

## Technical Specification for Training Services under the TA SRPC Capacity Building Programme

I. Managerial capacity building					
Title of training	sample topics for the learning content	Learning objectives	#days <sup>1</sup>	# participants per group	# of groups
<b>Strategic management</b>	1) Overview the main principles of management; Strategic and Operational management cycle; Policy cycle. 2) Action planning, inter-institutional mechanisms for coherence in the policy cycle, legislation and funding; the concept of Good governance, Strategy development; levels of governance, interrelations and interactions. 3) Result oriented management (ROM), result orientation and performance management, M&E and KPI - planning, data collection, processing, analytical work, interpretation, reporting; cross-sectoral needs and impact assessment	<ul style="list-style-type: none"> <li>Introducing the participants with various perspectives and concepts in the field of strategic management</li> <li>understanding the principles of strategy formulation, implementation and control in organizations</li> <li>developing skills for applying these concepts to the solution of problems in their institutional environment</li> <li>understanding their roles and functions in mid- and short-term management cycle, and managerial approaches to perform better in their organisational environment</li> </ul>	<b>3</b>	<b>20</b>	<b>1</b>
<b>HRDM</b>	1) Performance management system, HRM and HRD functions and distribution of duties; HRs - induction, mentoring, career development. 2) staff appraisal systems (SAS) - departmental, sections' and	<ul style="list-style-type: none"> <li>understanding the key HRM and HRD functions, and HR functions within their organisation</li> <li>learning about the factors for improvement the productivity and performance of employees</li> </ul>	<b>2</b>	<b>20</b>	<b>1</b>

<sup>1</sup> One full day of training comprises six academic hours (x45 min) plus breaks, i.e. from 9:00 am to 16:00 pm.

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	individual development plans, professional award	<ul style="list-style-type: none"> <li>• studying approaches to enhance the skills, knowledge, and abilities of employees to meet the changing demands of the organization</li> <li>• self-motivation and motivating others</li> <li>• opportunities for career development and growth for employees</li> <li>• conditions for positive work environment that fosters continuous learning and development</li> <li>• aligning the goals of employees with the objectives of the organization</li> <li>• examine the current HR situation in their organisations and compare to the best trends, practice and processes in HRDM</li> <li>• understanding the links between the performance management and organizational effectiveness</li> </ul>			
<b>Leadership</b>	1) Groups, Teams and Team Dynamics, Why Some Teams Fail: The ARR Effects and Team Roles (Belbin); Managerial leadership, The Role of Manager, Leadership and Management, Empowerment, Management Through Achievement, etc. + practical work; 2) Stakeholders and Partnership management	<ul style="list-style-type: none"> <li>• understanding their roles and the roles of their counterparts in a team</li> <li>• identifying shortages in a team</li> <li>• learning the main tasks of a manager, qualities of a 'good manager', and the core managerial skills and competencies</li> <li>• understanding the differences between management and leadership, the qualities of an 'effective leader'</li> <li>• exploring and practicing ways to empower themselves</li> <li>• exploring ways to help empower others</li> </ul>	<b>2</b>	<b>20</b>	<b>1</b>

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Title of training	sample topics for the learning content	Learning objectives	#days <sup>1</sup>	# participants per group	# of groups
		<ul style="list-style-type: none"> <li>learning how to create and maintain partnerships, structure agreements among partners, promote cooperation among a variety of parties</li> <li>learning how to Improve collaboration of employees</li> </ul>			
<b>PCM - Project Cycle Management</b>	1) Project, Project Life Cycle; Project generation (all steps), Project implementations (all steps), Evaluation. 2) PCM, Measuring the Project Value, the Logical framework approach, Activity and Resource planning, Project success, Partnership building and participation + mostly practical work	<p>Introduction of trainees to the project management; the trainees become familiar with</p> <ul style="list-style-type: none"> <li>basic definitions - project and project management; criteria for successful and unsuccessful projects; project life cycle and phases; project environment; project stakeholders; project team; organizational structures of the project, etc.</li> <li>project initiation (main tasks, activities and results)</li> <li>project planning (project scope management, project time management, planning of resources, cost and financial management, risk and opportunities management, human resources management and project quality management)</li> <li>key components on a programme level, such as stakeholder and benefits management, governance and decision management, etc.</li> </ul>	<b>3</b>	<b>20</b>	<b>1</b>

