



AGENCY COORDINATING BODY
FOR AFGHAN RELIEF & DEVELOPMENT

ACBAR

Training Evaluation Report Ghor Province



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ABBREVIATIONS

ACBAR	Agency Coordinating Body for Afghan Reliefs and Development
ACF	Action Contre La Faim
ACSSI	Afghanistan Civil Society Support Initiative
ARAA	Ansari Rehabilitation Association for Afghanistan
CHA	Coordination of Humanitarian Assistance
CRDSA	Coordination of Rehabilitation & Development Services for Afghanistan
DoE	Department of Education
DoEC	Department of Economy
DoPH	Department of Public Health
DoSLWA	Department of Social Labors Wok Affair
INNGO	International Non-Governmental Organization
LEPCO	Leprosy Curable Organization
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
NHLP	National Horticulture and Livestock Project
PARSA	Physiotherapy and Rehabilitation Services for Afghanistan
PCM	Project Cycle Management
STARS	Skills Training and Rehabilitation Society
TNA	Training Needs Assessment
WVI	World Vision International

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.

This evaluation report presents the outcome and feedbacks on Project Design (Proposal Writing) training held in Ghor province from 07- 10, August 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 therefor 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 2nd 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 21 participants from 17 INGO and local NGOs of Ghor Province attended the training program.

Date	Province	# Participants	Male	Female	NGOs	Govt.
07-10 Aug 2016	Ghor	21	21	0	15	6

Table 01: Total Number of Participants in Ghor Province

Table# 01 shows there is a large predominance of men participation, and it is noteworthy that due to traditional society and lack of women's unemployment in NGOs and even in local government¹ in Ghor province, we did not have any women participation in our training.

International NGOs			National and Local NGOs and Authorities		
No	NGOs Name	# Participants	No	NGOs Name	# Participants
1	STARS	2	1	CHA	1
2	ACF	2	2	ARAA	2
3	Afghanaid	1	3	LEPCO	1
4	WVI	1	4	CRDSA	1
5	PARSA	1	5	Norani	1
		7	6	DoEC (Govt.)	3
			7	NHLP	1
			8	DoE (Govt.)	1
			9	DoPH (Govt.)	1
			10	DoE (Govt.)	1
			11	DoSLAW	1
					14

Table 02: Number of participants as per NGOs

¹ Masuma Anwari, provincial women's affairs director, said even a single female officer had not been appointed in 25 departments of Ghor province. There is low presence of female in local government. Pajhwak News-Website- July 2016

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
Trainers: Hamid Ahmad Aryan and Sayed Rahim Sadat		

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 Kirkpatrick's Four Levels of Evaluation². 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

² 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.

Donald Kirkpatrick, Professor Emeritus at the University of Wisconsin and past president of the American Society for Training and Development (ASTD), first published his Four-Level Training Evaluation Model in 1959, in the US Training and Development Journal.

General Evaluation of the Training:

In 26 September 2016 Capacity building department carried out an evaluation to assess the impact and effectiveness of Ghor Province training. Out of 21 participants, 14 participants answered the questionnaires which representing 66.7% of the total number of participants. The 14 participants responded to the evaluation questionnaire; 14 all were males.

Date	# Participants	Male	Female	NGOs	Govt.	Remarks
26 Sep 2016	14	14	0	8	6	Participants were visited Face to Face
NO	NGOs	# Evaluated Participants	NO	Govt. Private Sectors	# Evaluated Participants	
1	ACF	1	1	DoE	1	
2	STARS	2	2	DoEC	3	
3	PARSA	1	3	DoRRD	1	
4	CHA	1	4	DoSWAL	1	
5	Afghanaid	1	5	DoHG Sub region	1	
6	Norani local NGO	1	Total		7	
Total		7				

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

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 in above 14 participants showed their interested to complete the forms.

The participants attended all four days of workshop and they were quite satisfied with this course. This training has been provided a friendly environment of discussion about project designing, developing a professional proposal and log- frame. This training has given them opportunities to being involved with the project. They appreciated the materials which they used during training because those materials will help them to deliver same training for their staff. Some of the participants mentioned the training was based on their needs, and they suggested the time of training should be increased; and they were thankful to ACBAR by considering their activities for providing such as training based on NGOs need and demands. They were satisfied with the training and they expressed their happiness regarding the ethical behavior of the trainers.

All participants of training actively attended the training program and actively participated in the all relevant group works and discussions.

The participants were asked to assess the overall performance and the extent to which the training objectives were met, how the rate the training, the relevance and usefulness of the training, performance of the trainers, performance of trainers, the appropriateness of the training methodologies, usefulness of the distributed materials and finally the location and meals.

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 better analyze the needs of the community and to be written in proposal in order to attract the consideration of Donors to meet the needs.

