

Training Report on Organization Management for MMUS Core Staff



Training Period: 14 – 23 September, 2025

Venue: Press Club auditorium, Kaliganj Satkhira

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Participants: 12 Core Staffs of MMUS

Training Background and Rationale

The Organization Management Training for MMUS core staff was designed to strengthen organizational capacity by enhancing knowledge and practical skills in governance, leadership, financial management, project design, implementation, monitoring & evaluation, human resource management, communication, policy development, and sustainability planning. The training aimed to equip staff with the tools and competencies to manage programs effectively, ensure accountability, and improve organizational performance for long-term impact.

Training Objectives

The training had the following objectives:

1. Develop a shared understanding of MMUS roles, governance, and leadership principles.
2. Strengthen strategic and operational planning capabilities, including SMART objectives, KPIs, and project alignment.
3. Clarify staff roles, responsibilities, and accountability mechanisms.
4. Enhance financial management skills including budgeting, accounting, internal controls, policy design, and donor compliance.
5. Improve project cycle management skills with logical frameworks, risk assessments, and monitoring & evaluation (MEL) systems.
6. Build HR management capacities including staff motivation, conflict resolution, and organizational structuring.
7. Strengthen proposal writing, resource mobilization, advocacy, communication, and partnership-building skills.
8. Develop strategies for sustainability, learning, and continuous improvement.

Training Methodology

A mix of the following methodologies was applied to ensure participatory learning and practical skills development:

- **Presentations & Lectures:** Introduced key concepts and frameworks.
- **Group Exercises & Workshops:** Encouraged teamwork and practical application of knowledge.
- **Case Studies & Role Plays:** Facilitated problem-solving and experiential learning.
- **Hands-on Practices:** Simulated accounting, MEL, and project design exercises.
- **Interactive Discussions & Q&A:** Allowed participants to share experiences and clarify doubts.
- **Simulations & Mock Exercises:** Enabled practical application of advocacy, proposal drafting, and governance scenarios.



Daily Summary of Training Sessions

Day 1: Orientation & Governance

Objective: Build shared understanding of MMUS roles, governance, and leadership.

Key Learnings:

- Participants understood NGO structures, board responsibilities, and governance principles.
- Leadership styles and participatory management approaches were practiced through exercises.
- Common governance challenges were discussed and solutions explored.

Day 2: Strategic & Operational Planning

Objective: Strengthen capacity for long-term planning and operational plans.

Key Learnings:

- Strategic planning cycles and SMART objectives were developed.
- Operational plans, work plans, KPIs, and reporting lines were designed in workshops.
- Case studies helped align projects to strategic goals effectively.

Day 3: HR & Organizational Structure

Objective: Build effective organizational structures and HR systems.

Key Learnings:

- Participants created organograms and clarified roles, responsibilities, and accountability.
- Recruitment policies, contracts, and performance appraisal mechanisms were reviewed.
- Role plays and simulations enhanced staff motivation and conflict resolution skills.

Day 4: Financial Management Basics

Objective: Strengthen financial planning and internal control systems.

Key Learnings:

- Participants practiced budgeting, ledger maintenance, and cashbook reconciliation.
- Internal control measures for fraud prevention and accountability were explored through case studies.
- Hands-on exercises included preparing a sample MMUS budget.

Day 5: Financial Policy & Compliance

Objective: Equip staff to design and implement financial policies for compliance.

Key Learnings:

- Drafting financial policies for procurement, expense approvals, and audit preparation.
- Donor compliance and reporting requirements were analyzed through case studies.
- Group exercises produced draft MMUS financial policies for review.

Day 6: Project Cycle Management

Objective: Improve project design, implementation, and risk analysis.

Key Learnings:

- Project cycle stages and tools were introduced.
- Logical frameworks (goals, outputs, indicators) were developed in workshops.
- Risk assessments were conducted, and mini-project simulations were completed.

Day 7: Monitoring, Evaluation & Learning (MEL)

Objective: Equip staff with MEL systems and tools.

