



## **ACBAR Twinning Program 2017 Annual Stakeholder Survey Results**

**For DFID Annual Review from Oct. 1, 2016 – Sept. 30, 2017**

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## ACBAR Twinning Program

The ACBAR Twinning Program started in 2015 to address the lack of capacity of National NGO (NNGOs) providing humanitarian aid and lack of representation in the Common Humanitarian Fund (CHF) by partnering NNGOs with INGOs depending on:

- Common expertise
- Common experience working together
- Common location

Amidst a multiplication of humanitarian crises worldwide, funds allocated to Afghanistan have decreased, while donors' aversion to risk and their demands for accountability are increasing. Consequently, humanitarian focused NNGOs are struggling to meet donor requirements for funding.

The Twinning Program addresses this by:

- Pairing NNGOs with INGOs that provide mentoring and guidance to their Afghan counterpart on institutional management, humanitarian practices, and strategy
- Providing mentoring and training to the NNGOs while assisting with policy development to prepare for CHF DD application and capacity assessment
- Encouraging and providing funds for field visits and humanitarian assessments
- Building networks and offering opportunities to meet with INGOs, OCHA and other stakeholders

## September 2017 Statistics

- NNGOs in Twinning Program - 24
- NNGOs graduated Twinning Program - 1
- INGOs in Twinning Program - 13
- NNGOs passed CHF due diligence - 11
- NNGOs with capacity assessment - 2
- NNGOs received CHF partner projects - 2
- NNGOs mapped
  - More than 155
- Twinning Trainings Conducted
  - Training 75 sessions/days
- SWOT analysis conducted
  - 2015 – 23, 2016 - 22, 2017 - 3
- October 2016 – September 2017
  - New projects reported 43
  - NNGOs with new projects 11
  - NNGOs partner projects 8

## Annual Stakeholder Survey Overview

The ACBAR Twinning Program 2017 Annual Stakeholder Surveys were done for three groups of stakeholders for the DFID Annual Review period of October 2016 through September 2017. Surveys were developed for the NNGOs and INGOs participating in the program and also for OCHA and the clusters that interact with the NNGOs in the program.

During the annual review period, eleven INGOs were partnered with twenty-two NNGOs. Of the twenty-one NNGOs that were active for the whole year one did not respond to the stakeholder's survey along with ADA that graduated in February. A total of twenty NNGO responses were collected, all eleven INGOs answered the survey and three responses from OCHA and cluster members were collected. One INGO answered the survey twice, once before the deadline and once after the deadline. The original survey response was used for the Annual Review reporting to the donor and the purposes of this analysis. The second response was reviewed for additional comments and data.

In the last quarter of the annual review period, two new INGOs and three new NNGOs were added. They were not asked to complete the surveys due to the short length of their participation in the program.

The Annual Stakeholder Surveys aimed to collect data from the stakeholders to measure the program activities, to gather opinions regarding the increase in the NNGOs' capacity through program participation, and to assemble recommendations for the final year of the program. Overall findings from the surveys indicated that NNGOs, INGOs and other stakeholders thought that the program was providing significant assistance to the capacity building of the NNGOs. NNGOs, INGOs and other stakeholders recommended that the Twinning Program be continued as follows: 1) NNGO - Extend the Twinning Program for one more phase to stabilize the attained achievements 2) INGO - Since the Twinning Program is a very good program my suggestion is to extend the duration of this program at least for 3 years 3) OCHA and Cluster - Ensure additional funding to expand and extend the program for inclusion of more partners.

Significant areas for additional discussion based on survey results include: Change of Twinning Partner, Training Needs, Assessments and Field Visits, Donors and Proposal Review,

### **Change of Twinning Partner**

Five of the twenty NNGOs responding to the stakeholder survey said they would like to change twinning partners; but, only one INGO said they may want to change twinning partners. Based on the stakeholder survey response that ten of the eleven INGOs indicated that they would like to keep their current partners, the availability in the last year of the program for NNGOs to change partners appears limited. Also, the average length of time to establish a new partnership generally takes between three and six months to complete all the steps for finding a partner, vetting the partners, meeting with directors, having a SWOT analysis and preparing the MoUs. While INGOs are able to have from one to three NNGO partners, it is their choice to determine if they want more than one.

### **Training Needs**

While all respondents agreed more training was needed for the NNGOs, the type of training requested and recommended was varied. There were more requests this year for training as the partners understand their organizational needs. See the complete response for requested training from 19 NNGOs under Q19. In addition to the requests from the NNGOs for training the INGOs and other stakeholders including the donor recommended training noted below. Nineteen NNGOs also used 'Q20 What other capacity building activities would you like to have organized by ACBAR in 2018?' to include more training requests such as Project Management Professional certification training, Theory of Change, conflict resolution and additional requests for fundraising training.

