



**MANAGEMENT STRATEGIES
FOR AFRICA (MSA)**

www.msanigeria.org

*Bringing Innovative African Solutions to
Institutional, Organizational & Management
Capacity Development Challenges*



**2012
Training Courses**

MANAGEMENT STRATEGIES FOR AFRICA 2012 COURSES

1. Practical Business Skills for NGO Managers- 5 Days

Abuja, March 5- 9, 2012

₦80, 000

2. Monitoring for Results – 5 Days

Abuja, June 18-22, 2012

₦80,000

3. Project Design and Grant-Winning Proposal Writing- 5 Days

Abuja, September 17-21, 2012

₦80, 000

4. Effective Training and Facilitation Skills- 5 Days

Abuja, November 12-16, 2012

₦80, 000

Customized Training Bouquet

Organizations can request for customized training, well tailored to meet their own specific needs and circumstances, to be delivered at agreed time.

Courses such as:

- Project Management Skills (Fundamental and Advanced levels)
- Understanding and practicing Organization Development
- Dynamic Management and Leadership Skills Development
- Supportive Supervisory Skills Development
- Effective Organizational Communication
- Monitoring for Result: Result-oriented M&E and MIS Systems
- Effective Advocacy for Health System Strengthening
- Making NGO Leaders and Board Very Effective
- Training of Trainers in facilitations skills (Basic and Advanced)
- Perfecting Grant-winning Proposal Writing Skills
- Knowledge Management in contemporary NGOs
- Participatory Community Mobilization Skills Development

MANAGEMENT STRATEGIES FOR AFRICA

INTRODUCTION

Management Strategies for Africa (MSA) is pleased to announce its 2012 training courses. Based on experience and demand, four courses have been specially designed to meet the needs of our partners and prospective clients this year. While we offer again three of our foremost courses on Facilitation Skills, Proposal Writing and M&E for the umpteenth time, we are also delighted to introduce the Business Skills for NGO Leaders course designed to enable NGO leaders hone their management skills and also use tested and proven business skills in NGO operation. We equally look forward to discussing your specific training needs with us so we can target and deliver our focused and customized courses to meet the your training needs.

Management Strategies for Africa (MSA)-Nigeria is a charitable, social enterprise registered with the corporate Affairs Commission as a private company limited by guarantee. It is affiliated to MSA-International, a UK Charity based in London with other affiliates in Ghana and Tanzania.

Founded in 2000, MSA is an indigenous African social enterprise dedicated to capacity building for African development especially the health sector, focusing on institutional, organizational, and management capacity. MSA was founded to promote and support application of sound management concepts and practices to strengthen NGOs as well as government and private sector organizations engaged in health development programs, for better performance and increased effectiveness.

Additionally, since 2009 to date, MSA as part of a consortium is managing a 5 year program called Targeted States High Impact Project (TSHIP). This project is being funded by USAID, and focuses on the improvement of health systems and the management of health systems for higher quality maternal, neonatal, and child health, family planning and reproductive health services in Nigeria. MSA is also implementing an Organization Effectiveness Project, with funding from MacArthur Foundation, to support five beneficiary organizations to improve their efficiency, effectiveness and health.

VISION AND MISSION

We envision MSA as a credible, innovative and effective technical resource organization, assisting African institutions and organizations engaged in health and development to strengthen their institutional, organizational and management capacity in order to increase their sustainable effectiveness and impact.

The mission of MSA is to assist and support institutions and organizations, especially those in health development, to achieve and sustain program and organizational effectiveness through capacity building, management consulting, training and research.

MSA SERVICES

MSA focuses on increasing program effectiveness, and organizational impact and sustainability, through institutional, organizational and management capacity development, with emphasis on:

- Governance and leadership, to strengthen the institutional framework and basis for action
- Strategic review and planning, to build consensus for action and to set and align challenging yet realistic organizational goals and objectives, in line with the environmental realities and needs
- Human resources development, to recruit, match and develop individuals and groups with defined roles and responsibilities in environments that encourage, motivate and support teams and the team spirit
- Management systems, to develop/streamline procedures, and enhance efficiency and cost-effectiveness of various accounting, administrative and procurement systems

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- Monitoring & evaluation, to create/strengthen the culture of ongoing dedicated attention and resources to supervision, monitoring and evaluation, especially

systematic collection and use of data for decision-making

- Partnership building, to encourage cooperation, coordination and collaboration, to maximize overall coverage and impact of interventions
- Training and skills development to prepare and/or reinforce human resources

TRAINING IN MSA

INTRODUCTION

Training is one of a number of interventions implemented by MSA to build and strengthen institutional, management, and technical capacity, to increase organizational effectiveness. Training complements our mentoring, management consulting, research and analysis, documentation and dissemination services.

