



AGENCY COORDINATING BODY
FOR AFGHAN RELIEF & DEVELOPMENT

ACBAR

Training Evaluation Report Diakundi Province

ACSSI, 2nd Year Project 2nd Phase



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ABBREVIATIONS

ACBAR	Agency Coordinating Body for Afghan Relief and Development
ACSSI	Afghanistan Civil Society Support Initiative
ADA	Afghanistan Development Association
ANHBF	Local NGO
AWRO	Afghan Women- Local NGO
AYGO	Local NGO
CAF	Care of Afghan Families
CAWC	Central Afghanistan Welfare Committee
CoAR	Coordination of Afghan Relief
DAIL	Directorate of Agriculture, Irrigation & Livestock
DoEC	Directorate of Economy
DoWA	Directorate of Women Affair
GRSP	Ghazni Rural Support Program
HDO	Health Development Organization
HNTPO	HealthNet-TPO
INNGO	International Non-Governmental Organization
NNGO	National Non-Governmental Organization
LSO	Labor Spring Organization
NEPA	National Environment Protection Agency
NDWO	Local NGO
OHW	Organization of Human Welfare
PCM	Project Cycle Management
PEDO	Local NGO
PRRD	Local NGO
RCDC	Rural Capacities Development Committee
RoRA	Relief Organization for Rehabilitation of Afghanistan
SO	Shuhada Organization

TAF	The Asia Foundation
TNA	Training Needs Assessment
YDA	Youth Development Association

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 Diakundi province from 17th – 21st May 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 36 participants attended the training program from 29 INGO and NNGOs in Daikundi province.

Date	Province	# Participants	Male	Female	NGOs	Govt.
17-21 May 2017	Daikundi	36	26	10	29	7

Table 01: Total Number of Participants in Daikundi 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 Daikundi province. The opportunities to find employment and attending training courses have increased for women.

INGO and NNGOs Participants									
NO	NGOs Name	# Participants			NO	NGOs Name	# Participants		
		total	M	F			total	M	F
1	ADA	1	1		14	LSO	2	1	1
2	ANHBF	1		1	15	MOVE WELFARE	1	1	
3	AYGO	2	1	1	16	NEPA	2	1	1
4	AWRO	1	1		17	NDWO	1	1	
5	CAF-SHDP	1	1		18	OHW	2	2	
6	CAWC	1	1		19	PEDO	1		1
7	COaR	1	1		20	PRRD	1	1	
8	DAIL	1	1		21	RCDC	1	1	
9	DoWA	1		1	22	RoRA	1	1	
10	DoEC	3	3		23	SO	4	3	1
11	HDO	1		1	24	TAF	1	1	
12	HNTPO	1	1		25	UN-Habitat	2		2
13	GRSP	1	1		26	YDA	1	1	
Total # of Participants : 36									

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:

- 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 16 August 2017 Capacity Building department carried out an evaluation to assess the impact and effectiveness of Daikundi Province training. out of 36 participants, the actual number of participants who attended all four days training is 33 participants and only 3 participants attended one or two days of the training. Out of 33, 22 participants showed their interest to cooperate in evaluation process which representing 67% of the actual number of participants. The 22 participants who responded to the evaluation questionnaire; 16 were males and 6 were females. (See Annex 02, Training Evaluation Database)

Date	# Participants	Male	Female	NGOs	Govt.	Remarks
16 Aug 2017	22	16	6	8	0	22 Participants were visited Face to Face

No	NGOs	# Evaluated Participants			NO	NGOs	# Evaluated Participants		
		total	M	F			total	M	F
1	ADA	1	1						
2	AWRO	1	1		10	NDWO	1	1	
3	AYG	1	1		11	NEPA	2	1	1
4	ANHBF	1		1	12	OHW	2	2	
5	CAF	1	1		13	RCDC	1	1	
6	DAIL	1	1		14	RoRA	1	1	
7	DoEC	2	2		15	SO	2	1	1
8	HDO	1		1	16	UN-Habibtat	1		1
9	LSO	2	1	1	17	YDA	1	1	
Total # Evaluated Participants: 22									

Table 05: The number of participants evaluated as per NGOs

Out of 36 participants, 33 participants were contacted to take part in training evaluation program and only 22 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 22 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 somehow 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 majorities of participants, who take part in evaluation and filled the form, explored that 88% 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; 77% of the participants indicated that their expectations and needs had been met by the programs. Only 23% 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 Analyzing problems 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 85%. (See Annex 01: Daikundi TE Evaluation Database, Ranking sheet)**

