

# Training

Training in the UK for the development sector worldwide



Open Training courses	2012-13 course dates	Page
Participatory Proposal Development (5 days)	29 October – 2 November 2012	4
Monitoring and Evaluation (Foundation) (5 days)	10-14 September 2012   25 February – 1 March 2013	4
Advanced Monitoring and Evaluation (5 days)	21-25 May 2012   2-6 July 2012   24-28 September 2012   26-30 November 2012   4-8 February 2013	5
Theory of Change (3 days)	8-10 October 2012   18-20 February 2013	5
Impact Assessment (3 days)	11-13 June 2012   12-14 November 2012 13-15 March 2013	6
Child Rights-Based Approaches (3 days)	11-13 June 2012   18-20 February 2013	6
Gender Analysis and Planning (3 days)	19-21 September 2012	7
Disability Inclusion (3 days)	12-14 November 2012	7
Partner Capacity Building (5 days)	15-19 October 2012	8
Organisational Development (5 days)	15-19 October 2012	8
Advanced Partner Capacity Building (5 days)	19-23 November 2012   18-22 March 2013	9
Advocacy and Policy Influencing (5 days)	25-29 June 2012   4-8 March 2013	10
Supporting Southern Advocacy (3 days)	19-21 September 2012	10
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INTRAC tailor-made training\*

See pages 11 and 12 for examples

INTRAC consultancies

See pages 7 and 9 for examples

INTRAC programmes

See page 9 for examples

INTRAC research

See page 9 for examples

**\*All of our open training courses listed here, and more, are available as tailor-made courses.**

## Welcome to INTRAC

INTRAC is a non-profit organisation working in the international development and relief sector. Our goal is to strengthen civil society through offering a variety of support services to the sector in the areas where we have a wealth of experience and expertise. These include:

- reviews, evaluations and impact assessment
- design and assessment of M&E systems
- partnership capacity building
- issue-based advocacy support
- organisational and programme learning
- organisational assessment
- organisational development, strategic planning and change management
- putting policy and strategy into practice
- scoping, mapping and design of programmes
- strengthening relationships between international NGOs, civil society and state
- development and application of participatory methodologies
- mainstreaming gender and disability
- effective networking and alliance building
- enhancing programmatic approaches.



## How can INTRAC support your work?

INTRAC offers a variety of services to meet the needs of civil society both in the UK and internationally:

- Open training for international audiences, delivered in Oxford, UK
- Tailor-made training designed around your needs and context, delivered wherever you are
- Consultancy services, including evaluations, strategic planning, organisational assessments and much more
- Regional and thematic programme work including learning networks, work in Central Asia, and an EU-funded project on civil society's role in strengthening reconciliation in Cyprus
- Publications written by development practitioners with many years' experience in the field
- Research on key issues affecting civil society conducted by experienced development researchers
- Conferences and workshops. See [www.intrac.org/pages/en/conferences.html](http://www.intrac.org/pages/en/conferences.html) for details of upcoming events and thematic focus.

Find out more about all of our work at [www.intrac.org](http://www.intrac.org).

## What does INTRAC training offer?

As an international NGO, we are committed to offering high quality training that will strengthen civil society worldwide.

Our trainers and guest speakers are highly experienced professionals who deliver our open training courses, and deliver tailor-made training courses and consultancies for the development sector worldwide. They bring tried and tested tools, methodologies and resources to every training, along with a host of practical examples and real-life case studies. Our trainers use participatory methods of learning and the courses are tailored to individual needs as much as possible.

INTRAC is accredited as a non-collegiate provider by the British Accreditation Council for Independent Further and Higher Education.

 **British Accreditation Council**  
for independent further and higher education

**“I found the entire programme very useful and relevant to my work. Very effective, stimulating and really interactive. Well done! Spot on!”**

Walter Atrozi, Programme Officer,  
European Patients Forum

## Who comes to our training courses?

Our training courses attract staff from local and international NGOs, CSOs, UN bodies, donor organisations, universities and consultants from all over the world. In the last four years alone, participants have come from **114 countries** and **450 large and small organisations**. This provides a rich, multi-cultural environment for participants to build on their skills and knowledge, share experiences and network with other professionals in the sector.



