



The illustration on the course catalogue was done by a Zimbabwean Artist, Nalikuleni Gama. The collograph is titled USEFUL.

“By ‘Useful’ I’m referring to the pot as a kitchen utensil. Everybody in the world makes use of the pot before they have their meal on the table. The pot is useful to the society. I hope you (TCDC) as an organisation will use it to feed the society with information”.

Nalikuleni Gama, 56717 Old Lobengula, P.O. Magwegwe, Bulawayo, Zimbabwe

MS-TCDC MANDATE

MS-TCDC is a training programme within the MS in the South (MSiS) programme of the parent NGO, MS-Denmark. We provide high quality training, consultancies and facilities for reflection and learning to civil society organisations and their partners. The centre works in Eastern and Southern Africa.

MISSION STATEMENT

MS Training Centre for Development Cooperation endeavours to be a major actor in strengthening the capacity of civil society organisations to promote good governance, sustainable development and international understanding.

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INTRODUCTION

Welcome to the 2006 training programme in MS Training Centre for Development Cooperation, (MS-TCDC). This year we would like to highlight the role NGOs play in the development of society, and how we address this in some of our courses.

In the last 15 years, Non-Governmental Organisations have become an important factor in the society. The abbreviation – NGO – has become a word in its own right. NGOs carry a lot of weight in setting the development agenda in Africa and elsewhere. These organisations have huge budgets, employ many people, carry out a considerable part of the social services and are therefore a powerful third sector in most Southern countries.

NGOs grew out of popular grassroots movements. Their ability to supplement, complement and also challenge governments in regards to development ideology and delivery has no doubt been a positive force in the last decades. However, recently development scholars and practitioners have asked whether the NGOs have become too self-serving – whether these highly professional organisations in civil society compete with governments, the private sector and even with smaller community

based organisations for funds, merely for their own existence. As part of this debate is the question of whether NGOs have completely forgotten their critical and alternative voice in the development discussions and left this to new social movements and other current “real” grass roots initiatives.

In 2005 MS-TCDC held a policy conference on this issue; namely the will and ability of development NGOs to really question the root causes of poverty and hence contribute to lasting positive changes in the South. This aspect is also dealt with in many of the courses offered in MS-TCDC in 2006:

- The **new Good Local Governance course** includes discussions about the partnerships between the NGOs, government and private sector and about ethics in development
- The **new course on Sustainable Livelihood Approaches to Poverty** explores the important micro-macro links in poverty to ensure appropriate development strategies
- The **Policy Advocacy** and **Children's Rights Advocacy courses** offer tools for analysing and affecting policy processes to benefit marginalised groups

*Ulla Godtfredsen, Principal
on behalf of all staff at MS-TCDC*

This course catalogue presents you with our regular NGO training programme and our Swahili courses for 2006. Please note that we also offer tailor-made training and consultancies in the same areas, just as we make our excellent conference facilities available to your organisation's own meetings and workshops.



MS-TCDC Trainers

NGO TRAINING PROGRAMME



INTRODUCTION

The NGO training department contributes to development and poverty reduction by offering a wide range of capacity building opportunities for practitioners working in Eastern and Southern Africa including the Horn of Africa. These are: Civil Society Organisations (CBOs), government institutions, international and bilateral agencies.

The NGO training department runs a comprehensive and multi-faceted training and consultancy programme in order to meet the complex and diverse needs of the African development context in which we work. This year we will consolidate courses introduced last year, as well as continue with our tried and tested programmes. We shall offer new standard courses “Good Local Governance” and “Result Based Management”. The “Post-conflict Development” course offered in 2005 will be offered this year under the title “Conflict Sensitive Approaches to Development”.



SHORT STANDARD COURSES

In total, the NGO department will offer 13 short standard courses and one year-long study in Development Studies which is awarded an Ordinary B.A. by the Higher Education and Training Awards Council (HETAC). Our short courses fall into three broad categories:

- Participatory Development courses
- Management and Administration courses
- Policy Influence courses

SPECIAL PROGRAMMES

MS-TCDC offers specialised courses in two areas under special programmes. In one programme, we collaborate with Care, WWF and UNDP to offer Participatory Forest Management course and the standard course on Natural Resource Management and Governance. The other programme will be offering a course for Policy Makers about East African Pastoralism in collaboration with International Institute for Environment and Development (IIED) and Resources Conflict Institute (Reconcile), a Kenyan NGO.

SUPPLEMENTARY COURSES

In addition to our 14 standard courses, we offer additional programmes for specialised interest groups. The Africa Orientation Course is offered for expatriate development workers serving in Africa. This year we will also offer courses in **Gender Mainstreaming** and **Training of Trainers (TOT)** upon interest. Please contact MS-TCDC for details of these courses and the dates when they will be offered. For courses tailored to your organisation, refer to the Consultancies and Tailor-made Courses section of this catalogue.



APPROACH AND METHODOLOGY

MS-TCDC'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. Our courses are therefore participatory and interactive in nature, and most include field trips, case studies, role-plays, illustrated talks and group work. We also believe in making learning an enjoyable experience and therefore deliberately integrate stimulating learning games in our methodology. Our courses are offered either once or twice a year or in modules and e-learning. When the same course is offered twice in a year, it is identified by a letter (e.g. NA a and NA b). When a course is offered in a modular form, it is identified by a number (e.g. NM 1 and NM 2). Modular courses will sometimes have an assignment to be done between the two modules. Other courses also have practical hands on assignments for participants to undertake upon completion, these are related to specific work situations.

We have a variety of resources for training, including LCD projectors, videos and the more traditional flip charts and VIPP cards. In addition, the centre has a modern well-equipped library and resource centre, with an Information Technology laboratory where participants can access materials online, as well as use computer applications.



AFRICA ORIENTATION COURSE



BACKGROUND AND COURSE OBJECTIVE

Several times each year, MS-TCDC offers an extensive four-week training programme for MS expatriate Development Workers (DWs) as an introduction to their assignments in the Eastern and Southern African region. The overall aim of the course is to increase the adaptability of DWs to live and work in African countries, with focus on their contributions to strengthening civil society institutions.

COURSE CONTENT

The AOC attempts to enhance three types of competences and offers several topics within each area (and across). The course makes use of extensive field work and project visits. The topics include:

Development competences

- Policy Advocacy
- Organisational Capacity Building
- Gender and development

Methodological competences

- Participatory poverty analysis
- Logical Framework Approach
- Monitoring and Evaluation

Cultural competences

- Culture and Development
- Interpersonal skills in intercultural settings
- Intercultural Cooperation and working with partner organisations

Electives include: (all are not offered in each course)

- Good governance
- Conflicts and conflict tools
- AIDS mainstreaming
- Environment and development
- Training of trainers methodologies

TARGET GROUP

The course is designed to serve the particular needs of Danish DWs recruited by MS. However, throughout the years development workers from other international NGOs have also benefited from the training. Other organisations can attend those modules they find most relevant and e.g. join the course for one or two weeks only. **Interested organisations or individuals are welcome to contact MS-TCDC for further information.**



CHILDREN RIGHTS ADVOCACY



BACKGROUND

Although children are seen as a resource for the future, over the years their rights in different parts of the world have been and are still being violated. Furthermore, children do not have a voice in debates concerning their own situation.