S/No	Items	Scoring (%)
1	Overall rating of the training	89
2	Registration Process	88
3	The objective of the training was clearly clarified	
4	well Organization of the training in terms of Scheduling, duration and training materials & supplements	72
5	The training contents, materials and delivery methods were up to date	81
6	The illustrations, PPTs and group works were organized & satisfactorily performed	86
7	The distributed training manuals were helpful and beneficial	85
8	The state of visibility and hearing, Light & Heating	80
9	Tea Break, Lunch and Praying time	88
Trainers Evaluation Scoring		
10	Knowing of the subject	89
11	Answered/solved the questions in a proper way	86
12	Respected the knowledge, Opinions and experience of the participants	91
13	Provide a clear descriptions and examples	90
14	Used an effective mix training methods and exercise	90
15	Generated a desire for learning and involved participants in each topic	77
16	Providing time for follow up and group discussion	89
17	Had a professional demeanor	78
Overall Average		85

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 85 %.**(See Annex 01: Daikundi TE Evaluation Database, Training Contents Rating)

S/No	Training Contents of Project Design (Proposal Writing), N=22	Scoring (%)
1	Project Cycle Management (PCM)	90
2	Understanding Donors & Proposal Format	90
3	Analyzing Tools	89
4	Scenario Planning	83
5	Logical Frame Work (Log) Frame	81
6	Project Planning	90
7	Developing Writing Skills	85
8	Group Works	86
9	Sharing Information and Experience	86
10	Learning Games	74
Overall Average		85

Table 07: Overall rating of training contents and methodology

The table#07 indicates that Analyzing tools (problem tree, Stakeholders, operational strategies), PCM revision, Project Planning, 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"> analyzing problems and scenario planning were the most important parts of the training sufficient time for group discussions active participation in group works PPs were clearly explored Proposal writing formats and structures were very useful Good ethical behavior of trainers Useful training materials and supplements Good coordination and management of training by trainers 	<ul style="list-style-type: none"> Luck of space for group works Luck of time for training No practical exercise to write a proposal and the trainers give feedback Some of participants were not on time

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 consider travel allowances for the participants
- Conduct such trainings properly in order to enhance the capacity of NGOs' employees
- Apply different methods to make the training interesting and useful
- Invite and accept the relevant participants to the 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. Their 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 19% of participants had the knowledge and awareness of project design and at the end of training their skills and knowledge was improved to 59%. The comparing results of pre-test and post-test shows 42% improving of the skills and knowledge.

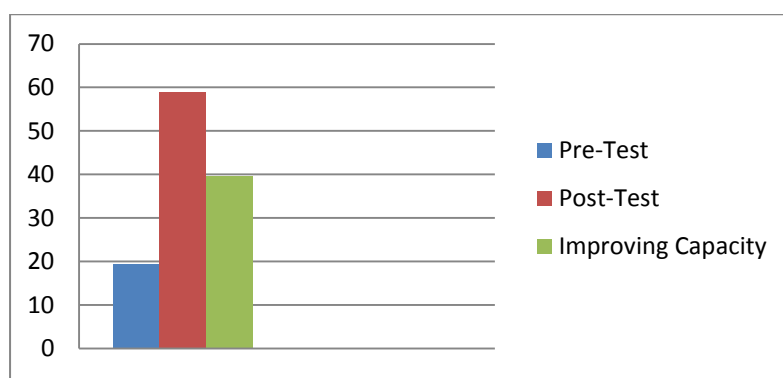


Figure 02: Participants Learning as per Pre-Test & Post-Test

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=31			
Questions	Pre-Test Scoring %	Post-Test Scoring %	Improved Changes %
What is Project Cycle Management?	32	72	40
What is the main objective of stakeholders' analysis?	18	43	35
How do you describe the problem tree?	27	73	46
What are the main components of the Log Frame?	13	60	47
Why do we use the Gantt chart?	7	47	45
Overall Average	19.4	59	42.6
Note: the total number of participant who answered the Pre-test were 36, and in the post test there were 31 participants. To analyze the output of the training and assess the improved changes, we only considered 31 forms of pre-test and post –test.			

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 helped us to plan and manage the outputs and activities of my team work and improve the effectiveness of team performance ”.*(Ms. Habiba Mohammadi, CIO, UN-Habitat)
- *“The training had positive impact on my career; I learned the essential steps of how to write a proposal and definitely I would apply all the relevant concepts while I write a proposal to my Organization.”* (Mr. Mohammad Samim Mahdi, Health Supervisor, RCDC)
- *“As a provincial Manager, the training was relevant to my job responsibilities; especially the proposal writing and hopefully I learned the important concepts to be considered in proposals.”* (Ms. Gulljan Hujjati, Provincial Manager, SO) **(See Annex 01: Daikundi TE Evaluation Database)**

Issues and Challenges:

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

- The participants who are working in remote areas (Districts), mostly they do not have access to internet and it is also difficult to contact them via phones.
- 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 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:



Daikundi TE
Database.xlsx



Pre&Post Tests
Analyzing Sheet 17-1



Training Evaluation
Database.xlsx