

TRAINING PROSPECTUS

Project Planning,
budgeting, Monitoring,
Evaluation and
Learning

Financial Management
and
Organisational
Development

Organisational
Management
of Human Resources,
Logistics
and Administration



T A A B C O

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Micro-Finance

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Basic Research and
Policy Analysis

Organisational
Behaviour
and development

Cross cutting Themes
and Approaches

ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
CBO	Community Based Organization
CEO	Chief Executive Officer
CMO	Community Mobilization and Organization
CSO	Civil society Organization
ICT	Information Communication Technology
ID	Institutional Development
FBOs	Faith Based Organizations
FM/OD	Financial Management/Organizational Development
HIV	Human Immune Virus
HRM	Human Resource Management
HR	Human Resources
MANGO	Management Accounting for NGOs
MFI	Micro Finance Institutions
MIS	Information Management Systems
NGO	Non-Governmental Organization
OD	Organizational development
PPBMLE	Participatory Planning, Budgeting, Monitoring, Learning and Evaluation
PME	Planning Monitoring and Evaluation
SPM	Strategic Planning and Management
RBA	Rights Based Approach
RBM	Result Based Management
SORAAP	Statement of Recommended Auditing and Accounting Practice
TAABCO	Transforming, Analyzing, Accompanying and Building Change Organizations

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INTRODUCTION

In today's world, fostering growth and development require relevant evidence-based knowledge, innovation and skill development. Faced with an increasing demand for productivity, efficiency, and daily need for positive impact, organisations as well as individuals must adjust for the better while grappling with myriad challenges of balancing scarce resources against various needs in day-to-day activities. For governments and development organisations, building the capacity of personnel is a prerequisite for effective management of projects/programmes and for professional growth. However, identifying training institutions that offer affordable courses without compromising the quality of the products/services require very careful selection. It is against this backdrop that TAABCO, an independent organization with commitment to the transformation of communities through the support of strengthened and viable development organizations, has embarked on creating fresh, dynamic, incisive, hands-on and interactive short-term training programmes to impart essential and relevant knowledge and proficiency tailored to suit the needs of various development actors including the Private Sector, Non Governmental Organisations (NGOs), Community-Based Organisations (CBO), Faith-Based Organisations among others, in the development arena.

About TAABCO

Transforming, Analyzing, Accompanying and Building Change Organisations (TAABCO) is a consultancy and research firm that aims at building and strengthening capacities of its clients to manage change processes confidently through Research Development, and Consultancy services. With an interdisciplinary team of Research and Development Consultants, TAABCO provides professional and management support to development actors in the Civil Society, public and private sector agencies to enable them effectively deliver services to their respective targets. With a belief that change must be managed through deliberate processes, TAABCO emphasizes on social responsibility and best practices in development that is attained through relevant discourses and training for excellence. Since its inception in 1997, TAABCO's vision is anchored on noble values and transcends the needs of organisations within different environments or transitional economies.

TAABCO believes in a holistic delivery of quality services that are process oriented and which enable the client to grow, learn and resolve issues, meet challenges and face problems without fear. Hence, interaction with clients is carefully managed and nurtured to ensure that a strengthened organization is made. Social development demands visible, viable and strong organizations as intermediaries working closely with communities to ensure transformation and improvement of livelihoods and TAABCO is committed to contributing to the development of vibrant development actors and hence emphasis on training and skills development with a view to enhancing capacities of clients.

Vision

TAABCO envisages strengthened Government, Civil Society, Faith-Based and Private sector organizations, working towards the attainment of a just, participatory and sustainable society.

Mission

Our mission is to provide quality research and consultancy services to development and private sector organizations in managing change processes.

TAABCO's Values

The firm is committed to the following values:-

- Providing quality consultancy services

- Empowering communities, organizations or agencies in the ownership and management of their resources and development processes;
- Facilitating proper stewardship as well as accountability within itself and its clients; and
- Promoting a just, participatory and sustainable society.

Objectives

TAABCO's aim is to build and strengthen management capacities of client organizations and agencies to manage their own resources, and provide services to their members more effectively and efficiently. Through its interventions, TAABCO will improve the ability of its clients to solve their own problems and positively change management processes, particularly through a more effective and collaborative management culture, utilizing easy-to-understand evidence-based methods, and up-to-date management theory and technology of applied and behavioral sciences, including action-oriented research.

TAABCO's Consultancy Services

The firm's programme activities cover Programme Management; Organization Development; Financial Management; Gender Mainstreaming; HIV and AIDS Mainstreaming, Research; Policy Analysis and Advocacy; Human Resources Development; Peace Building and Reconciliation. Interventions in these areas are tailored for donor agencies, Faith-Based Organisations; Community-Based Organisations, country (local) and international Non-Governmental Organisations. Training Courses

Training Courses

The training courses offered by TAABCO are divided into seven key thrusts and under each major thrust, there are specific topics and these include:

1. **Participatory Planning, Budgeting, Monitoring, Learning and Evaluation (PPBMLE)**. Within this cluster are a number of topics such as Strategic Planning and Management; Proposal Writing and Report Writing; Promoting effective Communication, Dialogue and Conflict Management and MIS/ICT for Result Based Management;
2. **Financial Management and Organizational Development (FM/OD)**. This cluster covers themes like Integrating Financial Management with Organizational Development; Finance for Non-Finance Managers; Financial Sustainability and Exit Strategy and Business Planning;
3. **Micro-Finance** theme covers Micro-finance and Micro-Enterprise and Grant Management;
4. **Organizational Behavior and Development** emphasis caters for basic concepts and practice of Organizational behavior and growth; Governance and Strategic Leadership; Team Building and Facilitation and Moderation;
5. **Cross-Cutting Themes and Approaches** takes into account programme areas that are not stand alone but rather weave into all aspects of programme and institutional work as well as current relevant development approaches like Community Mobilization and Organization;
6. Mainstreaming HIV and AIDS- Mainstreaming Gender and Mainstreaming Rights Based Approach;
7. **Basic Research and Policy Analysis**. Courses under this theme focus on the need for knowledge generation, documentation and utilization thus contributing to both institutional memory and interventions geared towards policy influencing. Specific courses include Introduction to basic Research and Policy Analysis and Advocacy, Lobbying and networking/Alliance building.

Approach:

The training methods and approaches are in principle participatory with specific latest tools applied for particular courses. TAABCO is of the view that together with the resource person to ensure that different learning approaches are applied and that the various learning needs of participants are addressed accordingly. While classroom learning has its rightful place, field exercises that enable practice of theory and techniques and procedures is also considered essential. Therefore, participants will use case studies, share experiences and contribute to defining how to use knowledge gained back in their organizations.

