



AGENCY COORDINATING BODY
FOR AFGHAN RELIEF & DEVELOPMENT

ACBAR

Training Evaluation Report Bamyan Province



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8/22/2016

Table of Contents

ABBREVIATIONS.....	2
Preface.....	3
Overview:.....	4
Objectives of the training:	4
Participants profile:	4
Training Modules:.....	4
Training Methodology:	5
Training Evaluation Summary:.....	5
General Evaluation of the Training:.....	6
Participants Reactions:	6
Participants Learning:	9
Job Impact:	9
Conclusions:.....	9
Recommendations:.....	10
ANNEX:.....	10

ABBREVIATIONS

ACBAR	Agency Coordinating Body for Afghan Reliefs and Development
AKF	Agha Khan Foundation
AWN	Afghan Women Network
CAWC	Central Afghanistan Welfare Committee
COAM	Conservation Organization for Afghan Mountain areas
CSHRN	Civil Society & Human Rights Network
DoEC	Department of Economy
DoW	Department of Women Affaire
EPD	Equality for Peace and Democracy
IMC	International Medical Corps
INGO	International Non-Governmental Organization
LOSCS	(Civil Society)
NGO	Non-Governmental Organization
NSSDO	(Local NGO)
OBTA	(Local NGO)
PARSA	(Local NGO)
PCM	Project Cycle Management
SCI	Save the Children International
TNA	Training Needs Assessment
YHDO	Youth Health and Development Organization
WCSO	Wildlife Conservation Society 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 Bamyān province from 23- 26, May 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 25 participants were attended the training program coming from 17 INNGO and local NGOs of Bamyan Province.

Date	Province	# Participants	Male	Female	NGOs	Govt.
23-26 May 2016	Bamyan	25	15	10	20	5

Table 01: Total Number of Participants in Kabul Province

Table# 01 describes that the participation of females are satisfactory and have equal access to participate in trainings and employments in Bamyan province. It is considerable that some of these female participants are leading projects in Bamyan districts as well.

International NGOs			National and Local NGOs and Authorities		
No	NGOs Name	# Participants	No	NGOs Name	# Participants
1	Helvetas	1	10	EPD	2
2	SCI	1	11	LOSCS	2
3	IMC	1	12	Shuhada	2
4	AKF	2	13	YHDO	1
5	PARSA	2	14	CAWC	1
6	AWN	1	15	WCOS	1
7	COAM	1	16	OBTA	1
8	NSSDO	1	17	DoEC (govt.)	3
9	DoW (govt.)	2	18	CSHRN	1

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 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: Hamid Ahmad Aryan- 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.

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 ¹Kirkpatrick'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

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 31st July to 3rd August 2016 Capacity Building department carried out an evaluation to assess the impact and effectiveness of Bamyan Province training. Out of 25 participants, 16 participants answered the questionnaires which representing 65% of the total number of participants. The 16 participants responded to the evaluation questionnaire; 8 were males and 8 were females.

Date	# Participants	Male	Female	NGOs	Govt.	Remarks
31 Jul-03 Aug 2016	16	8	8	15	1	15 Participants were visited Face to Face 1 only by Email
NO	NGOs	# Evaluated Participants		NO	Govt. Private Sectors	# Evaluated Participants
1	EPD	2	6	AWN		1
2	COAM	2	7	IMC		1
3	OBTA	1	8	Shuhada		2
4	SCI	1	9	LOSCS		2
5	PARSA	2	10	CSHRN		2

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 16 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 16 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 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 were appreciating the material which they used during training because those materials will help them to deliver same training for its staff. Some of newly established NGOs as they mentioned their needs, 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 trainer.

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; 79% of the participants indicated that their expectations and needs had been met by the programs. Only 21% 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 85%.

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.

