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MS-TCDC Mission Statement:

Strengthened ability of Civil Society Organisations and other stakeholders to empower people to question their situation and act to realise their vision of a dignified life.

MS-TCDC Organisational Vision:

To become a global centre of excellence in democracy and good governance

Painter's profile:

The painting on the course catalogue cover was done by Malikita Maurus Michael, a Tanzanian protagonist of the "cartoon style". He uses the lean sketching construction to funny but critically depicts a street scene: "City Council dismantling road stalls". That is the name of the painting. A typical scene that can be experienced in any city mushrooming with wild and illegal stalls along busy roads.

Malikita Maurus Michael, Tel. + 255 755 901350

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WELCOME TO A CHANGING MS-TCDC



► MS-TCDC staff

Welcome to the 2010 training programme in MS Training Centre for Development Cooperation (MS-TCDC). This programme continues to reflect our vision of becoming a global centre of excellence in good governance & democracy that was articulated in 2008. We believe looking at this year's program that we have come a long way already.

Accordingly, more of our courses will focus on enhancing MS partners and other organisations' ability to work in areas of good governance & democracy or related advocacy themes. Other courses will still focus on strengthening the internal governance of development organisations but they will become fewer and more focused too.

Our parent organisation, the Danish International NGO, MS Action Aid (AA) Denmark, is now an Associate member of Ac-

tion Aid, which aspires to become the first truly South led global civil society organisation fighting to eradicate poverty. Within this network, MS-TCDC is transforming to become the preferred supplier of world class training interventions with a focus on good governance & democracy.

In 2010, we introduce seven new governance courses; namely Governance Accountability; Governance Empowerment; Anti-Corruption; Trade Justice; Land Rights, Food Rights & Climate Change; Child Rights and Participatory Forest Management. Thereby almost 65% of our standard development

courses are highly specialised in the new governance & democracy theme.

We will continue to focus on Eastern and Southern Africa civil society organisations and their partners in government, development partners & private sector. We will also deliver all courses, you will find in this course catalogue, away as tailor-made, outreach and/or on consultancy basis anywhere in Sub-Saharan.

So we look forward to continue providing you the best quality services in an ideal learning environment inspired by our motto:

"Democracy is a way of life"

KARIBUNI SANA!

ORGANISATIONAL RELATIONS

The Training Advisory Council

MS-TCDC is getting strategic support from the global Training Advisory Council (TAC), which supports the bigger **Training4Change** unit in **MS AAI Denmark** that MS-TCDC is part of. This forum was just established in 2009 and meets two times a year. 2010 will be the first year the TAC is fully operational. Members come from highly acknowledged civil society organisations in Africa, global leading training institutions and MS AAI partners and own key staff.

Beyond the **TAC** and the many different organisations using MS-TCDC's services, the centre collaborates with the following institutions:

The Kimmage Development Studies Centre (KDSC) in Kimmage, Ireland, is a long-standing partner of MS-TCDC for whom we offer the two-year Ordinary B.A. course in Development Studies and also collaborate in other areas. www.dsckim.ie

The Bernard van Leer Foundation (BvLF) from The Hague, The Netherlands, is funding partners for two of long-running special programs of developing and implementing a national Tanzanian Child Rights Curriculum and a M&E coaching program for all their Eastern Africa partners. www.bernardvanleer.org

International Institute for Child Rights and Development (IICRD) based at the

University of Victoria, Canada, is our implementing partner in the Child Rights Curriculum program called CRED-PRO (Child Rights Education for Professionals). CRED-PRO is endorsed by the Committee on the Rights of the Child and the UN High Commission for Human Rights. WWW.IICRD.ORG

International Institute for Environment and Development (IIED) and **Reconcile** of Kenya with whom, we developed the Pastoralism and Policy Options course for East Africa. www.iied.org/drylands

Forum Syd of Sweden with whom, we have initiated a special programme on making local government accountable in Tanzania. www.forumsyd.org



► MS-TCDC staff in team building exercise



► MS-Ngoma Troupe in role play on governance

Democracy and democratisations processes form the core of all MS AAI's work. This covers work in the field of local democratic governance – characterised by the constructive engagement of citizens and civil organisations with local government and state agencies as well as market organisations at the local level.

Additionally, MS AAI sees work within the themes of land rights, trade justice and anti-corruption as contributing significantly to building and strengthening democracy and for this reason MS AAI regards these themes as an essential part of its Democracy Focus.

Furthermore, MS recognises gender equity and conflict management as being further areas that are integral to local democracy. These are areas which require both specific interventions as well as crosscutting approaches.

MS AAI works through a partnership approach which involves establishing close working relations with national Non-Government Organisations (NGOs) and Civil Society Organisations (CSOs) in various countries. A key feature of this approach is that MS AAI does not implement projects itself. MS supports partners with financial, technical and personnel assistance to implement projects and programmes themselves. The majority of MS' partners work at the district or sub-district level but MS AAI' governance and democracy approach also focuses on the national and international levels which are equally important for consolidating and disseminating achievements at the local level.

Democracy and Good Governance – the concepts

Democracy and Good governance are frequently used terms in development assistance and many organisations promote these concepts in their work. For MS AAI, democracy is understood as a set of values and behaviors about how people can interact with each other on a daily basis and organise decision making and leadership matters. This approach is based on the values inherent in the word democracy, namely values such as equality, participation, influence, decency, accountability and fairness.

For MS AAI the term governance refers to the laws, rules, regulations and traditions which determine how a society is regulated and administered. The term good governance is therefore, for MS, closely linked to the values inherent in the concept of democracy. So democracy for MS is about a set of values about how people can interact with each other on a

daily basis and organise decision making and leadership matters, while governance is about the rules which regulate and guide this behavior.

MS believes that achieving sustainable and equitable development is something that is closely linked to societies being able to organise and function in a democratic non-violent manner and in an environment free of political violence. This is why MS has chosen the Democracy Focus approach.

Building Local Democracy – the basics

The guidelines for the implementation of the MS AAI Democracy Focus (Jan 2007), state that building local democracy will revolve around two interwoven thematic aspects:

Making local government accountable – in terms of:

- Politically as elected representatives of the people
- Administratively in terms of the provision of services relevant to the needs and rights of people
- Equitably, by ensuring that marginalised groups of poor men and women are included on an equal basis with other groups

Political Empowerment – in terms of:

- Raising awareness among the poor about human rights and structural causes of poverty
- Undertaking action to make local government more accountable

Relationship between Poverty Reduction and Building Local Democracy

The relationship between democratisation and poverty reduction is widely discussed. However, a moral argument can be made in support of this idea:

- Democratic development formalises political agency into agreed (peaceful) change processes and allows interests to be defined in terms of rights and sound governance mechanisms. It can be considered as a set of principles vis-à-vis popular control in relation to decision-making and political equality in exercising control, although it can also trigger the opposite, and in itself, encourage anti-democratic elements that stand to loose power and will possibly react against attempts to promote democratisation intending to promote fairer popular control.
- In other words, democratic development leading to poverty reduction is based on the notion that providing more influence to the poorer and marginalised citizens will enable them to achieve their interests to a greater extent, and as such, improve their access to rights and entitlements, and further, contribute to an improved livelihood, ultimately, leading to sound human development benefiting poor men and women

MS-TCDC has developed a number of new Governance & Democracy courses (see previous page for details) to address the above issues and their opportunities and challenges. Some of these courses will be offered as open standard courses in this 2010 course catalogue and others will be offered to MS AAI front line staff in the many country programs throughout 2010. We are sure this will further fuel learning and input into our practitioner oriented courses and spark of even more ideas for the coming years.