TAABCO has intentionally provided short courses with an understanding that participants have basic knowledge and skills around which they build new concepts and knowledge/techniques. Furthermore, since most participants are in principle in organizations time management is of essence and the need to combine work and training is necessary. Moreover, TAABCO is building on previous training experience where short courses have proved effective with defined action plans for follow up.

In order to ensure that knowledge, experience and techniques gained are shared and utilized in organizations, TAABCO emphasizes a follow up mechanism based on Action Plans to be implemented by participants in their respective organizations.



A. PARTICIPATORY PLANNING, BUDGETING, MONITORING, LEARNING AND EVALUATION (PPBMEL)

Strategic Planning and Management Course Number 01

“For I know the plans I have for you”, declares the Lord “plans to make you prosper and not to harm you, plans to give you hope and a future” Jeremiah 29:11 [NIV]

Introduction

As the old adage goes, 'if you fail to plan, you plan to fail.' Planning has assumed a central place in the art of social development and even a key requirement by development partners (donors). However, requisite capacities need beefing and plans must become living documents that related directly to the needs of target communities and their contexts including that of the client. Therefore, knowing about how to strategize and plan for implementing a project or a programme is very crucial in the business or development arena. In a bid to overcome the challenges and pitfalls facing organizations and personnel, today's managers must consider the impact of their strategic tools, long-term plans, objectives and results of their actions. This training will involve participants practicing some of the techniques and procedures that are expected to be used when they return to their organizations and undertake planning. They will also consider and share challenges that they may be expected to encounter and how to overcome them.

Course Objectives

This course is designed to assist participants to acquire knowledge and skills in strategic planning for their organizations/institutions within a fast changing environment.

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

- Identify fundamentals of management in the context of change situations;
- Undertake strategic assessment of their own organizations and identify strengths, constraints and opportunities that these organizations have; and
- Formulate strategies and strategic plans for their institutions.

Course Content

This course highlights various stages involved in the development of a strategic plan in conformity with organizations vision and mission. It also includes an analysis of the development environment, culminating in detailed programmes and budgets to be followed.

- Development of the vision, mission, goals and values
- Analysis of the external and internal environment
- SWOT and stakeholder analysis
- Development of strategies, strategic programmes and activities
- Development of work plans and budget
- PPBMEL and Reporting tools and mechanisms

Target Group

The main target group includes: Co-ordinators, Managers, Project or Programme Officers, Financial Managers or Finance staff and other key staff involved in managing the implementing projects and/or programmes.

Course Duration: 3 Days

Proposal and Report Writing (Course Number 02)

“His work shall be shown for what it is, because the Day will bring it to light” 1 Corinthians 3:13[NIV]

Introduction

Proposals and Reports are important tools for communication within and without the organization. They play an important role by informing existing and potential supporters about future interventions to be undertaken and progress regarding performance. Donors and other stakeholders make important decisions about the organizations future on the basis of these documents. It is therefore imperative that proposals and reports be of quality in order to ensure that external supporters have a very clear picture of the organizations performance and its future intentions. Poorly written proposals are unlikely to yield a positive response while poor reports are a sure recipe for disaffection on the part of the organizations governance and external supporters. Writing a successful grant proposal and acceptable reports requires high-level proficiency that only trained personnel can do. Yet this is what institutions and organizations need for realizing their dreams in fundraising or mobilizing resources for programmes/projects. Equally important is how to report about the ongoing or completed projects/ programmes within any environment.

This is a very important course as it seeks to enhance accountability to all stakeholders and improve institutional memory.

Course Objectives

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

- Understand how to propose and report;
- Communicate as clearly and objectively as possible in report writing;
- Attend to minute details of the use of language and style of writing;
- Outline the significance of report writing;
- Identify the essential steps in preparing a proposal;
- Grasp the different steps in report writing;
- Describe the types of reports and proposals; and
- Give a detailed description of the proposed study designed to investigate a given problem.

Course Content

- Elements of report and proposal writing
- Technical objectives of reports and proposals
- Budgets and work plans
- Linking reports and proposals to a fundraising strategy
- Purpose, role and importance of proposals and reports
- Types of and Structure (s) of Proposals and reports
- Writing /language skills for Proposals and Reports
- Organizational policy on proposal and reporting

Target Group

This is an important course for all managers, investors, leaders, and directors among others within Churches, NGOs, CBOs, and government departments. Board members, CEOs, Project directors, programme managers, project officers, as well as other people interested in developing professional skills in proposal writing.

Course Duration: 5 Days

Introduction

Communication is an almost magical word that says everything about the way people are talking, writing and expressing themselves with the ultimate goal that the person they communicate with understands what they want to say to them. It is a privilege to discover the differences of understanding about the meaning and interpretation of ideas like 'time', 'success', 'reporting' and other key words. What does the other person mean?, What does he or she want to say to me?, Why choosing these words?, Why waiting so long with sending these reports?, Why sending so bulky things? All these questions often weaken the effect and power of the communication. It even spoils it more frequently than we think and want. Communication as stumbling block is more reality than we should think. Having said that we can conclude that communication is often a serious, underestimated and hampering aspect in the progress we commonly want to make in international cooperation. This training intends to contribute to an improvement of that situation.

Objectives

- Increase insight in basic errors and non productive habits in the process of communication with overseas resource partners
- Increase knowledge on theory and practice of effective and proper communication
- Participants see themselves through the eyes of a western resource partner – this unique view often works as an eye-opener
- Participants see and internalize the urgent need to base a strong communication style on a strong and sustainable organizational development
- Increase skills in productive communication with resource partners
- Improve relationship between development organisations and their overseas resource partners
- Stagnation of development programmes caused by poor communication will be minimized
- Organisations are able to manage the dependency on western and local resource partners
- The participants make it clear for themselves that results (where they communicate about) can only be achieved via teambuilding, professionalism and passion
- Participants discover (or get confirmed) that a strong communication style can only be based on organizational pride, a well developed organizational self esteem and good organizational development
- Participants discover what sustainable organizational development really means

Course Contents

- General introduction on the skill of communication
- Errors and non productive habits in communication
- Organizational sustainability as a red line in the training
- Small working groups on cases
- The presentation of proposals
- Writing letters and e-mails
- Exploring the elements of organizational strengths and weaknesses
- Work with a rapid organizational scan to recognize the strengths and weaknesses of the organization

