



## **Report on BRWA Free Training For Refugee Groups**

**Brent Welfare Refugee Association**

**01/02/06 - 10/03/06**

**Migrant Organisations' Development Agency**

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## 1. INTRODUCTION

Brent Welfare Refugee Association provided a free 7-days training programme for 28 people from 21 refugee groups. The training was delivered by MODA. A special training programme tailored to the identified needs of the groups was prepared by MODA in consultation with BRWA co-ordinator. The training courses were free for refugee groups and were held on every Wednesday starting 1<sup>st</sup> February 2006 till 9<sup>th</sup> March 2006, according to this schedule:

- **Funding proposal-outcome approach** (1 February 2006)
- **Constitution and governance** (8 February 2006)
- **Participation and Empowerment** (15 February 2006)
- **Fundraising strategy** (22 February 2006)
- **Leadership and strategic planning** (1 March 2006)
- **Practical fundraising** (9-10 March 2006)

The last training was held on a 2-days basis.

**Venue:** Orfact House, Jubilee Close, London NW9

**Facilitator:** Dr. Kamal Rassul (MODA Director)

Each training session started with introduction and informal assessment of the needs of each individual. This included exploring any training they had before, their voluntary experience in voluntary organisations and the level of their English language understanding. The method used was also interactive, trying to involve the trainees in all learning points and get feedback from them regarding theoretical approach and practical elements. When necessary, as in two training courses, the terminology used in the training was introduced first making sure that the trainees would be familiar with the language used. There was also an informal participatory appraisal of the training course which demonstrated overall positive appreciation of the participants. The training ended with a late afternoon lunch for all participant groups in a local Indian restaurant.

### **Formal evaluation:**

Each of the training day was evaluated through a feedback form in two sections: a first section, common to all trainings, related to the overall approach (e.g., expectations met, trainer's approach, suitability of presentation) and the handouts provided; and a second section, different for each training course, related to extent to which the learning aims of each training day were achieved. The complete list of the results is available on Appendix A. the list of the participants is provided in (Appendix B).

## **TRAININGS: ATTENDEES, PURPOSES AND EVALUATION RESULTS**

### **1.1. Funding proposal-outcome approach**

**Attendees:** 8 people

#### **Purpose of the event**

The purpose of the training day was to:

- Develop further knowledge of funding requirements and processes;
- Understand and define inputs, outputs and outcomes;
- Plan a project for funding based on input and outcome identification;
- Have a more clear understanding of how to cost a project;
- Know how to identify measures and indicators for monitoring own projects;
- Enhance confidence in preparing a funding proposal;

**Evaluation results** (see page 12 for the complete results)

#### General (0-5 scale)

- ❖ 6 participants considered that the course aims were very well met, with an average score of 4.75;
- ❖ 7 participants considered that the course completely met their expectations, was set at the high level and the presentation was very clear and easy to understand, with an average score of 4.88;
- ❖ 6 participants found the overall course of good value for money and the related work group useful, with an average score of 4.50;
- ❖ The majority of the participants found the handouts a good record of the course contents (4.38) and the trainer responding well to questions (4.63).

#### Specific (0-5 scale): 1 person no responding

- ❖ 5 participants gained better understanding of funding requirements and processes and improved their ability to plan a project for funding based on input & output identification (4.71);
- ❖ 5 participants had from the training a clear understanding of inputs, outputs and outcomes definition (4.86);
- ❖ The majority of participants understood how to cost a project (4.50), how to identify measures for monitoring it (4.14) and felt more confident in preparing a funding proposal (4.29);

## 1.2. Constitution and Governance

**Attendees:** 8 people

### **Purpose of the event**

The purpose of the training day was to:

- Enhance knowledge and understanding of how charities operate and need to be managed;
- Understand the differences between formal and informal organisations;
- Understand what constitution is, for, what it should include and how it is used;
- Understand the issues of membership, AGM, role of chair, company secretary, treasurer and board of trustees;
- Understand financial and employment responsibilities of trustees and their role;
- Understand the differences between management, leadership and governance roles.

