



Academy for International Cooperation

# Development of International Competencies

Programme 2014

Published by

**giz**

Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ) GmbH

Academy for International Cooperation

# Development of International Competencies

Programme 2014



# Introduction



Dear participants,

Learning means developing successfully in a changing environment. Our offer for the current year aims to double your chances of success: our course offer applies a tried and tested method to focus on the development of your individual competencies, personal, professional, methodological and managerial, so that you can successfully reach your professional objectives. But we also want to identify options of how you can use personal development to drive the structuring of change and innovation processes.

Wherever „Sustainable Development“ processes need to be established, the focus must be on having the right competencies and networks. This is the only way to ensure that new stimuli lead to real innovations, for more efficient organisations and effective social change. For example, the promotion of renewable energies requires competent individuals in institutions. These days, expertise becomes obsolete very quickly. This makes it all the more important to ensure that experts and managers are constantly „on the job“: that they learn from each other, from experiences, network and jointly create new knowledge and change.

**Taking advantage of this dual objective of the „Development of International Competencies“ for individual and social development is the central theme of our course offer.**

We invite you to use our courses as stepping stones and modules for personal and organisational „development projects“. Our programme catalogue this year offers you over 130 courses that you can structure as a customised learning programme for yourself

or for other participants. In addition, all the offers are designed to give you the opportunity to network with other participants as well as to create a living community that extends beyond the end of the training period. This means that the development of your individual competencies is the basis for change processes in the context of your activities: in organisations looking to improve their international performance, or in networks aiming to establish best practice solutions across regions by exchanging knowledge, or in administrations that want to sustainably improve their public process organisation with innovative leaders...

The methodology of „Learning and Networking“ has proven to be particularly effective for capacity development: the start is generally comprised of target group learning solutions in order to support project-related development processes. This allows change agents to acquire knowledge, the capacity to act and autonomy. The courses are designed to promote independent learning management: with individual learning objectives, benchmarkings with independently set standards, „strolls“ through our Learning Landscape, learning coaching for future implementation, etc. The different offers on virtual learning settings and for networking with distant learning partners and experts expands the opportunity for self-managed learning and the multiplication of learning processes.

Our learning and networking offers are available at a growing number of learning locations and on demand, to ensure that we are close to you, your learning requirement and the scope of your work. This enables our courses to be more easily integrated into ongoing programmes on site and ensures that learning as well as valuable cooperation and innovation ideas can be realised in „Joint Trainings“.

The design options are immense. Develop your perfectly customised learning path! We are happy to provide advice. I hope you thoroughly enjoy developing your specific competencies and wish you every success in establishing and applying your newly acquired skills and new forms of „reflecting“ as well as in the creative development of the „next steps of further development“.

Bernd Krewer



# Content

Consulting and Registration	p.	2
Introduction	p.	4
Our thematic map	p.	10
Preparation for Assignment in International Cooperation	p.	11

Empowering individuals to drive their own actions	p.	15
---	----	----

Cooperation Competence Worldwide	p.	16
----------------------------------	----	----

Country and Culture	ILK 01	p.	18
Intensive Country Analysis	ILK 03	p.	19
Regional Analysis	ILK 04	p.	20
Business in ...	ILK 05	p.	21
Intercultural Reflection On-site for Overseas Employees	ILK 06	p.	22
Culturally Reflective Coaching	ILK 07	p.	23
Joint Training for Intercultural Teams	ILK 08	p.	24
Intercultural Training for National Staff	ILK 09	p.	25
Change of Perspective	ILK 10	p.	26
Start In Germany	ILK 11	p.	27
Work in Germany	ILK 12	p.	28
Introduction to GIZ for National Staff	ILK 13	p.	29

Communication Competence Worldwide	p.	31
------------------------------------	----	----

Orientation Course	SK 01	p.	34
Intensive Language Course	SK 02	p.	35
Refresher Course	SK 03	p.	36
Technical and Task-related Language Training	SK 04	p.	37
Individual Language Skills Consultation	SK 05	p.	38
Presenting in an International Context	SK 06	p.	39
Facilitation in an International Context	SK 07	p.	40
Negotiating in an International Context	SK 08	p.	41
Classification of Foreign Language Skills	SK 13	p.	42
English in Contact with Customers	SK 14	p.	43
English in Everyday Working Life	SK 15	p.	44
Foreign Language Media Training	SK 16	p.	45
Language Coaching	SK 17	p.	46
Conversation Course on Current IC Topics	SK 18	p.	47
Part-time Language Course	SK 19	p.	48
English for International Leadership	SK 20	p.	49

Personal Safety, Stress, Conflict	p.	50
-----------------------------------	----	----

Conflict Management	STB 06	p.	52
---------------------	--------	----	----



Individual Learning and Information Offers		p.	53
Supported Learning	IDA 01	p.	54
Information on Demand	IDA 02	p.	55
Immerse yourself in our learning landscape	IDA 04	p.	56
Strengthening capacities of technical experts to implement lasting solutions		p.	59
Developmental Fundamentals		p.	60
Introduction to Development Politics	EP 02	p.	61
International Cooperation in Islamic Societies	EP 03	p.	62
Capacity for Development Effectiveness	EP 05	p.	63
Vocational Training and Employment Market		p.	65
Planning and research in labour market oriented Technical and Vocational Education and Training (TVET)	BB&AM 04	p.	66
Concepts, Approaches and Methods of Qualification of TVET personnel / professionals in Vocational Education and Training	BB&AM 06	p.	67
Regional Processes of TVET in Asia	BB&AM 08	p.	68
Sustainable Resource Management		p.	69
Introduction to Energy for Development	NRM 02	p.	70
Integrating ecosystem services into development planning (IES)	NRM 04	p.	71
Renewable Energies in Rural Development	NRM 05	p.	72
Flood Risk Management in Cities	NRM 06	p.	73
Ecosystem-based Adaptation (EbA) to Climate Change	NRM 07	p.	74
Food Security	NRM 08	p.	75
Food and Nutrition Security	NRM 09	p.	76
Climate Change Adaptation in Agriculture	NRM 10	p.	77
Good Governance and Human Rights		p.	78
Good Financial Governance (Basic)	RFS 03	p.	79
Winter School Good Financial Governance	RFS 04	p.	80
Putting Human Rights to Work in Development Cooperation	RFS 05	p.	81
Good Governance	RFS 06	p.	82
Political Participation and Democratic Accountability	RFS 07	p.	83
Decentralization	RFS 08	p.	84
Fact-based Information for Decision Making	RFS 09	p.	85
Strengthening Citizen-Centered Political and Administrative Systems	RFS 11	p.	86
Capacity Development in Fragile Situations	RFS 13	p.	87



Urban Development and Climate Change	RFS 14	p.	88
Gender Mainstreaming	RFS 15	p.	89
The European Union: Effective Partnership and Fund Management I	RFS 16	p.	90
The European Union: Effective Partnership and Fund Management II	RFS 17	p.	91
Fair and Sustainable Management		p.	92
Introduction to Innovation and Technology Development	FNW 02	p.	93
Innovation Management School 1	FNW 03	p.	94
Managing Sustainability	FNW 04	p.	95
Practicing Private Sector Development in Fragile and Conflict-Affected Situations	FNW 05	p.	96
ValueLinks Introductory Training Seminar	FNW 07	p.	97
Study and technology tours to Bavarian trade fairs	FNW 08	p.	98
Sustainable Development Through Tourism	FNW 09	p.	99
Health		p.	100
HIV/AIDS: From Basic Knowledge to Good Understanding	GH 02	p.	101
Enabling managers to design change		p.	103
Management Competence		p.	104
Managing for Development Results – MfDR	MK 03	p.	105
Monitoring Results and Evaluation	MK 05	p.	106
Project Management – Advanced Level	MK 06	p.	107
Capacity WORKS for the consulting sector	MK 12	p.	108
Innovation Management School 2	MK 13	p.	109
International Project Management	MK 14	p.	110
International Training and Facilitation Skills	MK 15	p.	111
Virtual Collaboration	MK 16	p.	112
Organisational and Personnel Development		p.	113
Organisational development in practice (advanced level)	OPE 03	p.	115
Strengthening trainers and advisors in their role as multipliers		p.	117
Consultation Competence		p.	118
Roles and Competencies in Consulting	BK 02	p.	119
Human Resource Development Consulting	BK 03	p.	120



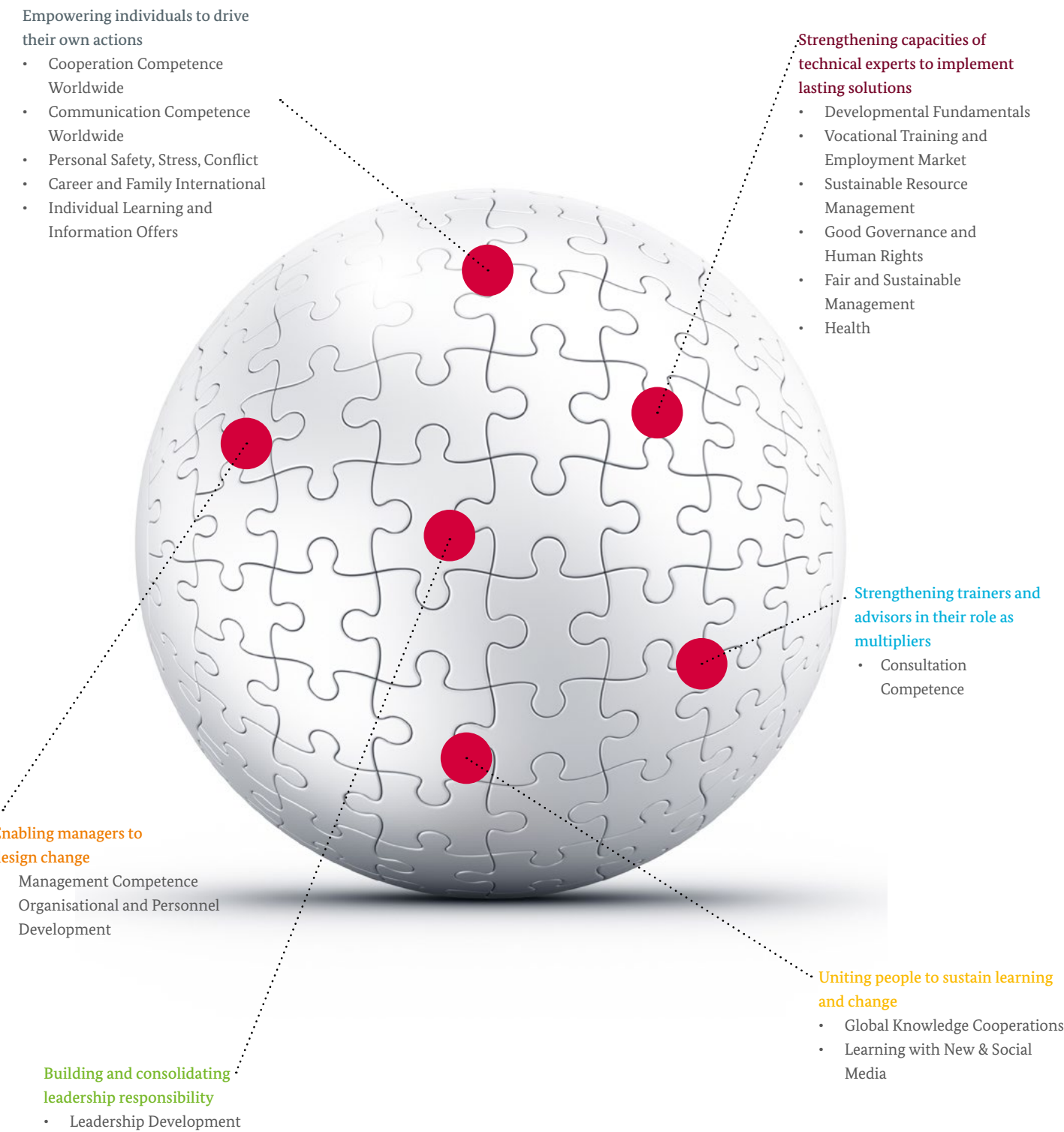
Building and consolidating leadership responsibility	p.	123
Leadership Development	p.	124
Constructive Negotiation Using the Harvard Method	LD 01	p. 125
Leadership Development as a Lever for Structuring Transformation Processes in International Cooperation	LD 03	p. 126
Leadership and Strategy	LD 04	p. 127
Assertiveness and Leadership Qualities	LD 05	p. 128
Innovation Management School 3	LD 06	p. 129
“Senior Leaders Week”	LD 07	p. 130
Uniting people to sustain learning and change	p.	133
Global Knowledge Cooperations	p.	135
Permanently Connected: HCD Participants Become Alumni	GWK 01	p. 136
A Visible Profile On-site – Alumni Networking Events	GWK 02	p. 137
Living Communities Through Virtual Social Networks	GWK 03	p. 138
Who is Who? – The Right Connection to Alumni and Networks	GWK 04	p. 139
Learning with New & Social Media	p.	140
Everyone’s an Author: Generate Content for Social Media and Share Using Open Licenses	LNM 01	p. 141
e-Learning Skills Training Programme	LNM 02	p. 142
Open ECBCheck Course: Quality Standards for e-Learning in Capacity Building	LNM 03	p. 143
AIZ From A – Z	p.	144
How to find us	p.	146







Our thematic map



Preparation for Assignment in International Cooperation

**Target groups**  
The preparation for international assignment is aimed at experts and managers working in international cooperation and their accompanying partners and families.

**Content and structure of the international assignment**  
The international assignment is a succession of three consecutive weeks and a language course for a maximum of four weeks, which must all be booked prior to departure.

**It consists of:**

- One week on the topic of „Country and Culture“, which can be attended by the contract partner together with the accompanying partner - cf. p. 18
- A two-week offer on the topics of consulting (p. 118 et seq.), management (p. 104 et seq.), conflict (p. 52) and the basics of development policy (p. 61 et seq.), which are offered in German and English.

Parallel to this, accompanying partners attend a course on the topic „Partners in International cooperation“ in the second week.

**The supplementary language training includes various formats:**

- Orientation courses (cf. p. 33)
- Intensive courses (cf. p. 35)
- Refresher courses (cf. p. 36)
- Specialist and task-related language training (cf. p. 37)
- Workshops on communication techniques in the foreign language: presenting, moderating, negotiating (cf. p. 39–41)

Monthly AIZ course programme as part of the core qualification in 2014

Week 1	Week 2		Week 3		Week 4	
Country and Culture	Safety Training	Dealing with Stress and Trauma				
	Consulting Roles and Consulting Competencies (German and English in parallel)		Consulting Roles and Consulting Competencies			
	Introduction to Development (German/English in parallel)	Results-oriented Management (switch between German/English)	Understanding Organisations, Managing Change Processes			
	Partners in International Cooperation					
Intensive Language Course						
	Language Refresher Course		Language Refresher Course			
	Orientation Course		Orientation Course		Orientation Course	
					Specialist and Task-related Language Training	
					Presenting in an International Context	Facilitating/Negotiating in an international Context

**Our topics and modules**





# Empowering individuals to drive their own actions

Personal and social competencies are a key to working more effectively and to professional success. Improved decision-making competence at an individual level improves effectiveness and efficiency in a project.

The desired effects and our products:

- Constructive and innovative cooperation with international partners through self-reflection, dialogue on values and intercultural cooperation competence.
- International linking of projects and successful team work through foreign language communication competence.
- Work more efficiently and effectively and improved personal contentment through (self-)assured operation in a new (uncertain) environment and competent handling of stress, strain and trauma.
- Work more efficiently and effectively and improved personal contentment through involvement of the entire family in the secondment abroad.
- Successful change processes through knowledge management, self-learning competence and self-reliance.







# Cooperation Competence Worldwide

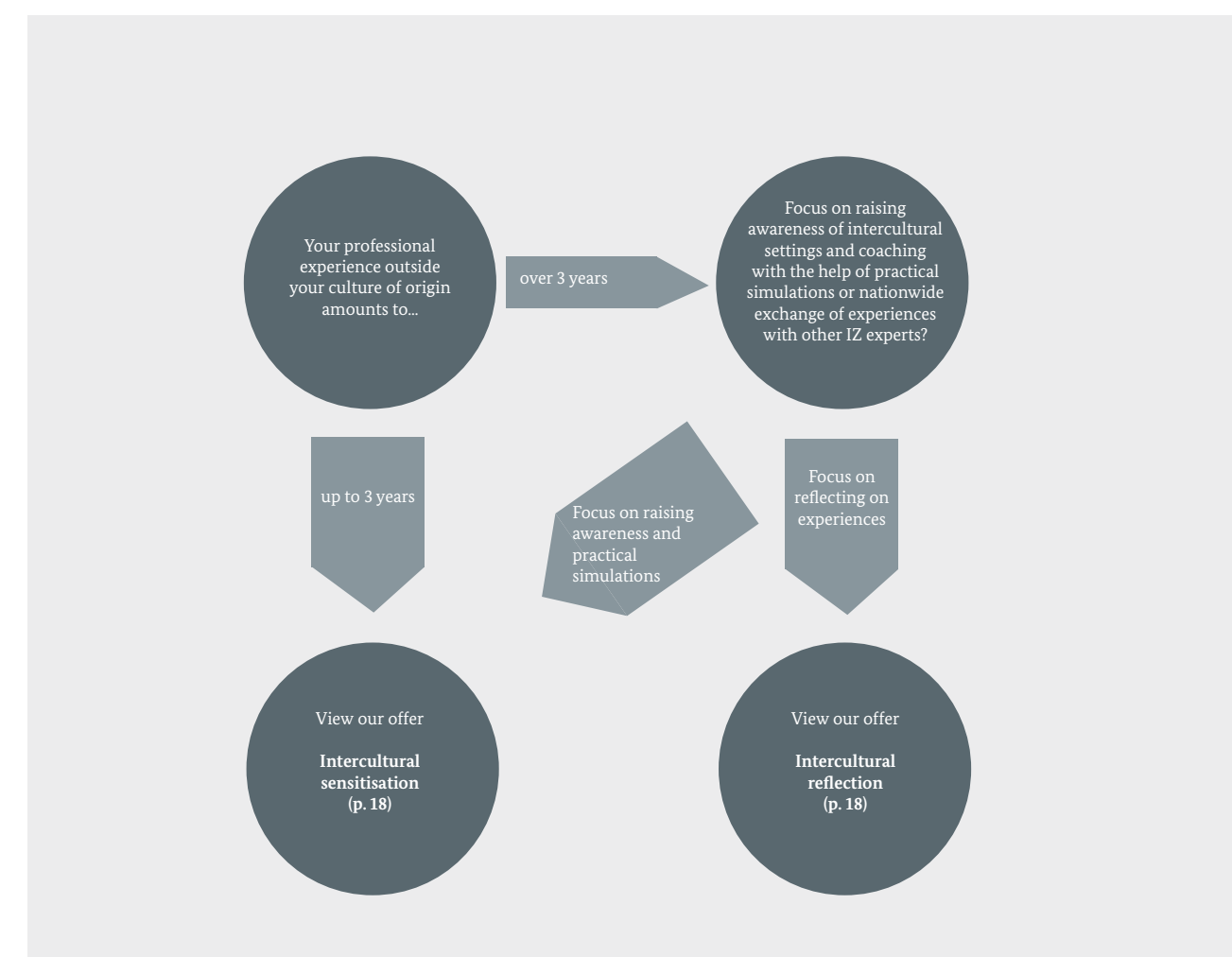
## Intercultural competence and country analyses

Our programme offer targets individual and/or team development of intercultural competence. You place participants in a position to act autonomously and successfully in an international context. Participants also benefit with regard to dealing with cultural difference that they encounter in other contexts, e.g. corporate cultures, diversity in the workplace, dealing with regional cultures, social milieus and much more. The aim is to raise awareness of and consciously structure intercultural interactions as well as the derivation and use of professional action strategies that are appropriate for the situation. We support our participants in expanding their personal scope of action in the areas of reasoning, feeling, negotiating and communicating, in events as well as by reflected learning strategies with offers in Germany and on site.



Country&Culture - ILK is part of a three-week compact preparation in international cooperation for experts and managers that are preparing for an extended international assignment. On the one hand, it provides the opportunity to expand your country-specific knowledge. The focus is on the development of personal strategies for action for the specific activity and life in the target country. It also offers an entire range of modules on intercultural competence development. The week-long course is equally suitable for both first-time

assignees and experienced travellers, as every participant takes their own individual learning path through the week. The training courses are adapted to each individual requirement, depending on prior knowledge and experience and based on the intercultural guidance of participants. Only a simple, rough pre-assessment of participants is required in advance. We request that you note whether you would prefer to focus on intercultural sensitisation or intercultural reflection when registering.



We offer country analyses for 130 countries around the world as part of our programme offer. Find out more about your target country on the internet: [www.liportal.de](http://www.liportal.de) and take advantage of our learning landscape with interactive reflection stations and topic rooms.



# Country and Culture

ILK 01

**Your profile**

- You are an international expert or manager
- You work in international contexts, teams or projects or you work closely with international partners
- You will shortly be sent on an international assignment for which you wish to prepare (possibly together with your family), either for the first time or with previous international experience

**Your benefits**

- You will constantly develop your intercultural competencies and profit from diversity.
- You will structure interculturally appropriate cooperation with local partners and international teams.
- You will gain an overview of the structures, processes and agents in your country of destination.
- You will network with colleagues and other agents in your country of destination.

**Programme/Programme structure**

- The programme includes a five-day attendance period with a country specialist and an intercultural trainer.
- This is a flexible learning concept:
- You can help to structure the attendance period according to your personal needs and previous experience. You will be supported by our learning consultants during the learning process.

**Content**

- Country analysis for 130 countries with individual areas of focus
- Assessment of your personal intercultural competence profile
- Regional cultural specifics
- Cultural self images and public images
- Intercultural communication
- Intercultural reflection for experienced travellers
- Linguistic awareness of cultures
- Practical fields of intercultural cooperation:
  - Working in an intercultural team
  - Managing an intercultural team
  - Managing conflicts
  - Conducting discussions and negotiations
- Diversity management
- Expanding intercultural competence in the partner country

**Methods**

- You are the owner of your learning process – we provide the diverse learning opportunities and occasions for reflection.
- Qualified country experts provide advice that is relevant for the participants in small groups.
- Experienced intercultural trainers work with you at a practical level using a range of methods.
- Where possible, you will learn together with representatives of other cultures in joint training courses.
- You will be immersed in an award-winning Learning Landscape in our multimedia Centre for Information, Teaching and Learning.
- Our themed rooms offer you the largest store of country-specific and regional as well as intercultural information material in Germany (over 10,000 films, books, journals, maps, etc.).
- Info to go: Online country information portal on almost 100 countries on the GIZ site: [www.liportal.de](http://www.liportal.de)

**For your planning**

- Dates in 2014: The training courses take place in the first full week of every month:

06/-10/01/2014	07/-11/07/2014
03/-07/02/2014	04/-08/08/2014
04/-07/03/2014	01/-05/09/2014
07/-11/04/2014	06/-10/10/2014
05/-09/05/2014	03/-07/11/2014
02/-06/06/2014	01/-05/12/2014

<b>Course times</b>	
Mon - Thurs	8.30 a.m. – 5.30 p.m.
Fri	8.30 a.m. – 4 p.m.

- Training location: AIZ, Bad Honnef. Other locations and course times are possible on request.
- Training language: German (other common languages available on request).



# Intensive Country Analysis

for over 130 countries

ILK 03

**Your profile**

- You are an expert or manager or accompanying partner experienced in overseas travel.
- You will shortly travel abroad or are in close contact with international partners.
- You would like to learn more about your country of destination and the cultural sphere in order to live and work there successfully and to more effectively cooperate with your international partners.

**Your benefits**

- You will gain an overview of the backgrounds, structures, processes and agents in your country of destination.
- You will acquire specific knowledge and the necessary competencies to ensure the interculturally appropriately structure of the cooperation with your partners in the country of destination.

**Programme structure**

- We offer the country analyses in more than 130 countries.
- The course lasts for 1, 2 or 3 days as requested.

**Content**

- Selection and discussion of the topics with special consideration of your individual requirements.
- Relevant historical, (development) political, economic, ecological, social and (inter)cultural framework conditions in the destination country.
- Country-specific characteristics with respect to cultural features, communication patterns and behavioural conventions in typical work and everyday settings.
- Relevant groups of people (e.g. social classes, ethnic groups, political decision-makers and interest groups, relevant NGOs, etc.).
- Special situations in the context of the destination country (e.g. crisis situations and security threats, behaviour towards minorities, gender aspects, role expectations of foreign experts, etc.).
- Possible areas of tension between cultural-social and political circumstances in the country of destination and internal (professional and private) objectives

**Methods**

- You are the owner of your learning process – we provide diverse learning opportunities and occasions for reflection.
- Your learning path through the programme will be individually agreed based on your learning requirement.
- Qualified country experts provide practical and relevant advice in small groups.
- Combination of methods: interactive discussions, inputs, case studies, film sequences, etc.
- You will be immersed in an award-winning learning landscape in our multimedia Centre for Information, Teaching and Learning.
- Our themed rooms offer you the largest store of country-specific and regional as well as intercultural information material in Germany (over 100,000 films, books, journals, maps, etc.).
- Info to go: Online country information portal on about 100 countries on the GIZ site: [www.liportal.de](http://www.liportal.de)

**For your planning**

- The training takes place on request.
- Minimum number of participants: 1 person
- Training languages: German (other common languages available on request).
- Training location: AIZ in Bad Honnef; other venues on request



# Regional Analysis

ILK 04

**Your profile**

- You are not just responsible for a country, rather for a connected region and/or manage regional projects.
- You are specifically interested in regional connections.

**Your benefits**

- You will gain an oversight of structures, processes and agents as well as connections in your target region.
- You will acquire the necessary competencies and the specific knowledge for successful cooperation with partners.

**Programme/Programme structure**

- We provide regional analyses for various regions (e.g. Central Asia, the Caucasus, ASEAN, Mercosur, etc.).
- The course lasts 2 or 3 days as requested.

**Content**

- Relevant historical, political, economic, commercial and cultural characteristics of the target region.
- Regional cultural specifics.
- Possible areas of tension between the existing conditions and individual (professional and private) objectives.
- The area of focus depends on the individual requirements of participants

**Methods**

- You are the owner of your learning process – we provide diverse learning opportunities and occasions for reflection.
- Your learning path through the programme will be individually agreed based on your learning requirement.
- Qualified regional experts provide practical advice that is relevant for the participants in small groups using a variety of methods.
- You will be immersed in an award-winning Learning Landscape in our multimedia Information and Education Centre.
- Our themed rooms offer you the largest store of country-specific and regional as well as intercultural information material in Germany (over 100,000 films, books, journals, maps, etc.).
- Info to go: online country information on about 100 countries and regions on the GIZ site: [www.liportal.de](http://www.liportal.de)

**For your planning**

- The training takes place on request.
- Minimum number of participants: 1 person
- Training language: German (other common languages available on request).
- Training location: AIZ/Bad Honnef; other venues on request



# Business in ...

ILK 05

**Your profile**

- You are planning to enter a foreign market or want to expand your business.
- You dispatch experts or managers for short or longer international assignments or operate abroad yourself.
- Your employees or you personally work in an international team.
- You maintain close professional contacts with international partners.

**Your benefits**

- Participants develop their intercultural competence – a key factor for success in international business.
- You will gain an overview of structures, processes and agents in your target country and region.
- You will structure interculturally appropriate and effective cooperation with business partners and in international teams.
- This will have a positive impact on your professional success and the company's commercial success.

**Programme structure**

- We offer this training in more than 130 countries worldwide.
- The training lasts for 1, 2 or 3 days as requested.

**Content**

- Possible topics include:
- Political, economic and social conditions in the country/region
- Current information on the country and people and practical information for everyday life
- Relevant local groups of people
- Intercultural communication and intercultural management
- Multicultural teams/cooperation
- Conducting discussions and negotiations
- Dealing with conflict constellations
- Managing in an intercultural context

**Methods**

- Qualified country experts / experienced intercultural trainers work with you on a specific topic using practical and diverse methods in small groups.
- You will be immersed in an award-winning Learning Landscape in our multimedia Information and Education Centre.
- Our themed rooms offer you the largest store of country-specific and regional as well as intercultural information material in Germany (over 10,000 films, books, journals, maps, etc.).
- Info to go: Online country information portals on about 100 countries on the GIZ site: [www.liportal.de](http://www.liportal.de)

**For your planning**

- The training takes place on request.
- Training location: The AIZ Training Centre in Bad Honnef with networking opportunities with a large number of participants in the area of international cooperation.
- We are also happy to hold the training course at your premises.
- Training languages: German (other common languages available on request).



# Intercultural Reflection On-site for Overseas Employees

ILK 06

**Your profile**

- You are responsible for experts or managers that are on international assignment
- Your employees are currently on assignment overseas; they have ideally been in the country for about 6 - 12 months.
- Your employees need to be supported in mastering intercultural challenges and ensuring effective cooperation.
- Your employees are to be given the opportunity to reflect on the first few months in the host country with professional support.

**Your benefits**

- The participants reinforce their ability and willingness to identify and reflect on internal and external cultural orientations and patterns of communication and behaviour and to take different perspectives.
- The participants will identify personal learning areas that are relevant for the development of their intercultural competence.
- The participants will network with other overseas employees from their country/region

**Programme/Programme structure**

- We provide intercultural reflection on site in over 130 countries worldwide.
- The course lasts 3 days as requested.
- It is advisable to organise the intercultural reflection on site in combination with other training courses.

**Content**

- Reflection on the first few months in the host country
- Awareness of the cultural conditionality of values systems and a comparison of their values.
- Reflection on the shaping of actions and values by your culture of origin.
- Reflection on the balance between adaptation and authenticity when cooperating with people
- Possible areas of tension between the existing conditions and individual (professional and private) objectives.

**Methods**

- Small groups managed by a qualified intercultural trainer
- Focus on practical and participant orientation
- Modern adult education principles and a combination of methods
- Structured exchange of experiences, collegial consulting; working on specific participant cases
- Info to go: Online country information portals on about 100 countries on the GIZ site: [www.liportal.de](http://www.liportal.de)

**For your planning**

- The course takes place on request at your desired date. Please contact us three months in advance in order to ensure smooth organisation on site.
- Training location: worldwide as requested or in the AIZ in Bad Honnef/Germany
- Course languages: German (other common languages available on request).
- Number of participants: minimum 4, maximum 6 (group booking required)
- One-on-one coaching also possible on request (see learning offer: Reflective Culture Coaching, page 24)



# Culturally Reflective Coaching

ILK 07

**Your profile**

- You are an expert or manager in the area of international cooperation.
- You are about to start an international assignment or have already commenced your international activities
- You are facing particular professional challenges in a foreign cultural environment and are seeking competent support to reinforce your capacity to act.