- Instruments how to manage dependency
- Meeting people (how?, frequency, preparation)
- Organizing visits (the quality or quantity question)
- Drafting and sending of progress reports
- Maintaining the contacts in a human and productive way
- Handling communication problems

During the training there will also be attention for:

- Gender aspects in communication
- How to organize (field) visits of foreign visitors
- Where to think of while visiting resource organisations in western countries
- Subjectivity versus objectivity
- Better use of photo-material
- Working towards 'balance'



Micro-Finance



T A A B C O

Organisational
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Basic Research and
Policy Analysis

Organisational
Management
of Human Resources,
Logistics
and Administration

Conflict Management and Resolution

“May there be peace within your walls and security within your citadels!” Psalms 122:7[NIV]
“Dialogue Protects Life” An African Proverb

Introduction

This is a unique course that is relevant in any polity where different people or persons interact. The current work environment is characterized by the stress to achieve and show impact and at the same time, with ICT communication is tending toward becoming impersonal. Organizations have different cultures of communication and conflict management and resolution and most cases they are neither fully formal nor documented. This course is about making participants aware of the various principles of communication and managing conflicts at the work place. It involves audience dialoging, some interviewing or research techniques, mediation, and a focus on how to build peace and development through managing processes and conflicts in organizations and the society.

Course Objectives

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

- Access and appreciate basic principles of communication
- Understand potential causes of conflicts and know how to manage and resolve conflicts
- Identify causes of conflicts in their own organizations;
- Determine factors that hinder effective communication and the right tools to facilitate communication
- Apply principles of conflict management

Course Content

This course content includes:

- Principles of communication and conflict management
- Identifying conflicts at work
- Outline communication channels and bottlenecks in at work
- Sources and styles of conflict
- Mediation and negotiation skills
- Organizational policy and culture of conflicts and their management
- Concepts and theory of conflict management and resolution
- Concept and practice of mediation Western and African approaches
- Principles and meaning of communication and dialogue
- Organizational power profiles
- Organizational policies

Target Group

This course is ideal for Project Officers, Faith-Based leaders, Managers, Directors, and any development concerned individuals.

Course Duration: 3 days

“When Spider webs unite, they can tie up a lion. An Ethiopian proverb

Introduction

Africa is still negatively impacted by the digital divide however, increasingly, MIS/ICT is critical to the work of any organization. This course focuses on result-oriented packages through Information, Communication and Technology (MIS/ICT) Management. The place of Information Management Systems in organizations cannot be underestimated given the financial implications and productivity by the workforce. Many development organizations are only beginning to appreciate the importance of MIS/ ICT in facilitating improved results and increasingly, many are accessing the relevant technology especially with the reduction in prices. Nevertheless to ensure better result management this course is designed to increase the skills and capacities of clients. Both theories and practical lessons will be explored.

Course Objectives

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

- Define realistic expected results, based on appropriate analysis with MIS/ ICT programmes.
- Clearly design MIS/ICT programmes to meet the needs of clients or organizations.
- Monitor progress towards results and resources consumed.
- Identify and manage risks.

Course Content

- Introduction to RBM approach and Results
- The role of MIS/ICT in Results Based Management
- The chain of results
- MIS/ICT in Planning Monitoring and Evaluation
- Risk management strategies
- Building performance measurement frameworks
- Quantitative and Qualitative indicators and use of statistical software
- Data collection techniques
- Data processing and Analysis
- Using MIS/ICT tools in reporting on Results
- MIS/ICT in Human Resource Management and Results through people

Target Group

Finance Managers/Officers, Accountants and Book-keepers, Programme/Project Officers, Project Coordinators and Programme Managers. Board members, Company Secretaries, Administrators and ICT Managers.

Course Duration: 3 Days

B.FINANCIAL MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT [FM/OD]

Integrating Financial Management & Organizational Development Course Number 05

“Whoever can be trusted with very little can also be trusted with much, and whoever is dishonest with very little will also be dishonest with much”. Luke, Chapter 16:10 [NIV]

Introduction

This course provides participants with practical financial management training carefully designed to meet the real needs of staff working behind the scenes at head offices and in the field. The skills learned will enable them to integrate financial management with other functions of the organization. The course incorporates an interpretation of the current 'Statement Of Recommended Auditing and Accounting Practice' (SORAAPs). It encourages managers of all organizations, especially NGOs and CBOs, to pursue value-for-money approach to the organizations activities.

Course Objectives

- By the end of this course, participants will be able to:
- Identify the guiding principles and tools of financial management;
- Explain the concepts of financial accounting, management accounting and financial control, and prepare effective budgets;
- Devise practical plans to achieve organizational effectiveness and change, which balances shortcomings, outcomes and long-term strategic overview; and
- Manage organizational conflict and manage personal effectiveness
- Integrate financial management with organizational development
- Appreciate the need to adhere to local and international Statutory obligations