MSA training courses are designed to equip trainees with knowledge, skills and the right attitude to improve performance. We therefore view training as both a process and an outcome designed to enable a desired performance. To ensure that each course is tailored to the needs of the participants, MSA undertakes a cyclical process of assessing training needs; designing the training curriculum and other materials - based on the identified needs; delivering the training; providing post-training on-line support to trainees; and evaluating training to assure desired outcomes.

MSA views training as critical, not only to impart technical knowledge and build skills but also and more importantly to develop positive attitudes and behavior towards management. We believe that in order for training to be useful and effective, recipients of training must have the right attitudes and behave in certain desired ways. Training is not an end but a means to enable, prepare, equip or reinforce the recipient to carry out a task or perform to a certain set standard or level.

OUR TRACK RECORD IN TRAINING

MSA has a good track record in designing, organizing, conducting and documenting outcomes of training. MSA has conducted customized training for donors, international development partners and internationally

funded projects, which choose our services above those of others. Some of the trainings designed and facilitated for clients include, Proposal Development (GTZ, ENHANSE Project), Project Management (IPAS, SNR, GTZ, ARFH, NASCAP, ENHANSE Project), Organization Development (GTZ, SFH, Wateraid), Advocacy (SNR) Budget Monitoring (SNR, GHAIN) Governance and Board Development (HERFON).

Our open training courses which debuted in 2005 are well subscribed. Participants who attended the training were drawn from CSOs, donor organizations, donor supported projects and government agencies. The participants attested to the relevance, usefulness and quality of the training.

“MSA trainings are always well organized and the facilitators are very knowledgeable. In addition I enjoyed their warm up and participatory exercises immensely.”
(Extract from participant’s evaluation form)

TRAINING FACULTY

MSA deploys a team of in-house core technical staff who are experienced and reputable senior specialists in areas of technical programming and managerial aspects of health development and institutional capacity building, complimented by other specialists accessed through part-time work arrangements.

Our human resources have worked with and are familiar with bilateral donors, UN agencies, national and international foundations, NGOs, government agencies, corporate entities, and donor intermediary organizations, including USAID implementing partners. MSA core technical staffs are certified members of the International Institute of Leadership and Management (ILM), UK. This gives them a rich pool of knowledge and experience to draw on to illustrate and exemplify in training situations.

TRAINING METHODOLOGY

MSA recognizes the importance of participatory training methodology as best suited for adults who generally learn better and remember what they learned when they:

- Hear information

- See demonstrations and illustrations
- Discuss and share information and ideas
- Practice techniques and skills learned.

Our training methods therefore emphasizes active involvement and experience sharing, adopting a wide range of participatory and interactive methodology such as brainstorming, plenary discussions, exercises, individual and small working group sessions, role-plays, case studies and games. Thus, the training experience is an active dialogue between trainer and trainee which constitutes a learning experience for both. MSA commits itself and trainees to learning beyond the training workshop by supporting trainees, over an agreed period of time, to 'life-long self improvement' during which MSA continues to give training support, mainly online.

TRAINING VENUE

Our open courses are held in Abuja, Nigeria. The choice of training halls and facilities is guided by a set of criteria such as, adequate space for small working groups, and easy access even to physically challenged participants. Seating is arranged in a way that allows free movement, and the required 'in-group' feeling.

However, customized trainings, for specific organizations or projects, can hold at venues acceptable to MSA and clients. In accordance to MSA policy, customized trainings can be conducted with not less than 15 participants.

TUITION

Each of our courses has its stipulated fee, payable to MSA at least one week before commencement of the course. The course fee can be paid by cheque, or through bank draft drawn in the name of Management Strategies for Africa. Payments by cheque are not recognized until the cheques have been cleared. To facilitate direct payment to the bank, participants should call MSA to obtain the details. Cash payment is also allowed.

As part of MSA's aim to enable interested sponsors/organizations to build the capacity of employees affordably, MSA offers a 10% discount on tuition fees for every organization/sponsor which has up to 3 and above participants enrolled in any of its Open Courses.