## Where do our courses take place?

INTRAC's open training courses are based in Oxford, the 'City of Dreaming Spires'. Famed around the world as an historic centre for learning, Oxford provides the perfect environment for participants to take time away from their busy lives, reflect on their work and learn. Oxford is just one hour from central London by train and there are direct coaches from Gatwick and Heathrow airports. All courses are held at hotels with ensuite accommodation. Oxford is also where INTRAC's head office is based so if you are interested in other areas of cooperation, we will be happy to meet you.

**“The training venue was fantastic and the course was well organised.”**

Alexander Zdravkovic, International Development Consultant, Maxwell Stamp PLC

## How much do the courses cost?

Course duration	Non-residential (includes training materials, lunch and refreshments)	Residential (Includes training materials, meals and accommodation for the duration of the course)
3 days	<b>£595</b>	<b>£745</b> (includes accommodation for two nights)
5 days (Monday-Friday)	<b>£1045</b>	<b>£1295</b> (includes accommodation for four nights)

## How do I apply for a course?

To apply for a course you can either visit our website and apply online, or download our application form and email it to us. Feel free to phone or email us directly with any enquiry about our courses or any of INTRAC's other support services.

Early booking is recommended as places are limited. If you need a visa, please get in touch with us as early as possible.

**INTRAC**  
Oxbridge Court, Osney Mead  
Oxford, OX2 0ES, UK

[www.intrac.org](http://www.intrac.org) [training@intrac.org](mailto:training@intrac.org) +44 (0)1865 263040



Apply online at [www.intrac.org](http://www.intrac.org)

## Participatory Proposal Development

29 October – 2 November 2012

This course has been designed to equip project staff with the necessary understanding and skills to use the components of the project cycle to develop a project proposal in a participatory way. This includes defining, planning and appraising the project and developing a proposal with a strong budget. As part of this course, Mango will deliver specific sessions on how to develop a budget in line with project objectives and activities.

### Objectives of the course

mango

At the end of the course, participants will:

- Be able to formulate a comprehensive funding proposal
- Be able to create budgets to accompany funding proposals, including activity-based, cash-flow and donor-format budgets
- Have strengthened capacity to plan projects in an inclusive way
- Have confidence and skills in developing a logical framework.

### Intended audience

This course has been designed for people involved in project coordination and fundraising. The course is for those with little or no experience of project cycle management and proposal development, or for those who have some experience but have had no formal training. You do not need previous experience in budgeting to attend this course.

## Monitoring and Evaluation (Foundation)

10-14 September 2012

25 February – 1 March 2013

M&E is an essential component of international NGOs, NGOs and civil society organisations striving to continually improve their work and have greater accountability. Given the high demand in the sector, this foundation course is designed to develop individuals' understanding of what M&E entails, why it is so vital, and how to do it well and in a participatory way. The course ensures that those who are new to M&E have a thorough understanding of M&E concepts and have built up the practical skills and the confidence needed to do M&E effectively. Participants will learn to use a range of M&E tools and activities that will help them improve accountability, learning and effectiveness of projects and programmes.

### Objectives of the course

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

- Define the main terms and concepts associated with the processes of monitoring and evaluating projects and programmes
- Articulate the key purposes of M&E and be able to prioritise according to different contexts
- Select and use a range of tools with confidence
- Apply the results of M&E processes to both accountability and organisational learning.

### Intended audience

This is a foundation level course for those who are new to M&E.

Consultants working within the sector who have **little or no M&E experience** often attend these courses, as do those managing staff responsible for M&E.

If you have some experience of M&E, the advanced course may be more appropriate for you.



## Advanced Monitoring and Evaluation

**21-25 May 2012**  
**26-30 November 2012**

**2-6 July 2012**  
**4-8 February 2013**

**24-28 September 2012**

This course builds on participants' understanding and skills of how to develop sustainable and cost effective M&E processes and practices within their own projects and organisations. It is also relevant for those trying to improve and enhance current M&E processes, or supporting partners to develop and implement effective M&E. The focus is on ensuring M&E contributes towards improving organisational learning and accountability.