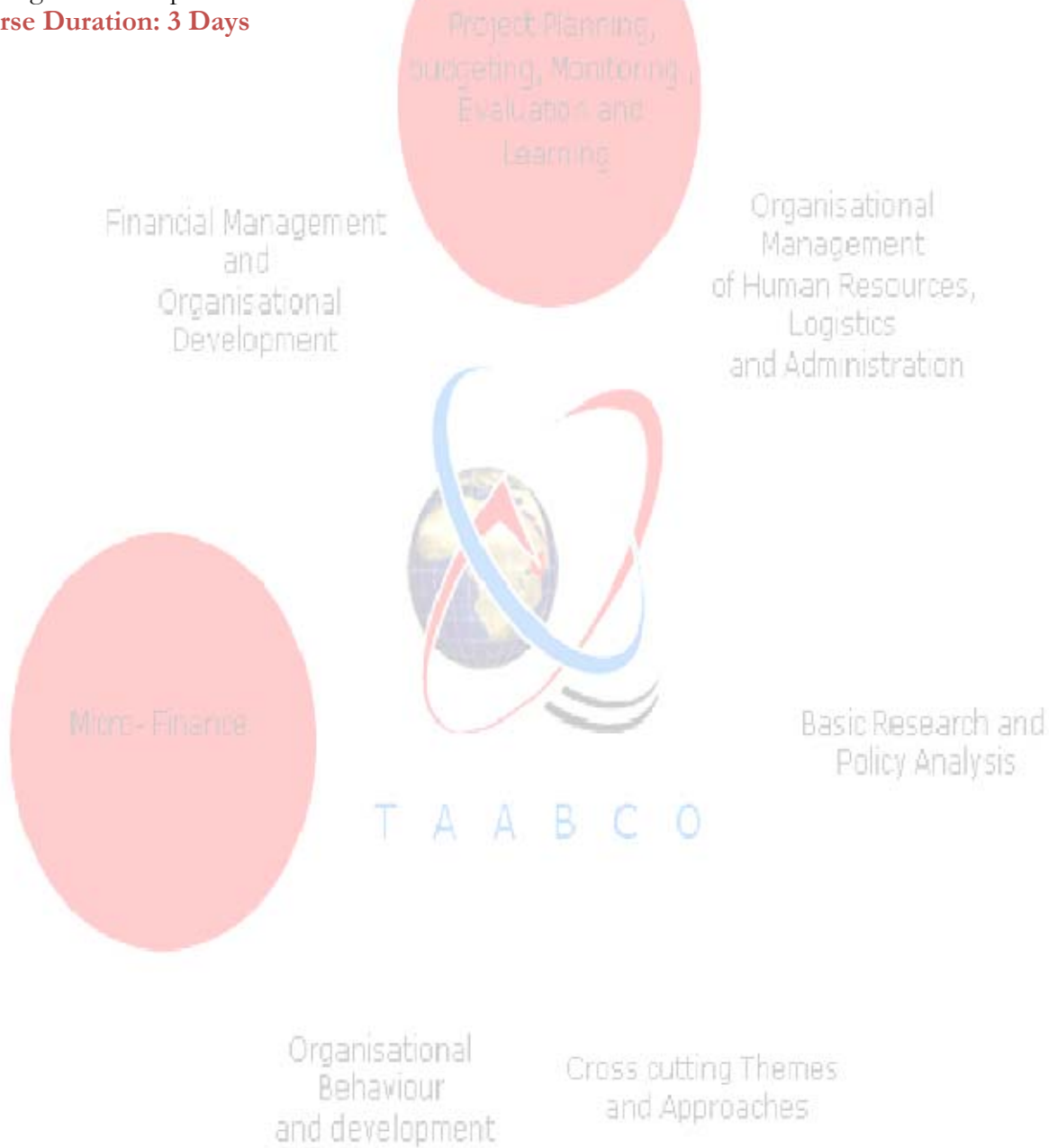
Course Content

- Introduction to Financial Management and Organizational Development
- Financial systems, structures and capacity
- Management Accounting for NGOs (MANGO)
- Practical Financial Management for NGOs
- Budgeting, budgetary controls and audits
- Strategic Management for NGOs- Administration for Financial sustainability
- Financial Management for Programme Managers
- Financial Management for Field Accountants
- Information systems and financial management
- SORAAPs and other accounting standards.
- NGO accounting system and statutory obligations
- Introduction to financial accounting standards
- Understanding financial management, accounting and book keeping
- Financial management cycle, systems and structures
- Introduction to financial accounting standards, local and international statutory obligations
- Linking financial management and Organizational development.

Target Group

The target group includes: Finance Managers and Officers, Accountants and Book-keepers, Programme/Project Officers, Project Co-ordinators and Programme Managers. Board Members, Company Secretaries, Administrators, Programme and Finance Personnel interested in synthesizing finance with organizational priorities.

Course Duration: 3 Days



“The Lord answered, “Who then is the faithful and wise manager, whom the master puts in charge of his servants to give them their food allowance at the proper time?” Luke 12:42 [NIV]

Introduction

This course is built around interactive and listening sessions with participants being given opportunities to understand the purpose of finance, how to take advantage of the market share, get returns on investment and ensure desired results/impact from appropriate management of resources through various methods.

Course Objectives

Participants to this course will learn how to make decisions on cost, production, pricing, market development, research and development and capital investment. After attending this programme, participants should be able to:

- Understand cash flow, profit and Loss and other Financial Statements;
- Plan, monitor and control a budget;
- Differentiate the role between business managers and accountants;
- Work out financial implications of day-to-day decisions;
- Create much better use of the assets allocated to their divisions or departments; and
- Expand & implement a concrete, time-bound cost reduction plan for their departments.

Course Content

- Financial Management: An Outline
- The Working Capital Cycle
- Financial Diagnosis through Ratios
- Approaches to Cost Reduction
- Basic Cost Accounting Concepts
- Management of Inventories
- Finance for Managers
- Finance for Accountants
- Funds Flow Analysis
- Financial reports
- Cost-Volume-Profit Relationships
- Management of Receivables
- Budgeting and Planning

Target Group

The lessons are intended for all managers, directors, leaders and supervisors, Programme/Project Officers, Project Co-ordinators and Finance Personnel interested in synthesizing finance with organizational priorities that are not trained in finance. They will get an outline of interpretation of financial statements, work out financial implications of their decisions in business; comprehend concepts of return on investments and in specific operations, cutting costs for better returns among other mechanisms for growth.

Course Duration: 3 Days

Introduction

With scarce resources facing development organizations, thinking about implementation of a project and existence of an establishment in terms of exit strategy and financial continuity is a boon every investor would want to consider in future. Past development practice by both donors and implementers has not been rigorous on planning for exit in a systematic and coherent manner. Rather projects have phased out due to a variety of reasons and at times abruptly leaving communities with incomplete interventions. This course seeks to address the challenges of sustainability by providing skills on how to improve organizational sustainability and develop exit strategies within strategic and operational plans as well as developing policies and consensus between partners on exit measures.

Course Objectives

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

- Define financial sustainability and apply the concepts to their organizations.
- Appreciate the need to integrate exit strategies in their financial and programme plans
- Devise exit strategies for their organizations.

Course Content

- Definitions and focus on Financial Sustainability
- Terms of development partnerships
- Incentives for continued growth
- Financial austerity versus flexibility
- Factors for changeover in management
- Collaborations and Network formations
- Formulation of exit strategy
- Exit strategies and end of project planning

Target Group

This course is very important for any manager, leader, directors, investors, and government officials since it captures the technical issues and challenges facing organization, which rely on partnerships at any stage of development, with regard to the use of resources.

Course Duration: 3 Days

Business Planning Course Number 8

Dishonest money dwindles away, but he (she) who gathers money little by little makes it grow
Proverbs 13:11 [NIV]

Introduction

Many organizations are concerned about their growth and comparative advantage in the market place. This course on business planning is to guide organizations to stay abreast of developments in the market by ensuring that they determine the pattern and growth rate as well as their expansion. Through constant review of the vision and mission statements the relevance and comparative advantage is sustained including strategies for sustainability being formulated.

