

Start Network Talent Development Coaching Monitoring & Evaluation Survey: Key Quantitative Findings

Basic demographics of the survey respondents:

1. **Total respondents:** after cleaning the database for duplicates and errors: 160 (100%)
2. **Demographics:** of the total respondent population:

N=160	Gender		Location					
	Male	Female	Jordan	Bangladesh	Kenya	Ethiopia	DRC	Not known
Number	85	75	40	46	35	22	13	4
% total base	53%	47%	25%	29%	22%	14%	8%	2%

N=160	Age			
	25 and under	26-40	41-55	Over 55
Number	20	114	25	1
% total base	13%	71%	15%	1%

N=160	Programmes		
	Leadership for Humanitarians	Context	Trainee
Number	27	92	41
% total Base	17%	57%	25%

The 160 total respondents represented 67 different humanitarian agencies. The largest sub-group was 31 respondents from Save the Children.

3. **Demographics by programme:**

a. Leadership for Humanitarians (LfH):

N=27	Gender		Location					
	Male	Female	Jordan	Bangladesh	Kenya	Ethiopia	DRC	Unknown
Number	24	3	0	27	0	0	0	0
% total base	89%	11%		100%				

N=27	Age			
	25 and under	26-40	41-55	Over 55
Number	0	21	6	0
% total base	0%	79%	21%	0%

b. Context:

N=92	Gender		Location					
	Male	Female	Jordan	Bangladesh	Kenya	Ethiopia	DRC	Unknown
Number	48	44	23	9	29	18	13	0
% total base	52%	48%	25%	10%	32%	20%	14%	0%

N=92	Age			
	25 and under	26-40	41-55	Over 55
Number	4	68	19	1
% total base	4%	74%	21%	1%

c. Trainee:

N=41	Gender		Location					
	Male	Female	Jordan	Bangladesh	Kenya	Ethiopia	DRC	Unknown
Number	13	28	17	10	6	4	0	4
% total base	32%	68%	42%	24%	15%	10%	0%	10%

N=41	Age			
	25 and under	26-40	41-55	Over 55
Number	16	25	0	0
% total base	39%	61%	0%	0%

Analysis of the Coaching experience – by Programme: Leadership for Humanitarians

1. The practical arrangements:

For this programme the survey responses were very positive indicating that all of the practical arrangements worked well. All had been matched with a coach and most were satisfied (89% - all who replied to the question). Contacts were made, the coaching started when it should have done, the gaps between sessions were about right, most had the planned two sessions and they used the coaching sessions to work on a range of top priority work-related issues. All as intended. Furthermore, the survey findings do not indicate any issues or concerns.

N=27 (100%)	Yes	No	No Reply
Have you been matched with a coach?	27 (100%)	0 (0%)	0 (0%)
Were you satisfied with the coach?	24 (89%)	0 (0%)	3 (11%)
Did the coach contact you within the expected time frame?	24 (89%)	0 (0%)	3 (11%)
Did the coach attend the coaching sessions as agreed?	24 (89%)	0 (0%)	3 (11%)

N=27 (100%)	At the beginning of the training	Part way through	Not started yet	Don't know	No Reply
When did the coaching start?	5 (19%)	19 (70%)	0 (0%)	0 (0%)	3 (11%)

N=27 (100%)	Too Long	Too Short	About Right	Not Applicable	No Reply
How have you found the gaps between coaching sessions?	0 (0%)	1 (4%)	20 (74%)	3 (11%)	3 (11%)

N=27 (100%)	One	Two	Three	Four or more	No Reply
How many coaching sessions have you attended?	0 (0%)	22 (81%)	2 (7%)	0 (0%)	3 (11%)

N=27 (100%)	Work-related issues	Personal issues	Applying learning from the training	A mixture of these	Other	No Reply
What have you been working on with your coach?	3 (11%)	0 (0%)	5 (19%)	16 (59%)	0 (0%)	3 (11%)

2. Assessment of the value of the coaching experience:

The respondents from this programme were very positive that the coaching had helped them to perform better.