**Evaluation results** (see page 13 for the complete results)

### General (0-5 scale)

- ❖ All participants considered that the course aims were well met, with an average score of 4.25;
- ❖ All participants considered that the course met their expectations, was set at the high level and the presentation was very clear and easy to understand, with an average score of 4.5;
- ❖ 5 participants found the overall course of good value for money and the related work group useful, with an average score of 4.50;
- ❖ The majority of the participants found the handouts a good record of the course contents (4.63) and the trainer responding well to questions (4.75).

### Specific (0-5 scale):

- ❖ All participants understood very clearly what constitution is for and what it should include and how it is used (4.71);
- ❖ All participants better understood the issues of membership, AGM, role of the chair, secretary, treasurer and board of trustees (4.67) and their role as trustee (4.57) and their financial responsibilities (4.43);
- ❖ The majority of participants clearly understood the differences between formal and informal organisations (4.43), and between management, leadership and governance roles (4.43);
- ❖ 4 participants firmly declared to have further developed their knowledge of how manage charities and how they operate (4.29);

### 1.3. Participation and Empowerment

**Attendees:** 7 people

**Purpose of the event**

The purpose of the training day was to:

- Identify the problems and challenges community representatives face in participating in consultation processes and meetings;
- Explore how to involve refugee community representatives;
- Understand the challenges community leaders face in ensuring genuine participation of their community and users;
- Establish how participation of disadvantage groups can be empowered;
- Develop specific measures to encourage participation of refugee community organisations

**Evaluation results** (see page 14 for the complete results)

General (0-5 scale)

- ❖ All participants considered that the course aims were well met, with an average score of 4.86;
- ❖ All participants considered that the course met their expectations, was set at the high level and the presentation was very clear and easy to understand, with an average score of 4.83;
- ❖ All participants found the overall course of good value for money, the handouts a good record of the course contents and the trainer responding well to questions with an overall score of 5;
- ❖ 6 participants found the related work group very useful, with an average score of 4.86;

## 1.4. Fundraising Strategy

**Attendees:** 9 people

### **Purpose of the event**

The purpose of the training day was to:

- Define fundraising strategy and its differentiation from funding proposal;
- Identify and link funding strategy to organisational strategy;
- Use PEST analysis;
- Understand the process of devising fundraising strategy;
- Identify and cost long-term funding targets;

**Evaluation results** (see page 15 for the complete results)

General (0-5 scale): 1 person not responding

- ❖ All participants considered that the course aims were well met and that it was set at very high level, with an average score of 4.25;
- ❖ 6 participants considered that the course met completely or quite completely their expectations, and the related work group useful, with an average score of 3.75;
- ❖ 6 participants found the overall course of good value for money (4.43), the handouts a good record of the course contents (4.75), the trainer responding well to questions (4.63) and his presentation clear and easy to understand (4.38);

Specific (0-5 scale): 2 people not responding

- ❖ 4 participants understood very clearly the definitions and differences between strategy and funding proposal, finding useful the provided glossary (3.88);
- ❖ 3 participants better understood the process of devising fundraising strategy and could effectively use PEST analysis (3.71);
- ❖ The majority of participants could better plan to increase their organisation's capacity and efficiency in fundraising (3.63) and are able to identify and cost long-term funding targets (3.50);
- ❖ All participants declared to be able to better identify and link funding strategy to organisational strategy (3.75);

## 1.5. Leadership and strategic planning

**Attendees:** 7 people

### **Purpose of the event**

The purpose of the training day was to:

- Understand and define the nature of leadership;
- Identify essential qualities of a good leader;
- Learn how to support own team to develop their leadership qualities;
- Differentiate between work and organisational structure;
- Understand the process of devising a strategic plan;
- Learn concepts and tools to help plan and manage work;

### **Evaluation results** (see page 16 for the complete results)

General (0-5 scale): 3 people not responding

- ❖ All participants considered that the course aims were well met and its handouts a good record of course content, with an average score of 4.75;
- ❖ All participants considered that the course met completely their expectations and it was set at the right level, with an average score of 4.50;
- ❖ All participants found the overall course of good value for money and the related group work very useful(4.00);
- ❖ All participants found the trainer responding well to questions (4.50) and his presentation clear and easy to understand (4.25);