- To have an active and successful cooperation and collaboration with colleagues in writing of proposals and better implementation of the project.

As per evaluated data; 73% of the participants indicated that their expectations and needs had been met by the programs. Only 27% participants thought their expectation and needs were not completely met.

Feedback 02:

The participants found the training was well managed, insightful and up to date training contents and provided excellent information. It provided excellent opportunity to learn from and to exchange experience and knowledge with other participants. It helped in better understanding the process of developing project design and will be useful in implementation of the project in the region.

Feedback 03:

The participants rated the training very good in terms of content and methodology. Individual lectures were considered informative. Group works, discussions and training supporting materials and case studies were rated highly.

Feedback 04:

The group works and role plays were very interesting 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. Group works also provided an opportunity to learn what others were doing and thinking about the same problem.

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 power was not normal and sometimes it was causing inconsistencies. It was totally uncomfortable. While most participants briefed that the variety of lunch was not good and healthy.

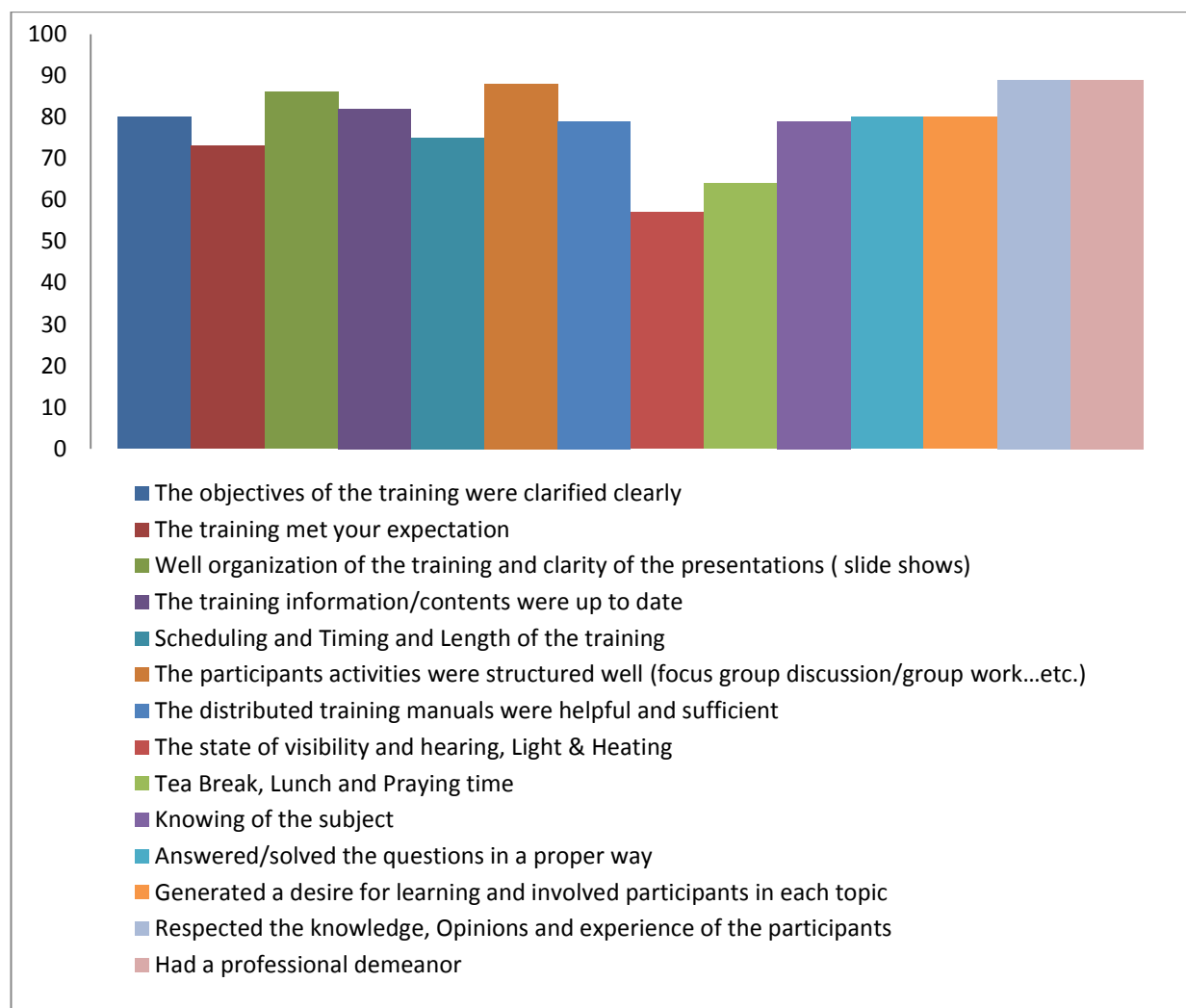


Figure 01: The General Evaluation of the training

Feedback 05:

The arrangement of the training in remote province and the hospitality and commitment of the trainers was highly appreciated by the participants.