N=27 (100%)	Not effective or helpful	Partly effective and helpful	Extremely effective and helpful	No Reply
OVERALL Rate how helpful coaching has been in applying new skills and knowledge?	0 (0%)	7 (26%)	17 (63%)	3 (11%)

This included helping them to clarify their goals, practise new skills and apply new learnings.

N=27 (100%)	Little or no help	Partly helped	Greatly helped	No Reply
Rate how much your coach helped you clarify your goals in each coaching session?	0 (0%)	5 (19%)	19 (70%)	3 (11%)

N=27 (100%)	Little practice or application	Partly practised and applied	Great deal of opportunity to practise and apply	No Reply
Rate how much the coaching has helped you to practise new skills and apply new learning?	0 (0%)	8 (30%)	16 (59%)	3 (11%)

The subgroup who were line managers confirmed that the coaching experience had enabled them to use their new coaching skills in their daily work with peers, colleagues and staff.

N=15 (100%) Note: line managers only	Little	Partly	Lots
Rate how much you have used a coaching approach with peers, colleagues and staff?	1 (7%)	6 (40%)	8 (53%)

3. Breakouts: given the lack of diversity in this group (100% located in Bangladesh, 89% male and 79% aged 26-40) it is not useful to do any further breakouts of the data.

Analysis of the Coaching experience – by Programme: Context

1. The practical arrangements:

The participants in the Context Programme also had a positive response on the practical arrangements. All were matched with a coach and most (93%) were satisfied. Compared to the Leadership for Humanitarians programme, there may have been some “slippage” by the coaches in contact times (10% negative response) and attendance to the sessions (11% negative response), but the other c. 90% of responses were positive.

N=92 (100%)	Yes	No	Partly	No Reply
Have you been matched with a coach?	92 (100%)	0 (0%)	0 (0%)	0 (0%)
Were you satisfied with the coach?	86 (93%)	2 (2%)	2 (2%)	2 (2%)
Did the coach contact you within the expected time frame?	81 (88%)	9 (10%)	0 (0%)	2 (2%)
Did the coach attend the coaching sessions as agreed?	80 (87%)	1 (1%)	9 (10%)	2 (2%)

The coaching started when it should have done, the gaps between sessions were generally about right, most respondents had attended the three planned sessions and almost all had worked on work-related issues and/or applying the learning from the rest of the programme. All as intended.

N=92 (100%)	At the beginning of the training	Part way through	Not started yet	Don't know	No Reply
When did the coaching start?	7 (8%)	81 (88%)	0 (0%)	2 (2%)	2 (2%)

N=92 (100%)	Too Long	Too Short	About Right	Not Applicable	No Reply
How have you found the gaps between coaching sessions?	6 (7%)	9 (10%)	68 (74%)	5 (5%)	4 (4%)

N=92 (100%)	One	Two	Three	Four or more	No Reply
How many coaching sessions have you attended?	3 (3%)	15 (16%)	64 (70%)	7 (8%)	3 (3%)

N=92 (100%)	Work-related issues	Personal issues	Applying learning from the training	A mixture of these	Other	No Reply
What have you been working on with your coach?	29 (32%)	4 (4%)	17 (18%)	35 (38%)	0 (0%)	7 (7%)

2. **Assessment of the value of the coaching experience:** the respondents were strongly positive about the overall coaching experience in helping them to apply new skills and knowledge. There were no negatives.

