

## **Final Report for the Four Day Training Workshop on Project Cycle Management and Results Based Management**

Name of the training: **PCM & RBM for SCA partner organizations**

Donor: SCA  
Implementation Agency: Risalat Consultants International

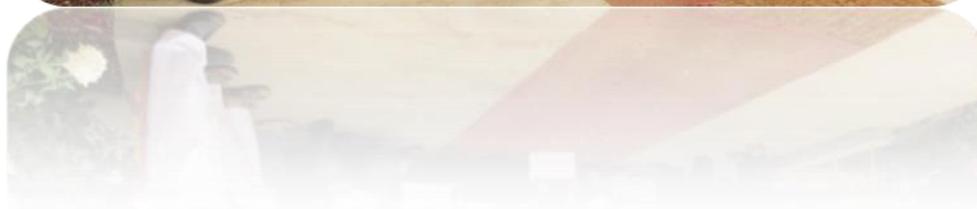
Venue: SCA-KMO

First round Date: 11 – 14 June, 2012  
Second round Date: 18 – 21 June, 2012

Total Participants: 41

Duration total: 8 Days

Reported by: Emal Khan Hekmaty



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## Preface

This document is to detail the proceedings of the training workshop on Project Cycle Management and Results Based Management (PCM & RBM) conducted by Risalat Consultants (RC) in two sessions for the staff from several partner organizations working with Swedish Committee Afghanistan (SCA). The program was conducted at the SCA Kabul Management Office (KMO) and the sessions lasted for four days each.

## Introduction

### Background

#### A. Swedish committee for Afghanistan (SCA):

Swedish Committee for Afghanistan (SCA) is a non-governmental and non-profit Swedish organization which has assisted the people of Afghanistan by providing access to education, health, disability and rural development for the past 30 years in 18 provinces of Afghanistan. Furthermore SCA support units implement activities relating to quality assurance, civil society, human rights & gender, and information. SCA's main target group is the rural population, specifically women and girls.

**The Civil Society Unit** aims to strive to strengthen the capacity of Afghan civil society and local communities in order to increase participation and local ownership of the development process, to strengthen participatory decision making processes and improve intra and inter-sector cooperation for improved development outcomes. One of the tools used by the SCA/CSU is the Small Project Fund (SPF), which was created in order to enable SCA to respond to initiatives from civil society organizations (CSOs), increase its interaction with civil society and try out new partnership activities with CSOs

#### **Development Objectives of CSU within SCA**

- Strengthened internal capacity to provide organizational development support to CSOs.
- Strengthened external partnerships and internal integration programs.
- Increase capacity and experience of rights based project management among SPF partners
- CSOs enabled to carry out poverty reducing, capacity developing and awareness raising project activities.
- Projects that are of strategic interest for SCA's future work.

## **B. Risalat Consultants International**

Risalat Consultants International (RCI) – registered with AISA under license No. D-39279 – is founded by a team of management experts who bring with them many years of practical experience in the field Management Sciences, Capacity Building and Trainings Management.

The word “Risalat” literally means a communiqué put across as a sacred trust in order to fulfill a commitment – of the deliverer – towards success, prosperity, and advancement of the receiver of the message. In the same manner, we at Risalat Consultants International (RCI) are committed to excellence, advancement and success of our clients through delivery of world class capacity building and consulting services in the field of Management Sciences.

### **Services Offered**

Backed by extensive market and best practices research, RCI provides consulting services to a wide range of clients – from SMEs to corporate businesses to government agencies and NGOs etc. Risalat Consultants’ major services include:

#### ***Capacity Building / Training Programs***

We provide short-term training programs in the areas of Management Skills, Communication Skills, Sales and Marketing, Wellbeing and Productivity, and Finance. These trainings can be organized in a well equipped and well furnished training venue arranged by RCI or at the client’s premises (in-house).

#### ***Management Consultancy***

Risalat Consultants offers a variety of consulting services to public and private organizations in order to help them improve their organizational performance and operational capacity.

### **About Participants**

The participants were introduced by SCA from around twenty different organizations (NGOs) working on different projects supported by SCA. They operate in several provinces of Afghanistan and their projects aim at providing different services to the communities they are working with like provision of water supply, supporting agricultural activities etc.

### **Training Summary**

The four day training workshop which was conducted in two sessions was about two topics, Project Cycle Management (PCM) and Results Based Management (RBM).

Under the PCM the participants were told about the different stages in a project’s life cycle and how to handle them in order for the project to be successful. Under the RBM, training participants learned about how to focus on the end result from the beginning and what is the importance of

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managing projects with the end in mind, i.e. deciding on the beginning of the project while focusing on the end of the project.