It should be noted that some of the training requested was for training that has already been provided by ACBAR and/or was only requested by one to three NNGOs out of the 19 NNGOs that responded to Q19. As staff members of NNGOs have changed during the program, it is expected there will be some need for repeated training for some of the partners; however, in most cases, ACBAR does not plan to continue to offer the courses it has already held.

Top Requested Trainings by NNGO:

Topic	Times Requested	Comment
Finance – Various Sub-Topics including QuickBooks	8	Training planned for this fiscal year
Fundraising and PR – Various Sub-Topics	5	Training planned for future for fundraising for NGOs
Monitoring and Evaluation (Advanced) with SPSS	4	Training planned for next fiscal year
Proposal Writing and Development	4	Since the program started ACBAR has provided 24 days of formal proposal writing training at 2 different levels (12 days each).
See Annex I – 5 Topics	3	
See Annex I – 5 Topics	2	
See Annex I – 11 Topics	1	

Recommended Training for NNGOs by INGOs, OCHA and Clusters:

- Advocacy
- Communication Training
- Donor Relations
- Financial
- Fundraising
- Gender
- Humanitarian need assessment tools and techniques
- Networking
- Proposal and and assessments
- Project Management
- Procurement
- Report Writing
- Security
- Sphere standards and basic principles of humanitarian response
- Management
- MS software packages

Recommended Training for NNGOs by DFID:

- Gender and Disability Training
- Anti-Corruption

As the Twinning Program is for capacity building specifically in the area of increasing the NNGOs ability to deliver high-quality, professional humanitarian response, the focus for future trainings in the final year of the program will be on continuing to build in related subjects that enhance the training already provided by the program . Consideration of 2018 training planned by ACBAR will be evaluated based on requests and recommendations from DFID, OCHA, INGOs and NNGOs as well as the program budget, prior provision of training and level of training participants in the subject material.

Since the inception of the Twinning Program through the September 2017, a total of 75 sessions/days of training have been provided to NNGO staff shown in Annex I. On average two days a month of training will continue to be provided by ACBAR. Due to the breadth of requests for training, it is recommended that the INGO twinning partner invite the NNGO partners to participate in training offered by their organization when available.

As noted in the Mid Term Review done in 2016, one of the continuing issues with training is that highly trained staff may leave for other employment which can leave a gap in expertise in subjects in which the Twinning Program has already provided training. Additionally, new NNGO partners have been added in 2017 which will not have the full benefit of the program training.

### **Assessments and Field Visits**

Assessments have continued to be an area of difficulty for NNGO partners. While the clusters ask for assessments periodically, the humanitarian need, geographical area of the need, NGOs competing for the same assessments and requirement of UN cluster approval for the assessment have limited the number of assessments available. ACBAR has discussed the availability of funds for assessments with the cluster leads and also at the Twinning Program Advisory Board meeting to encourage cluster requests for assessments.

During the Annual Review period, an increase in field visits was reported and NGO partners agreed to continue doing field visits during the 3<sup>rd</sup> program year from April 1, 2017 – March 31, 2018. Total field visits self-reported as complete by NNGOs during the Annual Review period was 25. However, the total field visits reported by ACBAR NNGO partners funded and confirmed by the Twinning Program during the Annual Review period was 14.

The main reason for differences in reporting the number of field visits was that some field visits were paid for directly by the INGOs for the NNGOs and these visits were not counted as part of the program. They are however a result of the partnership between the NNGOs and the INGOs and reflect the strengthening of the twinning partnerships. DHSA reported visits funded by their partner CARE which were originally included in the 14 field visits counted by ACBAR. Additional reporting of field visits made in October 2017 is included on the chart though it is outside of the Annual Review period. Two NNGOs did not report including ADA that had one field visit prior to graduating from the Twinning Program.

Overall, the interest in doing field visits by partners has increased and most are on track to have at least one field visit during the financial year of April 2017 through March 2018.

