AGENCY COORDINATING BODY
FOR AFGHAN RELIEF & DEVELOPMENT

ACBAR

Training Evaluation Report Kandahar Province

ACSSI, 2nd Year Project 2nd Phase

Hamid Ahmad Aryan

M&E Manager

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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 Kandahar province from 26th–29th August 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 26 participants attended the training program from 21 INGO and NNGOs in Kandahar province.

Date	Province	# Participants	Male	Female	NGOs	Govt.
26-29 Aug 2017	Kandahar	26	22	4	26	0

Table 01: Total Number of Participants in Kandahar Province

Table# 01 show that the participation of females in comparison to males is very low and still the lack of females working in NGOs and government are considerable.

NO	NGOs Name	# Participants			NO	NGOs Name	# Participants		
		total	M	F			total	M	F
1	AABRAR	1	1		12	HRDA	1	1	
2	AHDS	2		2	13	INTERSOS	2	2	
3	ANCC	1	1		14	KAFAA	1		1
4	APA	1	1		15	Mercy Crops	2	2	
5	APWDO	1		1	16	Mercy Malaysia	1	1	
6	AURC	1	1		17	OHW	1	1	
7	AWN	1	1		18	PEDO	1	1	
8	CBIO	1	1		19	WADAN	1	1	
9	DACAAR	1	1		20	WC UK	1	1	
10	DRC-KDR	2	2		21	YHDO	1	1	
11	HAPA	1	1						
INGO and NNGOs Participants									
Total # of Participants : 26									

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 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 handouts were in Pushtu and Dari and some English. The Project Design: Building an interventional logic handbook is distributed to participants at end of training session and is local language and English for the participant to choose.

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:

At the beginning of the training participants were asked to provide their expectation from the training. Accordingly the participants gave their expectations which have been summarized and showed that 64.6% of them have been expected practical application of Project Design (Proposal Writing). The followings are summarized of their expectations:

- o   to learn better Project Design tools in to write a professional and standardized format of proposal
- o   willing to learn how a logical frame work is designed and used during project life cycle
- 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 11 October 2017 Capacity Building department carried out an evaluation to assess the impact and effectiveness of Kandahar Province training. Out of 24 participants who attended all four days training 13 participants showed their interest to cooperate in evaluation process which representing 54% of the actual number of participants. The 13 participants who responded to the evaluation questionnaire; 12 were males and 1 were female. (**See Annex 02, Training Evaluation Database)**

Date		# Participants	Male	Female	NGOs	Govt.	Remarks		
11 Oct 2017		13	12	1	13	0			
No	NGOs	# Evaluated Participants			NO	NGOs	# Evaluated Participants		
		total	M	F			total	M	F
1	Mercy Corps	2	2		7	WC UK	1	1	
2	Mercy Malaysia	1	1		8	DRC	2	2	
3	HAPA	1	1		9	HRDA	1	1	

4	KFAA	1	1	10	APA	1	1
5	OHW	1	1	11	PEDO	1	1
6	INTERSOS	1	1				
Total # Evaluated Participants: 13							

Table 05: The number of participants evaluated as per NGOs

All 24 participants were contacted via emails and phone call s to take part in training evaluation but only 13 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 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 somehow relevant to their job responsibilities. 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 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; 71% of the participants indicated that their expectations and needs had been met by the programs. Only 29% 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:
83% 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 75% 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. They learned more from group works and discussions.

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 trainer. (See Annex 01: Kandahar TE Evaluation Database, Ranking sheet)**

S/No	Items	Scoring (%)
1	Overall rating of the training	90
2	Registration Process	94
3	The objective of the training was clearly clarified	87
4	well Organization of the training in terms of Scheduling, duration and training materials & supplements	88
5	The training contents, materials and delivery methods were up to date	83
6	The illustrations, PPTs and group works were organized & satisfactorily performed	75
7	The distributed training manuals were helpful and beneficial	85
8	The state of visibility and hearing, Light & Heating	73
9	Tea Break, Lunch and Praying time	87
Trainers Evaluation Scoring		
10	Knowing of the subject	88
11	Answered/solved the questions in a proper way	83
12	Respected the knowledge, Opinions and experience of the participants	83
13	Provide a clear descriptions and examples	81
14	Used an effective mix training methods and exercise	77
15	Generated a desire for learning and involved participants in each topic	85
16	Providing time for follow up and group discussion	83
17	Had a professional demeanor	88
Overall Average		**84**

