

Managing Global Governance

Advanced Training and Dialogue Course for
Young Professionals from Emerging Powers

- Curriculum -



On behalf of



Federal Ministry
for Economic Cooperation
and Development

d.i.e

Deutsches Institut für
Entwicklungspolitik



German Development
Institute

inWent

Capacity Building International
Germany

Making Global Governance Work

In our increasingly globalised world, peace, prosperity, sustainable development and social stability can only be achieved by expanding the scope of international cooperation. Designing and building a more effective system of global governance is one of the key tasks in the process of shaping international cooperation, and it is also an important prerequisite for attaining concrete development standards such as the Millennium Development Goals. The success of these endeavours is becoming increasingly dependent on the cooperation of Brazil, the People's Republic of China, Egypt, India, Indonesia, Mexico, Pakistan and the Republic of South Africa. Because of their growing economic and political significance, these countries play a crucial role in both a regional and global context. These countries are now placed in a position of shared global responsibility for poverty



reduction, economic growth, social integration and environmental stability as well as for safeguarding regional and international peace. As key players, both in terms of the political dialogues carried out on the international stage and the process of shaping global governance, these eight have been invited as partner countries to the advanced training and dialogue programme entitled "Managing Global Governance" (MGG).

The programme primarily exists to provide advanced training courses for young up-and-coming professionals from partner institutions. It also facilitates networks and partnerships between and among participating institutions and offers a platform for joint projects (e.g. publication projects, research collaborations and workshops).

InWEnt - Capacity Building International, Germany and the German Development Institute / Deutsches Institut für Entwicklungspolitik (DIE) are jointly implementing the MGG programme on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). In close cooperation with the BMZ, the German Federal Foreign Office conducts an international conference entitled INTERNATIONAL FUTURES within the framework of the MGG programme.

Course Design

The MGG course is both research- and practice-oriented. It consists of several cogently combined training modules and takes place in Germany over a period of five to six months. The training phase in Germany is preceded by an in-service preparation phase and concluded by a follow-up phase; both the preparation and follow-up phases take place in the home country.

Preparation Phase in the Home Country

Participants are granted access to an online shared workspace at **Global Campus 21®** allowing them to introduce themselves, discuss their 'Project Study' proposals, familiarise themselves with the basic concepts of global governance and prepare, both on the individual and organisational level, for the advanced training programme in Germany. One month is reserved for participants to make the necessary administrative and travel arrangements for their trip to Germany.

Training Phase in Germany

The advanced training course in Germany consists of two key components.

The first is a two-month block of academically based, practice-oriented professional qualification courses at the DIE's Global Governance School (GGS). A number of 'study trips' are offered during this time, which allow the participants to observe the inner workings of relevant German, Euro-

pean and international organisations (e.g. the WTO, United Nations, WHO in Geneva, European Commission or European Parliament in Brussels) and provide them with the opportunity to engage in direct dialogue and gather firsthand information. This block further includes the international conference INTERNATIONAL FUTURES organised by the Foreign Service Academy of the German Federal Foreign Office in Berlin, where participants come into contact with high-ranking politicians, have the opportunity to take part in UN simulations and engage in a mutual exchange of ideas and experiences with prospective young diplomats from Germany and their own home countries.

"As a scholar of international relations, 'Managing Global Governance' is something I intellectually and practically engage with constantly, so the opportunity to be part of a diverse group of professionals from countries that are strategically placed in global processes was interesting and important. Engaging with both policy and decision makers from the various fields of expertise throughout the programme allowed one to engage on specific topics while also looking at issues in a more holistic manner, which is important in international relations."



Philani Mthembu, MGG 4
University of Witwatersrand,
South Africa
Host organisation:
South Centre, Geneva

The second key component is a two-month 'Project and Practice Stay' at a German or European institution (e.g. a governmental institution, think tank, university or civil society organisation). Participants are expected to work on a concrete 'Project Study' mutually linking the interests of the participant with those of his/her home institution and those of his/her host organisation for the 'Practice Stay'.