N=92 (100%)	Not effective or helpful	Partly effective and helpful	Extremely effective and helpful	No Reply
OVERALL Rate how helpful coaching has been in applying new skills and knowledge?	0 (0%)	32 (35%)	54 (59%)	6 (7%)

N=92 (100%)	Little or no help	Partly helped	Greatly helped	No Reply
Rate how much your coach helped you clarify your goals in each coaching session?	0 (0%)	19 (21%)	70 (76%)	3 (3%)

N=92 (100%)	Little practice or application	Partly practised and applied	Great deal of opportunity to practise and apply	No Reply
Rate how much the coaching has helped you to practise new skills and apply new learning?	1 (1%)	29 (32%)	60 (65%)	3 (3%)

N=67 (100%) Note: line managers only	Little	Partly	Lots
Rate how much you have used a coaching approach with peers, colleagues and staff?	1 (1%)	25 (37%)	41 (61%)

3. Gender Breakout:

1. **Practical arrangements:** there was no difference between male and female respondents regarding the practical arrangements. The arrangements were equally well appreciated by everyone.

MALE N=48 (100%)	Yes	No	Partly	No Reply
Have you been matched with a coach?	48 (100%)	0 (0%)	0 (0%)	0 (0%)
Were you satisfied with the coach?	47 (98%)	1 (2%)	0 (0%)	0 (0%)
Did the coach contact you within the expected time frame?	42 (88%)	6 (12%)	0 (0%)	0 (0%)
Did the coach attend the coaching sessions as agreed?	44 (92%)	1 (2%)	3 (6%)	0 (0%)

FEMALE N=44 (100%)	Yes	No	Partly	No Reply
Have you been matched with a coach?	44 (100%)	0 (0%)	0 (0%)	0 (0%)
Were you satisfied with the coach?	39 (89%)	1 (2%)	0 (0%)	4 (9%)
Did the coach contact you within the expected time frame?	39 (89%)	3 (7%)	0 (0%)	2 (5%)
Did the coach attend the coaching sessions as agreed?	36 (82%)	0 (0%)	6 (14%)	2 (5%)

Overall a similarly large majority of both male and female respondents thought the gaps between sessions were about right.

MALE N=48 (100%)	Too Long	Too Short	About Right	Not Applicable	No Reply
How have you found the gaps between coaching sessions?	1 (2%)	6 (12%)	38 (79%)	2 (4%)	1 (2%)

FEMALE N=44 (100%)	Too Long	Too Short	About Right	Not Applicable	No Reply
How have you found the gaps between coaching sessions?	5 (11%)	3 (7%)	30 (68%)	3 (7%)	3 (7%)

There was no material difference between what the male and female respondents were working on with their coaches.

MALE N=48 (100%)	Work-related issues	Personal issues	Applying learning from the training	A mixture of these	Other	No Reply
What have you been working on with your coach?	16 (33%)	1 (2%)	10 (21%)	20 (42%)	0 (0%)	1 (2%)

FEMALE N=44 (100%)	Work-related issues	Personal issues	Applying learning from the training	A mixture of these	Other	No Reply
What have you been working on with your coach?	13 (30%)	3 (7%)	7 (16%)	15 (34%)	0 (0%)	6 (14%)

2. Assessment of the value of the coaching experience: Overall, a similar majority of both male and female respondents rated the coaching as extremely effective and helpful, with no respondent rating it not effective or helpful:

MALE N=48 (100%)	Not effective or helpful	Partly effective and helpful	Extremely effective and helpful	No Reply
OVERALL Rate how helpful coaching has been in applying new skills and knowledge?	0 (0%)	18 (38%)	29 (60%)	1 (2%)

FEMALE N=44 (100%)	Not effective or helpful	Partly effective and helpful	Extremely effective and helpful	No Reply
OVERALL Rate how helpful coaching has been in applying new skills and knowledge?	0 (0%)	14 (32%)	25 (57%)	5 (11%)

This also applies to help with goal-setting and skills practice:

MALE N=48 (100%)	Little or no help	Partly helped	Greatly helped	No Reply
Rate how much your coach helped you clarify your goals in each coaching session?	0 (0%)	10 (21%)	37 (77%)	1 (2%)