As a response to this unacceptable situation, MS-TCDC in collaboration with MS-Tanzania and kuleana (centre for children's rights in Mwanza, Tanzania) organise a two-week course on this theme.

The first week enhances the participants' basic understanding of the UN convention on the Rights of the Child (UNCRC) and the African Charter on the Rights and Welfare of the Child (ACRWC) and the violations that take place in our communities. The second week aims at enabling participants to develop basic facilitation and policy advocacy skills to enhance their ability to promote the children's rights agenda.

COURSE OBJECTIVES

The course will enable participants to:

- Have a deeper understanding of the UN Convention on the Rights of the Child and the African Charter on the Rights and Welfare of the Child
- Identify areas where child rights are violated
- Work out strategies for the future enhancement of child rights
- Develop facilitation skills to promote child rights
- Develop and implement action plans to inspire, convince and influence the implementation of children's rights
- Monitor the impact of children's rights advocacy activities.

“What was also good in the course was the sharing”

COURSE CONTENT

- The UN Convention on the Rights of the Child (UNCRC)
- The African Charter (AC) on the rights and the welfare of the child
- Children's rights violations
- Children's participation, mainstreaming of child rights and action plan
- Facilitation skills
- Policy Advocacy

TARGET GROUPS

The course is designed for all key actors in children's issues e.g. teachers, NGO representatives, prison staff, religious leaders, school committees, education officers etc.

ESSENTIAL FACTS

CHILDREN'S RIGHTS ADVOCACY

Course code	CRA a & b
Duration	2 weeks
Schedule	CRA a 27/02-10/03 CRA b 02-13/10
Fees	(incl. Tuition and full board) Single Room Accommodation US\$ 890 Shared Double Accommodation US\$ 750

CONFLICT-SENSITIVE APPROACHES TO DEVELOPMENT



BACKGROUND

The recent years have witnessed a growing understanding of the links between conflict and development, and the role that humanitarian assistance and development can play in challenging or, unintentionally, exacerbating the root causes of violent conflicts.

Violent conflicts are, unfortunately, a common feature in our region. This makes it imperative for all the actors working in the region to develop in-house capacities and competencies to mainstream peace building and conflict prevention/transformation in their strategies and programmes.

ESSENTIAL FACTS

CONFLICT-SENSITIVE APPROACHES TO DEVELOPMENT

Course code	CAD
Duration	3 weeks
Schedule	CAD 16/10- 3/11
Fees	(incl. Tuition and full board) Single Room Accommodation US\$ 1335 Shared Double Accommodation US\$ 1125

It is against this background that MS-TCDC, in response to an increasing demand from NGOs and CBOs in the region, is offering this course. The course has developed from Methods for Moving from Relief to Development in 2004, to Post-conflict Development in 2005 to its current status. It seeks to offer a comprehensive package based on the needs expressed by those working with countries in the region which are experiencing or have experienced conflicts or deal with refugees. Cases are drawn from East Africa, the Horn of Africa and the Great Lakes Region.

COURSE OBJECTIVES

By the end of the course, the participants will have:

- Strengthened their knowledge and understanding of dynamics and structures of conflicts
- Appreciated the links between conflict, humanitarian assistance and development
- Developed participatory methods adapted for relief, rehabilitation and development situations
- Enhanced skills useful for conflict analysis and transformation, and post-conflict reconciliation and healing

COURSE CONTENT

- Understanding conflict/conflict analysis
- Assessing local capacities for peace
- Building sustainable development and peace
- Understanding policy making processes and organising for change
- Mapping and evaluating impact

TARGET GROUP

This three-week course is intended for middle to senior level practitioners in relief and development agencies involved in day-to-day management of rehabilitation and development projects in conflict and post-conflict situations.

GOOD LOCAL GOVERNANCE COURSE



“I leave you as a satisfied customer, newly empowered for the work ahead of me!”

BACKGROUND

Good Local Governance is an elastic and versatile concept. It has been interpreted in many different ways so as to encompass many different aspects of social organization and the institutional framework within which social and economic activities are performed. The question about who are the actors in good local governance is related to which responsibility the state (governments), the civil society and the private sector should pursue in governing society.

This course provides a set of tools and techniques for promoting good governance at the local level. It offers conceptual and theoretical explanations for the growing criticism of the governments' ability to run the state affairs and how to make a case for promoting an effective interface between Civil Society Organizations and Local Government Authorities as a springboard to the attainment of good local governance. The course will draw on case material from Tanzania and other countries in the region.

COURSE OBJECTIVES

By the end of the course participants will be able to:

- Understand the essential features of good local governance from different perspectives
- Explore strategies for promoting good local governance through partnership
- Identify the tools, techniques, opportunities and challenges for civic participation and engagement in local governance
- Explain the contribution of ethics and reflective civic skills to good local governance

COURSE CONTENT

The course is organised into three parts, supplemented with field trips.

Context

- Analysing the local poverty context: a part for the poor?
- The local government reform programmes and Good Local Governance

Concepts

- The notions and challenges of Good Local Governance
- Promoting democratic governance
- Civic and professional ethics for Good Local Governance

Tools and processes

- Whose priorities in policy making?
- Participatory management principles and practices
- Promoting Good Local Governance through partnerships

TARGET AUDIENCE

This course is intended for Civil Society Organisations, professional organisations including trade unions and civic associations, trainers, development practitioners, district councilors, planners, policymakers, staff of development agencies, public officials, elected representative and Local Government Reform teams.

ESSENTIAL FACTS

GOOD LOCAL GOVERNANCE

Course code	GLG
Duration	2 weeks
Schedule	GLG 06-17/11
Fees	(incl. Tuition and full board) Single Room Accommodation US\$ 890 Shared Double Accommodation US\$ 750

DEVELOPMENT STUDIES (Ordinary B.A. course)

BACKGROUND

MS-TCDC on behalf of Development Studies Centre (DSC) in Dublin, Ireland, offers an accredited Ordinary B.A in Development Studies. This course provides participants with an interdisciplinary learning situation within which the development process can be analysed, critiqued and reflected upon.

This course was previously offered as a Diploma in Development Studies. It has been upgraded to the new award title of Ordinary B.A. Degree under the new National Framework of Qualification in Ireland, due to harmonisation of award systems in the European Union. As a result of this, the course length has been increased from one to two years and participants successfully completing this 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 yet to be accredited by the Higher Education Accreditation council of Tanzania, HEAC.



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 are the basic methodological strategy.