### Time schedule:

1<sup>st</sup> round of training – 11 to 14 June, 2012

2<sup>nd</sup> round of training – 18 to 21 June 2012

Each session was covered in four days with daily timing from 08:30 am to 3:30 pm. Each day there were two fifteen minute coffee breaks; at 10:30 am and on 20:30 pm. There was an hour lunch break at 12:30 pm daily.



### Training goal

The major goal behind the program was to get the participants to learn the basic ins and outs of managing a project – from start to end and what’s in between, that’s why managing the whole “Cycle” of a project was discussed. Along with that, they needed to know what to focus when managing their work, specially the projects they work on. That is the results that they achieve. The second goal of the training was to make them understand how important it is to focus on the end result from the very beginning of the project and align all of the intermediary activities in that direction.

### Learning Objectives

The objective behind the training program was to enable participants to get a firm understanding of the process of Project Cycle Management covering the following areas:

- Identifying a problem
- How to analyze the problem and plan an intervention
- Formulation of the intervention and steps to be involved in the project

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- Designing a Logical Framework and setting project goals and objectives
- Planning Project Monitoring and reporting on outcomes
- Understanding the basic concept of Results Based Management
- Understanding the relationship between interventions, outputs and Results?  
Looking at the final outcome (Result), reasons for success and failure in a project

## Team of Facilitation

The two sessions were conducted by the following facilitators:

### Mr. Sarwar Munis

Mr. Munis is one of experienced trainers working with Risalat Consultants who has conducted numerous training programs on the subject of Project Management, Project Cycle Management, Monitoring and Evaluation, Results Based Management and other similar topics.

He led the First session of the PCM & RBM training accompanied by Mr. Hekmaty as a co-trainer.

### Mr. Mustafa Miri

Mr. Miri is an expert in conducting management related trainings like Leadership, Project Management, Strategic Management, M&E and Planning among others. He has been delivering similar trainings to a multitude of organizations – both public and private sector.

He led the second session of the PCM & RBM workshop.

### Mr. Emal Khan Hekmaty

Mr. Hekmaty has been conducting management trainings for the past several years to a wide range of audiences coming from different organizations both in public and private sectors.

He participated in both the training sessions as a co-trainer.



## Workshop Contents:

The following topics were covered in the training program:

### **Project Cycle Management**

- The Project Cycle
- PCM planning and management tools
- The logical framework approach – a project design and analysis tool
- Using the logical framework to develop activity and resource schedules
- Activity and resource schedules
- Using the LFA to assess project proposals
- Monitoring and reporting
- Project review and evaluation
- Evaluation criteria

### **Results Based Management**

- The concept of RBM
- What is a result?
- RBM in Planning
- How to formulate expected results
- What is the relationship between interventions, outputs and Results

## Training Procedures – In brief

Both the training sessions followed the same pattern, so here we would mention the procedures of one session and imply the same for both the sessions.

The training session started with recitation of the holy Quran by one of the participants which was followed by introduction of trainer to with the participants. This was done individually and after the trainer introduced himself, every participant then introduced himself/herself by mentioning their name, organization they were from, their post in there and their field of work.

There was a brief pre-test conducted by Risalat Consultants which had five questions and was aimed at analyzing the trainees' existing knowledge of the subject matter and how much they already know about some of the topics which are included in the training program.

Basic rules and guidelines for trainees were mentioned by trainers and the trainees were asked to set some guidelines by themselves which will be applicable during the training days. The trainees agreed upon several guidelines for the training like putting their phones on silent, coming on time,

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respecting others' ideas, not interfering when others talk etc. These guidelines were noted down on a flip chart and pasted to the wall for the rest of the workshop.

Then the trainers asked the participants about their expectations from the training and what they expect to learn during the four days. Each trainee shared their views and their views were noted down on a flip chart.

After this the session was proceeded further by the lead trainer explaining the main purpose of the Project Cycle Management and what the trainees will learn about it, by pointing out major topics to be covered in during the four days of the training.

The rest of the days of the training went ahead normally where there were presentations used to display major points of discussion and the points were then discussed by the trainers and the participants shared their views and experiences about the topics discussed.

There used to be a tea break every morning at 10:30 am which lasted for fifteen minutes and then there would be a lunch break for one hour at 12:30 pm. The lunch break used to last for one hour and during the break the participants would take their lunch and perform Zuhr prayers.

After the lunch break the session would continue, sometimes by an energizer performed by one of the trainers and participation of all the trainees. This was aimed at vitalizing the trainees back for the class after they take lunch and feel heavy and sleepy.

The session would continue after the lunch break and different methods were used by trainers for delivering the contents and also involving the participants. A fifteen minute tea break was observed everyday at 02:30 pm and the session would end at 03:30 pm.

Before ending the day's session one of the trainers would recap the topics discussed during the day with input from the participants.

