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ABBREVIATIONS

ACBAR	Agency Coordinating Body for Afghan Reliefs and Development
AWDA	Afghan Women Development Association
CHA	Coordination of Humanitarian Assistance
CWSA	Community World Service Asia
DRC	Danish Refugee Council
DoEC	Department of Economy
FGA	Future Generation Afghanistan
INGO	International Non-Governmental Organization
JVC	Japan Volunteer International Center
M&E	Monitoring and Evaluation
NCRO	New Consultancy and Relief Organization
NGO	Non-Governmental Organization
NPO/RRAA	Norwegian Project Office/Rural Rehabilitation Association for Afghanistan
NRC	Norwegian Refugee Council
PCM	Project Cycle Management
PU-AMI	Première Urgence -Aide Medicale Internationale
THRA	Training Human Rights Association for Afghan Women
TNA	Training Needs Assessment
UMCA-RPA	The United Medical Center for Afghans-Rehabilitation Program for Afghanistan
WHH	Deutsche Welthunger Hilfe

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 Nangarhar province from 16- 19, 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 28 participants were attended the training program coming from 9 INGO and 6 local NGOs of Kunduz Province and 1 from government.

Date	Province	# Participants	Male	Female	NGOs	Govt.	CSOs
16-19 May 2016	Nangarhar	28	28	0	27	1	0

Table 01: Total Number of Participants in Kunduz Province

Table# 01 describes the participation in the training is only limited to males and females rarely benefits from such opportunities in Nangarhar province(mostly Southern provinces); however females are working in some international NGOs but they do not have full access to participate in such trainings.

International NGOs			National/Local NGOs		
No	NGOs	# participants	No	NGOs	# participants
1	CSWA	2	1	CHA	1
2	DRC	2	2	ACBAR	1
3	FGA	2	3	NPO/RRAA	3
4	JVC	2	4	NCRO	4
5	PU-AMI	2	5	AWDA	1
6	NRC	2	6	THRA	1
7	UMCA-RPA	1	7	DoEC (govt.)	1
8	UN-Habibat	2			
9	WHH	1			
Total		16	12		

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
Trainers: Hayatullah Ahmadi and Mohammad 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). 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 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 Stories	Line Manager / Participants

Table 04: Kirkpatrick's Four Levels of Evaluation

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 26-27 July Capacity Building department carried out an evaluation to assess the impact and effectiveness of Nangarhar Province training. Out of 28 participants, 13 participants answered the questionnaires which representing 46% of the total number of participants. The 13 participants responded to the evaluation questionnaire; 13 were all males.

Date	# Participants	Male	Female	NGOs	Govt.	Remarks
26 - 27 Jul 2016	13	13	0	13	0	10 Participants were visited Face to Face 3 Participants answered by Emails

NO	NGOs	# Evaluated Participants	NGOs	# Evaluated Participants
1	NPO/RRAA	1	CHA	1
2	CWSA	2	JVC	1
3	UMCA/RPA	1		
4	WHH	1		
5	FGA	2		
6	NCRO	4		
Total		13		

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 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 13 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 needs and demands.

Feedback 01:

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

- to support and strengthen our capacities in fielding of proposal writing
- To learn new knowledge and strengthening skills and capacity on project design and proposal writing and monitor the projects activities as well.

As per evaluated data; 75% of the participants indicated that their expectations and needs had been met by the programs. Only 25% 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. Only the communication in local language was mentioned as the problem of a trainer.

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 analyze the problem and context of the intervention area, and they are able to plan 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 helpful to them.

Feedback 05:

The participants mentioned that the venue of the training was good but due to hot weather in Jalalabad city, they suggested from ACBAR to hold their trainings in winter season.