For now, we are looking forward for another exciting MS-TCDC year with a clear and consistent focus on achievements around Good Governance & Democracy!



► Course participants in class

The Development Training Department offers Short Standard Courses in two areas; namely courses for strengthening internal governance and learning and courses enhancing development impact, democracy, good governance and policy change. The Development Training Department also offers a Development Studies course which is awarded an Ordinary B.A. by the Higher Education and Training Awards Council (HETAC, Ireland). We offer supplementary courses upon request and also tailor-made courses and consultancies. Finally, we implement longer-term of 2 – 3 years scope, actual development programs/ special programs. Currently we have two ongoing programs aiming at:

- Developing a Tanzanian National Child Rights Curriculum for all sector professionals working with children in the formative years i.e. under 8 years
- Capacity building BvLF partners in East Africa (45 East African NGOs/CBOs from Tanzania, Uganda and Kenya) in a bigger monitoring and evaluation program - ability to record and document program impact.

Training Approach and Methodology

MS-TCDC Action Aid Denmark's training methodology is based on an experiential learning approach. We firmly believe that all our participants have diverse and useful experiences. We also believe that adults learn best when facilitated to share and learn from these experiences in interaction with theoretical frameworks. Courses therefore need to be participatory and interactive in nature and enjoyable.

This is reflected in our 3 training values: Relevant, Empowering and Innovative that is our own benchmark for good training interventions!

Relevant

- Conduct initial expectation management session, where issues of importance to the specific participant group is collected for further exploration
- Base training around personal cases from own organisation and/or life to exemplify frameworks and tools
- Constantly check practical application/practice
- Tie training learning objectives to final personal action plans and follow up on delivery through our tracer studies

Empowering

- Address knowledge and skill areas but just as much attitude towards the subject, which is the fuel mobilising people from “understand” mode to “action and doing” mode
- Work with assertiveness and self-esteem issues and look at inspiring role models to inspire and engage for real change
- Apply real team project work tasks
- Form networks and stimulate to shared advocacy campaigns and other corporation

Innovative

- Use a rich variety of learning vehicles: Video, cases, comics, role plays, e-learning, ao



► Course participants in class

- Work systematically with getting people “out of the box” to stimulate new insights
- Apply modern interactive learning lab models
- Acknowledge that adults as well as kids needs fun and inspiration to learn effectively.....and have lots of energisers

CONSULTANCIES & TAILOR-MADE COURSES

In addition to the courses on offer, the Development Training Department also provides tailor-made training and consultancy services. This client-centred support focuses on three main areas:

- conducting training similar to what we offer in the course catalogue but tailored to suit individual organisational needs in the form of tailor-made courses; interventions to help organisations solve specific problems or enhance needed capacities – in form of consultancies;

- or conducting social surveys and evaluations that can be used to plan for sustainable development in communities – in the form of consultancies.

The Training and Development Advisors who provide the services are all high calibre professionals who also have “hands on” development experience. We have over the years developed vast experience in East Africa and beyond.

Tailor-made courses and consultancies can take place at MS-TCDC or at a venue of your choice. To inquire about the consultancies, fees and other practicalities call or send an email to mstcdc@mstcdc.or.tz.



► B.A. Graduands in happy moments

Background

MS-TCDC offers a two-year course in Development Studies on behalf of Kimmage Development Studies Centre (KDSC) www.dsckim.ie in Dublin, Ireland. This course provides participants with an interdisciplinary learning situation within which the development process can be analysed, critiqued and reflected upon. Participants successfully completing the course will be awarded an Ordinary B.A. in Development Studies by the Higher Education and Training Awards Council (HETAC) of Ireland. An Ordinary B.A. does not automatically give access to further studies at Master level. The course is recognised by the National Council for Technical Education in Tanzania (NACTE) as a foreign accredited programme.

It should be noted that this Ordinary B.A. is more of a professional degree than a purely academic one. It builds on participants' prior experiential learning and values credit gained through experience. Action-oriented and participatory-learning approach with emphasis on the immediate practical application of theories and skills is the basic methodological strategy.

Course Objectives

- To foster an understanding of the human, economic, political and social aspects of theories of change
- To enhance an understanding of, and skills for, people-centred advocacy practices that facilitate sustainable development and social transformation
- To enhance skills in relation to leadership, in working with groups and organisations, and in the planning, management and evaluation of projects

Course Content

The course content is balanced between practical and theoretical approaches to development. The core programme for the course in Arusha is the same as that offered to Ordinary B.A. students at DSC, Ireland.

Core Subject Areas:

- Political and Economic Development
- Planning and Management
- Society, Culture and Environment
- Group and Adult Learning
- Documentation and Computer Skills
- Research Methods

Electives

Participants are required to undertake three examinable electives. The electives offered at MS-TCDC may include:

- Participatory Development Methodologies
- Organisational Development
- Human Resource Management
- Conflict Sensitive Approaches to Development
- Local Democracy and Governance
- Policy Advocacy



► B.A. Graduands in procession

Target Group and Entry Requirements

This course is for staff in private, public and civil society organisations, who have responsibility for development work. To qualify for the course, participants need a minimum of secondary school certificate with minimum of three credits and relevant post secondary qualification. A minimum of 5 years work experience in development is required. The minimum age is 25 and candidates should have proven English and writing skills. Computer skills will be a proven advantage.

Time Frame

The course will run over a 24-month period from 19th July 2010 and will consist of three modules (16 weeks) of course work and one year for the applied research project. The period between the modules is utilised for applying the knowledge and skills gained through assignments at the participants' respective workplaces. This includes distance learning and mentoring.

Assessment

Assessment is based upon continuous evaluation of essays, and participation in seminars and projects. To be eligible for the HETAC accreditation, participants are required to sit for final exams and write a dissertation based on the applied research project.