Course Objectives

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

- Have skills and knowledge on how to determine the rate of growth and expansion of their organizations
- Understand the purposes for business planning and its link to organizational sustainability
- Acquire knowledge on market analysis and inquire into the relevance of their services
- Review the purpose of the existence of their organization and challenges they face and how to address them
- Knowledge and tools for business planning will be shared back in the respective organizations

Course Content

- Background to type of businesses
- Define objectives of business planning
- Market analysis and the relevance of services offered
- Draft a market strategy
- Identify principles of marketing
- Clarify purpose of the existence of the respective organizations
- Outline risks facing the respective organizations and map out mitigating measures

Target Group

The course is designed for Directors, Managers and Finance Managers and Accountants

Course Duration 3 days

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C. MICRO-FINANCE

Micro-Finance and Micro-Management Course Number 9

“I planted the seed... but God made it grow.” 1 Corinthians. 3:6 [NIV]

Introduction

Micro-finance is an effective way of sustainable contribution to poverty reduction and the achievement of Commitment for development at community level. It creatively spurs economic activities and business opportunity and growth to the low-income, micro, and small enterprise sectors as well as bigger economies. This course aims at providing participants with the basic skills in micro-finance and enterprise Development, thus exposing them to effective ways of managing micro-finance operations and financial services.

Course Objectives

By the end of this course, participants will be:

- Exposed to the basic technical skills of micro-finance operations;
- Equipped professionally in the Micro-finance industry.
- Able to capacity build for the micro-finance sector;
- Qualified to build a professional foundation for a career in the micro-finance field.
- Designing a microfinance programme

Course Content

- Introduction to micro-finance
- Principles for successful Micro-finance
- Micro-finance operations in the region
- Risk Management for MFIs
- How to start a Business
- Interest Rates and microfinance
- Marketing and networking
- Product Development for MFIs
- Financial management
- Improving Operating efficiencies in MFIs
- Management of information systems
- Organizational development
- Sustainability of micro-finance organizations

Target Group

The course is designed to meet both individual and corporate training needs of the micro-finance industry. The target group includes: Board members, CEOs, Project directors, programme managers, project officers, as well as other people interested in developing professional skills in micro-finance can benefit from this course.

Course Duration: 3 Days

Grant Management Course Number 10

"... You entrusted me with five talents. See, I have gained five more Matthew 25:20 [NIV]

Introduction

Increasingly, donor organizations are providing resources to development organizations to manage and distribute to communities and other smaller organizations. In this regard, they are accountable for the management and control of these resources. Therefore, this course addresses effective management of resources under the umbrella of an organization. It is suitable for individuals responsible for funding administration. It covers current processes, management styles, preparation and review of funding proposals; preparation of audits; reporting and accounting mechanisms.

Course Objectives

At the end of this course the participants will be able to have a deeper understanding of:

- The current processes and requirements of grant management.
- The Current grant management styles.
- The preparation and review of funding proposals.
- Methods of reporting and accounting mechanisms.

Course Content

The course contents will include:

- Types of grants
- Grants management styles
- Grants processes and players
- Selection Criteria
- Grants Administration
- Compliance Mechanism
- Negotiations with grantee
- How to apply for successful grants

Target Group

This course is ideal for Non-Governmental Organization (NGO) workers, Community-Based Organization (CBO) workers, donor organizations, development partners/governments involved in grant management activities.

Course Duration: 3 Days

Organisational
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D. ORGANIZATIONAL BEHAVIOUR AND DEVELOPMENT

Introduction to Organizational Behavior and Development Course Number 11

Organizations are living organizations that must be continuously crafted to manage changes [AA]

Introduction

The vibrant civil society in most countries has resulted into the growth of many development and advocacy organizations. Most of these NGOs, CBOs and FBOs have emerged on need basis and therefore little planning and systems have been thought through as many practitioners are immersed in service delivery. This course points out the basic concepts and tenets of organizational behavior and growth. Its focus is to enable participants understand and appreciate the need for Institutional and Organizational development with a view to strengthening their organizations to manage change, identify and use internal potential as well as positioning themselves strategically in order to ensure results and a healthy organization.

Course Objectives

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

- Understand that an organization is a living organism
- Organization has a growth cycle and at every stage the challenges are different and need to be met appropriately
- Conduct an Organizational Analysis (OA)
- Understand what organizational culture is about
- Appreciate the different organizational behavior tools and implement some in their organizations
- Map out the organizational growth stage of their respective organizations

Course Content

- Concept, principles and approaches of Organizational behavior and development
- Process consultancy
- The importance of Organizational Assessment/scanning and the related tools
- Organizational culture
- A learning organization
- Organizational growth stages and the relevant tools of assessment e.g. time line, mind mapping

Target Group

This course is designed specifically for CEOs, project managers and programme officers and finance/accounting staff with a view to enable them understand the software issues of an organization and also to be able to apply the principles of ID/OD in their own organization.

Course Duration 3 days

Governance and Strategic Leadership Course Number 12

“A community without elders does not prosper” A Mozambican proverb

Introduction

There is no gainsaying that there is need to shape governance and leadership in both the public as well as private sector. Indeed, poor governance has been a major contributing factor to poor socio-economic development performance in most developing countries. Equally important is the role of governance and strategic leadership in development organizations. Given that many have evolved on the basis of need and service delivering determining the pace of action, little attention was given to effective internal governance especially in the NGOs, CBOs and FBOs but this has now become a need and most organizations are seeking support and capacity building in order to establish functional, objective and independent boards. TAABCO intends to groom leaders to be acceptable and accountable to the organizations or communities in which they work. Are there positive values, virtues and attributes that make men and women as suitable leaders? What challenges face governors/leaders in their organizations? How can they be overcome? This training programme provides a real test for leadership and Creates a forum for equity to share experiences and arrive at answers to the above questions among others.

Course Objectives

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

- Define governance and strategic leadership
- Understand the historical issues of leadership and governance
- Explain the role and responsibilities of leadership;
- Define and understand the attributes of leaders;
- Key challenges leaders face
- Identify / Map strategic solutions
- Women and governance in development organizations
- Have good insights into the issues of accountable governance in spearheading gender issues and power relations
- Understand standards of conduct

Course Content

- Introduction to governance and leadership.
- Attributes of leaders.
- Historical issues of leadership and Governance.
- Governance in public management and governance in voluntary organizations
- Governance, leadership and internalization.
- Women and governance in development organizations.
- Standards of conduct.
- Roles and responsibilities.
- Effective governance and leadership
- Self regulation
- Accountable governance in spearheading gender issues.

Target Group

Church leaders, Board members, organizational leaders, managers, administrators, programme officers, and development practitioners.

