



CCRDA

# Consortium of Christian Relief and Development Associations

**PROGRAM DEVELOPMENT AND MANAGEMENT CORE TEAM (PDM-CT)**

**CAPACITY BUILDING TEAM**

Telephone 011-4392390, 011-4392142/44, ext-217/262; 011-4390 937

Addis Ababa ETHIOPIA

---

CCRDA's Training Profile for the Year 2011

JANUARY 2011  
ADDIS ABABA, ETHIOPIA

## **General Background**

Capacity building in the form of institutional support and short term training has been used as the intervention areas of CCRDA for its members.

Over the years, CCRDA has gained vital experiences in organizing a number of training programs and made a major change in its training service which are focusing on upgrading both the technical expertise and leadership quality of members. . The exercise has been witnessed as one of the best services that actually has improved the knowledge, skills, attitude and performance of the NGOs community at large.

In similar vein, CCRDA has organized the following training topics for the year 2011 and this piece is meant to give a brief description of the course, its objectives and the target trainees for our members and associates. However, the title of the course, content and the target trainees are subject to further modifications, if not a total change.

## 1. NGO Good Governance

### Course objectives

The course is designed to help participants deepen their understanding of non-profit governance and use a variety of tools in working with their boards and other internal and external stakeholders in improving the leadership of their organizations.

At the end of the course, participants will:

- ✚ Understand a governance “model” (philosophy, structure and practices) most appropriate to their organization at the present time in its life.
- ✚ Enable their governance team to take a stronger leadership role that balances fiduciary, strategic and generative responsibilities.
- ✚ Strengthen their organization’s governance relationship with members, stakeholders and the wider community.
- ✚ Enhance their organization’s inward and outward accountability and transparency practices
- ✚ Understand the registration and legal requirement for NGO’s in general and in the Ethiopian context.
- ✚ Become familiar with the purposes & content of the basic documents governing not-for-profit organizations
- ✚ Understand the Board’s and all levels of the secretariat’s role in ensuring the financial integrity of the not-for-profit organization

### Target trainees

The programme is planned to raise the capacity of the leadership staff of member organizations who are already assigned in the leadership, managerial and supervisory positions of the organizations. Thus, Members of BOD, Directors, Managers, Department Heads, Team leaders, project/ programme Managers, coordinators, senior officers of member organizations will participate in the course.

**Duration of the training:** 5 days

## 2. Organizational Development

### Course objectives

Most of local CCRDA member NGOs and faize-based agencies needs to acquire skills in Organizational Development where they can enhance their capacity to contribute to the development endeavors. Training on Organizational development (OD) approach to capacity building is a means of attaining the Vision and objective of the organization in an efficient and effective manner by helping the participants to aquire the basic OD tools and techniques.

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

- ✚ Understand OD concepts, principles and tools
- ✚ Manage the behavior of individuals and groups in their organizations
- ✚ Diagnose problem in their organizations and propose solutions
- ✚ Discuss change in their organizations
- ✚ Design new and innovative ways of doing things
- ✚ Have a clear understanding of non-profit organizations and their life cycle
- ✚ Acquire the skills that enable them to monitor and evaluate the activities of their organizations

### Target trainees

This training course is intended for senior and middle level management staff of member NGOs.

**Duration of the training:** 5 days

### 3. Development Advocacy

#### Course objectives

It has been appreciated by CCRDA to practice the principles of participatory advocacy as a means of lobbying and protecting the interest of its members. However, as engagement in advocacy work is relatively new domain for Charities and Societies operating in Ethiopia, there is a clear lack of national experience to emulate from. Moreover, advocacy skills which would enable member organizations enhance their understanding of some policy issues especially the new charities and societies legislation that affect the operation of NGOs in development projects, public laws and legislation where most don't engage constructively.

At the end of the training, participants should be able to :

- ✚ Define core development advocacy skills and approaches
- ✚ Understand the development related policy-making and decision making process
- ✚ Work in the global development advocacy environment and identify levers of influence
- ✚ Design a Lobbying Strategy
- ✚ Plan for maximum impact using resources to optimum effect
- ✚ Identify people-centered development advocacy practices to facilitate sustained social transformation
- ✚ Use monitoring and evaluation systems to improve performance
- ✚ Look at the organizational implications of integrating development advocacy and policy influencing work

#### Target trainees

This training course is intended for Advocacy officers, Fundraising Officers, Public Relations Officers, Programme Managers of member NGOs and interested agencies.