Essential Facts B.A in Development Studies 2010-2012

Course code	DS 1-3	Fees per module
Duration	16 weeks over 24 months	(include Tuition and full board accomodation)
Schedule		Module 1 and 3
DS 1 (Module 1):	5 weeks: 19/07-20/08	Single Room US\$ 3425
DS 2 (Module 2):	6 weeks*	Shared double US\$ 2950
		Module 2
DS 3 (Module 3):	5 weeks*	Single Room US\$ 4110
		Shared double US\$ 3540
*Exact dates for DS Modules 2&3 will be communicated later.		Total full fee
		Single Room US\$ 10960
		Shared double US\$ 9440

Please note that the application form for BA in Development Studies is different from the application form for our regular short courses.

Course Objectives

By the end of the course participants will have acquired competencies to combat corruption through a better understanding of the concepts, causes, impact of corruption and intervention strategies for redress. They will also be able to design and implement appropriate anti-corruption programmes and campaigns.

Course Content

- Concepts, root causes, consequences and impact of corruption on poverty, democracy and justice.
- Legal and institutional anti-corruption frameworks; Conflict sensitive methods, national and community strategies, civic education and para-legalism.
- Gender analytical frameworks and mainstreaming approaches in the context of corruption.
- Intervention strategies & tools for measuring corruption; corruption barometers & indices.
- Participatory M & E- indicators and anti-corruption base line surveys
- Action planning; internal anti corruption policies/whistler blower concepts and campaigns.

Target Group

Civil society organisations, senior and middle management, programme staff in development & donor agencies, parliamentarians, Government staff at central and local levels.

Essential Facts – Anti-Corruption

Course code	ACa & b	Fees (incl. Tuition and full-board accommodation)	
Duration	2 weeks		
Schedule	ACa 22/02-05/03	Single room	US\$ 1220
	ACb 28/08-03/09	Shared double	US\$ 1030

**Course Objectives**

By the end of the course, participants will have a deeper understanding of child rights and be able to apply those rights in practice when working with younger children.

Course Content

- The relationship between needs and rights – Understanding the core assumptions.
- Convention on the Rights of the Child (UNCRC) and African Charter on the Rights and Welfare of the Child (ACRWC) – Rights included, status & implications
- Child rights implications for professionals working with young children – Listening to the child and respecting their rights in practice
- Child rights implications for the system in which the professional is working - Does the environment promote the best interests of all children?
- Responsibility of the professional – Advocacy, child rights and child protection
- Measuring progress in respecting children's rights – Indicators and M&E tools

Target Group

The course is relevant for all professionals working with young children, for example, school committees, pre-primary teachers, religious leaders, social workers, prison staff nurses, doctors, community health, education and/or development officers, and INGO/NGO program staff.

Essential Facts – Child Rights

Course code	CR	Fees (incl. Tuition and full-board accommodation)	
Duration	2 week		
Schedule	12-16/04	Single room	US\$ 610
		Shared double	US\$ 515

Course Objectives

By the end of the course, participants will have developed an understanding of gender and other related concepts; obtained knowledge about the key principles of gender mainstreaming; explored power relations and barriers to asserting rights by marginalised groups as well as acquire skills in gender analysis and gender budgeting.

Course Content

- Basic concepts and key principles of Gender Mainstreaming
- Gender analysis and analytical tools
- Gender and policy analysis
- Gender and human rights
- Gender budgeting
- “Engendering” development processes and programmes

Target Group

This course is designed for coordinators and program officers in development organisations; senior and middle level managers in development institutions; technical staff in local governments and development agencies.

Essential Facts – Gender & Human Rights

Course code	GHR	Fees (incl. Tuition and full-board accommodation)	
Duration	1 Week		
Schedule	19-23/07	Single room	US\$ 610
		Shared double	US\$ 515

Course Objectives

By the end of the course participants should understand key issues, concepts and appreciate the skills and resources required in accountability work. Participants should be able to formulate plans and advise civil society organisations on approaches and strategies for promoting accountability at both the national and local levels in the pursuit of greater accountability in governance.

Course Content

- Unpacking accountability – key concepts and definitions
- Key relationships: power, accountability, citizenship and participation
- Democracy audit and quality of governance
- Personal accountability – practicing what you preach.
- Linking practice to policy, and the local with the national level
- Practitioner competency: putting theory into practice, approaches and methods, tools and developing intervention strategies for holding organisations and institutions accountable

Target Group

This course is designed for strategic development practitioners operating at the policy and programming level. They include facilitators and leaders in civil society organisations and networks, development agencies, unions, cooperatives and social movements.



► Dr. Rose Oluoch, TCDC's Regional Training Advisor

Essential Facts – Governance: Accountability for Strategic & Programming Practitioners

Course code	GA	Fees (incl. Tuition and full-board accommodation)	
Duration	2 weeks	Single room	US\$ 1220
Schedule	GAa: 08-19/03	Shared double	US\$ 1030
	GAb: 31/05-11/06		
	GAc: 26/07-06/08		
	GAd: 20/09-01/10		

Essential Facts – Governance: Empowerment for Strategic & Programming Practitioners

Course code	GE	Fees (incl. Tuition and full-board accommodation)	
Duration	2 weeks	Single room	US\$ 1220
Schedule	GEa: 08-19/03	Shared double	US\$ 1030
	GEb: 31/05-11/06		
	GEc: 26/07-06/08		
	GEd: 20/09-01/10		

By the end of the course, participants should have a good understanding of the dynamics and constraints of different approaches to empowerment processes for poor and marginalised people. Participants should be able to design, plan and offer advice basing on the needs and wishes of the poor themselves, with an appreciation of the strengths and weaknesses, risks and pitfalls, skills and resources required to run empowerment programmes.

Course Content

- Citizenship, civic education and political empowerment
- Governance, poverty and gender
- Power and risk analysis
- Social mobilisation for citizen-driven change
- Solidarity, economic literacy and social movements
- Strengths and weaknesses of various approaches to empowering
- Core competencies for empowerment (skills, methods and tools)
- 5 steps leading to political empowerment

Target Group

This course is designed for strategic and programming development practitioners operating at policy and programming level. They include facilitators and leaders who deal with the supervision and management of empowerment initiatives in civil society organisations and networks, development agencies, unions, cooperatives and social movements.



Course Objectives

By the end of the course, participants will have deeper understanding of the nature of land and food rights; how to secure them; how to develop effective and reliable institutions for management of land and food rights; how to use land and food rights to empower the poor and reduce poverty; and the relationship between the absence/presence of these rights and climate change

Course Content

- Key concepts
- Land and food rights acquisition
- Implications of land and food rights on economic and political empowerment
- Land and food rights institutionalisation: Land and food rights advocacy, maintaining land and food rights' institutional integrity and trustworthiness.
- Land use and food consumption patterns and climate change: dealing with the negative impacts of climate change (climate change and sustainable livelihoods)

Target Group

This course is for practitioners working on land and food rights interventions and advocacy issues especially for the poor and marginalised indigenous people facilitated by civil society organisations, governments and their partners

Essential Facts – Land Rights, Food Rights and Climate Change

Course code	LFRC	Fees (incl. Tuition and full-board accommodation)	
Duration	2 Weeks	Single room	US\$ 1220
Schedule	25/10-05/11	Shared double	US\$ 1030

Course Objective

By the end of the course, participants will have acquired the understanding, knowledge and skills to involve all relevant stakeholders in natural resource management project designing and management.