II. Employees' Competence based capacity building (CBT – competence based training)					
Title of training	sample topics for the learning content	Learning objectives	#days <sup>2</sup>	# participants per group	# of groups
<b>Personal organisation and Time Management</b>	1) Self-management skills for workplace success (working styles and habits of effective and successful people, setting clear objectives, making decisions, creating action plans, etc.), Time management - task delegation and empowerment, macro time management strategies, micro time management strategies, creative solutions to major timewasters, setting personal priorities + mostly practical work	<ul style="list-style-type: none"> <li>improving the level of their personal organization at work (work place), and be able to apply simple and effective methods that will allow them to achieve their personal goals</li> <li>determining the causes and effects that interfere in a good planning of work</li> <li>be aware how to undertake the control over the time, improve their skills for realistic planning in the time, and make intelligent decisions facing up unexpected events</li> <li>becoming aware of using useful tips to schedule the time</li> </ul>	1	20	1
<b>Teamwork</b>	Characteristics of a team and team dynamics, Building an effective teams, Communications in the team - communicating problems and performance in teams, Evaluation of team efficiency + mostly practical work	<ul style="list-style-type: none"> <li>recognising the 'effective teamwork' and practice it</li> <li>value effective teamwork and use it as an advantage to their career progress</li> <li>assess their strengths and how they can impact a team and help to make teamwork more effective</li> </ul>	1	20	1
<b>Mentoring and Coaching</b>	1) Mentoring vs Coaching, Impact of mentoring and coaching, Phases of coaching and mentoring, the Qualities of a good mentor or coach, Coaching and mentoring approaches in different situations, Self-assessment, etc. + mostly practical work	<ul style="list-style-type: none"> <li>developing skills for mentoring and coaching that will allow managers to get the best performance from themselves and their subordinates such as:</li> <li>encourage and praise to keep people motivated to learn more</li> <li>demonstrate the standards to inspire in others</li> </ul>	1	20	1

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		<ul style="list-style-type: none"> <li>building the self-image and confidence of others, goal focus, confidence, and knowledge, and improve the team performance</li> </ul>			
<b>Management of Stress</b>	Recognising the stress and its affects, Understanding Stress, Understanding Pressure, Stress management strategies, Making decisions under pressure, Stress management at work, Stress management at home, Developing a Stress management plan, etc. + mostly practical work	<ul style="list-style-type: none"> <li>understanding what the stress is, start recognising the signs of stress and learn the basic principles of stress management</li> <li>reviewing of the main work areas that can lead to stress and identify ways to address work-related stress throughout the organisation</li> <li>recognising their stress triggers and how to manage them, explore some stress management strategies and techniques</li> <li>developing proactive responses to stressful situations</li> <li>learning practical solutions to reduce and manage workplace stress</li> <li>recognising the legal obligation of the employer to reduce work-related stress</li> <li>considering the critical role and skills of an effective manager of stress and drawn up their own action plan to address the most prominent issues in managing stress in the workplace</li> </ul>	<b>1</b>	<b>20</b>	<b>1</b>
<b>Client orientation</b>	Knowing and understanding the 'clients', client services excellence - principles and dimensions, Effective communications with clients, Develop emotional intelligence to deal with clients, Client	<ul style="list-style-type: none"> <li>knowing and understanding the term 'clients', external and internal clients</li> <li>understanding the services delivered to their clients/beneficiaries/users/customers, ...</li> <li>learning effective client communication practices</li> </ul>	<b>1</b>	<b>20</b>	<b>1</b>

II. Employees' Competence based capacity building (CBT – competence based training)					
Title of training	sample topics for the learning content	Learning objectives	#days <sup>2</sup>	# participants per group	# of groups
	orientation, Manage difficult clients, Win Over Customers principles, Becoming a Customer-Centric Organisation + mostly practical work	<ul style="list-style-type: none"> <li>• appreciating the importance of client feedback</li> <li>• able to manage difficult clients and resolve conflicts</li> <li>• self-assessing their personal competences for client orientation</li> <li>• able to evaluate the quality of their institutional services and to demonstrate accountability to the clients of their services</li> <li>• knowing how to contribute to their organisations becoming more client-oriented</li> </ul>			
<b>Result Orientation</b>	Learn to deliver results effectively - how to accomplish objectives, exceed your goals, and be more proactive, Discover strategies for taking on greater responsibilities and fulfilling obligations, Explore ways to establish challenging goals, remain persistent, act decisively, and effectively manage time and resources; Create a culture of accountability + mostly practical work	<ul style="list-style-type: none"> <li>• identifying components of results orientation</li> <li>• developing a result orientation mind-set</li> <li>• being action orientated</li> <li>• evaluate personal effectiveness</li> <li>• learning strategies for improving results</li> <li>• building result orientation skills</li> </ul>	<b>1</b>	<b>20</b>	<b>1</b>