**Duration of the training:** 5 days

## 4. Board Management for Voluntary Sector

### Course objectives

Board members of CSOs and NGOs are generally required to provide overall leadership and ensure the accountability, credibility and effective performance of the organization they are representing. They are also expected to represent the interest of the stakeholders and constituencies of their respective organizations as well as be able to design and formulate organizational policies, provide strategic leadership, promote the image of their organization to the public and ensure the interest of their diverse stakeholders and constituencies.

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

- ✚ Understand the critical components of an effective board and explore governance themes,
- ✚ Digest the basic roles and responsibilities of NGO/CSO boards.
- ✚ Familiarize the methods of enhancing performance and operation of board members,
- ✚ Know and share best practices on board performance, and.
- ✚ Identify the major challenges and problems affecting the voluntar Board operation.

### Target trainees

This training course is intended for Board Members of NGOs and CSOs.

**Duration of the training:** 5 days

## 5. Transformational Leadership

### Course objectives

As part of enhancing the capacity of member organizations to develop and implement coping mechanisms to the changing socio economic and political situation of Ethiopia, Transformational leadership training is meant to enhance the leadership, project designing and management capacity as well as their institutional transformation knowledge and skill which is of paramount importance for organizational sustainability and development.

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

- ✚ Create a vision of success and enroll others in its pursuit
- ✚ Creates and manages change
- ✚ Lead collaborative planning and problem solving discussions
- ✚ Consider the three dimensions of success: results, process, and relationships
- ✚ Celebrate accomplishment in authentic and motivating ways
- ✚ Looking the organizational implications by being facilitative leadership
- ✚ Understand improvement of the performance of staffs and willing to nurture.

### Target trainees

The programme is planned to raise the capacity of the leadership staff of member organizations who are working in the leadership, managerial and supervisory positions of the organizations. Thus, Directors, Managers, Department Heads, Team leaders, project/ programme Managers, coordinators, senior officers of member organizations will participate in the course.

**Duration of the training:** 5 days

## **6. Strategic Planning and Management**

### **Course objectives**

Strategic plan, which is part and parcel of Strategic Management, enables participants to clearly define the need of their organization, articulates whom to serve, what to serve and how specifically it should move over time. SPM also helps to determine where their organization is going over the next year or more, how they are going to get there and how they will know if they got there or not.

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

- ✚ Articulate the various need for organizational planning
- ✚ Familiarize themselves with the planning concept and languages
- ✚ Have knowledge of Strategic Management formulation and revisiting process
- ✚ Have the ability to use various planning tools
- ✚ Develop action strategy to improve or introduce a planning process to their respective organizations

### **Target trainees**

The training programme is intended for leaders, project officers, programme managers and senior staff of member NGOs engaged or would like to be engaged in Strategic Planning Management formulation/ revisiting activities.

**Duration of the training:** 5 days

## **7. Climate Change: Adaptation and Mitigation**

### **Course objectives**

Clear knowledge and understanding, conceptual terminology and clarity and definition of the issues of environment, climate variability, vulnerability, adaptation and alleviation coupled with defining of preparedness and coping mechanisms is so limited among the practitioners in the NGOs/CSOs in Ethiopia.. Therefore there is a need to recognize the necessity of integrated new development approaches and trends to local environmental development and management.

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

- ✚ Improve understanding on climate change, environmental conservation and sustainable agriculture
- ✚ Raise awareness concerning global and continental issues, conventions and strategies related to climate change, environment and sustainable agriculture
- ✚ Enhance knowledge on the effect of climate change as well as intervention and mitigation strategies
- ✚ Improve the knowledge, the skill and attitude in planning and implementation of environmental conservation based sustainable agricultural projects
- ✚ Familiarize and facilitate internalization of the existing environment related policies and strategies of the Ethiopian Government at various levels
- ✚ Equipped with basic tools of planning, implementation, monitoring and evaluation of sustainable agriculture/environmental sound project.

### **Target trainees**

This training programme is meant for project managers, coordinators, officers, environmentalists and agriculturalists.