**Combined Field Visit Chart: NNGO Survey Q2 Asked the NNGO to identify their INGO partner and Q3 Asked how many field visits were carried out with the INGO partner since October 2016? INGO Survey Q5 Asked the INGO how many field visits were carried out with their NNGO partner? See the chart below. In some cases the NNGO and the INGO gave different answers.**

NNGO and INGO Partners listed Q2, Field Visits Reported by NNGOs Annual Survey Q3 and INGOs Annual Survey Q5							
NNGOs	INGO	Annual Review Oct 2016 – Sept 2017	17-Oct	Total	Over Reported Annual Review Period	Comment	ACBAR Reported Annual Review Period
OHW	ACTIONAID	1	1	2	-		1
HADAAF	SAVE THE CHILDREN	1	1	2	-		1
DHSA	CARE	2	-	2	-	INGO reported 1	2
WSTA	IRC	-	1	1	-		-
ADEO	DACAAR	-	-	-	-		-
CAWC	CARITAS	1	-	1	-		1
OHPM	THE JOHANNITOR			-		No Data from OHPM, Note 1	-
CHA	SAVE THE CHILDREN	2	-	2	1	Only 1 reported to ACBAR	1
SHA	DACAAR	2	-	2	2	Note 2	-
ORD	OXFAM			-		New, No Data	-
ARPD	IRC	-	1	1	-		-
NCRO	WHH	-		-	-		-
AREA	NAC	2	-	2	1	Only 1 reported to ACBAR	1
ANCC	WHH	-	-	-	-		-
SAF	NAC	1	-	1	-		1
PAC	ACTION AID	1	1	2	-		1
RCDC	CARITAS GERMANY	1	-	1	-		1
TLO	ACTED			-		No INGO Partner until Sept 2017	-
AOAD	ACTION AID	-	1	1	-		-
AHDAA	CAID	1	-	1	-		1
RAADA	CAID	1	-	1	-		1
Aschiana	THE JOHANNITOR	-	2	2	-	Note 1	-
PRB	Madera			-	-	New, No Data	-
RSSAO	SAVE THE CHILDREN	1	-	1	-	New	1
<b>Total</b>		<b>17</b>	<b>8</b>	<b>25</b>	<b>4</b>	<b>Note 3</b>	<b>13</b>

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Note 1: ACBAR shows 0 Field Visits (FV) reported or funded through the Twinning Program. Aschiana reported they had 2 field visits in Oct. 2017 with Johannitor and Johannitor reported different totals of FV in their two submitted surveys that included FV with OHPM. As OHPM did not respond to the survey and there were no reports submitted to ACBAR regarding FVs, this data is not confirmed or counted by ACBAR TP.

Note 2: SHA had two short field visits to DACAAR regional office, but, they did not ask for funding or supply a report to the Twinning Program, DACAAR did not report as field visit. This data is not confirmed or counted by ACBAR TP.

Note 3: ADA is not reported on this chart as they graduated in February 2017; they had 1 Field Visit.

## **Donors and Proposal Review**

There were several requests from NNGOs and INGOs for ACBAR to assist with finding donors. This request is understood as a needed activity for all NGOs and ACBAR as a coordinating body for its members does share donor requests, RFPs and other information regarding funding to members as well as providing information to a wider public on ACBAR website. All the INGOs that participate in the Twinning Program are ACBAR members. While the NNGOs in the Twinning Program have been encouraged to join ACBAR to receive full member benefits, some have chosen not to join. As there is a tripartite MoU agreement between the INGO, NNGO and ACBAR for those NNGOs that are not members, the INGO would be the source of shared donor information that ACBAR disseminates to its members. ACBAR generally holds donor workshops at least once a year and invites members to participate. In 2018, ACBAR plans to hold a donor workshop for NNGO ACBAR members.

Any donor information received by the Twinning Program is shared with all twinning partners and the over 140 members of ACBAR. To remain fair and impartial, the tripartite MoU does allow for ACBAR to review proposals written by the NNGOs in the program when proper notice is given and there is not a conflict of review. While ACBAR can review the proposals under certain conditions, ACBAR cannot write proposals in full for twinning partners. As there are 24 NNGOs in the program it is conceivable that more than one would be applying for the same proposal. In this case, the INGO twinning partner review would seem to be more appropriate as the INGOs in the program only have one to three NNGOs as partners. With the specific INGO/NNGO relation there is less likelihood of conflict of interest or other issues with donor-seeking assistance which is part of the reason for the partnerships.

It is not a requirement of the program for INGO twinning partners to provide opportunities for program partnership or to be a donor for their NNGO twinning partners. However since some INGOs do provide these opportunities, the NNGOs that do not receive funding or partnership opportunities from their twinning partners are more interested in changing partners to find one that will participate programmatically and offer more prospects for funding.