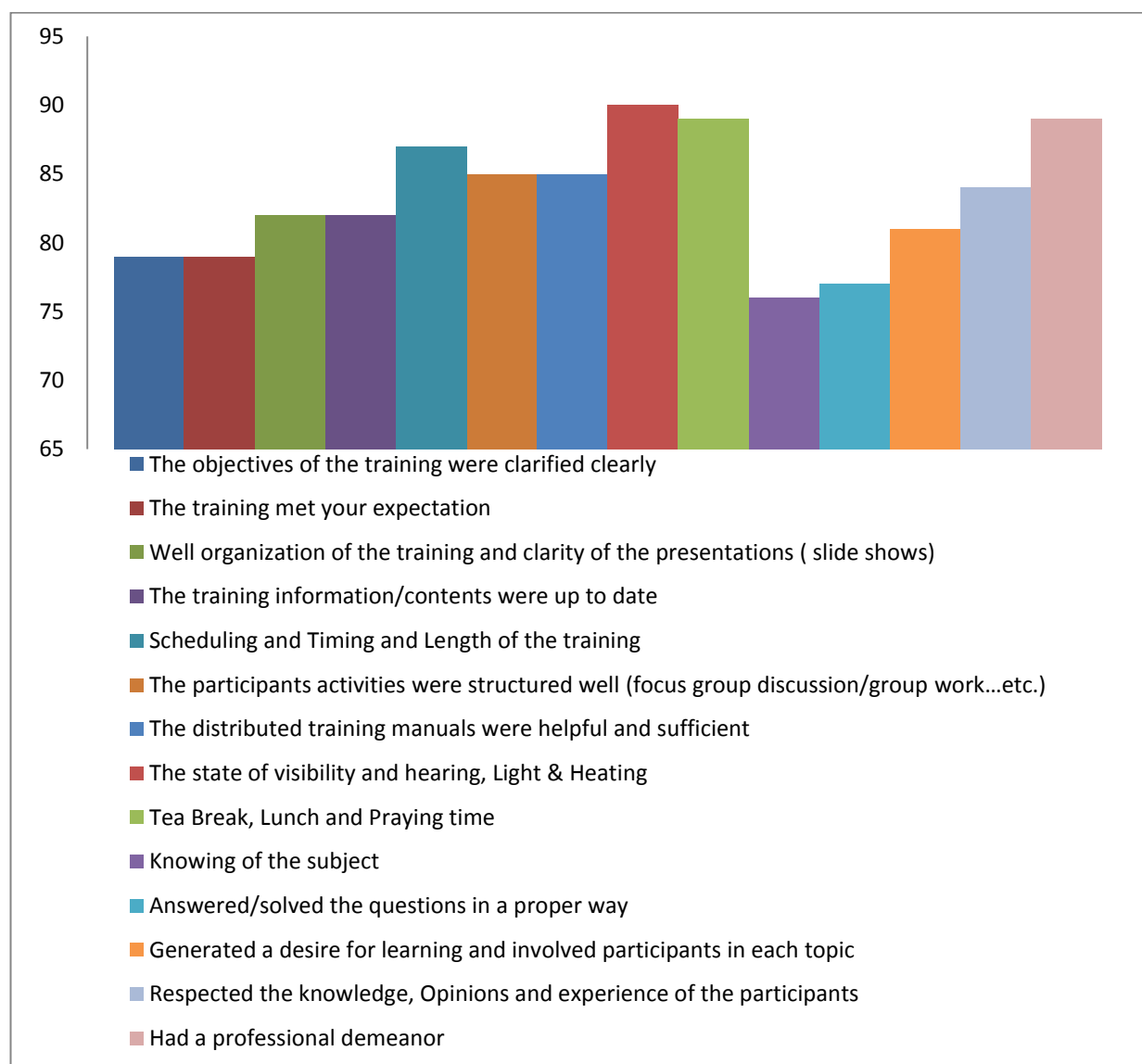


Figure 01: The General Evaluation of the training

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
<ul style="list-style-type: none"> ○ Giving an equal opportunity for all participants to share their ideas and experiences ○ training materials were Excellent ○ all the participants had equal participation in the training ○ well skilled trainers and location of training was prefect ○ Trainers were well prepared and had control over the subjects. ○ Distribution of handouts and other material were well organized and everyone had access to it ○ Trainers were motivating participants to participate in discussion. ○ Discussions on relevant subjects were interesting and useful ○ sharing of knowledge and experience ○ The Log frame section and solution tree were delivered well. ○ Slides well delivered in two languages (English and Farsi). short animation videos were played regarding to the subjects which were useful ○ Methodology of training was good and using new technology for delivering of subjects ○ Participatory method, good time management, good coordination and friendly environment 	<ul style="list-style-type: none"> ○ During discussion between different participants, trainer did not have the quality to conclude the issue. ○ Waste of time on small issues which made the training exhausted ○ Due to shortage of time Monitoring section was not delivered well ○ Time was not enough for this subject because subject is so vast. Because of lack of time we could not do all the practical work properly. The duration of the training was not enough because project design subject is so vast and it was limited time for practical work ○ some contents were confusable and did not clear them very well

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.