### Objectives of the course

By the end of the course, participants will:

- Have developed a deeper understanding of the characteristics of effective M&E
- Have reviewed how M&E processes indicate if a project is being implemented as planned, and explored some of the challenges that can arise from these processes
- Be able to select and use participatory methods effectively, particularly for collecting outcome and impact data.
- Have explored ways to address issues around impact assessment and the monitoring and evaluation of less tangible outcomes and impacts
- Have considered their own role in bringing about improved M&E within their projects and organisations.

### Intended audience

This course is intended for those with some experience of monitoring and evaluation. It has been designed to build on and enhance participant's skills and understanding of M&E and work through some of the complex challenges in doing M&E with other experienced practitioners.

## Theory of Change

**8-10 October 2012**

**18-20 February 2013**

There has been a recent upsurge of interest in Theories of Change. Donors are increasingly requiring grantees to provide Theories of Change to accompany their proposals. Those organisations who have already developed a Theory of Change have found that the process and the product can provide greater clarity for communication, planning and M&E; enhance partner relationships; and support organisational development.

This new course gives participants a solid understanding of what Theories of Change are; how they complement other planning processes; and how they can be applied to organisations and to programmes. The course will build participants' skills in developing a Theory of Change for their own organisation or programme, and offers an opportunity to experiment with developing elements of a Theory of Change.

In order to support the application of learning to the workplace, we encourage organisations to consider sending more than one participant.

### Objectives of the course

At the end of the course, participants will:

- Be able to describe what Theories of Change involve and include and the rationale for using them
- Be able to identify how and when they should be developed and how they inform and complement other planning and M&E tools
- Have increased confidence in working through the steps and processes involved in developing Theories of Change
- Have experimented with developing elements of a Theory of Change
- Have explored ways to promote and develop robust Theories of Change within their own organisation and have developed an action plan for applying the learning.

### Intended audience

This course is suitable for senior programme managers and those involved in the design and implementation of M&E and Impact Assessment.

## Impact Assessment

**11-13 June 2012**

**12-14 November 2012**

**13-15 March 2013**

NGOs and CSOs are under growing pressure to assess the impact of their development efforts. They need to be able to justify their spending, learn to become more effective and, not least, be accountable to their stakeholders.

This course explores some of the different approaches to impact assessment that can be used by NGOs; the value of planning for impact; and how to build impact assessment into existing structures and systems. It also offers an opportunity to experiment with a number of tools and methods, and with how to use findings for organisational learning.

### Objectives of the course

At the end of the course, participants will:

- Have developed a common understanding of what is meant by impact assessment in the NGO context and how it differs from and complements the processes of monitoring and evaluation
- Have identified and addressed some of the key challenges that organisations face in conducting impact assessments
- Have considered ways in which a theory of change might support the development of a more coherent organisational approach to understanding change
- Be able to design an impact assessment process that responds effectively to organisational needs and donor demands
- Be able to select and use a number of tools for assessing impact
- Be better equipped to ensure that impact assessments contribute effectively to organisational learning and accountability.

**“Excellent! Without a doubt, one of the best courses I’ve been on.”**

Paula Feehan, Strategic Planning Manager, Action Aid

### Intended audience

This course has been designed for NGO staff who already have experience of M&E but would like to deepen their skills and knowledge and become more effective in the assessment of impact.

## Child Rights-Based Approaches

**11-13 June 2012**

**18-20 February 2013**

This course provides participants with a clear understanding of how to use a child rights-based approach to develop and implement projects and programmes that contribute to improvements in children’s enjoyment of their rights to participation, protection, survival and development. The course will cover a range of areas including understanding childhoods, human rights and children’s rights principles and provisions, using UN Conventions to achieve change for children, understanding and applying a human rights-based approach to development in different contexts and cultural settings and identifying ways in which participants and their organisations can implement child rights in their own work practices.

### Objectives of the course

By the end of the course, participants will:

- Be able to describe what a child rights based approach (e.g. child rights programming) involves and includes
- Have increased confidence and ability to apply child rights principles and standards to all aspects of project/programme planning, implementation and evaluation
- Be able to identify ways in which their organisations can ensure that child rights are factored into all aspects of their operations.

### Intended audience

This course has been designed for development professionals who are either new to this area or have some experience but haven’t received formal training.

## Gender Analysis and Planning

**19-21 September 2012**

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 you to effectively and systematically analyse contexts and plan development and humanitarian programmes from a gender equality perspective.

