project started, designed, implemented and closed get familiar with PCM analyzing tools

Training Evaluation:

In 29-30 October 2017 Capacity Building department carried out an evaluation to assess the impact and effectiveness of Kunduz Province training. Out of 31 participants who attended all four days training 19 participants showed their interest to cooperate in evaluation process which representing 61% of the actual number of participants. The 19 participants who responded to the evaluation questionnaire; 15 were males and 4 were female. (**See Annex 02, Training Evaluation Database**)

Date	# Participants	Male	Female	NGOs	Govt.	Remarks
29-30 Oct 2017	19	15	4	13	0	16 participants were met face to face, 2 participants replied by emails 1 participants replied by phone call

No	NGOs	# Evaluated Participants			NO	NGOs	# Evaluated Participants		
		total	M	F			total	M	F
1	ADA	3	3		9	Health NET TPO	1		1
2	AAIDO	1	1		10	NSDO	1		1
3	ACRSO	1	1		11	NRC	1		1
4	AWN	1		1	12	NPO/RRAA	1		1
5	BTWO	1		1	13	SCA	2		2
6	ECW	1	1		14	CHA	1		1
7	HAS	1	1		15	WAW	2		2
8	HI	1	1						
Total # Evaluated Participants: 19									

Table 04: The number of participants evaluated as per NGOs

All 31 participants were contacted via emails and phone calls to take part in training evaluation but only 19 participants who were available and accessible showed their interest 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 in above 19 participants showed their interested to take part in evaluation program.

The participants attended all four days of training and they were satisfied with this course and the training was somehow relevant to their job responsibilities. Somehow the participants expressed their satisfaction with training contents, method and trainer. They requested to conduct such trainings and allocate more time for the group works and assign the qualified, professional and relevant trainers.

The participants were asked to assess the overall performance and the extent to which the training objectives were met, how they rate the training, the relevance and usefulness of the training, performance of the trainers, the appropriateness of the training methodologies, usefulness of the distributed materials, the effectiveness and impact at workplace and finally the location and meals. The aforementioned issues are explored in the following feedbacks:

Feedback 01:

The majorities of participants, who take part in evaluation and filled the form, explored that 62% of the training contents, were relevant to their job responsibilities.

Feedback 02:

The expectations of the participants generally matched the objectives of four days training. As per collected data; 55% of the participants indicated that their expectations and needs had been met by the programs. Only 45% participants thought their expectation and needs were not completely met.

Feedback 03:

51% of the participants indicated that the training was well managed and the training contents were up to date and provided excellent information.

Feedback 04:

57% of the participants rated the training was excellent in terms of content and methodology. Individual lectures were considered informative. Group works, discussions and training supporting materials and case studies were rated very well.

Feedback 05:

The participants indicated that 63% of the group works and discussions were useful in relevant to each section were presented by trainers. Case studies were based on real context of Afghanistan and provided an opportunity to share ideas and experience in a group works. They learned more from group works and discussions.

Feedback 06:

All participants expressed their satisfaction in feedback session about trainers and training methods. They added that the program was effective and it will affect their managerial activities. The overall outputs of the training are presented in below table. **The overall rating of the training and trainer. (See Annex 01: Kunduz TE Evaluation Database, Ranking sheet)**

S/No	Items	Scoring (%)
1	Overall rating of the training	58
2	Registration Process	59
3	The objective of the training was clearly clarified	53
4	well Organization of the training in terms of Scheduling, duration and training materials & supplements	51
5	The training contents, materials and delivery methods were up to date	53
6	The illustrations, PPTs and group works were organized & satisfactorily performed	57
7	The distributed training manuals were helpful and beneficial	54
8	The state of visibility and hearing, Light & Heating	46
9	Tea Break, Lunch and Praying time	50
Trainers Evaluation Scoring		
10	Knowing of the subject	47
11	Answered/solved the questions in a proper way	49
12	Respected the knowledge, Opinions and experience of the participants	53
13	Provide a clear descriptions and examples	49
14	Used an effective mix training methods and exercise	46
15	Generated a desire for learning and involved participants in each topic	49
16	Providing time for follow up and group discussion	54
17	Had a professional demeanor	53
Overall Average		51.8