**Your benefits**

- You will receive practical advice on specific technical and personal-emotional topics of your professional activities.
- You will learn how to successfully deal with unexpected and unknown rules and values.
- You will gain confidence in your personal communication and cooperation competence.
- You will receive practical tools for reflection for your activities in an intercultural context.

**Programme/Programme structure**

- The coaching starts after departure.
- Dates are agreed individually and depend on your individual requirements.
- The coaching meetings will take place virtually.
- The course generally includes 4 discussion units, each lasting about 90 minutes.

**Content**

- Requirements analysis and target definition, commitment based on framework conditions.
- Experience culture as a dimension for reflection in your working and personal life.
- Review personal actions and reactions of partners, reflecting on the culture.
- Better understand interactions at work and in everyday life and operate more effectively in communication and cooperation.
- Fully develop your personal management competence in terms of living and working, including in the intercultural context of the target country.

**Methods**

- Individual coaching with a qualified coach with extensive intercultural competence.
- Ongoing development of the topic based on the participant's specific tasks and problems with support from the coach.
- Modern culture-reflective coaching methods.

**For your planning**

- The training takes place as one-on-one coaching on request.
- Number of participants: 1 person
- The discussion dates are individually agreed between the coach and coachee.
- Training languages: German (other common languages available on request).
- Training location: virtual.



# Joint Training for Intercultural Teams

ILK 08

**Your profile**

- You are an intercultural team consisting of international and national experts or managers.
- Your team does not want to leave the intercultural aspects of cooperation to chance and want to consciously embrace these aspects and actively exploit the synergy effects.
- Your team is faced with intercultural challenges that it wants to overcome.

**Your benefits**

- The team members will reinforce their ability and willingness to identify and reflect on internal and external cultural orientations, patterns of communication and behaviour and to adopt different perspectives.
- The team members will identify personal areas of learning that are relevant for the development of their intercultural competence.
- Team building

**Programme/Programme structure**

- We offer this joint training for intercultural teams in more than 130 countries worldwide.
- The training lasts for 3 days.

**Content**

- Joint assessment of the current situation and needs analysis by the team members followed by further activities as a team or in small groups.
- Reflection on the shaping of your actions and values by your culture of origin.
- Awareness of the cultural conditionality of values systems and a comparison of their values.
- Reflection on the balance between adaptation and authenticity when cooperating with people from different cultures.
- Language convention categories.
- Possible areas of tension between the existing conditions and individual (professional and private) objectives.
- Possible consolidation of the small groups and coordination of joint findings and approaches.

**Methods**

- You are the owner of your learning process – we provide diverse learning opportunities and occasions for reflection.
- An individual learning path is agreed based on your learning requirements.
- An experienced bicultural trainer team works with you at a practical level using a variety of methods and with a focus on the participants in small groups depending on the size of the team.
- You will be immersed in an award-winning learning landscape in our multimedia Centre for Information, Teaching and Learning.
- Our themed rooms offer you the largest store of country-specific and regional as well as intercultural information material in Germany (over 10,000 films, books, journals, maps, etc.).
- Info to go: Online country information portal on about 100 countries on the GIZ site: [www.liportal.de](http://www.liportal.de)

**For your planning**

- The training takes place on request.
- Venue: The training takes place on your premises (also in an external country or in Germany on request)
- Training language: Common languages coordinated with you, English or French
- Number of participants: 6 – 16 individuals



# Intercultural Training for National Staff

ILK 09

**Target group**

- National Staff of GIZ
- Executive National Staff of GIZ

**Objectives**

- To enable the participants to cooperate with the German partners and international team members in an appropriate intercultural manner
- To strengthen intercultural competence and enable the participants to change perspectives
- To enhance the effectiveness of international communication and cooperation

**Contents**

- Intercultural cooperation between Germans/international team members and National Staff
- Reflection on the participant's previous experience of cooperation with German/international colleagues
- Reflection on the cultural conditionality of value systems and its appreciative comparison
- Reflection on the influence of one's own cultural imprint on one's behavior and value patterns
- Intercultural communication conventions
- Intercultural conflict management
- Reflection on the balance between adaptation and authenticity when working with people of different cultural background

**Methods**

- A variety of practical and reflective methods experienced at first hand are, as such, an integral part of the intercultural learning process and they are also discussed explicitly:
- dialogues, role plays, simulations
  - discussion and reflection
  - Bicultural trainer team (from 6 participants on)
  - Contrasting cultures by switching perspectives





# Change of Perspective

Intercultural and communication training in Germany for national staff

ILK 10

<p><b>Target group</b></p> <ul style="list-style-type: none"><li>• GIZ national staff</li><li>• GIZ executive national staff</li></ul> <p><b>Objectives</b></p> <ul style="list-style-type: none"><li>• To reflect on and gain insights into the world and the cultural environment German/international partners work and live in.</li><li>• To increase competence in oral and written English/ German for task-related communication in the international context</li><li>• To strengthen identification with GIZ</li></ul> <p><b>Contents</b></p> <ul style="list-style-type: none"><li>• Intercultural cooperation between Germans and National Staff</li><li>• Reflection on previous experience of cooperation with German colleagues</li><li>• Learning about individual and cultural influences in foreign language communication.</li><li>• Joint training with Internationals – How do German experts prepare for working at partner countries?</li><li>• Meeting and exchange with German participants at AIZ</li><li>• Vocabulary and phrases for task-related communication</li><li>• Summaries, briefings, discussions, facilitation</li><li>• Report writing &amp; short written texts</li><li>• Presentation training</li><li>• Telephone training</li><li>• Virtual language coaching for individual challenges after returning home</li><li>• Basic German expressions (optional)</li><li>• Visits and excursions to Bonn, Berlin, Eschborn, meetings at GIZ headquarters and BMZ</li></ul>	<p><b>Methods</b></p> <ul style="list-style-type: none"><li>• Practical and reflective methods experienced at first hand are, as such, an integral part of the intercultural learning process and they are also discussed explicitly:</li></ul> <ul style="list-style-type: none"><li>• Communicative language exercises</li><li>• Dialogues, role plays, simulations</li><li>• Discussion and reflection</li><li>• Short presentations with video feedback</li><li>• Short facilitation sequences</li><li>• Interactive learning landscape</li><li>• ‚Action learning‘ during excursions and field trips</li><li>• Extensive assistance during the whole time of the stay in Germany and leisure time programme</li></ul> <p><b>Main information for programme planning</b></p> <ul style="list-style-type: none"><li>• Duration: 2-3 weeks</li><li>• Maximum: 6-8 participants per group</li><li>• Dates: Please contact us to arrange the dates approx. 3 months in advance.</li><li>• Venue: AIZ Bad Honnef</li><li>• Language: English (other languages upon request)</li></ul>
--	--



# Start In Germany

Successful arrival in Germany

Intercultural country training for international experts

ILK 11

<p><b>Your profile</b></p> <ul style="list-style-type: none"><li>• You have a professional interest in Germany.</li><li>• You would like to learn more about Germany and the cultural sphere in order to cooperate more effectively with your German partners.</li><li>• You would like to establish stronger links with Germany</li></ul> <p><b>Your benefits</b></p> <ul style="list-style-type: none"><li>• You will gain an insight into the social structures and social processes in Germany.</li><li>• You will network with like-minded individuals and agents in Germany and establish your first personal contacts with German experts and managers.</li><li>• You will acquire decision-making competencies and specific knowledge in order to structure your cooperation with partners effectively at an intercultural level.</li></ul> <p><b>Content</b></p> <p>Intercultural competence / dealing with diversity</p> <ul style="list-style-type: none"><li>• Self-assessment of your personal intercultural competence based on a range of instruments developed by the AIZ</li><li>• Regional cultural specifics</li><li>• Communication characteristics in Germany</li></ul> <p><b>Country analysis</b></p> <ul style="list-style-type: none"><li>• Overview of the topics relevant for you, e.g. economic system, political structures, social classes, the education system, etc. in Germany</li></ul> <p><b>Excursions:</b></p> <ul style="list-style-type: none"><li>• Visit to German companies and institutions</li><li>• Dealing with everyday situations, e.g. bureaucratic procedures, purchases, mobility in Germany, etc.</li><li>• Exploring regional characteristics, e.g. customs, festivals</li></ul> <p><b>Optional topics, e.g.:</b></p> <ul style="list-style-type: none"><li>• Working in international teams</li><li>• Collaborating with German colleagues</li><li>• Establishment and exploitation of networks</li><li>• Conducting discussions and negotiations</li></ul>	<p><b>AIZ methods and education principles</b></p> <ul style="list-style-type: none"><li>• Combination of training units and excursions</li><li>• Practical and application-oriented exercises</li><li>• Individual and group work</li><li>• Exchange of and reflection on personal experiences</li><li>• Support by experienced intercultural trainers</li></ul> <p><b>We also offer:</b></p> <ul style="list-style-type: none"><li>• Info to go: Online country information portal on Germany on the GIZ site: <a href="http://www.liportal.de">www.liportal.de</a> (German, English, French, Spanish)</li><li>• Multimedial Information and Education Centre including the award-winning Learning Landscape</li></ul> <p><b>For your planning</b></p> <ul style="list-style-type: none"><li>• The training takes place on request.</li><li>• Training duration: 5 days</li><li>• Number of participants: 4 – 6 individuals</li><li>• Training languages: English/German/French/Spanish (other languages on request)</li><li>• Training location: variable, at AIZ in Bad Honnef on request</li></ul>
--	---



# Work in Germany

## Work successfully in Germany

### Intercultural orientation training for international experts

ILK 12

**Your profile**

- You will soon be working in Germany.
- You would like to learn more about German working culture in order to more effectively communicate with your German colleagues and managers.
- You would like to receive background information on structures and the framework conditions of the working world in Germany.
- You would like to establish stronger links with Germany.

**Your benefits**

- You will gain an insight into the German working cultures.
- You will feel confident when dealing with communicative challenges in everyday working life in Germany.
- You will network with like-minded individuals and agents in Germany
- You will acquire decision-making competencies in order to successfully master challenges in everyday working life.
- You will be at home in multicultural teams and generate synergy effects.

**Content**

Values, standards and behaviour

- „Made in German“ working cultures
- Understanding hierarchy and leadership
- Team work and cooperation
- Dealing with conflict constellations

Communication

- Interaction between managers and employees
- Conducting discussions and negotiations, e.g. job interviews, employee discussions, team meetings
- Types of communication and styles of expression

Excursions (optional)

- Visit to German employers, e.g. discussions with HR representatives, recruitment officers
- Dealing with situations in everyday working life, e.g. tax office, employment agencies, etc.
- All-day rally with specific tasks

Employees in Germany

- Rights and obligations
- Social security system
- Co-determination committees and their roles

**AIZ methods and education principles**

- Combination of training units and excursions
- Practical and application-oriented exercises, e.g. role-plays, simulations, presentations
- Individual and group work
- Theoretical inputs in the form of interactive presentations
- Exchange of and reflection on personal experiences
- Support by experienced intercultural trainers and coaches

We also offer:

- Info to go: Online country information portal on Germany on the GIZ site: [www.liportal.de](http://www.liportal.de) (German, English, French)
- Multimedia Information and Education Centre including the award-winning Learning Landscape

**For your planning**

- The training takes place on request.
- Training duration: 3 days
- Number of participants: 12 - 15 individuals
- Training languages: English/German/French/Spanish
- (additional languages on request)
- Training location: variable, at AIZ in Bad Honnef on request



# Introduction to GIZ for National Staff

ILK 13

**Target group**

National GIZ staff

**Objectives**

- New GIZ employees (national staff) gain a basic understanding of German DC and GIZ.
- Participants relate more strongly to GIZ. Their integration into the company is promoted.
- Employees are able to cooperate and collaborate in an international team with German colleagues and local partners in an appropriate intercultural manner.
- The team members reinforce their ability and willingness to identify and reflect on internal and external patterns of behaviour and to take different perspectives.

**Content**

- Basics of German DC and IC
- GIZ: mission statement and guidelines, service offers, instruments and the GIZ business model.
- Development of project-related topics, such as HIV/AIDS, gender aspects, etc.
- Promotion of intercultural cooperation between German/international team members and national staff
- Reflection on the previous cooperation experiences with German/international team members
- Awareness of the cultural conditionality of values systems and a comparison of their values
- Reflection on the shaping of your actions and values by your culture of origin
- Intercultural communication and conflict management

**Methods**

- The focus is on aligning the course to the relevant applications and participants
- Modern adult education, combination of methods, role-play, case studies, etc.
- Structured exchange of experiences, collegial consulting, peer-to-peer learning
- Online learning and cooperation offers (Global Campus 21) for exchanging experiences with other participants

**For your planning**

- Duration: 3-5 days, as requested and depending on the amount of content.
- Number of participants: 4-12 individuals per group
- Date: The course takes place on request.
- Languages: German/English/Spanish/French (other languages on request)
- Training location: worldwide; we provide the training at the desired location, e.g. country office.



# Communication Competence Worldwide

**Your key to professional success worldwide**

Anyone wanting to structure international cooperation successfully and move confidently on the international stage needs highly developed communication skills in one or more foreign languages. This is essential for establishing mutual trust, negotiating joint objectives and managing difficult situations. Foreign language communication competencies increase your personal effectiveness and make an important contribution to the success of international cooperation projects.



Unusual thinking and speaking habits can even make understanding more difficult in your native language. The challenge is much greater when individuals from different cultural backgrounds are communicating with each other in a foreign language.

Our offer deals precisely with this challenge. The focus of our training courses includes the targeted, task-related development of foreign language skills as well as the competence to communicate adequately in an intercultural context. To us, foreign language communication competence means:

- Command of trade and task-related vocabulary and expressions; speaking, understanding, reading and writing in a foreign language.

- Adequately mastering professional communication situations (e.g. presenting, moderating, negotiating) in the foreign language with cultural sensitivity using communication techniques.
  - Being aware of personal habits when speaking and listening; establishing self-confidence in the foreign language; reflecting on the cultural influence of language conventions.
  - Acquiring and using learning strategies and learning aids for the continuous expansion of your foreign language communication competence.
- Our multinational team, an extensive pool of native language teachers and specifically developed materials, some of which are unique to the German-speaking area ensure the highest quality. We naturally make sure that trainers receive constant training and further qualifications.

The language training is classified in line with the levels of the Common European Framework of Reference for Languages.

<p><b>A1 level</b></p> <p>Can understand and use familiar everyday expressions and very basic phrases aimed at the satisfaction of needs of a concrete type. Can introduce him/herself and others and can ask and answer questions about personal details such as where he/she lives, people he/she knows and things he/she has. Can interact in a simple way provided the other person talks slowly and clearly and is prepared to help.</p>	<p><b>A2 level</b></p> <p>Can understand sentences and frequently used expressions related to areas of most immediate relevance (e.g. very basic personal and family information, shopping, local geography, employment). Can communicate in simple and routine tasks requiring a simple and direct exchange of information on familiar and routine matters. Can describe in simple terms aspects of his/her background, immediate environment and matters in areas of immediate need.</p>
<p><b>B1 level</b></p> <p>Can understand the main points of clear standard input on familiar matters regularly encountered in work, school, leisure, etc. Can deal with most situations likely to arise whilst travelling in an area where the language is spoken. Can produce simple connected text on topics which are familiar or of personal interest. Can describe experiences and events, dreams, hopes and ambitions and briefly give reasons and explanations for opinions and plans.</p>	<p><b>B2 level</b></p> <p>Can understand the main ideas of complex text on both concrete and abstract topics, including technical discussions in his/her area of specialisation. Can interact with a degree of fluency and spontaneity that makes regular interaction with native speakers quite possible without strain for either party. Can produce clear, detailed text on a wide range of subjects and explain a viewpoint on a topical issue giving the advantages and disadvantages of various options.</p>



<p><b>C1 level</b></p> <p>Can understand a wide range of demanding, longer texts, and recognise implicit meaning. Can express him/herself fluently and spontaneously without much obvious searching for expressions. Can use language flexibly and effectively for social, academic and professional purposes. Can produce clear, well-structured, detailed text on complex subjects, showing controlled use of organisational patterns, connectors and cohesive devices.</p>	<p><b>C2 level</b></p> <p>Can understand with ease virtually everything heard or read. Can summarise information from different spoken and written sources, reconstructing arguments and accounts in a coherent presentation. Can express him/herself spontaneously, very fluently and precisely, differentiating finer shades of meaning even in more complex situations.</p>
---	--

Competence training courses for foreign language communication in over 80 languages

Afrikaans	Igbo	Quechua
Albanian	Indonesian	Russian
Amharic	Yemeni	Serbian
Egyptian	Khmer	Sesotho
Algerian	Kinyarwanda	Setswana
Arabic	Kirundi	Shona
Armenian	Kiswahili	Sinhala
Azerbaijani	Korean	Siswati
Aymara	Krio (Sierra Leone)	Somali
Bambara	Croatian	Spanish
Bemba	Laotian	Sudanese
Bengali	Lingala	Tajik
Bosnian	Luganda	Tagalog
Burmese	Malagasy	Tamil
Cebuano	Malayalam	Thai
Chichewa	Malaysian	Tigrinya
Chinese	Marathi	Tok Pisin
Créole (Haiti)	Moroccan	Turkish
Dari	Mongolian	Tunisian
German	Moore	Turkmen
Dioula	Ndebele	Twi
English	Nepali	Ukrainian
French	Nyanja	Urdu
Georgian	Palestinian	Uzbek
Hausa	Paschto	Vietnamese
Hindi	Portuguese	Wolof





# Orientation Course

in over 70 languages from Albanian to Zulu

SK 01

**Your profile**

You are an expert and/or manager in the area of international cooperation or an accompanying partner and would like to learn the basics of the language for your stay in your host country.

**Your benefits**

- Knowledge of a national language leads to closer contact with cooperation partners, as you signal interest and respect for the host country's culture to your business partner.
- You will obtain a repertoire of elementary phrases what will help you find your way in everyday life.
- You will develop an awareness of the diversity of language conventions in international communication.

**Content**

- You will acquire key first phrases for everyday situations tailored to the host country.
- You will gain an overview of the features and structural characteristics of the language.
- You will practice important pronunciation phenomena
- Intercultural information helps you to identify the different language conventions.

**Methods**

- Lessons in small groups with experienced native speakers
- Practical language acquisition
- Dialogue, role-plays, communicative exercises

**We also offer**

- Independent learning opportunities in the learning landscape and the topic rooms
- Cross-language workshops on intercultural communication topics
- Individual language consulting on request

**For your planning**

- Start of training: every Monday, with the exception of the first programme week every month
- Course dates:

13/-17/01	20/-24/01	27/-31/01	
10/-14/02	17/-21/02	24/-28/02	
10/-14/03	17/-21/03	24/-28/03	31/03-04/04
14/-17/04	22/-25/04	28/04-02/05	
12/-16/05	19/-23/05	26/-30/05	
10/-13/06	16/-20/06	23/-27/06	30/06-04/07
14/-18/07	21/-25/07	28/07-02/08	
11/-15/08	18/-22/08	25/-29/08	
08/-12/09	15/-19/09	22/-26/09	29/09-02/10
13/-17/10	20/-24/10	27/-31/10	
10/-14/11	17/-21/11	24/-28/11	
08/-12/12	15/-19/12		
- Training duration: 1 week / 26 hours of lessons
- Maximum of 6 participants without any prior knowledge of the language
- Training times:  
Monday to Friday: 8.30 a.m. to 12 p.m.  
Monday, Tuesday, Thursday: additional 90 minutes + self-study times
- Training location: AIZ in Bad Honnef; other venues on request



# Intensive Language Course

English, French, Spanish, Portuguese and over 70 other languages

SK 02

**Your profile**

You are an expert and/or manager in the area of international co-operation or an accompanying partner and would like to expand your language skills for your stay in your host country.

**Your benefits**

- You will acquire and expand your foreign language knowledge.
- You will be prepared for the expected communicative tasks in the host country and will have prepared appropriate communication strategies.
- You will have an extensive repertoire of expressions for different communication purposes.
- Your knowledge of grammar will be exercised and expanded to practical situations.
- You will be aware of the variety of language conventions in international communication.

**Content**

- The individual learning requirements of the participants determines the content of the course, while we tend to focus on typical everyday situations in the host country and the expert's activities

**Methods**

- Lessons in small groups with experienced native speakers
- Dialogue, simulations, role-play, various communicative exercises
- For advanced participants, presentations, conduct in conflict situations, dealing with uncertainties, etc. We also offer
- Independent learning opportunities in the learning landscape and the topic rooms
- Cross-language workshops on intercultural communication topics
- Individual language consulting on request

**For your planning**

- Start of training: Monday of the first programme week every month
- Course dates:

06/-31/01	03/-28/02	04/-28/03
07/04-02/05	05-30/05	02/-27/06
07/07-01/08	04/-29/08	01/-26/09
06/-31/10	03/-28/11	01/-19/12
- Training duration: 2 to 8 weeks
- Maximum of 6 participants
- Level A1 to C1
- Training times:  
Monday to Friday: 8.30 a.m. to 12 p.m.  
Afternoons: 6 to 8 lessons distributed across Monday, Tuesday and Thursday
- Training location: AIZ in Bad Honnef; other venues on request

Additional lessons in the virtual classroom after departure are also possible on request





# Refresher Course

English, French, Spanish, Portuguese, Arabic, Chinese, German, Russian and other languages on request

SK 03

**Your profile**

You are an expert and/or manager in the area of international co-operation or an accompanying partner and would like to expand your existing language skills (at least A2).

**Your benefits**

- You will reactivate and expand your previous foreign language skills.
- You will expand your knowledge of the structure of the language.
- You will be prepared for the expected communicative tasks and be able to perform these with confidence.
- You will obtain an extensive repertoire of phrases and structures for different situations in the foreign language.
- You will be aware of the variety of language conventions in international communication.

**Content**

- The content will be aligned to the group's learning requirements. The focus is on:
- Task-oriented communication skills
- Expansion of your vocabulary, phrases and grammar
- Intercultural communication competence

**Methods**

- Lessons in small groups with experienced native speakers
- Dialogue, simulations, role-play, various communicative exercises
- Presentations, etc.

**We also offer**

- Independent learning opportunities in the learning landscape and the topic rooms
- Cross-language workshops on intercultural communication topics
- Individual language consulting on request

**For your planning**

- Start of training: Monday of the first and third programme week every month
- Course dates:

06/-17/01	20/-31/01
03/-14/02	17/-28/02
04/-14/03	17/-28/03
07/-17/04	22/04-02/05
05/-16/05	19-30/05
02/-13/06	16/-27/06
07/-18/07	21/07-01/08
04/-15/08	18/-29/08
01/-12/09	15/-26/09
06/-17/10	20/-31/10
03/-14/11	17/-28/11
01/-12/12	15/-19/12

• Training duration: 1-2 weeks

• Maximum of 6 participants

• Training times:

Monday to Friday: 8.30 a.m. to 12 p.m.

Afternoons: 6 to 8 lessons distributed across Monday, Tuesday and Thursday

• Training location: AIZ in Bad Honnef; other venues on request

Additional lessons in the virtual classroom after departure are also possible on request



# Technical and Task-related Language Training

English, French, Spanish, Portuguese, German, Russian and other languages on request

SK 04

**Your profile**

You work as an expert and/or manager in the area of international cooperation and would like to expand your language competence in your area of specialisation. You have some knowledge of English; minimum level A2 of the Common European Framework of Reference for Languages.

**Your benefits**

- You will obtain an extensive repertoire of terms and expressions in your area of specialisation.
- You will identify the specific communicative requirements that arise in your professional environment in the host country and prepare appropriate communication strategies.
- You will be aware of the variety of language conventions in international communication.

**Topics and languages**

Economy (E)	Business development (E,F)
Education (E)	Technology (E)
Medicine (E, F, P)	Decentralisation (E, F, S)
Agriculture (E, F, P, S)	Facilitation (E, F)
Project management (P)	Work meetings (E, F)
Consulting in DC (E)	Correspondence (D, E, F, S)

Documents from your specific everyday working life enrich the programme.

**Methods**

- Intensive training in small groups
- Simulations and role-plays
- Presentations and much more

**We also offer**

- Independent learning opportunities in the learning landscape and the themed rooms
- Cross-language workshops on intercultural communication topics
- Individual language consulting on request

**For your planning**

- Start of training: Monday of the fourth programme week every month
- Course dates:

27/-31/01	24/-28/02	24/-28/03
31/03-04/04	28/04-02/05	26-30/05
23/-27/06	30/06-04/07	28/07-01/08
25/-29/08	22/-26/09	29/09-02/10
27/-31/10	24/-28/11	

• Training duration: 1 week

• Maximum of 6 participants

• Level A2 to C1

• Training times:

Monday to Friday: 8.30 a.m. to 12 p.m.

Afternoons: 8 lessons distributed across Monday, Tuesday and Thursday

• Training location: AIZ in Bad Honnef; other venues on request

Other topics available on request.



# Individual Language Skills Consultation

SK 05

**Your profile**

You are learning a foreign language for professional use, e.g. in a language training course, self-study or would like to develop the scope of your international work for the constant expansion of your foreign language communication competence.

**Your benefits**

- You have thought out your personal learning pathway.
- You will learn according to your individual learning habits, i.e.: more easily, more effectively and with enjoyment.
- You are familiar with various learning strategies and can apply them in a targeted manner in formal and informal occasions for learning.
- You benefit more from your language training.
- You know how you can integrate your language learning process into your everyday life.
- You consciously take advantage of foreign language challenges as occasions for learning.

**Content**

Your current preferences and potential barriers to learning are reflected based on a self-assessment of your learning habits and alternatives are identified.

- Analysis of the type and style of learning
- Preparation of appropriate individual learning strategies
- Repertoire of useful learning aids
- Definition of realistic learning objectives and appropriate paths to reach your objective

**Methods**

- Language skills consulting is an individual consultation regardless of the foreign language studied.

**For your planning**

- A language consultation lasts approx. one hour. The dates can be booked individually.

We provide the consultation in German, English or French. Additional languages on request.



# Presenting in an International Context

English, French, Spanish, Portuguese, Russian

SK 06

**Your profile**

- You are an expert and/or manager in international cooperation activities and want to expand your language skills with regard to presenting various content.
- Your language skills correspond to at least level B2 (English, French and Spanish) or B1 (Portuguese, Russian) of the Common European Framework of Reference for Languages.

**Your benefits**

- You will manage a diverse range of presentation situations that are part of your everyday working life.
- You will structure presentations focussed on the target group and results.
- You will have a repertoire of expressions for effective presentations in the foreign language.
- You will be aware of the variety of language conventions when presenting in intercultural communication.

**Content**

- Structure of a presentation
- Visualisation
- Body language
- Foreign language expressions
- Intercultural aspects

**Methods**

- You will prepare the key characteristics of a professional presentation based on model presentations and check lists and test this in the foreign language.
- Video recordings offer the opportunity for self-regulation and provide helpful feedback by the trainer and group to optimise the presentation.

We also offer

- Independent learning opportunities in the learning landscape and the themed rooms
- Cross-language workshops on intercultural communication topics
- Individual language consulting on request

**For your planning**

- Training duration: 2.5 days (20 training units)
- Course dates:

27/-29/01	24/-26/02	24/-26/03/
31/03-02/04	28/-29/04	26/-27/05
23/-25/06	30/06-02/07	28/-30/07
25/-27/08	22/-24/09	29/-30/09
27/-29/10	24/-26/11	

- Maximum of 6 participants
- Start of training: Monday of the fourth programme week every month
- Minimum number of participants: 4
- Training location: AIZ in Bad Honnef; other venues on request



# Facilitation in an International Context

English, French and Spanish

SK 07

**Your profile**

You work as an expert and/or manager in international cooperation and would like to expand your knowledge language skills for facilitating situations.

You have some knowledge of the language; level B2 of the Common European Framework of Reference for Languages.

**Methods**

- Practical training in a small group
- Individual and group facilitation exercises
- Facilitation toolbox
- Video recordings incl. feedback by the trainer and group

**We also offer**

- Independent learning opportunities in the learning landscape and the topic rooms
- Cross-language workshops on intercultural communication topics
- Individual language consulting on request

**For your planning**

- Training duration: 2.5 days
- Course dates:

29/-31/01	26/-28/03	02/-04/04
27/-29/05	02/-04/07	30/07-01/08
24/-26/09	01/-02/10	26/-28/11

**Content**

- Tasks and role of the facilitator
- Rules for facilitation
- Process steps of facilitation
- Visualisation
- Repertoire of expressions for structuring the moderation process
- Intercultural aspects

**Maximum of 8 participants**

- Start of training: Wednesday in the fourth week of the programme
- Minimum number of participants: 4
- Training location: AIZ in Bad Honnef; other venues on request



# Negotiating in an International Context

English

SK 08

**Your profile**

You work as an expert and/or manager in international cooperation and would like to expand your knowledge of English for negotiation situations.

You have some knowledge of English; level B2 of the Common European Framework of Reference for Languages.

**Methods**

- Simulations
- Case studies
- Critical incidents
- Trainer inputs
- Discussion
- Video recordings offer the opportunity for self-regulation and provide helpful feedback by the trainer and group.

**We also offer**

- Independent learning opportunities in the learning landscape and the topic rooms
- Cross-language workshops on intercultural communication topics
- Individual language consulting on request

**Your benefits**

- You will learn about communication techniques and strategies that are suitable for reaching appropriate culture-oriented objectives for negotiations at various levels or reaching a consensus.
- You will become familiar with a negotiation model focussed on win-win situations.
- You will learn a range of expressions that can be safely and confidently converted into the foreign language.