### Objectives of the course

By the end of the course, participants will:

- Have explored the intrinsic relationship between gender and development
- Be able to integrate gender into contextual analysis, and use gender analysis frameworks and tools effectively
- Be better equipped to integrate gender into strategic and operational programme planning
- Have acquired methods of creating gender awareness within development practice.

### Intended audience

This course is intended for gender advisers in NGOs and UN agencies, and development practitioners with an interest in gender mainstreaming.

## Disability Inclusion

**12-14 November 2012**

The issue of how to develop the capacity of organisations to mainstream disability is high on the agenda of many CSOs and development practitioners. With an estimated one billion disabled children and adults worldwide, the majority of whom live below the poverty line, the World Bank, the UN and the WHO all believe that the MDGs cannot be achieved without the participation of disabled people in all stages of the MDG process. This course will help support participants in taking specific measures for mainstreaming disability to bring about the effective inclusion of disabled people, including working with partners.

### Objectives of the course

By the end of the course, participants will have:

- Increased knowledge and understanding of disability mainstreaming
- An understanding of the UN Convention of the Rights of People with Disabilities, and how this relates to the MDGs and empowers civil society in demanding inclusive development
- Acquired practical skills on disability inclusive communication, programming and workshop events
- Gained insight into how to advocate for disability mainstreaming within different country contexts
- Increased confidence and knowledge to support their partners to be inclusive.

### Intended audience

This course is designed for practitioners who are responsible for supporting, planning or managing development activities and for those who can influence positive change for disabled people in the communities in which they work.

#### Christian Aid - Impact Assessment consultancy

In 2011, INTRAC conducted an impact assessment of Christian Aid's Tsunami programme over 2004-10 in India, Sri Lanka and Indonesia. The assessment focused on the impact and legacy effects of the programme for beneficiaries and partners. It also drew out lessons and implications for Christian Aid's future humanitarian response policy and practice. A team of four INTRAC staff and consultants conducted field visits to project sites, held focus group discussions and carried out numerous interviews with key stakeholders.

**"INTRAC were able to bring their theoretical and operational experience to this work, which has been invaluable in identifying key learning from our tsunami response, and informing our current and future programmes."**

Hanna Cook, Corporate Planning and Reporting Coordinator, Christian Aid



## Partner Capacity Building

**15-19 October 2012**

Working in partnership with local organisations in the countries where they work presents many opportunities to international NGOs, but also may give rise to specific challenges. One of the core approaches often used is to make conscious interventions to strengthen the capacity of the partner organisation. In order to do this effectively, it is necessary to be clear on the main concepts and issues involved, as well as have an understanding of how to select the most appropriate capacity building methods. This course will provide an opportunity for practitioners to build their knowledge and share reflections on the realities of undertaking this work with partners.

### Objectives of the course

By the end of the course, participants will:

- Be able to define the main terms and concepts associated with partner capacity building
- Have a deeper understanding of the processes and steps involved in assessing and developing partner capacity
- Be better equipped to select appropriate capacity building methods, tools and roles
- Have identified and addressed some of the key challenges that organisations face when engaged in partner capacity building
- Be clear on the 'good practice' principles for this work and what they can do to achieve them.

### Intended audience

This course has been designed for those new to partner capacity building. It is primarily for those undertaking work with partners for the first time and those who will benefit from an introduction to the core concepts of capacity building with their partners.

## Organisational Development

**15-19 October 2012**

How to develop the capacity of their organisation is high on the agenda for most managers and senior practitioners in civil society organisations. This course is designed for those with some experience of organisational capacity building who wish to use organisational development techniques to improve organisational performance and strengthen organisational learning. The course will provide a range of tools and models for 'reading' organisations as well as designing and facilitating processes of organisational change and development.

### Objectives of the course

By the end of the course, participants will:

- Be familiar with key concepts of organisational development and change
- Have a deeper understanding of the organisational development cycle as a model for devising and implementing organisational development processes
- Know how to use organisational assessment to create an organisational development plan
- Have an expanded personal toolkit of organisational development tools and techniques
- Be better equipped to select suitable change agent roles
- Be able to apply a deepened understanding of organisational development to organisational change processes
- Be able to devise practical approaches for monitoring and evaluating organisational development interventions
- Have developed strategies for addressing a 'real-life' challenge they are facing in their organisational development practice.