Table 05: The participants generally rated the training session and trainers

Feedback 07:

The below table shows that the participants rated the quality of training contents, and they indicated that group works and sharing information and experience among them were very effective and useful to them. **Overall rating percentage of the training contents which is presented in theory and practice is 75 %.(See Annex 01: Kunduz TE Evaluation Database, Training Contents Rating)**

S/No	Training Contents of Project Design (Proposal Writing), N=24	Scoring (%)
1	Project Cycle Management (PCM)	86
2	Understanding Donors & Proposal Format	79
3	Analyzing Tools	80
4	Scenario Planning	68
5	Logical Frame Work (Log) Frame	70
6	Project Planning	79
7	Developing Writing Skills	75
8	Group Works	79
9	Sharing Information and Experience	88
10	Learning Games	51
Overall Average		75.5

Table 06: Overall rating of training contents and methodology

Feedback 08:

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"> ○ familiarity with other NGOs employees and sharing of information and experience ○ PCM analyzing tools and group works ○ Encouraging participants to take active part in group works ○ Description of problem tree, log frame, Gantt chart ○ Training PPTs, supplements and handbook ○ Training materials were useful and well managed ○ Good ethical behavior and communication of trainers ○ Exploring and giving examples to relevant contents 	<ul style="list-style-type: none"> ○ Group works were not managed well ○ Training Hall was not appropriate and comfortable ○ Luck of time for training ○ Some training contents were not explored well ○ Luck of experienced and professional ○ Lunch and Refreshment was managed properly

Feedback 09:

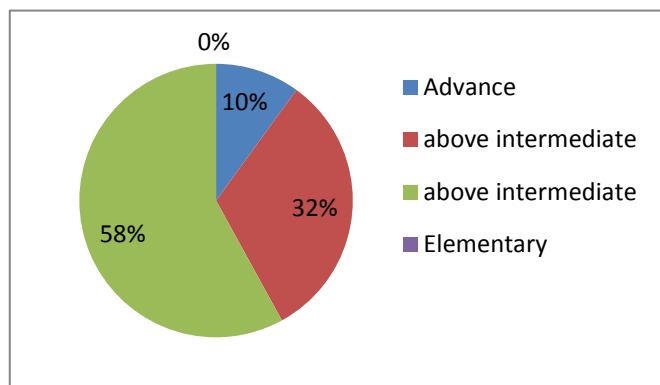
The participants were asked whether they have attended similar training before, their responses are summarized as below:

- ACBAR training was comprehensive and had lots of practical works and was participatory
- “Yes, I have participated in Business Plan Writing training which was coordinated by GIZ and led by professional trainers and fresher and learning games” (Abdul Janan, WAW, Finance Officer)

Feedback 10:

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

- Assign those trainers who already have written approved proposals or designed and implemented a successful project
- Increase the duration of the training and allocate more time for practical and group works and omit unnecessary contents
- The M&E section of the training should be detailed more
- before conducting a training consider the following items in order to have effective training: diversification, motivation, fresher games and first explain the theory than have practical exercises
- Conduct such trainings properly in order to enhance the capacity of NGOs’ employees in Kunduz province



Feedback 11:

The participants indicated that the training level as per their experience and knowledge and it is presented in below graph:

58% of the participants indicated the training level was intermediate and 32% was above intermediate and only 10% said it was advance for them.

Figure 01: Training Level as per experience and Knowledge

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 35% of participants had the knowledge and awareness of project design and at the end of training their skills and knowledge was improved to 70%. The comparing results of pre-test and post-test shows 48% improving of the skills and knowledge.

