

# About MDF

MDF-Training & Consultancy (MDF) is a worldwide operating management training and consultancy bureau that aims to contribute to improved management of organisations responsible for policy formulation, funding or implementation of development interventions.

Our head office is located in Ede, the Netherlands. To bring our services closer to the client we have opened five offices since 1996, all having the required quality standard of training and consultancy services you may expect from MDF:

- MDF Brussels**, Belgium
- MDF Eastern & Southern Africa**, Arusha, Tanzania
- MDF-South Asia**, Colombo, Sri Lanka
- MDF Indochina**, Hanoi, Vietnam
- MDF Afrique Centrale**, Goma, Democratic Republic of Congo (open since April 2007)

The MDF products and services are aimed at the strengthening of organisations, projects and programmes as well as individuals. When offering our services we look from these three perspectives and their interrelations.

## OUR APPROACH

All our services are about learning and facilitating change. Change in the performance of an individual through the creation of new insights and / or sharpened skills. Change in organisations through improved competencies, streamlined systems, more accurate and comprehensive planning and so on.

All change comes with a history. External pressure, prior experiences or changing environments shape the *what?* and *how?* of a change process. These critical factors are central to

our approach in any service we provide and result in our two key operating principles; participation and experiential learning.

At all phases of an assignment, be it a training programme or a consultancy, we encourage the client to provide inputs and to reflect on whether the process is moving in the desired direction. In our training courses this means regular consultations to get participants' feedback on the learning content and process. This may result in adjustments ranging from a change of subjects or work modality to adaptations in speed or level of difficulty. In consultancies this means jointly formulating the expected results, collecting and analyzing data together and finally ensuring the client drives the process of drawing conclusions and formulating recommendations. MDF's role is to provide the methods and tools, to come up with different scenarios and options and to safeguard the quality of the change process.

## CLIENTS

We provide our training and consultancy services to about 100 organisations, varying from large international donors like the European Commission to small NGO's like a picture agency in Dhaka, Bangladesh. We are proud that we have a longstanding relationship with most of our clients. Not all of them we meet every year, but at times when some outside help in strengthening the organisation is needed, due to lack of time, expertise, or simply in cases of doubt as to the best direction forward, clients often come back to MDF.

## ABOUT MDF



# Facts and figures 2006

## STAFF

MDF has 75 staff members, of which 44 are based in the Netherlands and 31 in the Branch offices. Our trainers/consultants are all specialists in their own particular fields and have practical experience gained from a variety of different development organisations all over the world. Around our solid core of MDF staff, we have created a network of satellite trainers & consultants, professionals who know MDF and who are happy to work with us according to our approach and style. We worked in 2006 with 33 satellite consultants.

2006	MDF/NL Netherlands	MDF/SA Sri Lanka	MDF/Brx Brussels	MDF/ESA Tanzania	MDF/IC Vietnam	TOTAL
<b>Total staff</b>	44	12	6	8	5	75
<b>Satellites</b>	16	4	4	9	2	33

## FINANCIAL RESULTS

The turnover of the group is € 9,148,829 that is, again, a significant increase compared to 2005 when it was € 7,499,023.

For MDF/NL the higher turnover did, however, not lead to a higher net result. One of the reasons is that project's investments cost are included in the turnover and that investments were relatively high in 2006. On this amount no margin is made. A second explanation is that MDF/NL implements five long term assignments funded by Nuffic with fixed fees and no margin. Also, the net result of MDF/NL is relatively low compared to the Branch offices because most product development for training is done in headquarters.

2006	MDF/NL Netherlands	MDF/SA Sri Lanka	MDF/Brx Brussels	MDF/ESA Tanzania	MDF/IC Vietnam	MDF Group Total
<b>Turnover</b>	€ 7,480,871	€ 320,494	€ 611,082	€ 535,504	€ 200,878	€ 9,148,829
<b>Costs</b>	€ 7,377,729	€ 251,009	€ 568,087	€ 488,257	€ 179,169	€ 8,864,251
<b>Results</b>	€ 103,142	€ 69,485	€ 42,995	€ 47,247	€ 21,709	€ 284,578

## FACTS AND FIGURES 2006

# Training in The Netherlands

## TRAINING IN THE NETHERLANDS

In 2006, we organised 43 open-subscription courses in the field of management, project cycle management, organisational development, facilitation and a number of specific themes. In total 373 participants came to Ede to follow one or more courses.

### The most visited courses in 2006 are listed below:

- Management Course for Development Practitioners, 4-week course in English and French
- Project Management, 2-week course
- Organisational Development for Advisers and Consultants, 2-week course
- Institutional Development & Organisational Strengthening, 2-week course
- International Advisory Trail, Individual trail of about 11/2-2 years
- Group Facilitation, 1-week course
- Financial Management for Non-Financial Managers, 1-week course

### New and updated courses in 2006 were:

- Advanced Management Methods and Skills, modular course
- Value Chain Concept Course, 2-week course
- New Architecture of Aid, 1-week course
- Multi-Stakeholder Planning Processes, 1-week course
- Competency Based Learning, 2-week course

We organised some 52 tailor-made courses in the Netherlands for 30 different clients. The subjects of these courses are related to management, organisation or training but oriented and adapted to the needs of the particular organisation.