**Duration of the training:** 5 days

## 8. Project Cycle Management

### Course objectives

A review of the experience of projects assisted by CCRDA members' projects/ programmes for the past years indicated that many of the problems encountered could be traced to errors of misjudgments in the project identification and preparation, project appraisal, project monitoring; control and post-evaluation. And yet, Project management is part and parcel of every member NGOs, which most employees lack in this regard.

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

- ✚ Identify and formulate quality projects through a participatory approach
- ✚ Write sound project documents
- ✚ Understand and prepare high-standard planning matrix and logical frameworks
- ✚ Assess the quality of a project document
- ✚ Effectively monitor and evaluate projects/programmes
- ✚ Equip with the tools and skills needed to become a more professional manager of projects and programmes

### Target trainees

The programme is designed for managers, programme managers, project officers and senior staff of member NGOs engaged or would like to be engaged in Strategic Planning Management formulation/ revisiting activities.

**Duration of the training:** 10 days

## **9. Rural livelihood and food security**

### **Course objectives**

A number of NGOs including most of CCRDA members, have been designing and managing rural development programmes and implementing food security related projects and programmes. This can only be achieved through potential and comparative advantages of households and/or localities. However, there is a strong feeling on the part of most NGOs staff and others involved actors that there is lack of clear understanding of the concept and proper targeting of vulnerable groups.

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

- ✚ Improve thier understanding of the basic concept and principle of rural development programme, food security as well as its multi-sectoral features;
- ✚ Improve thier skill and capacity in planning and designing of rural development programmes and food security interventions;
- ✚ Acquaint them with the skill and tools of vulnerability assessment for proper targeting in rural development programme in view of food security projects and programmes;
- ✚ Raise awareness regarding global and regional issues, policies and strategies related to rural development and food security;
- ✚ Introduce and internalize existing rural development and food security policies and strategies of the Federal Government of Ethiopia and Regional States.

### **Target trainees**

The programme is planned to raise the capacity of project/programme managers, coordinators, officers and food security specialists of implementing partners.

**Duration of the training:** 5 days

## 10. Resource Mobilization

### Course objectives

It is true that many of Ethiopian NGOs depend on finance gained from donor partners. Hence, it is important to broaden their fund base and ensure accessibility of funds from local and foreign to increase their competence and realize their goals and objectives. Taking this fact into consideration, CCRDA and its partners find it indispensable to think about the future source of fund, be it local and foreign to sustain them and ensure their functioning.

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

- ✚ Aware on the legal, social and cultural situations in Ethiopia in relation to resource mobilization
- ✚ Have a clear understanding on alternative approaches of resource mobilization by focusing on conceptual as well as practical experiences in Ethiopia and other places
- ✚ Understand domestic resource mobilization/ strategic fundraising is core for sustainability and growth
- ✚ Aware on how image building has prominently contributed to the credibility and resource mobilization.
- ✚ Realize successful grant writing techniques and strategies

### Target trainees

The programme is planned for Leaders, fundraising officers, grant managers, project/Programme Managers, Public relations officers, Communication officers and Information officers .

**Duration of the training:** 5 days

## 11. Value and Supply Chain Management

### Course objectives

Most NGOs in Ethiopia have shifted from relief work to development, which currently put them to focus on sustainability of their contribution in various developmental areas. At this stage NGOs are advancing in changing their intervention by inducing safe exit strategy to move away from operational service provider role towards building the capacity and recognizing the community as a development partner. The aim is to enable the beneficiary community groups engaged in different means of livelihoods income sources get the knowledge and skill of Value/Supply Chain in such a way that they will be lucrative of their business.

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

- ✚ Acquaint with the basic definition, concept, principles, rules and procedures of VSCM Strategies
- ✚ Enable to share each others' experiences on the topic in a way that appreciates the existing experiences and differences as related to local context based application of the tool
- ✚ Make gain from practical experiences through analyzing related case studies and organizing group based nominal type community discussions

### Target trainees

The programme is meant to raise the capacity of members, which are already involved in development programmes and projects, such as project/programme managers, coordinators, officers and specialists in the area.

**Duration of the training:** 5 days

## 12. Self-regulation and Social Accountability

### Course objectives

There is a general trend that, due to increasingly external scrutiny, NGOs have come together at national, regional and international levels to develop common norms and standards for good practice in that self-regulatory initiatives have become an important means of increasing their credibility and legitimacy with stakeholders, helping build public trust, protecting the political space for CSOs to operate, and supporting the sharing of good practice and learning.