Key Learnings:

- MEAL concepts, indicators, baselines, and targets were practiced.
- Data collection tools such as surveys, FGDs, and reporting templates were applied.
- A draft MEL plan for MMUS was developed collaboratively.

Day 8: Proposal Writing & Resource Mobilization

Objective: Strengthen fundraising and donor engagement skills.

Key Learnings:

- Proposal writing basics, log frames, and budget development were covered.
- Donor mapping and networking strategies were explored through case studies.
- Participants drafted a sample MMUS proposal collaboratively.

Day 9: Advocacy, Communication & Partnerships

Objective: Strengthen advocacy and communication strategies.

Key Learnings:

- Advocacy fundamentals and campaign simulations enhanced policy influence understanding.
- Communication tools, including media and social media strategies, were practiced.
- Partnership-building and stakeholder engagement were strengthened through role plays.

Day 10: Sustainability & Closing

Objective: Develop sustainability strategies and action plans for MMUS.

Key Learnings:

- Financial, institutional, and programmatic sustainability strategies were designed.
- Volunteer and community engagement plans were drafted.
- Action planning exercises ensured actionable MMUS-specific steps.
- Participants presented action plans and reflected on key insights.

Pre and Post Test Analysis:

- **Orientation & Governance**



Pre-Test: Some participants were unclear about MMUS's mission, vision, and the accountability structure of the board and management.

Post-Test: Participants reported better understanding of MMUS's mission and vision, and recognized clearly the accountability and responsibilities of governance and management.

Improvement: Significant; mission, vision, and governance are now understood.

- **Strategic & Operational Planning**

Pre-Test: Limited knowledge about the steps in the strategic planning cycle; confusion existed around SMART objectives, particularly the meaning of "A."

Post-Test: Participants correctly identified "Goal Setting" as a step in strategic planning and recognized "A" in SMART as "Achievable."

Improvement: Strong; participants gained clarity in strategic planning concepts.

- **HR & Organizational Structure**

Pre-Test: Partial understanding of the role of an organogram in clarifying reporting lines; confusion about HR policy components.

Post-Test: Participants could correctly link organograms with reporting lines and identified recruitment as a key part of HR policy.

Improvement: Clear improvement in understanding HR structures and policies.

- **Financial Management Basics**

Pre-Test: Participants were unsure about the importance of income-expenditure balance in NGO budgeting and internal control elements.

Post-Test: They recognized the need for balanced budgets and identified audits as part of internal control.

Improvement: Positive; financial basics better understood.

- **Financial Policy & Compliance**

Pre-Test: Limited understanding of how financial policies support organizational financial management and donor reporting's role in compliance.

Post-Test: Participants acknowledged financial policies as essential and donor reporting as a compliance requirement.

Improvement: High; compliance awareness increased.

- **Project Cycle Management**

Pre-Test: Participants were unclear about the first stage of the project cycle and the role of risk mitigation.

Post-Test: They identified "Identification" as the first step and understood that risk mitigation aims at reducing risks.

Improvement: Clear conceptual development in project management.

- **Monitoring, Evaluation & Learning (MEL)**

Pre-Test: Participants had limited knowledge about the role of indicators and types of data collection tools.

Post-Test: They recognized the necessity of indicators in MEL and distinguished valid tools (survey, FGD) from irrelevant ones (Facebook likes).

Improvement: Strong; MEL framework better understood.

- **Proposal Writing & Resource Mobilization**

Pre-Test: Participants had insufficient clarity on problem statement requirements and donor mapping.

Post-Test: They identified the need for clear, evidence-based problem statements and understood donor mapping as identifying funding sources.

Improvement: Notable; resource mobilization strategies better grasped.

- **Advocacy, Communication & Partnerships**

Pre-Test: Confusion about the purpose of advocacy and communication tools.

Post-Test: Participants recognized advocacy as influencing policymakers and identified newspapers as valid communication tools.

Improvement: Positive; enhanced clarity in advocacy and communication.