COURSE OBJECTIVES

- To promote participants' understanding of the total development of the person in the community and to provide specialised training for development work
- To foster an understanding of the human, economic, political and social aspects of theories of change
- To enhance skills in relation to leadership, motivation and working with groups, and in the planning, management and evaluation of projects
- To encourage the integration of gender planning into the development process and practice
- To offer a forum of exchange of ideas and experiences between participants from different nationalities and backgrounds.

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, Kimmage Manor, in Dublin, 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

The aim of the electives is to enable participants to explore in more depth specific topics that have been introduced as core subjects. Participants are required to undertake three examinable electives. The electives offered at MS-TCDC may include:

- Participatory Development Methodologies
- Policy Advocacy
- Organisational Development
- Human Resource Management
- Monitoring and Evaluation

TARGET GROUP AND ENTRY REQUIREMENTS

This course is for staff in private, public and NGO sectors, who have responsibility for development work. Previous participants have come from Tanzania, Kenya, Uganda, Rwanda, Ethiopia, Malawi, Mozambique, Nigeria and other countries in Africa. To qualify for the course, participants need a minimum of secondary school certificate and some 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.

TIME FRAME

The course will run over a 24-month period from 3rd July 2006 and will consist of three modules (16 weeks) of course work and one 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 of 10,000 words (20 pages) based on the applied research project.

ESSENTIAL FACTS

B.A IN DEVELOPMENT STUDIES 2006-2007

Course code	DS 1-3
Duration	16 weeks over 24 months
Schedule	DS 1 (Module 1): 5 weeks: 3rd July – 4th August, 2006 DS 2 (Module 2): 6 weeks* DS 3 (Module 3): 5 weeks*
Fees per module	(include Tuition and full board) <i>Module 1 and 3</i> Single Room Accommodation US\$ 2225 Shared double Accommodation US\$ 1875 <i>Module 2</i> Single Room Accommodation US\$ 2670 Shared double Accommodation US\$ 2250
Total full fee	Single Room Accommodation US\$ 7120 Shared double Accommodation US\$ 6000

Exact dates for DS Modules 2&3 will be communicated later.
*Please note that the application form for BA in Development Studies is different from the application form for our regular short courses.



MONITORING AND EVALUATION



BACKGROUND

Measuring progress, results and impact has been a challenge to many development workers. This is due to lack of effective skills in use of methods for monitoring and evaluation. In response to these limitations, appropriate tools are being sought for to enable development workers make informed decisions about development interventions. This course aims at equipping development workers in NGOs and other organizations with skills, knowledge and the necessary attitudes for effective results-based monitoring and evaluation of development programs.

The course is offered twice a year with each course lasting for three weeks. The two courses are similar, in content but different in the timing. The first course runs in February, while the second one runs in August.

ESSENTIAL FACTS

MONITORING & EVALUATION

Course code	M&E a & b
Duration	3 weeks
Schedule	M&Ea 20/02-10/03 M&Eb 07-25/08
Fees per module	(incl. Tuition and full board) Single Room Accommodation US\$ 1335 Shared Double Accommodation US\$ 1125

COURSE OBJECTIVES

By the end of the course, participants will be able to:

- Develop concise understanding of the concepts, principles, processes and frame work of results based monitoring and evaluation;
- Develop skills in designing M&E systems;
- Develop impact monitoring frameworks and change-oriented indicators
- Analyze data using both quantitative and qualitative methods
- Writing and presenting evaluation reports

COURSE CONTENT

- Concept of Monitoring and Evaluation
- Concept of results-based monitoring and evaluation
- Concept of participation in monitoring and evaluation
- Integrating monitoring and evaluation into planning
- Designing and Conducting an monitoring and evaluation
- Designing a Monitoring and Evaluation (M&E) System
- Quantitative and qualitative Data Analysis and
- Preparing Evaluation Reports

TARGET GROUP

Senior and middle level development workers, working with NGOs and governmental sectors.



NATURAL RESOURCE MANAGEMENT AND GOVERNANCE

“I appreciated the interactive and participatory nature of facilitation”

BACKGROUND

This course is designed to provide a deeper appreciation and internalisation of the concepts and processes that underlie successful participatory natural resource management. It will also provide a clearer understanding of the importance of genuinely seeking to involve all relevant stakeholders including the poor in coming up with feasible and sustainable project designs. Additionally, it provides skills and knowledge on how to conduct participatory monitoring and evaluation necessary for feedback to continually improve on current planning and strategies so as to adapt designs to circumstances, and to make future designs more effective and efficient.

COURSE OBJECTIVES

By the end of the course, participants will have:

- Enhanced knowledge and understanding of the key concepts and elements of participatory natural resource management and governance;
- Increased skills in application of current participatory planning, monitoring and evaluation approaches, and tools and techniques for natural resource management.

COURSE CONTENT

Concepts:

- Participatory natural resource management (PNRM) overview
- Sustainable livelihood interventions supporting natural resource conservation and development;
- Policy, legislation and the use of advocacy for natural resource conservation;
- Institutional framework and organisational capacity building for natural resource management;
- Participatory arrangements for natural resource management;
- Natural resource governance

PLANNING PROCESSES:

- Stakeholder participation;
- The planning process and actor-oriented situational analysis;
- Objective analysis, activities, hypotheses, assumptions and strategy development;
- Sustainability analysis;
- Adaptive management;
- Participatory monitoring and evaluation.

TARGET GROUP

The course is intended for practitioners in natural resource development and conservation projects. Practitioners are field-based and involved in the day-to-day management, coordination and/or supervision of these projects. These are project managers or project coordinators and supervisors.



ESSENTIAL FACTS

NATURAL RESOURCE MANAGEMENT & GOVERNANCE

Course code	NRMG
Duration	2 weeks
Schedule	27/03-07/04
Fees	(incl. Tuition and full board) Single Room Accommodation US\$ 890 Shared Double Accommodation US\$ 750

NGO ADMINISTRATION



BACKGROUND

NGOs have become a major instrument of planning and implementation for social economic development projects. They work closely with people's organisations and have over the years developed the "professional expertise" to implement the strategies. However, the reality is that most NGOs are not sufficiently equipped with the human and technical expertise in the administration of their organisations. This often implies that simple technical issues may bog down dynamic and creative initiatives, sometimes with fatal consequences.

It is for this reason that MS-TCDC has developed the course on NGO Administration, focusing on administrative issues. It aims at providing a framework for addressing such problems and introducing applicable Information Technology tools.



ESSENTIAL FACTS NGO ADMINISTRATION

Course code	NA a & b
Duration	2 weeks
Schedule	NA a 06-17/03 NA b 16-27/10
Fees	(incl. Tuition and full board) Single Room Accommodation US\$ 890 Shared Double Accommodation US\$ 750

COURSE OBJECTIVES

By the end of the course, the participants will be able to:

- Acquire and apply appreciable Information and Communication Technology (ICT) skills;
- Develop and implement effective human resource policies, systems and practices;
- Apply sound principles and software package for material acquisition and management;
- Establish consistent and efficient filing systems.