- Yes, I attended same training before and both were good and useful but ACBAR project design training was good on duration and better learning.”
- “YES, I have attended same training program in 2012. That program was really effective, and improved my knowledge. ACBAR training with its practical work remind and refreshed my previous learning”.
- “YES, But compare to other organization ACBAR training was up to date and the quality was also good.”

Feedback 07:

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

- to increase the duration of the training and 4 days is not enough for Project design
- suggested to conduct same trainings in the future in Bamyán province
- Increase the duration and length of the training programs and include more practical works and group discussions and it helps to enhance the capacity of NGOs’ staff.
- Assign professional and expert trainers for such trainings

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 74% 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 18% improving of the skills and knowledge.

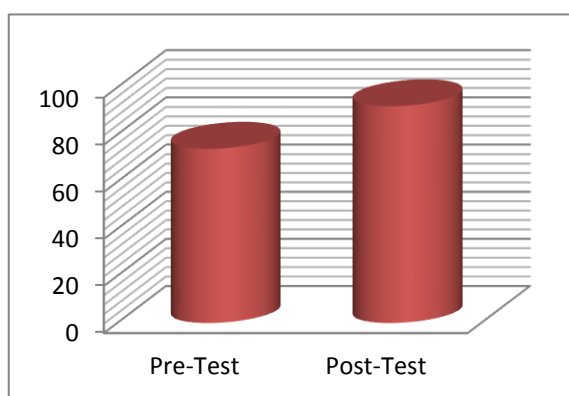


Figure 02: Participants Learning as per Pre-Test & Post-Test

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 contents were relevant to my job and I mostly involved in projects and after gaining the project design training I got one step promotion in my office recently but without any salary increment".*
(Mohammad Hussain-ORR Coordination-SCI)
- *"Before this training I did not have enough information regarding project design and while I was involved in Proposal writing, I was confused from where to start and which concepts are needed to be considered in proposal writing. This training helped me a lot and increased my knowledge and solved my confusion."*
(Nazir Ahmad-HR manager-CSHRN)
- *"This training was according to my job responsibilities, I have learnt a lot from this training and increased my knowledge, experience and developed my capacity."* (Dust Mohammad-Provincial coordinator-IMC)
- *"It was very effective and useful for me the contents which were discussed were related to my field. As I am head of OBTA and it is a newly established organization and we really needed to such trainings to have a winning and successful projects and write a standardized proposals this training helped me to increase my knowledge and experience regarding the projects. After training I delivered my knowledge to my colleagues. Whenever I face problem I refer to the handbook. ."* (Khadije Mohammadi- OBTA Head)
- *"This training will help me to provide a professional proposal for my office and I assists them in proposal writing. This program has given me a comprehensive knowledge."* (Massuma Amiri Head of COAM)

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. It was really important for some newly established NGOs because it is the first step to professionalism to design a good project.

According to this report most of NGOs in Bamyan needs more trainings because they do not have access to information and capacity building courses. And it is one of fundamental mandate of our policy in ACBAR, providing space and opportunities for local NGOs to became powerful in its field. Participants pointed some problems regarding duration and length of the training and trainer's skill, this problem raised in Bamyan because it was the first province which the trainers were delivering project design training so we have to accept it; so obviously it had its problems.

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 generated the following recommendations for developing effective training to meet current needs of the NGOs employees.

- ACBAR should invite or register the relevant participants to Project design training.
- The participants suggested that beside of PCM 2nd phase training we have to consider on additional trainings mostly like M&E, Fundraising, Finance & HR Management, Office Management, Women empowerment in NGOs and so on.

ANNEX:



Figure 1: the participants from OBTA, CoAM, EPD and Shuhada Organizations are filling the evaluation forms

Cover Photo: In group work the participants are working on designing of problem tree.