The next days would start with a recap of yesterday's revision of main topics discussed. This was done by asking the participants about what they learnt yesterday and what were the main points discussed on the previous day. They would also ask questions about the topics they would encounter while studying the handouts provided to them during the night.

At the end of each day, there was a daily feedback form provided by RC which was aimed at knowing about the participants' views about the day's proceedings, what they learnt and what they would like to share with RC for improvement of the training.

Every training day would proceed like this and there were different training methodologies used by trainers which are discussed in coming sections.

At the end of the fourth day of the training there was a post-test conducted by the trainers which was aimed at gauging the knowledge and understanding of the participants about the topics discussed during the training and how much they have improved after taking the training. The questions asked in the post-test were the same as those in the pre-test in order to exactly know the difference in participants' understanding regarding specific topics before and after the training.

Finally an overall course evaluation was conducted by RC which was more comprehensive than the daily feedback collected from the participants. This evaluation was aimed at obtaining participants' views about different aspects of the training – from the venue to the effectiveness and coverage of

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the topics, and from the trainer's knowledge and preparedness to their overall impression of the whole experience. Results of their views are provided in coming sections.



### Facilitation Techniques used (methodologies used)

There were several facilitation techniques used by the trainers who conducted the two sessions of the PCM & RBM training. These included question and answer, brainstorming, group discussions and practical implementation of some of the topics by trainees on flip charts and paper sheets. The multitude of training methodologies were utilized in order to make sure all the participants get the whole concepts and they practice what they learn, because only listening to the trainers can be forgotten, but what the trainees have done by themselves, they will never forget.

### Closing of the Training

After the post-tests were administered and the final course evaluation forms were filled in by the participants, SCA representative Mr. Mustafa Siddiqi accompanied by RC's Director Operations Mr. Rahim Rasul presented their closing remarks and reiterated the importance of the training for the trainees in their daily activities and their own readiness for offering similar programs in future for the benefit of the Afghan civil society and SCA's partner organizations.

Certificates of completion were awarded to the participants at the end.

### Observations

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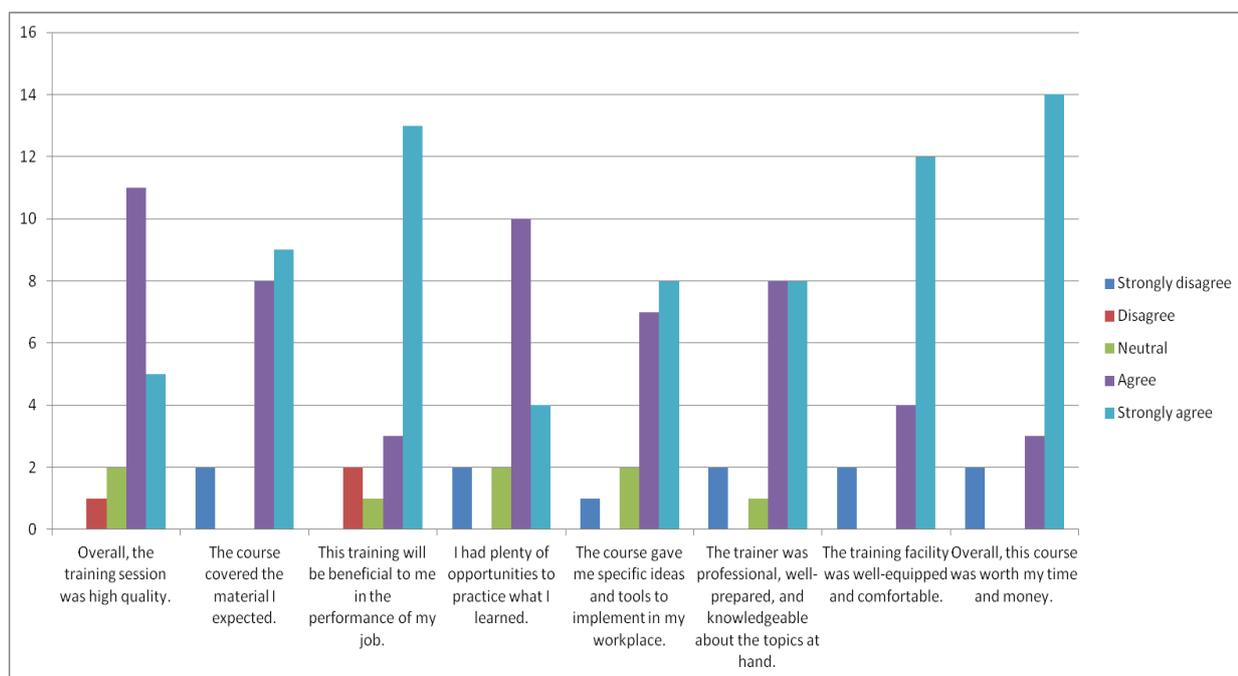
SCA had every arrangement done finely. The only comment RC has for SCA is to consider the proportion of the topics to be delivered with the timing allocated for the delivery of those topics. For the trainings on Project Cycle Management and Results Based Management only four days were not enough. These two topics could be delivered in two sessions or one longer session.