## Additional Assistance Requested from ACBAR and Future Plans

Additional recommendations in addition to current support and capacity building included:

- More training requests such as advocacy training and fundraising training
  - ACBAR can add to the training schedule using in the ACBAR Advocacy Department
  - Fundraising training will be scheduled in the 4th year
- More in-depth introduction to the OCHA system and clusters to help NNGOs become more familiar with how to work within the system
  - Scheduling with either the Inter-Cluster Coordination Team to meet or meet with cluster leads one by one to discuss assessments and participation with the twinning partners
  - Also discussed that a panel discussion from OCHA and clusters can be arranged; it should be noted that one hour of the monthly AHF meetings is usually devoted to OCHA and related discussions
- ACBAR should make easy ways for the partners to have meetings regularly, have meetings once a month
  - Per the MoU there are required meetings between partners from ACBAR, the INGOs and the NNGOs
  - INGO and NNGO meetings are set-up between in the partners, if there is a specific partner that needs assistance with setting up meetings, the Remote Manager and/the Program Manager should be notified
- Several requests for linking with donors, embassies, etc. and notifying of global funding calls
  - See section on Donors and Proposal Review
- Small grants
  - While ACBAR has been involved in other programs which have small grant funding available, the Twinning Program is not funded to provide grants, it does pay for field visits and assessments to assist with capacity building
- Clear vision
  - The annual SWOT analysis and the annual tripartite work plan will continue to be used to develop strategies to capacity build the NNGOs
- Focus more on quality of activities which INGO offers to NNGOs and quality of work that NNGOs are really doing in the ground; more focus on practical activities rather than in theory and documents
  - ACBAR plans to have a meeting with INGO twinning partners to discuss strategies for success in working with the NNGOs during the 4<sup>th</sup> and final year of the program
- There should be some obligation to make the partners conduct meeting and sessions regularly and they should apply whatever they receive from ACBAR and the INGO
  - ACBAR enforcement of MoU which includes reduction of quarterly program participation payments for not meeting obligations is being instituted

## Stakeholder Survey Results

### NNGO 2017 Annual Twinning Program Stakeholders Survey

Twenty of the twenty-one NNGOs that participated in the program for the full annual review period responded to the survey as shown below. One NNGO that graduated in February 2017 also did not respond. The three NNGOs that joined the program in the last quarter of the annual review period were not asked to complete the survey.

#### Q1 – Q2 Identify your NNGO and your INGO twinning partner

NNGOs	INGO
OHW	ACTIONAID
HADAAF	SAVE THE CHILDREN
DHSA	CARE
WSTA	IRC
ADEO	DACAAR
CAWC	CARITAS
OHPM*	THE JOHANNITOR
CHA	SAVE THE CHILDREN
SHA	DACAAR
ORD	OXFAM
ARPD	IRC
NCRO	WHH
AREA	NAC
ANCC	WHH
SAF	NAC
PAC	ACTION AID
RCDC	CARITAS GERMANY
TLO	ACTED
AOAD	ACTION AID
AHDAA	CAID
RAADA	CAID
Aschiana	THE JOHANNITOR
PRB	Madera
RSSAO	SAVE THE CHILDREN

\*No survey response

**Q3 Since October 2016, how many field visits have you carried out with your INGO partner?**

See Appraisal and Field Visit section of the report

**Q4 Has your INGO partner introduced your organization to other potential partners and donors?**

Yes 10  
No 10

**Q5 Has your INGO partner applied to any proposals jointly with your NNGO?**

Yes 9  
No 11

**Q6 Has your INGO partner reviewed policies or other documents for your NNGO from Oct. 2016 - Sept. 2017?**

Yes 16  
No 4

Note: After passing the NGOs pass CHF DD, policy review may not be needed by the NGO unless they are working on changing an existing policy to make improvements or meet best practices standards.

**Q7 Has your INGO partner provided training to your NNGO from Oct. 2016 - Sept. 2017? On-the-job training or other training opportunity?**

Yes 15  
No 5

**Q8 What else, apart from current support, could the INGO provide to your organization?** Condensed answers included:

- Technical support, capacity building, and advice
- Partnership opportunities, field visits, policy review, training for staff
- Program and HR/Finance Training should be provided
- Joint program implementation for gender management
- Exposure visits out of the country to be able to get new and easy to use ideas to adapt our projects
- Practical training for our HR Manager and other practical training
- Introducing our NGO to other partners or donors, helping our NGO in fundraising and finding projects and preparing proposals
- Support in terms of fundraising, capacity building, and finance
- Policy development, advanced report writing, fund raising
- Support with joint proposals, donor advocacy, project implementation and introduction to donors

**Q9 Would you like to change your current INGO partner?**

Yes 5  
No 15

**Q10 How would you rank the quality of support by your INGO twinning partner focal point at Twinning Technical Meetings? 10 is Excellent Support, 8 is Very Good Support, 6 is Good Support, 4 is Moderate Support, 2 is Poor Support, 0 is No Support**

