AGENCY COORDINATING BODY
FOR AFGHAN RELIEF & DEVELOPMENT

ACBAR

Training Evaluation Report Badakhshan Province

ACSSI, 2nd Year Project 2nd Phase

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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. 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 Badakhshan province from 23th–26th July 2017. The report captures participants' impressions on different aspects of the training.

In terms of methodology, the questionnaire is prepared as per Kirkpatrick's four levels[1] of evaluation which 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.

The evaluation questionnaire is prepared in one international language (English) and local languages (Farsi & Pashtu).

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[1] The Kirkpatrick four levels of evaluation highlight the following aspects: Participants Reaction, Participants learning, Job Impact & Organizational Impact

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 45 participants attended the training program from 44 INGO and NNGOs in Badakhshan province.

Date	Province	# Participants	Male	Female	NGOs	Govt.
23-26 July 2017	Badakhshan	45	28	17	44	1

Table 01: Total Number of Participants in Badakhshan Province

Table# 01 show that the participation of females in comparison to males is satisfactory.

INGO and NNGOs Participants								
NO	NGOs Name	# Participants			NO	NGOs Name	# Participants		
		total	M	F			total	M	F
1	Afghanaid	1		1	16	Mission East	1	1	
2	AKF	4	4		17	NACO	2	1	1
3	APW	1	1		18	PALIO	1	1	
4	AWN	1		1	19	PSSCO	1		1
5	AWGVSO	2	1	1	20	RAESDO	1	1	
6	BDLO	1	1		21	SDAH	2	1	1
7	BWVTO	1	1		22	SDVSO	2	1	1
8	BWHO	2	2		23	Shelter for life	4	4	
9	BWSO	2	1	1	24	SOC	2		2
10	DoEC	1	1		25	TEVO	1	1	
11	DWCBO	1	1		26	VDOW	1	1	
12	KPWO	1		1	27	WAW	2	1	1
13	Life of Roots	1	1		28	VWEO	2	1	1
14	LSSPHT	2		2	29	WMSSO	1		1
15	MBSO	1	1		30	RCWO	1		1
Total # of Participants : 45								

Table 02: Number of participants NGOs

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: Hamid Aryan and Hayatullah Ahmadi		

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:

- o Understand and use project planning tools and techniques such as the logical framework matrix
- o to understand the project Cycle; from where and how a project started, designed, implemented and closed get familiar with PCM analyzing tools

Training Evaluation:

In 17 September 2017 Capacity Building department carried out an evaluation to assess the impact and effectiveness of Badakhshan Province training. Out of 45 participants who attended all four days training 24 participants showed their interest to cooperate in evaluation process which representing 53% of the actual number of participants. The 24 participants who responded to the evaluation questionnaire; 13 were males and 11 were females. (**See Annex 02, Training Evaluation Database**)

Date		# Participants	Male	Female	NGOs	Govt.	Remarks		
17 Sep 2017		24	13	11	24	0	24 Participants were visited Face to Face		
No	**NGOs**	**# Evaluated Participants**			**NO**	**NGOs**	**# Evaluated Participants**		
		total	M	F			total	M	F
1	Afghanaid	1		1	11	VWEO	2		2
2	AKF	2	2		12	Shelter for Life	2	2	
3	AWN	1		1	13	SoC	1		1

4	AWGVSO	1	1	14	TEVO	1	1	
5	BWHO	1		1	15	Life of Roots	1	1	
6	CWCO	1	1	16	PSSCO	1		1
7	KPWO	1		1	17	SDAH	1	1	
8	NACO	1		1	18	PALIO	1	1	
9	Mission East	1	1	19	WAW	1	1	
10	RCWO	1		1	20	SDVSO	1		1
			Total # Evaluated Participants: 24					

Table 05: The number of participants evaluated as per NGOs

All 45 participants were contacted via emails and phone call s to take part in training evaluation but only 24 participants who were available and accessible showed their interest 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 24 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. This training has been provided a friendly environment of discussion about all contents of the training.

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 majorities of participants, who take part in evaluation and filled the form, explored that 92% 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; 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 03:
92% of the participants indicated that the training was well managed and the training contents were up to date and provided excellent information.

Feedback 04:
86% of 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 participants indicated that 83% of 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. The overall outputs of the training are

presented in below table. **The overall rating of the training and trainers is 89%. (See Annex 01: Badakhshan TE Evaluation Database, Ranking sheet)**

S/No	Items	Scoring (%)
1	Overall rating of the training	91
2	Registration Process	89
3	The objective of the training was clearly clarified	94
4	well Organization of the training in terms of Scheduling, duration and training materials & supplements	92
5	The training contents, materials and delivery methods were up to date	86
6	The illustrations, PPTs and group works were organized & satisfactorily performed	94
7	The distributed training manuals were helpful and beneficial	90
8	The state of visibility and hearing, Light & Heating	79
9	Tea Break, Lunch and Praying time	91
Trainers Evaluation Scoring		
10	Knowing of the subject	88
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	91
14	Used an effective mix training methods and exercise	88
15	Generated a desire for learning and involved participants in each topic	84
16	Providing time for follow up and group discussion	90
17	Had a professional demeanor	97
Overall Average		**89**