Course Content

- Participatory Natural Resource Management (PNRM) concepts including democratic decentralisation, good local governance, policy advocacy, sustainable livelihoods and resource tenure
- Democratic arrangements for natural resource management and governance.
- People-centred planning
- Project organisation
- Adaptive management of natural resources
- Project Information Management Systems

Target Group

This course is designed for practitioners in natural resource management; that is people involved in the day-to-day management, coordination and/or supervision of such initiatives and/or projects.

Essential Facts – Natural Resource Management and Governance

Course code	NRMG	Fees (incl. Tuition and full-board accommodation)	
Duration	2 weeks	Single room	US\$ 1220
Schedule	05-16/07	Shared double	US\$ 1030

Course Objectives

By the end of the course, participants will have enhanced their understanding of the principles and issues related to Participatory Forest Management (PFM). In addition, participants will be able to plan, implement and facilitate PFM processes.

Course Content

- PFM principles and processes
- Situation analysis for PFM planning (including local democracy, conflict analysis, good governance, and stakeholder analysis)
- Conflict management and democratic decision-making in negotiation
- Institutional arrangement
- Monitoring and evaluation
- Facilitation skills for democracy and good governance
- Organisational and attitudinal change
- Pro-poor advocacy and resource mobilisation

Target Group

This course is designed for government and staff from development organisations involved in PFM implementation.

Essential Facts – Participatory Forest Management

Course code	PFM	Fees (incl. Tuition and full-board accommodation)	
Duration	2 weeks	Single room	US\$ 1220
Schedule	13-24/09	Shared double	US\$ 1030

Course Objective

At the end of the course, participants will have improved their capacity to inform and influence national and regional policies to improve pastoral livelihoods in East Africa, particularly on issues of access to and control over natural resources, livestock health/ trade and regional and global integration.

Course Content

The training course consists of three modules:

- Module one focuses on the dynamics of pastoral systems in East Africa. It shows how pastoralism is a “system” regulated by ecology and complex modes of social, political and economic organisation with livelihoods strategies well adapted to dry lands environments.
- Module two analyses the policy challenges and options for pastoralism in East Africa. The module analyses how past policies have either alienated pastoral land for other uses and/or tried to modernise pastoral systems; nearly all with disastrous effects. On the basis of the lessons from past experience, the module analyses current reforms with respect to land and natural resource management within the context of national poverty reduction strategies, decentralisation and increasing privatisation and foreign investment.
- Module three focuses on advocating for change and supports participants to develop an advocacy strategy for their specific country.

Essential Facts – Pastoralism and Policy Options in East Africa

Course code	PPO a & b	Fees (incl. Tuition and full-board accommodation)	
Duration	2 weeks		
Schedule	PPO a 03-14/05, PPO b 30/08-10/09	Single room	US\$ 1220
		Shared double	US\$ 1030



► MS Ngoma Troupe entertaining

Training Pedagogic Approach

The training is based on the principle of self-discovery by participants assisted by course “trainers” who deliver additional information only when necessary, rather than on conventional top-down teaching approaches based on the trainer imparting knowledge to participants.

Target Group

This course is designed for leaders of pastoral civil society groups; policy makers including government and donors at local, regional and national levels; project staff, researchers, Members of Parliament and other key actors from the public and private sectors.

Course Objectives

By the end of the course, participants will have enhanced their knowledge and skills in peace building, crisis prevention and conflict management for the promotion of social justice.

Course Content

- Peace-building and Conflict Management; a historical perspective
- Peace-building Theories and concepts
- Strategies for conflict prevention
- Types and sources of conflicts
- Approaches to conflict management
- Human Rights: Humanitarian law and peace building
- Refugees and Internally displaced persons (IDP's)
- Relief: Rehabilitation and Development
- Assessing local capacities for peace
- Democratic Peace building Processes (Disarmament; Demobilisation; Reintegration and Institutional capacity building)

Target Group

This course is intended for middle to senior level practitioners from development organisations working in conflict and post conflict contexts.

Essential Facts – Peace Building & Conflict Management

Course code	PBCMa & PBCMb	Fees (incl. Tuition and full-board accommodation)	
Duration	2 weeks	Single room	US\$ 1220
Schedule	PBCMa 17-28/05 PBCMb 15-26/11	Shared double	US\$ 1030

Course Objective

By the end of the course, participants will be able to influence public policy effectively for good governance and poverty reduction.

Course Content

- Advocacy/Democracy definitions, concepts and issues
- Analysis of the policy-making context
- Understanding public policy-making
- Rights based approach to development
- Internal and external accountability
- Advocacy strategy planning
- Advocacy tools: budget analysis, research, communication, coalition building, monitoring and evaluation
- Organisational capacity building for advocacy

Target Group

This course is designed for middle and senior level staff in civil society and other organisations interested in building their capacity for public policy advocacy.

Essential Facts – Policy Analysis and Advocacy

Course code	PA	Fees (incl. Tuition and full-board accommodation)	
Duration	2 weeks	Single room	US\$ 1220
Schedule	PA 06-17/09	Shared double	US\$ 1030

Course Objectives

By the end of this course, participants will have a thorough comprehension of the global trade justice agenda, skills and knowledge to influence ongoing trade negotiations and design pro poor trade interventions and advocacy programmes.

Course content

- Introduction to trade justice: concepts, trade rules & agreements in multi- and bilateral trading systems
- Roles and rules that govern regional and global trade institutions.
- Integrating the trade justice agenda with human rights
- Analysing impact of trade on women, poverty reduction programmes and sustainable development.
- Influencing trade negotiations in the context of global power relations.
- Designing trade policy interventions for alternative market models

Target group

Civil society organisations' programme officers in development and donor agencies, senior and middle management staff that work on trade issues; leaders and managers from producer, consumer & trade associations; parliamentarians, policy makers & media staff focusing on trade.

Essential Facts – Trade Justice

Course code	TJ a & b	Fees (incl. Tuition and full-board accommodation)	
Duration	2 weeks		
Schedule	TJ a 19-30/04	Single room	US\$ 1220
	TJ b 25/10-05/11	Shared double	US\$ 1030

Course Objectives

By the end of the course, participants will be able to incorporate the use of information technology in developing and implementing effective office procedures, policies and systems.

Course Content

- Integration of Information and Communication Technology in Administration of Development Organisations
- Legal Aspects of Development Organisations
- Financial planning; Budget Analysis and Advocacy Tools
- Office management and Administration Practices
- Procurement and Materials Management

Target Group

The course is designed for programme and administrative support staff in development organisations with experience in administrative and financial matters from local and international organisations.