### Intended audience

This course is aimed at individuals working mainly on 'internal' organisational development. It will also be of practical help to independent consultants and individuals who work as active, hands on agents of change with their partner organisations. The course will be of particular interest to: managers leading organisational change initiatives; programme managers with some specific organisational development or capacity building responsibilities; staff of CSO support organisations' and programme quality/support teams.

## Advanced Partner Capacity Building

**19-23 November 2012**

**18-22 March 2013**

International development and civil society organisations have been working to support the capacity development of their partners in a variety of ways. Some have chosen to develop specific partner capacity building programmes, whilst others are integrating this support into their ongoing sector or thematic programmes. Whichever approach is taken, there is a need to ensure appropriate support provision by tailoring initiatives towards the specific characteristics and needs of the partners. This course will provide an opportunity for experienced practitioners to strengthen their expertise in the design and implementation of partner capacity building programmes.

### Objectives of the course

By the end of the course, participants will:

- Be able to use a values-based framework for designing partner capacity building programmes
- Have reviewed a number of methods and tools for strengthening partner organisations
- Have built their knowledge of how to tailor the capacity building approach for diverse types of partners (e.g. networks, community based organisations, faith-based organisations)
- Have developed their understanding on approaches to monitoring and evaluating partner capacity building programmes
- Have reviewed their own work in the light of 'good practice' principles regarding capacity building with partners.

**“Excellent! Lots of different learning styles employed and opportunities for active engagement.”**

Alice Gibson, Capacity Development Manager,  
Global Carbon Capture and Storage Institute

### Intended audience

This course is for people who have two to three years' experience of partner capacity building. It is primarily for those responsible for capacity building programmes or who may be engaged in specific capacity building initiatives. The focus is on strengthening civil society organisations, although the content may be adapted if participants have a specific interest in the capacity development of governmental bodies. For those working on longer term, primarily 'internal' organisational change processes we recommend our organisational development course.

### Comic Relief – Peer Learning Programme consultancy

In 2010-11, INTRAC facilitated the **Peer Learning Programme**, part of Comic Relief's Common Ground Initiative (CGI). Through this programme, we worked with UK-based small and Diaspora-led organisations who support African development. The aim was to enable these organisations to have sufficient capacity to support effective programmes in Africa, and exert a greater influence over UK development debates and international development practice.

Activities included workshops, action learning sets, one-to-one support and benchmarking clubs. It provided grant holders with an opportunity to share experiences, good practice and learn from each other. As part of this project, INTRAC produced a briefing paper entitled 'Courting the Diaspora: Emerging roles of diaspora groups in the international development industry'.

**“I have been to a few of these types of workshops recently: this was by far the best! I liked that it was free from jargon and 'consultancy speak' and just real people sharing real and relevant lessons and experiences...the speakers were excellent, easy to understand, able to engage with participants, overall very good and informative... I enjoyed the whole thing...”**

Participant feedback from a PLP workshop



COMMON  
GROUND  
INITIATIVE

## Advocacy and Policy Influencing

**25-29 June 2012**

**4-8 March 2013**

This course gives participants a thorough understanding of how to influence the policy making process in their own context to achieve policy change. You will learn skills to help you plan and deliver effective advocacy strategies; enhance your ability to lobby decision makers; and gain confidence in the ways in which you relate to different audiences. You will also have a more thorough understanding of power dynamics in an advocacy context.

### Objectives of the course

At the end of the course, participants will:

- Be able to identify different approaches to advocacy and the values and strategies that underlie them
- Be familiar with the stages of the advocacy planning cycle and be better equipped to build an advocacy strategy
- Be able to analyse the external environment and policy processes and identify appropriate 'levers of influence'
- Be aware of power dynamics and the role it plays in achieving advocacy success
- Have examined how an integrated advocacy campaign can successfully combine lobbying, media work and popular mobilisation
- Have reviewed appropriate tools and methods for monitoring and evaluating advocacy initiatives.

**“The balance between theory and practice was great, as well as the sense of humour.”**

Jonas Wipfler, Trainee for impact-oriented project management, AGEH

### Intended audience

This course is particularly relevant to those with some experience in advocacy which they would like to build on. Those with a solid background in advocacy and several years' experience may find the advanced course more appropriate.