## Challenges

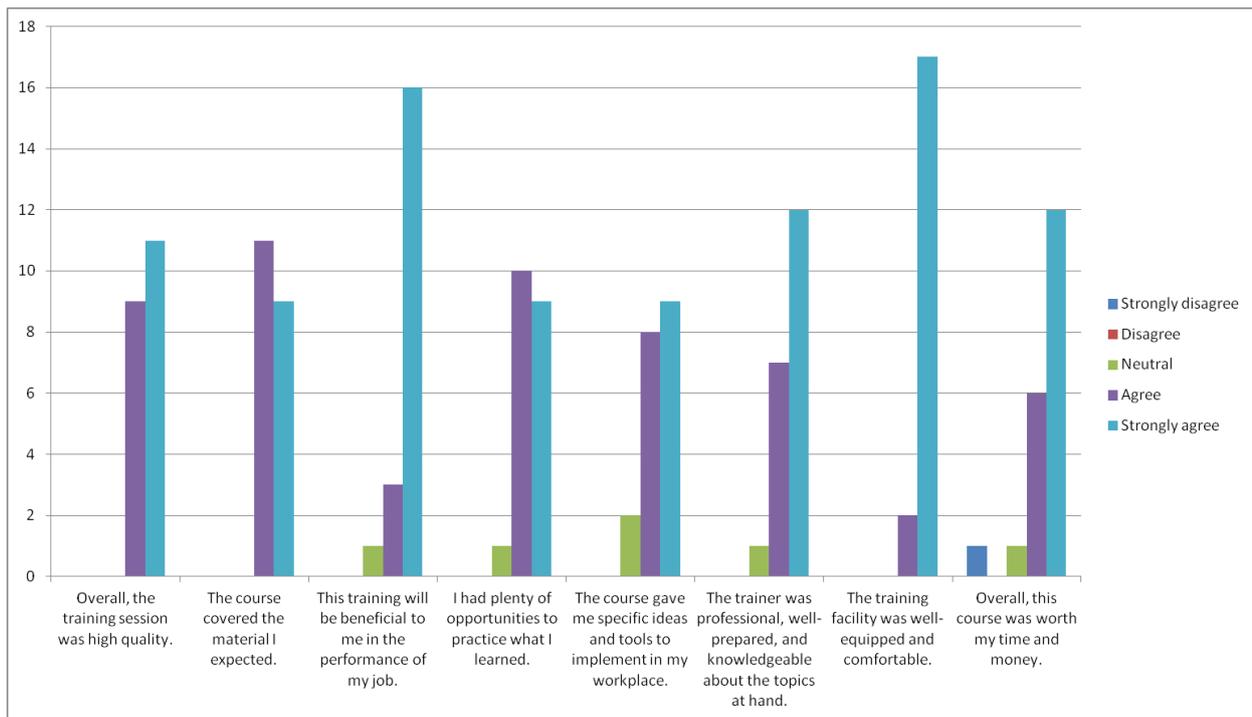
One of the challenges faced by the trainers was that all of the trainees did not understand both Dari and Pashto, i.e. they spoke either of the languages. In this case the trainers had to repeat everything they said in Dari back in Pashto and vice versa. This way double time was spent for each topic.

Another challenge was covering all the topics in the given time. With the multilingual explanation that the trainers had to do, they were hard pressed to cover all of the topics indicated for the training.

## Participants' Evaluation



First Round Evaluation results



Second Round Evaluation Results

### **Effect of the training - First and second round**

Reviewing the pre-test and the post-test results in both sessions we can clearly see that the trainees improved on their existing knowledge of the topics discussed in the training. For example, they had little knowledge about LFA and the question is not answered in many of the pre-test questionnaires, but the post test shows that many of the participants have understood the topic very well and have responded positively to the same question asked after the training.

RC plans to follow-up with the trainees about the effectiveness of the training by sending them and their supervisors questionnaires and asking them about the changes they have felt in the pattern of working since they are back from the training.

RC will also follow up with SCA to analyze the changes they see in the working of their partners since the training.

### **Conclusion**

As a conclusion we can say that both the training sessions went ahead very well. The final post-test and the evaluation from the participants shows that they improved on the topics that they had little information about and obtained a good understanding on that they did not know about.

- Pre-test
- Post Test
- Daily Schedule
- Daily Evaluation Form
- Final Evaluation Form
- Participant Manual
- Program Presentations