**Content**

- Negotiation preparation
- Phases of the negotiation process
- The Harvard model of negotiation
- Foreign language expressions for different phases of the negotiation
- Intercultural aspects

**For your planning**

- Training duration: 2.5 days (20 training units)
- Course dates:

26/-28/02	30/04-01/05	25/-27/06
27/-29/08	29/-31/10	
- Maximum of 8 participants
- Start of training: Wednesday in the fourth week of the programme
- Minimum number of participants: 4
- Training location: AIZ in Bad Honnef; other venues on request



# Classification of Foreign Language Skills

SK 13

<p><b>Your profile</b></p> <p>You require information on the level of applicants’ foreign language skills for the qualified filling of vacancies in an international context.</p>	<p><b>Methods</b></p> <ul style="list-style-type: none"><li>• Various screening methods are used depending on the context and objective of the language classification:</li><li>• Review of the candidates’ self-assessment in personal interviews (face-to-face or by phone)</li><li>• Evaluation of the general language competence using online tests</li><li>• Evaluation of the candidates’ contributions in group discussions</li><li>• Evaluation of the ability to express themselves in writing based on relevant essays</li></ul>
<p><b>Your benefits</b></p> <ul style="list-style-type: none"><li>• You receive expert feedback on the foreign language self-assessment of applicants.</li><li>• You receive important information on foreign language communication competence to assist in decisions on the suitability of candidates.</li><li>• You identify strengths and weaknesses in the various language skills in line with the Common European Framework of Reference for Languages.</li></ul>	<p><b>For your planning</b></p> <ul style="list-style-type: none"><li>• Dates available on request.</li><li>• Training location: AIZ in Bad Honnef; other venues on request</li></ul>



# English in Contact with Customers

SK 14

<p><b>Your profile</b></p> <p>You support participants and guests in an organisation with international contacts and are required to assist and advise customers in English. You have some knowledge of English; level A1 to A2 of the Common European Framework of Reference for Languages.</p>	<p><b>Methods</b></p> <ul style="list-style-type: none"><li>• The intensive training in small groups includes a variety of methods focussed on the participants.</li><li>• Telephone training</li><li>• Role-play</li><li>• Listening comprehension exercises</li><li>• Wording exercises</li></ul>
<p><b>Your benefits</b></p> <p>You will expand your vocabulary with regard to reception, conference management and customer support.</p> <p>You will acquire a range of expressions for various communication situations in customer contact.</p> <p>You will gain confidence in discussions with customers as well as short written communications.</p>	<p><b>For your planning</b></p> <ul style="list-style-type: none"><li>• Training duration: 3 – 5 days, each with 6 hours of lessons, by arrangement</li><li>• Maximum of 6 participants</li><li>• Dates on request</li><li>• Training location: AIZ in Bad Honnef; other venues on request</li></ul>
<p><b>Content</b></p> <p>The focus is on typical situations in your work environment.</p> <ul style="list-style-type: none"><li>• Greeting guests</li><li>• Responding to requests</li><li>• Phoning and coordinating appointments</li><li>• Requesting information</li><li>• Providing information</li><li>• Writing brief messages and e-mails</li><li>• Forming courteous manners of speaking</li></ul>	



# English in Everyday Working Life

SK 15

<p><b>Your profile</b></p> <p>You are an employee in an international company and need to overcome communicative challenges in English as part of your everyday working life. You have some knowledge of English; level A2 to B1 of the Common European Framework of Reference for Languages.</p> <p><b>Your benefits</b></p> <ul style="list-style-type: none"><li>• You will expand your job-related vocabulary.</li><li>• You will acquire a range of expressions for various communication situations.</li><li>• You will gain confidence in job-related verbal and written forms of communication.</li><li>• You will expand your competence in presenting issues in English appropriately for your target group.</li></ul>	<p><b>Methods</b></p> <ul style="list-style-type: none"><li>• The intensive training in small groups includes a variety of methods focussed on the participants.</li><li>• Telephone training</li><li>• Role-play</li><li>• Short presentations with feedback</li><li>• Meeting simulations</li><li>• Wording exercises</li></ul> <p><b>For your planning</b></p> <ul style="list-style-type: none"><li>• Training duration: 3 – 5 days, each with 6 hours of lessons, by arrangement</li><li>• Maximum of 6 participants</li><li>• Dates on request</li><li>• Training location: AIZ in Bad Honnef; other venues on request</li></ul>
--	--



# Foreign Language Media Training

Language and communication training for public appearances in English, French and Spanish

SK 16

<p><b>Your profile</b></p> <ul style="list-style-type: none"><li>• You are an expert and manager whose tasks include public speaking in IC/DC countries, e.g. with the media.</li><li>• You have some knowledge of the relevant language; level B2 of the Common European Framework of Reference for Languages.</li></ul> <p><b>Your benefits</b></p> <p>You will expand your practical competence and will be linguistically and culturally successful in media communication:</p> <ul style="list-style-type: none"><li>• You will gain confidence in dealing with the media</li><li>• You will confidently deal with public appearances</li><li>• You will use techniques and strategies in order to communicate content to the public more effectively</li><li>• You will articulate matters and meanings fluently and appropriately in the foreign language</li></ul> <p><b>Content</b></p> <ul style="list-style-type: none"><li>• Communicative competence:</li><li>• Confidence in front of a microphone and camera when making statements and during interviews</li><li>• Effective communication</li><li>• Professional performance</li><li>• Formal language competence:</li><li>• Language register and style features</li><li>• Expansion of vocabulary and expressions</li><li>• Language structures</li><li>• Intercultural competence</li><li>• Sector knowledge:</li><li>• What is PR and how does it function?</li><li>• Message factors and message structure</li><li>• Journalistic method of operation</li><li>• Everyday editorial activities</li><li>• The role of the media in developing and emerging markets</li><li>• The media landscape in your host country</li></ul>	<p><b>Methods</b></p> <ul style="list-style-type: none"><li>• The trainer team presents the two topics of language and media competence</li><li>• Appearances in front of a camera and microphone</li><li>• Intensive practice phases</li><li>• Use of different media</li><li>• Simulations and role-plays</li><li>• Observations and trainer feedback</li><li>• Technical keynote speech</li><li>• Insight into the everyday life of journalists</li><li>• Tour through the Deutsche Welle</li></ul> <p><b>For your planning</b></p> <ul style="list-style-type: none"><li>• Training duration: 3 days (30 training units)</li><li>• Venue: DW Academy, Deutsche Welle, Bonn</li><li>• Minimum number of participants: 6 individuals</li><li>• Maximum number of participants: 8 individuals</li><li>• Dates on request</li><li>• Plan for a lead-in time of 3 months</li></ul>
---	---





# Language Coaching

SK 17

**Your profile**

You are an expert or manager in the area of international cooperation. You have a good knowledge of the foreign language that you would like to optimise for specific reasons.

**Your benefits**

- You will expand your practical competence and will be linguistically and culturally successful in managing challenges in the foreign language in everyday working life
- You will gain confidence in your foreign language communication competence.
- You will be able to communicate effectively in the foreign language.
- You will be able to communicate on an equal footing in your peer group in the foreign language.
- You will develop your management competence in the foreign language.
- You will be prepared for a relevant topic for your personal field of activity

**Programme structure**

- The dates are agreed individually depending on the actual requirements. A single language coaching session is also possible.
- The meeting dates may be at short or longer intervals depending on the specific concerns.
- Authentic material and genuine tasks from the coachee’s task profile are discussed.

**Content**

The language coaching prepares for or follows-up on specific professional challenges in the foreign language, e.g.

- Presentations/facilitations
- Interviews/negotiations
- Employee meetings
- Reports

The focus is also on the diversity of language conventions in intercultural communication.

**Methods**

Different methods are used depending on the specific coaching issues

- Face-to-face coaching
- (Video) simulations with feedback
- Work day coaching with feedback
- Preparation of useful expressions
- Dialogue scripting
- Text analysis

**For your planning**

- We offer language coaching in: English, French, Spanish, Portuguese, Arabic, Russian, German
- Additional languages on request
- Language coaching takes place at the workplace, at the AIZ or in a virtual space.
- Language coaching is booked individually.
- A meeting lasts between 90 and 180 minutes.
- Training location: AIZ in Bad Honnef; other venues on request



# Conversation Course on Current IC Topics

English, French, Spanish, Portuguese, German as a foreign language, Russian

SK 18

**Your profile**

You are an expert an/or manager at GIZ and want to expand your foreign language skills for your everyday professional activities. You have some knowledge of English; at least level B1 of the Common European Framework of Reference for Languages.

**Your benefits**

- You will acquire or expand your conversation skills in the foreign language.
- You will actively expand your vocabulary based on current political and commercial events
- You will acquire an extensive repertoire of expressions for discussions on international cooperation topics
- Your knowledge of grammar will expand to include practical situations.
- You will be aware of the variety of language conventions in international communication.

**Content**

The individual participant requirements determine the course content, while we tend to focus on typical situations in everyday working life and your field of activity

**Methods**

- Training by experienced employees
- Dialogue, simulations, role-play, various communicative exercises
- Presentations from everyday working life
- The focus is on current content and topics from your professional environment

**We also offer**

- Networking opportunities with colleagues from other organisational units
- Individual language consulting on request

**For your planning**

- Training times: 1x/ week, 90 minutes
- 8-12 participants
- Level B1 to C1
- Training commences from a minimum participation rate of 8 individuals
- Training locations: Bonn, Eschborn, Berlin



# Part-time Language Course

English, French, Spanish, Portuguese, German as a foreign language, Russian

SK 19

<p><b>Your profile</b></p> <p>You are an expert an/or manager at GIZ and want to expand your foreign language skills for your everyday professional activities. You are a beginner or are classified in level A2 in the Common European Framework of Reference for Languages.</p>	<p><b>Methods</b></p> <ul style="list-style-type: none"><li>• Training by experienced employees</li><li>• Dialogue, simulations, role-play, various communicative exercises</li><li>• The focus is on topics from your professional environment</li></ul>
<p><b>Your benefits</b></p> <ul style="list-style-type: none"><li>• You will acquire or expand your skills in a foreign language.</li><li>• You will have an extensive repertoire of expressions for meetings in your professional environment.</li><li>• Your knowledge of grammar will expand to include practical situations.</li><li>• You will be increasingly aware of the variety of language conventions in international communication.</li></ul>	<p>We also offer</p> <ul style="list-style-type: none"><li>• Networking opportunities with colleagues from other organizational units</li><li>• Individual language consulting on request</li></ul>
<p><b>Content</b></p> <p>The individual participant requirements determines the course content, while we tend to focus on typical situations in everyday working life and your field of activity.</p>	<p><b>For your planning</b></p> <ul style="list-style-type: none"><li>• Training times: 1x/ week, 90 minutes</li><li>• 8-12 participants</li><li>• Level A1 to A2+</li><li>• Training commences from a minimum participation rate of 8 individuals</li><li>• Training locations: Bonn, Eschborn, Berlin</li></ul>



# English for International Leadership

In cooperation with LTS training & consulting in Bath, GB

SK 20

<p><b>Your profile</b></p> <p>You have extensive leadership experience. You are familiar with management techniques and communication strategies to achieve set objectives. You have a good knowledge of English, but you still find operating on the international stage a challenge.</p>	<p><b>Methods</b></p> <ul style="list-style-type: none"><li>• Combination of methods consisting of:</li><li>• Trainer inputs</li><li>• Practical exercises</li><li>• Practical simulations and role-plays</li><li>• Camera training with individual feedback on speech and appearance</li></ul>
<p><b>Your benefits</b></p> <p>You will gain confidence in your English on the international stage, whether this is for presentations in front of an international public, negotiations with international partners or managing international teams. You will reflect on the various styles of communication and their effects in intercultural contexts and expand your repertoire of expressions in English for various application situations.</p>	<p>You personally introduce a variety of cases from your professional contexts.</p> <p>Experienced trainers provide individual feedback and consider your personal learning requirements.</p>
<p><b>Content</b></p> <ul style="list-style-type: none"><li>• Presenting in an international context</li><li>• Leading negotiations</li><li>• Managing and facilitating international teams</li><li>• Holding employee meetings</li><li>• Communication strategies<ul style="list-style-type: none"><li>– active listening and providing feedback</li><li>– convincing and motivating</li><li>– establishing positive relationships</li><li>– dealing with conflicts</li></ul></li></ul>	<p><b>For your planning</b></p> <ul style="list-style-type: none"><li>• The modules take part at the AIZ as well as at the LTS in Bath</li><li>• 64 training units held across 8 days (2 x 2 days at the AIZ, 4 days in Bath)</li><li>• On request, you can combine the modules in England with individual language training or coaching</li><li>• On request</li></ul>



# Personal Safety, Stress, Conflict

Many international as well as developmental cooperation agents operate in countries that are characterised by conflict, violence and fragility (CVF).

A feature of CVF contexts includes risks for the personal safety of employees that live in these areas or that go on business trips to the region. Carefully dealing with risks and hazards makes a vital contribution to the success of projects.



Our safety training gives you the opportunity to acquire knowledge on dealing with risks and hazards, raises awareness of your own behavioural patterns and provides intensive training on protective options.

Another feature, especially for post-conflict countries, are structural and social changes that are typical for traumatised

societies. Only knowledge of this and consciously dealing with traumatised employees and partners allows you to do your job well as an expert or manager. You should also have reflected on your handling of stress and be able to deal with internal conflicts or those of third partners with care.





# Conflict Management

STB 06



### Your Profile

All online-courses are tailored to the needs of managers, decision-makers and young executives.

### Your Benefit

- **Knowledge** | Participants will understand the nature and the functions of conflicts.
- **Competences** | Participants will be able to take concrete steps and design strategies towards conflict resolution.
- **Tools** | This course equips participants with tools focused on planning for action and applying skills aimed at actively resolving conflict.

### Content

Conflicts and disputes are and always will be part of our lives within all societies. Most people consider conflicts to be something negative. That is why many people try to avoid them. However, when avoided, a conflict does not disappear, but will continue silently and eventually break out or slow down business processes and development.

The challenge of dealing with a conflict is decisive for smooth work flows as well as social systems. This course will train participants on the different aspects of conflict management.

The five units will lead them through various analysis techniques, self-analysis inputs and practical examples that will help them recognize a conflict and deal with it appropriately.

### Methodologies

This course will be rather supporting than teaching, facilitating rather than instructing. Each participant is embedded in a global community that can support his/her learning process.

### Tutored Online-Course

19 August – 29 September 2014



# Individual Learning and Information Offers

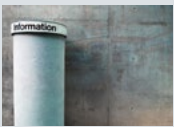
Key factors for success for international cooperation are: consciously dealing with diversity, a constructive decision-making ability and making decision based on targeted specialist information and relevant expert knowledge.

We allow you to expand your professional, personal and social competencies in these areas. We provide a range of diverse offers that focus on your specific requirements and your specific situation:

- Create intensive self-defined and individual learning objectives with support in the learning process.
- Use the results of Info on Demand for your decisions and for your professional context.
- Expand your self-management competencies and reflect on your consulting and management role as part of process coaching.
- Experience diversity in our learning landscape.

All AIZ offers include support with extensive learning material (print, audio, video, electronic documents) and with our information support for training measures.

Learn more at our homepage at AIZ > Topics > Information services



# Supported Learning

## IDA 01

**Your profile**

You are an expert or manager in the field of international co-operation and want to privately familiarise yourself with a new topic area or expand your knowledge in certain sub-areas. Your learning requirements are very specific. You want to gain new knowledge individually in order to improve your decision-making competence and/or personal effectiveness.

**Your benefits**

- You will be prepared for a relevant topic for your personal field of activity.
- You will receive a media pack on your topic.
- You will be able to evaluate learning experiences, realistically define new learning objectives and structure learning processes flexibly.
- You will become aware of your own strengths and weaknesses, competencies and deficits.
- You will learn methods that help you to learn more individually.

**Programme/Programme structure**

The „Supported Learning“ programme offer is individually tailored to your learning requirements. In 2 to 3 days you will establish self-defined learning objectives with the assistance of your learning process supporter and you will receive a media pack that is tailored to your needs. The offer can be booked as a face-to-face or online event.

You prepare your personal curriculum together with the learning process supporter and identify specific learning techniques and strategies for your self-study period. In the time you have available you will independently tackle the learning objectives that you have agreed with your learning process supporter. You can select the relevant content from the entire range of topics relating to international decision-making competence.

At the end of the self-study period, you together with your learning process supporter will evaluate your learning competence and plan for additional learning following the completion of the event.

**Content**

- You reflect on your learning biography and your personal learning style.
- You independently prepare your topics from the areas of international decision-making competence. You will receive support from your learning supporter.
- You plan your additional learning following the end of the programme.

**Methods**

- This training format focuses on supported, self-managed learning:
- Learning support
- Individual material consulting and detailed research by the learning process supporter
- Supervision and support during the self-study periods
- Use of media in the Information and Education Centre
- Collegial consulting
- If required: individually agreed online-coaching with an expert in the field.

**Combination**

This module can ideally be combined with process coaching when preparing for an international assignment, with a minimum stay of three weeks in the AIZ. In principle, it can be combined with all offers in order to expand on specific topics and answer any outstanding questions.

**Languages**

„Supported Learning“ is offered in German, English, French and Spanish.

**For your planning**

- This 2 to 3 day module can be booked at your request.

**Venue:**

- AIZ in Bad Honnef
- Virtual
- In-house offers are available on request.



# Information on Demand

## IDA 02

**Your profile**

You are an expert or manager in the field of international cooperation and would like to familiarise yourself with a new topic or refresh or expand your knowledge in a specific area. You want to gain an overview on a specific issue based on reliable information in order to improve the quality of your work results and decisions.

**Your benefits**

- Efficient information.
- It relieves the burden on you as the relevant information on your topic is provided directly to you.
- The results supplied will allow you to potentially discover new information sources for your personal research activities.
- You will learn where to find the necessary information. On request, the content is delivered directly to you.
- You do not need to be familiar with the different retrieval languages (search languages) used by the databases.

**Programme/Programme structure**

1. Order clarification

Your information requirement is analysed in person, by telephone or via Skype. The subject, the scope and the depth of research as well as the form of the desired results are specified.

2. Quote

We issue a binding quote based on the scope, availability and type of data to be retrieved, the estimated time required and the desired preparation.

3. Research and compilation

After confirming the order, we research the necessary information for you and compile the data as requested. This ranges from simple lists with bibliographic information through to an extensive and annotated dossier or extensive documentation with full text (if possible under licensing regulations).

4. The result

will be issued to you, quality assured, at the agreed time via email in electronic form (e.g. PDF, Word, Excel, ...). Information resources that are not electronically available will be sent by post.

**Content**

The continuous change processes in international cooperation make up-to-date and precise information a necessary resource for the actions of experts and managers as well as organisations.

As an expert information provider, we offer individual, precise and rapid support when procuring information from internal and external databases, the internet as well as our extensive archives and prepare this information as per your request.

We can also clarify legal issues with regard to the reuse of the delivered content.

**Methods**

- Order clarification with consulting elements
- Research across a wide range of information sources
- Research methods adapted to the individual information requirements
- Quality assurance based on team work and a final inspection
- Professional aggregation, evaluation and comparison of sources as well as compilation of the information.

**Combination**

Combination with all face-to-face events or virtual offers is possible for the preparation or expansion of learning activities or as a follow-up.

**For your planning**

We deliver on-time at your requested date.





# Immerse yourself in our learning landscape

IDA 04

<p><b>Offers</b></p> <p><b>1. Learning in the landscape</b></p> <p>A whole day in the learning landscape, including</p> <ul style="list-style-type: none"><li>• a 30-minute introduction on how to use it</li><li>• interactive reflection stations</li><li>• theme rooms</li><li>• target-group-specific learning materials</li></ul> <p><b>2. Educational concept behind the learning landscape</b></p> <p>All of the services listed under 1 above, plus</p> <ul style="list-style-type: none"><li>• a 30-minute keynote speech on the educational concept behind the learning landscape</li><li>• a 60-minute reflection on completion of the landscape session plus transfer consultancy</li></ul> <p><b>3. Team and manager development in the learning landscape</b></p> <p>The teams bring together different cultures: nations, generations, professional groups or, after mergers: corporate cultures.</p> <p>The interactive reflection stations give team members/managers insight into:</p> <ul style="list-style-type: none"><li>• the way they perceive themselves and the way they are perceived,</li><li>• what they can normally expect of communication,</li><li>• how to deal with time,</li><li>• how to cope with risks and</li><li>• the way they perceive the environment</li></ul> <p>Once processed, this information fosters greater mutual understanding.</p> <p>Together with you, we design customised programmes and arrange for facilitators. Please ask for more information.</p> <p><b>4. In addition to the AIZ training programme</b></p> <p>Everyone taking part in an AIZ training measure is entitled to use the learning landscape.</p>	<p><b>To assist with your planning</b></p> <p>Learning landscape's opening times</p> <p>Monday to Friday 07.00 – 23.00 h</p> <p>Sunday 14.00 – 19.00 h</p> <p><b>Address</b></p> <p>German Academy for International Cooperation (AIZ)</p> <p>Haus 2</p> <p>Rheinstraße 4</p> <p>53604 Bad Honnef</p> <p><b>Contact</b></p> <p>German Academy for International Cooperation (AIZ)</p> <p>Customer portal</p> <p>Lohfelder Straße 128</p> <p>D-53604 Bad Honnef</p> <p>T: +49 (0) 2224 926 444</p> <p>E: <a href="mailto:kundenportal-aiz@giz.de">kundenportal-aiz@giz.de</a></p> <p>I: <a href="http://www.giz.de/akademie">www.giz.de/akademie</a></p> <p>We will be happy to advise you further on the complementary services listed under item 3,</p> <p>‘Make your learning projects a reality’:</p> <ul style="list-style-type: none"><li>• Tutoring</li><li>• Learning coaching</li><li>• Research services</li></ul> <p>and on:</p> <ul style="list-style-type: none"><li>• More in-depth training on the learning landscape's thematic areas</li><li>• Training on reflective didactics at AIZ</li></ul>
---	--







# Lösen

## Strengthening capacities of technical experts to implement lasting solutions

AIZ focuses on expanding expertise as well as strengthening decision-making skills to allow specialists to effectively use their knowledge in the organisation and to develop and implement solutions in their area of specialisation. The AIZ structures and implements education and training courses for specialists in the following sectors:

- Basics of development
- Professional education and training
- Fair and sustainable management
- Sustainable resource management
- Law, freedom and safety

The AIZ provides specialists with a practical learning environment (case studies, simulations, study visits, practical learning) as well as the opportunity to take independent control of their training and provides support with information and research services.







# Developmental Fundamentals

Are you looking to gain an overview of developmental issues, on history, the current focus of German developmental cooperation or regional specifics? Are you new to international cooperation or does your professional profile in management or the private sector require knowledge of global development objectives and political agenda in the international sphere and in partner countries?

The AIZ's range of courses allows you to discuss specific issues of international cooperation with experienced consultants and trainers. You will expand your competencies and gain an insight into issues such as the self-reliance of partner countries, harmonisation between donor countries, the use of partner structures, the effectiveness of development aid and policy coherence. The AIZ provides support with a selection of courses and invites you to use the diverse self-learning offers available in Bad Honnef. The programme offers opportunities for development for both new entrants as well as experienced international experts.



## Introduction to Development Politics

EP 02

### Your Profile

The seminar is designed for experts joining international development assistance who want to gain knowledge and broaden their perspective on the historic learning curve, international concepts, best practices, debates and strategies in international development assistance.

### Your benefit

You will gain knowledge on guiding principles concerning the German, European and international position on developmental issues and the historical timeline and organizational frameworks for development cooperation programs.

### Programme

You will discuss and reflect on major challenges for developing countries, countries in transformation and fragile states. The Millennium Development Goals (MDGs) will be reviewed as the basis for an analysis of progress and shortfalls in global development. The course will offer you an overview of the development effectiveness debates including the principles of the Paris Declaration. A review of major development theories and strategies enables you to follow and participate substantially in the international debate. You will complement your individual position in development cooperation with a global perspective and the knowledge on other donors and stakeholders. The current development agenda is centred on the MDGs. What comes after the MDGs?

### Content

- History of development cooperation, macro theories, learning curve, motives for ODA
- Development cooperation in the 21st century: strategies and concepts, principles and definitions, instruments and indicators
- Donor landscape: bi- and multilateral institutions, German, European and international donors and implementing agencies, non-governmental organizations and international agreements
- Strengths and weaknesses of various stakeholders, comparative advantages and complementary collaboration
- Regional integration
- South-south collaboration

### Methodology

This seminar focuses on learning for development competences through:

- Case studies
- Knowledge transfer
- Reflective group discussion
- Presentation by participants
- In-depth tutoring of learning processes
- World cafe

You reflect on your experiences and work on your personal challenges:

- With trainers, who are skilled and experienced through long-standing experience in development assistance.
- In joint learning processes in interdisciplinary groups.

### Combination

It is possible to combine this course with the following courses: Capacity WORKS for the consulting sector

### For your planing

- 13.-15.01.2014
- 10.-12.02.2014
- 10.-12.03.2014
- 14.-16.04.2014
- 12.-14.05.2014
- 10.-11.06.2014
- 14.-16.07.2014
- 11.-13.08.2014
- 08.-10.09.2014
- 13.-15.10.2014
- 10.-12.11.2014
- 08.-10.12.2014
- The course starts on Monday 8:30 hrs and ends on Wednesday 12:00 hrs
- Venue: AIZ in Bad Honnef; others on request



# International Cooperation in Islamic Societies

EP 03

**Your profile**

The seminar is focussed on the requirements of experts and programme or project managers in Islamic societies.

**Your benefits**

You will expand your consulting and decision-making competence for your activities in Islamic societies and learn how to better assess agents and partners. You will develop behavioural options for sensitive situations.

**Programme/Programme structure**

Depending on the participants, they will reflect on approaches, pictures, internal and external perspectives in context and various relevancies will be clarified. Seminar content will be linked with the specific IC sector priorities based on practical examples and the participants' specific work situation. The seminar develops the ability to assess relevant Islamic agents with their motives and values in a working context and identifies and reflects on the development of possible options for action.

**Content**

- The key elements of Islam: world view and beliefs, groupings, regional specifics and current developments
- Relevance of Islamic values for development processes: cultural identity, Islamic law, situation for women, human rights
- Options for action with Islamic partners
- Islam in the working concept of IC: sustainable management, education and health, good governance, conflict management, etc.

**Methods**

The seminar focuses on your personal, reflective and respectful attitude as well as decision-making competence in an Islamic context

- Reflection of internal and external expectations of values and standards
- Presentations based on the technical requirement of participants
- Case studies from the sector focal points
- In-depth advice and guidance
- Work on personal project examples
- Support and group coaching
- Dialogue, discussion and reflection
- Simulations
- Activities in small groups

**Combination**

The seminar aims to expand the knowledge acquired on the country and culture. We are happy to hold the seminar on site or as part of a programme, including in English on request.

**For your planning**

- 17/-19/02/2014 Monday 8.30 a.m. to Wednesday 12 p.m.
- 22/-23/04/2014 only 1.5 days
- 16/-17/06/2014 only 1.5 days
- 18/-20/08/2014 Monday 8.30 a.m. to Wednesday 12 p.m.
- 20/-22/10/2014 Monday 8.30 a.m. to Wednesday 12 p.m.
- 17/-19/11/2014 Monday 8.30 a.m. to Wednesday 12 p.m.

- Training location: AIZ in Bad Honnef; other venues on request



# Capacity for Development Effectiveness

EP 05

**Your Profile**

This seminar targets creative and innovative Capacity Development (CD) practitioners, who actively contribute to change processes in enterprises and organizations worldwide from various sectors and institutional backgrounds.

**Your benefits**

You learn to reflect upon and apply guiding principles of CD in change processes following international standards and national development objectives in your partner country.

**Programme**

You will work on five modules on the international development effectiveness debate, harmonized understanding, ownership and implementation approaches of CD processes. You will reflect upon change processes in international cooperation, ranging from competence development of individuals to organizational development and changes within enabling environments. Working with your individual learning objectives, you can develop your own position on how to reinforce ownership and responsibility of key actors, as well as potential contribution in international cooperation.

**Content**

- Concepts and definitions of CD, developing individual competencies and mindsets, strengthening organizations and institutions and the enabling environment
- Introduction to Human Capacity Development as an instrument of GIZ
- Introduction to Capacity WORKS, the GIZ management model
- Phases and factors in CD processes, burning questions, positions and entry points.

**Methodologies**

- We co-create your CD learning process:
- By factual knowledge transfer
  - Applying diverse instruments and models to your work context
  - In reflective group discussion
  - Through presentations by participants
  - In-depth tutoring of your individual learning processes

Guided by AIZ facilitators with longstanding Capacity Development experience, you will reflect upon your expertise and learn in interdisciplinary and international groups.

**Combination**

In addition to this course and a profound understanding of Capacity WORKS we recommend MK 11.

**For your planing**

- 24.-26.02.2014  
28.-30.04.2014  
23.-25.06.2014  
25.-27.08.2014  
27.-29.10.2014
- The course starts on Monday 8:30 and ends on Wednesday 12:00 hours.
- Venue: AIZ in Bad Honnef, others on request





# Vocational Training and Employment Market

Vocational education and training experts are being challenged by the growing global awareness that well-qualified employees are a key factor for innovative capacity and a company's competitiveness and for sustainable commercial development.

The establishment and expansion of national vocational education and training systems is the responsibility of the educators, managers and decision-makers and local individuals who act as key persons in shaping training and education, in educational administrations and in national ministries responsible for the vocational education and training sector.

Together with vocational education and training institutions in partner countries we, as experienced vocational education and training experts with regional expertise and long-term cooperation networks, develop personal development measures aligned to work processes. To implement the agreed personal development, we introduce and evaluate competency development measures for the sustainable economic development of the company and for professional autonomy and maturity of employees.





# Planning and research in labour market oriented Technical and Vocational Education and Training (TVET)

Contextual knowledge and exchange of experience

BB&AM 04

**Your Profile**

You are working as an international or a national staff member of a development organisation and in charge of a Technical and Vocational Education and Training or a sustainable Economic Development project and would like to learn more on TVET planning and research.

**Your Benefits**

You gain in-depth insight into models and concepts as well as methods and contents of labour market oriented TVET planning and research. You get familiar with different planning and research approaches, will be able to systematically classify and know their advantages and disadvantages. You will also be able to reflect on the acquired knowledge at your own work place and as that of the other participants. Thus, you acquire competences on organisational development and sustainable quality management.

**Programme / Programme structure**

The initial phase of each topic focuses on acquiring relevant systemic knowledge. Subsequently, there will be an exchange of experiences during project work, especially considering the manifold challenges occurring in different partner countries.