COURSE CONTENT

- **Integration of Information and Communication Technology in Ngo Administration**
Introduction to computers – and ICT capabilities; Basic use of MS Excel (Spreadsheets) and enhanced versatility. Opportunities and application of the Internet services and electronic mail as administrative tools.
- **Legal Aspects and Human Resources Management**
NGO Legal aspects, national government policies and employment conditions for foreigners. Recruitment procedures; policies and systems.
- **Materials Management**
Stores procedures; stock control, accounting systems and software applications.
- **Filing Systems and Principles**
Filing systems, principles and methods of classification. Setting up filing systems using appropriate software applications.

TARGET GROUP

The two weeks course is designed for administrative and financial staff with hands on experience from local and international organisations.

NGO FINANCIAL MANAGEMENT for non-financial managers

“Our facilitator was a pleasure-very articulate and organised”

BACKGROUND

The success of any organisation depends on how effectively and efficiently its resources are managed by those entrusted with that responsibility. Accountability and responsibility are important for the existence of NGO. NGOs are increasingly accessing grants that have stringent financial regulations from accounting to reporting. They face challenges from stakeholders to be transparent in how they manage their resources. NGOs need sound financial systems that show accountability and transparency. Governments provide incentives to NGOs in the form of tax exemption and increasingly require financial accountability from NGOs. This course aims at building the knowledge and skills to be efficient and effective in managing the resources available to achieve organisational objectives.

COURSE OBJECTIVES

By the end of the course, the participants will be able to:

- Identify the guiding principles and tools of financial management, the concepts of financial accounting, management accounting and financial planning and control.
- Develop relevant systems for safeguarding organisation's assets.
- Appreciate the role of auditing and how it contributes to management information systems, control and decision-making.
- Apply the skills required to prepare and interpret different types of financial reports.
- Understand the roles of auditors in risk management
- Use International Financial Reporting Standards in reporting financial transactions in their NGOs

COURSE CONTENT

- **Financial Management basics**
Principles and tools of financial management for NGOs.

- **Financial System Design**
- **Strategic Planning**
The relationship between the strategic plan and the use of resources.
- **Internal Control Systems and the role of auditors in risk management**
How to safeguard assets
Identification and dealing with risks in NGOs
- **Financial Planning and Budgeting**
- **Reporting to Stakeholders and Developmental Audit**
Understanding donor conditions.
- **Current issues and controversies**
The financial reporting standards for smaller NGOs
International issues of harmonisation and standardisation
- **Financing Strategies**
Ensuring sustainability and avoiding donor dependency.
- Procurement Procedures and VAT

TARGET GROUP

This course is intended for upper and middle level administrators, senior level development workers and board members working with NGOs and CBOs.

ESSENTIAL FACTS NGO FINANCIAL MANAGEMENT

Course code	NFM a & b
Duration	2 weeks
Schedule	NFM a 08-19/05 NFM b 31/07-11/08
Fees	(incl. Tuition and full board) Single Room Accommodation US\$ 890 Shared Double Accommodation US\$ 750



NGO MANAGEMENT

BACKGROUND

NGOs have become a major instrument of planning and implementation for socio-economic development projects. However, approaches and tools based on private sector experience are often applied in development organisations without due consideration to obvious differences. Furthermore, experience shows that the level of organisational and managerial skills in NGOs necessary to attain high levels of efficiency and performance is lacking. MS-TCDC has realised NGO managers can benefit from coming together to reflect and share experiences.

The course is offered in two modules. Module I introduces the management functions and types of planning and organising processes in development organisations. Module II is devoted to human resources management, leadership, and control functions. Full benefits will only be gained through attending both modules. However, if unavoidable, one may opt for the module that meets personal needs.

“The NGO Management course is useful for every sector”

ESSENTIAL FACTS	
NGO MANAGEMENT	
Course code	NM 1-2
Duration	2 modules of 2 weeks each
Schedule	NM 1 08-19/05 NM 2 10-21/07
Fees per module	(incl. Tuition and full board) Single Room Accommodation US\$ 890 Shared Double Accommodation US\$ 750

MODULE I: OBJECTIVES

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

- Outline management functions and roles, challenges and problems;
- Apply the techniques involved in developing strategic and project plans;
- Apply the principles in designing development organisation.

Content

- **Management Functions and Roles of NGO Managers**
The concepts, principles, management functions and roles.
- **Strategy Development & Project Planning in NGOs**
Strategic planning and the Logical Framework Analysis (LFA) tool;
- **Organisational Structures**
Key concepts and principles in structuring an NGO.

MODULE II: OBJECTIVE

By the end of the course, the participants will be able to:

- To effectively facilitate the process of staff recruitment, supervision, teamwork and leadership.

Content

- **Recruitment and Staff Management**
Staff recruitment principles, process and application of policies.
- **Leadership in NGO Context**
Leadership and management of self and others.
Monitoring and Controlling NGO performance
Key issues in NGO control functions.

TARGET GROUP

The course is intended for senior and middle level managers in NGOs and other development organisations.

ORGANISATIONAL CAPACITY BUILDING

BACKGROUND

In the development sector, managers and development workers are faced with the challenge of playing a leadership role in initiating and sustaining capacity building processes in their organisations. Yet very few have training in this aspect, so this course attempts to equip them with a broader range of organisational skills to capacity building to be effective in their work.

The three-week course is focused on developing participants' analytical abilities and intervention skills within organisational contexts. The course will be influenced by an organisational development (OD) perspective, which offers an underpinning philosophy and value base that will facilitate the effective application of the different organisational skills.

COURSE OBJECTIVES

At the end of the course participants will have improved their skills in:

- Assessing the development needs of their organisations/ programmes or projects;
- Devising practical plans to achieve organisational effectiveness and change which balances short-term outcomes and longterm strategic overview;
- Managing organisational conflict;
- Monitoring and evaluating capacity building interventions.

ESSENTIAL FACTS	
ORGANISATIONAL CAPACITY BUILDING	
Course code	OCB
Duration	3 weeks
Schedule	OCB 11-29/09
Fees	(incl. Tuition and full board) Single Room Accommodation US\$ 1335 Shared Double Accommodation US\$ 1125



COURSE CONTENT

- *Understanding organisations and organisational capacity building* – Key concepts; how the different perspectives of organisations affect our perception of organisation functioning, capacity building and development.
- *Organisation assessment (OA)* – Different approaches, techniques and methods of doing OA; organisational models used in OA; assessing organisational culture.
- *Strategies for effective change management* – The dynamics of change at the different levels of the organisation; different strategies and skills required for effective change management, including integrating gender considerations.
- *Negotiation and mediation of conflicts in development organisations* – Diagnostic causes of disagreements and conflicts; generating value and interest based alternatives; elements of durable agreements; alternative dispute resolution and management; designing support tools and participation, negotiation and consensus institution building.
- *Monitoring and evaluation of capacity building interventions* – Developing indicators and using the appropriate tools.

