AGENCY COORDINATING BODY
FOR AFGHAN RELIEF & DEVELOPMENT

ACBAR

Training Evaluation Report
Parwan 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

ALC   Adult Learning Center

ANAFAE   Afghan National Association for Adult Education

AOPD   Afghan Organization of Peace & Development

AWN   Afghan Women Network

BES-O   Basic Education Social Organization

BRAC   Bangladesh Rehabilitation Assistance Committee

CARE   Cooperative for Assistance and Relief Every where

CSOs   Civil Society Organizations

DoEC   Directorate of Economy

DRC   Danish Refugee Council

HN-TPO   Health Net-TPO

INNGO   International Non-Governmental Organization

JEN   Japan Emergency NGOs

NNGO   National Non-Governmental Organization

PCM   Project Cycle Management

TNA   Training Needs Assessment

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 Parwan province from 23- 26 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 23 participants were attended the training program coming from 18 INGO, NNGOs and 5 Governmental departments in Parwan province.

Date	Province	# Participants	Male	Female	NGOs	Govt.
23-26 Apr 2017	Parwan	23	19	4	18	5

Table 01: Total Number of Participants in Parwan Province

Table# 01 show that the participation of females in comparison to males is low; however in recent years women have overcome a series of obstacles in families and communities to have active part in development of their community in Parwan province. The opportunities to employment and attending training courses have been increased for women than before.[1]

NO	NGOs Name	# Participants			NO	NGOs Name	# Participants		
		total	M	F			total	M	F
1	ALC	2	2		7	DoEC	5	5	
2	ANAFAE	1	1		8	DRC	1	1	
3	AOPD	3	2	1	9	HN-TPO	1	1	
4	BESO	1	1		10	JEN	2	1	1
5	BRAC	1	1		11	NAEDO	2		2
6	CARE	3	3						
INGO and NNGOs Participants									
Total # of Participants : 23									

Table 02: Number of participants as per NGOs

Despite of INGOs, NNGOs and AWN, there are newly established local NGOs which are only working for women and youths in Parwan province and they are implementing Women Human Rights, Advocacy and humanitarian projects which are mostly leaded 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:

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[1] Convention for the Elimination of all Forms of Discrimination against Women (CEDAW), UN-Women

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: Shafiq Azimi & Sayed Rahim		

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 end, an evaluation questionnaire was distributed in order to evaluate the training results and its success amongst the participants.

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:

- o   to increase our capacity how a successful and acceptable proposal is developed
- o   to understand the project Cycle; from where and how a project started, designed, implemented and closed
- o   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

Table 04: Kirkpatrick's Four Levels of Evaluation

Training Evaluation:

In 12 June 2017 Capacity Building department carried out an evaluation to assess the impact and effectiveness of Parwan Province training. Out of 23 participants, 13 participants answered the questionnaires which representing 56.5% 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
12 Jun 2017	13	10	3	13	0	8 Participants were visited Face to Face 5 participants were replied by Email

No	NGOs	# Evaluated Participants			NO	NGOs	# Evaluated Participants		
		total	M	F			total	M	F
1	ALC	2	2		5	DRC	1	1	
2	ANAFAE	1	1		6	HNT-PT	1	1	
3	AOPD	3	2	1	7	JEN	2	1	1
4	CARE	2	2		8	NAEDO	1		1
		Total # Evaluated Participants: 13							

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 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 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:
The expectations of the participants generally matched the objectives of four days training. As per collected data; 81% of the participants indicated that their expectations and needs had been met by the programs. Only 19% 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 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 03:

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 04:

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 05:

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 86.5%.**

S/No	Items	Scoring (%)
1	Registration Process	88
2	The objective of the training was clearly clarified	90
3	The training met your expectations	81
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	83
6	The illustrations, PPTs and group works were organized & satisfactorily performed	87
7	The distributed training manuals were helpful and beneficial	90
8	The state of visibility and hearing, Light & Heating	90
9	Tea Break, Lunch and Praying time	87
Trainers Evaluation Scoring		
10	Knowing of the subject	87
11	Answered/solved the questions in a proper way	85
12	Respected the knowledge, Opinions and experience of the participants	90
13	Provide a clear descriptions and examples	87
14	Used an effective mix training methods and exercise	83
15	Generated a desire for learning and involved participants in each topic	85
16	Providing time for follow up and group discussion	94
17	Had a professional demeanor	83
Overall Average		**86.5**