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

- ✚ Introduced with the concept of self-regulation and social accountability
- ✚ Familiarized with the mechanisms of enforcing self-regulation and social accountability
- ✚ Raise participants awareness on adapting the concept of accountability into their organizational context, and
- ✚ Share experiences on the current Code of Conduct of the civil society sector
- ✚ Distinguish the relationship between CoC and inward and outward Accountability Framework
- ✚ Understand and set up of CoC and Accountability Framework
- ✚ Use of tools / best practices in implementing self-regulatory systems such as CoC

### Target trainees

This training course is intended for Board Members, senior and middle level management staff of member NGOs.

**Duration of the training:** 5 days

### **13. Asset based community mobilization**

#### **Course objectives**

Although NGOs are certainly making notable contributions to development efforts in the country, there are significant institutional and programmatic capacity limitations which hindered them to register desired results. In light of this, one of the identified problems towards community driven development initiatives may possibly be the knowledge, information and skill gaps in areas of community based and/or asset-based community mobilizations and development endeavors. The Asset based Community Development (ABCD) approach helps community to become stronger and more self-reliant by discovering, mapping and mobilizing all their local assets and locally available resources.

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

- ✚ Acquaint with the basic definitions, concepts, principles, rules and procedures of Asset based Community Development and Mobilization, community based development and/or participatory approaches, participation and development, etc
- ✚ Enable participants to share each others' experiences on the topic in a way that appreciates the existing experiences and differences, tools and applications of community based and asset based approaches and development as well as mobilization efforts as related to local contexts
- ✚ Make participants gain practical knowledge, information and experiences through analyzing related case studies

#### **Target trainees**

The programme is intended for the program/project staffs NGOs.

**Duration of the training:** 5 days

## 14. Change Management

### Course objectives

Effective change management enables Civil society organizations to function well and determine their own destiny even if there is a change in leadership or direction. Training for non-profit organizations in change management topics involves guiding the organization by establishing a vision and then preparing a plan to achieve that vision. Change management training enables organizations to overcome fear, anxiety and burnout to cooperate productively and produce successful results.

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

- ✚ Describe ways of adopting to change
- ✚ Adapt to changing priorities and uncertainty
- ✚ Act as a catalyst and encourage others to accept new functions quickly so that objectives can be reached
- ✚ See change not as something to be feared and resisted but as an essential element of the world to be accepted
- ✚ Understand that adapting to change is not technical but attitudinal
- ✚ See change as an opportunity for self-motivation and innovation.
- ✚ Identify strategies for helping change be accepted and implemented in the workplace.

### Target trainees

This training course is intended for Board Members and senior level management staff of member NGOs.

**Duration of the training:** 5 days

## **15. Social Entrepreneurship and Social Marketing**

### **Course objectives**

Social entrepreneurship in Ethiopia is not well known and yet, it is an indispensable part of the civil society. After all the civil society exists to fill the gap that is well addressed both by the government and the private sectors. Taking this fact into consideration, CCRDA has planned to familiarize the concept of social entrepreneurship and social marketing.

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

- ✚ Gain a framework of understanding of the field of social entrepreneurship
- ✚ Explore their organization's entrepreneurial options
- ✚ Determine their organization's readiness to pursue its entrepreneurial options,
- ✚ Heighten concerns about the effectiveness of traditional governmental and charitable approaches to meeting social needs
- ✚ search for more innovative solutions that lead to sustainable improvements
- ✚ Move from culture of scarcity to culture of possibility
- ✚ Use of social marketing for their own setting

### **Target trainees**

The programme is intended for the Executive directors, fundraisers, and program/project staffs of NGOs.

**Duration of the training:** 5 days

## **16. Constituency Building and Networking**

### **Course objectives**

NGO Networks and forums (partnership and thematic) have now been conspicuous at national and regional levels. However, there are still discernible gaps with regard to proper appreciation of the roles and missions of forums and networks among their constituencies. Thus, the very need of developing a vibrant and fruitful networks and forums has now been demanding a rigorous effort to promote, familiarize, develop and expand the roles of forums/networks.