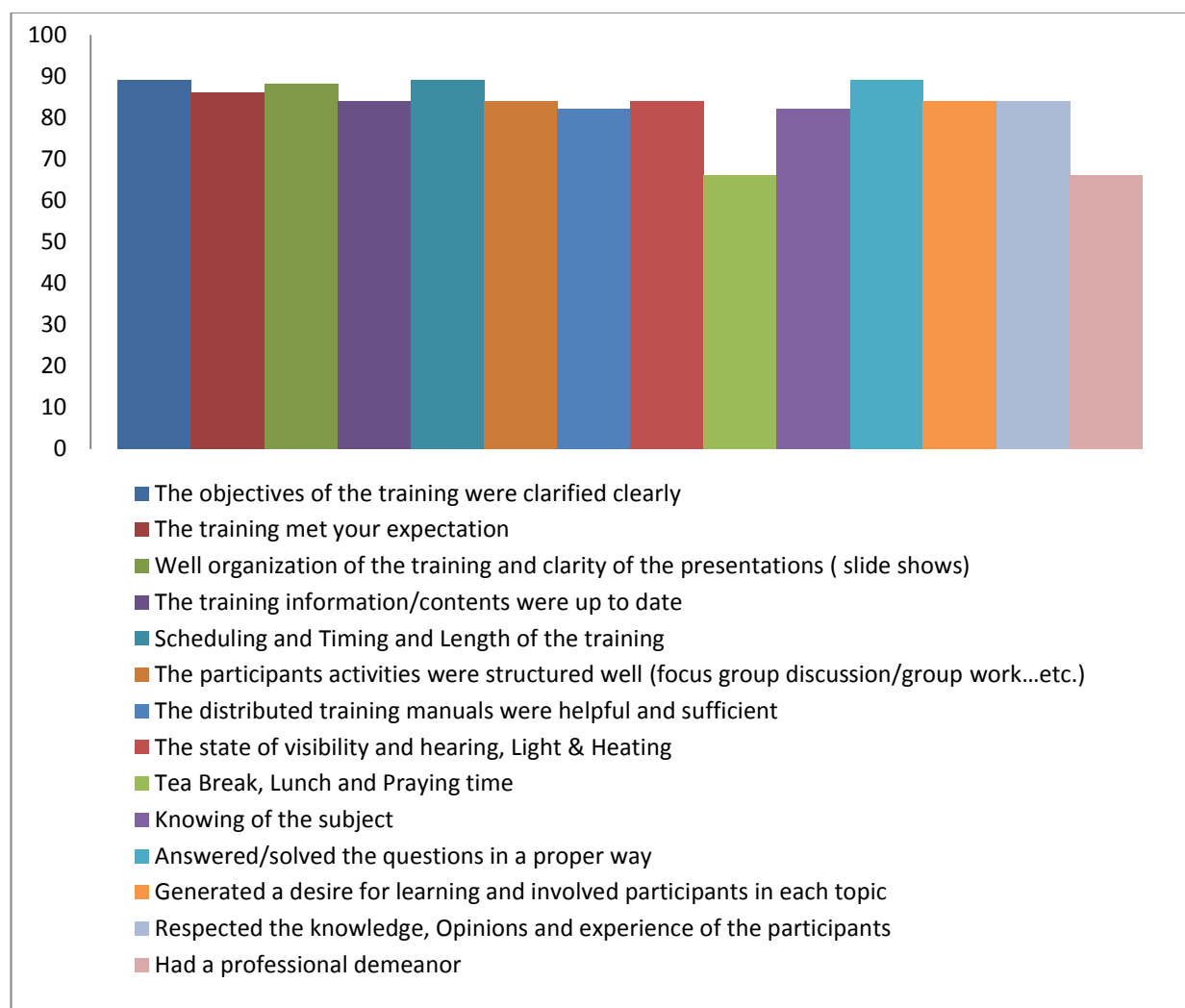


Figure 01: The General Evaluation of the training

Feedback 05:

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"> Good ethical behavior of trainers The training contents and subjects were well managed and designed Group work and sharing knowledge and experience 	<ul style="list-style-type: none"> Lack of practical knowledge and exercises The topics were not explained well Luck of communication in local languages Uncomfortable venue Limited duration of training

- | | |
|--|---|
| <ul style="list-style-type: none"> ○ Well explanation of topics ○ Enough and suitable training materials ○ Live and real examples are given | <ul style="list-style-type: none"> ○ Handouts were not printed |
|--|---|

Feedback 05:

The response of the participants from question “whether they have attended similar training program provided by others and how they compare it to the training provided by ACBAR” was No; it means that they have never participated in any similar training before to compare with ACBAR training.