Specific (0-5 scale):

- ❖ 6 participants understood very clearly the nature of leadership and the essential qualities of a good leader (4.86);
- ❖ All participants better understood the differences between work and organisational structure (4.57) and learnt concepts and tools to help plan and manage work (4.43);
- ❖ The majority of participants could better understand their role within their organisation and found the 12Ps and the strategic framework useful to plan processes (4.29);
- ❖ The majority of participants could better support their team to develop their own leadership qualities and understood the process of devising a strategic plan (4.14);

## 1.6. Practical fundraising

**Attendees:** 11 people

### **Purpose of the event**

The purpose of the training days was to:

- Understand how to develop a fundraising strategy;
- Get knowledge about sources of funding;
- Relate fundraising activities to fundraising strategy and organisational context;
- Learn how to identify and approach donors;
- Learn the requirements of donors and to respond to them

**Evaluation results** (see page 17 for the complete results)

General (0-5 scale): 2 people not responding

- ❖ All participants considered that the course aims were well met and was set at the right level, with an average score of 4.56;
- ❖ 8 participants considered that the course met completely their expectations and it was of good value for money, with an average score of 4.67;
- ❖ All participants found the trainer responding well to questions (4.56), his presentation clear and easy to understand (4.67) and the handouts a very good record of course content (4.78)

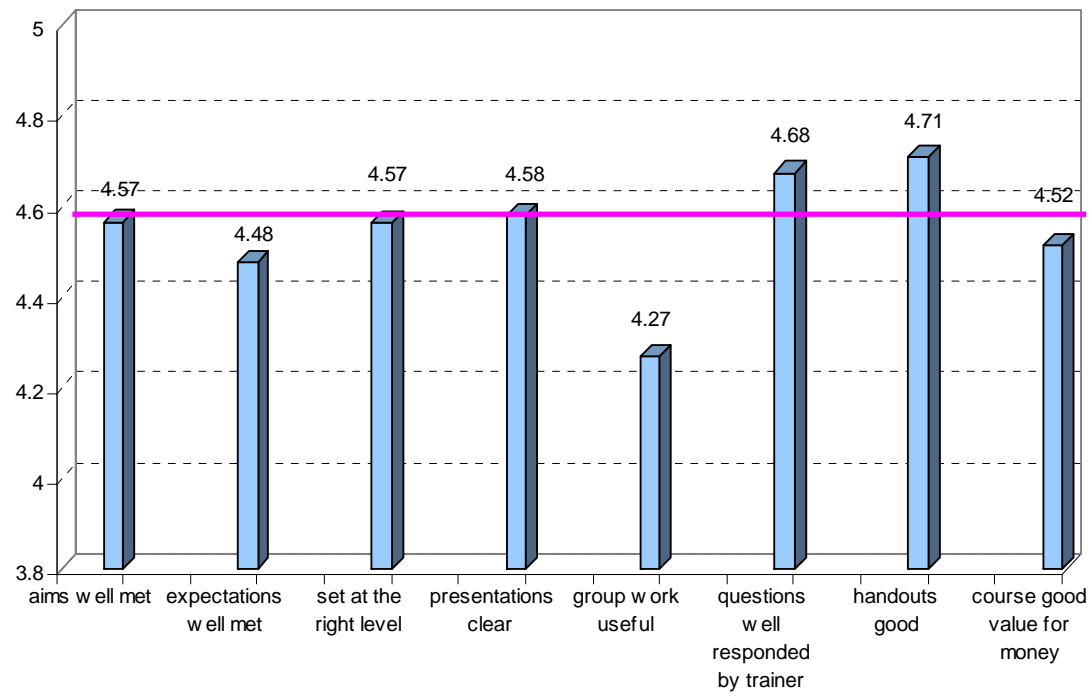
Specific (0-5 scale): 1 person not responding

- ❖ 8 participants understood very clearly how to develop a fundraising strategy(4.80);
- ❖ All participants enhanced their knowledge about sources of funding (4.70), learnt how to identify and approach donors (4.50) and how to respond to their requirements (4.70);
- ❖ The majority of participants could better relate their fundraising activities to their fundraising strategy (4.50);

## 2. Overall Trainings results

The following figure reports together the results of the general section of the evaluation form for each of the trainings divided by questions.