TARGET GROUP

The course is meant for NGO leaders and managers involved in capacity building in their organisations.

POLICY ADVOCACY



BACKGROUND

Civil Society Organizations (CSOs) now appreciate that service delivery work will not on its own engender a just and equitable society. Long term change in the condition of the poor requires that governments make concerted efforts to address the structural constraints to poverty eradication and to the fulfilment of peoples' rights more generally. Consequently, the attainment of these two broad goals requires an enabling political, economic and social development environment. CSOs have a unique opportunity to propose practical policy and programme solutions - through evidence-based

research, programmes and policy advocacy work - to problems of poverty and the promotion of human rights. However, an effective advocacy role places new demands on CSOs in terms of relevant knowledge, skills and the spaces available to engage strategically with governments and other development actors. This course therefore aims to develop the capacities of development practitioners in policy advocacy work through deepening their understanding of the public policy making process, enhancing their capability to engage with this process at national, regional and global levels.



COURSE OBJECTIVES

By the end of the course, the participants will be able to:

- Demonstrate an understanding of the relationship between concrete project activities and policy decision making at all levels
- Develop strategies for engaging local, national and international decision makers in order to influence policies and practice
- Initiate people-centred advocacy practice to facilitate sustained social transformation
- Evaluate the impact of advocacy efforts

COURSE CONTENTS

• The Public Policy System

The macro-context including Poverty Reduction Strategies and Millenium Development Goals; Policy concepts/ definitions and the policy making process; Policy analysis tools including gender and budgets

• Advocacy: An Overview

Understanding key concepts in advocacy; Locating concepts of rights, empowerment and participation in advocacy work; People-Centred Advocacy And Rights-Based Governance; Opportunities and Challenges in promoting people-centred advocacy

• Strategies and Skills for Advocacy Work

Advocacy strategy development including communication and media tactics; Supporting people-centred advocacy initiatives at local and national levels

• Building Organisational Capacity For Advocacy

• Monitoring and Evaluating Advocacy Impact

TARGET GROUP

This two-week course is intended for middle and senior level staff in various civil society organisations (NGOs, CBOs etc.) and Government institutions.



ESSENTIAL FACTS POLICY ADVOCACY

Course code	PA a & b
Duration	2 weeks
Schedule	PA a 24/04-05/05 PA b 02 -13/10
Fees	(incl. Tuition and full board) Single Room Accommodation US\$ 890 Shared Double Accommodation US\$ 750

RESOURCE CENTRE MANAGEMENT



“Facilitators were very competent and motivated, no single day was the course boring”

ESSENTIAL FACTS RESOURCE CENTRE MANAGEMENT

Course code	RCM
Duration	1 week
Schedule	RCM 07– 11/08
Fees	(incl. Tuition and full board) Single Room Accommodation US\$ 445 Shared Double Accommodation US\$ 375

BACKGROUND

Information Management systems are very crucial in the daily functioning of organisations. Due to the lack of expertise in this area, many organisations experience a gap in the management and retrieval of information. This course is designed to provide a “hands-on” introduction to managing resource centres and information systems.

COURSE OBJECTIVES

- By the end of the course, the participants will be able to:
- Appreciate the importance of the conceptual framework of information management systems and the importance of institutional memory in organisations
 - Understand the basics of records management
 - Formulate the main objectives and functions of a resource centre
 - Undertake the technical operations of a resource centre
 - Set up a prototype database management system
 - Disseminate information and market a resource centre

COURSE CONTENT

- Conceptual framework of information management
- Introduction to records management
- Objectives and functions of a resource centre
- Technical Operations of a resource centre
- Information dissemination
- Marketing of the resource centre

TARGET GROUP

The course is intended for NGO personnel who have no prior training in information science studies.

RESULTS BASED MANAGEMENT

BACKGROUND

With the advent of globalisation, there are growing pressures on governments and organisations around the world to be more responsive to the demands of internal and external stakeholders for good governance, accountability and transparency, greater development effectiveness, and delivery of tangible results. As demands for greater accountability and real-results have increased, there is an attendant need for enhanced Results-Based monitoring and evaluation of policies, programmes and projects.

In response to this need, there has been an evolution in the field of monitoring and evaluation involving a movement away from traditional implementation-based approaches toward new results-based approaches.

This one-week course aims at introducing development workers to this new approach to monitoring and evaluation, and also builds their capacity to design, build and sustain a results-based monitoring and evaluation system.

COURSE OBJECTIVES

- By the end of the course, participants will be able to:
- Understand the concepts, paradigms and principles of ResultsBased Management (RBM);
 - Differentiate between implementation monitoring and Results-based monitoring and evaluation
 - Understand the steps involved in building and sustaining a Resultsbased monitoring and evaluation system and
 - Understand the tools for performance and reporting



COURSE CONTENT

- Definition of concepts, paradigms and principles of RBM
- Differences between implementation monitoring and Results-based Monitoring and Evaluation system
- Steps to designing, building and sustaining a Results-based monitoring and evaluation system
- Tools in Resultsbased monitoring and evaluation
- Performance Management Framework
- Risk Management Framework
- Logical Framework Analysis

TARGET GROUP

Senior and middle level development workers, working with NGOs and governmental sectors.

ESSENTIAL FACTS RESULTS-BASED MANAGEMENT

Course code	RBM
Duration	1 week
Schedule	RBM 24-28/04
Fees	(incl. Tuition and full board) Single Room Accommodation US\$ 445 Shared Double Accommodation US\$ 375

SUSTAINABLE LIVELIHOOD APPROACHES TO POVERTY (SLAP)

“More than all, the knowledge I acquired is very relevant in my work and definitely it will have a reflection on my target group at home”

BACKGROUND

There is growing concern that poverty reduction strategies emphasising quantitative data and professional definitions of poverty have failed to meet expectations. Many critics suggest this problem may be inherent in the basic question of how community poverty reduction is developed to address sustainable livelihoods issues. If development facilitators are equipped with skills, Participatory Poverty Assessment (PPA), Sustainable Livelihoods Approaches and civic engagement at local level, there is an opportunity for efforts to re-focus on poverty reduction at community level.



ESSENTIAL FACTS

SUSTAINABLE LIVELIHOODS APPROACHES TO POVERTY

Course code	SLAP
Duration	3 weeks
Schedule	05-23/06
Fees	(incl. Tuition and full board) Single Room Accommodation US\$ 1335 Shared Double Accommodation US\$ 1125

Note: This course can be offered in Kiswahili language upon request (Mbinu Shirikishi Dhidi ya Umaskini)

COURSE OBJECTIVES

By the end of the course, the participants will have:

- Deeper understanding of the multidimensional nature of poverty from the perspectives of the poor.
- Learnt new sustainable livelihoods approaches to poverty at community level.
- Ability to apply the knowledge, skills and attitudes needed for assisting communities to make claims for public service provision, and to build partnerships between policy makers, implementers, service providers and local people
- Ability to apply tools and the methods needed for participatory planning and analysis of pro-poor and sustainable livelihoods projects.

COURSE CONTENT

- **Key Concepts**
Poverty reduction strategies, sustainable livelihoods approaches, empowerment, participation.
- **Participatory Poverty Analysis and**
Community Sustainable Livelihoods Planning and sustainable livelihoods' methods.
Project identification, formulation and monitoring.
- **Fieldwork**
Practical application of participatory poverty and livelihood analysis tools
- **Institutional Analysis, Policy and Micro-Macro Links**
Institutional development, policy strategies, and the need for micro-macro links to ensure appropriate policy and strategy development.

TARGET GROUP

This course is for people working on poverty issues at community level within civil society organisations, that is: CBOs, NGOs, labour unions, religious bodies and other citizens' groups; and government institutions.

INSTITUTIONAL COLLABORATION

MS Danish Association for International Cooperation

MS is a non-profit NGO. Its vision is a world in peace, where cooperation between people promotes global justice and improved livelihood for the poor and marginalised. MS works for popular participation and democratisation in the North and in the South. In the South, MS collaborates closely with partner organisations to encourage intercultural cooperation and challenge the causes of poverty. MS has offices in Denmark, Nepal, Central America and in six African countries. MS' training centre, MS-TCDC, plays a key role in MS by addressing the capacity building needs of country programmes and partner organisations. MS-TCDC also hosts MS meetings where different stakeholders from the organisation share experiences and discuss and develop policies.

The Policy Advisory Board

MS-TCDC is getting strategic support from its Policy Advisory Board (PAB), which meets three times a year. Currently, these are some of the organisations represented in the PAB: Tanzania Media Women's Association (TAMWA), Development Network of Indigenous Voluntary Associations (DENIVA, Uganda), MS-Kenya, In-Service Training Trust (Zambia) and Tanzania AIDS Council, TACAIDS.



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

- Together with "kuleana", a Tanzanian child rights organisation, MS-TCDC runs the Children's Rights Advocacy course every year.
- The Development Studies Centre (DSC) in Kimmage, Ireland, is a long-standing partner of MS-TCDC for whom we offer the one-year course in Development Studies and also collaborate in other areas.
- In the "Participatory Forest Management Capacity Building programme", MS-TCDC coordinates courses and networking activities with **Care**, **WWF** and **UNDP**.
- In the "Reinforcement of the Pastoral Civil Society in East Africa programme", MS-TCDC cooperates with International Institute for Environment and Development (IIED), UK and Resource Conflict Institute (**RECONCILE**), Kenya to design a training course for policy makers.
- With Zimbabwe Institute of Public Administration and Management (**ZIPAM**), MS-TCDC offers a course in NGO Management and Administration outside Harare.
- **Institute of Development Studies at Mzumbe University**, Tanzania, is a new partner with whom MS-TCDC plans to offer joint courses for mutual capacity building.

CONSULTANCIES & TAILORMADE COURSES

In addition to the courses on offer, the NGO department also provides 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; interventions to help organisations solve specific problems or enhance needed capacities; or conducting social surveys and evaluations that can be used to plan for sustainable development in communities. The Training and Development Advisors who provide the services are all high calibre professionals who also have “hands on” development experience.



MS-TCDC offers kindergarten and childcare facilities to enable you live up to family obligations while attending classes. For more information see page 32.

Using our consultancy services can:

- Provide the best opportunity to tailor our expertise according to your needs;
- Reduce extra costs associated with training in an institutional setting;
- Enable more people from your organisation to participate in our training programmes;
- Enable the application of our training programmes to your exact work context.

MS-TCDC is in a position to offer tailor-made courses and consultancies in all the areas shown in this course catalogue and to adapt these to suit the specific client needs. We have over the years developed vast experience in East Africa and beyond. Below is a small selection of our past portfolio:

- Gender Mainstreaming for Same Agriculture Improvement Programme, Tanzania
- Advocacy Skills for Popular Sports and Culture Programme, Tanzania
- Human Resource Policy Manual for TRIAS Tanzania
- Organisational Development Training for CORD-AID Kenya
- Management and Leadership training for Kondoa District Council, Tanzania
- Management Skills for Evangelical Lutheran Church of Tanzania, ELCT
- Board Development and Governance for MS-Zimbabwe
- Financial Management for Wateraid, Tanzania
- Participatory Methodologies for Danish Refugee Council, Somaliland
- Designing Monitoring and Evaluation Systems for World Vision, Kenya
- Strategic Planning, Danish Save the Children, Ethiopia
- Planning, Monitoring and Evaluation course for Leguruki Vocational Training centre, Tanzania



Tailor-made Tanzania Orientation Course (TOC)

MS-TCDC also offers Tanzania Orientation Courses to expatriate groups who need to learn more about the country. The topics covered can include: family structure, education system, religious beliefs and practices, corruption and development, the role of mass media in the development of Tanzania and the political system in the country. Participants can request any other relevant topics including field trips and project visits.

Modalities

A brochure showing our consultancy profile can be collected from the centre. Tailor-made courses and consultancies can take place at MS-TCDC or at a venue of your choice. To inquire about the consultancies, call or send an email to MS-TCDC or the NGO Training department.

MS: Danish Association for International Cooperation

MS is a non-profit NGO. Its vision is a world in peace, where cooperation between people promotes global justice and improved livelihood for the poor and marginalised. MS works for popular participation and democratisation in the North and in the South. In the South, MS collaborates closely with partner organisations to encourage intercultural cooperation and challenge the causes of poverty. MS has offices in Denmark, Nepal, Central America and in six African countries. MS' training centre, MS-TCDC, plays a key role in MS by addressing the capacity building needs of country programmes and partner organisations. MS-TCDC also hosts MS meetings where different stakeholders from the organisation share experiences and discuss and develop policies.

MS-TCDC offers kindergarten and childcare facilities to enable you live up to family obligations while attending classes. For more information see page 32.

LANGUAGE TRAINING PROGRAMME

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 as among the best 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 participant's choice.
- Swahili oral proficiency tests and certificates to other organisations at MS-TCDC or at a venue of your choice
- Tailor-made English courses for Development Workers

Common features and methodologies for our language courses are:

- Small groups with a maximum of five students per teacher. The groups are formed according to the learning abilities of participants, and MS-TCDC shows 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 application of skills

TAILOR-MADE SWAHILI AND ENGLISH COURSES

MS-TCDC designs tailor-made courses to accommodate special needs. The courses may take place at MS-TCDC or at a location determined by the client. We recommend that such tailor-made courses should comprise at least two participants for effective communication. Please contact MS-TCDC to further explore these possibilities. We recommend that such courses are requested well in advance.

SWAHILI LANGUAGE TRAINING

During the past two decades MS-TCDC has built a considerable experience in Swahili language programmes. As a result our training has gained a very strong reputation as among the best in the East African Region. Teaching is done in small groups with a maximum of five participants per group. The groups are formed according to the learning abilities of participants, and MS-TCDC shows a very high degree of flexibility in the teaching levels. Textbook exercises are supported by audio-visual aids such as videos, tapes, and pictures. This coupled with language games; role-plays and excursions to the neighbourhood make the lessons varied and very functional.

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 the future life in East Africa.

SWAHILI ORAL PROFICIENCY TEST

MS-TCDC conducts oral tests on range, accuracy, fluency, interaction and coherence. MS-TCDC uses the tests for all levels of our Swahili courses.

SWAHILI BEGINNERS

THE COURSE

A three-week programme with 30 teaching hours per week in small groups.

PARTICIPANTS

Participants who have recently arrived in East Africa and require a basic introduction to the Swahili language. Since Swahili language is such a logical and well regulated language, the vast majority of learners, even those who initially have a limited confidence in their ability, eventually find that to learn the basics of the language in a relatively short time is not so difficult.

COURSE OBJECTIVES

By the end of the course participants will:

- Be competent in basic communication by using simple language within various topics such as greetings, self-introduction, buying and bargaining at a shop/market etc.
- Have acquired the basic knowledge of the structure, vocabulary and culture on which to build more effective communication with colleagues, friends and neighbours.

COURSE CONTENT

- To converse with ease, using "survival language" in the community; i.e. self-identification, ordering, bargaining and buying things in shop or restaurant etc.
- Each topic will be integrated with cultural notes related to core values
- Basic language structure
- Community visits for language practice



“The courses at the centre are excellent. This is the 10th language I learn and I have never made such a progress in any of the others after such a short time of teaching and exposure”

ESSENTIAL FACTS	
SWAHILI BEGINNERS	
Course code	SB 1-10
Duration	3 weeks
Schedule	SB 1 16/01-03/02, SB 2 20/02-10/03, SB 3 20/03-07/04, SB 4 01-19/05, SB 5 05-23/06, SB 6 10-28/07, SB 7 14/08-01/09, SB 8 18/09-06/10, SB 9 23/10-10/11, SB 10 27/11-15/12
Fees	(incl. Tuition and full board) Single Room Accommodation US\$ 1395 Shared double Accommodation US\$ 1185

“I end with a big thank you to the teachers for their commitment to teaching Swahili language and culture”

SWAHILI INTERMEDIATE



THE COURSE

A three-week programme with 30 teaching hours per week in small groups.

PARTICIPANTS

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.

ESSENTIAL FACTS

SWAHILI INTERMEDIATE

Course code	SI 1-8
Duration	3 weeks
Schedule	SI 1 16/01-03/02, SI 2 20/02-10/03, SI 3 20/03-07/04, SI 4 01-19/05, SI 5 10-28/07, SI 6 18/09-06/10, SI 7 23/10-10/11, SI 8 27/11-15/12
Fees	(incl. Tuition and full board) Single Room Accommodation US\$ 1395 Shared double Accommodation US\$ 1185

COURSE OBJECTIVES

By the end of the course participants will have:

- Increased their vocabulary considerably
- Familiarised themselves with more fundamental aspects of the language
- Developed sufficient language competence to cope with everyday job and life situations
- Learnt and practiced the language resulting in improved communication skills in a broader range of situations

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 will be integrated with cultural notes related to core values
- Community visits for language practice.



SWAHILI ADVANCED



THE COURSE

A two weeks programme with 30 teaching hours per week in small groups

PARTICIPANTS

This course usually brings together a group of people 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 taken 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 OBJECTIVES

At the end of the course participants will have:

- Addressed particular language difficulties and increased their knowledge of the finer points of Swahili
- Reviewed the structure of the Swahili language and the practical use of such structures at different levels
- Expanded their vocabulary
- Increased ability to use Swahili in more sophisticated ways

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 will be integrated with cultural notes related to core values
- Community visits for language practice

ESSENTIAL FACTS

SWAHILI ADVANCED

Course code	SA 1-2
Duration	2 weeks
Schedule	SA 1 08-19/05 SA 2 25/09-06/10
Fees	(incl. Tuition and full board) Single Room Accommodation US\$ 930 Shared Double Accommodation US\$ 790

CHILDREN'S PROGRAMME/KINDERGARTEN



PRACTICAL INFORMATION

MS-TCDC offers our participants in all courses, workshops and conferences the possibility to bring their children during their stay at the centre. Qualified staff take 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.

Prices for children to attend the kindergarten vary with the age and depends on whether the parents attend NGO courses, Swahili courses or conferences. Please consult the price list on page 41. The programme runs Monday to Friday between 0745 hrs and 1230 hrs and again from 1345 hrs to 1600 hrs. Depending on corresponding training for parents, we may also operate during weekends. Service outside these hours is negotiable.



OBJECTIVES

MS-TCDC is widely renowned for this unique Children's programme. We give children an exciting time of playing and learning while their parents attend training programmes. The programme provides a creative atmosphere for children themselves to meet and develop.

The activities described below are for all children attending the kindergarten, no matter what country they come from. The programme takes into account the special needs for expatriate children who are moving to a country and a culture substantially different from their own, since this requires adequate preparation. During more than two decades, MS-TCDC has built up a unique experience in introducing expatriate children to life in an African society. For expatriate children, the programme aims specifically to:

- 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



ACTIVITIES

Daily activities vary according to the needs of children attending the programme at any particular time and often include:

- For children aged 7-16 years: We offer school-like activities including teaching Swahili and English languages where relevant, Introduction of African cultural elements such as: roles of boys and girls in Africa, African handicraft, African cooking, cultural grammar and dress codes, traditional dances, excursions; e.g. to local and international schools, markets etc. Daily feedback to parents is provided.
- For children from 0 to 6 years: Participants' children attend the kindergarten together with Tanzanian children whose parents work at MS-TCDC and by doing different joint activities they learn various cultural elements as part of their Africa orientation. The kindergarten is divided in two sub-sections; one catering for children from 0 to 2 years and each child at this group gets their own nanny. The other sub-section catering on children aged 3 to 6 years. Activities for this group include: Free play and games, African traditional dances, Makonde wood carving, play dough, English and Swahili languages through songs and games/plays; excursions to other kindergartens, zoos, markets, African families etc. Daily feedback to parents is provided. Most of these activities are done jointly with the Tanzanian children as part of the expatriate children's orientation.

STAFF

The Children's Programme has professionally trained and very well experienced personnel who have worked with children of many different nationalities for many years. They all speak at least three languages (Swahili, English and Danish) and have extensive cultural experience. We also have a group of experienced part-time nannies, who take care of the younger children/babies, and we use guest teachers for Sports, woodcarving, traditional dances, Tingatinga painting and African music.



CONFERENCE FACILITIES

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 and shared learning among people from different parts of the world. The centre's possibility to host such conferences and workshops for external organisations is determined by availability of space. We therefore recommend that bookings are made well in advance.

The centre also offers assistance in organising and coordinating such activities. This can involve assistance with transport to and from connecting flights and shuttle buses, photocopying and provision of stationery. It also includes assistance to identify presenters and facilitators. We also assist in arranging excursion to nearby sites. 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 37.



“Very impressive service and courteous staff. It is so easy to feel at home at the centre”



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 framework for your reflection and learning but also an enjoyable and memorable experience.

PRICE LIST

Valid from 01.01.2006

INDIVIDUALS, SEMINARS, WORKSHOPS, CONFERENCES

Participant per day		Adults	Children	
		US\$	US\$	
Fullboard	Single	48.00		
	Shared double	34.00	17.00	
Lunch/Dinner		8.50	4.00	
Breakfast		4.00	2.00	
Children's Programme			18.00	
Classroom & Facilities	Less 10 pax	10-19 pax	20-39pax	40++
One week workshop	US\$ 275	US\$ 450	US\$ 700	US\$1000
Secretariat Room	US\$ 150 per week			

MS-TCDC offers kindergarten and childcare facilities to enable you live up to family obligations while attending classes. For more information see page 32.

FACILITIES AT MS-TCDC

Nestled on the slopes of Mount Meru with a good view of Mt. Kilimanjaro, MS-TCDC is set on one of the most beautiful landscapes in East Africa. Not very far from the best remaining game sanctuaries in the world: Ngorongoro Crater, the Serengeti, Lake Manyara, Tarangire and Arusha National parks, the centre can be a base to go on a safari or climb the famous Kilimanjaro before, during or after your programme.

Situated 18 kilometres East of Arusha and half an hour's drive from Kilimanjaro International Airport, MS-TCDC offers a quiet and pleasant atmosphere, conducive for serious academic and practical studies.



The centre has a wide range of facilities, including:

Accommodation

- single, double and family self-contained rooms

Tuition and Conference Facilities

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



The reception personnel is very, very helpful and welcoming. Thanks!"

SECURITY

- a 24 hours security service Some of these services are provided against payment. Contact the centre for further information.

CLIMATE

Situated on the slopes of Mount Meru at an altitude of 1,200 m (3,900 ft), the centre enjoys a nice climate throughout the year (see the map on the inside back-cover for information regarding the location of the centre). The months of June, July and August can be rather cold, around 15 degrees Celsius, during nights and mornings. It is recommended to bring along some warm clothes. Umbrella and gumboots are useful during the main rainy season between March and May. A torch is also useful. Being malaria-infested area, please take malaria prophylaxis as advised by your physician.

Transport

- regular transport (six days a week to/from Arusha)
- Transport opportunities to and from TCDC can be found in a welcome letter we send to course participants.

Information Technology

- telephone and fax
- internet and e-mail
- computer workroom with MS Office software installed
- training in basic computer skills (contact the centre for information on schedules etc.)

Entertainment and Leisure

- satellite TV; large collection of entertainment videos
- extensive sports facilities: volley ball, squash, table tennis, lawn tennis and occasional aerobics instructions
- during some weekends and on request our Yekete Beat Band presents an inciting combination of African rhythms and international tunes
- the Ngoma Troupe performs traditional dances from Tanzania as well as community theatre around issues of current concern (AIDS, corruption, democracy etc.)
- bar with assorted drinks and pool table
- indoor games such as cards, chess, bao etc. are also available at the bar
- common room for participants to socialise after class room hours



Practical Information

CONTACT/ TRAINING HOURS

Courses run from Monday to Friday with sessions running from 08:00 hrs to 16:00 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 public holidays recognised in Tanzania (such as Idd, Easter, Labour day, Sabasaba etc), which occur during the course period. This is also valid for the first and the last day of the course.

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.

COURSE FEES

The course fees (as quoted on page 41) include: registration, tuition, course materials, full boarding and lodging at MS-TCDC and while on excursions, 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.



APPLICATION/REGISTRATION

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 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.

INTERNET AND E-MAIL

Our course manual can also be found on our website (www.mstcdc.or.tz), where you can apply on-line and e-mail it to us. Use the website page to look out for our various courses, including new courses, changed schedules etc. When communicating with the centre, use the e-mail address mstcdc@mstcdc.or.tz for all general communication. Participants can send and receive e-mail using the address participants@mstcdc.or.tz. Participants have access to the Internet.

BOOKING AND CANCELLATION

When booking for MS-TCDC courses, workshops and conferences please indicate whether you want to be booked in a 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.

“Staff is humorous and welcoming”



MS-TCDC COURSES

Advance payment of 25% of the total fee is paid for a confirmation of the reservation; this payment is deducted from 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. Remaining course fee is paid no later than first day of the course. Full fee may be paid in advance, if preferred. For alternative accommodation and where tuition only is required, please ask for a special rate. We expect full participation. There will be no refund of fee for partial participation. For cancellation including a no show participant, 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



SEMINARS, WORKSHOPS AND CONFERENCES

We require a deposit of 25% of the total costs 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

- 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 shillings 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 US\$.
- 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/fax photocopy of transfer advice to confirm booking.

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 05 2000 8420 0484 41

Address: Kongens Nytorv 28
DK-1050 Copenhagen K
Account Number: 2191 8420048441

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
161 Bankers Trust New York
162 Citibank New York
163 Chase Manhattan

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

Please contact our Finance Department for any queries

COURSE FEE SCHEDULE		Tuition	US\$	Boarding and lodging	US\$	Total Costs	US\$
Development Studies module 1 and 3 (5 week modules)	Adult	1025	1025	Single	1200	2225	
	Child	450	450	Shared Double	850	1875	850
Development Studies module 2 (6 weeks)	Adult	1230	1230	Single	1440	2670	
	Child	540	540	Shared Double	1020	2250	1020
Children's Rights, Good Local Governance, Natural Resource, Mngt & Governance, NGO Admin., NGO Financial Mngt., NGO Management & Policy Advocacy (each 2 weeks)	Adult	410	410	Single	480	890	
	Child	180	180	Shared Double	340	750	349
Conflict Sensitive Approaches to Dev., Monitoring & Evaluation, Organisational Capacity Building & Sustainable Livelihood Approaches to Poverty (each 3 weeks)	Adult	615	615	Single	720	1335	
	Child	270	270	Shared Double	510	1125	524
Resource Centre Management & Results Based Management (each 1 week)	Adult	205	205	Single	240	445	
	Child	90	90	Shared Double	170	375	174
Swahili Beginners/Intermediate (3 weeks)	Adult	675	675	Single	720	1395	
	Child	315	315	Shared Double	510	1185	568
Swahili Advanced (2 weeks)	Adult	450	450	Single	480	930	
	Child	210	210	Shared Double	340	790	379

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\$ 50/week to attend kindergarten
• Children 0-2 years old = free board & lodging Children 3-16 years old = half adult price for boarding & lodging
See page 38-40 For general payment & participation condition