Essential Facts – Administration for Development Organisations

Course code	ADO	Fees (incl. Tuition and full-board accommodation)	
Duration	2 weeks		
Schedule	17-28/05	Single room	US\$ 1220
		Shared double	US\$ 1030

Course Objective

By the end of the course, participants will be able to manage complex financial systems and procedures in a cost effective and accountable manner.

Course Content

- Overview of financial management
- Audit and assurance engagements in development organisations
- Financial management strategies for development organisations
- Current issues, trends and controversies in financial reporting; development organisations governance; social accounting and responsibility and Fraud and anti –corruption measures
- Budget analysis: Internal and External
- Civic Engagement in the budget process- Participatory Public Expenditure Management

Target Group

This course is designed for Administrators and Managers with basic skills in financial management.

Essential Facts – Financial Management for Development Organisations

Course code	FDO a & b	Fees (incl. Tuition and full-board accommodation)	
Duration	2 weeks		
Schedule	FDO a 05-16/07	Single room	US\$ 1220
	FDO b 22/11-03/12	Shared double	US\$ 1030

Course Objectives

By the end of the course, participants will be able to initiate funding partnerships, raise funds, negotiate contract terms, manage contracts and sustain healthy donor relations.

Course Content

- Introduction to fundraising; types of funds & funding frameworks.
- Designing a fundraising strategy; fundraising cycle & donor scoping
- Proposal writing and project design; funding formats and proposal submission.
- Negotiating contract terms and contract/grants management; key concepts and challenges; routines and responsibilities
- Funds flow and partnership agreements
- The impact of grant agreements on financial accounting and procurement system
- Reporting requirements
- Managing multiple –donor funded projects
- Maintaining relationships for successful grant management

Target Group

This course is designed for Programmes and Project Managers with basic skills in financial management.

Essential Facts – Fundraising and Contract Management

Course code	FCM	Fees (incl. Tuition and full-board accommodation)	
Duration	1 Week		
Schedule	27/09-01/10	Single room	US\$ 610
		Shared double	US\$ 515

Course Objectives - Module 1

By the end of this Module, participants will be able to:

- Understand the role of civil society organisations in development of a democratic society; develop skills and tools for the internal governance and management of programmes/projects.

Course Content

- The role of Civil Society Organisations in development;
- Strategic planning and internal governance;
- Approaches to resource mobilisation;
- Advocacy tools, policy and practices;
- Result based management techniques.

Course Objectives - Module 2

By the end of this module, participants will be able to:

- Discuss and conceptualise challenges facing development organisations; organisational design, leadership skills and human resource management.

Course Content

- Key concepts in designing and structuring a development organisation; stakeholder values, participation and managing relations.
- Transformative leadership, facilitation of skills and good governance practices.
- Recruitment and human resource management practices.

Target Group

The course is intended for senior and middle level civil society organisations practitioners and especially NGO/CBOs practitioners.



► Course participants enjoying their tea

Essential Facts – Management for Development Organisations

Course code	MDO 1-2	Fees (incl. Tuition and full-board accommodation)	
Duration	2 modules of 2 weeks each	Single room	US\$ 1220
Schedule	MDO1: 21/06-02/07, MDO2: 16-27/08	Shared double	US\$ 1030

Course Objectives

By the end of the course, participants will be equipped with skills and knowledge for effective results-based monitoring and evaluation of development work. Specific emphasis will be placed on participatory approaches to results-based monitoring and evaluation.

Course Content

- Key concepts and principles of Results Based Participatory Monitoring and Evaluation
- The development results chain and Results-based management framework
- Integrating monitoring and evaluation into the planning cycle: Logical Framework Approach
- Managing the external environment: assumptions and risk analysis
- Designing and conducting monitoring and evaluation
- Methods and tools of data collection and analysing qualitative and quantitative data
- Designing M&E system
- Management Information Systems
- Results-Oriented Reporting

Target Group

This course is designed for senior and middle level development practitioners from development organisations.

Essential Facts – Monitoring and Evaluation

Course code	M & E a & b	Fees (incl. Tuition and full-board accommodation)	
Duration	3 weeks	Single room	US\$ 1830
Schedule	M & E a 22/02-12/03 M & E b 04-22/10	Shared double	US\$ 1545

Course Objectives

At the end of the course, participants will be better equipped and skilled in responding to development challenges in a systematic manner, putting people at the centre of their project design, management, monitoring and evaluation work.

Course Content

- Participatory project planning including the Logical Framework Approach
- Stakeholder' interests and influence
- Participatory situational analysis
- Project strategy development
- Project cycle management
- Setting up a participatory monitoring and evaluation system
- Management structures addressing democratic decision-making, good governance, and the competencies of a project team leader/manager
- Project proposal writing and reporting
- Recent trends in project/programme planning and management

Target Group

This course is designed for people working in development organisations coordinating or managing projects/programmes.

Essential Facts – Project Planning and Management

Course code	PPM a & b	Fees (incl. Tuition and full-board accommodation)	
Duration	2 weeks	Single room	US\$ 1220
Schedule	PPM a 12-23/04 PPM b 08-19/11	Shared double	US\$ 1030



► Course participants in class

INTRODUCTION

Communicating in a foreign language is a challenge for people engaged in development work in East Africa. During the last 30 years, MS-TCDC has developed extensive expertise in enabling expatriates to improve their language skills. As a result, our training has gained a very strong reputation in the East African Region.

The international composition of the Swahili classes and the many other development training activities taking place at MS-TCDC enhance informal cross-cultural discussions and provides participants with important contacts valuable for their future life in East Africa.

Our language training includes:

- Regular Swahili courses at three levels
- Tailor-made Swahili courses at MS-TCDC or a venue of participants' choice.
- Swahili oral proficiency tests
- Tailor-made English course
- Tailor-made Tanzania Orientation Course

Common features and methodologies for our language courses are:

- Small groups with a maximum of five students per trainer. The groups are formed according to the learning abilities of participants, and MS-TCDC applies a very high degree of flexibility in the teaching levels.
- A wide variety of pedagogical methods: textbooks, audio-visual aids such as videos, tapes, and pictures, language games and role-plays which make the lessons varied and very functional.
- Excursions to institutions and places in the neighbourhood for language skills
- Each topic will be integrated with a cultural note related to core values
- Kiswahili Oral Proficiency Test is used for all levels of language students.



► Course participants in computer room

We offer a three weeks Kiswahili Beginners course throughout the year, with a total of 90 teaching hours including excursions. This programme is intended for participants who have recently arrived in East Africa and require a basic introduction to the Swahili language.