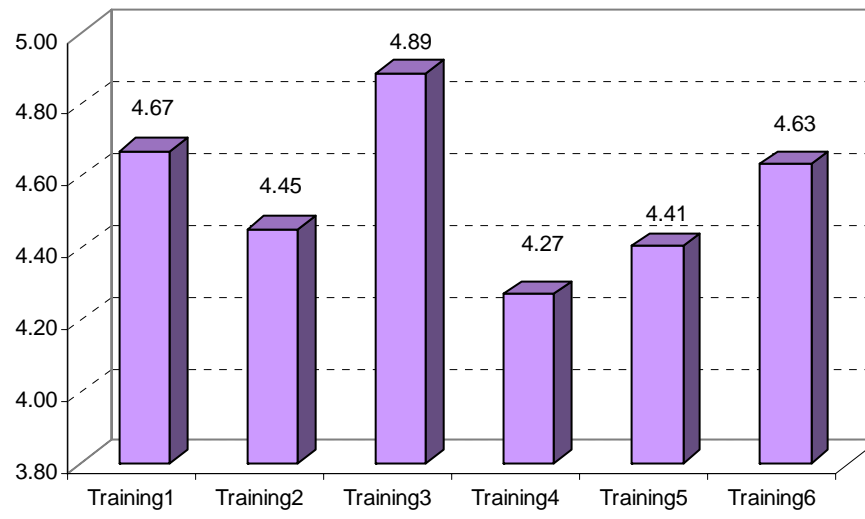
**Fig 3.1 – Average scores of the general section of evaluation form (scale 0-5)**



The graph clearly shows an average score of 4.59 for each of the voices, meaning that the training were very successful. A great emphasis should be given to the 4.71 score out of 5 got by the quality of handouts and by the well responding behaviour of the trainer.

Next figure reports instead the average score for each of trainings, measured by using the general section results

**Fig 3.2 – Training average scores (scale 0-5)**



All the trainings were very successful, since all of them are above the 4.27 score, that means that the level of agreement from the users is greater than 85% overall.

The most successful trainings were the “Participation and Empowerment” (4.89) and the financial issues related: “Funding proposal – outcome approach” (4.67) and “Fundraising strategy” (4.63).

## APPENDIX A - Evaluation form results

### Funding proposal-outcome approach

#### General

	P1	P2	P3	P4	P5	P6	P7	P8	AVG
the course aims were well met	5	5	4	4	5	5	5	5	4.75
the course met my own expectations	5	5	5	4	5	5	5	5	4.88
the course was set at the right level for me	5	4	5	5	5	5	5	5	4.88
the presentations were clear and easy to understand	5	5	4	5	5	5	5	5	4.88
the group work was useful	5	4	5	3	4	5	5	5	4.50
the trainer responded well to questions	5	5	4	3	5	5	5	5	4.63
the handouts are a good record of course content	5	4	4	4	4	5	5	4	4.38
overall, the course is good value for money	5	4	5	3	4	5	5	5	4.50

#### Specific

	P1	P2	P3	P4	P5	P6	P7	P8	AVG
have further developed my knowledge of funding requirements & processes	0	4	5	4	5	5	5	5	4.71
I can understand and define inputs, outputs and outcomes	0	4	5	5	5	5	5	5	4.86
I can plan a project for funding based on input and outcome identification	0	4	5	4	5	5	5	5	4.71
I have more clear understanding how to cost a project	0	4	5	4	4	5	0	5	4.50
I know how to identify measures and indicators for monitoring my project	0	3	5	4	4	5	4	4	4.14
I am more confident to prepare a funding proposal	0	3	4	5	4	5	4	5	4.29

