

APPENDIX D: MONITORING AND EVALUATION OF TRAINING OUTCOMES IN CLOSED BANK PROJECTS

This evaluation reviewed project appraisal documents (PADs) and Implementation Completion Reports (ICRs) of 38 randomly selected projects with high training content, from 13 desk-review countries, in order to assess the extent to which Bank documents specified training output, outcome and income goals during project design, and subsequently reported on training achievements and impacts. The review also assessed the extent to which PADs reported on the use of a training-needs assessment, or follow-up technical assistance accompanying the training.

Preparing for Training

Twenty-seven out of the 38 projects contained details on numerical training output targets. Ten set numerical targets for all planned training, and 17 for some training components. All training mentioned in PADs was within the context of project components and had well-elaborated institutional or organizational capacity-building goals, but only five of the PADs specified how training was supposed to contribute to these goals by establishing desired training outputs or posttraining performance indicators. Most projects (22 out of 38) had planned or already

completed at least a minimal training-needs assessment in the design phase. Only seven projects noted plans for follow-up technical assistance to ensure transfer of learning to the workplace.

Results of Training

Nearly all (35 out of 38) ICRs reported on numerical outputs for at least some of the project training. Seventeen reported on all numerical outputs listed in the PAD, and 18 reported on some of them. Only 3 ICRs did not mention numerical outputs at all. Conversely, few ICRs reported on the achievement of learning objectives, or on the actual outcomes of the training in terms of changes in workplace behaviors. Less than half (16 out of 38) reported on either training outputs (learning) or outcomes (workplace behavior). Of these 16 projects, 6 reported on the achievement of learning objectives. However, there are no means of verification for this information as none of the ICRs report on whether trainees had been tested for the knowledge and skills they were said to have gained. Only 10 out of the 38 projects identified behavior changes in the workplace (outcomes).