### Some examples of tailor-made courses in 2006 are:

- Training in Change Management, Human Resource Development and Training of Trainers for 20 managers of the Ministry of Health & Medical Education in Iran. Funded by the World Bank and organised in collaboration with the Royal Tropical Institute (KIT).
- Training courses on Sector-Wide Management of Education, Zambia. Funded by NUFFIC - Netherlands Organisation for International Cooperation in Higher Education.
- Institutional Development Course for programme managers of the Centre for the Promotion of Imports from Developing Countries.
- Training on the Design of a Result-Based Monitoring system members of the Dutch national platform for Dutch civil society organisations in the international development cooperation sector.
- Development of strategic planning skills, using logical framework methodology for the International Secretariat of a global network of people living with HIV/AIDS.
- Training courses for the design and implementation of long-term projects in the education sector. Funded by NUFFIC.

## FACTS & FIGURES

We organised 43 open-subscription courses that attracted in total 373 participants, compared to 34 courses with 262 participants in 2005. The number of Nuffic fellowships increased from 38 to 62. In total 52 tailor-made courses were organised in the Netherlands for a variety of clients.

	# of courses	Turnover	Participants	Nuffic Fellowships
<b>Open subscription</b>	43	€ 1,138,304	373	62
<b>Tailormade</b>	52	€ 666,212	N/A	N/A

# MDF offices

## MDF HEAD OFFICE

Bosrand 28 / P.O. Box 430  
6710 BK Ede, The Netherlands  
T +31 318 650060  
F +32 318 614503  
E mdf@mdf.nl  
W www.mdf.nl

## MDF BRUSSELS

156, Boulevard Auguste Reyers  
B-1030 Brussels, Belgium  
T +32 2 242 1909  
F +32 2 2425845  
E mdfbrussels@chello.be

## MDF EASTERN & SOUTHERN AFRICA

P.O. Box 3173, Arusha, Tanzania  
T +255 27 2505194/95  
F +255 27 2505196  
E mdfesa@mdfesa.net

## MDF SOUTH ASIA

#137, Old Nawala Road, Nawala, Sri Lanka  
T +94 11 4404017 / +94 11 2808121  
F +94 11 4404016  
E mdfsa@mdfsa.lk

## MDF INDOCHINA

148 Xuan Dieu Street  
Tay Ho District, Hanoi, Vietnam  
T +84 4 7151101-2  
F +84 4 7151103  
E mdfindochina@hn.vnn.vn

## MDF AFRIQUE CENTRALE

Avenue de la Paix 243,  
Quartier Himbi, Goma, RD Congo  
T +243 81 1717 808  
E mdf.ac@cif.cd

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## TRAINING IN THE NETHERLANDS

## MDF OFFICES

# Training outside The Netherlands



## TRAINING WORLDWIDE

Our Branch offices in Sri Lanka, Tanzania and Vietnam also organise open-subscription courses in the field of management, project cycle management, organisational development and facilitation. Besides open-subscription courses, all MDF offices organise tailor-made courses, from South Africa to Ireland and from Peru to Laos. In 2006 more than 300 training courses were organised outside the Netherlands. Some examples:

- Training of Trainers for an Environmental NGO network in the Caucasus.
- Project Management Training for the Jordan Financial Management Reform Project, funded by GTZ.
- Training Course on Sector Wide Management of Education for the Ministry of Science Technology and Vocation Training, Zambia.
- Course on Project Cycle Management Monitoring and Evaluation of Agricultural Policies for the Ministry of Agriculture in Malawi.
- Programme Management Course for China Tuberculosis Centre and WHO China
- Training in Management Skills and Human Resource Management Course for District Local Government staff in Tanzania.

## FACTS & FIGURES

2006	# of courses	Turnover
MDF/NL	102	€ 2,328,436
MDF/Brx	42	€ 207,461
MDF/SA	99	€ 559,262
MDF/ESA	43	€ 370,068
MDF/IC	19	€ 127,956

In 2006, in total 302 courses were organised outside the Netherlands, an increase of 9% compared to 2005. Total turnover increased from € 3,586,306 in 2005 to € 3,595,183 in 2006.

TRAINING OUTSIDE THE NETHERLANDS

# Consultancies and facilitation

We are able to deliver small and large consultancy assignments in nearly every place in the world. Small consultancy assignments remain important for us to gain and share mutual experiences with a variety of organisations. MDF staff from the branch offices or from the Netherlands are able to respond quickly to these types of assignments, sometimes together with satellite consultants.