- **Sustainability & Closing**

Pre-Test: Limited understanding of sustainability strategies and volunteer engagement.

Post-Test: Participants acknowledged that sustainability strategies should cover financial, institutional, and programmatic aspects, and that volunteer engagement supports long-term growth.

Improvement: Significant; sustainability concepts better integrated.

- **Overall Analysis**

Pre-Test Results: Showed limited and fragmented knowledge across all organizational management areas. Participants lacked clarity on governance, planning, MEL, and compliance issues.

Post-Test Results: Demonstrated substantial improvement. Participants showed strong comprehension in governance, planning, HR, finance, project cycle, MEL, proposal writing, advocacy, and sustainability.

- **Key Learning Achievements**

1. Improved clarity on MMUS mission, vision, and governance structure.
2. Strengthened understanding of strategic and operational planning, especially SMART objectives.
3. Better knowledge of HR policies and organizational structure.
4. Awareness of financial management, policy, and compliance.
5. Enhanced project cycle management and risk mitigation knowledge.
6. Strong grasp of MEL, data tools, and indicators.
7. Ability to write stronger proposals and conduct donor mapping.
8. Increased awareness of advocacy, communication, and partnership tools.
9. Clearer strategies for organizational sustainability and volunteer engagement.

Training Outcomes

- Staff demonstrated enhanced understanding of organizational governance, strategic planning, and leadership.
- Improved financial management, internal control, and policy compliance capabilities.
- Strengthened project management, MEL, and proposal writing skills.
- Enhanced capacity in HR management, conflict resolution, advocacy, communication, and partnership-building.
- Concrete action plans for sustainability, learning, and MMUS development were produced.



Overall Recommendations

1. Strengthen Implementation of Learning: Apply skills gained in governance, financial management, project design, and HR management directly to MMUS operations.
2. Develop and Enforce Policies: Finalize and institutionalize financial, HR, and operational policies developed during the training.
3. Continuous Capacity Building: Organize refresher trainings and mentoring for staff to reinforce learning and adapt to emerging challenges.
4. Monitoring and Evaluation: Establish a robust MEL system to track program effectiveness, staff performance, and organizational impact.
5. Sustainability Planning: Implement strategies for financial, institutional, and programmatic sustainability developed during the training.
6. Enhance Communication and Partnerships: Maintain strong advocacy, networking, and stakeholder engagement to expand MMUS influence and resource mobilization.

Key Learning's

- Participants gained a deeper understanding of NGO governance, organizational roles, and accountability.
- Enhanced ability to plan strategically, develop SMART objectives, and align projects with organizational goals.
- Strengthened financial management, budgeting, internal controls, and donor compliance skills.
- Improved HR management, staff motivation, conflict resolution, and team collaboration capabilities.
- Gained hands-on experience in project cycle management, MEL, proposal writing, and advocacy.
- Developed practical action plans for sustainability, community engagement, and continuous organizational improvement.

Way Forward

1. Implement Action Plans: MMUS staff to execute the organizational, financial, and programmatic action plans developed during the training.
2. Policy Adoption: Approve and disseminate draft financial and HR policies across the organization.
3. Regular Review: Conduct quarterly reviews of project implementation, MEL progress, and staff performance.
4. Capacity Strengthening: Schedule periodic workshops and mentorship for emerging leadership and technical skills.
5. Resource Mobilization: Continue developing proposals and advocacy strategies to secure sustainable funding and partnerships.

Conclusion

The Organization Management Training successfully enhanced the capacity of MMUS core staff to manage programs effectively, strengthen governance, and improve overall organizational performance. Participants are now equipped with practical tools, knowledge, and strategies to implement sustainable and accountable practices. The training marks a significant step toward building a more efficient, transparent, and impactful MMUS capable of achieving its long-term mission and strategic goals.

7. Annexes

- Participant List with Signatures
- Training Agenda (Day-wise)
- Training Materials and Presentations
- Photos from Training Activities
- Sample Budgets, MEL Plans, and Draft Policies Developed