Course Duration: 3 Days

Team Building Course Number 13

Two are better than one, because they have a good reward for their toil.” Ecc. 4:9[NIV]

Introduction

Organizations are made up of people of diverse backgrounds, experiences, knowledge and skills. Management of this resource is vital for the realization of both individual and organizational goals. It is imperative therefore that individual staff understand the importance of working together in teams and sub teams in order to achieve set objectives and targets. Team work does not however, come naturally in an organization as management must facilitate its development and functionability. This is a challenging and practical course that aims at helping participants to develop a positive attitude in life and enhances communication and interpersonal skills to deal with people of different backgrounds and odds facing teams in a positive and constructive situation.

Course Objectives

- At the end of this course the participants will:
- Have the essential skills and techniques to manage and motivate people to achieve high performance.
- Be able to practice setting clear, motivating objectives and to give constructive feedback.
- Have learnt the importance of developing teams and individuals as a way to enhance total organizational performance.
- Understand different personality types and how they relate to each other

Course Content

- The participants will learn theory and the principles of success in today's busy environment
- Positive contribution of team work/spirit in an organization
- Importance of communication and feedback
- Appreciating the individual skills within a team and creating synergy
- Different personality types
- Stages of team formation and the challenges at each stage.
- The course will involve team-work, confidence building, intellectual games, mountain hiking, a test of wits and techniques that will eventually increase one's competence and sharpen thinking, reduce stress at work and improve work effectiveness, productivity and efficiency.
- It is envisaged that team building course will help participants to accomplish their tasks and face life with much buoyancy and satisfaction.

Target Group

The target group includes: Board members, CEOs, Project Directors, Programme managers, Project Officers, as well as other Programme Officers.

Course Duration: 3 days

Facilitation and Moderation Course Number 14

For lack of guidance a nation falls Proverbs 11:14 [NIV]

Introduction

Organization of conferences, workshops and seminars has become an in-house art of doing business by development actors as a means of broadening participation. Management and organization of these activities requires knowledge and skills in order that objectives and expectations are met. Current management studies show that effective and fruitful participation in conferences, seminars and workshops depends very much on the quality of facilitation/moderation. This course is planned to enable managers and all those involved in conference and workshop organizing to appreciate the need for requisite skills that ensure desired outcomes. Conferences, workshops and seminars including committee meetings are spaces for learning and sharing experiences that need carefully crafted processes of organizing and managing if they should steer away from the risk of becoming talk shops and/or routine undertakings with little or no collective or individual impact and change.

Course Objectives

By the end of this course, participants will be in a position to:

- Understand the principles and concepts of conference organizing and management
- Determine the purposes of different types of conferences, workshops and seminars
- Develop an appreciation for facilitation and moderation skills
- Establish the types of logistical requirements for different gatherings
- Map out various tools for facilitation/moderation
- Practice facilitation/moderation in the training and in their respective organizations

Course Outline

- Definition of Concept and History of facilitation/moderation
- Purpose of facilitation/moderation
- Types of conferences and different types of facilitation
- The role of a facilitator/moderator
- The role of participants
- Planning conferences/workshops/seminars
- Criteria for a successful conference/workshop/seminar

Target Group

This course is specifically organized for Trainers, Programme/Project officers and Managers

Course Duration 3 days

E. CROSS CUTTING THEMES AND APPROACHES

Community Mobilization and Organization skills / techniques Course Number 15

“... You see the trouble we are in: Jerusalem lies in ruins.....Come let us rebuild the wall of Jerusalem, and we will no longer be in disgrace” Nehemiah 2:17 [NIV]

Introduction

Based on methods of building institutional capacity, this course emphasizes the principles, techniques and a practical, hands-on approach that will ultimately make participants mobilize individuals and communities to contribute in community-based development initiatives. This course is ideal for anybody working in and for community development.

Course Objectives

At the end this course, the participants will be able to:

- Learn the structure and organization of the community.
- Assess community in various perspectives (Rural/Urban etc).
- Understand the theory of community mobilizing and organization.
- Conduct an evaluation and inventory of community resources and social networks.
- Identify motivated opinion and community leaders who can catalyze broader community participation.
- Appreciate formation of organizational structures that are bottom-up oriented.
- Understand how culture impacts community mobilization and organization

Course Content

- Theory of community mobilization and organization
- Introduction to Community Participatory Approaches(CPA)
- Introduction to Community Based Development techniques(CBO)
- Designing & Managing Community based Projects
- Roles & responsibilities of different stakeholders in CPA
- Projects identification, prioritization, planning & management
- Community Communication and writing skills

Target Group

Church leaders, Board members, organizational leaders, managers, administrators, programme officers, and development practitioners

Course Duration: 3 Days

Organisational
Behaviour
and development

Cross cutting Themes
and Approaches

HIV and AIDS Mainstreaming Course Number 16

Have mercy upon us, O LORD, have mercy on us, for we have endured much contempt.” Psalms 123:3 [NIV]

Introduction

The HIV and AIDS pandemic present the greatest challenge to Africa’s economy and development at large to-day and in the foreseeable future. The scourge is devastating socio-economic and cultural infrastructures within the continent and causing suffering to the whole world. TAABCO has a well designed package that focuses on mainstreaming HIV/AIDS at all levels of the organization and within programmes. This course will equip all development practitioners with the skills to combat the HIV/AIDS stigma in the workplace and the community.

Course Objectives

At the end of this course, participants will be able to:

- Understand the importance of HIV and AIDS and the reasons for mainstreaming
- Review and explore tools and possibilities of mainstreaming into existing programmes
- Review and identify areas to sharpen in existing programmes to be more responsive to community needs
- related to HIV and AIDS
- Determine the elements of an HIV and AIDS workplace policy.
- Motivate participants about prevention, treatment and advocacy including recognition of People Living with HIV or AIDS.
- Acknowledge the gender dimension of HIV and AIDS

Course Content

- Introduction to the concept of HIV and AIDS mainstreaming.
- History of HIV and AIDS in Kenya and current situation.
- Gender issues related to mainstreaming HIV and AIDS.
- Linking with effective healthcare provision of ART and non-ART programmes.
- Prevention, care and support campaigns.
- Reintegrating persons living with HIV or AIDS into the workplace and the community.
- Community mobilization to reduce stigma and discrimination.
- Steps and strategies for the formulation of HIV and AIDS work place policies.
- Challenges faced by the NGOs and CBOs and methods to mitigate them

Target Group

CEOs, Church leaders, Board members, Managers, Directors, Organizational leaders, Managers, Administrators, Programme officers, Project Managers and any development concerned individuals.