## A selection of short term assignments carried out in 2006:

- Evaluation of 50 years Dutch Associate Expert Programme for the Netherlands Ministry of Foreign Affairs.
- Technical support to the Ministry of Planning in developing indicators for sector plan, Suriname. Funded by the Netherlands Embassy in Paramaribo.
- Design a Performance Tracking System for CORDAID, a Dutch Development Organisation.
- Evaluation of the project 'Integrated Efforts for Rural Capacity Building', Moldova. Funded by Oxfam Novib and ICCO.
- Facilitation of a strategic planning process for an Ethiopian NGO active in the area of education, vocational training, job-mediation and enterprise development.
- Developing a tool for capacity assessment of organisations and institutional framework, Morocco for the Belgian Technical Cooperation.
- Feasibility study for the Technical Support Programme to the Decentralisation Process in Mauritania for the European Commission.

Larger assignments are either multi-year training programmes or long-term change processes of organisations. Change in organisations through improved competencies, streamlined systems, more accurate and comprehensive planning and so on.

## Examples of ongoing larger assignments:

- As member of a consortium, MDF delivers services to the Aid Delivery Methods Training Programme. This includes the development of training packages and the provision of methodological support to the European Commission for two

lots. Lot 1 deals with project and programme assistance and organisational capacity building, whereas Lot 2 focusses on sector and budget support. From 2005 to 2008.

- Since 1998, MDF provides training in the financial and procurement procedures of the European Development Fund (EDF) to those involved in the management of EDF projects. The training programme aims at contributing to an optimal use of EDF funds. Most of the training courses take place in ACP countries. In addition, courses are given in Brussels and addressed to EC officials.
- Design and development of a programme for higher education and research on environmental education, Guatemala. From 2005 to 2008.
- Strengthening the capacity of the College of Business Education, Tanzania. Three years contract.
- Establishment of a Programme Management Unit at the National University of Rwanda. From 2006 to 2009.
- MDF is part of the consortium carrying out the D-Talk programme, an international development and learning programme for development workers in Irish NGOs and missionary organisations on behalf of Irish Aid. Up to 2008.

## FACTS & FIGURES

Over 120 assignments in 2006; including large project and programme evaluations, organisational advice, facilitating change processes, facilitating planning & strategy development, detachment of staff to third organisations and organisation of learning trips to the Netherlands.

2006	Turnover
MDF/NL Netherlands	€ 3,329,659
MDF/SA Sri Lanka	€ 113,032
MDF/Brx Brussels	€ 48,195
MDF/ESA Tanzania	€ 165,436
MDF/IC Vietnam	€ 72,922

CONSULTANCIES AND FACILITATION

# Management for Development Results

## OUR FOCUS FOR 2006 AND BEYOND

Since the international round tables in Marrakech and Paris on results and aid effectiveness, the development community has been focusing on managing its work to achieve the maximum results. This has led to a growing interest in questions related to changing organisations and their institutional context and making them more result-oriented, by linking planning and budgeting, defining results, monitoring progress and take appropriate decisions to actually achieving the desired development results. The origin of MDF lies in the heart of this new thinking about results: MDF was established in 1984 because it was felt that in international cooperation insufficient attention was paid to organisation and management, resulting in ineffective and inefficient development interventions. Organisation, management and capacity development has been our core business ever since. Three recent examples below illustrate how MDF has worked on management for development results in practice:

## Facilitating learning processes on Managing for Development Results

MDF was asked by the OECD/DAC Joint Venture to prepare and facilitate 3 regional workshops in which participants from different countries were sharing MfDR experiences. Case studies were prepared, presented and discussed; participants identified learning points and key messages were brought forward to the round table meeting in Hanoi in February 2007. We facilitated the workshops in which participants from 39 countries shared their results of introducing MfDR and identified major activities still to undertake in the process towards more effective development results.

## Introducing the multistakeholder approach to enable thorough reflection on programme results

It has been widely recognized that development activities should be monitored and evaluated not only on the basis of outputs,

outcomes and efficiency, but also on their contribution to the higher-level purpose: on development results. In our experience, it helps to keep your eyes on development results if these are well formulated in your management framework right from the initial stages of planning. In 2006 MDF-ESA carried out a mid-term review of the Improving Livelihoods in Aweil program in South Sudan. The multistakeholder approach followed by MDF enabled the program to reflect on its results so far, draw important lessons and make improvements to its implementation strategy reinforcing the link to the development result level.

## Maximise Learning from Participatory Evaluation with Peer Review

Quite often, the lessons of external evaluations remain with the management and the learning is not effectively disseminated to, let alone incorporated, by important stakeholders. In 2006, MDF South Asia facilitated a participatory mid-term review of a post-tsunami recovery programme in Sri Lanka. Twelve NGOs participated in designing and conducting the review; developing review questions, conducting interviews with each other's stakeholders and analysing the data. The peer review proved to be successful in finding an appropriate balance between the greater objectivity of an external assessment and the better understanding and acceptance of the results of a participatory review.

In 2007 and the years to come, we will continue to contribute to better performing organisations. We will do this by helping them to effectively position themselves in their institutional setting, improve their management practices, human resources management, strengthening general planning and monitoring capacities, and their financial and administrative procedures and systems. Above all, we emphasise a clear focus on key competences of staff because in the end it will always be people that make organisations change.

MANAGEMENT FOR DEVELOPMENT RESULTS



# ANNUAL REPORT 2006

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