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

Feedback 06:

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 82%.**

S/No	Training Contents of Project Design (Proposal Writing)	Scoring (%)
1	Project Cycle Management (PCM)	83
2	Understanding Donors & Proposal Format	85
3	Analyzing Tools	85
4	Scenario Planning	83
5	Logical Frame Work (Log) Frame	81

6	Project Planning	87
7	Developing Writing Skills	77
8	Group Works	88
9	Sharing Information and Experience	81
10	Learning Games	67
Overall Average		**82**

Feedback 07:

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 The required facilities were available in the training o Proposal Writing Elements o Oral explanation of subjects and case studies for practical work o Active participation of participants in each group work and discussions o Comfortable venue o Good ethical behavior, respectful and friendly trainers o Training manuals and supporting documents o Sharing experience and information of participants	o Limited duration o Individual exercises were not included o Shortage of electricity during presentation

Feedback 08:

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

- Increase the duration of training to mitigate the hastiness and have more time to discuss the complicated topics efficiently
- Conducting such trainings have a great impact on work performance and kindly requesting to invite governmental employees as well
- Increase the number of practical exercises and group works

Feedback 09:

The participants were asked whether they have attended similar training program provided by others and how they compare this training provided by ACBAR. The responses are summarized as below:

- "Yes, I have obtained two similar trainings on proposal writing and project management before. I honestly admit that it was very complicated to me and I didn't learn regarding proposal writing and project management. ACBAR training was in local languages all the necessary elements of project design and proposal writing was clarified well and through group works we practiced well to understand well." (Ms. Aziza Ishani-Director-NAEDO)
- "Yes, ACBAR training was massive and well managed." (Ms. Nassreen Khurm, Admin Manager, AOPD)

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 62%. The comparing results of pre-test and post-test shows 42% improving of the skills and knowledge.
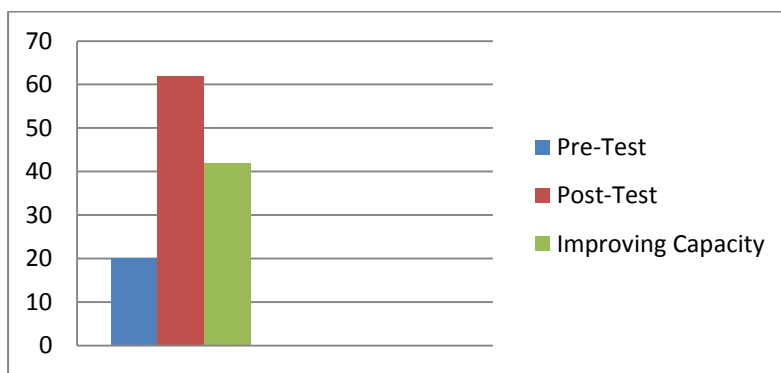

Figure 02: Participants Learning as per Pre-Test & Post-Test

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 50%.

N=16			
Questions	Pre-Test Scoring %	Post-Test Scoring %	Improved Changes %
What is Project Cycle Management?	40	80	40
What is the main objective of stakeholder analysis?	20	50	30
How do you describe the problem tree?	20	70	50
What are the main components of the Log Frame?	10	50	40
Why do we use the Gantt chart?	10	60	50

Table 07: Pre-Test and Post Test results

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:

- *"It was extremely helpful to improve my understanding on designing of log frame, analyzing problem and considering the main and crucial parts of proposal writing".(Owais Jamshidi, Program Officer, DRC)*
- *"The training was very helpful and helped me to manage the series of project activities to avoid from duplication and waste of time." (Ms. Zuhra Afshar, Field officer, JEN)*
- *"While I was obtaining the training, I pointed out the mistakes I had in proposal writing and I realized that cause of rejection of my proposals from Donors. Many thanks to ACBAR for conducting such training that enabled me to understand the key elements of proposal and how to write a standard and professional proposal as per requirement of Donors." (Ms. Aziza Ishani, Director, NAEDO)*

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.

Generally the training program was well appreciated by Local NGOs' 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.

➢ The participants suggested including additional future trainings on Monitoring & Evaluation, Project Management, Community Mobilization, Academic report writing, Office Management, and Proposal Writing.

ANNEX:

Parwan TE Database.xlsx   Training Evaluation Database.xlsx   Pre&Post Tests Analyzing Sheet 17-1   Updated TEF.docx