**Contents**

- Introduction to statistics in the fields of TVET and labour market
- TVET as a subject of research and planning
- Educational economics within the context of educational planning and research
- Models and concepts of TVET planning and research
- Contents and methods of TVET planning and research
- Challenges of coordination between the TVET-system and of the labour market system
- Financing of TVET
- Technical development, work organization, and TVET
- Quality and process development
- Evaluation – approaches and methods in TVET

**Methods**

The competence development combines a variety of learning and teaching methods based on modern adult education and focusing on participatory and interactive approaches. Scientific inputs are combined with discussions, case studies, group work, exchange of knowledge & experiences and reflection related to own project.

**Course Combinations**

The course can be combined with the following courses:

- Concepts, approaches and methods of qualification of TVET personnel / professionals (English)
- TVET and cooperation with the Private Sector (German)
- Skills Development for a Green Economy (German)
- Labour market policy and employment promotion in German development cooperation (German)
- Basics of international TVET (German)
- TVET systems in international cooperation (German)
- Regional Processes in Asia (English)

**For your Planning**

- Language: English

• Events in 2014:  
26. May – 06. June  
Courses on request could be arranged

• Course hours:  
08:30 h – 17:00 h

• Venue: AIZ in Bad Honnef and other places in Germany



# Concepts, Approaches and Methods of Qualification of TVET personnel / professionals in Vocational Education and Training

BB&AM 06

**Your Profile**

You are an employee hired of GIZ or national personnel of GIZ in a partner country and you are eager be trained in the field of Human Capacity Development (HCD) in the area of vocational education especially in the field of training approaches and in-service training of TVET personnel.

**Your Benefits**

You gain a deeper insight into models and concepts, contents and methods to qualify TVET personnel. Analysis and discussion of practical examples in conjunction with requirements of current work contexts will enable the participant to apply approaches to design specific impact-orientated competence development measures for TVET personnel of different functional levels in various areas.

**Programme / Programme structure**

- input contribution to specific contents
- examples, discussion and exercises
- exchange of knowledge, transfer of experiences and reflection
- study tours

**Contents**

1. types of TVET personnel on macro, meso- and micro levels of different TVET systems
2. models of TVET teachers training in international comparison
3. approaches and concepts for in-service training and further education of TVET teachers
4. approaches for the qualification/training of leaders and management personnel of different levels in TVET systems
5. models for qualification/training of trainers/ coaches for learning in practice
6. specific (methodological) areas of qualification for TVET teachers:
  - Training Needs Assessment
  - development of standards
  - development of learning and teaching materials
  - assessment, examination and certification

**Methods**

There is a mixture of methods implemented in the programme, which is based on modern methods of adult education especially on participatory and interactive approaches.

In terms of content input contributions are combined with discussions, examples out of practice, group work, exchange of knowledge and experience related to practical examples of projects.

**Course Combinations**

The course can be combined with the courses:

- TVET and cooperation with the private sector (German)
- Skills Development for a Green Economy (German)
- Labour market policy and employment promotion in German development cooperation (German)
- Basics of international Vocational Education (German)
- TVET systems in international Comparison (German)
- Planning and research in labour market oriented Technical and Vocational Education and Training (English)
- Regional Processes in Asia (English)

**For your Planning**

- Implementation language: English

• Events in 2014:  
30.06. – 09.07.  
Courses on request could be arranged

• Venue: AIZ in Bad Honnef and other cities in Germany

• Class hours:  
Monday - Thursday 08:30 o'clock - 17:30 o'clock  
Friday 08:30 o'clock - 16:00 o'clock



# Regional Processes of TVET in Asia

BB&AM 08

**Your Profile**

You are an employee hired by GIZ or national personnel of GIZ in a partner country in Asia and you are interested to be supported in Human Capacity Development (HCD) in terms of regional processes in Asia with relevance for the sector of Technical Vocational Education and Training (TVET).

**Your Benefits**

You gain deeper insights into current regional and political processes as well as players of Vocational Education in Asia. Furthermore, you will learn about trends and challenges of regional developments relevant for TVET development. According to your work context in regional and bilateral projects of TVET in Asia you will discuss possible derivatives in context for your assignment or project.

**Programme / Programme structure**

- input contributions to specific contents
- examples, discussion and exercises
- exchange of knowledge and experience as well as reflection

**Contents**

1. Regional processes relevant for TVET in Asia (among others: objectives, working plans and institutional framework of SAARC, ASEAN und APEC)
2. Players and committees of regional processes of TVET (among others: roles and tasks, objectives, approaches, concepts)
3. Regional issues of TVET (among others: mutual challenges with regard to a quality breakthrough in Vocational Education such as TVET teacher development, Business sector involvement, Greening TVET, regional standards, regional qualification frameworks, mutual recognition agreements)
4. Deepening (depends on the circle of participants):TVET relevant strategies and policies as well as experience with the implementation of ASEAN countries
5. Concepts, models and references of GIZ to support regional processes

**Methods**

There is a mixture of methods implemented in the programme, which is based on modern methods of adult education especially on participatory and interactive approaches.

In terms of content input contributions are combined with discussions, examples out of practice, group work, exchange of knowledge and experience as well as reflection on and in regards to project praxis.

**Combination**

This course should be combined with regional events on TVET (e.g. BMZ regional conferences on TVET, meeting of the expert working group „Vocational Education & labour market in Asia“).

**For your Planning**

- Language: English
- Events in 2014:  
27. - 28. March  
Courses on request could be arranged
- Venue: Places in Asia, if possible linked with regional events on TVET
- Class hour:  
Monday - Thursday 08:30 o'clock - 17:30 o'clock  
Friday 08:30 o'clock - 16:00 o'clock



# Sustainable Resource Management

**Environment, Climate, Energy**

Climate change, the increasing destruction of the necessities for life, such as water, soil and biodiversity and declining reserves of fossil fuels are an enormous present-day challenges. Sustainable development requires more resource efficiency, solutions for the practical implementation of international environmental regimes and their entrenchment in all areas of policy as well as decentralisation. The AIZ provides training on select and current topics in the area of sustainable resource management, the environment, energy and climate. Our focus is on the communication of connections and systemic understanding. The close cooperation with the GIZ specialist departments ensure the inclusion of current developments in the international environmental regime and technical concepts and instruments.

The courses are intended for both international experts as well as national staff and partner experts. We introduce you to new instruments and concepts, familiarise you with knowledge networks and support you in your role as a consultant on issues of sustainable resource management. Practical examples illustrate your specific questions on the relevant topics and give you ideas that you can fall back on in your activities.





# Introduction to Energy for Development

NRM 02

<p><b>Your Profile</b></p> <p>GIZ staff member, GIZ counterpart or consultant working for GIZ in a field connected to the energy sector, e.g. sustainable economics, climate change, etc. interested in an overview of energy policy and economics in international cooperation.</p> <p>Basic or medium experience in the energy sector.</p> <p><b>Your benefit</b></p> <p>You will analyse, reflect on and apply state of the art studies, tools and best practises from the field of energy politics and economics to the specific setting of international cooperation.</p> <p><b>Programme</b></p> <p>A stable, secure and especially sustainable energy supply is a cornerstone for all means of modern economic and social activities. In order to provide a future-proof energy mix today, a variety of demands have to be fulfilled. It has to be safe, independent, affordable and climate-friendly. Furthermore, the impact on our natural habitat should be minimized. How can this goal be achieved, especially under circumstances of wide-range poverty? Which role does energy efficiency play in the context of international cooperation?</p> <p><b>Contents</b></p> <ul style="list-style-type: none"><li>• Framework of energy economics: climate change vs. economic development</li><li>• Basics of energy economics: guidelines, laws and conventions, actors, politics</li><li>• Comparing energy sources: solar, wind, biomass, hydro- and geothermal vs. fossil and nuclear energy</li><li>• Power infrastructures: grids, storage, transformation</li><li>• Energy efficiency in buildings, commerce and production sites</li><li>• Poverty-oriented basic energy supply and energy access</li></ul>	<p><b>Methodology</b></p> <p>This seminar provides opportunities to develop competences by:</p> <ul style="list-style-type: none"><li>• Factual knowledge transfer</li><li>• Analyzing and reflecting in small groups</li><li>• Presentations by participants</li><li>• Peer coaching by participants in specific workplace situations</li><li>• In-depth tutoring of learning processes</li></ul> <p>You reflect your experiences and work on your personal challenges:</p> <ul style="list-style-type: none"><li>• With trainers, who are skilled by longstanding experience in energy economics in an international context</li><li>• In joint learning processes in interdisciplinary groups</li></ul> <p><b>For your planning</b></p> <ul style="list-style-type: none"><li>• Course duration: 2,5 days</li></ul> <p>Dates in 2014:</p> <p>April 23rd – 25th</p> <p>June 25th – 27th</p> <p>August 27th – 29th</p> <p>October 29th – 31st</p> <p>Venue: AIZ in Bad Honnef; others on request</p> <p>Schedule:</p> <p>Wednesday, 14:00 – 17:30</p> <p>Thursday, 8:30 – 17:30</p> <p>Friday, 8:30 – 16:00</p> <p>This course can also be offered in German</p>
--	---



# Integrating ecosystem services into development planning (IES)

NRM 04

<p><b>Your Profile/Participants</b></p> <p>The training has been designed for practitioners and technical staff as well as policy-makers from government and sector ministries, NGOs and civil society, consultancies, research and sciences.</p> <p><b>Learning Objective</b></p> <p>The training course provides an introduction to the conceptual and practical starting points of integrating ecosystem services into development planning. Participants will enhance their understanding of how their actions depend on and change ecosystem services, to consider the trade-offs among options, and to choose policies that sustain such services.</p> <p><b>Program/Structure</b></p> <p>The training combines theoretical and practical elements of a stepwise approach and guides through the application of each step and corresponding conceptual foundations and practical tools and methods.</p> <p>The training is based on the Harvard Case Methodology, which conveys teaching messages mainly through interactive practical work by participants. The training deals with the fictitious country of Bakul, a situation closely based on real life conditions and challenges.</p> <p>An introduction, given by the trainer and/or invited experts, provides the necessary conceptual background and introduces participants to the case work and the exercises. Case work gives participants the opportunity to work through the different steps and tools for integrating ecosystem services into development planning in a systematic manner. Participants assume the roles of “case work experts” or involved stakeholders in charge of the specific exercise’s task. In the reflection, participants reassume their own real-life position and reflect on their personal experiences.</p>	<p><b>Content</b></p> <ul style="list-style-type: none"><li>• Overview of the The Economics of Ecosystems and Biodiversity (TEEB) initiative and applications: historical background, objectives and outcomes</li><li>• Explaining the concept of ecosystem services and the importance of biodiversity</li><li>• Linkages between ecosystem services and development</li><li>• Tools and methods for assessing and valuing ecosystem services</li><li>• Policy options and instruments to capture ecosystem services related risks and opportunities as well as entry points for decision-making</li><li>• Concrete steps for implementation of the approach</li></ul> <p><b>Methods/Materials</b></p> <p>Training materials are available in English, Spanish and Portuguese. A comprehensive training package will be provided, including: the IES manual, PowerPoint slides, factsheets, literature lists, exercises and answer sheets.</p> <p><b>Combination</b></p> <p>A train-the-trainer module and corresponding materials are available upon request.</p> <p><b>For your scheduling/Logistics</b></p> <p>We offer a tailor-made programme design. According to special needs and interests, the duration can vary from a two-day compact format up to a five day course that includes excursion, real life cases, planning sessions and/or a public event. Ideally, a group of 20 participants will be facilitated by two trainers. Max. 25 participants.</p>
---	---



# Renewable Energies in Rural Development

NRM 05

**Your profile**

Staff member or counterpart from GIZ rural development or energy related programs (governmental as well as non-governmental institutions).

Several years of professional experience.

**Your benefit**

Overview of the challenges of change to renewable energies in the rural sector and measures of energy saving in agriculture; knowledge of models and best practices on entrepreneurial, local and governmental level; knowledge sharing with Bavarian actors of farmers associations, entrepreneurs and from the public bodies; road map for dissimulation of the knowledge back home.

**Program/ Program Structure**

The program consists of 3 (independent) steps:

**1<sup>st</sup> step (5 days):** Presentation and discussion of Bavarian approaches towards the use of renewable energies in agriculture/ rural development: policies, program, economic aspects, investigations, role of municipalities, possible conflicts with environmental protection issues and concrete experiences including economic investment projects, awards and promotion tools.

**2<sup>nd</sup> step (5 days):** Field visits and special information on practical experiences concerning entrepreneurial, communal and government level; example: conjoined with the Biogas Forum Bayern, learn how to build a biogas plant or accompany “energy assessors” of Bavarian Ministry for Food, Agriculture and Forestry on their visits to rural enterprises.

**3<sup>rd</sup> step (5 days):** Related to the individual background, e.g. a short insight into the Bavarian Ministry for Food, Agriculture and Forestry in Munich, into the Center of Renewable Resources Straubing or into various enterprises in the rural sector.

**Content**

- Overview of Bavarian experiences in introducing renewable energies and energy efficiency in the rural sector
- Analysis of tools, e.g. the “farming check” from Bavarian Farmers Association, the energy assessors programme Bavarian Ministry for Food, Agriculture and Forestry or different awards
- Economic and environmental aspects
- Knowledge Sharing with „energy farmers“ in the field and other actors
- Network setting (via E-Tools) with other actors

**Methodology**

- Visualized presentations and discussions
- Field visits
- Interactive expert meetings
- Practical experiences in specialized public and private bodies

**For your planning**

- Dates in 2014: 11 – 29 August 2014

• Location: Feldafing (near Munich), GIZ International Training and Conference Centre

• Schedule:  
Monday–Thursday 08:30 am– 05:30 pm  
Friday 08:30 am – 3 pm

• Information upon request

• Application deadline: 13 June 2014

Note: You can book one step independent from the other, or all three steps together (3-week-programme)



# Flood Risk Management in Cities

(part of the GIZ Cities and Climate Change Training Series)

NRM 06

**Your profile**

Decision-makers in the area of urban water supply and sanitation, urban planning, climate change adaptation and flood management.

**Your benefit**

- Improved understanding of relevance of climate change adaptation in the urban setting
- Improved knowledge on causes of flooding and associated risks
- Enhanced knowledge on possible measures to prevent and manage floods (risk assessment, flood control, emergency preparedness)
- Exchange with other practitioners and decision-makers working in the area

**Programme**

The course consists of 5 sessions:

Session 1 | Managing Flood Risk in Cities  
Session 2 | Understanding the Causes and Risks of Flooding  
Session 3 | Flood Prevention and Management Measures  
Session 4 | Emergency Preparedness  
Session 5 | The Way Forward

**Content**

The main messages of the training are the following:  
**Risk Assessment.** Effective flood control measures require a sound assessment of the flood risk prior to implementation. This includes an analysis of potential hazards and the evaluation of existing conditions of vulnerability.

**Flood Control.** Flooding is a natural event and only leads to damage if there is too much (polluted) water in the wrong places of the city. To prevent this, the surplus water either needs to flood designated retention areas (retention management) or to be drained as effectively as possible (drainage management).

**Emergency Preparedness.** As flood risk can never be 100 % eliminated, flood control measures need to go hand in hand with measures to minimise damage.

**Methodologies**

The course is based on the „Harvard Case Method“. Short theoretical inputs are combined with exercises in order to ensure a transfer in the daily working environment.

**Combination**

The course can be combined with other courses and modules of the GIZ “Cities and Climate Change Training Series”; in particular with modules of the Training “Introductory knowledge on cities and climate change”

**For your Planning**

- Dates on request
- The course has a flexible duration, depending on the use of modules (between 0,5 days and 2 days)
- Venue: AIZ in Bad Honnef; others on request



# Ecosystem-based Adaptation (EbA) to Climate Change

NRM 07

**Your Profile**

The training has been designed for practitioners and technical staff as well as policy-makers from government and sector ministries, NGOs and civil society, consultancies, research and sciences.

**Learning Objective**

The aim of this training is to strengthen the consideration and selection of EbA measures as part of an overall adaptation strategy, and to enhance capacities among development actors and partner institutions in this regard.

**Program/Structure**

Natural solutions to the effects of climate change feature prominently in adaptation strategies. These measures often offer economic, social and ecological co-benefits, and even opportunities for the mitigation of green-house gas emissions. Thus, partner countries and institutions of German development cooperation show growing interest in the approach called ecosystem-based adaptation. GIZ developed this training course in order to enhance capacities among development partners in successfully tapping the potential of ecosystem services for climate change adaptation. It builds on the training course Integrating Climate Change Adaptation into Development Planning, and also provides insight into GIZ's own instruments and experiences in planning and implementing adaptation interventions.

The training consists of three formats, each of them having a different focus, objectives and target groups:

- Format 1:  
Information Session on EbA for decision-makers (0.5 day)
- Format 2:  
OECD adaptation training : Integrating Climate Change Adaptation into Development Planning (Climate Proofing) with EbA-tenor for practitioners (3 days)
- Format 3:  
Training based on OECD training with EbA-focus for practitioners with sound background in CCA (2 days)

**Content**

The training comprises the following elements:

Format 1:

- Theoretical background on EbA and climate change as well as the double nexus of ecosystem-based adaptation and adaptation of ecosystems, biodiversity and ecosystem services and their value for humans

Additionally in format 2 and 3:

- EbA-specific case work: fictitious cases or real-life examples provided by participants
- Various interactive exercises to facilitate understanding, enable exchange of participants and motivate action on ecosystem-based adaptation

While format 1 and 2 offer basic introductions format 3 requires a sound background in climate change and adaptation.

**Methods/Materials**

Training materials include a trainer's handbook, case work and exercise materials, PowerPoint slides and a glossary related to ecosystem-based adaptation and climate change. The training is available in English and Portuguese, Spanish on request.

**For your schedule**

The duration of the training differs between 0.5 and 3 days. Due to its modular structure, "tailor-made" training programmes can be offered, e.g. extended by additional expert talks, field trips, etc. Ideally, a group of 20 participants will be facilitated by two trainers



# Food Security

Evaluation/analysis instruments and intervention strategies

NRM 08

**Your profile**

You are an employee at the German Federal Ministry for Economic Cooperation and Development, GIZ or another development cooperation organisation with several years of professional experience.

**Your benefits**

You would like to know more about food security, especially about the basic concept, the dimensions, analysis instruments and intervention opportunities.

**Programme/Programme structure**

Establishment of food security as a whole, incl. the strategies, agents and interventions in order to counteract acute and chronic threats to food security.

**Content**

- The concept of food security, incl. poverty reduction, the right to sustenance and the importance of nutritional aspects;
- Food aid in an international context;
- Evaluation and analysis of the food situation at a macro, meso and micro level;
- Opportunities for action to improve the food security at a macro, meso and micro level;
- Preparation of adapted strategies from M&E to food security, especially for target groups whose food supply is threatened;

**Methods**

The course uses various interactive methods and is based on the active involvement of participants. This includes group work and active discussions in groups as well as permanent visualisation with professional documentation.

The one-day course is more of an information event which only allows for a brief presentation of the various aspects. The three-day course covers the projects and requirements of participants and the overlapping issues are discussed in detail.

**For your planning**

- One or three days in German (also in English or French on request).
- Dates:  
24/01/2014  
25/04/2014  
25/07/2014  
24/10/2014
- Duration and location:  
3-day course at the GIZ Internationalen Bildungs- und Begegnungszentrum (International Education and Meeting Centre) in Feldafing near Munich:  
06/-08/10/2014





# Food and Nutrition Security

## Assessment Instruments and Intervention Strategies

NRM 09

**Your Profile**

You are a staff member or counterpart from different Food and Nutrition Security (FNS) related projects (governmental as well as non-governmental) at macro or meso level. You come from different professional disciplines and have several years of professional experience.

**Your benefit**

- On completion of the training you will be able
- to understand the complex nature of FNS in a holistic way, in particular its causes, actors and interventions to tackle acute or chronic food insecurity,
  - to support food insecure groups in mobilising their own resources and potentials to help themselves to a decent life in rural or urban areas,
  - to pass on your new knowledge and skills to colleagues, staff members and counterparts.

**Programme**

The main focus is the analysis and appraisal of the different approaches and instruments for the preparation, planning and management of food and nutrition security programmes based on a proper assessment and analysis of the food and nutrition security situation, combined with basic conceptual knowledge for planning and management of food and nutrition security programmes.

**Content**

- The concept of Food and Nutrition Security incl. poverty, the Right to Food and the importance of nutritional aspects.
- Food assistance in the international context.
- Assessment and analysis of the FNS situation at macro, meso and micro level.
- Actions/interventions to improve Food and Nutrition Security at macro, meso and micro level.
- Developing appropriate M&E strategies for FNS, in particular for vulnerable groups.

**Methods**

The training course is based on the active role of the participants. Group work and intensive discussions in plenary are core elements of the training course. A variety of methods (including information market of participants' projects for mutual exchange) are used to stress the importance of co-operation and participation of all actors involved. Permanent visualization helps to understand structures, contents and the other participants and is documented in an annotated photo documentation.

**For your planning**

- English course: 21.-25.07. 2014  
Application deadline: 23.05. 2014

- French course: 25. – 29.08. 2014  
Application deadline: 27.06. 2014

Other languages on request

- Location:  
International Training and Conference Centre of GIZ, Feldafing (near Munich)

Other locations and information on request.



# Climate Change Adaptation in Agriculture

NRM 10

**Your profile**

Staff member or counterpart from GIZ rural development or climate change related programs (from governmental as well as non-governmental institutions). Several years of professional experience.

**Your benefit**

- Overview of the challenges for the adaptation in agriculture to the climate change;
- Knowledge of strategies and best practices in this field on national and local level in the governmental and private sector;
- Knowledge sharing with Bavarian actors of research and public bodies, of farmers associations and service providers;
- Reflections and proposals for application and dissemination of knowledge back home.

**Programme**

- The challenge of the adaptation to the climate change in agriculture has two faces:
- On one side the agriculture is affected by the climate change; on the other side the agriculture is highly responsible for the climate change.
  - The programme informs and creates an understanding of the general situation, shows important fields of action, reflected them with practical examples from the participating countries and from Bavaria and elaborate strategies and approaches for solutions

**Contents**

- Based on the actual thematic orientation of the BMZ and the GIZ in this field and oriented by the specific expectations of the participants the content will be developed in the steps of:
- Clarification of the general background and the specific challenges for the group of participants
  - Analysis of intervention areas: political framework, production, service provider, research and education etc.
  - Presentation of best practice in the participating countries and in Bavaria
  - Discussion of sector wise and integrated interventions
  - Elaboration of strategies, tools for application and dissemination
  - Network setting (via E-Tools) with other actors

**Methodology**

The programme consists of a sequence of expert inputs, group work and field visits in Bavaria. The methodology of the programme is demand- oriented and participant-oriented and provides an interactive preparation and networking by internet

- Visualized presentations and discussions
- Interactive expert meetings
- Working groups
- Field visits in institutions and rural area in Bavaria
- Networking before, during and after the programme

**For your planning**

- Dates: 16 – 25 June 2014

- Location: Feldafing (near Munich), GIZ International Training and Conference Centre

- Schedule:  
Monday – Friday 08:30 am – 5.30 pm  
Saturday 08:30 am – 12:00 am  
Sunday: personal or cultural activities

- Information on request

- Application deadline: 18 April 2014



# Good Governance and Human Rights

## Law, freedom and safety

Humans have extensive social and political rights and states have certain duties towards their citizens. Democratic structures and institutions are required to ensure that these rights are ensured and that the state provides these services. As the demands and expectations of citizens grow, so do the costs and the demands on the public service, the administration and government. Training offers target the expansion of competencies with regard to the establishment and reinforcement of systems and structures in the public service and the involvement of a dedicated civil society.

German expertise in establishing administrations, in the area of reforms and with regard to issues of participation and co-determination is in demand in partner countries. Successful consulting requires that we reflect on experiences and that concepts address the partner's key problems. The aim of the modules on these topics is on sharpening your analytical view and expanding methodological competencies. This refers to fundamental issues such as general human rights through to specific topics such as „Public finances“.



## Good Financial Governance (Basic)

RFS 03

### Your Profile

The seminar is designed along the needs of project officers and programme managers from the field and from head-offices.

### Your Advantage

- introduction to basic PFM skills
- assessment capacities of PFM systems and fiduciary risks
- discussion and exchange with other practitioners
- practical training with PEFA-Simulations and budget exercises
- enhanced GFG skills

### Programme

In recent years, there has been a surge of interest in Public Financial Management (PFM) issues. Governments are increasingly realizing the importance of functioning PFM systems as a tool for achieving policy objectives, particularly in the area of poverty reduction. On the part of development agencies, the interest in PFM stems from the growing use of partner countries' budgetary allocation processes to support development. Assessment capacities of PFM systems and fiduciary risks as well as a broad understanding of the key issues in PFM reform therefore are more and more required by project managers. In this seminar you will be looking at the way in which public resources are allocated, managed and accounted for in pursuit of PFM objectives and you will be acquainted with the design of PFM reforms.

### Content

- Defining Public Financial Management: actors, objectives and components
- Planning and budgeting: the budget cycle and institutions of budget management
- Management and control of public expenditure: PEFA as a framework for diagnosing strengths and weaknesses in managing public finances

### Methodologies

- Impulse lectures
- Critical reflection
- Case studies

Participants will be asked to prepare a short presentation of their partner countries' PFM system to be discussed in class. Any background information you can bring with you, e.g. budgets, financial statements etc. would be useful.

### For your planning

- Course dates in 2014:  
20.10.-22.10.2014
- Course times  
Monday – Wednesday 08:30am – 05:30pm
- Venue: AIZ in Bad Honnef, others on request



# Winter School Good Financial Governance

RFS 04

**Your Profile**

The seminar is designed along the needs of staff within the German Development Cooperation (GDC) with experience in the field of Public Financial Management (PFM) from project work in Germany or abroad.

**Your Advantage**

- updated and deepened knowledge and skills with state of the art Good Financial Governance (GFG) concepts and tools
- assessment capacities of PFM systems and fiduciary risks
- insight into the current academic debate on GFG issues
- discussion and exchange with other practitioners
- ability to transfer learning contents to your own working context
- enhanced GFG advisory skills

**Programme/ Programme Structure**

Governments increasingly realize the importance of functioning PFM systems for achieving development policy objectives, and the use of partner countries budgetary allocation processes and systems are of growing importance for development agencies.

However, past experience showed that a sole focus on technical PFM reforms often did not yield the expected results. Therefore, the German Government reorients its approach towards “Good Financial Governance” (GFG). This holistic and systemic approach considers normative governance and political economy aspects alongside technical PFM measures. It gives special attention to inter-linkages and synergies between the different sub-systems of public finances.

The training therefore meets the demand for advanced PFM knowledge and competencies of the growing GFG portfolio within German Development Cooperation. The seminar will be conducted in cooperation with one of the leading academies for public policy in Europe. A first module will include sessions on the revised GFG approach. With flexible and parallel modules, participants will be given the chance to deepen knowledge on specific sub-dimensions of GFG, e.g. taxation in development or external financial control, and to choose their individual focus.

**Content**

- the concept of Good Financial Governance (GFG) in German Development Cooperation
- budget cycle and budget reform issues
- results-based Budgeting, Climate Financing and Extractive Industries
- revenue Policy and Administration
- controlling public expenditure (incl. procurement and contracting)
- fiscal Decentralization
- aid Modalities, Fiduciary Risks and Fiscal Transparency

**Methodology**

- academic and policy based discussions
- case studies
- lectures
- group work
- participants’ short reports

**For Your Planning**

- 08.-12. December 2014
- Venue: Berlin



# Putting Human Rights to Work in Development Cooperation

RFS 05



tutored e-course

**Your Profile**

The course is designed for practitioners seeking in-depth guidance on how to work with human rights in development cooperation – especially in the health and water sector.

**Your advantage**

- You will...
- learn how human rights have evolved
  - understand contemporary human rights protection systems and how their relevance to development cooperation
  - get hands-on guidance on how to apply the the human rights based approach (HRBA) in development programs and projects
  - have the choice to deepen your knowledge of a HRBA in the health and/or water sector.

**Course Structure**

The tutor-supported E-learning course is based on the knowledge and experience of professionals and practitioners in the field and consists of three modules. The first module includes basic information on human rights and the HRBA in development cooperation. This module has four units and takes about four months. The following advanced modules deal with human rights in the health and water sector. They will be run parallel, taking about one and a half month each.

**Content**

Basic Module

- human rights norms and principles
- the international legal framework for human rights
- human rights on the regional and national level
- the HRBA

Health Module

- the HRBA to health
- putting the HRBA to health into practice
- making sure a HRBA to health works

Water module

- understanding the human right to water
- states’ obligations to realise the human right to water
- implementing a HRBA in the water sector

**Methodology**

In order to ensure the best possible outreach, the course is designed as E-learning. Using state-of-the-art training architecture, the course combines self-learning with assessments receiving individual feed-back, online discussions and chats and virtual teamwork. During all phases the participants will be supported in their learning efforts by experienced facilitators and experts. This didactic approach is suitable for professionals in full-time work. It helps participants to acquire practical knowledge through various interactive tools and an exchange of experiences.

**For your planning**

First run:  
3rd February – 23rd May 2014 (Basic Module)  
26th May – 4th July 2014 (Water and/or Health Module)

Second run:  
1st September – 19th December 2014 (Basic Module)  
5th January – 13th February 2015 (Health and/or Water Module)

The Basic module is designed to take a total amount of about 48 hours learning time over 16 weeks. The health and water module will each take about 18 hours learning time over 6 weeks.





# Good Governance

## Definition, Basic Concepts and the German Approach

RFS 06



e-course, self-study



tutored e-course

### Your Profile

This online-course can be provided as self-learning and tutor-supported. It primarily addresses those who work for German Development Cooperation within programs focused on governance and staff members who are dealing with governance in other sectors. It is aimed at development experts who are interested in familiarizing themselves with the concept of Good Governance, its role as an enabling factor for sustainable development and the German approach on promoting Good Governance. For successful course participation no prior knowledge on Good Governance is required, but it is essential to have the necessary technical equipment and facilities available.

### Your benefit

- What is the relationship between the governance of a country and development successes?
- How can one assess a country’s governance situation?
- Do you know about the instruments German Development Cooperation has at its disposal in this regard?

This online course will provide you with answers to those questions. It also teaches you fields of action for governance promotion and basic guiding principles that are important to observe – irrespective of the sector you work in. In addition, you will acquire knowledge about development cooperation approaches that take into account the specific context of your partner country, allowing for the deployment of best-fit development cooperation strategies.

