



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

ACBAR

Training Evaluation Report Bamyan Province

ACSSI, 2nd Year Project 2nd Phase



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ABBREVIATIONS

ACBAR	Agency Coordinating Body for Afghan Reliefs and Development
ACSSI	Afghanistan Civil Society Support Initiative
ACSFo	Afghan Civil Society Foundation Organization
AKF	Agha Khan Foundation
AWN	Afghan Women Network
CAWC	Central Afghanistan Welfare Committee
CRS	Catholic Relief Services
DCA	Dutch Committee for Afghanistan
ICC	International Criminal Court
IRA	Islamic Relief-Afghanistan
INNGO	International Non-Governmental Organization
NNGO	National Non-Governmental Organization
LOSCS	Local NGO (Civil Society)
NQA	Nai Qala Association
OBTA	Organization for Better Tomorrow in Afghanistan
PCM	Project Cycle Management
SCA	Swedish Committee for Afghanistan
SO	Shuhada Organization
TNA	Training Needs Assessment
WCS	Wildlife Conservation Society

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.

Usually the trainer can determine how well the training process goes by observing group dynamic, activity of the participants and by analyzing spontaneous comments. Nevertheless, evaluation as a component of a program gives the trainer an opportunity to validate his/hers observations, as well as to the participants an opportunity to express their opinions.

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 Bamyan province from 16- 19 April 2017. 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 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.

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 31 participants were attended the training program coming from 17 INGO and NNGOs in Bamyan province.

Date	Province	# Participants	Male	Female	NGOs	Govt.
16-19 Apr 2017	Bamyan	31	24	7	17	0

Table 01: Total Number of Participants in Bamyan Province

Table# 01 show that the participation of females in comparison to males is low; however, recently, women are more active and have a significant role in economic and educational development in Bamyan province. The employment opportunities for women are increased in government and NGOs as well.

INGO and NNGOs Participants									
NO	NGOs Name	# Participants			NO	NGOs Name	# Participants		
		total	M	F			total	M	F
1	Action Aid	2	1	1	10	ICC	1	1	
2	ACSFO	2	1	1	11	IRA	1	1	
3	AKF	4	1	3	12	LOSCS	2	2	
4	ARZU	2	2		13	NQA	1	1	
5	CAWC	1	1		14	OBTA	2	1	1
6	CRS	4	4		15	SCA	1	1	
7	DCA	1	1		16	SO	3	3	
8	GERES	1	1		17	WCS	1	1	
9	HELP	2	1	1					
Total # of Participants : 31									

Table 02: Number of participants as per NGOs

Despite of AWN, INGOs and NNGOs are working to improve conditions for women in workforce, advocacy, trainings and economic development. There are also newly established local NGOs such as OBTA and CSOs which are implementing Women Human Rights, Capacity Building, Advocacy and humanitarian projects which are mostly led by females.

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: Zubair Sohail and Nawida Faizy		

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:

The training has started with a formal welcome and introduction and trainers provided a brief overview of the training objective. Then participants were requested to present their expectations from 4 days training on Project Design; the expectations of the participants generally matched with the objective of the training and the expectations are summarized as follow:

- the training should focus on basic elements of proposal writing and enhance our capacity how to write a professional and standard proposal
- each participants should be involved in each practical exercises and group discussions in order to learn more
- to understand the project Cycle; from where and how a project started, designed, implemented and closed
- get familiar with PCM analyzing tools

Evaluation Framework:

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 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
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Table 04: Kirkpatrick's Four Levels of Evaluation

Training Evaluation:

In 04 June 2017 Capacity Building department carried out an evaluation to assess the impact and effectiveness of Bamyan Province training. Out of 31 participants, 14 participants answered the questionnaires which representing 45% of the total number of participants. The 14 participants responded to the evaluation questionnaire; 9 were males and 5 were females. (See Annex 02, Training Evaluation Database)

Date	# Participants	Male	Female	NGOs	Govt.	Remarks			
04 Jun 2017	14	9	5	8	0	14 Participants were visited Face to Face			
No	NGOs	# Evaluated Participants			NO	NGOs	# Evaluated Participants		
		total	M	F			total	M	F
1	ACTION AID	1		1	5	HELP	2	1	1
2	ACSFo	1	1		6	IRA	2	1	
3	AKF	2		2	7	OBTA	2	1	1
4	CRS	3	3		8	SO	2	2	
Total # Evaluated Participants: 14									

Table 05: The number of participants 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 take part in evaluation program.

The participants attended all four days of training and they were satisfied with this course and the training was relevant to their job responsibilities. This training has been provided a friendly environment of discussion about developing a professional proposal, designing logical frame work, Analysis of stakeholder & Problem tree, Gantt chart, writing scenarios and analyzing operational strategies.

They were satisfied with the training and they expressed their happiness regarding the ethical behavior of the trainers and practical exercises and group discussions which helped them for better understanding of the theory concepts of the training. The training were met all the required standards.

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:

75% of participants who attended the training sessions were on top management level and explored that 96% 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; 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 03:

The participants found the training was well managed and up to date training contents 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 and writing of Log frame and proposal.

Feedback 04:

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 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.