TRAVEL AND ACCOMMODATION

Transportation: Transportation to and from the course venue is the responsibility of the trainee and/or his/her sponsor.

Accommodation: Trainees are encouraged to stay together in the hotel designated for each course, when such is the case. However, as with transportation, accommodation is the responsibility of the trainee and his/her sponsor. If requested, MSA can make reservations in hotel(s) of choice for the trainee who will settle costs directly with the hotel.

Meals and Incidentals: The trainee and (his/her sponsor) are responsible for meals and other related costs. For courses that are donor- or client-funded, accommodation, breakfast, lunch and allowance for dinner and incidentals are provided for all trainees.

Refreshment: For each course, MSA will arrange daily group lunch, morning coffee and afternoon tea breaks with snacks. The cost of group lunch and refreshment breaks is included in the tuition.

Insurance: We recommend that each person participating in a training course is insured for travel and during his/her stay while the course is on. MSA can assist with arrangement of insurance with costs payable by sponsors/trainee.

MSA TRAINING POLICY

Training Package

Our training package includes the following;

- Training needs assessment to generate a baseline for the design of course curriculum.
- Participants information brochure, informing participants on activities prior to the training
- Training evaluation which helps to determine participants' satisfaction and to gauge the level of learning that takes place during and after training

“MSA offers a 10% discount on tuition fees for every organization/sponsor which has 3 and above participants enrolled in any of its open training courses”

- Handouts and PowerPoint presentations enclosed in a CD package after the training
- Daily Learning Review for personal reflection and documentation
- Relevant training materials provided for further reading.

Policy on Award of Certificate

MSA awards certificates to participants in relation to specific training courses; the first category is the certificate of satisfactory completion, while the second is the letter of attendance.

For an award of Certificate, “satisfactory completion” requires full attendance (present for all plenary and small working group sessions), active participation (completion of individual assignments, participation in working group exercises/assignments, and as judged by the course coordinator), and a post-training test score not less than 50% of the obtainable mark.

The letter of attendance may be awarded at the end of a training course instead of a certificate. To receive a letter of attendance at a course (where the criteria for the full certificate have not been met), the trainee will have, in the judgment of the training coordinator, attended and participated in a good number of the training sessions, and scored a minimum of 30% of the obtainable mark in the post-training test.

Training Follow Up

In accordance with standard practice, MSA follows up on trainees for up to three to six months after the training. This is to ensure that participants are applying the knowledge and skills acquired and that the training has added value to the work of the organization.

HOW TO APPLY

Interested persons should contact the MSA Abuja Office at the address below for application forms and other details. Information can also be obtained from www.msanigeria.org. Completed application forms may be sent to:

The Team Leader - Technical Services
Email: francisademola@msanigeria.org

Or delivered at:

Management Strategies for Africa,
Katsina House (3rd Floor)
Plot 80 Ralph Shodeinde Street, Central Area
PMB 675, Garki Abuja FCT, Nigeria
Tel: 09 8765705 **Mobile:** 0 803 3704 433.
Email: info@msanigeria.org

To cancel participation in a course and be entitled to refund, the individual or sponsoring organization must give 72 hours notice in writing prior to commencement of the course. Refund of course fees paid, following proper cancellation, will be made less a 15% administrative cost/charge.

1. PRACTICAL BUSINESS SKILLS FOR NGO MANAGERS

Abuja, March 5-9, 2012

"Billions of dollars are wasted on ineffective philanthropy. Philanthropy is decades behind business in applying rigorous thinking in the use of money" – Professor Michael Porter, University of Harvard Business School

Course Goal:

Enhanced capacity to apply key private sector's business techniques and tools to effectively manage non-profit organizations and obtain tangible results.

Target Participants

The course is limited to 25 senior managers who have 3 years or more relevant experience in charge of Finance, Human Resource Management, Strategic Planning, Programmes and/or Systems.

Course Content:

- **Managing Change:**
 - Understanding change
 - Approaches to change management
 - Change management tools and scenarios
- **Strategic Human Resource Development**
 - Business-like approaches to the *strategic* management of the human resource
 - Appropriate models and approaches in
- **Strategic Planning**
 - Limitations of 'traditional' strategic planning
 - Making strategic plans more focused, appropriate and 'deliverable'.
 - Taking the comparative advantage into Strategic Planning
 - Tools (important in an increasingly crowded NGO 'environment') and more than simply an extension of existing objectives and budgets. Participants will explore the tools needed to clearly identify (and act on) strategic objectives

2. MONITORING FOR RESULTS

Abuja, June 18-22, 2012.