Course Duration: 3 Days

“So God created man in his own image, in the image of God he created him; male and female he created them.” Genesis 1:27 [NIV]

Introduction

Gender disparities are some of the root causes of poverty. The need to involve all sexes when it comes to Development issues cannot be overstated. This is not only true in Africa, but also in other regions of the world. Women, like their male counterparts, deserve to enjoy equal rights and opportunities in life without suffering discrimination associated to cultural, religious, and economic or gender stereotypes. Therefore, basic awareness of gender and how to harness the full potential of both women and men to achieve holistic development should be the main focus of development organizations today.

However, knowing how gender issues could be used to uphold the rights and economic opportunities of individual sexes in the society is vital since it would help organizations in positively changing the policies, programmes and attitude of the society. This could culminate into a better society that upholds the rights of the weak, without gender or socio-economic strata. This course looks at key concepts, principles and aspects of gender mainstreaming in various contexts within the organization and society.

Course Objectives

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

- Understand the concept and historical development of gender equity
- Explain gender mainstreaming and its relevance to development;
- Analyze critically the issue of gender and culture in an Africa context;
- Identify gender issues in key development sectors (agriculture, health, etc)
- Plan for an integration of gender in organizations and programmes:
- Develop strategies for the empowerment of women.

Course Content

- Gender, Gender equality as a goal -gender mainstreaming as a strategy.
- Strategies that target institutions and focus on gender relations in programme work.
- Measures to support gender equality contribute to other socio-economic goals.
- Mapping out components of a gender policy.
- Applying gender mainstreaming in specific contexts, e.g., policy analysis and technical assistance.
- Institutional development /capacity building for gender mainstreaming.

Target Group

The target group includes: Project Managers, Directors, Administrators, Programme Officers, and participants interested in gender -based integration issues.

Course Duration: 3 days

Let justice roll on like a river, righteousness like a never failing stream. Amos 5:24 [NIV]

Introduction

In development theory and practice, a number of approaches and methods have evolved over a period of time. For decades, development was perceived and implemented as a welfare or service to the communities and therefore in both planning and implementation, limited participation of the communities was secured and in some instances not even appreciated. After sometime, popular participatory methods used by some of the NGOs and FBOs were adopted by the bilateral and multilateral development actors including governments. Whilst in the past human rights were conceived and practiced within the political and civil rights framework, states and governments have moved at the level of policy to view social development as a right of citizens. Therefore, at the global level, an international convention on Economic, Social and Cultural Rights has been signed by many a state and government. This course aims at making the new approach to development namely Rights Based Approach know, capacities built and practiced so that both communities and development actors live to the concept of development as a right of every man and woman and every boy and girl.

Course Objectives

At the end of this course, participants will be able to:

- Understand the Concept and purpose of a Rights Based Approach
- Analyze critically the use of RBA in programmes
- Link RBA to other participatory approaches
- Review current programmes in light of this approach
- Understand RBA tools of analysis and mainstreaming
- Identify and develop strategies for mainstreaming RBA

Course Content

- Introduction to theory and history of RBA
- History of RBA in Kenya and its current practice
- Applying RBA tools of mainstreaming in the programme
- Challenges faced by NGOs FBOs and CBOs in applying RBA

Target Group

The target group for this course is programme managers, project officers and Directors

Course Duration 3 days

F. BASIC RESEARCH AND POLICY ANALYSIS

Introduction to Basic Research and Policy Analysis Course Number 19

“Where there is no revelation, the people cast off restraint” Proverbs 29:18 [NIV]

Introduction

As the foundation for data used in development, Research and Socio-economic Policies undergo many changes every time. Hence there is need to explore current qualitative and quantitative techniques for information collection. Development organizations always consider such study and policy analysis techniques to determine the impact of their interventions on large-scale issues regarding poverty, environment, and health care among others. Long – term change efforts are unlikely to succeed unless there is an enabling framework for social development. As implementers NGOs, FBOs and CBOs increasingly play a vital and dynamic role in engaging Governments and the market to ensure availability of a just and equitable policy. This course will introduce research and policy analysis courses to assist participants in effective data collection, utilization and for the success of their programmes.

Course Objectives

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

- Appreciate and be aware of the importance of research and documentation in different areas of National / international importance.
- Stimulate the initiative to apply and compete for research grants by individuals and institutions;
- Concisely present the essential features of acceptable research proposals;
- Sensitize participants to the responsibilities arising out of a successful application for a research grant, such as ethical issues, adequate reporting and overall management of the project, including funds.
- Understand SPSS and other statistical packages;

Course content

- Research concepts in the realm of development.
- Policy concepts (policy analysis and influencing).
- Effective research methodologies.
- Data collection and analysis techniques.
- Preparing a policy document/paper.
- Influencing policy change.
- Various statistical packages for social science research
- Understanding the link between project activities and policy decision making at all levels

Target Group

This course is intended for organizational leaders, project directors, researchers, policy analysts, technical Assistance staff, managers and programme officers.

Course Duration: 3 Days

Introduction

Advocacy, lobbying and networking are concepts that are based on the understanding that at certain stages of development, there is need for advocates who work on behalf of communities influencing policy and activities in favor of people’s needs. At the same time, networking and alliance building in development underpins the notion that no single actor can influence processes of change singlehandedly hence the on-going alliance and partnership developments. This course explores very important tools for influencing decision and engagement for development within organizations/institutions as well as a community. Networking is understood in the context of building contacts, and associations within different domains and utilizing such to make the most effective use of chance meetings at conferences and parties among others.

Course Objectives

At the end of this course the participants will be able to:

- Have a clear comprehension of concepts, objectives, principles, instruments of lobbying, networking and
- Alliance building and advocacy.
- Overcome challenges that hamper communication
- Jointly plan and prepare for an event
- Identify the dos and don’ts
- Undertake lobbying activities.
- Plan advocacy campaigns.

Course Content

The contents of the course will include the following:

- Importance of networking, lobbying and advocacy.
- How to identify opportunities and relevant advocacy issues.
- Building friendship for support and mobilization.
- Collaborating with like minded organizations.
- How to design and pre-test messages for various target groups before going public.
- Linkages with media in advocacy and lobbying.
- Networking and lobbying the policy makers i.e. parliamentarians, religious groups, senior government officials etc.
- Creating consensus and dealing with divergent views (addressing / countering the opposition).
- Fund-raising for advocacy.

Target Group

The course is intended for senior and mid-level programme/projects managers, directors of NGOs, CBOs, and leaders in faith-based institutions and government officers.