Course Content

- To converse with ease, using “survival language” in the community; i.e. self-identification, ordering, bargaining and buying things in a shop, a market or restaurant etc.
- Each topic is integrated with cultural notes related to core values
- Basic language structure

Essential Facts – Swahili Beginners

Course code: SB 1-8	Fees (incl. Tuition and full-board accommodation)
Duration: 3 weeks	Single Room US\$ 1905
Schedule	Shared double US\$ 1620
SB 1	11-29/01
SB 2	08-26/02
SB 3	08-26/03
SB 4	12-30/04
SB 5	26/07-13/08
SB 6	30/08-17/09
SB 7	04-22/10
SB 8	22/11-10/12



► Course participant in class

This is a two-week programme with a total of 60 teaching hours, which include excursions. This course is intended for participants who are fast learners since the pace is very intense.

Course Content

- To converse with ease, using “survival language” in the community; i.e. self-identification, ordering, bargaining and buying things in a shop, a market or restaurant etc.
- Each topic is integrated with cultural notes related to core values
- Basic language structure

Essential Facts – Intensive Swahili Beginners

Course code: ISB 1-2	Fees (incl. Tuition and full-board accommodation)
Duration: 2 weeks	Single room US\$ 1270
Schedule	Shared double US\$ 1080
ISB 1	17-28/05
ISB 2	01-12/11

SWAHILI INTERMEDIATE

This is a three-week programme with a total of 90 teaching hours including excursions. This course is intended for participants who have completed the beginner's course or who in other ways have acquired a corresponding level of Swahili. Three to six months' interval between beginners and intermediate courses is usually recommended.

Course Content

- To converse with ease and confidently exchange basic information in the community related to work, recreation and social situations: i.e. comprehension, dialogues and simple narrations
- Simple and complicated language structures
- Each topic is integrated with cultural notes related to core values

Essential Facts – Swahili Intermediate

Course code: SI 1-8	Fees (incl. Tuition and full-board accommodation)	
Duration 3 weeks	Single Room	US\$ 1905
Schedule	Shared double	US\$ 1620
SI 1	11-29/01	
SI 2	08-26/02	
SI 3	08-26/03	
SI 4	12-30/04	
SI 5	26/07-13/08	
SI 6	30/08-17/09	
SI 7	04-22/10	
SI 8	22/11-10/12	

INTENSIVE SWAHILI INTERMEDIATE FOR RAPID LEARNING



► Course participants relaxing during break

This is a two-week programme with a total of 60 teaching hours, which include excursions. This course is intended for participants who have completed beginners' course. It is offered twice a year and is basically for fast learners who would like to get the intermediate level in less than the normal three weeks. The pace is very intense.

Course Content

- To converse with ease and confidently exchange basic information in the community related to work, recreation and social situations: i.e. comprehension, dialogues and simple narrations
- Simple and complicated language structures
- Each topic is integrated with cultural notes related to core values

Essential Facts – Intensive Swahili Intermediate

Course code:	ISI 1-2	Fees (incl. Tuition and full-board accommodation)	
Duration:	2 weeks	Single room	US\$ 1270
Schedule	ISI 1 17-28/05	Shared double	US\$ 1080
	ISI 2 01-12/11		

SWAHILI ADVANCED

This course is offered once a year. It is a two-week programme with a total of 60 hours of teaching including excursions.

The course is intended for participants whose Swahili backgrounds vary considerably. Accordingly, training is designed in response to the composition of the individual group of students. In most cases the course is conducted six months to one year after completion of the Intermediate course or its equivalent. Participants are expected to have stayed for sometime in a Swahili speaking environment.

Course Content

- Communication with ease and confidence in a large number of situations: (informal and formal) on a variety of concrete topics relating to work and leisure activities, as well as to current public events.
- This will be taught through complicated comprehensions, technical meetings, dialogues, narrations, reports, debates, discussions and abstract situations.
- Each topic is integrated with cultural notes related to core values

Essential Facts – Swahili Advanced

Course code:	SA 1 & 2	Fees (incl. Tuition and full-board accommodation)	
Duration:	2 weeks	Single room	US\$ 1270
Schedule	SA1 19-30/04	Shared double	US\$ 1080
	SA2 11-22/10		

TAILOR-MADE LANGUAGE AND TANZANIA ORIENTATION COURSES

MS-TCDC designs tailor-made language courses to accommodate special needs. The course may take place at MS-TCDC or at a location determined by the client. MS-TCDC can integrate cultural orientation into such courses and also offers to arrange for home stays with families. We recommend that such tailor-made courses should comprise at least two participants for effective communication.

MS-TCDC each year also runs a number of Tailor-made Tanzania Orientation Courses for expatriates or students coming to learn about Tanzanian society and culture. Participants can request any relevant topics including field trips and or project visits. The fees for tailor-made Swahili and Tanzania Orientation Courses are as follows:

5 or more participants: US\$ 300 per week per person
 4 participants: US\$ 325 per week per person
 3 participants: US\$ 400 per week per person
 2 participants: US\$ 500 per week per person
 1 participant: US\$ 700 per week per person

A discount (on tuition fees only) will be offered according to the following criteria:
 Above 15 participants: 10%
 Above 20 participants: 15 %
 Accommodation is always charged as per standard MS-TCDC rates per week or day.



► Tuition area

GENERAL FACILITIES

Situated 18 kilometres East of Arusha and a half hour' drive from Kilimanjaro International Airport and nestled on the slopes of Mount Meru, MS-TCDC is set on one of the most beautiful landscapes in East Africa. The centre has maintained the natural environment that provides sanctuary to birds and different rare species of monkeys from an adjacent forest. Not very far from the best remaining game sanctuaries in the world: Ngorongoro Crater and the Serengeti, the centre can be a base to go on a safari or climb the famous Mt. Kilimanjaro before, during or after your programme.

The centre has a wide range of facilities, including:

Accommodation: self-contained single, double and family rooms and suites

Tuition and conference facilities

- well-furnished meeting rooms with modern tuition equipment and audio-visual aids
- secretariat room with photocopier, computer and printer
- a spacious modern library specialising in development resources covering a wide range of books, journals, newspapers, videos etc.
- simultaneous interpretation equipment.

Transport

- regular transport (six days a week to/from Arusha)
- transport to/from Arusha/Kilimanjaro International Airport and in Arusha (drop-off point for shuttle buses from Nairobi) – free of charge for participants in MS-TCDC courses with advance booking

IT: computer workroom with 24 hours free Internet and e-mail and Wireless Internet

Entertainment and leisure

- satellite TV; large collection of entertainment videos/DVDs
- extensive sports facilities: volley ball, squash, table tennis, tennis, gym and occasional aerobics instructions
- live music, disco and traditional dance can be arranged upon request
- bar with assorted drinks and pool table
- common room for participants to socialise after class room hours

Security: 24 hours security service

CHILDREN'S PROGRAMME/KINDERGARTEN

MS-TCDC offers our participants in all courses, workshops, conferences and seminars the possibility to bring their children during their stay at the centre. Qualified staff takes care of the children in our kindergarten. Located within the MS-TCDC campus it benefits from the general facilities available at the centre. Moreover the programme has at its disposal well-equipped playgrounds as well as modern classroom facilities including books, crafts materials, modern TV/DVD equipment and computers for children connected to Internet. MS-TCDC Children's Programme gives children an exciting time of playing and learning while their parents attend training programmes at the centre. The children's programme provides a safe and creative atmosphere for children themselves to meet and develop. We offer children a wide range of creative activities, reading, sports and excursions.