Course Goal:

The overall goal is strengthened M&E capacity of participants to effectively manage project implementation

Target Participants:

Expected participants range from those who want to build a career in M&E to program executives such as Program/Project Coordinators/Managers, Program Officers, and Research, Monitoring and Evaluation Officers.

Course Content:

The training will be dominated by current practice and thinking regarding monitoring, learning and evaluation in organizations and projects, including:

- Overview of Monitoring and Evaluation
- Purpose of Monitoring and Evaluation
- Monitoring (types, conducting monitoring activities, developing and using monitoring tools/checklist, monitoring techniques, and use of data monitoring)
- Evaluation (types, planning, and conducting evaluation, developing and using evaluation tools and evaluation techniques)
- Setting and using indicators in project management
- Developing data collection
- Data analysis and management
- Management Information System (MIS)
- Writing monitoring and Evaluation reports
- Developing Monitoring and Evaluation plan (Logical Frame work and Types)

3. PROJECT DESIGN AND GRANT-WINNING PROPOSAL WRITING

Abuja, September 17-21, 2012

Course Goal:

Increased knowledge and skill in project design and grant-winning proposal writing.

Audience:

Middle to senior level program executives such as: Program/Project Coordinators/Managers, Program and Research Officers, and Monitoring and Evaluation Officers

Course Content:

Consists of topics to strengthen capacity for effectiveness in projects and programs

- Concept of project management
- Project cycle, project analysis and design (including logical framework analysis)
- Mainstreaming gender in project design and management
- Managing project budgets
- Project implementation (Staffing- recruiting, motivation and appraisal)
- Management control and systems in project management
- Effective communication and teams in project management
- Problem solving and conflict management
- Partnership and collaboration in project execution
- Planning and scheduling activities (work planning)
- Proposal writing, presentation and feedback
- Managing relationships with funding partners and other stakeholders

4. EFFECTIVE TRAINING & FACILITATION SKILLS

Abuja, March 21-25, 2011

Course Goal:

Strengthened capacity to design and manage trainings using creative, participatory adult learning approaches.

Target participants:

Middle to senior executives with training responsibility, as well as professionals with or without formal training in facilitation who want to improve their training and facilitation skills. New trainers, Training Coordinators, Training Managers, Course designers, Supervisors with training responsibilities, Professionals engaged in trainings and facilitating participatory meetings and discussions.

Course Content:

- Current thinking, approach, and practice regarding training
- Introduction (training, teaching, lecturing, and facilitation)
- Managing a training
- Training process/cycle
- Conducting training needs assessment
- Setting training goal and objectives
- Training implementation
- Basic facilitation skills
- Designing and selecting training materials
- Constituting and managing training faculty/team
- Learning styles and creative adult learning techniques
- Training methodologies
- Presentation tips
- Training evaluation
- Budgeting for training
- Micro training (practical sessions)

❖ Participants are encouraged to bring along laptops for these courses



MANAGEMENT STRATEGIES FOR AFRICA

African Solutions, African Sensitivities in a Global Context

TRAINING APPLICATION FORM

1. GENERAL INFORMATION

Name of Course being applied for: _____

Last Name: _____ First Name: _____ Middle Name: _____

Sex: _____ Designation: _____

Organization (Name and address):

Telephone: _____ Mobile: _____

Fax: _____ Email : _____

2. MAIN RESPONSIBILITIES (limit to three)

3. EDUCATIONAL QUALIFICATIONS (last 3 qualifications)

Institution	Subject/Discipline	Date	Degree/Certificate

4. WORK EXPERIENCE (past 3 years beginning with the most recent)

Organization	Position/Title	Date	Location

5. ADDITIONAL (PROFESSIONAL) TRAINING ATTENDED (past 3 years)

Name of Training/Course	Date	Degree/Certificate

6. APPLICANT'S EXPECTATIONS

7. ANY ADDITIONAL INFORMATION

Please Return Completed Form to:

The Course Coordinator,
Management Strategies for Africa
Katsina House (Third Floor),
Ralph Shodeinde Street, Central Area
P.M.B. 675, Garki, Abuja FCT, Nigeria.
Tel: Phone: 09 8765705 **Mobile:** 0 803 3704 433.
Email: info@msanigeria.org or
francisademola@msanigeria.org or aniefiokudoh@msanigeria.org

Website: www.msanigeria.org