AGENCY COORDINATING BODY
FOR AFGHAN RELIEF & DEVELOPMENT

ACBAR

Training Evaluation Report
Kabul Province

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ABBREVIATIONS

ASAARO	Afghan Social and Agriculture Affairs Rehabilitation Organization
ACBAR	Agency Coordinating Body for Afghan Reliefs and Development
ACSSI	Afghanistan Civil Society Support Initiative
AOAD	Accessibility Organization for Afghan Disable
AL	Afghanistan Libre
AWN	Afghan Women Network
BEST	Basic Education & Employable Skill Training
HAPA	Humanitarian Action for the People of Afghanistan
HUDA	Huda Development Organization
IAM	International Assistance Mission
INGO	International Non-Governmental Organization
MDC	Mine Detection Center
MoPH	Ministry of Public Health
NGO	Non-Governmental Organization
NRC	Norwegian Refugee Council
PCM	Project Cycle Management
SCA	Swedish Committee for Afghanistan
TNA	Training Needs Assessment
TEO	Tashabos Educational Organization

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 Kabul province from 11- 14, Kabul 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 27 participants from 14 INGO and local NGOs of Kabul Province attended the training program.

Date	Province	# Participants	Male	Female	NGOs	Govt.
11-14 Jul 2016	Kabul	27	17	10	27	0

Table 01: Total Number of Participants in Kabul Province

Table# 01 shows that 37 % of participants were female which is satisfactory compared to many other provinces, and it is noteworthy that some of these females are leading the projects and departments.

	International NGOs			*National and Local NGOs and Authorities*	
No	**NGOs Name**	**# Participants**	**No**	**NGOs Name**	**# Participants**
1	SCA	2	8	ASAARO	1
2	IAM	2	9	NRC	2
3	TEO	2	10	AOAD	1
4	MoPH*	3	11	HAPA	2
5	MDC	5	12	AL	1
6	AWN	1	13	ACBAR	2
7	BEST	1	14	HUDA	1
	Total= 27				
The Participants from **MoPH*** was project based in Gender Based Violence (GBV)					

Table 02: Number of participants as per NGOs

 Hundreds of National and International NGOs are working in Kabul City; therefore we had many applicants for this training but due to limited seats we only registered 27 applicants.

Training Modules:

On basis of training needs assessment 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: Zubair Sohail, Hamid Aryan and Mona Hussaini		

Table 03: The Training 4 day's contents

The members of training team were Mr. Zubair Sohail-Head of Capacity Building Department, Hamid Aryan- Remote Manager (M&E) and Ms. Mona Hussaini as facilitator.

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.

The training program was started by welcoming of participants and then participants and trainers introduced themselves to each other. 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 [1]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	Line Manager

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[1] 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 21 August 2016 Capacity Building department carried out an evaluation to assess the impact and effectiveness of Kabul province training. Out of 27 participants, 13 participants answered the questionnaires which representing 48% of the total number of participants. The 13 participants responded to the evaluation questionnaire; 10 were males and 3 were females.

Date	# Participants	Male	Female	NGOs	Govt.	Remarks
21 Aug 2016	13	10	3	9	0	5 Participants were visited Face to Face 8 participants responded emails

NO	NGOs	# Evaluated Participants	NO	Govt. Private Sectors	# Evaluated Participants
1	SCA	3	6	AWN	1
2	HAPA	2	7	IAM	1
3	NRC	1	8	TEO	2
4	BEST	1	9	MDC	1
5	ASAARO	1		**Total**	**13**

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 13 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 13 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; 92% of the participants indicated that their expectations and needs had been met by the programs. Only 8% 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. Good communication skills and methodology of trainers 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 excellent in terms of content and methodology. Individual lectures were considered informative. Group works, discussions and training supporting materials and case studies were rated high, over 90%.