The programme takes into account the special needs for the expatriate children who are moving to a country and a culture substantially different from their own. For the expatriate children, the programme specifically aims:

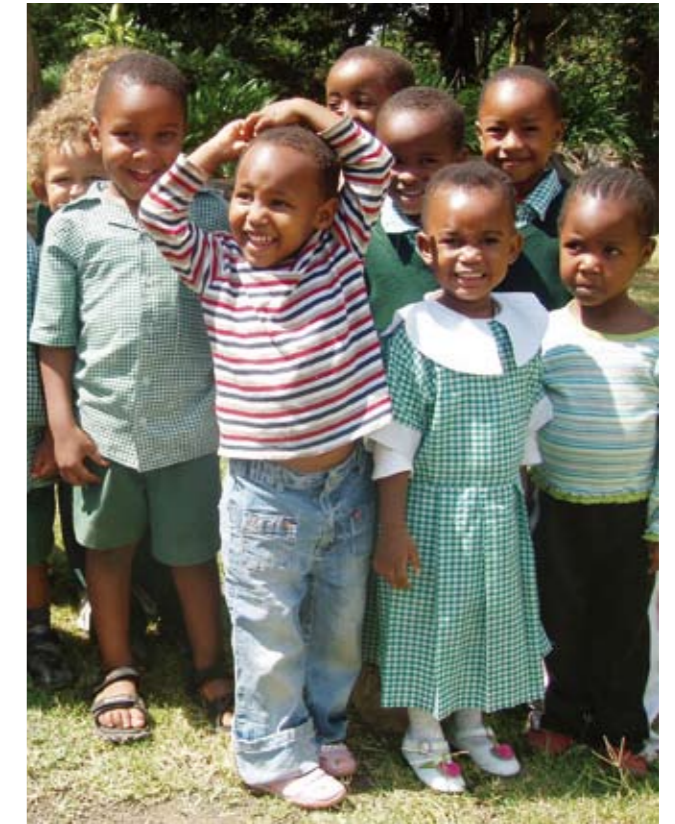
- To introduce children to different elements of African culture
- To enable children communicate with local people
- To create a friendly and open atmosphere with African children

Prices for children to attend the kindergarten vary with the age and depend also on whether parents attend Development courses, Kiswahili courses or conferences.

The programme runs daily from Monday to Friday between 08:00 hrs to 12:30 hrs and again from 13:45 hrs to 16:30 hrs. Depending on corresponding training for parents we may also

operate during weekends. Service outside working hours is negotiable. Children under 2 years are taken care of by our well-experienced nannies and those between 3 and 6 years participate in a kindergarten programme together with MS-TCDC staff children. Children between 7 and 16 years are catered for in a school-like programme.

► Kindergarten children



MS-TCDC provides an ideal venue for development organisations from Eastern and Southern Africa to conduct their own conferences, workshops and training. Throughout the year many different courses and workshops run simultaneously. This provides MS-TCDC with a lively international atmosphere that promotes interaction from different parts of the world.

MS-TCDC also offers assistance in organising and coordinating various activities e.g. transport to and from connecting flights and shuttle buses, photocopying and provision of stationery. Moreover, assistance to identify presenters and facilitators and arranging excursion to nearby sites can also be done.

MS-TCDC boasts of conference rooms with a sitting capacity of 30 to 90 people; classrooms that take 15-20 people and discussion rooms that have a capacity of 8-10 people. In addition numerous study and recreational facilities are available, see page ???. With a dining hall that comfortably sits 100 people, our excellent catering service will add to your comfort and make your stay at MS-TCDC not only an effective environment for your reflection and learning but also an enjoyable and memorable experience. The centre's possibility to host such conferences and workshops for external organisations is determined by availability of space. We therefore recommend that bookings be made well in advance.

Price list		Valid from 01.01.2010			
INDIVIDUALS, SEMINARS, WORKSHOPS, CONFERENCES					
Participant per day		Adults		Children	
		US\$		US\$	
Fullboard	Single	67			
	Shared double	48		24	
	Single suite	82			
	Shared suite	57		28	
	Extra bed	35			
Lunch/Dinner		12		6	
Breakfast		5.50		3	
Children's Programme				25	
Classroom & Facilities		Less 10 pax:	10-19 pax:	20-39pax:	40+
One week workshop		US\$ 475	US\$ 775	US\$ 1200	US\$ 1725
Secretariat Room	US\$ 250 per week				
Computer Room	US\$ 1725 per week				

TRAINING HOURS

Courses run from Monday to Friday with sessions running from 08:30 hrs to 16:30 hrs. There is a minimum of six contact hours per day with lunch and tea/coffee breaks in-between. We stick to normal class schedules on all Tanzanian public holidays, which occur during the course period. Please note that for all courses and workshops organised by MS-TCDC, participants are expected to arrive on the Sunday before the start of a course and depart on the Saturday following the end of the course.

REGISTRATION, BOOKINGS AND CANCELLATIONS

Please use the enclosed application form or fill in the form on our website www.mstcdc.or.tz. Request for a special form when applying for the B.A. in Development Studies course. Mail can be slow at times, use of fax, e-mail or courier service is advisable (our physical address is MS-TCDC, Usa River, 18 km East of Arusha, on the Arusha-Moshi road). After receiving tentative confirmation of reservation, payment should be forwarded according to our guidelines.

When booking for MS-TCDC courses, workshops and conferences please indicate whether you want to be booked in single or shared double room. You can make a booking tentatively, but we will cancel such a reservation if we need the space for a person or organisation ready to confirm the tentative booking through payment.

For MS-TCDC courses, advance payment of 25% of the total fee is paid for a confirmation of the reservation; this payment is deducted from the total fee. To postpone the course, the advance payment is carried forward to the new booking. For a second postponement, the advance payment is forfeited. We should get notification on postponement not less than four weeks before a course starts. The remaining course fee is

paid no later than the first day of the course. The full fee may be paid in advance, if preferred. There will be no refund of the fee for partial participation or meals not taken. For cancellation, we will refund the fee according to the number of weeks in advance of the course.

More than 8 weeks prior to course commencement	100%
Between 4-8 weeks prior to course commencement	50%
Less than 4 weeks prior to course commencement	No refund for tuition and accommodation

For Seminars, Workshops and Conferences we require a deposit of 25% of the total cost before confirming reservations. For cancellation, we will refund deposit according to the number of weeks prior to date of arrivals.