Overall 69 Good Support                      20 Responses

**Q11 How would you rank the quality of you INGO Director Meetings? 10 Excellent, 8 Very Good, 6 Good, 4 Moderate, 2 Poor, 0 Very Bad**

Overall 71 Good Support                      20 Responses

**Q12 How would you rank the quality of support by ACBAR Mentoring Meetings from remote managers? 10 is Excellent Support, 8 is Very Good Support, 6 is Good Support, 4 is Moderate Support, 2 is Poor Support, 0 is No Support**

Overall 91 Very Good Support              20 Responses

**Q13 How would you rank the quality of training received from ACBAR? 10 is Excellent, 8 is Very Good, 6 is Good, 4 is Average, 2 is Poor, 0 is Very Bad**

Overall 85 Very Good Support              20 Responses

**Q14 How would you rank the quality of policy review, proposal review and other assistance from ACBAR? 10 is Excellent, 8 is Very Good, 6 is Good, 4 is Average, 2 is Poor, 0 is Very Bad**

Overall 87 Very Good Support              20 Responses

**Q15 What else could ACBAR do in order to strengthen your NNGO?**

- Extend the Twinning Program for one more phase to stabilize the attained achievements
- To facilitate partnership opportunities and to advocate for NGOs with OCHA for capacity assessment of CHF
- Good mentoring, improve capacity and development
- Multiple requests for capacity building including practical aspects
- Multiple requests to conduct technical training, arrange more training programs
- Multiple fundraising and donor requests including
  - Financial support, share the RFPs
  - Introducing NNGOs to donors, fundraising, finding projects and potential donors, provide recommendations to fund providers
  - Continuing support and introducing our implementation capacity to donors, donor advocacy and advocacy for NNGOs for donor mapping
  - Give list of twinning NGO to donor community
  - Link and referencing to donor, facilitate linkage and partnership development with others
- Support for recruiting expert volunteers
- Checking our proposals
- More contact and encouragement of our INGO partner to cooperate more, pair our NGO with other INGO
- Establishment of new forum (not explained)

**Q16 Did you attend cluster meetings regularly (once a month in Kabul, or once a quarter in the provinces)?**

Yes 18  
No 2

**Q17 Have you passed CHF Due Diligence?**

Yes 9  
No 11

Note: ACBAR and CHF show a total of 11 Twinning Program NNGO as passing CHF DD by September 2011, one of the partners has graduated from the program and did not answer the survey.

**Q18 If you have not applied for CHF DD yet, when do you plan to apply?**

Answers:

- October 2017 – 3 NNGOs
- End of October or early November 2017
- End of Nov or Dec 2017
- December 2017 – 3 NNGOs
- As soon as the majority of TLO policies are reviewed by its INGO
- We are working on our documents
- In the year of 2018
- Next release allocation

**Q19 Considering your last SWOT analysis and current situation with your NNGO, which training courses will you need in 2018? Please list your top 3 training needs.**

There were 19 NNGO respondents to this question who provided 53 requests as grouped below including sub-topics.

<b>NNGO Training Requests</b>	<b>Total Requested</b>	<b>Sub Topics</b>
Administration	1	
Communication	1	
Conducting Need Assessments	1	
<b>Emergency Management</b>	3	
Emergency - Disaster Risk Reduction Training		1
Emergency - Field Management		1
Emergency - Preparedness and Response Plan		1
<b>Finance</b>	8	
Finance - Basic		1
Finance - Budgeting Training		1

<b>NNGO Training Requests</b>	<b>Total Requested</b>	<b>Sub Topics</b>
Finance - Internal Audit		1
Finance - Management		2
Finance - Online Trainings		1
Finance - QuickBooks		2
<b>Fundraising and Public Relations</b>	5	
Fundraising - Donor Relationship		1
Fundraising and Communication - Special focus on website development		1
Fundraising and Public Relations		2
Fundraising Skills		1
General management	1	
GIS	1	
Governance	2	
Human Resource	3	
Leadership	2	
<b>M &amp; E training</b>	4	
M&E (Advanced)		3
M&E - SPSS		1
Management	1	
Marketing and Business Planning Training	1	
Procurement Training	2	
Project Cycle Management (Advanced)	3	
Proposal Writing and Development	4	
Quality Implementation	1	
Report Writing (Advanced)	2	
Research	3	
SPHERE training	1	
Storage & Asset Management	1	
Strategic Planning	2	
<b>Total</b>	<b>53</b>	<b>20</b>