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. They requested ACBAR for more such trainings for them. They were happy and satisfied with the contents and methods of training. The overall outputs of the training are presented in below table. **The overall rating of the training and trainers is 84.7%. (See Annex 01: Bamyan TE Evaluation Database)**

S/No	Items	Scoring (%)
1	Overall rating of the training	87
2	Registration Process	92
3	The objective of the training was clearly clarified	85
4	well Organization of the training in terms of Scheduling, duration and training materials & supplements	81
5	The training contents, materials and delivery methods were up to date	77
6	The illustrations, PPTs and group works were organized & satisfactorily performed	85
7	The distributed training manuals were helpful and beneficial	81
8	The state of visibility and hearing, Light & Heating	94
9	Tea Break, Lunch and Praying time	83
Trainers Evaluation Scoring		
10	Knowing of the subject	81
11	Answered/solved the questions in a proper way	75
12	Respected the knowledge, Opinions and experience of the participants	98
13	Provide a clear descriptions and examples	81
14	Used an effective mix training methods and exercise	81
15	Generated a desire for learning and involved participants in each topic	79
16	Providing time for follow up and group discussion	92
17	Had a professional demeanor	88
Overall Average		84.7

Table 06: The participants generally rated the training session and trainers

Feedback 07:

The below table shows that the participants rated the quality of training contents, learning games and group discussions as per its effectiveness, usefulness, importance and being interesting to them. **Overall rating percentage of the training contents which is presented in theory and practice is 79 %.**(See Annex 01: Bamyar TE Evaluation Database)

S/No	Training Contents of Project Design (Proposal Writing)	Scoring (%)
1	Project Cycle Management (PCM)	84
2	Understanding Donors & Proposal Format	79
3	Analyzing Tools	91
4	Scenario Planning	77
5	Logical Frame Work (Log) Frame	86
6	Project Planning	84
7	Developing Writing Skills	64
8	Group Works	86
9	Sharing Information and Experience	68
10	Learning Games	68
Overall Average		79

Table 07: Overall rating of training contents and methodology

The table indicates that Analyzing tools (problem tree, Stakeholders, operational strategies), PCM revision and logical frame work and group works were the most useful and effective contents for the participants.

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"> ○ All the concepts of training were clarified through group discussions ○ Self-confident of trainers on the training contents ○ Well management and organizing of training session ○ Comfortable venue with good facilities ○ Good ethical behavior and cooperation of trainers in group works ○ Active participation of participants in each group work and discussions ○ Comprehensive training manuals and supporting documents ○ Participation of trainees from various International and local NGOs with diverse experience on proposal writing and project design ○ Practical exercises with open discussions 	<ul style="list-style-type: none"> ○ Did not use any entertainment and learning games to make more interesting ○ No practical work on proposal writing ○ The participants selection were not in same level in terms of skills and capacity ○ Limited duration

Feedback 09:

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

- Specify a specific benchmark for selection of participants for such trainings and those register those participants who have knowledge and experience on relevant training program
- Consider on duration of the training and the PPTs should be in local language and use from own and contextual resources
- Conduct such trainings properly in order to enhance the capacity of NGOs' employees
- Develop more various contextual case studies for the relevant training

Feedback 10:

The participants were asked whether they have attended similar training program provided by others and how they compare this training provided by ACBAR. They responded that Project design was the first and locally training they have participated in.

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 20% participants had the knowledge and awareness of project design and at the end of training their skills and knowledge was improved to 66%. The comparing results of pre-test and post-test shows 46% improving of the skills and knowledge.

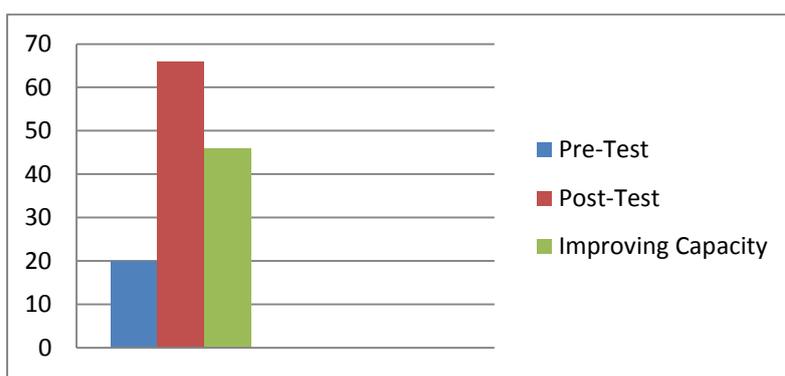


Figure 02: Participants Learning as per Pre-Test & Post-Test

As the table 08, shows Pre-Test and Post Test consist of same five questions which are answered by 16 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 60%.

N=24			
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?	10	56	46
How do you describe the problem tree?	20	60	40
What are the main components of the Log Frame?	20	70	50
Why do we use the Gantt chart?	20	65	45
Overall Average	20	66	46

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 was extremely helpful to understand the basic components of proposal writing. The training and trainers helped us to consider the basic elements of writing a professional proposal. we brought the required changes to our two proposals before submitting them to Donors ”.*(Mr. Sayed Zia Jafari, Deputy Director, OBTA)
- *“The training provided some concrete and easy to tools to understand the steps of project design and proposal writing. As a NGOs employee it is very important to understand the project cycle, I learnt many new things from this training and I would try to use it in solidarity programs.”* (Ms. Khadija Tawakkuly, District HID Trainer, AKF)
- *“The training was very effective to me and helped to understand the analyzing tools such as stakeholder and problem tree and these two tools made my work much easier than before.”* (Ms. Razia Muradi, Regional Gender Assistant, AKF) **(See Annex 01: Bamyan TE Evaluation Database)**

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.

The training helped participants to perform their tasks in a more competent, effective and efficient manner. Many of the participants in top management level learned how write a proposal; in addition local NGOs brought changes in their proposal format and included the essential elements that were missed in their proposal.

Recommendations:

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

- The participants suggested including additional future trainings on Monitoring & Evaluation, Financial Management, Procurement Chain Management, Time and Conflict Management, Report Writing, Human Resource Management, and Advance Proposal Writing.
- 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:

Annex 01:



Bamyan TE
Database.xlsx.xlsx

Annex 02:



Training Evaluation
Database.xlsx

Annex 03:



Pre&Post Tests
Analyzing Sheet 17-1