## Constitution and Governance

### General

	P1	P2	P3	P4	P5	P6	P7	P8	AVG
the course aims were well met	4	4	4	5	4	4	5	4	4.25
the course met my own expectations	4	4	4	5	4	4	5	4	4.25
the course was set at the right level for me	5	4	4	5	5	4	5	4	4.50
the presentations were clear and easy to understand	5	3	5	5	5	4	5	4	4.50
the group work was useful	4	2	5	5	4	4	5	5	4.25
the trainer responded well to questions	5	3	5	5	5	5	5	5	4.75
the handouts are a good record of course content	4	4	5	5	5	5	5	4	4.63
overall, the course is good value for money	4	3	5	5	5	5	5	4	4.50

### Specific

	P1	P2	P3	P4	P5	P6	P7	P8	AVG
I have further developed my knowledge and understanding of how charities operate and how they need to be managed	5	3	5	5	4	4	5	4	4.29
I have more knowledge of difference between formal & informal organisations	4	4	5	5	4	5	4	4	4.43
I understand what constitution is for, what it should include and how it is used	4	4	5	5	5	5	5	4	4.71
I can understand the issues of membership, AGM, role of chair, company secretary, treasurer and board of trustees in general	4	4	5	5	5	5	5	4	4.67
I understand the financial and employment responsibilities of trustees	3	4	5	5	5	4	5	3	4.43
I will be able to better understand my role and responsibilities as a trustee	4	4	5	5	5	4	5	4	4.57
I will be able to differentiate between management, leadership and governance roles	4	4	5	5	4	4	5	4	4.43

## Participation and Empowerment

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### General

	P1	P2	P3	P4	P5	P6	P7	AVG
the course aims were well met	5	5	5	5	5	5	4	4.86
the course met my own expectations	5	0	5	5	5	5	4	4.83
the course was set at the right level for me	4	4	5	5	5	5	5	4.71
the presentations were clear and easy to understand	5	0	5	5	5	5	4	4.83
the group work was useful	5	5	5	5	4	5	5	4.86
the trainer responded well to questions	5	5	5	5	5	5	5	5.00
the handouts are a good record of course content	5	5	5	5	5	5	5	5.00
overall, the course is good value for money	5	0	5	5	5	5	5	5.00

## Fundraising Strategy

### General

	P1	P2	P3	P4	P5	P6	P7	P8	P9	AVG
the course aims were well met	4	0	4	5	3	4	4	5	5	4.25
the course met my own expectations	0	0	4	5	3	4	5	5	4	3.75
the course was set at the right level for me	4	0	4	5	3	4	5	5	4	4.25
the presentations were clear and easy to understand	4	0	4	5	3	4	5	5	5	4.38
the group work was useful	4	0	4	5	2	4	4	3	4	3.75
the trainer responded well to questions	5	0	4	5	4	4	5	5	5	4.63
the handouts are a good record of course content	5	0	4	5	5	4	5	5	5	4.75
overall, the course is good value for money	5	0	4	5	3	4	5	5	0	4.43

### Specific

	P1	P2	P3	P4	P5	P6	P7	P8	P9	AVG
can define fundraising strategy and differentiate it from funding proposal	3	5	4	5	5	4	5	0	0	3.88
can identify and link funding strategy to organisational strategy	4	4	4	5	4	4	5	0	0	3.75
able to understand and use the glossary of fundraising strategy	3	4	4	5	5	5	5	0	0	3.88
can use PEST analysis	4	0	4	5	5	3	5	0	0	3.71
understand the process of devising fundraising strategy	3	0	4	5	5	4	5	0	0	3.71
can consider & include most relevant issues and questions which ensure an effective fundraising strategy	4	4	4	5	4	4	4	0	0	3.63
I am able to identify and cost long-term funding targets	4	4	4	5	2	4	5	0	0	3.50
I can plan to increase my organisation's capacity and efficiency in fundraising	4	4	4	5	3	4	5	0	0	3.63