**Q20 What other capacity building activities would you like to have organized by ACBAR in 2018?**

The following requests for capacity building were made in addition to more training requests:

- To do the practical capacity assessment of each organization based on the policies ACBAR reviewed
- Assist and support in fundraising, facilitate and referencing for partnership and getting fund, and technical support and input proposal before submitting to donor, the last but not the least facilitate link NNGO with volunteer expert
- Exposure visit outside the country for exchange experience
- Field Visits
- On the job training by ACBAR

**Q21 Please provide any further ideas and suggestions that might strengthen your organization.**

This question also elicited responses that included additional training requests:

- Planning
- Creating partnership with donors and lobby for sustainability of NNGOs through introduction to the international partner such as embassies, donors and CHF
- Good balance between leadership, management and coping practices
- Follow up from ACBAR side for one year more, manage exposure visits, make a linkage between donors, government, INGO, NNGO and conduct the mentioned trainings
- Partnering of our NGO with an INGO in next CHF allocation will be useful and it will really help us to pass DD and capacity assessment
- The mentoring and providing stipend though little it is highly appreciated; small and medium size grant from DFID as means and opening chapter for partnership

## INGO 2017 Annual Twinning Program Stakeholders Survey

11 INGOs in the Twinning Program were asked to participate in the annual review period and all responded to the survey.

### Q1 – Q4 INGO name and NNGO partnerships:

- Action Aid – 3 partners AOAD (new partnership in July 2017), OHW, PAC
- CARE – 1 partner DHSA
- Christian Aid – 2 partners AHDAA, RAADA
- DACAAR – 2 partners ADEO, SHA
- IRC – 2 partners WSTA, ARPD
- Madera – 1 partner PRB
- (PRB new partner and partnership in July 2017. PRB was not asked to complete the NNGO survey, however, Madera had a partnership with AOAD previously so was asked to complete the INGO survey)
- NAC – 2 partners AREA, SAF
- The Johanniter – 2 partners Aschiana, OHPM
- Save the Children - 3 partners CHA, HADAAF (RSSAO is new and was not asked to complete the NNGO survey)
- WHH – 2 partners ANCC, NCRO

New INGO partners not asked to complete the survey are ACTED – 1 partner, OXFAM – 1 partner

### Q5 Since October 2016, how many field visits have you carried out with your NNGO partner(s)?\*

0 Field Visit:	3 INGOS	5 NNGOs for full year and 1 NNGO for 3 months
1 Field Visit:	5 INGOS	8 NNGOs for full year and 1 NNGO for 3 months
2 Field Visits:	3 INGOS	7 NNGOs for full year and 1 NNGO for 3 months

\* Self-reporting by INGO, one INGO reported 3 field visits that were held in October which is out of the annual review range and some reported field visits not funded by the twinning program.

### Q6 How often did you meet with your NNGO twinning partner(s)? You can check more than one box.\*

Met more than agreed to in MoU: 5 INGOS  
Met as agreed in MoU: 5 INGOS  
Met less than agreed to in MoU: 2 INGOS

\* One INGO twinning partner reported meeting as agreed in MoU with one NNGO partner and less than agreed to in MoU with the other partner.



**Q7 Since October 2016, have you applied for any donor funds jointly with your partner NNGO(s)?**

Yes: 5 INGOs  
No: 6 INGOs\*

\*One INGO reported in a comment that they have introduced their twinning partners for some funding opportunities.

**Q8 Have you introduced your NNGO twinning partner(s) to other potential donors or partners?**

Yes: 9 INGOs  
No: 2 INGOs

**Q9 What else, apart from current support, could you provide for your NNGO partner(s)?**

- INGO has offices in London and Delhi, we provide comprehensive training to our partners and we also prepare proposals to submit to the donors
- Our NNGO partners are also our Local Rights Partners (LRP) AAA is supporting them as per LRP as well.
- Review of proposals
- INGO developed an action plan for its partners
- Conducting required training and capacity building for partners
- Inclusion in INGO's capacity building training done by HQ
- INGO supported partners by giving one of its projects to each of them; one about shelter and trainings and one about construction of canal in Kabul, Shakardara district
- Support on web-visibility
- Free Trainings

**Q10 What else, apart from current support, do you think ACBAR could *provide for your NNGO partner(s) to build their capacity?***

- Advocacy training as per the international standards
- ACBAR can support them more on capacity building where they need it
- More introduction to the OCHA system as 'they' still believe they are not legitimate enough
- ACBAR should make easy ways for the partners to have meetings regularly
- To conduct regular visits and conduct capacity building training as per their needs
- More follow up with NNGOs
- Linking partners with embassies and donors and help them to get access to embassies funding
- Small grants
- Fundraising
- Alert them on global funding calls