FEMALE N=44 (100%)	Little or no help	Partly helped	Greatly helped	No Reply
Rate how much your coach helped you clarify your goals in each coaching session?	0 (0%)	9 (20%)	33 (75%)	2 (5%)

MALE N=48 (100%)	Little practice or application	Partly practised and applied	Great deal of opportunity to practise and apply	No Reply
Rate how much the coaching has helped you to practise new skills and apply new learning?	1 (2%)	15 (31%)	25 (65%)	1 (2%)

FEMALE N=44 (100%)	Little practice or application	Partly practised and applied	Great deal of opportunity to practise and apply	No Reply
Rate how much the coaching has helped you to practise new skills and apply new learning?	0 (0%)	14 (32%)	28 (64%)	2 (5%)

Both male and female respondents who were line managers found that they have been able to make very good use of a coaching approach with peers, colleagues and staff:

MALE N=38 (100%) Note: line managers only	Little	Partly	Lots
Rate how much you have used a coaching approach with peers, colleagues and staff?	1 (3%)	14 (37%)	23 (61%)

FEMALE N=29 (100%) Note: line managers only	Little	Partly	Lots
Rate how much you have used a coaching approach with peers, colleagues and staff?	0 (0%)	11 (38%)	18 (62%)

4. Country Breakouts: Jordan

- The practical arrangements:** Overall the participants from Jordan appreciated that the practical arrangements worked well and as intended, in line with the total base.

N=23 (100%)	Yes	No	Partly	No Reply
Have you been matched with a coach?	23 (100%)	0 (0%)	0 (0%)	0 (0%)
Were you satisfied with the coach?	21 (91%)	0 (0%)	0 (0%)	2 (9%)
Did the coach contact you within the expected time frame?	20 (87%)	1 (4%)	0 (0%)	2 (9%)
Did the coach attend the coaching sessions as agreed?	20 (87%)	0 (0%)	1 (4%)	2 (9%)

N=23 (100%)	Too Long	Too Short	About Right	Not Applicable	No Reply
How have you found the gaps between coaching sessions?	2 (9%)	1 (4%)	15 (65%)	2 (9%)	3 (13%)

N=23 (100%)	Work-related issues	Personal issues	Applying learning from the training	A mixture of these	Other	No Reply
What have you been working on with your coach?	8 (35%)	2 (9%)	1 (4%)	7 (30%)	0 (0%)	5 (22%)

2. **Assessment of the value of the coaching experience:** compared to the total base, more respondents from Jordan rated the coaching experience as “partly” rather than “extremely” effective and helpful but there were no negatives.

N=23 (100%)	Not effective or helpful	Partly effective and helpful	Extremely effective and helpful	No Reply
OVERALL Rate how helpful coaching has been in applying new skills and knowledge?	0 (0%)	11 (48%)	9 (39%)	3 (13%)

They experienced positive help with goal setting and practising new skills and applying new learning:

N=23 (100%)	Little or no help	Partly helped	Greatly helped	No Reply
Rate how much your coach helped you clarify your goals in each coaching session?	0 (0%)	4 (17%)	17 (74%)	2 (9%)

N=23 (100%)	Little practice or application	Partly practised and applied	Great deal of opportunity to practise and apply	No Reply
Rate how much the coaching has helped you to practise new skills and apply new learning?	0 (0%)	8 (35%)	13 (57%)	2 (9%)

Those who were line managers were making good use of a coaching approach in their daily work:

N=13 (100%) Note: line managers only	Little	Partly	Lots
Rate how much you have used a coaching approach with peers, colleagues and staff?	1 (8%)	3 (23%)	9 (69%)

5. Country breakouts: Bangladesh

1. **The practical arrangements:** Overall the participants from Bangladesh appreciated that the practical arrangements worked well and as intended, in line with the total base.