Feedback 06:

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

- increase the duration of the training
- Assign professional and well skilled trainers
- 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.
- Invite and register qualified trainees for the relevant training
- Training Handouts should be printed and distributed properly

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 79% participants had the knowledge and awareness of project design and at the end of training their skills and knowledge was improved to 85%. The comparing results of pre-test and post-test shows 6% improving of the skills and knowledge.

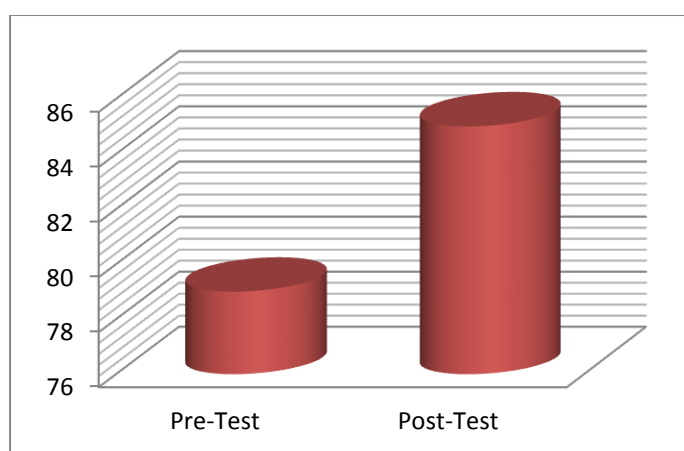


Figure 02: Participants Learning as per Pre-Test & Post-Test

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:

- “As the training was presented in local languages it was easy to understand well; the most interesting topics I learned from this training is the problem analyzing and logical frame work “.
(Mohammad Ibrahim-Program Manager-NPO/RRAA)

- *“The most important aspects of the training I learned were Log frame and Gantt chart which we could monitor and evaluate the whole project activities from beginning to end.” (Ismail Stanikzai and Dr. Hilal-Project Officers-CSWA)*
- *“This training was according to my job responsibilities, I have learnt a lot from this training and increased my knowledge on designing of projects and Gantt chart which through this I can manage the project activities.” (Mushfiq ur Rahman-Program Manager-UMCA/RPA)*
- *“The training was very effective and useful and the contents were taught were related to my work. Now we are able to write professional proposal writing. We have decided to draft a proposal for NFI & Food distribution for IDPs in Laghman province which is going to be funded by WFP.” (Naqibullah Ahmadzi –Project Manager-FGA)*
- *“This training helped us to learn more about project design, proposal writing and selecting an appropriate team for the projects. As we are in top management of our NGO we decided to prepare a proposal for Shelters in Jalal Abad city of Nangarhar province. (NCRO)*
- *“As HR Manager, I obtained the Project Design training which was not relevant to my job responsibilities but it was very effective to me. After this training the head of our office involved me in proposal writing team to collaborate in proposal writing for Health project Afg-116/WHH for Kama and Sorkhroad districts of Nangarhar province, and I shared my knowledge and given effective instructions. They promised to promote me to higher position and with salary increment.” (Sayed Omar-HR/Admin Officer-WHH)*

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.

Based on this report, due to security issues most of females whose are working in NGOs are not willing to participate in capacity building trainings unless they really needed such training for their career development.

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 Advance Proposal writing, Finance & HR Management, Leadership, Effective Communication skills, Leadership, NGOs Law and so on.

ANNEX:

Cover photo: Nangarhar Training



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