As a cross-curriculum educational opportunity, the MGG also provides interdisciplinary training for participants to assist them in honing their own personal competencies needed for contributing to an effective global governance in the future (e.g. communications skills for cross-cultural

negotiations, leadership skills).

Participants can choose to arrive one month earlier in Germany in order to attend an intensive German course in Bonn.

The on-site training phase takes place in the second half of the year.

Follow-up Phase in the Home Country

The objectives of the six-month follow-up phase in the home country are to support participants to disseminate and embed the new knowledge in their organisation and broader work context and use the new skills they have acquired over the course of their training in Germany as well as to catalyze participants to present and follow up on the results of their 'Project Study' with the support of InWEnt and the DIE,

and to support ongoing exchange and networking within the international learning community. Our alumni network offers former participants extensive opportunities to connect with other alumni from relevant institutions in the participating countries, to deepen public awareness and knowledge of global governance and to contribute to the international debate on global governance (e.g. by taking part in conferences). Furthermore, this ever-growing network facilitates the establishment of institutional partnerships and concrete cooperation projects. In the long run, the alumni network is expected to encourage high-level networking and strategic partnerships among tomorrow's global governance leaders within academia, society and politics from all countries involved.

[Please click here to find a detailed schedule.](#)

Participant Profile: Prospective Global Governance Leaders

The target group of the programme encompasses highly-qualified *young experts, executives and researchers* from the eight participating countries who work in governmental organisations, policy-oriented think tanks and research institutions. Their work primarily focuses on international policies, international relations and international cooperation on issues and in fields such as trade, finance, environment, security and development cooperation.

Partner institutions are expected to have a substantive interest in the training of their nominees and thereby enhance their own capabilities and knowledge of global governance. In accordance with this interest, institutions should select a young professional who matches the profile below and requires the MGG training to enhance his/her individual knowledge and

capabilities in order to fulfil current or future assignments.

Furthermore, the partner institution is to assume responsibility for identifying a substantive and strategically relevant 'Project Study' to be carried out by the respective young professional in collaboration with his/her host organisation during the 'Project and Practice Stay'. The partner institution is also responsible for supporting the participant as he/she transfers the newly acquired knowledge and skills to his/her job after returning from Germany. The selection process is based as much on the principle of equality in regards to gender, country of origin and field of expertise as it is on the type of home institution (such as ministry, think tank or university).

[Please click here to find a detailed profile.](#)

Holistic Learning: Didactic Principles and Objectives

The overarching purpose of the MGG course is to train young professionals in global governance – the leaders of tomorrow who can jointly shape approaches to deal with globalisation and who will, in their respective capacities, influence the dialogue on how best to optimize the architecture of global governance. The MGG aims to help these leaders retain their dedication to facilitating transformational change in alignment with global well-being, sustainable development, equality and the eradication of poverty.

Moreover, the MGG was created with the recognition that, while technical knowledge and expertise is indeed essential, for managing global governance future leaders in global governance need additional personal and social skills. This leads to a twofold training approach:

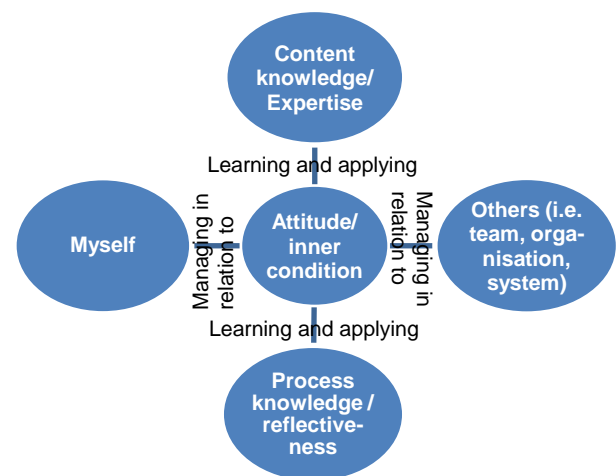
On the one hand, the MGG gives participants extensive content knowledge of the current theories and different schools of thought on global governance, such as realism, liberal-institutionalism, idealism, constructivism and cosmopolitanism, and promotes awareness of seminal global governance concepts, such as the multi-level framework. Participants will be introduced to the mandates, policies, organisational structures and working methods of various international organisations and European institutions (particularly during the GGS). They will also deepen their specialised content knowledge (particularly during their individual 'Project and Practice Stay').