### Content

- Good Governance: definition and concepts
- Guiding principles and fields of action of Good Governance (Decentralisation, Human Rights, Anti-Corruption...)
- Analyzing the governance context: analysis tools of German Development Cooperation
- The Matrix of the German Ministry for Economic Cooperation and Development (BMZ) for working in different governance situations

### Methodologies

The online-training is a five-week E-learning course with tutoring allowing you to individually manage your learning progress and study at your own pace. Discussion forum, case study and exchange between participants are part of the course. The total amount of study time is about 12-15 hours, depending on your own needs and time.

This training is also offered as a self-learning course (without tutor) as well. In this case no certificate will be delivered.

### Combination

The courses „Political participation and democratic accountability” and „Putting Human Rights to work in development cooperation“ can usefully supplement this course.

### For your planning

- 3. March – 4. April 2014
- 9. June – 11. July 2014
- 29. September – 31. October 2014



# Political Participation and Democratic Accountability

## Engaging Civil Society and Citizens in Development

RFS 07



tutored e-course

### Your Profile

The tutor-supported E-learning addresses development experts who would like to acquire in-depth knowledge about how to promote participation and strengthen civil society as well as the state’s accountability and legitimacy. It is aimed at programme managers, project officers and national staff.

### Your Benefit

You are familiar with the German approach to promote participation and constructive relations between state and society. You acquire knowledge on how to strengthen civil society, the capacities of the state and a conducive legal and institutional framework. In addition, you will be able to apply corresponding strategies for action to different country situations as well as to your individual project context. Moreover, you are aware of the various risks arising when addressing political dimensions of development.

### Outline

State actors can only govern and manage the state in a sustainable way if they adequately involve civil society and the private sector. Hence, developing constructive relations between state and society is crucial for the effectiveness of development cooperation measures. This goes beyond the selective inclusion of civil society and a participatory design of development projects: the ultimate goal is to give a voice to all societal forces. Citizens must have the right to voice their political views between elections. This requires that civil society has the competencies and capacities to pool and formulate the society’s interests and to make these interests heard in political negotiations and decision-making processes. On the other hand, efforts need to be made to foster the state’s responsiveness to its citizens. Complementary, a certain institutional framework and formal legal guarantees need to be built and consolidated. The course provides insights how Development Cooperation can support countries in achieving this process.

### Content

- Concepts and definitions (civil society, participation, accountability, constructive state-society relations)
- The conceptual framework at the international and national Level
- The multi-dimensional approach of German Development Cooperation to promote constructive state-society relations: support strategies, risks and challenges
- Practical examples how to foster inclusive political processes and strengthen civil society and democratic accountability

### Methodologies

The training is a seven-week E-learning course with tutoring allowing you to individually manage your learning progress and study at your own pace. Discussion forum, case study and exchange between participants are part of the course.

The total amount of study time is about 25-35 hours, depending on your own needs and time.

### Combination

The courses „Good Governance“ and „Putting Human Rights to work in Development Cooperation“ can usefully supplement this course.

### For your Planning

- 5. Mai – 20. June 2014
- 27. October – 12. December 2014



# Decentralization

RFS 08

**Your Profile**

The seminar appeals to project officers and programme managers involved in administrative reform processes.

**Your benefit**

You will have an in-depth understanding of the conceptual framework and functioning of multi-level governance.

**Programme**

Decentralization has gained increased prominence on the international development agenda since the 1990s. A large number of countries have started to devolve responsibilities and competences to sub national levels. The objectives of these reforms are ambitious: strengthening of local tax potential, greater efficiency of public service provision, bringing decision-making closer to citizens and enhancement of general welfare. However, making local government units operational often proves more complex than envisaged; the expected benefits of multi-level Governance yet have to be fully realized. In this seminar you will assess the impact of administrative reform processes such as decentralization and discuss innovative support modalities.

**Content**

- Multi-level Governance: understanding roles and responsibilities of different tiers
- Fiscal decentralization: intergovernmental finance and own revenue capacity
- Assessing local government performance: institutions, instruments & tools
- Political Economy of Decentralization: understanding the institutional and political framework (drivers of change-analyses)

**Methodologies**

- Critical reflection
- Case studies
- Simulation

Participants will be asked to share salient features of their partner countries’ decentralization initiatives in order to make the training as relevant to their context as possible.

**For your planning:**

This course will be organised upon request.



# Fact-based Information for Decision Making

## Analyzing Methods in the World of Development

RFS 09



**Your Profile**

This five-week long web-based training is aimed to deepen your understanding of development politics, to sensitize you for the impact and effectiveness of using statistics in the world of development and to enable you to contribute to more fact-based decision making for development This course is designed for experts and development cooperation actors who want to know more about development cooperation and analyzing methods which you can quickly apply into their own work environment. After a successful online- training, a three to five days classroom session can be organized in a selected country.

**Your Benefit**

You will learn about development policy and about the role of fact-based information in development cooperation. Your understanding of the connections between its different fields of action will improve and your existing conceptual and practical knowledge will be enriched. Fact-based information can and should be a significant tool for decision between governance actors, economic and social decision makers at a local, regional and international level.

**Content**

- What is World of Development?
- History of development politics and use of fact-based information
- Development or underdevelopment?
- What is a developing country?
- Indicators (OECD Better life Index, Global Peace Indicator)
- Statistics as benchmark of target achievement
- Guided exercise adapted to your own needs using fact-based information
- WebQuest relative to the subject your choose

**Methodologies**

This course is a tutored e-learning. Your tutor is an expert in development policy and statistics. In this training you’ll be able to combine self-learning with knowledge, assessment as well as online discussions and shared work spaces with a group of participants coming from different environment.

At the end of the online-course a tree to five days classroom session is recommended. Participants will be able deepen their knowledge in development and fact-based data, apply easy and useful didactic methods to achieve their objectives and to dialog with other participants who have the same challenges.

**Combination**

This training is also offered in French language. It can be adapted to different target groups and specific themes This training will take place on the basis of a minimum of 15 participants.

**For your planning**

This course will be organised upon request.





# Strengthening Citizen-Centered Political and Administrative Systems

## Federalism, Decentralisation and Local Governance

RFS 11

**Your Profile**

The target group for this GIZ-internal training course is international staff in the GIZ Head Offices, Representations and Programmes as well as senior national advisors in GIZ Programmes. The training course is particularly relevant for GIZ experts in the fields of decentralisation and local governance, federalism, administrative reform, public finance, promotion of democracy as well as in sectors that are affected by these reforms or that are implementing decentralisation reforms as a sector reform strategy.

**Your benefits**

- At the end of the Summer School participants will have a comprehensive understanding of
- the existing concepts of federalism, decentralisation and local governance as a contribution to good governance
  - the GIZ’s approach in supporting federalism, decentralisation and local governance
  - the German system of federalism and local self-governance.

**Programme and structure**

5-days training seminar, including a one-day field trip to local and regional governments in Brandenburg

**Content**

- The seminar sessions will focus on the following topics:
- Concepts of federalism, decentralisation and local governance as a contribution to good governance
  - GIZ’s approach in supporting federalism, decentralisation and local governance
  - German and European experiences on federalism and local self-governance

**Methodology**

By combining cutting edge academic expertise and hands-on practical experience, the training allows participants to gain practice-oriented knowledge and knowhow on how to establish and strengthen complex political and administrative multi-level systems and how to promote multi-level governance.

To do so, the training combines presentations from leading scientists, civil servants and practitioners with plenary discussions, a field trip to German institutions at various levels of government and the development of an individual transfer project oriented at the application of specific course elements.

**Language**

The training will be held in English.

**For your planning**

Venue: Berlin  
Dates in 2014: 1st week of September  
Training Hours: Monday – Friday 09:00 – 18:00 hrs



# Capacity Development in Fragile Situations

RFS 13

**Your profile**

The seminar meets the needs of international experts who work in fragile situations and want to broaden their perspective on Capacity Development as a practical method for or to support project implementation in such particular framework conditions of their partner countries.

**Your benefit**

You will analyze, reflect on and apply international indices of fragility, learn from diverse approaches for working in and overcoming fragile contexts, e.g. “do no harm”. You will analyze, discuss and apply guiding principles of Capacity Development in situations of change with a focus on specifics of fragile contexts.

**Programme**

The guiding question of the seminar is how to initiate and / or support Capacity Development processes in fragile situations. The seminar focuses on the particular conditions prevailing within an environment of a fragile government and limited functioning of the respective administrative systems. Furthermore, the seminar discusses which preconditions can support CD. To that end the seminar will lay the foundation and theoretical basis for analyzing fragility and for planning and implementing capacity development in fragility.

**Content**

- Analysis of indices for fragility.
- Discussion of the concept “from humanitarian aid to sustainable development”.
- Specifics of Capacity Development in fragile situations with a view to effectiveness and efficiency.
- Capacity Development and the multi-layer approach of German ODA on micro, meso and macro levels.
- Reconciliation processes, bridging gaps between conflict and development in fragile contexts.

**Methodologies**

This seminar provides opportunities to develop competences through:

- Knowledge transfer
- Analysis and discussion of primary and secondary documents
- Presentations by participants
- Peer to peer coaching
- In-depth tutoring of learning processes
- Case studies

You reflect your work and personal experiences towards change management and fragile situations with trainers who feature long-standing Capacity Development experience in fragile situations.

**For your planning**

- Wednesday 22.01. 14:00 hrs to Friday 24.01. 16:00 hrs
- Wednesday 19.03. 14:00 hrs to Friday 21.03. 16:00 hrs
- Wednesday 21.05. 14:00 hrs to Friday 23.05. 16:00 hrs
- Wednesday 23.07. 14:00 hrs to Friday 25.07. 16:00 hrs

- Venue: AIZ in Bad Honnef; others on request



# Urban Development and Climate Change

## Strategies and Collaborative Action for Resilient Cities

RFS 14

**Target Group**

The training targets GIZ staff working abroad or in headquarters as well as technical and management staff from GIZ’s partner organisations. The training is of particular relevance for experts working in or with local governments and those dealing with issues of adaptation to climate change and strengthening of resilience in an urban context.

**Benefits**

- At the end of the course participants will have
- gained a better understanding of the major challenges faced by cities, their administrations and their residents, in the light of global climate change as well as their respective roles and functions in addressing those.
  - better knowledge about existing approaches, methods and tools for strengthening urban resilience and how to apply them in country specific contexts.
  - designed in working groups concepts on how to initiate measures for resilient urban development in their particular contexts
  - shared and discussed existing experiences within GIZ’s cooperation framework.
  - strengthened networks between colleagues from different GIZ programmes and partner institutions

**Programme Structure**

The 4-days training programme is divided into 2 parts. Part 1 provides in-depth knowledge on the impacts of climate change on urban areas, on urban resilience in general as well as on relevant actors affected and/or involved. Part 2 offers appropriate methods, tools and approaches to tackle impacts of climate change and to strengthen urban resilience in country specific contexts

**Programme Topics**

- Impacts of climate change on cities and metropolitan regions
- Climate change, resilience and the urban poor
- The role of urban governance in strengthening urban resilience
- Adaptation planning: tools for urban vulnerability assessments
- Financing mechanisms for local / municipal climate actions
- The Role of Local Governments in future international climate governance processes
- GIZ experiences and future perspectives

**Methods**

A combination of different training methods will be applied, such as lectures and discussions, group work and short presentations in class. Case studies of GIZ projects and best practice examples will be presented and discussed. Role plays will help the participants to better understand needs and interests of relevant actors. Participants will have time and space for reflection and for linking the seminar contents to their specific background and working context.

**Language**

The training will be held in English.

**For your Planning**

Dates in 2014: July 28-31  
Location: GSI Bonn  
Training Hours: Monday – Thursday 09:00 – 18:00



# Gender Mainstreaming

RFS 15



**Your profile**

All online-courses are tailored to the needs of managers, decision-makers and young executives.

**Your Benefit**

- Knowledge | Using theoretical and practical learning methods that include a case study, participants will learn about the concepts, the main issues, and the relevance of gender mainstreaming.
- Competences | Participants will be able to understand and move forward on the gender mainstreaming issue in specific projects.
- Tools | Participants will get the theoretical and practical tools needed to apply gender mainstreaming in an organisational environment.

**Content**

A gender mainstreaming strategy aims to make changes to the different status of women and men in order to prevent discrimination and eliminate disadvantages that arise from gender differences. The European Union refers to gender mainstreaming as the „integration of equal opportunities“ in all policy actions, including legislation and programs, in all areas and at all levels.

The implementation of gender mainstreaming in an organisation requires a shift in the institutional culture. This means that policy processes should be reorganised in a way that incorporates gender mainstreaming structurally and not merely on an ad-hoc basis. Moreover, gender experts and civil society need to be included in policy-making processes. These are challenges faced by many organisations since the idea received global attention in Beijing in 1995.

This course will give define gender mainstreaming and look at various approaches and policies. Participants will apply gender mainstreaming in a case study. This will empower participants towards a practical application of gender mainstreaming projects.

**Methodologies**

This course will be rather supporting than teaching, facilitating rather than instructing. Each participant is embedded in a global community that can support his/her learning process.

**Tutored Online-Course**

1 July – 11 August 2014



# The European Union: Effective Partnership and Fund Management

## Module I: Structures, Decision-Making and Future Challenges in Selected Policy Fields

RFS 16

**Your Profile**

The course is directed at public administration executives (on the national, regional or local level) and management staff of the international development cooperation (GIZ etc.) who work in (potential) EU candidate states (Western Balkan countries and Turkey) or countries from the European Neighbourhood Policy area (Ukraine, Belarus, Moldova, Caucasus region, Northern Africa, Middle East)

**Your benefit**

A highly professional and internationally renowned training staff will provide you with both cutting edge knowledge and hands-on practical experience on the EU system and help you to explore the relevant issues and EU policies in an individual and tailor-made fashion.

The seminar will include an excursion to several EU institutions in Brussels and provide opportunities of exchanging experiences and professional networking.

Having completed the seminar the participants...

- have solid knowledge of structures and decision-making processes in the EU.
- are familiar with selected sector policies and their funding instruments.
- have formed effective international networks for future exchange.

**Programme and structure**

5-days training seminar, including one-day field trip to Brussels

**Content**

The seminar sessions will focus on the following topics:

- EU institutions & decision-making
- Who is who in Brussels and how to deal with the EU and its institutions
- Public procurement and state aid
- EU Funding

**Methodology**

A combination of different training methods will be used such as lectures and discussions, group work and short presentations in class. Case studies and best practice examples will be discussed. Participants have time and space for reflection and for linking the seminar contents to their specific background and working context.

**Combination**

The training course is the 1st module of a seminar series on “The European Union: Effective Partnership and Fund Management”

**For your planning**

- Dates in 2014: 30.03. - 05.04.2014
- Training Hours: Monday – Friday 09:00 – 18:00 hrs
- Venue: AIZ in Bad Honnef; others on request



# The European Union: Effective Partnership and Fund Management

## Module II: EU Funding Programmes and Instruments – Concepts and Practical Implementation

RFS 17

**Your Profile**

The course is directed at public administration executives (on the national, regional or local level) and management staff of the international development cooperation (GIZ etc.) who work in (potential) EU candidate states (Western Balkan countries and Turkey) or countries from the European Neighbourhood Policy area (Ukraine, Belarus, Moldova, Caucasus region, Northern Africa, Middle East)

**Your benefit**

A highly professional and internationally renowned training staff will provide you with both cutting edge knowledge and hands-on practical experience on the EU system and help you to explore the relevant issues and EU policies in an individual and tailor-made fashion.

Having completed the seminar the participants...

- are perfectly acquainted with performance criteria and procedures of IPA II and ENI,
- are familiar with expected modifications for the 2014 – 2020 funding period,
- have formed effective international networks for future exchange.

**Programme and structure**

5-days training seminar, including one-day field trip to Strasbourg of Luxembourg

**Content**

The seminar sessions will focus on the following topics:

- Association – Enlargement – Partnership: the European Union and its neighbouring countries
- EU funding instruments (IPA II and ENI)
- Project cycle management (PRAG, PCM)
- Keys to successful implementation EU funded programmes

**Methodology**

A combination of different training methods will be used such as lectures and discussions, group work and short presentations in class. Case studies and best practice examples will be discussed. Participants have time and space for reflection and for linking the seminar contents to their specific background and working context.

**Combination**

The training course is the 2nd module of a seminar series on “The European Union: Effective Partnership and Fund Management”

**For your planning**

- Dates in 2014: 25.05. - 31.05.2014
- Training Hours: Monday – Friday 09:00 – 18:00 hrs
- Venue: AIZ in Bad Honnef; others on request



# Fair and Sustainable Management

Fair and sustainable management is a key requirement for creating better development opportunities and eradicating poverty. The increasing globalisation of international trade relationships requires companies in our partner countries to permanently improve their competitiveness, unlock new markets and to manage resources efficiently. GIZ supports this by strengthening institutions and governance structures at the international, national and local level, which improve the conditions and promotional structures for fair and sustainable management.

The training offers with a focus on sustainable management target the expansion of competencies in the areas of promoting technology and innovation, consulting with SMEs, corporate culture and management, corporate social responsibility and green economy. The various offers range from basic developmental know-how through to special topics or methods (e.g. CEFE) in consideration of specific requirements from our partner countries (e.g. fragile states).



## Introduction to Innovation and Technology Development

FNW 02

### Your profile

This two-day seminar is intended for experts working on programmes for sustainable economic development to strengthen the innovative capacity of companies and to develop and implement innovation policies. It is ideal for internal employee training as well as for international experts.

### Your benefits

You will become familiar with the principal functions of an innovation system and the different approaches for the successful implementation of innovation development policy derived as a result, as well as the reinforcement of the innovative capacity of companies. The analysis of selected practical examples and learning experience focussed on implementation allows you to apply the learnings in your current or future work situation.

### Programme/Programme structure

After a short introduction in the functional innovation system model and the principal development approaches derived as a result, you will develop strategies for developing innovation based on examples from the professional life of the participants. You will receive an insight into the different approaches to developing innovation based on competence development/HCD (Human Capacity Development).

### Content

The dependence on primary resources is increasingly seen as a barrier for the establishment of sustainable economic structures in our partner countries. It is becoming clear that innovation capacity will be a key factor for the development and the permanent competitiveness of countries and companies. This is the focus of HCD programmes for developing innovation and technology.

On the international stage, Germany is considered to be a technology location and has a range of globally recognised institutions and facilities that are focussed on the successful transfer of knowledge and technology, from research to the technology-driven economy, and is an ideal location for practical learning.

Topics include:

- The functional innovation system model
- Approaches to innovation development. From the operational level through to knowledge and technology transfer and innovation policy

### Methods

A combination of methods focussed on learning by experience, including case studies, educational games and reflection rounds.

### Combination

The course is part of the first week's module in our Innovation Management School (see also FNW 03, MK 13 and LD 06).

### Languages

The course is offered in German or English as standard. French, Spanish or Portuguese is also possible.

### For your planning

Detailed programme available on request





# Innovation Management School 1

FNW 03

**Your profile**

You are an expert in knowledge and technology transfer (KTT) at a research institute, in a company’s development department, in an association, educational institution or a technology transfer institution.

**Your benefits**

After completing the three-week IMS 1 course you will be able to structure cooperations between research institutes, universities and companies and the associated knowledge and technology transfer (KTT) in an international environment as well as establish and expand international cooperations between companies and research institutes.

In dialogue together with participants, you will jointly reflect on your different experiences and develop implementation-driven strategies for knowledge and technology transfer.

You will implement the things you have learnt as part of your chosen transfer project and will receive support from our experts via e-coaching.

**Programme/Programme structure**

A three-week in-class training course that can be combined with practical visits to KTT facilities.

**Content**

The IMS 1 is focussed on the analysis and reflection of different KTT models, institutions and facilities, such as the Fraunhofer model, the Steinbeis approach or various transfer departments at research institutes and universities.

The main areas of focus of our IMS 1 are:

- Functions of innovation systems
- Bridging approach to intensify cooperation relationships between research and practice
- Technology transfer models

**Methods**

A combination of methods focussed on learning by experience, including case studies, educational games and reflection rounds. Input by international experts and time for exchanges of experience and reflection. Followed by e-coaching during implementation.

**Combination**

The IMS 1 can be used as a stand-alone course or as a follow-up and expansion to a dialogue forum or conference (see also FNW 02, MK 13 and LD 06).

**Languages**

The IMS 1 is offered in German, English, French, Spanish and Portuguese. Simultaneous translation may be required in some cases.

**For your planning**

On request



# Managing Sustainability

FNW 04



tutored e-course

**Your profile**

You are a specialist in sustainability management for a company or advise companies on issues relating to sustainability management.

**Your benefits**

The course imparts approaches and strategies for managing ecological, social and economic effects in companies. It strengthens your technical and management competence regarding the development and implementation of sustainability strategies in companies.

**Programme/Programme structure**

The course is structured as a blended learning course. After an introductory attendance session, participants receive virtual support in their learning process by mentors and experts. This involves regular online attendances and eCoaching sessions.

Certification by the Lüneburg University (Centre of Sustainability Management) is also possible on request.

**Content**

- Basics of sustainable development
- Introduction to sustainability management
- Sustainability strategies
- Cooperative sustainability management
- Standards for sustainability management
- Concepts and instruments for sustainability management
- Managing processes to implement sustainability strategies in companies

**Methods**

Blended learning. General case studies and specific examples from professional practice as part of participant reflection.

At the attendance sessions: various methods, learning games, reflection rounds. Input by international experts and time for exchanges of experience.

**Duration of the course**

Approx. 150 h across about 4 months

**Languages**

English





# Practicing Private Sector Development in Fragile and Conflict-Affected Situations

FNW 05

**Your profile**

Private sector development (PSD) experts involved or in charge of programme design and implementation in fragile and conflict affected environments (CAEs). Practitioners and coordinators from the field. Donors and UN agencies and other international / national organizations' staff working for post-conflict recovery in the sub-region.

**Your benefit**

You will deepen your knowledge on theory, concepts and approaches of how to programme PSD interventions in conflict affected environments. Furthermore, you will gain experience on an international level and reflect on particular challenges on the basis of case-studies.

**Programme**

The Donor Committee for Enterprise Development (DCED, [www.enterprise-development.org](http://www.enterprise-development.org)) is the forum for donors and UN agencies seeking to improve the effectiveness of their work in Private Sector Development. DCED members increasingly operate in conflict-affected environments and recognise that PSD can be a vital tool in these contexts in order to promote economic development and peace. Against this background, the DCED Working Group on PSD in CAEs has initiated the development of an inter-agency training course under the auspices of the DCED and in co-operation with GIZ and ILO. The training module is based on the DCED framework to design and implement PSD interventions in a conflict-sensitive way understanding the linkages and contribution of PSD to all aspects of peace-building and development

**Content**

- Application of tools for conflict analysis with a private sector lens.
- Promotion of Private Sector Development through inclusive and participatory interventions.
- Approaches to PSD in fragile and conflict affected situations and sequencing: What works?
- PSD monitoring in conflict-affected environments.

**Recommendation**

Prior DCED reading on PSD in Conflict affected environments is strongly recommended:

- PSD in Post-Conflict Countries: A Review of Current Literature and Practice, DCED 2009
- PSD in Conflict-Affected Environments. Key Resources for Practitioners, DCED 2010

**Schedule**

- Monday 28th to Wednesday 30th of April

- The course starts at 8:30 in the morning and ends at 17:30 in the evening•

- Venue: AIZ in Bad Honnef, others on request



# ValueLinks Introductory Training Seminar

FNW 07

**Your profile**

- Domestic or international employee in business development
- Operate in the agricultural sector/other sectors of the economy

**Your benefits**

- Improved methodological competence in planning and implementing business development measures
- Qualification for value chain development
- Introduction to the GIZ ValueLinks development approach
- Exchange of experiences with expert colleagues and other projects

**Programme/Programme structure**

Monday

- Introduction to the development of value chains
- Formation of work groups
- Selection of value chains worthy of support
- Value chain analysis

Tuesday

- Development of value chain development strategies
- “Development of the cocoa value chain in Ecuador” project example
- Principles of process facilitation

Wednesday

- Excursion relating to the milk value chain
- Strategy development role-play in the milk value chain
- Presentation of work group results

Thursday

- Value chain development instruments: improvement of business relationships, services, development partnerships, standards

Friday

- Improvement of economic conditions
- Monitoring and evaluating value chain projects
- Discussion of the work group results

**Content**

- Criteria and tools for value chain selection
- Preparation and quantification of value chain maps, economic analysis, investigation of environmental aspects (“greening value chains”) and social issues (“poverty mapping”)
- Analysis of market trends and market potentials, strategic development instruments, identification of barriers to development in the value chain
- Facilitation of change processes, formats for suitable dialogue processes and forums
- “Inclusive Business Models“, financial and non-financial services, cooperation with the private sector, product, social and sustainability standards, political dialogue
- Impact model and project evaluation

**Methods**

- Powerpoint presentation of the 11 ValueLinks modules
- Application of the approach on example value chains in work groups
- Discussion of the work group results
- Field trip to the milk value chain

**For your planning**

- Implementation language is English
- Dates in 2014: 30/6-4/7/2014
- Location: Feldafing (near Munich), GIZ Internationales Bildungs- und Begegnungszentrum (International Education and Meeting Centre)
- Course times:  
Monday – Thursday 8.30 a.m. – 5.30 p.m.,  
Friday 8.30 a.m. – 2 p.m.
- Registration deadline: 16/05/2014



# Study and technology tours to Bavarian trade fairs

FNW 08

**Your profile**

- National Local Staff of GIZ
- Counterparts of GIZ projects

**How you benefit**

This study tour is designed to meet the needs of international experts working in thematic fields of sustainable topics such as organic food (BioFach), water and waste management (IFAT) and/or climate change (RENEXPO). It will provide an overview of current issues, practices and debates in the field of selected sustainable topics and will offer the opportunity to get business contacts to companies and institutions.

**Programme structure**

- Organization of study tours and well prepared B2B meetings with exhibitors on selected trade fairs
- Pre- and post-seminar on preparation of individual B2B meeting strategy and maximising the meeting results for the individual work context
- Providing a technical support programme
- Customized modules like professional insight in selected companies or specific study tours can be added

**Content**

- Preparation of the visit: flights, visas, health insurance, hotel booking, transportation and other travel logistics, selection of trade partners, interpreters;
- Development of a pre- and post-seminar;
- Preparation of B2B „matchmaking“ rounds between the participants and the exhibitors with the aim of business contacts to Bavarian companies;
- Support in the preparation of activity plans for maximising the meeting results for the individual work context
- Creation of a program booklet and arrangement of a dialogue with representatives of Bavarian institutions / organizations
- Providing a feedback form with follow-up interviews in the home country of the participants

**Methodology**

The visit of international trade fairs in Bavaria is based on participation, diversity and practical orientation through targeted exchange and dialogue. An introductory seminar will provide the relevant background information on the different sustainable topics and prepare for the B2B meetings. After participation in the trade fair participants will be supported in the preparation of individual activity plans. In addition to the visit of international trade fairs, technical visits to governmental sector institutions and companies will be provided.

**Certification**

The participant will receive a GIZ certificate upon successful completion of the study tour and seminar.

**For your planning**

This course is held on request on selected trade fairs.  
Duration: 5 days (including study tour programme 7 days)  
Study tours are usually offered in English or with interpretation on request.  
Location: Bavarian trade fair location and GIZ International Training and Conference Centre, Feldafing (near Munich).

**Dates**

1 day preparation, 2 days Fair, 2 days follow-up strategies  
(2 days study tours in addition if desired)

BioFach, Nuremberg: 11 – 15 February 2014  
IFAT, Munich: 05 - 09 May 2014  
RENEXPO, Augsburg: 08 – 12 October 2014

Application deadline:  
BioFach: 06 January 2014  
IFAT: 21 March 2014  
RENEXPO: 22 August 2014



# Sustainable Development Through Tourism

FNW 09

**Your profile**

GIZ employee (AMA, NP, EH) and/or experts and managers (from municipalities, ministries, associations, park authorities, etc.) who are involved in tourism-based consulting in partner countries as part of German DC programmes.

**Your benefits**

Strengthening of the creative skills and decision-making competencies of (DC) experts and managers, especially in the topic of „Sustainable Development Through Tourism“. The application of innovative and established instruments for sustainable tourism planning and tourism management allows us to support you in achieving your programme/project objectives (e.g. private business development, value chain development, regional development and planning, sustainable use of resources/valorisation or biodiversity/environmental protection).

**Programme/Programme structure**

The programme is aligned to the individual requirements of the projects and partner institutions. The guiding principle is the localisation of the programme in Germany’s tourism regions, which had to deal with similar challenges in the tourism sector as are currently being faced in many partner countries:

- Weak economic structure and infrastructure
- Underdeveloped tourism structures
- Low regional self-conception as a tourism region

Possible components include one- to multi-day training units, excursions and practical expert presentations. These are complemented by one-on-one coaching, online-based, moderated follow-up (e.g. blogs and other social media) and the organisations and supervision of shadowing tourism administrations and companies within Germany.

**Content/modular structure**

The offer is divided into 5 flexible modules and focuses on the latest developments relating to the development of sustainable tourism development.

- Module 1: Sustainable economic development and broad-based employment
- Module 2: Good governance and political framework
- Module 3: Regional and community development
- Module 4: Protection and valorisation of biodiversity
- Module 5: Energy and resource efficiency, climate protection and adaptation

**Combination**

The modules can be combined. A focus on select modules is also possible.

**Methods**

A feature of the offer is its focus on the East German tourism regions which recently experienced the establishment of sustainable tourism planning and tourism management due to its development following reunification as well as Bavaria as the most visited tourist region in Germany.

Examples of possible excursion locations are model tourism regions in South and East Germany with a focus on Bavaria, Thuringia and Saxony.

This may include nature reserves (e.g. the Allgäuer Alps, Thuringian Forest, Bavarian Forest National Park, Berchtesgaden, Saxon Switzerland, Hainich and Rhön, Middle Elbe Biosphere Reserve) as well as cities (Munich, Bamberg, Dresden, Wittenberg, Weimar, Meißen, etc.) and other sustainably managed model tourist locations.

The learning concept is based on participation, diversity and practical application. Besides the technical input, the focus is also on cooperative learning, i.e. learning in a group, from other participants, in discussions and in dialogue.