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

- ✚ Designing and implementing strategies of networking and partnership building
- ✚ Demonstrate proactive role in networking and related activities in their respective organizations
- ✚ Equipped and well versed in skills of constituency building.
- ✚ Gain practical understanding in identifying membership needs and devising strategies to meet same
- ✚ Develop coordination and collaboration skills that could enable creating and sustaining various forms of networks and forums
- ✚ Enhanced understanding about transparency, accountability, and ethical issues that are relevant to the NGO sector

### **Target trainees**

The training programme is intended for professionals who are working with direct engagement of coordination and networking activities and representatives at leadership position.

**Duration of the training:** 5 days

## 17. Water Supply and Environmental Sanitation

### Course objectives

The objective of the training is to equip participants with the skill and knowledge of appropriate WaSH program/project planning, management/governance of WaSH facilities /WaSH project/program outputs. At the end of the training, the participants will be able to.

- ✚ Understand the planning process( planning approach,data collection,the steps,participatory nature) of WaSH programs and projects
- ✚ Develop budget for the project and set sustainability strategies for the same
- ✚ Ensure proper management of WaSH facilities/outputs of the projects
- ✚ Put in place appropriate governance structures for the projects
- ✚ Establish WaSHCOs and determine their roles in the projects
- ✚ Monitor the WaSH facilities
- ✚ Deal with Water apportionment and Tariffs

### Target trainees

The training will be given for project officers and coordinators of the WASH program

**Duration of the training:** 5 days

## 18. Gender and Development

### Course objectives

Development planners and NGOs are increasingly committed to incorporating a gender perspective into their programmes. However, many face challenges in its practical and systematic application to their work. This course will enable participants to analyse and plan development programmes from a gender equality perspective, and to mainstream gender issues effectively throughout your practice.

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

- ✚ Recapitulate gender issues and development
- ✚ Gender mainstreaming in development efforts
- ✚ Gender-sensitive strategies and gender audit for development actions
- ✚ Acquire tools and methodologies to mainstream gender equality in development initiatives
- ✚ Introduce with national strategies, policies and laws related with gender and development
- ✚ Understand the roles of different stakeholders and actors involved in development policy making

### Target trainees

The programme is planned to raise the capacity of project/programme managers, gender coordinators, officers and specialists of implementing partners.

**Duration of the training:** 5 days

## **19. Financial Management and Control for Non-financial Managers**

### **Course objectives**

A good number of people in the NGO sector do not have the necessary background, knowledge and skills to meet the challenges of the sector in relation to the proper financial management and control. There is a gap in striking the balance between technical know-how and understanding the philosophy of the financial management. The course is designed to provide participants with suitable skills and knowledge transfers in respect of the financial management.

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

- ✚ Integrate financial concepts and policies into the management decision and budgeting process
- ✚ Evaluate the financial status of projects /programme
- ✚ Employ cash flow to analyze project/programme status
- ✚ Calculate the cost of project/programme activities
- ✚ Control their operations through effective budget management
- ✚ Communicate effectively with financial executives and staff

### **Target trainees**

The programme is intended for Executive Directors, Program/Project Managers who are Non-financial managers and anyone who wants to develop their knowledge of financial practices to improve their managerial skills.

**Duration of the training:** 5 days

## 20. Monitoring and Evaluation

### Course Objectives

Though monitoring and evaluation are crucial activities for effective management in that good M&E is the basis of successful planning and budgeting , there is a challenge in many of CCRDA member NGO is to link these key activities effectively.

Development program/projects are very complex and multi-dimensional by nature. Adequately monitoring and evaluating these processes is challenging. Establishing a two way reporting system between donors implementing team and beneficiaries is a key feature in the design of M&E and effective communication. The challenge of evaluation lies in its potential to stimulate learning, to motivate people and to propose directives for the future.

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

- ✚ Learn how to design a logical, systematic, multi-layered monitoring system and how to apply this to organisation.
- ✚ Understand the principles and procedures for effective project monitoring and evaluation;
- ✚ Formulate and use the logical framework analysis to monitor and evaluate projects;
- ✚ Use work breakdown structures and MS Project to monitor project efficiency;
- ✚ Improve their ability to gather, manage, and communicate project information; and
- ✚ Learn methods to evaluate project effectiveness and impact.

### Target trainees

Practitioners involved in designing, supervising, coordinating, implementing, or monitoring development interventions are target trainees.

**Duration of the training:** 5 days