## Leadership and strategic planning

### General

	P1	P2	P3	P4	P5	P6	P7	AVG
the course aims were well met	4	0	5	0	0	5	5	4.75
the course met my own expectations	4	0	4	0	0	5	5	4.50
the course was set at the right level for me	4	0	5	0	0	5	4	4.50
the presentations were clear and easy to understand	3	0	5	0	0	5	4	4.25
the group work was useful	4	0	5	0	0	2	5	4.00
the trainer responded well to questions	5	0	5	0	0	3	5	4.50
the handouts are a good record of course content	5	0	4	0	0	5	5	4.75
overall, the course is good value for money	4	0	5	0	0	3	0	4.00

### Specific

	P1	P2	P3	P4	P5	P6	P7	AVG
can define and understand the nature of leadership	5	5	5	5	5	5	4	4.86
identify essential qualities of a good leader	5	5	5	5	5	5	4	4.86
support my team to develop their leadership qualities	4	4	4	4	4	5	4	4.14
differentiate between work structure and organisational structure	4	5	5	4	5	5	4	4.57
understand the proces of devising a strategic plan	4	3	5	4	4	5	4	4.14
have learned concepts and tools to help plan and manage work	4	4	5	4	5	5	4	4.43
can understand my own role within my organisation	3	3	5	5	5	5	4	4.29
found the 12 Ps and strategic framework useful to understand planning process	3	4	5	4	5	5	4	4.29

## Practical Fundraising

### General

	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	AVG
the course aims were well met	5	5	4	0	5	4	5	5	0	4	4	4.56
the course met my own expectations	5	5	5	0	5	4	5	5	0	4	4	4.67
the course was set at the right level for me	5	5	4	0	5	4	5	5	0	4	4	4.56
the presentations were clear and easy to understand	5	5	5	0	5	4	5	5	0	4	4	4.67
the trainer responded well to questions	5	5	4	0	5	4	5	5	0	4	4	4.56
the handouts are a good record of course content	5	5	5	0	5	5	5	5	0	4	4	4.78
overall, the course is good value for money	5	5	4	0	5	5	5	5	0	4	4	4.67

### Specific

As result of this course I feel that I	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	AVG
understood how to develop a fundraising strategy	5	5	5	5	5	4	5	0	5	4	5	4.80
got knowledge about sources of funding	5	5	5	4	5	4	5	0	5	4	5	4.70
related our fundraising activities to our fundraising strategy and organisational context	5	5	4	4	5	3	5	0	5	4	5	4.50
learnt how to identify and approach donors	5	4	4	4	5	4	5	0	5	4	5	4.50
learnt the requirements of donors and how to respond to them	5	5	4	5	5	4	5	0	5	4	5	4.70

**APPENDIX B – List of participants**

<b>Name</b>	<b>Organisation Names</b>	<b>Training</b>
Firdos Khan	Association of Muslim with Disabilities	All
Sabeha Adnani	Iraqi Welfare Association	All
Leah Wiltins	Sierra Leone Women's Forum	All
Eurica  Burica	West Indian Self Enterprise	All
Shakir Shabaa	Iraqi Welfare Association	All
Ola Hussein	Iraqi Welfare Association	All
John Isaas	Platters	All
Alessio D'Angelo	Moda	All
Zibiah Alfred	West London Refugee Women Forum	All
Shetha Ahmed	Orfact Relief Fund & Charitable Trust	All
Bushra Al-Amood	Orfact Relief Fund & Charitable Trust	All
Emily Riscalla	Brent Refugee Welfare Association	All
M A Al-Katib	Iraqi Charties Forum	All
Kamil Al-Sharifi	Iraqi Charities Forum	All
Philip Holmes	London Fire Brigade	All
Adam Gilbert	London Fire Brigade	All
Andi Pike	London Fire Brigade	All
Paddy Moloney	London Fire Brigade	All
Hanna Field	Iraqi Welfare Association	All
Winston Thomas	Yellow Art Network	All
Naomi Marriott	South Kilburn New Deal for Communities	All
Yudee Uzowlu	Siri Behavioural Health	All
Fiona Mc-Geevor	Safe Start Foundation	Training 6 only
Raja Jidak	Al-Iman Arabic School	Training 6 only
Gavar Nathoo	Harrow Disable Association	Training 6 only
Lemma Jembere	Mapesbury Clinic	Training 3 only
Mohammed Kikambi	African Community Involvement Association	Training 3 only