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 77 %.(See Annex 01: Kandahar TE Evaluation Database, Training Contents Rating)**

S/No	Training Contents of Project Design (Proposal Writing), N=24	Scoring (%)
1	Project Cycle Management (PCM)	83
2	Understanding Donors & Proposal Format	71
3	Analyzing Tools	81
4	Scenario Planning	71
5	Logical Frame Work (Log) Frame	75
6	Project Planning	79
7	Developing Writing Skills	65
8	Group Works	77
9	Sharing Information and Experience	77
10	Learning Games	88
Overall Average		**77**

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 Description of problem tree, log frame, Gantt chart o Building a good communication and relationship between participants o Explanation of PPTs in both local languages o Training materials were useful and well managed o Training Venue was good o professional and well qualified trainers o Good ethical behavior of trainers o Useful training materials and supplements	o Training methodology needs to be improved o Training Hall not appropriate to the training and group works o Luck of time for training 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 in Kandahar province
- Consider on selection of training venue and it should be accessible, comfortable and have enough space for group works

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 16% of 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 50% improving of the skills and knowledge.
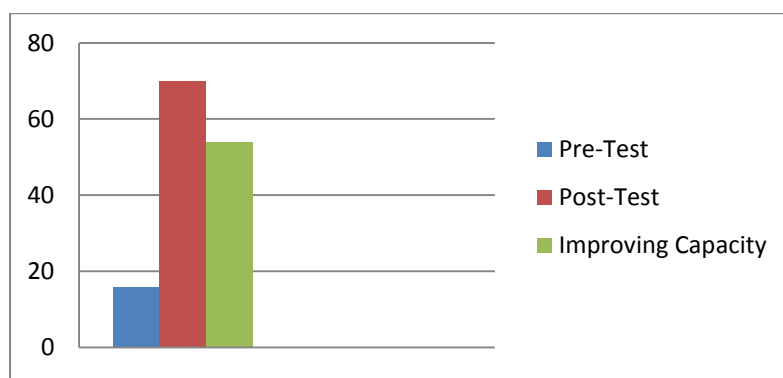

Figure 02: Participants Learning as per Pre-Test & Post-Test

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 50%.

N=24			
Questions	Pre-Test Scoring %	Post-Test Scoring %	Improved Changes %
What is Project Cycle Management?	20	70	50
What is the main objective of stakeholders' analysis?	20	70	50
How do you describe the problem tree?	20	60	40
What are the main components of the Log Frame?	10	70	60
Why do we use the Gantt chart?	10	80	70
Overall Average	*16*	*70*	*54*

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 relevant to my responsibilities and the training contents were well managed and explored well by trainers. The training helped me to consider the basic and initial concepts while writing a proposal to CHF. ".(Dr. Mohammad Ehsan Yawar, HRDA-Head of Program)*
- *"Overall the training improved my knowledge and skills on proposal writing. I learned a lot from group works. I transferred my knowledge and skills to the project team and gave them the sufficient instruction on planning activities. (Abdul Wakil Shakoori, DRC-KDR- Emergency Officer)*
- *"All the training materials were well managed and it was very effective to me. Before this training I didn't have enough information how a project is design and what contents should be included in proposal. Now this training enabled me to analyze the problem tree and prepare a Gantt chart. (Aziz ur Rahman, HAPA, Project Manager)* **(See Annex 01: Kandahar 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 off.
- Female participants were contacted via Phone and email to take part in evaluation but due to cultural barriers they excused to take part in evaluation.

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:

- ACBAR should put more pressure on NGO provincial and national managers to ensure that participants in the training provide feedback on time for the impact evaluation.

- The participants suggested including additional future trainings on Report Writing, Project Management, Organizational Behavior, and Business Communication.
- 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:

Kandahar TE Database.xlsx

Training Evaluation Database.xlsx

Pre&Post Tests Analyzing Sheet 17-1