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 training hall was very small and sometimes it was causing inconsistencies. While most participants briefed that the variety of lunch was good. The duration of the training was not enough and should be at least five days.
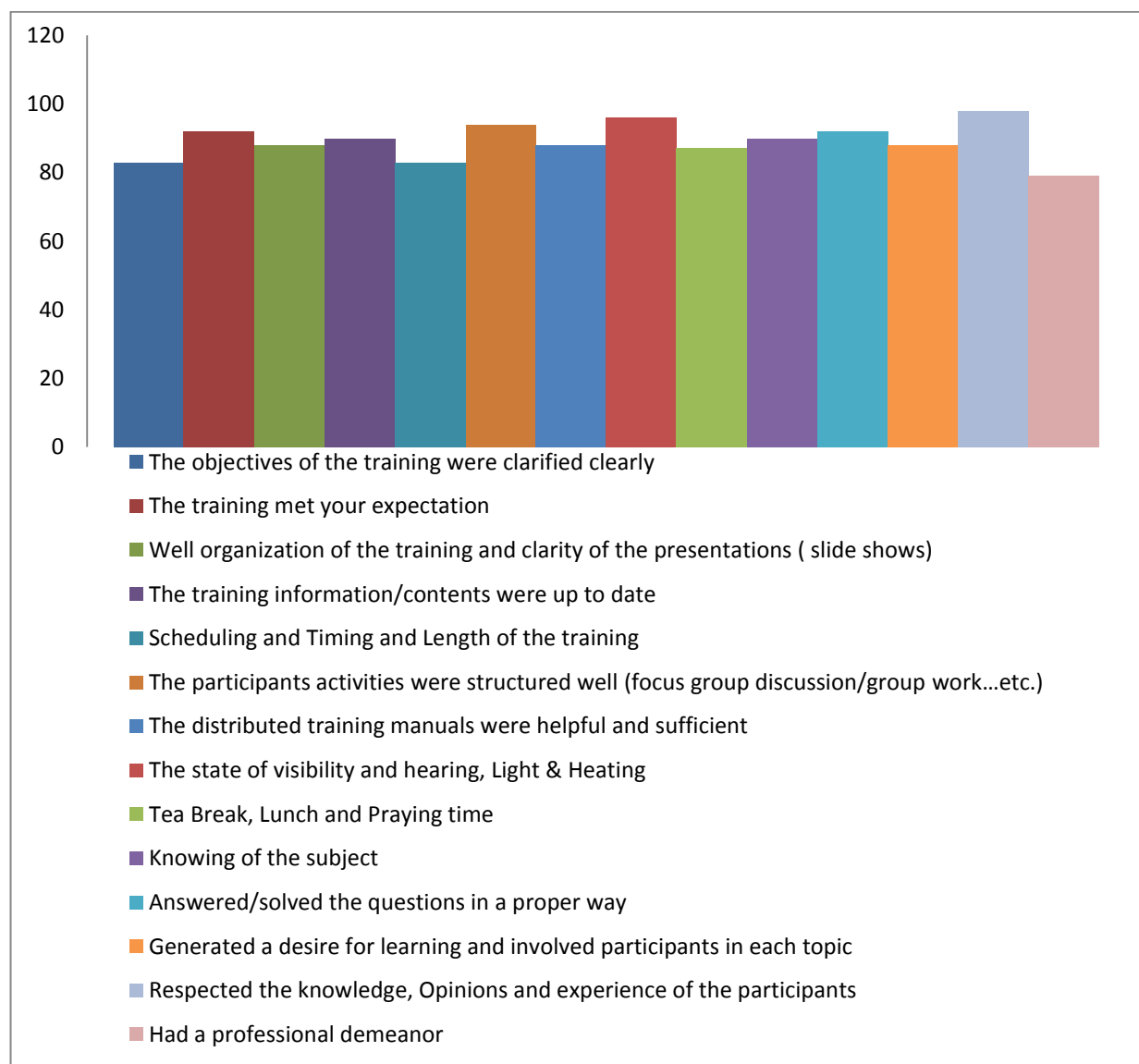

Figure 01: The General Evaluation of the training

Feedback 05:

The arrangement of the training in back warded 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
o Friendly and open discussion environment o Usage of effective and good methodology o Well management of the training and group works and exercises o Good facilitation with strong communication o Interesting and up to date training subjects o Capable and good ethical and behavior trainers o Friendly and motivate able trainers o Training manuals and supplements were useful	o Duration was too short o Training hall was small o Participants knowledge and skills were not in same level

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" as per their responses none of participants attended similar training before.

Feedback 07:

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

➢ Dedicate more time for practical works especially on proposal writing and the participants should prepare a proposal at the end of training session

➢ The training venue should be comfortable and accessible to every one

➢ ACBAR should invite those who are relevant to the training

Feedback 08:

The participants were asked to identify three things in order of importance from this training which were very useful and effective to them. The participants highlighted the Log frame, problem tree, group works and discussion, stakeholder the most useful and important.

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 69% participants had the knowledge and awareness of project design and at the end of training their skills and knowledge was improved to 92%. The comparing results of pre-test and post-test shows 23% improving of the skills and knowledge.
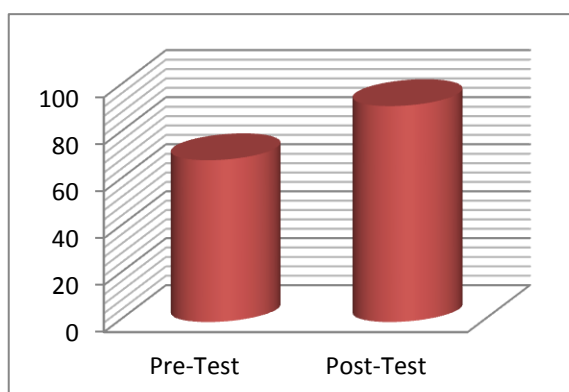

Figure 02: Participants Learning as per Pre-Test & Post-Test

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:
- *"The training was interesting, friendly approach and developed me personally and professionally. The training had well qualified trainers and good material that both helped us to gain more knowledge about Log frame and Proposal writing and definitely I will draft a proposal for our next project ".*
  (Nangialy Hamraz-Project Manager-IAM)
- *"Interesting discussions, useful and effective information from this training, I am being able to get involved to proposal writing team." (Abdul Nabi Noori-Project Coordinator-HAPA)*
- *"after this training We can develop, project action plan, budget so we identify problem, prioritize and analyses the property finally we can conduct need assessment survey as well this we can identify the community problem with community elders CDC members and DDAs members accordingly."*
  (Said Daud-Project Manager-BEST)

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 and location of the training. 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.
- ➤ As there were many applicants for the training but due to limited seats, they could not attend the training and as it was considered in Training Master Schedule, Project Design training will be conducted twice in Kabul. Therefore in 2ⁿᵈ training in Kabul, the priority of participation will be given to those applicants who did not participants in this training.
- ➤ The participants suggested including additional future trainings on M&E, Strategy Planning, Finance Management, Human Resource Management, Gender, Leadership, Advocacy and Training methodology

ANNEX:

KBL Database.xlsx