**For your planning**

Course language: English Dates in 2014: 08 - 17 September 2014  
This course can also be offered in French, Spanish, Russian and a national language with translation would also be possible.

Registration deadline: 11 July 2014  
Venue: GIZ Internationales Bildungs- und Begegnungszentrum (International Education and Meeting Centre) (near Munich).



# Health

It is expected that specialists in international cooperation act as responsible role-models in the areas of social development, including HIV & AIDS. The impact extends to almost all sectors and areas of life.

Important questions relating to the HIV/AIDS epidemic include: What strategies is the German DC pursuing in order to achieve the goal of „Combating HIV/AIDS, Malaria and Other Diseases“ (MDG 6) formulated in the millennium objectives? What measures must be taken so that the principles specified by the International Labour Organisation (ILO) is reflected in the design of workplaces? What contribution can you make at the workplace and in your everyday life?



## HIV/AIDS: From Basic Knowledge to Good Understanding

GH 02



tutored e-course

### Your Profile

- This E-Learning course is an introduction to the issues around HIV/AIDS in countries with high infection rates. In those countries the impact of the epidemic is tremendous and complex. Therefore, the international cooperation has to take this into account during the planning and implementation of their programmes and projects. Due to the fact that most programmes and projects are somehow affected by the epidemic, it is furthermore the responsibility of the organisations to offer well informed professionals to their partner countries. Within this context UNAIDS speaks of ‘HIV/AIDS competence’.
- This competence is regarded as essential for those who are working in countries with high infection rates. Nearly all countries in sub-Saharan Africa have a high HIV prevalence. Therefore the course is especially designed for those who are working in this region.

### Your benefit

At the end of this module you will ...

- have an overview of the biomedical aspects of HIV and AIDS
- have an overview of the global epidemic and regional differences
- have a good understanding of the development and situation of the epidemic in Africa and your home country
- have explored the stigma and discrimination suffered by people living with HIV
- have an overview of the various impacts of HIV and AIDS on the individual, families and other areas
- be able to develop a differentiated model which includes the individual, social, cultural and political factors which cause the spread of HIV/AIDS
- be familiar with the BMZ policy and some approaches of GIZ
- know the rationale behind a multi-sectoral approach to HIV and be aware of examples of mainstreaming HIV in different sectors

### Programme

The E-learning course consists of five modules:

The first module will offer you an overview of the biomedical aspects of HIV and AIDS. A basic understanding of this issue is regarded as essential for non-healthcare professionals who are working in high prevalence countries. The second module will deal with the scope of the disease. In order to develop effective interventions, we need to look at impacts. This will be done in the third module. The fourth module focuses on the social drivers of the spread of the HIV infection, especially in Africa. This last module is dedicated to the responses to HIV, including a review of different strategies and the role of various stakeholders.

### Methodologies

In the online course, each of the five modules consists of three main components:

- online lecture, providing you with the fundamentals
- online exercises based on the lecture
- assignment which will be posted to the tutor

The course will be tutored by a public health expert with theoretical and practical experiences in the field of development cooperation. Furthermore, the course offers some resources such as an online library and a glossary. Discussion forum, case study and exchange between participants are also part of the course.

### For your planning

- The tutored e-learning modules start on  
09.04.2014  
09.07.2014  
08.10.2014





# Enabling managers to design change

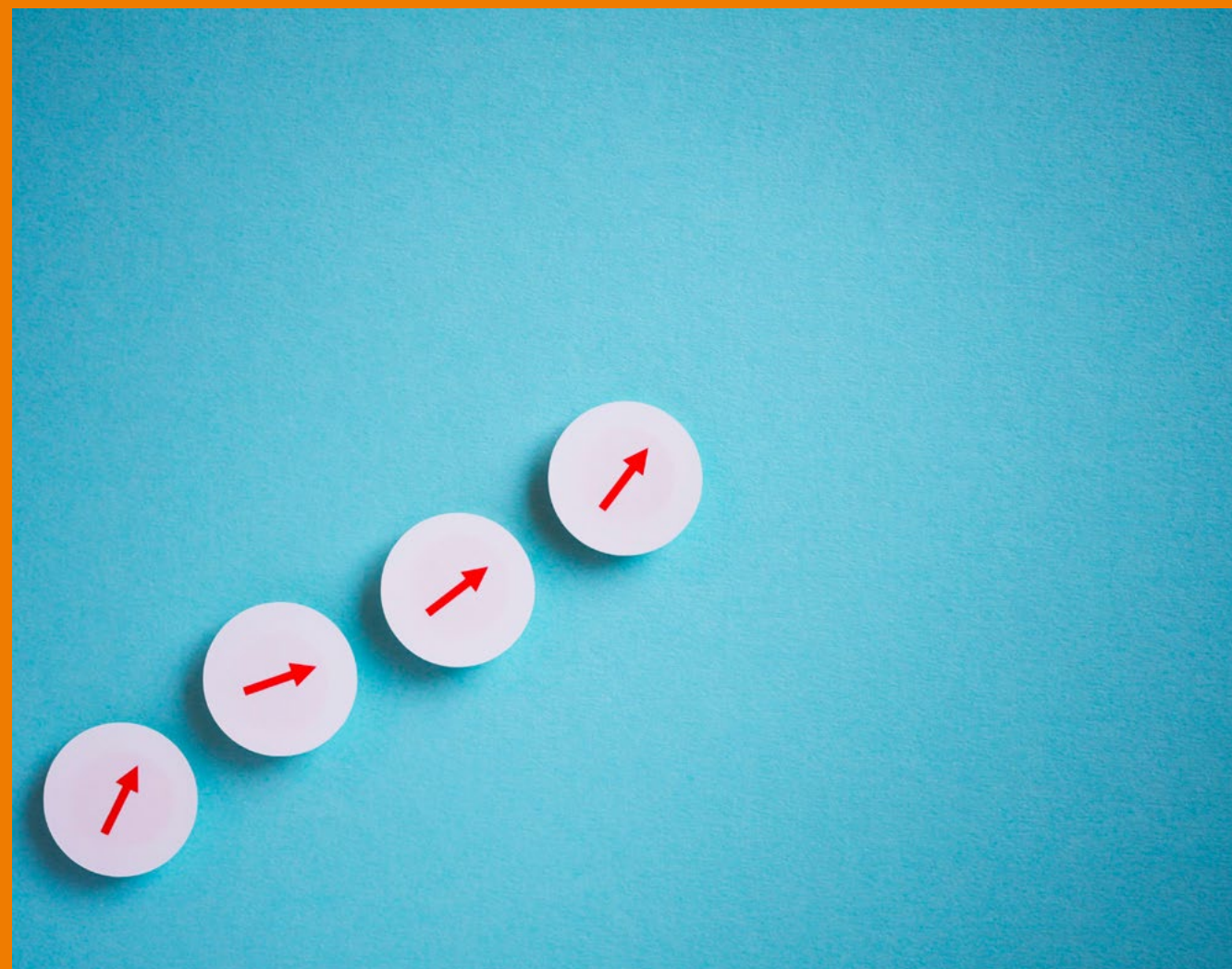
Managers and Process Owners support changes in companies, organisations and networks and found new companies. The more they have learned to motivate people, question processes and develop these processes in a targeted manner, the more competent they are at supporting change.

The desired effects and our products:

- Successful establishment of small- and medium-sized enterprises through start-up management
- Increase efficiency and ensure project and programme results with competent HR, finance and resource management in complex projects
- Resilience and adaptability of organisations with competent change management, i.e. organisational development and innovation management







# Management Competence

Management in international cooperation means organising or managing projects and evaluating and adapting them to changing circumstances to ensure that they remain effective with respect to the global sustainability objectives. To successfully tackle these management tasks, it is vital to identify and use the scope of action.

We provide culturally-adapted management processes that you can use across sectors. You learn about the various methods and instruments that you can specifically customise and flexibly use together with your partners.

Based on your existing knowledge and experience in international cooperation, you have a choice of courses that cover the basic know-how and competencies for purchasing or more advanced offers.



## Managing for Development Results – MfDR

MK 03

### Your profile

You are an expert or manager working in the field of international cooperation. Your aim is to focus your work on achieving results at various levels. Basic knowledge of project management is a prerequisite for this course.

### The benefits for you

The course will enable you to

- familiarise yourself with the concepts, instruments and processes involved in managing for development results in intercultural settings,
- gain an awareness of the distinctions between an objectives-oriented and a results-based approach in project/programme work,
- develop solutions to the specific challenges involved in results-based management in your own work,
- build your partners' capacities and harness their potential to manage for development results.

### Content

- The Paris Declaration on Aid Effectiveness and its consequences for management and supporting partners in defining and achieving relevant results,
- Correlation between an objectives-oriented and a results-based approach in project and programme work,
- Managing for development results in the context of international cooperation: concepts, principles and processes,
- The importance of incremental processes in achieving intended and unintended results,
- The integration of planning, monitoring, implementation and evaluation processes,
- Understanding the challenges involved in managing for development results in an intercultural context and developing problem-solving approaches.

You will be guided through the learning process by expert trainers. You can also request individual coaching if required.

### Methods

- Brief presentation
- Plenary discussion
- Practising the use of instruments
- Case studies
- Coaching

### Other relevant courses

A good combination is the course 'Monitoring Results and Evaluation (MK 05)', which deals with the essentials of results-based M&E in projects and programmes.

### Dates

- Courses in 2014
 

12.-14. February	12.-13. June*	15.-17. October
16.-17. April*	13.-15. August	10.-12. December

- Course times
 

Wednesday 14:00 – 17:30
Thursday 8:30 – 17:30
Friday 8:30 – 16:00

\* a 2-day training ends on both days at 17:30

- other dates on request

- Venue: AIZ in Bad Honnef; others on request



# Monitoring Results and Evaluation

MK 05

**Your profile**

- You are an expert or manager and you work in the field of Monitoring and Evaluation.
- You wish to assess the potentials and limitations of monitoring results and evaluation in relation to your project and develop a plan for applying it in practice.

**The benefits for you**

The course will enable you to

- understand the fundamentals of results-oriented monitoring in projects and programmes and gain an overview of the concepts and instruments involved,
- learn about processes for documenting results
- gain an awareness of the potentials and limitations of limitations of monitoring results in relation monitoring in relation to your project,
- identify initial steps for implementing results-oriented monitoring in your work context.

**Programme and structure**

The course lasts three days. It focuses on teaching methods geared towards practical application. The general objective is to promote individual competence in approaching and dealing with tasks in the international work context. You will be guided through the learning process by expert trainers.

**Content**

- Significance and characteristics of monitoring and evaluation,
- Important stages in results-oriented monitoring,
- Creation of results chains and results hypotheses (interrelationships between project activities, direct and indirect results), results indicators and a monitoring plan,
- Results Model of GIZ,
- Special aspects and challenges of monitoring and evaluation.

**Methods**

- Short presentations,
- Plenary discussion,
- Practising the use of instruments,
- Case studies,
- Coaching.

You can also receive individual coaching after you have started your assignment abroad if required.

**Other relevant courses**

This training course can be usefully combined with the course ‘Managing for development results (MfDR)’ (MK 03).

**Dates**

• Courses in 2014			
17.-19. February	16.-18. June	20.-22.October	
22.-24. April*	18.-20. August	15.-17.December	

• Course times

Monday - Wednesday 8:30 - 17:30

\* Tuesday- Thursday 8:30 - 17:30

• other dates on request

• Venue: AIZ in Bad Honnef; others on request



# Project Management – Advanced Level

MK 06

**Your profile**

You are acquainted with current ideas, concepts and tools for managing people-centred projects and programmes that combine capacity development and results achievement. This course is suitable for people already familiar with the basics of project management who have work experience in development cooperation.

If you are a project manager in the area of international cooperation, you may have observed that traditional project management approaches (such as the logical framework approach and project cycle management) do not provide the necessary inspiration or solutions for people-centred projects focusing on capacity development. This advanced course deals with new concepts and tools, using a collaborative learning approach.

**The benefits for you**

The course will enable you to

- gain an awareness of cutting-edge concepts for strengthening partner capacity, along with relevant processes and tools,
- learn about solution-focused approaches for harnessing the potential of partners and beneficiaries,
- understand how polarity management can help to deal with dilemmas in projects,
- assess the outcomes and impacts of people-centred interventions,
- apply the knowledge creation cycle in order to nurture knowledge generation.

**Content**

The following are suggestions only, as the programme will be adapted to meet participants’ needs:

- People-centred approaches that promote cooperation in development work,
- Capacity development: concepts, processes and tools,
- Potential-oriented approaches for harnessing the potential of partners and beneficiaries,
- Leadership development,
- Knowledge creation cycle: a concept and methods for nurturing knowledge generation in teams,
- Blending capacity development approaches with managing for development results (MfDR),
- Innovative approaches to monitoring and evaluating capacity outcomes,
- Poverty impact assessment (PIA): a method for ex-ante assessment of the impacts of development interventions

**Methods**

- Short presentations,
- Plenary discussion,
- Practising the use of instruments,
- Case studies,
- Coaching.

**Other relevant courses**

This course builds on the content of two other project management courses: ‘Managing for development results (MfDR) (MK 03)’ and ‘Monitoring Results and Evaluation (MK 05)’.

**Dates**

• Courses in 2014:

31. March - 03. April

30. June - 03. July

29. September -02. October

• Course Times:

Monday - Thursday: 8:30 -17:30

• other dates on request

• Venue: AIZ in Bad Honnef; others on request





# Capacity WORKS for the consulting sector

MK 12

**Your Profile**

You are a consultant or evaluator for GIZ programmes & projects in international cooperation.

**Your benefits**

This seminar will familiarize you with the GIZ Management-Model. You will be introduced to the essential elements of Capacity WORKS. You will analyze, reflect and learn to apply Capacity WORKS to your work. At the end of the seminar, you will be able to integrate Capacity WORKS into your projects. The certificate for this course is your confirmation of basic knowledge of the Capacity WORKS management model for future cooperation with the GIZ.

**Programme**

- Capacity WORKS basics and selected methods
- Relationship between Capacity WORKS and other instruments (exams, PFK, e-Val).

**Content**

The 5 Capacity WORKS success factors

**Strategy** – What is the right strategy to achieve goals and effects efficiently?

**Cooperation** – Which actors should cooperate to achieve common goals? Who do I need in order to reach my goals?

**Control Structure** – How do relevant actors make decisions?

**Processes** – Which processes in policy making have to be designed to create effects?

**Learning & Innovation** – How are learning organizations, systems of cooperation and fields of policy designed to enable sustainable development?

**Methods**

- Presentations, manuals and supporting media
- Exchange of experience, dialogues and discussion in study groups and plenary talks
- Case studies & tools for your work

You will have the opportunity to contribute your own experience and reflect on how to apply the course's content in interdisciplinary and international groups.

The course will be held by certified Capacity WORKS trainers.

**Combination**

We recommend to combine Capacity WORKS with either EP01 or EP02.

**For your planning**

• Dates in 2014:		
Wednesday 19.02.	12:00 hrs to	Friday 21.02. 16:00 hrs
Monday 26.05.	08:00 hrs to	Wednesday 28.05 12:00 hrs
Wednesday 27.08.	14:00 hrs to	Friday 29.08. 16:00 hrs
Wednesday 29.10.	14:00 hrs to	Friday 31.10. 16:00 hr

- Venue: AIZ in Bad Honnef; others on request



# Innovation Management School 2

MK 13

**Your profile**

You are a manager for innovation processes in a mid-tier company or advise mid-tier companies on the topic of innovation management

**Your benefits**

After completing the three-week IMS 2 course you will be able to improve innovation management and assess technologies in your company or as a multiplier when consulting with companies as well as establish and expand (international) cooperations between companies and research institutes.

In dialogue with participants, you will jointly reflect on your different experiences and develop implementation-driven strategies for knowledge and technology transfer.

You will implement the things you have learnt as part of your chosen transfer project and will receive support from our experts via e-coaching.

**Programme/Programme structure**

A three-week in-class training course broken down into 3 modules that can be combined with practical visits to companies and knowledge and technology transfer facilities depending on the place of implementation.

**Content**

The focus of IMS 2 is on work approaches and processes that promote innovations in companies as well as cooperation models for implementing joint research and contract research.

The main areas of focus of our IMS 2 are:

- Functions of innovation systems
- Innovation management in action
- Cooperation models

**Methods**

A combination of methods focussed on learning by experience, including case studies, educational games and reflection rounds. Input by international experts and time for exchanges of experience and reflection.

Followed by e-coaching during implementation.

**Combination**

The IMS 2 can be used as a stand-alone course or as a follow-up and expansion to a dialogue forum or conference. See also FNW 02, FNW 03 and LD 06.

**Languages**

The IMS 2 is offered in German, English, French, Spanish and Portuguese. Simultaneous translation may be required in some cases.

**For your planning**

On request



# International Project Management

MK 14



tutored e-course

**Your Profile**

All online-courses are tailored to the needs of managers, decision-makers and young executives.

**Your Benefit**

- **Knowledge** | Using a variety of online learning methods, participants will learn the basic steps of international project management and apply them to a real project they introduce to the course.
- **Competences** | Participants will be able to perform as project managers as well as understand their role and how to play it; they will also be able to communicate effectively within a cross-cultural business environment.
- **Tools** | This course equips participants with tools focused on project planning, software solutions, monitoring and evaluation.

**Methodologies**

This course will be rather supporting than teaching, facilitating rather than instructing. Each participant is embedded in a global community that can support his/her learning process.

**For your planning**

Tutored Online-Course  
3 June – 28 July 2014

**Content**

The term Project Management itself has a kind of vague, undefined shape to it. And it is certainly not an activity of simply creating a plan and then watching it play out perfectly. Being in control, keeping track of what's going on and knowing the difference between routines or standardised processes on the one hand and projects on the other is essential for success in today's business.

Project management is the approach to managing the introduction of new initiatives or organisational changes. It is an interrelated group of processes including knowledge, skills, tools and techniques that enables the project team to meet project requirements.

Nowadays, many important decisions in business, politics, education, health, and culture usually involve people from more than one nation. Therefore, an international project manager must have a variety of skills including an ability to identify resources, define objectives and time lines, produce a work breakdown structure as well as set up an effective project team, go for effective team communication, and resolve conflicts.



# International Training and Facilitation Skills

MK 15



tutored e-course

**Your Profile**

All online-courses are tailored to the needs of managers, decision-makers and young executives.

**Your Benefit**

- **Knowledge** | Through a variety of online learning methods, participants will understand the roles of a presenter, intercultural communicator, facilitator, trainer, and negotiator.
- **Competences** | Participants will be able to display the key skills needed as an effective trainer, facilitator, and negotiator and be able to use these to guide teams and group sessions using cross-cultural communication techniques.
- **Tools** | This course gives participants the tools they need to improve their presentation and facilitation skills as well as cross-cultural communication techniques..

**Methodologies**

This course will be rather supporting than teaching, facilitating rather than instructing. Each participant is embedded in a global community that can support his/her learning process.

**For your planning**

Tutored Online-Course  
11 February – 29 April 2014

**Content**

In today's world, globalisation affects every business. The success and sustainability of international programs, projects and missions, be it in international development, diplomacy, international business or peace operations, depends on the ability to navigate successfully across cultures.

Many international ventures fail due to cultural differences. This means that intercultural expertise is now increasingly being recognized as a fundamental element for success on the global stage. Modern facilitators face this challenge and it is essential for them to understand cross-cultural issues and supplement their facilitation skills.

This course provides the foundations for participants to better understand facilitation and how to achieve ideal results in an international setting.



# Virtual Collaboration

MK 16



**Your Profile**

All online-courses are tailored to the needs of managers, decision-makers and young executives.

**Your Benefit**

- Knowledge | Using various online learning methods, participants will learn about how to work with and lead virtual teams and what technologies are available on the market. Participants will also look at project management and conflict resolution in intercultural teams.
- Competences | Participants will be able to identify the competencies, roles and motivation of online collaborators, build trust, choose the right media for the job and be able to deal with cross-cultural issues and conflicts.
- Tools | This course equips participants with tools focused on facilitation and conflict resolution within a virtual team as well as on virtual communication technology itself.

**Content**

Information technology enables us to work in dispersed groups, at different places, crossing time zones as well as organisational and cultural boundaries. Thus, managing virtual teams has become the norm for many organisations.

However, building and managing virtual teams requires a different skill set than working with traditional hierarchies within organisations. In virtual teams, the project manager might not have line control or full-time access to the team members. These new challenges require special competences and knowledge in order to establish and maintain a successful working environment.

This course will guide participants through the main issues of virtual teamwork and train them for the challenges dealing with the differences of a team working mainly online.

**Methodologies**

This course will be rather supporting than teaching, facilitating rather than instructing. Each participant is embedded in a global community that can support his/her learning process.

**For your planning**

Tutored Online-Course  
8 April – 26 May 2014



# Organisational and Personnel Development

How do we transform uncertainty, upheavals and constant change into effective, forward-looking developments?

**Shaping transformation processes: Systematic organisational development – HR development – change management**

The basis of sustainable development are adaptable, resilient organisations with a focus on agility and decisive designers. Consultants, as well as managers of change processes, are tasked with understanding complexity and viewing uncertainty as a mobilising resource. This is the only way that transformation processes can be formed effectively in consideration of various stakeholders.





Anyone dealing with issues relating to transformation processes at an international level, on the relationship between the organisation and the cultural context and with a systemic view of organisational and personal development will find expert support here. Our learning offers can

be tailored to focus on your personal, social, methodological and/or managerial change competencies.

This will allow you to contribute to ensuring that global change benefits more people in international cooperation.



# Organisational development in practice (advanced level)

OPE 03

**Your Profile**

You are an experienced expert and/or manager supporting partner organisations in implementing internal change processes. You have already participated in a training course on systemic organisational development, and have at least one year’s experience in supporting organisational development. You have also been advising partner organisations for at least six months, and have a specific example of a change or role scenario that you can share with other participants.

**The benefits for you**

- The course will enable you to
- draw on your practical experience of change processes,
  - develop/modify the design and structure of interventions,
  - conduct case-specific analysis of selected methods and instruments,
  - reflect on your own role in the change process.

Using examples from participants’ own experience, you will enhance your ability and scope to shape change in the context of the potentially conflicting demands of organisations and projects. The focus is on reflecting on change processes you have experienced in partner organisations and considering options for shaping these processes in future.

**Programme/structure**

The course runs for two days and provides an opportunity to reflect on how processes can be shaped and the role you can play. In small groups of three to six people, you can speak frankly about ideas and suggestions for future action.

The teaching and learning processes will be accompanied by expert trainers.

**Content**

There is no pre-set content for this course, as it is based on participants’ needs and their case studies. Participants will formulate their expectations and learning objectives at the start of the course.

- If required, the course will deal with cross-cutting issues, such as:
- Measures for improving communication and cooperation in organisations,
  - Gestalt-based organisational advice and development,
  - Options for dealing with resistance,
  - Basic principles of transactional analysis.

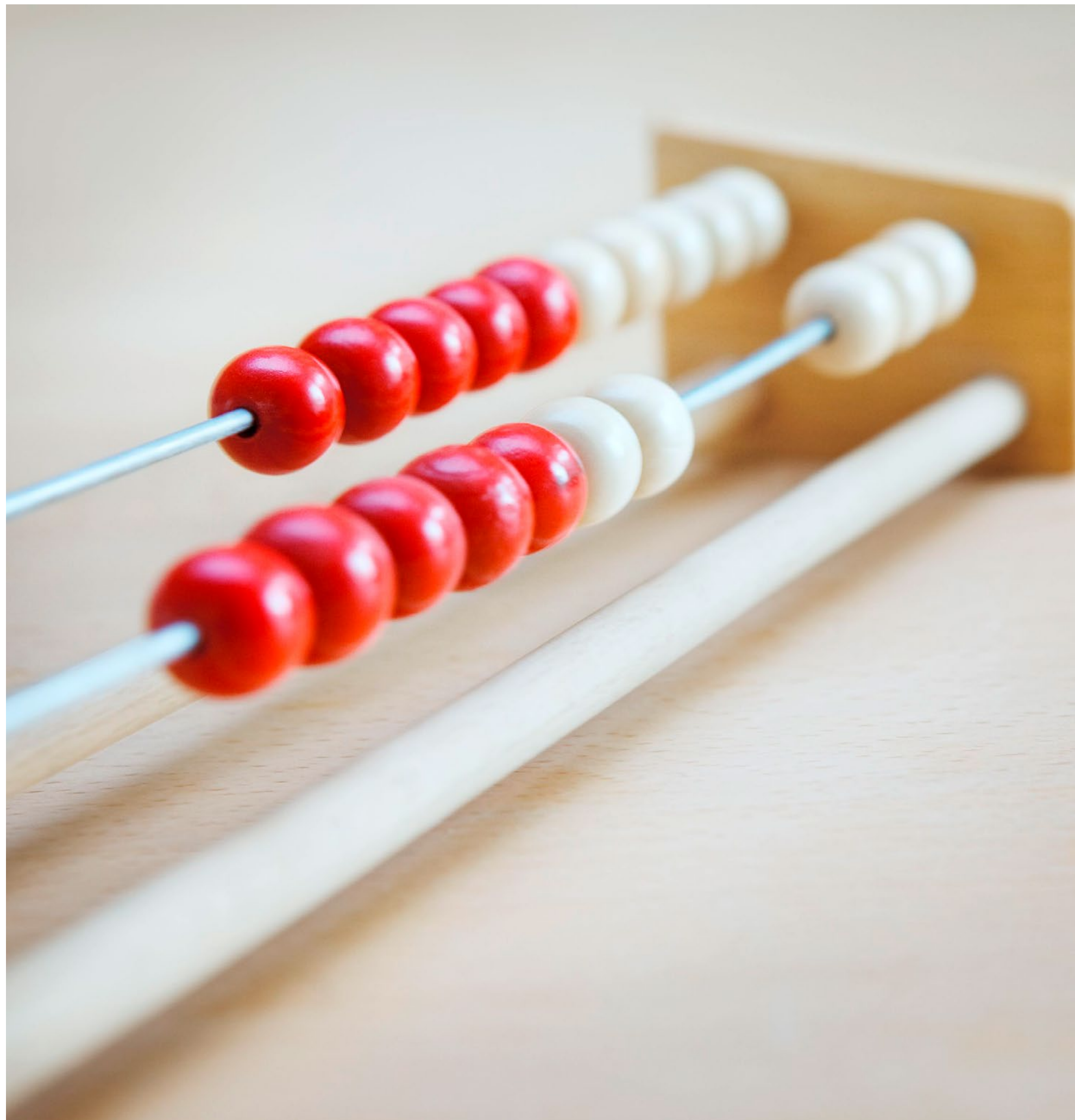
**Methods**

The course employs the following methods:

- Peer-to-peer advice,
- Coaching by trainers,
- Constellation work,
- Group supervision,
- Gestalt-based coaching interventions.

**For your planning**

- Courses in 2014:
  - 02. - 03.July
  - 01. - 02.October
- Course Times:
  - Wednesday - Thursday 8:30 – 17:30
- other dates on request
- Venue: AIZ in Bad Honnef; others on request



# Strengthening trainers and advisors in their role as multipliers

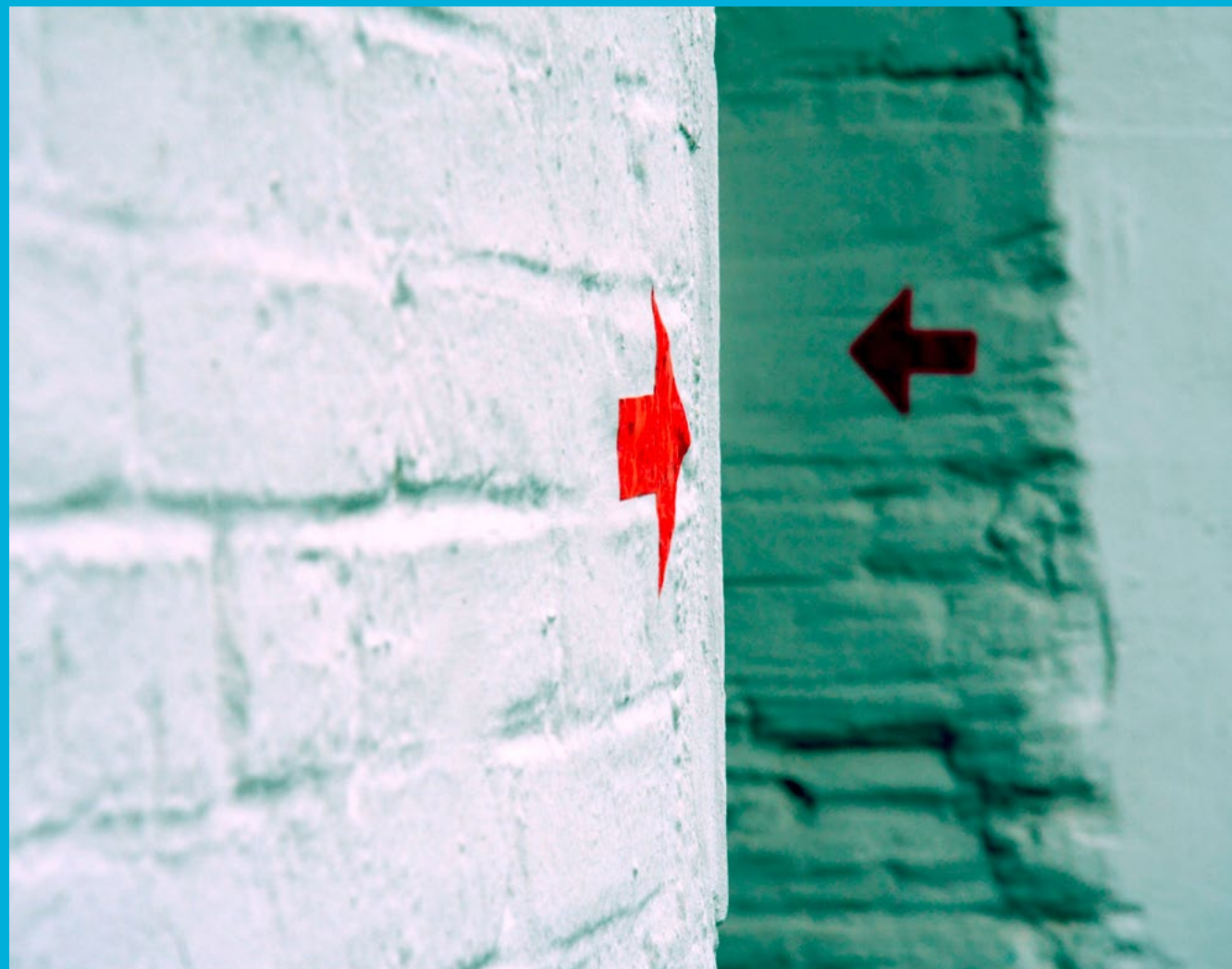
The AIZ is a pioneer in sustainable learning. To ensure the quality of our measures and to share our methods with others, we provide information, qualification and networking opportunities for trainers and consultants. Because, only by ensuring that good trainers work in good training systems in our partner countries and in our training association can we ensure a far-reaching and sustainable learning impact. That's why we prepare trainers and consultants in their roles.