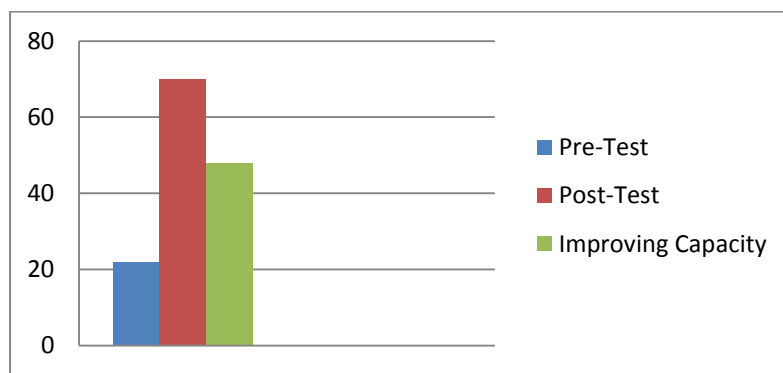


Figure 02: Participants Learning as per Pre-Test & Post-Test

As the table 08, shows Pre-Test and Post Test consist of same five questions which are answered by 24 participants and each questions have 10 points which totally five questions are marked 50 points. The result of pre-test to each question shows that the level of knowledge among participants on Project Design is low then 50% and even they did not have much information about how they use Gantt chart and stakeholder analysis, Problem tree and Log frame. The post test result shows the significant improvement on their learning and knowledge which is more to 48%.

N=31			
Questions	Pre-Test Scoring %	Post-Test Scoring %	Improved Changes %
What is Project Cycle Management?	30	80	50
What is the main objective of stakeholders' analysis?	20	70	50
How do you describe the problem tree?	20	70	50
What are the main components of the Log Frame?	20	60	40
Why do we use the Gantt chart?	20	70	50
Overall Average	22	70	48

Table 07: Pre-Test and Post Test results

The table below indicates that participants' capacity significantly improved in Log frame the most essential part of project design and proposal writing and PCM components. (See Annex 03: Pre-Test & Post Test analyzing sheet)

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 considerably increased their knowledge and capacity in project design and hopefully they would contribute in designing of projects, writing proposals and scheduling the project activities. Some of successful impact stories of the participants are briefed as below:

Successful Impact Stories:

- "The training has had a significant impact on my career and I have learned new things about proposal writing. The analyzing tools were very effective especially the problem analyzing was very useful for me and it would help to analyze the community problem very well. ".(Ms. Rahima Salangi, BTWO, Trainer)

- “The training was very useful and effective for me and never obtained such training before especially on proposal writing. I shared my relevant experience and knowledge with other colleagues. (Mahmudullah, ADA, Community Mobilizer)
- “The Analyzing tools such as problem tree, stakeholder, Log frame and Gantt chart helped to were effective on my career. After this training we considered these tools while writing a proposal for RADP-N. (Abdul Hakim, AAIDO, Provincial Manager) **(See Annex 01: Kunduz TE Evaluation Database)**

Issues and Challenges:

A few challenges are noticed during the evaluation process which is as follows:

- M&E hoped to contact 24 out of 31 participants but was only able to reach 19 due to lack of replies of participants who were not available (left for field visit to districts or annual leave).
- The training was over-subscribed on the first day with 39 participants and then 31 on the next 3 days. Some of the participants came late and wanted to leave early (due to security) which meant the timetable for training could not be kept well.

Conclusions:

The expectations of the participants generally matched the objectives of the training. This training give a comprehensive guideline to the participants, they improved their knowledge in project design and proposal writing.

Somehow the participants expressed their satisfaction with training contents, method and trainer. They requested to conduct such trainings and allocate more time for the group works and assign the qualified, professional and relevant trainers.

Recommendations:

- ACBAR regional manager can play a useful role to follow up with participants to ensure feedback for impact evaluation.
- The participants suggested including additional future trainings on M&E, Advance Proposal Writing, Financial Management, Budgeting Plan, Management & Leadership, Community Mobilization and Result Based Management.
- We will carry on a Training Needs Assessment (TNA) in all provinces in order to identify the needs and demands of NGOs’ employees to our next session which hopefully will be started next year.

ANNEX:

