



MS-TRAINING CENTRE FOR DEVELOPMENT COOPERATION
COURSE CATALOGUE 2009





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 depict a street scene: "City Council dismantling road stall". 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,
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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 the leading provider of high quality training for Civil Society Organisations in Sub-Saharan Africa

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WELCOME TO MS-TCDC

Welcome to the 2009 training programme in MS Training Centre for Development Cooperation (MS-TCDC). This programme marks the beginning of a process of fundamental change towards the fulfilment of our new vision of becoming a regional centre of excellence in democracy and good governance. This is in line with MS's overall focus on democracy and its goal of becoming a knowledge organisation with a specialised thematic focus.

Accordingly, some of our courses will focus on enhancing MS partners and other organisations' ability to work in areas of democracy and good governance. Other courses will focus on strengthening the internal governance of development organisations.

As, something new in 2009, we have introduced a special section to present MS's focus on democracy and how this will shape future course offerings. The advocacy elements in all our courses have also been further enriched in response to the growing appreciation from the participants. We also plan to offer the Peace Building and Conflict Management course as an outreach programme in Northern, Kenya on a pilot basis.

This year we introduce three new courses; namely Land Rights in line with MS's thematic focus. The other course is Climate Change and Sustainable Livelihoods which is a response to the global concern on the adverse effects that climate change will have for the entire planet. We are particularly concerned that it is the poorest segments of the population that will be hardest hit, hence compromising whatever benefits that would accrue from an increased democratic space. The third course is Grants Management which is a response to the growing need for competence in this area.

We will also run on a tailor-made basis, five supplementary courses that are not described in this catalogue. These are Resource Mobilisation, Sustainable Livelihoods Approaches to Poverty, Board Governance Skills, Communication for Advocacy and Participatory Forest Management.

Our courses target primarily people and organisations working in Kenya, Uganda and Tanzania, and secondarily those from Zambia, Zimbabwe, Rwanda, Ethiopia, South Sudan and Somaliland. People from other countries are also welcome to attend our courses.

This course catalogue presents you with our regular development training programme and our Swahili courses for 2009. 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.

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

"Democracy is a way of life"



KARIBUNI SANA



MS-DEMOCRACY FOCUS



MS-TCDC is a programme under MS, Danish Association for International Cooperation

MS is a non-profit NGO. MS' vision is a world in peace, where cooperation between people promotes global justice and improved livelihood for the poor and marginalised. Democracy is the focus of MS's work. This is founded in the belief that increased influence for the poor and marginalised themselves is the best way to ensure eradication of poverty. Democracy is therefore a means to fight injustice, marginalisation and poverty.

Through the democracy focus MS seeks to:

- Contribute to building up a strong and vibrant civil society that can act as a watchdog to the state;
- Support those organisations that represent the interests of the poor and marginalised;

- Support those on the margins who are seldom heard and who articulate themselves outside the dominant discourse, such as poor women, ethnic groups etc;
- Work against the discrimination of particular groups by promoting respect for differences as a way of life.

MS has selected five themes that provide a unified framework for implementation for the entire organisation. These are:

- Building Local Democracy which also has two sub-themes namely; making local government accountable and political empowerment;
- Land Rights;
- Anti-corruption;
- Conflict Management & Peace Building;
- Trade Justice.

In the South, MS collaborates closely with partner organisations to achieve this goal of challenging the causes of poverty. MS has offices in Denmark, Nepal, Central America and in seven 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. The centre trains all MS Development Workers in a 3 week mandatory preparation course to work with MS partners in the nine country programmes.

MS-TCDC has developed courses to address the training needs emerging from this thematic focus. These include Civic Education for Political Empowerment, Land Rights, Peace Building and Conflict Management, Local Democracy and Governance. A new course on Public Expenditure Tracking (PETS) and other relevant courses for the Anti-Corruption and Trade themes will be developed in 2009.

ORGANISATIONAL RELATIONS



The Policy Advisory Council

MS-TCDC is getting strategic support from its Policy Advisory Council (PAC), which meets three times a year. Currently, these are some of the organisations represented in the PAC: Centre for Legal Education and Aid Networks, Kenya, Great Lakes Women's Peace Network, Rwanda, Associates for Change, Uganda and MS-Kenya

Beyond the PAC 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 course in Development Studies and also collaborate in other areas. www.dsckim.ie

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

DEVELOPMENT TRAINING PROGRAMME



The Development Training Department offers Short Standard Courses in two areas; namely courses for strengthening internal governance and learning and courses enhancing development impact 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 three ongoing programs aiming at:

- Making Local Government Accountable: Public Budget tracking and civic participation in local democracy processes
- Developing a Tanzanian National Child Rights Curriculum for all sector professionals working with children in the formative years i.e. under 8 years
- Capacity build 45 East African NGOs/CBOs from Tanzania, Uganda and Kenya in a bigger monitoring & evaluation program (ability to record and document program impact).

Training 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 trust that adults learn best when facilitated to share and learn from these experiences in interaction with theoretical frameworks. Our courses are therefore participatory, interactive in nature and enjoyable. Most courses include field trips, case studies, role-plays, stimulating learning games, illustrated talks and group work.

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 practice computer applications.

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; We can also offer the following tailor-made courses this year:

- Resource Mobilisation,
- Sustainable Livelihoods Approaches to Poverty
- Communication for Advocacy
- Board Governance Skills
- Participatory Forest Management

- interventions to help organisations solve specific problems or enhance needed capacities;

- conducting social surveys and evaluations that can be used to plan or 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. We have over the years developed vast experience in East Africa and beyond.

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, fees and other practicalities call or send an email to mstcdc@mstcdc.or.tz.

ORDINARY B.A. IN DEVELOPMENT STUDIES

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 yet to be accredited in Tanzania.

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
- Monitoring and Evaluation
- Policy Advocacy
- Local Democracy and Governance

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 some post secondary qualification. A minimum of 5 years experience in development work 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 13th July 2009 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 2009-2011

Course code	DS 1-3	Module 2
Duration	16 weeks over 24 months	Single Room Accommodation US\$ 4110
Schedule		Shared double Accommodation US\$ 3540
DS 1 (Module 1):	5 weeks: 13/07-14/08	Total full fee
DS 2 (Module 2):	6 weeks*	Single Room Accommodation US\$ 10960
DS 3 (Module 3):	5 weeks*	Shared double Accommodation US\$ 9440
Fees per module (include Tuition and full board)		
Module 1 and 3	Single Room Accommodation US\$ 3425	Please note that the application form for BA in Development Studies is different from the application form for our regular short courses.
	Shared double Accommodation US\$ 2950	

* Exact dates for DS Modules 2&3 will be communicated later.

ADMINISTRATION FOR DEVELOPMENT ORGANISATIONS

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, procurement procedures, policies and systems.

Course Content

- Integration of Information and Communication Technology in Administration of Development Organisations
- Legal Aspects of Development Organisations
- Budget Analysis
- Office Management and Administration Practices
- Materials Management and Procurement Principles

Target Group

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

Essential facts

Administration for Development Organisations

Course code	ADO	Fees (incl. Tuition and full-board accommodation)	
Duration	2 weeks		
Schedule	ADOa 16-27/03	Single room	US\$ 1220
	ADOb 02-13/11	Shared double	US\$ 1030

BASIC FINANCE FOR NON-FINANCE PRACTITIONERS

Course Objectives

By the end of the course, participants will be able to use effective tools in managing their financial resources in a cost effective and transparent way to achieve their organisations' objectives.

Course Content

- Overview of financial management for development organisations
- Financial planning
- Keeping accounts
- Internal controls and
- Financial reporting environment and monitoring.
- Budget analysis: Internal & External
- Civic Engagement in the Budget Process

Target Group

This course is designed for non-finance practitioners and managers in development organisations.

Essential Facts

Basic Finance for Non-Finance Practitioners

Course code	BF	Fees (incl. Tuition and full-board accommodation)	
Duration	1 week		
Schedule	BF 20-24/04	Single room	US\$ 610
		Shared double	US\$ 515

CIVIC EDUCATION FOR POLITICAL EMPOWERMENT

Course Objective

By the end of the course, participants will be able to facilitate and manage civic education processes, develop training programmes and organise activities that help members of the public know and assert their rights, appreciate their responsibility and adhere to their civic obligations.

Course Content

- Civic education vis a vis electoral education
- Principles of democracy, good governance and citizen participation
- Constitutionalism, human rights and the rule of law
- Citizens rights and responsibilities, entitlements and obligations
- Challenges and opportunities for civic engagement at various governance levels
- Development of a civic education program, activities and tools
- Skill profile for civic education trainers and the art of facilitating civic education processes
- Role of civic education in conflict management and peace-building

Target Group

This course is meant for practitioners in development organisations; local government leaders and officials; women and youth community leaders; opinion leaders and functional adult education community facilitators.

Essential facts

Civic Education for Political Empowerment

Course code	CEPE	Fees (incl. Tuition and full-board accommodation)	
Duration	2 weeks		
Schedule	CEPE 16-27/11	Single room	US\$ 1220
		Shared double	US\$ 1030



CLIMATE CHANGE AND SUSTAINABLE LIVELIHOODS

Course Objective

By the end of the course, participants will have acquired the understanding of climate change, its impact on livelihoods especially of the poor and marginalised, and the necessary mitigation measures.

Course Content

- What and why climate change: climate change as a global concern and the relationship between climate change and development
- Consumption patterns and climate change: the unsustainable use of the biotic and a-biotic environment and its impact on climate
- Dealing with the negative impacts of climate change: environmental education, institutions, policy making and climate change
- Interventions to address negative impacts of climate change: climate change and sustainable livelihoods

Target Group

This course is designed for practitioners in development who are involved in interventions and advocacy issues that address the negative impacts of climate change on peoples' livelihoods, especially of the poor and marginalised.

Essential facts

Climate Change and Sustainable Livelihoods

Course code	CCSL	Fees (incl. Tuition and full board accommodation)	
Duration	1 Week	Single room	US\$ 610
Schedule	CCSL 21-25/09	Shared double	US\$ 515

FINANCIAL MANAGEMENT FOR DEVELOPMENT ORGANISATIONS

Course Objectives

By the end of the course, participants will be able to manage complex financial management 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
- Current issues, trends and controversies in financial reporting: Development Organisations Governance; Social Accounting and Responsibility; Fraud and Anti-Corruption Measures
- Budget analysis: Internal and External
- Civic engagement in the budget process

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	Fees (incl. Tuition and full-board accommodation)	
Duration	2 weeks	Single room	US\$ 1220
Schedule	FDOa 18-29/05	Shared double	US\$ 1030
	FDOb 23/11-04/12		



GENDER MAINSTREAMING

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 and Policy analysis
- Gender Audit
- Gender budgeting
- Gender responsiveness in development organisations
- “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 Mainstreaming

Course code	GM	Fees (incl. Tuition and full board accommodation)	
Duration	1 Week	Single room	US\$ 610
Schedule	06-10/07	Shared double	US\$ 515

Course Objectives

By the end of the course, participants will be able to manage grants and ensure compliance with terms and conditions set by donors; and use the funding grid to manage multiple –funded projects.

Course Content

- An Overview of grants management: Grant management cycle; Key concepts and challenges
- Grant management routines and responsibilities
- Donors funds flow and partnership agreements
- The impact of grant agreements on financial accounting and procurement system
- Donors reporting requirement
- 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**Grants Management**

Course code	GRM	Fees (incl. Tuition and full board accommodation)	
Duration	1 Week		
Schedule	22-26/06	Single room	US\$ 610
		Shared double	US\$ 515

INFORMATION MANAGEMENT AND RESEARCH SKILLS**Course Objective**

By the end of the course, participants will be equipped with skills in information management and research methods for effective use in knowledge generation and dissemination to facilitate advocacy and empowerment processes.

Course Content

- Concepts, principles and ethics in research; approaches and methodology including Participatory Action Research (PAR) and Rapid Appraisal of Actor Knowledge System (RAAKS)
- Basic database management; institutional memory and learning organisations
- Technical operations of an Information Resource Centre and records management
- Information advocacy, networking and new media
- Communication strategy development

Target Group

The course is designed for practitioners in development organisations and other like-minded entities working with information, advocacy and research teams.

Essential facts**Information Management & Research Skills**

Course code	IMR	Fees (incl. Tuition and full-board accommodation)	
Duration	2 weeks		
Schedule	07-18/09	Single room	US\$ 1220
		Shared double	US\$ 1030

**Course Objective**

By the end of the course, participants will have deeper understanding of the nature of land rights, how to secure them, how to develop effective and reliable institutions for management of land rights, how to use land rights to empower the poor and reduce poverty.

Course Content

- Key concepts: Formal and informal nature of land rights, securing access to land, land rights and equity, land rights and empowerment for poverty reduction

- Land rights acquisition: Land policy and legislation; the various ways and means of securing and sustaining access to land, a gender perspective on land rights, gender and generational equity. Values and practices to equal access. Identity and citizenship: the social character of land.
- Implications of land rights on economic and political empowerment: Land pricing and commoditisation – determining access and rights to land: custom, law and market. Whose rights to land? Improvement of social, economic and political power of the poor; in representation and participation in decision-making at the local and national levels.
- Land rights institutionalisation: Land rights advocacy, maintaining land rights' institutional integrity and trustworthiness. Land rights, land use planning, livelihood strategies and reduction of poverty.

Target Group

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

Essential facts**Land Rights**

Course code	LR	Fees (incl. Tuition and full board accommodation)	
Duration	1 Week		
Schedule	02-06/11	Single room	US\$ 610
		Shared double	US\$ 515



Course Objectives

By the end of the course, participants will be able to develop and apply strategies for promoting good local governance as well as use different approaches and tools to assess local governance and democracy.

Course Content

- Different models of governance and democracy
- New approaches to public management and good governance.
- Assessment and audit tools for governance and democracy
- Developing local models for assessing governance
- Public Private Partnerships as a tool for improving local governance
- Strategies for promoting socially responsible business
- Identifying critical success factors for sectoral governance

Target Group

This course is designed for governance practitioners from development organisations, trade unions, policy makers, staff of development agencies, Councillors and Members of Parliament.

Essential facts**Local Democracy & Governance**

Course code	LDG a & b	Fees (incl. Tuition and full-board accommodation)	
Duration	2 weeks		
Schedule	LDG a 02-13/02	Single room	US\$ 1220
	LDG b 12-23/10	Shared double	US\$ 1030

Module I - Objectives

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.

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.

Module II: Objectives

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.

Essential facts**Management for Development Organisations**

Course code	MDO 1-2	Fees per module	
Duration	2 modules of 2 weeks each	(incl. Tuition and full board accommodation)	
Schedule	MDO 1 11-22/05	Single room	US\$ 1220
	MDO 2 29/06-10/07	Shared double	US\$ 1030

**Course Objective**

By the end of the course, participants will have strengthened their ability to initiate, manage and influence positive change in their organisations.

Course Content

- Change management: Overview and definitions, key concepts, organisational models and different types of organisational change.
- Delivering change effectively: Experience based change model with process, tools & techniques for practical delivery of effective changes.
- Leading change: Roles, responsibilities and skills of the change leader: Influencing with impact.
- Organisational Assessment (OA): Different approaches, techniques and methods for conducting OA and assessing organisational culture
- Resistance to change and the change psychology: – Resistance to change & conflict management and design of interventions
- Change readiness: Empowering organisations through organisational capacity building and learning processes
- Making organisational changes sustainable: Change management in the information age and making organisational changes sustainable.

Target Group

This course is designed for HR staff, OD practitioners, program staff, leaders and managers involved in change processes.

Essential facts**Managing Organisational Change**

Course code	MOC	Fees (incl. Tuition and full-board accommodation)	
Duration	2 weeks		
Schedule	27/04-08/05	Single room	US\$ 1220
		Shared double	US\$ 1030

MONITORING AND EVALUATION

Course Objective

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

Course Content

- Key concepts and principles of Result Based Participatory Monitoring and Evaluation
- Integrating monitoring and evaluation into the planning cycle: Logical Framework Approach
- Designing and conducting an evaluation
- Methods and tools of data collection
- Methods and tools for analysing qualitative and quantitative data
- Designing M&E system
- Management Information Systems
- Community based performance monitoring

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		
Schedule	M & E a 23/02-13/03	Single room	US\$ 1830
	M & E b 21/09-09/10	Shared double	US\$ 1545

NATURAL RESOURCE MANAGEMENT AND GOVERNANCE

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		
Schedule	20/04-01/05	Single room	US\$ 1220
		Shared double	US\$ 1030

PASTORALISM AND POLICY OPTIONS IN EAST AFRICA

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 consist 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.

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.

Essential facts

Pastoralism and Policy Options in East Africa

Course code	PPO 1-3	Fees (incl. Tuition and full-board accommodation)	
Duration	Module 1: 10 days		
	Module 2 & 3 combined: 10 days	Single room	US\$ 1287
Schedule	PP01 29/06-08/07	Shared double	US\$ 1078
	PP02 & 3 07-16/09		

PEACE BUILDING AND CONFLICT MANAGEMENT

Course Objective

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

- Types and sources of conflicts
- Approaches to conflict resolution and conflict management
- Strategies for crisis prevention
- Assessing local capacities for peace
- Strategies for building local democracies for sustainable peace
- The role of advocacy in peace building and conflict management

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	CMPB	Fees (incl. Tuition and full-board accommodation)	
Duration	2 weeks		
Schedule	PBCM 20-31/07	Single room	US\$ 1220
		Shared double	US\$ 1030

POLICY ANALYSIS AND ADVOCACY

Course Objective

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

Course Contents

- 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 a & PAb	Fees (incl. Tuition and full-board accommodation)	
Duration	2 weeks		
Schedule	PA a 23/03-03/04	Single room	US\$ 1220
	PA b 24/08-04/09	Shared double	US\$ 1030

PROJECT PLANNING AND MANAGEMENT

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		
Schedule	PPM a 04-15/05	Single room U	S\$ 1220
	PPM b 12-23/10	Shared double	US\$ 1030

RESULTS BASED MANAGEMENT

Course Objectives

By the end of the course, participants will be able to understand the key concepts, paradigms and principles of Results-Based Management (RBM). In particular, the course will enable the participants to apply the principles of Results Based Management in planning, implementing, monitoring and evaluating projects and programs in a development context.

Course Content

- An overview of key concepts, paradigms and principles of results based management
- Results management framework and results chain
- Performance measurement framework
- Managing the external environment: assumptions and risk analysis
- Results based performance management at organisational and individual levels
- Result oriented reporting
- Management Information Systems

Target Group

This course is designed for senior and middle level development practitioners, working with development organisations and the government.

Essential facts

Results Based Management

Course code	RBM	Fees (incl. Tuition and full board accommodation)	
Duration	1 Week		
Schedule	RBM 31/08-04/09	Single room	US\$ 610
		Shared double	US\$ 515

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 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

SWAHILI BEGINNERS

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	12-30/01		
SB 2	23/02-13/03		
SB 3	16/03-03/04		
SB 4	20/04-08/05		
SB 5	13-31/07		
SB 6	10-28/08		
SB 7	28/09-16/10		
SB 8	23/11-11/12		

INTENSIVE SWAHILI BEGINNERS FOR RAPID LEARNING



This is a two weeks program 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	09-20/02		
ISB 2	02-13/11		

This is a three weeks 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	
Schedule		Single Room US\$ 1905
SI 1	12-30/01	Shared double US\$ 1620
SI 2	23/02-13/03	
SI 3	16/03-03/04	
SI 4	20/04-08/05	
SI 5	13-31/07	
SI 6	10-28/08	
SI 7	28/09-16/10	
SI 8	23/11-11/12	

INTENSIVE SWAHILI INTERMEDIATE FOR RAPID LEARNING

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	
Schedule		Single Room US\$ 1270
ISI 1	09-20/02	Shared double US\$ 1080
ISI 2	02-13/11	

This course is offered once a year. It is a two-week program 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	Fees (incl. Tuition and full board accommodation)
Duration:	2 weeks	
Schedule		Single Room US\$ 1270
SA	27/04-08/05	Shared double US\$ 1080

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.

FACILITIES AT MS-TCDC

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 workstation**
 - with 24 hours free Internet and e-mail and Wireless Internet



- **Entertainment and leisure**
 - satellite TV; large collection of entertainment videos
 - 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



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 depends 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.

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. Also assistance to identify presenters and facilitators and arranging excursion to nearby sites is provided.

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 29. 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 01.01.2009		
INDIVIDUALS, SEMINARS, WORKSHOPS, CONFERENCES				
Participant per day			Adults US\$	Children US\$
Fullboard	Single		67	
	Shared double		48	24
	Single suite		82	
	Shared suite		57	28
	Extra bed		35	
Lunch/Dinner Breakfast Children's Programme			12	6
			5.50	3
				25
Classroom & Facilities One week workshop	Less 10 pax:			
	US\$ 475	10-19 pax:		
		US\$ 775	20-39pax:	
		US\$ 1200	40+	
Secretariat Room Computer Room	US\$ 250 per week			
	US\$ 1725 per week			



PRACTICAL INFORMATION

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 not 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.