The desired effects and our products:

- Trainers in adult education improve their professional, methodological-didactic, personal and social competence. Your expert knowledge is passed on to others. You apply your competencies and learning to reflected practice. Knowledge transfer takes place by networking with other trainers and training institutions.
- Trainers in professional education and training improve their educational and didactic competencies. Organisations become more professional with curriculum development, the preparation of materials, needs assessment, licensing and planning, organisation, management and evaluation of qualification processes.
- Consultants in international cooperation fulfil their role professionally and contribute to innovations and perfectly tailored solutions.







# Consultation Competence

Individuals involved in international cooperation are often required to support partners (organisations) in change processes and provide professional advice in this regard.

In order to achieve sustainable effects, you must always consider, review and constantly adapt your consulting approach in line with the surrounding circumstances. Consultants not only require professional conceptual competencies, they also require know-how in order to actively establish relationships with their customers to be able to manage processes at a consulting level. The basis for this are personal, social and methodological consulting competencies.

The course and coaching offers described here teach you how to assess your personal skills as a consultant, constantly improve these skills and how to apply them in a targeted manner. Whether you operate as an international consultant in the public or private sector: we provide support for your professional activities.



## Roles and Competencies in Consulting

BK 02

### Your Profile

You have been assigned to an advisory position abroad in a managerial or expert role and wish to extend your practical advisory skills.

### The benefits for you

The course will enable you to

- gain an insight into the diversity of the consultant's role,
- assess your personal skills as a consultant and continuously improve them,
- review your consultant skills in the context of an intercultural work environment,
- actively build relationships with your clients,
- gain an awareness of the potentials and limitations of specific advisory interventions.

### Programme and structure

The five-day course focuses on the systemic approach to advisory services. The training emphasises the personal dimension in designing advisory processes. This takes into account the intercultural implications of the advisory context, helping you to work more efficiently and successfully. The course employs teaching methods geared towards practical application. You will be guided through the learning process by expert trainers.

### Content

- Models and methods for analysing the various aspects of an advisory assignment,
- Steering advisory processes,
- Orientation in the diverse roles taken by consultants in the field of international cooperation,
- Performing, monitoring and adapting your advisory assignment in a given context,
- Pro-active development of client relationships,
- The importance of culture in the advisory context,
- Your personal understanding of your role as consultant, your strengths and the areas where you can learn more.

### Methods

You will be working with the following techniques, which you will also use as a consultant:

- Clarification of the assignment – the triangular contract,
- Reflecting on your own actions and the process,
- Feedback,
- Interviewing techniques,
- Reframing,
- Drafting hypotheses,
- Appreciative inquiry.

Training methods such as video feedback and interactive dialogue supplement the above.

### Other relevant courses

The course 'Understanding organisations – supporting change processes (OPE 01)', which is only available in German, covers topics complementing the above and takes a closer look at models and instruments for designing change processes.

### Dates

- Courses in 2014:
 

13.-17. January	12.-16. May	08.-12. September
10.-14. February	10.-13. June	13.-17. October
10.-14. March	14.-18. July	10.-14. November
14.-17. April	11.-15. August	08.-12. December

- Course times:  
Monday to Thursday 08:30 - 17:30  
Friday 8:30 – 16:00

- other dates on request

- Venue: AIZ in Bad Honnef; others on request





# Human Resource Development Consulting

BK 03

Your profile

You are an expert an/or manager and support partner institutions or customers in change processes. A key focus is human resource development, for which you provide competent advice and support.

Your benefits

As a human resource development consultant, you will become a key figure for successful consulting and project work with varying complexity.

The AIZ is a partner that has worked in the area of international (development) cooperation for over 45 years and who has relevant experience in consulting on human resource development measures. The internal GIZ Human Capacity Development approach for developing competencies is the benchmark for German DC/ IC projects.

Programme/Programme structure

- Human resource development across the organisation’s entire system
- HRD strategies, instruments and measures and further training
- Competence management
- Complexity and challenges of strategic international HRD
- Various HRD concepts, their strengths and weaknesses (benchmarks)

Content

- Familiarise yourself with self-conception and HRD tasks and core processes
- Understand the acquisition of international core competencies
- Strategic HR development as part of organisational development
- Strategic international HR development
- HR development cycle – intercultural
- Management development
- Establishment and development of operationally relevant content

- Organisational culture and learning organisations
- HR development – quality assurance and evaluation
- International intercultural standards and best practices
- Assignment specification and consultant relationship
- Context and situation analysis
- Identify influencing factors and understand hierarchies and power structures
- Intercultural communication and discussions

- Process and project management – fundamentals, use regular feedback and contact as control
- Plan and implement the focus on results and effectiveness

Methods

- Interactive input and motivational presentations
- Practical presentation examples
- Joint examination of case studies
- Face challenges and identify solutions
- Work on real personal cases
- Simulations and scenarios
- Feedback, self-image – public image
- Group discussion
- Individual work – investigating a priority
- Agree on transfer activities

Combination

Coaching for HR development consultants

For your planning

- Dates in 2014: on request

- Course times: 2.5 days

- Languages: May be held in English on request.

- Training locations: AIZ in Bad Honnef; other venues on request





# Building and consolidating leadership responsibility

Managers have a wide range of tasks. They are responsible for operational management and help to shape changes. They promote innovations and tap the potential provided by the diversity of individuals. They develop strategies and manage employees. They are responsible for the forward-looking alignment of the internal organisation and successful positioning in cooperations and networks. Our dialogue- and values-based approach also highlights the responsibility of managers for the common good.

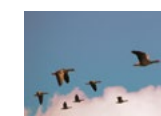
To support them in the permanent fulfilment of their tasks, our programmes reflect on their attitude and role together with the managers themselves. We prepare various management and strategy development models. When working on individual challenges, we enable participants to change their perspective and give them a systemic understanding of their scope of action.

Our products:

Managers that expand and reinforce their managerial responsibility, help to sustainably shape companies, organisations and society.

- Management in cooperation (who am I managing with?)
- Diversity management (who am I managing?)
- Management for innovation (how do innovations arise?)
- Shaping transformation (what situation am I managing from?)
- Strategic management (what situation am I managing to?)
- Employee and team management (how am I managing?)

We also provide leadership development with a focus on certain areas such as professional education and training or on adaptation challenges, such as climate change.





# Leadership Development

In the 21<sup>st</sup> century managers are faced with new challenges and requirements that demand specific leadership competencies. Global crises cannot be resolved by cosmetic adaptations to old systems, rather comprehensive, transformative changes are required, which are increasingly developed collaboratively in international and inter-sectoral networks.

GIZ approach responds to these challenges and is effective on three levels. Through processes at the individual we enable managers to contribute to comprehensive changes within their scope of influence. Comprehensive reflection processes and a change of perspective open new opportunities to consciously and deliberately develop your attitude, competencies and role in management situations depending on the environment. These managers then provide room for innovations and initiate strategic processes for the forward-looking alignment of the internal organisation in cooperations and networks. A dialogue- and values-based approach also covers the responsibility of key individuals for the common good and for sustainable development.



## Constructive Negotiation Using the Harvard Method

LD 01

### Your profile

This offer is intended for managers and junior managers in the area of DC/IC who would like to acquire and practice the necessary competencies for both individual negotiation situations as well as for complex group negotiations and also want to reflect on and systematise existing practical experiences.

### Your benefits

As a manager in the area of DC/IC, you must be able to place project-related topics with different agents, constructively represent interests, generate viable and sustainable solutions and foster relationships with the negotiation partners.

The objective of the training is to prepare for and implement these kinds of constructive, development-focussed negotiations in a targeted manner. The training focuses on potential negotiation situations in international cooperation and considers intercultural aspects.

### Programme/Programme structure

- Introduction and getting to know each other
- Assessment of your personal negotiation style
- Development and application of the individual HARVARD principles
- Bilateral negotiation exercises
- Multilateral negotiation scenarios (three 1-hour negotiations with video recording)
- Evaluation of the individual behaviour
- Reflection and forecast of your personal learning process

### Content

- Avoidance of struggles for position
- Separation and adequate handling of personal and objective levels
- Analysis of personal and external interests
- Development and use of options
- Development and use of objective criteria
- The importance of next-best-alternatives (NBA)
- Delegation negotiations: dynamics, role assignment, negotiation planning
- Consideration of (inter)cultural style of negotiation

### Methods

The HARVARD model forms the methodological basis of the training. It is the world's leading negotiation concept and is applied at both the political level as well as in bilateral and multilateral negotiation situations in everyday professional and personal life.

- Visualisation and brief interactive presentations and discussions
- Experiments and negotiation exercises
- Multi-level simulation with bilateral and multilateral negotiation situations
- Video recording of the negotiations and camera feedback
- Film extracts from real national and international negotiations
- Supporting seminar reader
- Negotiation film (optional evening programme)

### For your planning

- Dates in 2014:
  - 10 - 12 March 2014
  - 11 - 13 June 2014
  - 30 September - 02 October 2014
  - 02 - 04 December 2014
- Course times:
  - Three-day course:
  - Tuesday – Thursday 9.00 a.m. – 6.00 p.m.,
  - Thursday 9.00 a.m. – 4 p.m.
- Training locations: AIZ in Bad Honnef; other venues on request





# Leadership Development as a Lever for Structuring Transformation Processes in International Cooperation

LD 03

**Your profile**

The offer is focussed on (junior) managers and decision-makers in the field of international cooperation (IC), who (co-)manage change processes with international teams under difficult conditions in complex agent constellations and reflect on and develop both their understanding of management as well as expanding their options for action.

Our learning and action format supports managers and process owners with the motivation of helping to structure comprehensive changes on the path to sustainable development. You are prepared to question existing mentalities and are open to new approaches and methods.

**Your benefits**

- You will reflect on your leadership and team behaviour and consciously work on your own behaviour and role in relevant transformation processes. This will also strengthen your self-perception skills and the perception of others – only those that can lead themselves, can also lead others!
- In dialogue with other participants and the process supporters you will prepare a competence framework relevant for you, which you can work on for the duration of the course and in which you, together with others, can also work on additional learning journeys in your context of implementation.
- In addition to a tried and tested insight into the theory, you will also receive suggestions from experts on how to effectively deal with transformation processes. These require your full attention as process management as well as a high tolerance for ambiguity and resilience and the productive handling of errors and coincidences.
- You will actively network with professional colleagues and expand your global networking radius with a trustworthy peer group with which learning can continue after the end of the course.

**Programme/Programme structure**

The offer combines the formats of a learning workshop, a learning journey and coaching depending on the context and the objective in order to combine the work on your personal understanding of management and your role with the necessary competence reflection on methodical approaches and effective practical implementation.

Our process supporters are also coaches and establish the framework for a self-managed learning process, which helps you to successfully overcome future management challenges with effective approaches.

**Methods**

- Empowerment didactics
- Transformative learning
- Systemic practical relevance

**Topics**

- Management in cooperation with innovation
- Transformation structure
- Diversity competence
- Strategic and employee management

As the change agent responsible for your own learning process, you select the relevant stops along the journey that we will head towards together.

**For your planning**

You individual requirements are clarified in the first consulting meeting. The duration, time and number of participants on our multi-day learning journey can then be flexibly agreed in line with your requirements.

This can be implemented in Germany, using our Learning Landscape, or at another venue. We are also happy to establish out learning workshop within the context of your work together with you if desired and help you to process the results.



# Leadership and Strategy

LD 04



tutored e-course

**Your Profile**

All online-courses are tailored to the needs of managers, decision-makers and young executives.

**Your Benefit**

- **Knowledge** | Through a great variety of online learning methods, participants will learn about market analysis, financial planning and management styles.
- **Competences** | Participants will be able to identify where change might be needed and how to manage it, to analyse markets, to undertake risk management and financial planning.
- **Tools** | This course equips participants with tools focused on market analysis, financial planning, risk management, corporate sustainability, and change management.

**Content**

„For every problem there is a solution which is simple, clean and wrong.“ This quote from Henry L. Mencken is a wake-up call to managers who mistakenly think that making a change in just a part of a complex problem will bring the solution to the whole system.

Leaders often have to work on the basis of bewildering and uncertain complexity. Nowadays, management problems are rarely simple and unambiguous and require a wide range of competences. Therefore, success on the ground needs diverse ways of thinking about problems and solutions.

This course takes an in-depth look at the challenges faced by leaders domestically and abroad. It introduces participants to systems thinking and looks at market analysis, financial planning, risk management, and financial planning. as strategic leadership issues.

**Methodologies**

This course will be rather supporting than teaching, facilitating rather than instructing. Each participant is embedded in a global community that can support his/her learning process.

**Tutored Online-Course**

11 March – 5 May 2014



# Assertiveness and Leadership Qualities

LD 05



**Your Profile**

All online-courses are tailored to the needs of managers, decision-makers and young executives.

**Your Benefit**

- Knowledge | Using a variety of online learning methods including self-analysis and practical examples, participants will learn about the concepts and nature of assertiveness.
- Competences | Participants will be able to overcome feelings of fear and anxiety that have hampered their assertiveness in the past.
- Tools | This course gives participants the tools needed to apply assertive behaviour in life and work.

**Content**

The times of lonely decisions and unreflective execution of orders no longer meet modern requirements for teamwork and the need for specialised division of labour. As a technique used in modern business for successful interaction with staff and business partners, being assertive does not simply mean to be comprehensive or to assert one's rights. It is also the ability to expresses ones views in the proper manner without fear or anxiety in order to obtain desired goals. Assertiveness refers to an attitude of understanding.

This course is aimed at raising awareness of the nature of assertiveness, at developing assertive habits with clear goals in mind and avoiding negative assertive behaviour.

**Methodologies**

This course will be rather supporting than teaching, facilitating rather than instructing. Each participant is embedded in a global community that can support his/her learning process.

**Tutored Online-Course**

7 October – 17 November 2014



# Innovation Management School 3 (IMS 3)

LD 06

**Your profile**

You are a decision-maker in an institution in the national innovation system, e.g. research institute, a company's development department, associations, education facilities, technology transfer institutions, development bodies, science ministries and their implementing organisations.

**Your benefits**

After completing the three-week IMS 3 you will be able to design and implement development programmes for innovation systems with regard to international cooperation.

In dialogue together with representatives from other institutions, you will jointly reflect on your different experiences and develop implementation-driven strategies for knowledge and technology transfer.

You will implement the things you have learnt as part of your chosen transfer project and will receive support from our experts via e-coaching.

**Programme/Programme structure**  
A three-week in-class training course divided into 3 modules that can be combined with practical visits to facilities that promote innovation depending on the place of implementation.

**Content**  
The importance of the innovative capability of companies and the performance of innovation systems (IS) for the competitiveness of companies is constantly increasing as a result of globalisation, digitalisation and the increasing interconnectedness of the economy and its knowledge basis.

For SMEs to successfully counteract this pressure to innovate, this requires national innovation systems to be strengthened and an improvement in the framework for innovations as well as the reinforcement of the internal capacity for innovation. The IMS 3 focuses on strategies to promote this improved framework and the implementation of these strategies.

- The main areas of focus of our IMS 3 are:
- Functions of innovation systems
  - Approaches to developing innovation systems
  - Implementation strategies for the development of innovation systems
  - Management of development programmes

**Methods**

A combination of methods focussed on learning by experience, including case studies, educational games and reflection rounds. Input by international experts and time for exchanges of experience and reflection. Followed by e-coaching during implementation.

**Combination**

The IMS 3 can be used as a stand-alone course or as a follow-up and expansion to a dialogue forum or conference. See also FNW 02, FNW 03 and MK 13.

**Languages**

The IMS 3 is offered in German, English, French, Spanish and Portuguese. Simultaneous translation may be required in some cases.

**For your planning**

On request



# “Senior Leaders Week”

## Strengthening Leadership in Civil Society Organizations (CSO)

LD 07

**Your Profile**

- CEOs, Deputy CEOs and senior management staff of major Civil Society Organizations both from developing and industrialized countries.
- National Civil Society Organizations acting on a regional or global level will capitalize most.
- Sound knowledge of English language is required.

**Your Benefit**

- Strengthening the leadership competencies of CEO’s and senior management staff of Civil Society Organizations (CSO).
- Improving the organizational performance of national CSOs.
- Making multi-stakeholder processes in partner countries more effective.
- Integrating GIZ counterparts of the civil society in global learning networks.

**Programme and structure**

The training programme aims to support national Civil Society Organizations (CSO) in partner countries by strengthening the key leadership skills of their senior executive management staff. During a one-week training seminar in Germany participants explore existing and future leadership challenges and develop effective approaches in improving their contribution to good and successful national and global governance processes. State of the art management concepts and strategic management advices are provided by leading international management consultancies as well as successful leaders.

The Senior Leaders Week can be complemented by a short virtual preparation and/or follow-up phase.

**Content**

During the training seminar participants will deal with the following leadership aspects:

- Leadership and management concepts
- Values and core leadership competencies
- Facilitating and leading transformation
- Dealing with diversity
- Strategy management
- Decision effectiveness
- Risk Management
- Hiring and retention
- Experienced leaders and CSO practitioners share knowledge and practical experiences
- Participants develop personal roadmaps for the future

**Methodology**

Experienced leaders and CSO practitioners share knowledge and practical experiences. Participants develop personal roadmaps for the future. Possibility of a 24-month peer mentoring phase with exchange of experiences among participants will be explored, depending of the participants need and availability.

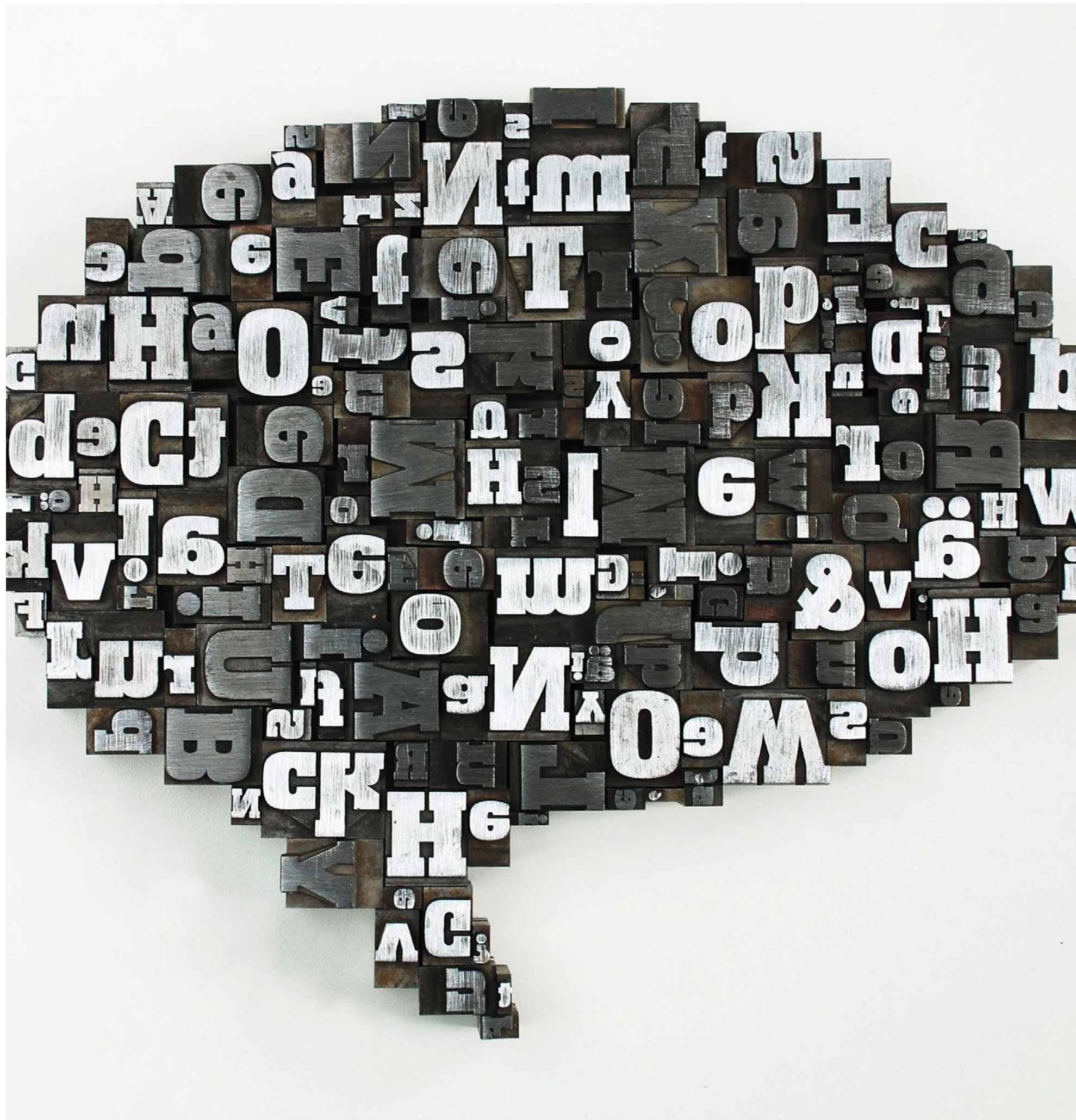
**For your Planning**

- 18. – 22.08.2014

Dieses Angebot wird in Zusammenarbeit mit dem International Civil Society Centre durchgeführt.  
Veranstaltungsort ist Berlin.







## Uniting people to sustain learning and change

We link people in learning communities, both on site as well as in virtual communities. This means that knowledge is available worldwide and exchanges between practitioners provides new stimuli for everyday working life. Our former participants develop networking competencies, which allow them to exchange ideas and develop solutions beyond the end of the project. This allows us to take the step from individual to social learning and increase the sustainability of our work.

We offer complete solutions in the areas of e-learning and alumni networks.

### Living learning communities in social and new media

- Knowledge sharing on learning platforms and in training associations
- 80 online courses on management and sustainable development, mobile learning, e-books and educational games
- Conception, production and implementation of e-learning and innovative learning scenarios
- Capacity development for e-learning

### Alumni activities and education management

- Over 1,500 specialist groups, online seminars and virtual fairs
- Access to existing alumni and their networks (including Who is Who?)
- Networking of former participants: Establishment, development and moderation of (learning) networks

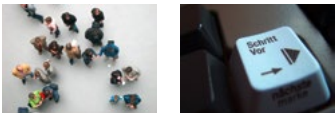


### Independence of active networks

- From a HCD programme to a self-sustaining network: Networks for self-organised competence development by developing competence for network management
- Promotion of open co-creation processes (e.g. compile shared knowledge in Wikis)
- Generate content for social media and share through open licenses

This has the following effects

- Continuous competence development
- Commitment of the participants to Germany and the programme, a positive image of Germany
- Innovations due to a diversity of perspectives and knowledge sharing
- Access to and dissemination of knowledge for a large group
- Increase in efficiency, economy and sustainability



# Global Knowledge Cooperations

Good networks are the backbone of success. This is true now more than ever, as global challenges, complex change processes and the involvement of a wide range of interests require a high level of knowledge exchange.

The AIZ imparts the ability to activate and shape networks: with local networking measures, in living communities, with knowledge sharing initiatives, etc. Sophisticated technologies, such as in the virtual learning communities of Global Campus 21, save both development time and costs.

The AIZ has established contact with over 100 alumni and expert networks that cooperate with the AIZ for the targeted use of networks depending on the participants' scope of tasks and activities. Around 75,000 alumni from over 180 countries and a wide range of institutions are organised in the "Alumniportal Deutschland".

Former participants are invited to continue to involve themselves in change processes for sustainable development as German alumni. This reinforces ownership, creates trust, distributes good ideas and consolidates established projects.



# Permanently Connected: HCD Participants Become Alumni

Your project trains numerous local experts. How can you stay in contact with these participants? How can you ensure that the network established during your project remain active and effective after its conclusion? Does GIZ have an online platform that alumni use to network, where they can create their own expert groups and profiles and generate collective knowledge?

GWK 01

**Your benefits**

Alumni are important knowledge carriers and, in a best case scenario, they voluntarily assume responsibility for initiated change processes. Many want to remain connected with GIZ, both emotionally and professionally, even after the completion of a development measure. We incorporate your HCD colleagues in GIZ alumni activities and ensure that they remain permanently connected. You will learn how to strengthen the loyalty of your participants to GIZ at an early stage, in order to engage them in voluntary commitment in the long-term and/or to continue independent learning.

**Our service offer**

- We provide established instruments for loyalty management (work processes, standards, examples, concepts) in order to engage alumni for continued commitment: from quotation and calculation on event formats and cooperation management through to the introduction and registration of participants as alumni.
- We integrate „your“ alumni into existing alumni networks and we support you in establishing independent networks, depending on the context, culture and group size.
- We give you access to virtual alumni networks on trusted platforms such as the Alumniportal Deutschland and Global Campus 21©.

From experience: „Global Governance Manager“ from eight emerging markets connected as a GIZ alumni network.

Since 2007, GIZ has managed the „Managing Global Governance“ programme together with the German Development Institute (DIE). Government officials and researchers from ministries, political think-tanks, research and consulting institutions from Egypt, Brazil, China, India, Indonesia, Mexico, Pakistan and South Africa will participate in five-month courses in Europe as future „Global Governance Leaders“. With our support, this was transformed into a network of more than 160 alumni that exchange experiences and learn from each other. You can find further information in the network portrait and in the Alumniportal Deutschland (registration is required): <https://www.alumniportal-deutschland.org/community/pg/groups/2342310/managing-global-governance/>

**Methods**

Tried and tested alumni activity formats and loyalty management are applied. These are summarised in the „GIZ alumni kit“. The kit is provided at a training event for network representatives and applied for the relevant situation. The event also includes a review of the establishment and maintenance of appropriate virtual platforms for the alumni activities and further advice is provided if necessary. Alumni are able to contact networks that are registered in the Alumniportal Deutschland, Global Campus 21 and as GIZ cooperation partners.

**Cooperation partners in Germany**

- German Academic Exchange Service (DAAD)
  - Alexander von Humboldt Foundation (AvH)
  - Centre for International Migration and Development (CIM)
  - Goethe Institut (GI)
- and 14 other strategic „Alumniportal Deutschland“ partners, such as the Federal Foreign Office, Deutsche Welle, the Federal Ministry of Education and Research, KfW, International Placement Services, the Chamber of Commerce and Industry, the Foreign Chamber of Commerce and political foundations.

**Global cooperation partners**

There are numerous GIZ alumni worldwide and 293 virtual and non-virtual networks (organised by sector and region). The Alumniportal Deutschland also provides access to just under 75,000 German alumni from around the world.

**For your planning**

The training unit lasts for one day, dates on request. The duration of the supporting consulting and facilitation services depend on your specific requirements.



# A Visible Profile On-site – Alumni Networking Events

GWK 02

**Your profile**

Are you looking to take advantage of the technical expertise of the GIZ alumni and former partners for ongoing projects? Do you want to maintain contact with (former) project partners and local alumni? Do you want to accelerate innovation processes and allow GIZ alumni and network partners to provide their perspectives?

**Your benefits**

No network can continue to function without personal contact. You receive the right selection and conception of event formats in which experienced knowledge carriers from the GIZ alumni and former partners are involved – whether this is to remain in dialogue with these parties, to continue to support their technical and local learning or to establish closer links amongst each other.

**Our programme/service offer**

- We provide trusted methods for the preparation, logistics and implementation of networking events.
- In dialogue with others, you develop appropriate formats for your specific alumni networking event – depending on the local, national, regional or global cooperation requirements.
- We impart knowledge on the use of virtual networking instruments for the permanent maintenance of the alumni network.
- Networking consultation is also recommended. We hold your alumni networking event as a complete package on request.

**From experience: 1,000 alumni for a fair and conference in Indonesia**

We organised an alumni conference with a subsequent „Germany Fair“ in Jakarta. This brought together almost 1,000 Germany alumni with almost 30 German and local companies. The objective was to promote local contacts and cooperations and to use the Germany alumni as a multiplier for IC topics. The „Germany Fair“ not only established numerous contacts, it also led to the founding of online communities in the Germany alumni portal.

These are available for further cooperations – in Indonesia and around the world.

**Cooperation partners in Germany**

- Alexander von Humboldt Foundation (AvH)
  - Centre for International Migration and Development (CIM)
  - German Academic Exchange Service (DAAD)
  - Goethe Institut (GI)
- and 18 other strategic partners of the alumni portal, such as the Federal Foreign Office, the Deutsche Welle, the Federal Ministry of Education and Research (BMBF), the KfW, the Zentrale für Auslands- und Fachvermittlung (ZAV) and political foundations.

**For your planning**

The training unit lasts for 2-3 days, dates on request. The duration of the supporting consulting services depend on your specific requirements.

Different amounts of time must be scheduled for the conception and preparation of events depending on their size and scope. Please contact us with an appropriate lead time at [alumni@giz.de](mailto:alumni@giz.de).





# Living Communities Through Virtual Social Networks

What options currently exist for linking people via social network platforms? What are the potential results of a self-managed exchange? What added value can be gained from knowing „my contacts‘ contacts“ in a social on-line network? How are the „interactive web“ instruments, such as social networks, Wikis, Blogs, forums, interactive newsletters, webinars, etc., used in a targeted manner?

GWK 03

**Your benefits**

We show you how to establish living online communities using virtual social networks. We help you use virtual social network platforms and the interactive web (web 2.0) so that you, your participants, project teams and partners can generate, discuss and exchange self-managed and collaborative public knowledge and know-how in virtual environments. After participating in our training and consulting unit, you will know how virtual networking across borders works, i.e. the bringing together of employees and partners, experts in various topics and/or cultures and current and former alumni, etc.