N=9 (100%)	Yes	No	Partly	No Reply
Have you been matched with a coach?	9 (100%)	0 (0%)	0 (0%)	0 (0%)
Were you satisfied with the coach?	9 (100%)	0 (0%)	0 (0%)	0 (0%)
Did the coach contact you within the expected time frame?	9 (100%)	0 (0%)	0 (0%)	0 (0%)
Did the coach attend the coaching sessions as agreed?	9 (100%)	0 (0%)	0 (0%)	0 (0%)

N=9 (100%)	Too Long	Too Short	About Right	Not Applicable	No Reply
How have you found the gaps between coaching sessions?	0 (0%)	2 (22%)	7 (78%)	0 (0%)	0 (0%)

N=9 (100%)	Work-related issues	Personal issues	Applying learning from the training	A mixture of these	Other	No Reply
What have you been working on with your coach?	3 (33%)	1 (11%)	1 (11%)	4 (44%)	0 (0%)	0 (0%)

2. **Assessment of the value of the coaching experience:** there was general appreciation that the coaching experience was “partly” or “extremely” effective and helpful and there were no negatives.

N=9 (100%)	Not effective or helpful	Partly effective and helpful	Extremely effective and helpful	No Reply
OVERALL Rate how helpful coaching has been in applying new skills and knowledge?	0 (0%)	4 (44%)	4 (44%)	1 (11%)

They seemed to experienced positive help with goal setting, but maybe a little less with practising new skills and applying new learning. However, again, there were no negatives:

N=9 (100%)	Little or no help	Partly helped	Greatly helped	No Reply
Rate how much your coach helped you clarify your goals in each coaching session?	0 (0%)	4 (44%)	5 (56%)	0 (0%)

N=9 (100%)	Little practice or application	Partly practised and applied	Great deal of opportunity to practise and apply	No Reply
Rate how much the coaching has helped you to practise new skills and apply new learning?	0 (0%)	6 (67%)	3 (33%)	0 (0%)

Those who were line managers were making some use of a coaching approach in their daily work:

N=7 (100%) Note: line managers only	Little	Partly	Lots
Rate how much you have used a coaching approach with peers, colleagues and staff?	0 (0%)	6 (86%)	1 (14%)

6. Country breakout: Kenya

1. **The practical arrangements:** Overall the participants from Kenya appreciated that the practical arrangements worked well and as intended, in line with the total base. The only point to note is the small amount of “slippage” in expected contact time and attendance, by certain coaches compared to the total base.

N=29 (100%)	Yes	No	Partly	No Reply
Have you been matched with a coach?	29 (100%)	0 (0%)	0 (0%)	0 (0%)
Were you satisfied with the coach?	27 (93%)	1 (3%)	0 (0%)	1 (3%)
Did the coach contact you within the expected time frame?	25 (86%)	4 (14%)	0 (0%)	0 (0%)
Did the coach attend the coaching sessions as agreed?	26 (90%)	0 (0%)	3 (10%)	0 (0%)

N=29 (100%)	Too Long	Too Short	About Right	Not Applicable	No Reply
How have you found the gaps between coaching sessions?	2 (7%)	4 (14%)	21 (72%)	2 (7%)	0 (0%)

N=29 (100%)	Work-related issues	Personal issues	Applying learning from the training	A mixture of these	Other	No Reply
What have you been working on with your coach?	7 (24%)	1 (3%)	9 (31%)	12 (41%)	0 (0%)	0 (0%)

2. **Assessment of the value of the coaching experience:** the respondents from Kenya were generally more positive about the coaching experience than other respondents and there were no negatives:

N=29 (100%)	Not effective or helpful	Partly effective and helpful	Extremely effective and helpful	No Reply
OVERALL Rate how helpful coaching has been in applying new skills and knowledge?	0 (0%)	7 (24%)	21 (72%)	1 (3%)

They seemed to experience very positive help with goal setting and with practising new skills and applying new learning, again, with no negatives:

N=29 (100%)	Little or no help	Partly helped	Greatly helped	No Reply
Rate how much your coach helped you clarify your goals in each coaching session?	0 (0%)	2 (7%)	27 (93%)	0 (0%)

N=77 (100%)	Little practice or application	Partly practised and applied	Great deal of opportunity to practise and apply	No Reply
Rate how much the coaching has helped you to practise new skills and apply new learning?	(0%)	5 (17%)	24 (83%)	0 (0%)

Those who were line managers were making very good use of a coaching approach in their daily work:

N=22 (100%) Note: line managers only	Little	Partly	Lots
Rate how much you have used a coaching approach with peers, colleagues and staff?	0 (0%)	5 (23%)	17 (77%)

7. Country breakout: Ethiopia

- 1. The practical arrangements:** Overall the participants from Ethiopia appreciated that the practical arrangements worked well and as intended, in line with the total base.

N=18 (100%)	Yes	No	Partly	No Reply
Have you been matched with a coach?	18 (100%)	0 (0%)	0 (0%)	0 (0%)
Were you satisfied with the coach?	18 (100%)	0 (0%)	0 (0%)	0 (0%)
Did the coach contact you within the expected time frame?	17 (94%)	1 (6%)	0 (0%)	0 (0%)
Did the coach attend the coaching sessions as agreed?	15 (83%)	1 (6%)	2 (11%)	0 (0%)

N=18 (100%)	Too Long	Too Short	About Right	Not Applicable	No Reply
How have you found the gaps between coaching sessions?	1 (6%)	1 (6%)	16 (89%)	0 (0%)	0 (0%)

N=18 (100%)	Work-related issues	Personal issues	Applying learning from the training	A mixture of these	Other	No Reply
What have you been working on with your coach?	5 (28%)	0 (0%)	3 (17%)	10 (56%)	0 (0%)	0 (0%)

- 2. Assessment of the value of the coaching experience:** the respondents from Ethiopia were generally very positive about the coaching experience and there were no negatives:

N=18 (100%)	Not effective or helpful	Partly effective and helpful	Extremely effective and helpful	No Reply
OVERALL Rate how helpful coaching has been in applying new skills and knowledge?	0 (0%)	5 (28%)	13 (72%)	0 (0%)

They seemed to experience generally positive help with goal setting and with practising new skills and applying new learning, again, with no negatives:

N=18 (100%)	Little or no help	Partly helped	Greatly helped	No Reply
Rate how much your coach helped you clarify your goals in each coaching session?	0 (0%)	5 (28%)	13 (72%)	0 (0%)

N=18 (100%)	Little practice or application	Partly practised and applied	Great deal of opportunity to practise and apply	No Reply
Rate how much the coaching has helped you to practise new skills and apply new learning?	0 (0%)	7 (39%)	11 (61%)	0 (0%)

Those who were line managers were making good use of a coaching approach in their daily work:

N=13 (100%) Note: line managers only	Little	Partly	Lots
Rate how much you have used a coaching approach with peers, colleagues and staff?	0 (0%)	6 (46%)	7 (54%)

8. Country breakout: Democratic Republic of the Congo

1. **The practical arrangements:** Overall the participants from DRC appreciated that the practical arrangements worked well and as intended, in line with the total base. The only point to note is the small amount of “slippage” in expected contact time and attendance, by certain coaches compared to the total base.