**Q11 Would you like to change your current NNGO partner(s)?**

Yes: 0  
No: 10  
Maybe: 1

**Q12 How would you rank the quality of support by ACBAR for your NNGO twinning partner(s)? 10 is Excellent Support, 8 is Very Good Support, 6 is Good Support, 4 is Moderate Support, 2 is Poor Support, 0 is No Support.**

Response Average: 76.5                      Good Support

**Q13 – Q15 Do you think your 1st, 2nd, 3rd NNGO partner has improved their capacity from being in the Twinning Program?**

**13 - INGO Responses for 11 NNGOs**

Response Average 1<sup>st</sup> NNGO 74.27                      Good Improvement

**14 - INGO Responses for 10 NNGOs**

Response Average 2<sup>nd</sup> NNGO 75.70                      Good Improvement

**15-** No Answers Given

**Q16 How would you rank the improvement in capacity of your NNGO twinning partner(s) since the beginning of your partnership(s)? 10 is Excellent Improvement, 8 is Very Good Improvement, 6 is Good Improvement 4 is Moderate Improvement, 2 is Poor Improvement, 0 is No Improvement.**

8 INGO Responded

Response Average 83.2                      Very Good Improvement

**Q17 What else could ACBAR do to strengthen the Twinning Program?**

- Workshop and training on advocacy
- ACBAR can work more on NNGOs capacity building
- Organize more intersectional meetings and also for the INGO to exchange advice on how best to build capacities of the locals as even if we are INGOs sometimes capacity building is not that easy
- Make the partners have meetings at least once in a month and should have clear vision for their future
- Capacity building for partners
- Provide more capacity building training
- Focus more on quality of activities which INGO offers to NNGOs and quality of work that NNGOs are really doing in the ground; more focus on practical activities rather than in theory and documents
- More trainings
- Financial support, more capacity building, joint field assessment

**Q18 Does your INGO participate in cluster meetings monthly and/or quarterly if in the provinces?**

Yes: 10  
No: 0  
Sometimes: 1

**Q19 Did your INGO attend the cluster meetings with your NNGO partner(s) when the cluster meetings were in your INGO's field of operations?**

Yes: 8  
No: 1  
Sometimes: 1  
No Answer: 1

**Q20 Since October 2016, has/have your NNGO partner(s) applied for the CHF due diligence process?**

Yes: 9  
No: 2

**Q21 For any NNGO partner that has not applied for DD, when do you expect them to be ready to apply for DD?**

Answers varied based on length of time in the program, those who have not applied expected to within the 3<sup>rd</sup> year of the program.

**Q22 Considering SWOT analysis data and the current situation with your organization, which top three training courses do you think your NNGO partner(s) will need in 2018? Please indicate if beginner, intermediate or advanced training is needed.**

- 1- Advocacy, 2-Proposal Writing, 3-Gender Training
- 1- Financial and Procurement, 2- Networking, 3-Gender Balance
- 1- Policy review especially related to procurement, 2- Security, 3- Proposal Writing
- 1- Fundraising, 2- Monitoring, 3- Implementation of the project.
- 1- Financial Management, 2- Program Management, 3- Proposal Writing
- 1- Finance Training, 2- Proposal Writing, 3- Donor Relation
- 1- Training on financial management, 2- M&E, 3- Communication. 4- Report Writing
- 1- Finance, 2- M&E
- 1- Strategic planning, 2- Organizational Development/Change, 3- Project management (Including Proposal )
- 1- Proposal Writing, 2- Report Writing, 3- Fundraising - Advanced
- 1- Proposal Writing, 2- Report Writing, 3- Communication Training

**Q23 Please provide any further ideas and suggestions that might strengthen your partner NNGO(s).**

- The future plan is to encourage partners to go to the hard to reach area where the humanitarian needed
- Having a form of mentorship programme as well as NNGOs tend to not be confident enough
- There should be some obligation to make the partners conduct meeting and sessions regularly and they should apply whatever they receive from ACBAR and the INGO
- Since the Twinning Program is a very good program my suggestion is to extend the duration of this program at least for 3 years
- ACBAR to support INGOs to take part in assessments which are offered by clusters especially by FSAC and humanitarian assessments/surveys offering by UNOCHA
- To be more accurate
- Concrete action points to show the NNGO if they failed
- Support on DD process

## OCHA and Clusters 2017 Annual Stakeholder Survey

### Q1 – Q3 Questions regarding survey respondents

One respondent from OCHA and two of the clusters, WASH and FSAC responded to the survey