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, and they indicated that group works and sharing information and experience among them were very effective and useful to them. **Overall rating percentage of the training contents which is presented in theory and practice is 78 %.(See Annex 01: Badakhshan TE Evaluation Database, Training Contents Rating)**

S/No	Training Contents of Project Design (Proposal Writing), N=24	Scoring (%)
1	Project Cycle Management (PCM)	79
2	Understanding Donors & Proposal Format	74
3	Analyzing Tools	81
4	Scenario Planning	80
5	Logical Frame Work (Log) Frame	78
6	Project Planning	77
7	Developing Writing Skills	71
8	Group Works	83
9	Sharing Information and Experience	86
10	Learning Games	73
Overall Average		**78**

Table 07: Overall rating of training contents and methodology

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
o encouraging participants to take active part in group works o professional and well qualified trainers o PPs were clearly explored o Friendly and open environment for participants o Good ethical behavior of trainers o Useful training materials and supplements	o Some of participants were not relevant to the training o Luck of time for training o Some of participants were not on time o The training language was in local language hence the project terminologies were in English o Did not have transportation allowance o Allocating time for group works were not sufficient

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:

- Increase the duration of the training and allocate more time for practical and group works
- Conduct such trainings properly in order to enhance the capacity of NGOs' employees
- It is kindly requested to consider transportation allowance for those participants who are coming from remote area and they are facing economy problem to pay their transportation cost and participate in such informative training
- At the end of the training an assignment should be given to participants to write a proposal by themselves and send to the trainers for feedback

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 responses are as follow:

- ➢ "Yes, Before ACBAR training, the previous trainings were prepared by the old methods but ACBAR training was organized by a new method which was very effective."
- ➢ "Yes, in the previous training I only learned proposal writing but in ACBAR training I learned the new skills and all the parts that need to be included in a proposal."

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 5% of 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.
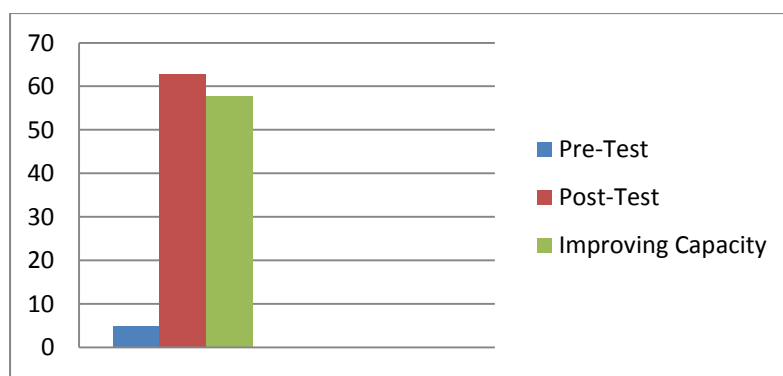

Figure 02: Participants Learning as per Pre-Test & Post-Test

As the table 08, shows Pre-Test and Post Test consist of same five questions which are answered by 24 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=41			
Questions	Pre-Test Scoring %	Post-Test Scoring %	Improved Changes %
What is Project Cycle Management?	11	65	54
What is the main objective of stakeholders' analysis?	12	60	48
How do you describe the problem tree?	0.9	55	54.1
What are the main components of the Log Frame?	0.8	66	65.2
Why do we use the Gantt chart?	0.3	68	67.7
Overall Average	*5*	*62.8*	*57.8*

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 had a positive impact on my work and I applied the learned concepts of the training, in a proposal for OCHA project".(Naqibur Rahman, Area Program Coordinator, Mission East)*
- *"The training enabled me to know different related issues on proposal writing which I am always involved. I learned what are logical frame work, how to analyze the problem tree and how to set assumptions for output and outcomes while writing the proposal. And I get familiar with donors format as well.(Musadiq Gunish, HID Officer, AKF)* **(See Annex 01: Badakhshan TE Evaluation Database)**

Issues and Challenges:
A few challenges are noticed during the evaluation process which is as follows:

- While we are contacting the participants in Kabul and they show their interest to cooperate with us but when we are going to their offices, they are not available (left for field visit to districts or annual leave) and they are making excuse or sometimes their phones were switched offed.
- Duration of the training evaluation is for two days, and it is difficult to cover all the participants, even if there are huge of number of participants in the training and it is supposed to reach at least 50%.
- Some participants who were contacted via email to fill the forms, after many reminders they hardly ever respond to our emails.

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 Community social Development, Report Writing, and Leadership.
- ➢ 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:

badakhshan evaluation.xlsx.xlsx

Pre&Post Tests Analyzing Sheet 17-1

Training Evaluation Database.xlsx