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

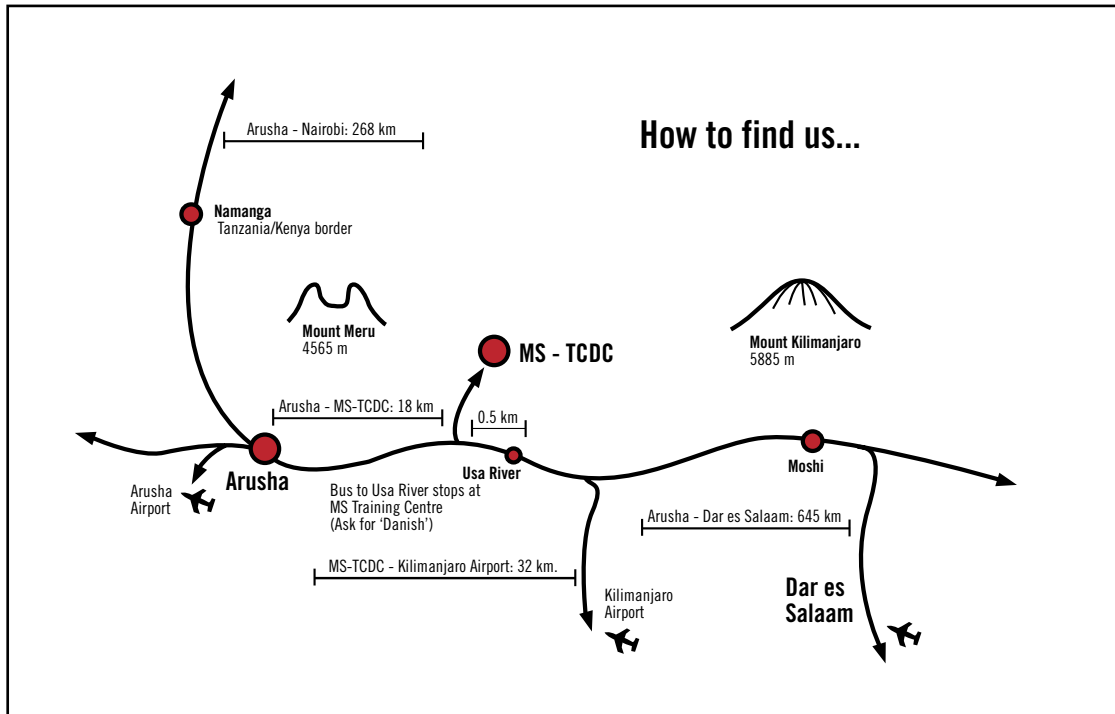
Correspondence banks
1)American Express Bank Ltd. New York
Swift code: AEIBUS33
2) Citibank New York
Swift code: CITIUS33
3) Deutsche Bank Trust Company Americas New York
Swift code: BKTRU33

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



Course Fee Schedule	Tuition: US\$		Boarding and Lodging: US\$		Total costs: US\$
Development Studies module 1 and 3 (5 weeks Modules)	Adult	1750	Single	1675	3425
		1750	Shared Double	1200	2950
	Child 3-16	625		600	1225
Development Studies module 2 (6 weeks)	Adult	2100	Single	2010	4110
		2100	Shared Double	1440	3540
	child 3-16	750		720	1470
Administration for Dev. Org, Management for Dev. Org, Financial Management for Dev. Org, Policy Advocacy, Natural Resource Management & Governance, Project Planning and Management, Peace Building & Conflict Mngt, Information Management and Research Skills, Civic Education for Political Empowerment and Local Democracy & Governance,. (2 weeks)	Adult	550	Single	670	1220
		550	Shared Double	480	1030
	Child 3-16	250		240	490
Monitoring and Evaluation (3 weeks)	Adult	825	Single	1005	1830
		825	Shared Double	720	1545
	Child 3-16	375		360	735
Gender Mainstreaming, Basic Finance for Non-Financial Practitioners, Result Based Management, Climate Change & Sustainable Livelihoods, Grants Management and Land Rights.(1 week)	Adult	275	Single	335	610
		275	Shared Double	240	515
	Child 3-16	125		120	245
Swahili Beginners/ Intermediate (3 weeks)	Adult	900	Single	1005	1905
		900	Shared Double	720	1620
	Child 3-16	450		360	810
Intensive Swahili Beginners/Advanced (2 weeks)	Adult	600	Single	670	1270
		600	Shared Double	480	1080
	Child	300		240	540
Transport Mileage Land Cruiser/Bus Driver's fee	Per km Per hr		0.70/1.00 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.



MS-TCDC is a non-profit institution in Arusha, Tanzania, aimed at capacity building. Throughout the year different courses and workshops run concurrently in a lively international atmosphere promoting sharing of experience and cross-cultural discussions. Excellent facilities together with a quiet and pleasant atmosphere make it an ideal place for reflection and learning.



MS-TCDC Training Centre for Development Co-operation

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