N=13 (100%)	Yes	No	Partly	No Reply
Have you been matched with a coach?	13 (100%)	0 (0%)	0 (0%)	0 (0%)
Were you satisfied with the coach?	11 (85%)	1 (8%)	0 (0%)	1 (8%)
Did the coach contact you within the expected time frame?	10 (77%)	3 (23%)	0 (0%)	0 (0%)
Did the coach attend the coaching sessions as agreed?	10 (77%)	0 (6%)	3 (23%)	0 (0%)

N=13 (100%)	Too Long	Too Short	About Right	Not Applicable	No Reply
How have you found the gaps between coaching sessions?	1 (8%)	1 (8%)	9 (69%)	1 (8%)	1 (8%)

N=13 (100%)	Work-related issues	Personal issues	Applying learning from the training	A mixture of these	Other	No Reply
What have you been working on with your coach?	6 (46%)	0 (0%)	3 (23%)	3 (23%)	0 (0%)	1 (8%)

2. Assessment of the value of the coaching experience: there was general appreciation that the coaching experience was “partly” or “extremely” effective and helpful and there were no negatives:

N=13 (100%)	Not effective or helpful	Partly effective and helpful	Extremely effective and helpful	No Reply
OVERALL Rate how helpful coaching has been in applying new skills and knowledge?	0 (0%)	5 (38%)	7 (54%)	1 (8%)

They seemed to experience generally positive help with goal setting and with practising new skills and applying new learning, again, with no negatives:

N=13 (100%)	Little or no help	Partly helped	Greatly helped	No Reply
Rate how much your coach helped you clarify your goals in each coaching session?	0 (0%)	4 (31%)	8 (62%)	1 (8%)

N=13 (100%)	Little practice or application	Partly practised and applied	Great deal of opportunity to practise and apply	No Reply
Rate how much the coaching has helped you to practise new skills and apply new learning?	1 (8%)	3 (23%)	8 (62%)	1 (8%)

Those who were line managers were making good use of a coaching approach in their daily work:

N=12 (100%) Note: line managers only	Little	Partly	Lots
Rate how much you have used a coaching approach with peers, colleagues and staff?	0 (0%)	5 (42%)	7 (58%)

Analysis of the Coaching experience – by Programme: Trainee

- 1. The practical arrangements:** Overall the respondents who had participated in the Trainee Programme were the least positive about the practical arrangements. Only 80% seem to have been effectively matched with a coach and only 44% were satisfied with their coach. In fact, 34% expressed their dissatisfaction. [Note, that 7 respondents stated they were not satisfied/only partly satisfied and a further 7 refused to answer the quantitative question but gave answers to other questions and also qualitative comments indicating that they were not satisfied.]

N=41 (100%)	Yes	No	Partly	Refused to reply	No reply
Have you been matched with a coach?	33 (80%)	5 (12%)	3 (7%)	0 (0%)	0 (0%)
Were you satisfied with the coach?	18 (44%)	4 (10%)	3 (7%)	7 (17%)	9 (22%)

Only around 50% of the total base (i.e. not even all who were satisfied) responded that the coaches contacted them within the expected time frame and attended the sessions as agreed.

N=41 (100%)	Yes	No	Partly	No reply
Did the coach contact you within the expected time frame?	23 (56%)	9 (22%)	0 (0%)	9 (22%)
Did the coach attend the coaching sessions as agreed?	22 (54%)	3 (7%)	6 (15%)	10 (24%)

For 71% of respondents the coaching sessions started when they were meant to (i.e. part way through the training):

N=41 (100%)	At the beginning of the training	Part way through	Not started yet	Don't know	No Reply
When did the coaching start?	1 (2%)	29 (71%)	1 (2%)	0 (0%)	10 (24%)

However only 39% felt that the gaps between sessions were about right:

N=41 (100%)	Too Long	Too Short	About Right	Not Applicable	No Reply
How have you found the gaps between coaching sessions?	6 (15%)	6 (15%)	16 (39%)	4 (10%)	9 (22%)

More than 50% of respondents had attended 3 or more sessions so, in general, the respondents did have sufficient experience of being coached to provide valid feedback:

N=41 (100%)	One	Two	Three	Four or more	None/No Reply
How many coaching sessions have you attended?	3 (7%)	4 (10%)	15 (37%)	7 (17%)	12 (29%)