## Supporting Southern Advocacy

**19-21 September 2012**

This course is designed to help Southern and Northern NGOs support effective Southern advocacy, linking local, national, regional and international advocacy. It will cover different approaches to capacity building of southern advocacy, including participatory advocacy where right holders or grassroots organisations are directly engaged in advocacy. The course will explore approaches for achieving policy change in different socio-political contexts, particularly in conflict countries, fragile states and where civil society space is restricted.

The course will also reflect on the causes and solutions to some common problems such as how to integrate advocacy into programme work. There will also be space to assess advocacy strategies and consider effective methods for monitoring and evaluating advocacy.

### Objectives of the course

At the end of the course, participants will:

- Have reviewed options for advocacy support and capacity building
- Be better equipped to support partners to integrate advocacy work into their programmes
- Be able to support others to identify appropriate methods for carrying out participatory advocacy
- Be able to support different advocacy approaches, as appropriate to different socio-political settings, particularly in difficult contexts
- Be aware of methods for monitoring and evaluating advocacy initiatives, including how to assess the impact of capacity building support.

### Intended audience

This course is intended for Northern NGO staff going to work in the South, and Northern and Southern NGOs supporting Southern advocacy.

## Advanced Advocacy and Policy Influencing

**13-15 March 2013**

This course focuses on advocacy at a more strategic level and gives participants a thorough understanding of theories of change, power dynamics and the operating space for civil society in different contexts. It will also focus on the challenge of monitoring and evaluating advocacy. As well as a level of theoretical input, the course will help build on individual's existing skills in planning and delivering effective advocacy strategies, relating to different audiences and influencing processes in their own context to achieve social, political and policy change. This course will be tailored as much as possible to the challenges and complexities of advocacy as identified by the participants and will provide a space for peer-to-peer learning with fellow experienced practitioners.

### Objectives of the course

At the end of the course, participants will:

- Have a deeper understanding of core theories and approaches to effective advocacy
- Have explored theories of civil society space and power dynamics
- Have understood the relationship between advocacy and organisational legitimacy and accountability
- Be able to select from and use a range of tools and approaches for making planning, monitoring, evaluation and impact assessment of advocacy effective
- Have shared trends and new research into advocacy and theories of change.



### Intended audience

This course is intended for those who have at least two to three years' experience in doing advocacy and would like to explore some of the more complex and challenging aspects in a more discursive context.

### Plan Asia Regional Office – tailor-made training

In November 2011, INTRAC conducted a five-day tailor-made Advocacy and Policy Influencing course for Plan Asia Regional Office in Bangkok. This training was one of the outcomes of the comprehensive advocacy review which INTRAC conducted for Plan the year before. The training was designed to build on the existing experiences of the thirteen country offices where Plan is present and strengthen their practical skills to advocate at different levels. The training served to increase organisational consistency in the run up the next global campaign, 'Because I am a Girl'. An advocacy toolkit tailored specifically to Plan's needs was also designed after the training to support the work of the country offices.



**“Many thanks to [the trainer and the team] for organising such a great training workshop for us all and thanks to colleagues from different countries for sharing your valuable experience in advocacy work.”**

Liu Min, Programme Officer & Gender Point Person, Plan China

**“Your words and experiences encouraged me a lot and overall it was really helpful and effective training for me. It became more clear to me, from the Plan perspective, how to proceed with advocacy issues.”**

Iqbal Hossain, Education Advisor, Plan Bangladesh

## 2012-13 Training Calendar

**Tailor-made training  
available on:**

	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T						
April							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
May			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			
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October		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2		
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January		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31				
February																																				
March																																				

- Monitoring and evaluation
- Impact assessment
- Advanced log frames
- Evaluating empowerment
- Rights-based approaches
- Organisational development
- Organisational assessment
- Managing change within organisations
- Capacity building
- Power and partnerships
- Supporting southern advocacy
- Advocacy and policy influencing
- Facilitator skills
- Train the trainer
- Effective management for development
- Participatory development
- Civil society strengthening
- Negotiation skills
- Project management
- Strategic planning
- Gender analysis and planning