More than 12 weeks prior to planned arrival	100%
Between 8-12 weeks prior to planned arrival	50%
Less than 8 weeks prior to planned arrival	No refund

If the number of participants turns out to be less than originally booked, we will still charge for accommodation according to the confirmed booking. We cannot guarantee accommodation for a greater number of participants than originally booked. No refunds will be made for meals not taken by individual participants.

PAYMENT

The course fees include: registration, tuition, course materials, full boarding and lodging at MS-TCDC and while on excursions in relation to the course, transport to and from Kilimanjaro International Airport/Arusha airport /at arrivals/ departures. Laundry services are charged separately, pocket money, insurance and other allowances are not included.

- Payment can be done by cash, cheque/draft to our cashier in the name of MS-TCDC, P.O Box 254, Arusha, Tanzania
- Payment can be made in Tanzania shilling or any convertible currency, please note that we shall use the current Bank of Tanzania US dollar mean rates
- Please observe that cheques drawn on a dollar account can only be issued in USD.
- Bank transfers to our bank in Arusha or in Denmark are welcome. Payment via bank transfer can only be made in US dollars. When requesting your bank to transfer payment to MS-TCDC please quote the course code and name of participant Remember to forward the transfer advice by fax/scan to confirm your booking

Pay all bank transfer charges. MS-TCDC is a non-profit organisation and as such is not able to subsidise bank commissions during transfers. Differences will be settled upon arrival. Highlight this text by putting in a visible box

Use the following information for transfers to our account in Denmark:

NORDEA BANK DENMARK A/S,
S.W.I.F.T address: NDEADKKK
IBAN DK 1620005036167256
(Address: Kongens Nytorv 28, DK-1050 Copenhagen K.)
Account Number: 2191 5036167256
Account Name: MS-Training Centre for Development Cooperation

Use the following information for transfers to our bank in Arusha:

National Bank of Commerce Ltd
Arusha Branch
P. O. Box 3004
Arusha Tanzania
Dollar Account Number: 014105001051
Account Name: MS-TCDC
Swift Code: NLCBTZTX

Correspondence banks

- 1) American Express Bank Ltd. New York
Swift code: AEIBUS33
- 2) Citibank New York
Swift code: CITIUS33
- 3) Deutsche Bank Trust Company Americas New York
Swift code: BKTRU33

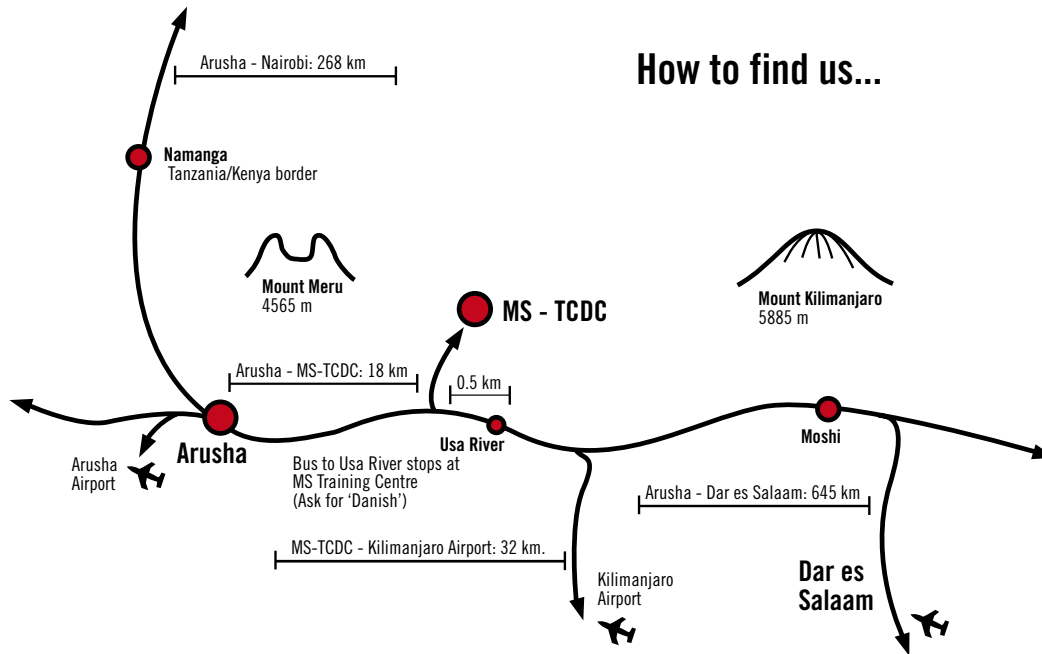
Please insist that your bank uses the above Correspondence banks to avoid unnecessary bank charges.

COURSE FEE SCHEDULE 2010

Course(s)	Tuition: US\$		Boarding and Lodging: US\$		Total costs: US\$
	Adult	Child 3-16	Single	Shared Double	
Development Studies module 1 and 3 (5 weeks Modules)	1750	625	Single 1675	Shared Double 1200	3425
	1750				2950
Development Studies module 2 (6 weeks)	2100	750	Single 2010	Shared Double 1440	4110
	2100				3540
Anti-Corruption, Administration for Dev. Org, Financial Management for Dev. Org., Governance-Accountability/Empowerment; Land, Food Rights & Climate Change, Management for Dev. Org, Natural Resource Management & Governance, Participatory Forest Management, Pastoralism & Policy Options, Peace Building & Conflict Mngt Policy Advocacy, Project Planning and Management and Trade Justice (2 weeks)	550	250	Single 670	Shared Double 480	1220
	550				1030
Monitoring and Evaluation (3 weeks)	825	375	Single 1005	Shared Double 720	1830
	825				1545
Child Rights, Gender & Human Rights and Fundraising & Contract Management (1 week)	275	125	Single 335	Shared Double 240	610
	275				515
Swahili Beginners/Intermediate (3 weeks)	900	450	Single 1005	Shared Double 720	1905
	900				1620
Intensive Swahili Beginners/Advanced (2 weeks)	600	300	Single 670	Shared Double 480	1270
	600				1080
Transport					
	Mileage Land Cruiser/Bus		Per km	0.70/1.00	
			Per hr	4.00	

Key:Child=sharing with parents Total Costs=per person
Children 0-2 years old=a)parent(s)in NGO Courses=no tuition fee B)parent(s)in swahili course=US\$ 55/week 70/week to attend kindergarten
Children 0-2 years old=free board & lodging
Note: To stay in a suite an extra fee will be added.

How to find us...



MS TCDC

Training Centre for Development Co-operation

P.O. Box 254, Arusha Tanzania

Tel: +255 27 2541052, 2541044/6/8

+255 754651715

Fax +255 27 2541042

mstcdc@mstcdc.or.tz

www.mstcdc.or.tz

**End poverty.
Together.**