**Content and methods:**

We cover the following core topics in a mix of practical training, exercises and coaching/consulting:

- Online networking using social networks and virtual „Community Building“ in international cooperation.
- Social networks to increase effectiveness in capacity development programmes
- Engagement of people in social networks through to knowledge co-creation, self-organisation and self-management, motivation, sense of community and ‚trust across borders‘
- Introduction to important forms of the „interactive web“, such as social networks, Wikis, Blogs, virtual conferences and seminars (webinars), interactive newsletters, etc.
- Strengths/weaknesses analysis of current virtual networking platforms, Web 2.0 tools and open source programmes with regard to your objectives and the requirements in international cooperation.
- Establishment of communities on the largest online social network for German international cooperation, the „Alumniportal Deutschland“ (see below) and using the Global Campus 21 system environment.

We also organise consulting processes on how you can establish living communities using virtual social networks and how you can use online social networks to increase effectiveness in capacity development programmes. We bundle the expertise of all the relevant organisational units in GIZ.

**For your planning**

The training unit lasts for about 2 to 4 days, dates on request. The duration of the supporting consulting and coaching services depend on your specific requirements.

**From experience: Our experience with linking 75,000+ alumni and partners**

We provide you with the practical experiences that we gain from managing the largest social network for German international cooperation on behalf of the Federal Ministry for Economic Cooperation and Development with numerous cooperation partners (see below): Over 75,000 experts and alumni from around the world network in the more than 1,000 online groups of the „Alumniportal Deutschland“ (as at October 2013), with about 1,200 new users added every month.

More at [www.alumniportal-deutschland.org](http://www.alumniportal-deutschland.org).

**Cooperation partners:**

- German Academic Exchange Service (DAAD)
  - Alexander von Humboldt Foundation (AvH)
  - Centre for International Migration and Development (CIM)
  - Goethe Institut (GI)
- and 16 other strategic „Alumniportal Deutschland“ partners, such as the Federal Foreign Office, Deutsche Welle, the Federal Ministry of Education and Research, KfW, International Placement Services, the Chamber of Commerce and Industry, the Foreign Chamber of Commerce and political foundations.



# Who is Who? – The Right Connection to Alumni and Networks

GWK 04

**Your profile**

Are you looking for local experts that have been educated and trained in Germany by GIZ (and its predecessor organisations) or other German organisations? Are you looking to increase the impact of your project by working together with alumni and their specialist networks? Are you looking to work together with local and regional „multipliers“ that are connected with Germany? Are you looking for renowned alumni in your region of operation?

**Your benefits**

The AIZ’s „Who is Who Service“ establishes contact with local alumni and networks. This question and answer service allows us to support colleagues and our partners to expand their technical, regional and strategic cooperation.

Our contacts include thousands of GIZ alumni, who have been supported using competence development measures, as well as Global Campus 21, the international GIZ platform for e-learning and networking. Also included are numerous alumni and expert networks as well as over 75,000 Germany alumni that are registered on the Alumniportal Deutschland. These are people from all over the world that have studied, researched, worked or completed training in Germany or who have been supported overseas by a German organisation.

**Our programme/service offer**

- We provide alumni and partners as national specialists and experts (including the Alumniportal Expertensuche (Expert Search) or Jobbörsen (Job Exchange)).
- We connect you with over 1,565 companies, 350 organisations and universities as well as numerous alumni and expert networks worldwide.
- We publish your search requests for local expertise, job offers, tenders and project cooperations on alumni platforms.

From experience (I): Alumni fight HIV/AIDS in Africa  
The „Network for Teacher Educators Responding to Aids“ (Ntera) in Malawi was founded by GIZ alumni. The independently operating network has developed a curriculum for HIV/AIDS prevention for teacher training, which is used in several countries, along

with many other developments. It adapted a DC programme for Tanzania where it is currently in use. This saves money and ensures a rapid south/south exchange of important know-how.

**From experience (II): Career fair in India**

The Alumniportal Deutschland organises regular career fairs together with the local Chamber of Foreign Trades (AHK), including in Pune. Over 600 alumni visited the stands of renowned German companies. During a podium discussion on the topic of „Working in an International Environment“, two GIZ alumni also discussed how they successfully implement their operating experience from Germany in their home countries. This strengthens international cooperation with local industry.

**Cooperation partners in Germany**

- Alexander von Humboldt Foundation (AvH)
  - Centre for International Migration and Development (CIM)
  - German Academic Exchange Service (DAAD)
  - Goethe Institut (GI)
- and 16 other strategic partners of the alumni portal, such as the Federal Foreign Office, the Deutsche Welle, the Federal Ministry of Education and Research (BMBF), the KfW, the Zentrale für Auslands- und Fachvermittlung (ZAV) and political foundations.

**For your planning**

Please contact the Who is Who Service at [alumni@giz.de](mailto:alumni@giz.de).



# Learning with New & Social Media

New and social media are now indispensable in the working world. They not only enable the online maintenance of contacts and a quick exchange of ideas, they are also increasingly serving to expanding learning among like-minded individuals (peer-to-peer learning) and jointly developing ideas in open innovation processes (knowledge sharing).

Actively shaping these processes requires the right mix of networking competence, expertise, cooperation partners and technologies. The AIZ specifically uses new media (e-learning, m-learning, game-based learning, e-books, etc.) and social media (Global Campus 21, Alumniportal Deutschland, etc.) in all its learning offers. It also imparts the skills to use these independently, e.g. to develop e-learning offers autonomously, to generate new knowledge in open innovation processes and to share in open licenses, etc.

Management competence in new and social media improves the personal effectiveness of participants within their scope of activities. Networks then act as drivers, innovation engines and multipliers for new solutions in change processes.



## Everyone's an Author: Generate Content for Social Media and Share Using Open Licenses

How can you engage network partners, employees, participants in learning programmes and specialist project teams across borders using social media? What is „user-generated content“ and how can you use it to maximise the effectiveness of an international cooperation project? Who is the actual owner of the content created by your network and which licenses optimise knowledge cooperation?

LNМ 01

### Your benefits

We enable you to generate the relevant content for social media in group processes and share these through open licenses. We support you and your partners in engaging network partners, employees, participants in learning programmes and specialist project teams, alumni and other target groups as authors in virtual media, even across borders. The independent technical/content-based exchange in social media strengthens the effectiveness of your employees and reaches your target groups in a perfectly customised manner. We use our experience in the interactive instruments of Global Campus 21© and those of the ‚Alumniportal Deutschland‘, such as Wikis, user-generated Blogs, webinars, interactive Alumni newsletters and other collective knowledge products. Secure, open licenses also prevent any disputes over intellectual copyrights and usage rights.

### Content and methods:

We cover the following core topics in a mix of practical training, exercises and coaching/consulting:

- Engagement of IC target groups using user-generated content and virtual social media
- Optimisation of knowledge cooperation with open licenses such as „creative commons“
- Legal issues around open content and open licenses, e.g. differences between the six „creative commons“ licenses, potentials and risks of free continued use and remixing
- Facilitation of processes relating to „commons-based peer production“, „collective intelligence“ and „co-creation“ in the international sphere, e.g. influencing the following core factors: active participation, self-organisation and self-management, motivation, sense of community and ‚trust beyond borders‘

We also organise consulting processes on how you can generate content for social media and share using open licenses. We bundle the expertise of all the organisational units operating in GIZ and establish contacts and learning experiences with competent GIZ subcontractors and partners, such as Wikimedia Germany, Creative Commons and the Open Knowledge Foundation Germany, etc.

### For your planning

The training unit lasts for about 2 days, dates on request. The duration of the supporting consulting and coaching services depend on your specific requirements.

### From experience: GIZ discusses IC topics with 56,000 experts from five continents

We reach over 56,000 experts and managers from around the world every month via the „Alumniportal Deutschland“, „Social Media Newsletter“. Interactive elements are used to encourage the discussion of IC topics, the formation of groups of experts and to contribute to the content.



# e-Learning Skills Training Programme

LNМ 02



tutored e-course

**Your Profile**

You are educational specialist, administrator, manager, consultant, lecturer or trainer who is highly motivated to introduce and utilise ICT and e-Learning in your working environment.

**Your Benefit**

- **Knowledge** | The modules cover the subject of e-learning in all of its dimensions – in its content and methods used.
- **Competences** | In addition to the acquisition of knowledge regarding e-learning, the design and implementation of the modules reinforces your self-directed, reflective-learning competencies.
- **Tools** | The learning space provides selected resources such as prepared texts, case studies, videos and, of course, tools for communication and collaboration.

**Content**

The training modules offer state of the art e-learning contents. They can be booked individually and can be composed according to your specific needs. Upon request, the modules can also be applied as a complete course following a blended learning approach. The online modules deal with the different aspects of e-learning as follows:

**e-Learning in a Nutshell: The Basics**

- For which purpose is each form of e-learning appropriate?
- What are the benefits of e-learning and how can we meet the challenges?
- What are the technical requirements and basic tools used in e-learning?

**e-Learning Strategy & Management**

- How can we find out if an institution is ready to implement e-learning?
- How do we plan, implement, and assess e-learning projects?
- How do we balance time, cost and quality of e-learning?

**Instructional Design**

- What is instructional design and why is it so important?
- How do we set SMART learning objectives?
- What kind of e-learning forms, scenarios and activities exist? How can we make use of them?

**Content Development**

- How do we create learning resources or convert material for e-learning purposes?
- What is a storyboard and how do we develop it?
- How can we enrich content with interactive media?

**e-Learning Technology**

- What technology tools are needed to implement e-learning?
- What needs to be considered for choosing the right tools?
- How can open source software be used for e-learning?

**Tutoring of Virtual Communities**

- How do we create a community of learners and a collaborative environment?
- How can an e-tutor support self-directed learning?
- What are the roles, tasks, and skills of the e-tutors?

**Methodologies**

The modules will be accompanied by experienced tutors who will rather be supporting than teaching, facilitating rather than instructing. You also profit greatly from shared and/or peer-to-peer learning methods. You will reflect on the content in online chats, via discussion forums, and on virtual assignments.

**Tutored Online-Courses**

Courses will be offered in the 2nd half of 2014, please check the dates on the E-Academy website <http://www.gc21-eacademy.org/>.



# Open ECBCheck Course: Quality Standards for e-Learning in Capacity Building

LNМ 03



tutored e-course

**Your Profile**

You are an e-learning professional working for a capacity building institution. Assuring quality in your courses and programmes is extremely important to you, and you would like to find out more about a low-cost community-based certification process.

**Your Benefit**

- You will acquire practical knowledge about Open ECBCheck as an initiative for quality standards in e-learning
- You will become familiar with the Open ECBCheck Quality Framework for programmes and courses.
- You will explore the online tools for self-assessment and peer-review
- You will conduct a self-assessment and a peer-review process
- You will identify how you and your organisation might benefit from this initiative
- You will become a competent peer-reviewer in the Open ECB-Check Community

**Programme Structure**

The programme follows a blended learning approach, i.e. a combination of face to face and online phases.

**Online Course**

During the online phase, the following modules will familiarise you with the initiative and the review process:

- The Open ECB Check initiative: an overview
- ECBCheck Processes & Tools
- The Needs of Course Participants
- ECBCheck Criteria
- Self-Assessing e-Learning
- Peer-Reviewing e-Learning

**Face to Face**

In the face to face part, you will undergo your own self-assessment and peer review using the criteria toolkit, which will provide you with the expertise to become a member of the peer reviewer Community.

**Content**

Open ECBCheck is a useful tool for assessing and improving standards. This blended learning course explains the various aspects of quality assurance in e-learning according to the Open ECB Check initiative. This initiative developed a low-cost peer-review approach based on a set of quality criteria.

During the training, you will become familiar with the Open ECBCheck methodology. You will learn how to apply it effectively to your own programmes and courses. With the support of tutors and community members, you will be able to develop your own top quality e-learning projects by using the quality criteria as reference. Through peer collaboration, you will help other organisations to improve their e-Learning as well.

**Methodologies**

This course encourages and supports learners to choose their own unique learning path, which makes learning more flexible and effective.

Added value for participants will be: improved ability to personalise learning, potential for individual and group progress assessment, improved engagement and motivation, peer collaboration, potential for community networking among others.

During the face to face part, the Open ECBCheck strategies and techniques will be strengthened by means of practical exercises.

The online phase will be implemented on the GC21 platform, where several resources and tools will be used such as forums, chats, wiki and live collaboration tools.

**Tutored Blended Course**

Please check the E-Academy Course Calendar for start and end dates. <http://www.gc21-eacademy.org/>





# AIZ From A - Z

### AIZ address

GIZ Academy for International Cooperation  
Lohfelder Straße 128 (House 1)  
Rheinstraße 4 (House 2)  
53604 Bad Honnef  
Tel.: +49 2224 926 -0  
Fax.: +49 2224 926 -151  
www.giz.de/akademie

### How to find us

You can visit us at any time. Please let reception know (Tel. 02224 926-0) if this is after 10 p.m., The reception in House 1 is staffed 24 hours a day. This is where you will find all the information about your stay on arrival.

If the programme starts on a Monday (8.30 a.m.) we normally book your accommodation the day before. If your seminar starts on a Wednesday (2 p.m.), accommodation will be booked from Wednesday.

Please let us know as soon as possible if you wish to arrive on a different day or you do not require accommodation in Bad Honnef.

### Education Centre

You will find extensive learning material, a media hire desk and research options and services in the Education Centre (in the Learning Landscape, House 2). Consulting times: Mon to Fri 8 a.m. to 8 p.m. Phone: 02224 / 926 146 E-mail: i-punkt.badhonnef@giz.de

### Bicycle hire

You have the opportunity to hire bikes on Mondays and Thursdays from 1 p.m. to 2 p.m. The costs are EUR 10.00/week. You will find the bicycle hire location in the park behind House 1.

### Pets

Please note that pets are not permitted in our premises and accommodation areas.

### Day care centre

Our day care centre (KITA) for children over the age of 1 is located on Lohfelder Str. 112, approx. 5 minutes away from House 1 on foot. Children under the age of 1 can be cared for by a baby minder. Additional information is available from our colleagues in Conference Management.

### Credit cards

We accept Visa and Mastercard as well as EC cards.

### Learning Landscape

The Learning Landscape with interactive reflection stations and over 40,000 media in 15 themed rooms is located on the first level of House 2.  
Opening times:  
Monday - Friday 7 a.m. – 11 p.m.  
Sunday 2 p.m. – 7 p.m.

### Local public transport

The station for tram line 66 to Bonn/Siegburg as well as the train station (Deutsche Bahn) with trains towards Cologne and Koblenz is located about 2 km away. Information material is provided in House 1.

### Opening times

House 1: 24/7

House 2:

Monday - Friday 6.30 a.m. – 11 p.m.  
Sunday 2 p.m. – 7 p.m.

### Organisational queries

Our Conference Management team (in the entrance hall of House 1) is happy to assist and answer any internal organisational questions from Monday to Thursday 8 a.m. to 4 p.m. and Friday 8 a.m. to 1 p.m. Outside these times, our security service partners at the receptions in House 1 and House 2 are happy to help.

### PC workplaces

A computer room with PC workplaces is located in House 2 on the first floor (Room 130). Two additional workplaces are located in the foyer of House 1.

### Printing

In House 1 you can use the seminar computer or the PC workplaces in the foyer to print any material. Please note the information on the computers if applicable.

In House 2 you can use the seminar, themed rooms and the computer room PCs (Room 130) for your printing needs. A Cloud printer also enables printing via laptop, etc.: www.printeron.net/ricoh/300551.



### Scanning and copying

One coin-operated copier in House 1 (at the bottom of the staircase) and in House 2 (in the learning landscape) are provided for participants. The two devices charge for producing copies and provide free scanning to USB sticks. Colour printing is also available.

### Pigeon holes

You are assigned a personal pigeon hole in the Conference Management Centre during your stay.

### Lockers

A limited number of lockers are available in House 1. Keys are available from the Conference Management Centre.

Coin-operated lockers are located in the Education Centre in House 2.



We look forward to welcoming you in our house, wish you a safe journey and a pleasant stay.

### Sport and leisure

A fitness room is located in House 2. We also offer a yoga class every Tuesday at 12.15 p.m. in the large hall (House 1). A brochure with other tips for leisure activities is available in House 1.

### Meals

Our cafeteria in House 1 offers buffet meals for breakfast, lunch and dinner as well as during breaks.

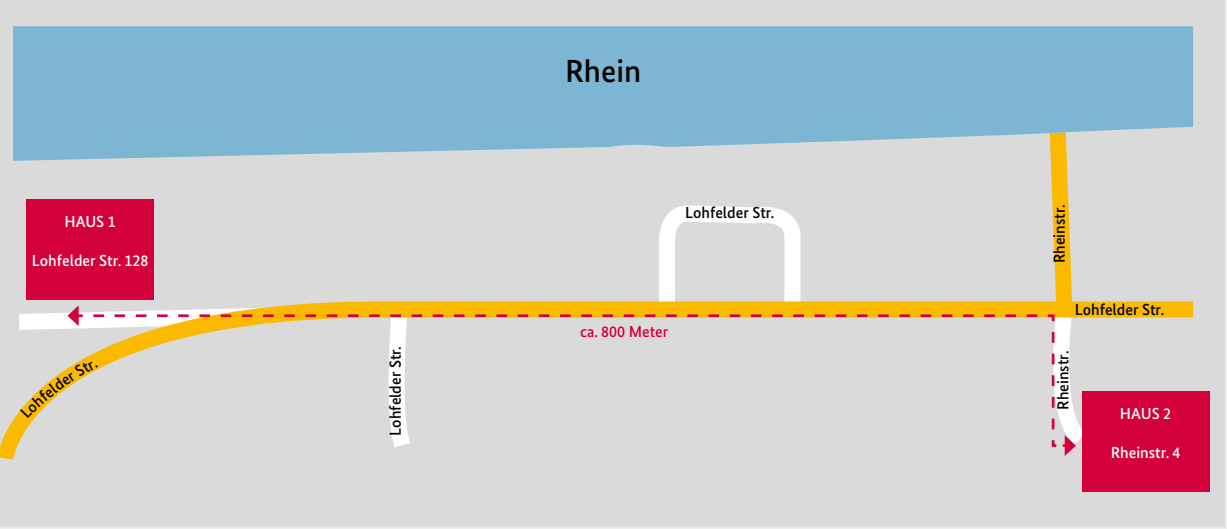
**Das Krokodil**, Our internal pub is located in House 1.

### Drinks machines

Coffee vending machines as well as a drinks machine and a free water cooler are available in House 1 in the canteen as well as in the corridor in front of the large hall.

### W-LAN access

The code for free W-LAN access is provided with your welcome holder on arrival.



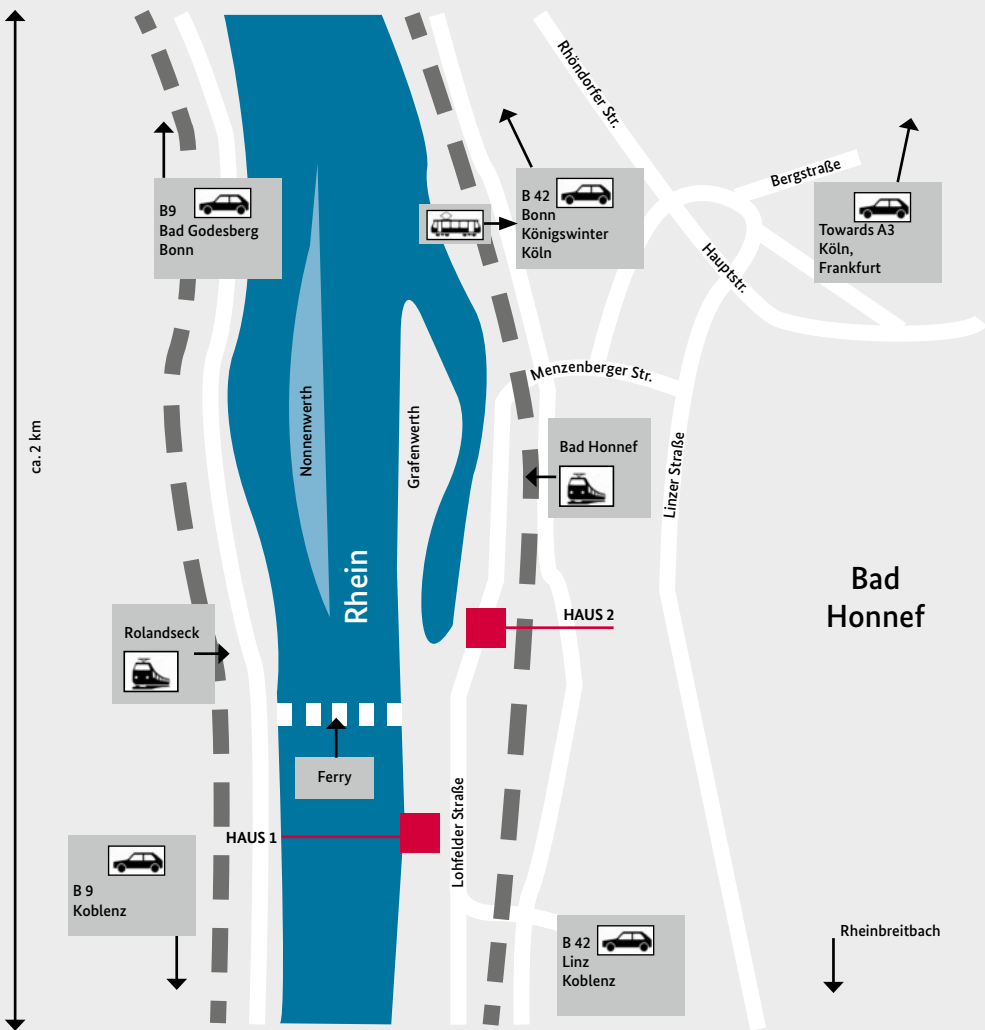


# How to find us

AIZ Akademie für Internationale Zusammenarbeit (Uhlhof)

**Adress**  
AIZ Akademie für Internationale Zusammenarbeit (Uhlhof)  
Lohfelder Str. 128  
D - 53604 Bad Honnef  
Tel.: +49 2224 926-0  
Fax.: +49 2224 926-151

The AIZ 2 building is located at Rheinstraße 4.



# How to find us



## Arrival at Frankfurt/Main Airport

There are two options available for travelling to Bad Honnef by train: Take the „Inner City Express“ (ICE) to Cologne/Bonn Airport from „Frankfurt Airport“.

or

Take the „Inner City Express“ (ICE) to Siegburg/Bonn from „Frankfurt Flughafen Fernbahnhof“. From Siegburg/Bonn, take the „Straßenbahn“ no. 66 to Bad Honnef (approx. 60 minutes). Alternatively, from Siegburg/Bonn you can take the S12 to Troisdorf and then take the Regionalbahn (RB) or the Regionalexpress (RE) to Bad Honnef (approx. 40 minutes). From the Bad Honnef station it takes about 20 minutes to reach the AIZ on foot. Taxis are available.



## Arrival at Cologne/Bonn Airport

Direct connection to Bad Honnef by „Regionalexpress“ (RE) to Bad Honnef (Rhine) station towards Linz/Koblenz.



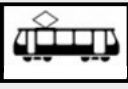
## Arrival at Cologne Central Station

Direct connection to Bad Honnef by „Regionalexpress“ (RE) to Bad Honnef (Rhine) station. Then about 20 minutes on foot. Taxis are available.



## Arrival at Bonn Central Station

Direct connection to Rolandseck on the „Mittelrheinbahn“ (MRB) to Rolandseck station. From there, take the ferry across the Rhine (daily until 9 p.m.) and then about 10 minutes on foot.



## Arrival by Straßenbahn (tram)

From Siegburg or Bonn, take the no. 66 to Bad Honnef. Then about 20 minutes on foot. Taxis are available.



## By car

From the A3, take the „Bad Honnef“ exit and then take the „Rheinbreitbach/Lohfeld“ on the B42.  
From the B9 in Rolandseck, take the ferry to Bad Honnef (until 9 p.m.). About 800 m upstream from the landing.

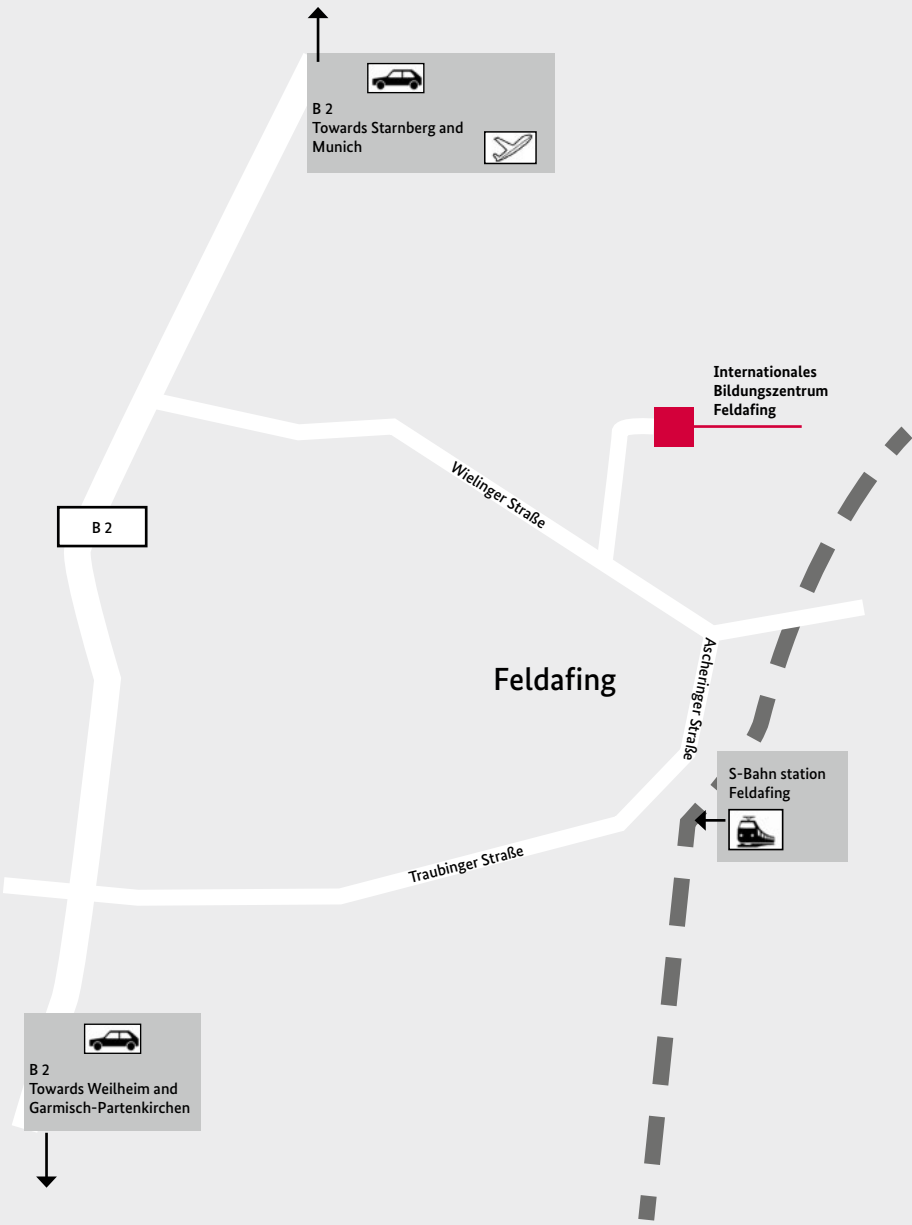
From the Bad Honnef station it will take you about 20 minutes to reach the AIZ on foot.  
Taxi number: 02224/2121.



# How to find us

## IBZ Feldafing

**Adress**  
Internationales Bildungszentrum Feldafing  
Wielinger Str. 52  
82340 Feldafing



# How to find us

GIZ's Internationale Bildungs- und Begegnungszentrum (International Education and Meeting Centre) is located in Feldafing on the western bank of Lake Starnberg. Take the S-Bahn or the motorway connection to the A95 in Starnberg and you will soon reach the Bavarian state capital of Munich.



**By plane**  
At the S-Bahn Hirschgarten station (take the S-Bahn S1 or S8 from the airport), switch to the S6 towards Tutzing until you reach the Feldafing station (second-last station); travel time approx. 80 minutes.



**By rail**  
Switch to the S6 towards Tutzing until you reach the Feldafing station (second-last station); travel time from the central station approx. 40 minutes, travel time from Munich/Pasing 30 minutes

From the S-Bahn Feldafing station it will take you approx. 15 minutes to reach the GIZ on foot. You can also request a free shuttle bus to pick you up from the S-Bahn station.

Note: Deutsche Bundesbahn tickets that are issued to Tutzing are also valid on the S-Bahn.



**By car**  
From Munich, take the A95 towards Munich-Garmisch until you reach the Starnberg exit, take the B2 towards Garmisch-Partenkirchen until you reach Wieling and take the exit at the „Alte Linde“ hotel on Wielinger Straße towards Feldafing.

**Parking:**  
Free parking spaces are available in front of the GIZ building

- Distances:**
- 800 m to the S-Bahn Feldafing station (S6 towards Munich or Tutzing)
  - 25 km to Munich Central Station
  - 35 km to the Munich-Riem fairground
  - 65 km to Munich Airport



**Legal Notice**

**Issuer:**  
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)  
GmbH  
AIZ Academy for International Cooperation  
Lohfelder Str. 128  
53604 Bad Honnef  
T +49 2224 926-0  
F +49 2224 926-151  
I [www.giz.de/akademie](http://www.giz.de/akademie)

**Design:** Diamond media GmbH, Neunkirchen-Seelscheid  
(Miria de Vogt, Cheryl Juhasz)

**Printing:** Metzgerdruck, Obrigheim/Baden  
**Paper:** Satimat Green Bilderdruck

**Photos:** dreamstime, fotolia, istockphoto, Asja Caspari

**Print run:** 1.000 units

**March 2014**

**Deutsche Gesellschaft für  
Internationale Zusammenarbeit (GIZ) GmbH**

Lohfelder Str. 128  
53604 Bad Honnef

T +49 2224 926-0

F +49 2224 926-151

E [kundenportal-aiz@giz.de](mailto:kundenportal-aiz@giz.de)

I [www.giz.de/akademie](http://www.giz.de/akademie)

Dag-Hammar skjöld-Weg 1-5  
65760 Eschborn / Deutschland

T +49 6196 79-0

F +49 6196 79-1115

E [info@giz.de](mailto:info@giz.de)

I [www.giz.de](http://www.giz.de)