**Q4 Have you ever been asked to attend a Twinning Program Advisory Board meeting? (Cluster leads, co-leads, OCHA HFU, ACBAR staff including Twinning Program Management, DFID staff, etc. are usually invited.) This board usually meets every six months.**

3 Respondents      Yes

**Q5 Since October 2016, have any of the Twinning Program NNGO(s) participated in a cluster or UN assessment?**

3 Respondents      Yes

**Q6 Do the NNGO twinning partners participate in cluster meetings monthly and/or quarterly if in the provinces?**

3 Respondents      Sometimes

**Q7 How many NNGOs in the Twinning Program have you met with in clusters, on assessments or doing other activities form Oct. 2016 - Sept. 2017?**

3 Respondents      0 – 5 NNGOs

**Q8 Have you seen an improvement in the capacity of NNGOs in the Twinning Program?**

3 Respondents      Yes (50%)

**Q9 How would you rank the overall improvement in capacity of NNGOs in the Twinning Program that you have had contact with through clusters or other activity? 10 is Excellent Improvement, 8 is Very Good Improvement, 6 is Good Improvement 4 is Moderate Improvement, 2 is Poor Improvement, 0 is No Improvement.**

Overall Response 4.6 is 73% Moderate Improvement 3 Responses

**Q10 What do you think ACBAR could do to strengthen the Twinning Program?**

- Prepare a capacity development programme with clusters based on needs and divide activities among different stakeholders; this plan should be monitored on quarterly basis
- Advocating for pool fund dedicated just for the local NGOs including the twinning partner
- Ensure additional funding to expand and extend the program for inclusion of more partners

**Q11 What do you think the INGOs could do to help the NNGOs to build their capacity?**

- Job shadowing if possible and providing resources on policies and procedures
- Engaging with the twinning in task and activity sort of partnership such like conducting assessment, distribution of supplies, mentoring facilities construction, etc.
- Proposal development, programme financial management, MS software packages

**Q12 Which top three training courses do you think Twinning Program NNGO partner(s) need? Include humanitarian and other training.**

- Sphere standards and basic principles of humanitarian response, Proposal and report writing and assessments to make a strong case for the areas where they are working.
- humanitarian need assessment tools and techniques management and leadership
- Proposal development, programme financial management, MS software packages

**Q13 Please provide any further ideas and suggestions that might strengthen the Twinning Program NNGO(s).**

- I think linking partners development program with cluster and agencies who works with partners can really contribute to capacity building and in actual engagement in emergency and development programs
- Twinning partner must understand that they need to be proactive in attracting local fund such like Zakat and start with community based initiative
- Not sure but have you ever planned a social event for the Twinning Partners to present their accomplishments and express their views in a less formal (not a "meeting") setting?

**Annex I Twinning Program Training February 2015 through September 2017**

<b>Training Subject</b>	<b>Dates</b>	<b>Sessions/Days</b>
Sphere Principles	28-29.09.2015 18-19.10.2015 03-04.11.2015 02-03.12.2015 17-18.01.2016	10
Updated Afghan Law	04.09.2015 13.09.2015 14.12.2015	3
Integrity in NGO Management	21-29.12.2015 27-31.03.2016	2 (Training sessions multiple locations)
Disability Awareness	04-05.11.2015 17-18.11.2015 13-14.12.2015 30-31.12.2015 10-11.02.2016	10
Project Cycle Management	21-27.04.2015 10-14.05.2015 19-25.05.2015 31.05- 4.06.2015 08-13.06.2015 01-09.07.2015 13-16.09.2015 11-15.10.2015 08-12.11.2015 14-17.12.2015 17-20.01.2016	11 (Training sessions multiple locations) From Mid Term Report
Risk Assessment and Management	21-22.02.2016	2
Financial Management	28-29.02.2016 07-08.03.2016	4
Gender Mainstreaming	06-07.04.2016	2
Emergency Assessment	31.05-2.06.2016	3
Proposal Writing	25-26.07.2016 27-28.07.2016 18-19.09.2016 09-10.10.2016 25-26.10.2016 27-28.11.2016 29-30.11.2016 29-30.01.2017 31.01-01.02.2017 6-7.02.2017 8-9.02.2017	22
2 <sup>nd</sup> Phase Twinning Program Orientation	10.5.2017	1
iMMAP Training Humanitarian Report Hub	16.7.2017	1
Monitoring and Evaluation	17-19.07.2017 21-23.08.2017	6
<b>Total Training Sessions/Days</b>		<b>75</b>

Next training planned: INSO Security Training, iMMAP Report Hub, Advanced Report Writing, and Finance Training