Course Duration: 3 Days

G. NGO MANAGEMENT OF HUMAN RESOURCES, LOGISTICS AND ADMINISTRATION

Human Resources Management Course Number 21

“People are the lifeline of an organization” [AA]

Introduction

Investing in human capital is critical as this is the most valuable asset for an organization. Human Resource Management (HRM) course is strategic and key to making an organization meet its desired objectives. This course will help managers with new ways of handling Human Resource (HR) issues and review the organizations HR policies and build modern performance-based management systems aligned to the goals of the organizations.

Course Objectives

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

- Explain the foundations and core modules of the Human Resource Management.
- Apply the knowledge and skills necessary for setting up a Human Resource function in an organization.
- Outline the ways of acquiring professionalism in Human Resource Management.
- Appreciate the role and major contribution of Human Resource Management.

Course Content

Participants will be introduced to HRM focusing on staff recruitment, selection, appraisal and development. The course will also examine ways to obtain optimal performance from staff as they operate in the development sector. The course will examine legislation that governs HRM relations and challenges organizations face in managing their staff.

The course shall include the following sessions:

- Introduction to HRM, its components and the comparison with personnel policies;
- Recruitment and selection process staff appraisal, development, training and compensation;
- Working environment and motivation;
- Conflict management and resolution at the work place;
- Team building;
- Legislation governing HRM and staff issues.

Target Group

The target group include: Human Resource managers, Personnel officers and any other individuals charged with the responsibility of managing human resources.

Course Duration: 3 Days

*“He will show you large upper rooms, furnished and ready, make preparations for us there”
Mark 14:15[NIV]*

Introduction

This course is meant for personnel in the NGOs, government sector and private sector with career fields related to logistics. The lessons combine a systems approach and academic courses in logistics with courses in management for people who are involved with the managerial, technical or administrative aspects of the logistics function.

Course Objectives

At the end of this course the participants will be able to:

- Provide technical supervision of logistics in their organizations offices.
- Build capacity of national logistics staff through on-the-job training as well as training workshops.
- Enhance systems and guidelines for the logistics unit.
- Supervise procurement and the management of supplies, stocks and assets.
- Ensure logistical aspects of security management (related to communication systems, vehicles, etc).

Course Content

- Introduction to logistics and administration
- Logistics management and administration
- Office Management
- Logistics and Information and Technology

Target Group

This course is suitable for administrative secretaries, administrative assistants, procurement officers, office assistants, transport officers, security personnel and event organizers.

Course Duration: 3 Days

Organisational
Behaviour
and development

Cross cutting Themes
and Approaches

Other interventions by TAABCO include:-

- **Food Security**
- **Social Protection**

CONSULTANCY

TAABCO's programme covers a host of activities which include Organizational Development (OD); Planning, Monitoring and Evaluation (PME); Integrated Financial management /OD, E-Management Information System (E-MIS), Research and Policy Analysis (RPA), and Training and Skills Development (TSD). Interventions in these areas are tailored for donor agencies, faith-based organizations; community-based organizations, country (local) and (foreign) international non-governmental organizations. TAABCO believes in process oriented holistic delivery of quality services which enables the client to grow, learn and resolve issues, challenges and problems (a system-wide approach). Hence, interaction with clients is carefully managed and natured to ensure that a strengthened organization is achieved.

PUBLICATIONS

The Documentation Centre consists of a collection of reference materials. The collection includes, among others, policy material, reports from Kenya, Africa and other regions. The collection is not limited to any one subject. The aim of the Center is to reflect the diversity of past and present policy and other issues from within Africa and outside the region. The objective of the Center is to make it documents easily accessible to TAABCO's staff and researchers. The Center's other objective is to build and upgrade TAABCO's human resources. TAABCO publishes wealth of newsletters on a quarterly basis. The publications are useful for development practitioners both in the field and policy makers. Some of the publications include:- Good Governance: Key To Socio-Economic Development And Poverty Reduction, Information And Communication Technology's (ICTS) Contribution To Development Process, Partnership, Aid Dependency And Sustainable Development, Enhancing Partnerships Between Local NGO's And Governments, examining the discourse, context and practice of rights-base approaches to development, The Power, Prestige And Corruption Of Foreign Aid, The Missionary Position: NGO's And Development In Africa among others.

Tailor-made Trainings

TAABCO offers tailor-made training courses based on the subjects offered by us as well as other topics within TAABCO's thematic framework. Benefits of tailor-made courses include:-

- a) Tailored course design focusing on the client organization's objectives and programmes
- b) Flexibility of when and where the training is run and ample use of employees time
- c) Saves time, travel and accommodation costs
- d) The organization will receive training advice
- e) Participatory discussion and exchange of ideas relevant to specific and relevant issues.

TRAINING CALENDAR JANUARY – DECEMBER 2011

NO.	Course	Course code	No. of days	Period	Fee (KSH)
A	Participatory planning, budgeting, Monitoring, Learning and evaluation				
1.	Strategic planning and management		3	September 7 th – 9 th	16,000
2.	Monitoring and Evaluation		3	April 13 th – 15 th	16,000
3.	Dialogue and Conflict Management		3	January 26 th – 28 th	16,000
4.	Proposal and Report Writing		5	February 14 th – 18 th	16,000
5.	Communication with donor organisations		3	March 2 nd – 4 th	16,000
B.	Financial Management and Organizational Development				
6.	Integrating Financial Management & Organizational Development		3	May 4 th – 6 th	16,000
7.	Finance for Non-finance managers		3	June 1 st – 3 rd	16,000
8.	Financial sustainability and exit strategy		3	June 29 th – 1 st July	16,000
C.	Micro finance				
9.	Micro finance and Micro enterprise		3	July 20 th – 22 nd	16,000
10.	Grant Management		3	August 10 th – 12 th	16,000
D.	Organizational Behavior and Development				
11.	Introduction to Organizational Behavior		3	May 23 rd – 25 th	16,000
12.	Organizational Governance and Strategic Leadership		3	August 24 th – 26 th	16,000
13.	Team Building		3	October 5 th – 7 th	16,000
14.	Facilitation and Moderation		3	March 29 th – 31 st	16,000
E.	Cross cutting themes and approaches				
15.	Community mobilization and organization		3	November 2 nd - 4 th	16,000
16.	Mainstreaming HIV and AIDS		3	November 21 st - 23	16,000
17.	Mainstreaming Gender		3	May 18 th – 20 th	16,000
F.	Organizational Management of Human Resources, Logistics and Administration				
18.	NGO Logistics and Administration		3	September 19 th – 21 st	16,000

N/B these trainings and more are available as tailor-made courses and can be delivered at the client's convenient time and place.