Most reported that they were working with their coach on matters relevant to their work or application of new knowledge and skills (65% of total and 96% of those who answered this question). So this part of the programme seems to have been working as intended:

N=41 (100%)	Work-related issues	Personal issues	Applying learning from the training	A mixture of these	Other	No Reply
What have you been working on with your coach?	7 (17%)	0 (0%)	3 (7%)	17 (41%)	1 (2%)	13 (32%)

- 2. Assessment of the value of the coaching experience:** there was some appreciation that the coaching experience was “partly” or “extremely” effective and helpful (58% of total respondents). But there were also negatives with 17% responding that the coaching was not effective or helpful. This has not been observed with the respondents from any of the other programmes.

N=41 (100%)	Not effective or helpful	Partly effective and helpful	Extremely effective and helpful	No Reply
OVERALL Rate how helpful coaching has been in applying new skills and knowledge?	7 (17%)	14 (34%)	10 (24%)	10 (24%)

This mixed picture carries through into the areas of goal-setting and the practising of new skills and application of new knowledge. Over 50% found the coaching partly or greatly helpful but around 20% found it of little or no help:

N=41 (100%)	Little or no help	Partly helped	Greatly helped	No Reply
Rate how much your coach helped you clarify your goals in each coaching session?	8 (20%)	10 (24%)	14 (34%)	9 (22%)

N=41 (100%)	Little practice or application	Partly practised and applied	Great deal of opportunity to practise and apply	No Reply
Rate how much the coaching has helped you to practise new skills and apply new learning?	9 (22%)	13 (32%)	10 (24%)	9 (22%)

- 3. Breakouts:** Comparing the 18 who were satisfied with their coach with the 14 who were not satisfied, we can see that the satisfied group are in line with the total base. However the not satisfied group has a bias towards female and Jordan.

Satisfied								
N=18	Gender		Location					
	Male	Female	Jordan	Bangladesh	Kenya	Ethiopia	DRC	Unknown
Number	8	10	7	5	2	1	0	3
% total base	44%	56%	39%	28%	11%	6%	0%	17%

N=18	Age		
	25 and under	26-40	41-55
Number	8	10	0
% total base	44%	56%	0%

Of the 18 respondents who were satisfied with their coach 13 were from Save the Children and 5 from other organizations.

NOT satisfied									
N=14	Gender		Location						
	Male	Female	Jordan	Bangladesh	Kenya	Ethiopia	DRC	Unknown	
Number	2	12	8	3	1	1	0	1	
% total base	14%	86%	57%	21%	7%	7%	0%	7%	

N=14	Age			
	25 and under	26-40	41-55	Over 55
Number	5	9	0	0
% total base	36%	64%	0%	0%

Of the 14 respondents who were dissatisfied with their coach 8 were from Save the Children and 6 from other organizations.

4. **Qualitative Feedback:** We can see from the qualitative feedback from the 14 respondents who were not satisfied with their coach that their concerns fell into three groups:

a. A perception that the coaches were ill-prepared for the coaching assignment:

Quote: *Coach needed to be selected in the basis of who are completely known about that particular program and to have more technical knowledge about different aspects of NGO besides experience.*

b. A perception that the coaches could not give them the practical advice they wanted:

Quote: *I needed some clarification on some technical topic like- value for money, Budget related question etc. But my coach had little expertise on that topics. Though he tried but i didn't get full satisfaction with the answer. Then i discussed with the other trainees and took the help of Internet to make myself clear.*

c. A general sense that the coaching did not live up to their expectations:

Quote: *Although the coaching has been helpful in some ways, it didn't meet my expectations in creating the awareness and insights I was hoping for.*

Quote: *Coaches are from various NGOs and do not know about the program. They only take sessions for their payment or remuneration. At first they should take sessions about trainee scheme and then we need face to face sessions. Moreover we needed coach during our assignments, but few of the coaches helped trainees about performing better in proposal assignments.*