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"> ○ Excellent sharing ideas and experience of participants with each other ○ Analyzing strategies of Stakeholder and problem identifications ○ Interesting and up to date training subjects ○ Qualified and patient trainers ○ Doing group works, games, practical exercises ○ Excellent teaching methods ○ Good coordination and organization of training ○ Good clarification of training contents along with group works and exercises ○ Training supplements were useful and effective ○ Capable and good ethical and behavior trainers ○ Friendly and motivate able trainers 	<ul style="list-style-type: none"> ○ Uncomfortable venue and Lunch ○ Late coming of participants ○ Limited duration of training ○ Lack of coordination between facilitators of training program regarding training venue ○ No Allowance for training participants ○ Electricity problems ○ Some contents were explained more and twice

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:

- “In all the trainings I have ever attended, this has been more comprehensive and interesting. The method in a perfect way it was used that you can understand easily and helped to increase your knowledge and capacity. Excellent training!”

Feedback 07:

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

- Ghor is a undeveloped and needy province; conducting such trainings are very important and effective to develop the skills and capacity of NGOs’ Staff
- The training venue should be comfortable and calm with a normal electricity power
- Increase the duration and length of the training programs
- The training presentations(Power point slides) should be arranged as per local languages of the region and it will the participants to understand easily

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 55% participants had the knowledge and awareness of project design and at the end of training their skills and knowledge was improved to 88%. The comparing results of pre-test and post-test shows 23% improving of the skills and knowledge.

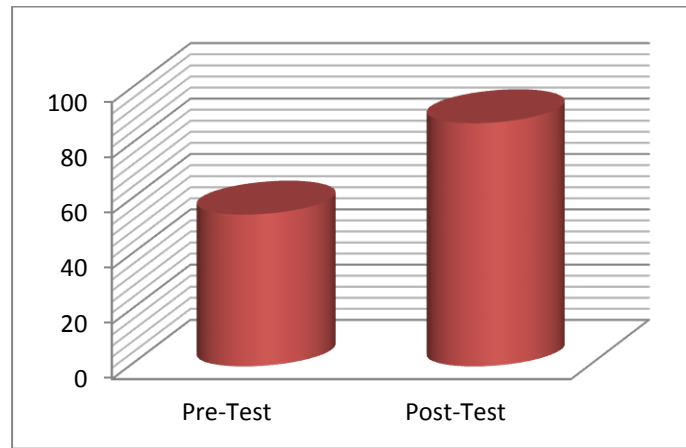


Figure 02: Participants Learning as per Pre-Test & Post-Test

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 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:

- *“I was introduced from my department to this training. It was my first experience attending such effective and useful training ever. As NGOs manager newly hired employee of Department of Economy in Ghor province which its works are relevant to NGOs projects helped me to know how the projects are designed, what the proposal is and what concepts of the proposal writing are. The motivation of trainers and sharing experience of other participants convinced me to learn more and gain more information regarding the project design. Now I easily review and monitor NGOs proposal sheets “. (Abdul Bashir Parsa-NGOs Manager-DoEC)*
- *“ As the training is not relevant to my job but this training really helped me to develop my capacity in terms of proposal writing, and after this training I am convinced to apply for the positions which are directly have relevance to project design, and I be a part the team to write proposals for the needy projects.”
(Lal Mohammad Sanjrani-Administrator-CHA)*
- *“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.”(Abdul Latif-M&E Coordinator-Afghanaid)*
- *“This training was very useful and improved my capacity, and I hope I could write a good proposal for construction of power dam to my office; to convince the donors for funding the needy projects.”
(Ramazan Fayaz-Logistic Manager-Hariroad and Ghor Reviers sub Region Department)*

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.

Participants pointed some problems regarding duration and length, location and meals of the training. This problem was raised in Ghor province because it is a least developed province, unfortunately due to lack of coordination with Head of Economy, the trainers could not find a suitable and comfortable location for the training and the required facilities are hard to find.

Generally the training program was well appreciated by NGO participants. The contents were designed in this training was more relevant to their work. Those participants answered the forms considered the training was satisfactory and well managed.

Recommendations:

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

- ACBAR should invite or register the relevant participants to Project design training.
- The participants suggested including additional future trainings on M&E, Planning, Finance & developing strategies, Budget Monitoring



Photo 01: the participants from Afghanaid, STARS, DoEC, Noorani and ACF Organizations are filling the evaluation forms

ANNEX:

Cover photo: During the Training in Ghor Province



Updated TEF.docx



Ghor Database.xlsx