On the other hand, the MGG offers individuals the opportunity to build upon their own personal competencies and to strengthen key competencies with regard to process knowledge:

(i) By being exposed throughout the programme to an international learning and work environment and to specific

learning methodologies (e.g. dialogue, working groups, simulations, scenario-building) designed to enhance their analytical, learning and communication skills;

(ii) By means of training, tailored specifically to participants, that focuses on building up key competencies in terms of leadership, cross-cultural communication, management of cooperation and multi-stakeholder settings, and facilitation of change.



The MGG has developed a profile illustrating the competencies of future "Global Governance Leaders" to serve as a new frame of reference for the design of learning methodologies and trainings.

Global Governance Leader

The challenges the international community is facing today - such as poverty, unequal distribution of wealth and opportunities, infectious diseases, environmental degradation, migration, failing states, international terrorism, and cross-border crimes - are increasingly complex, interdependent structurally and internationally interlinked. Therefore, neither isolated sectoral nor national approaches will work. Instead, systemic solutions encompassing a global perspective are needed – ap-

proaches that involve complex networks, cross-sectoral thinking and institutionalised, coordinated, sustainable and long-term global action. In order to bring about these kinds of solutions, global governance leaders are needed who are capable of designing and implementing innovative, sustainable policies that are focused on the long term, are based on worldwide, interdisciplinary knowledge and involve all stakeholders. One of the main tenets within this is a common global vision and systemic thinking within a planetary context of complex interdependencies. Future leaders in Global Governance – be it in the academia, consultancy or politics – will need the capacity to develop innovative and sustainable policy solutions for complex, interdependent, global problems by building on worldwide, cross-sectoral knowledge and involving all relevant stakeholders. For this purpose, they will have to know how to include relevant stakeholders from different sectors and to build on their knowledge and experiences as well as to transfer the knowledge to new contexts and into applicable policies. Understanding and managing the interfaces between different governance levels - local, national, regional and international - will be a key challenge for them. They will need a strong capacity of understanding extremely complex and interdependent problems as well as to perceive and analyse them from different perspectives. The capability to overcome diverging interests and to generate collective action in contexts of horizontal cooperation with diverse partners will increasingly gain in importance. It is hence a key competence of future leaders within global governance to consciously think and act in an international context as well as to deal with diversity and constructively build on diverging mindsets and opinions.

In order to accomplish its lofty goals, the

MGG strives to achieve the following educational aims:

- ⇒ Participants will come away with greater analytical proficiencies and an improved ability to create and shape domestic and international policies within a global perspective. As they develop not only cognitive skills but also social and emotive competencies, they will be enabled to harness and utilize both their own creative energies and those of others.
- ⇒ Participants will come away with an understanding of transnational and cross-sectoral interdependencies and the complexities of today's ad-hoc system of global governance. They will be able to identify and assess the opportunities and constraints of global governance and international cooperation.
- ⇒ Participants will come away with an understanding of the interests, objectives and motives of the diverse key groups that shape and influence global policies. They will be familiarised with international debates on reform and empowered to articulate their own personal viewpoints on contested issues.

"The MGG program is not just a forum for specialists in order to discuss the main topics of the global agenda. It is a source of answers, of purposes for a better world. The strategic institutions invited to the MGG program give a practical face to the statements, the discussion becomes the real agenda of the countries and the projects developed become public policies. The MGG program is really building the global governance."



Diego Angelino, MGG 4
Instituto Mora, Mexico

⇒ Participants will develop a global mindset and a holistic, ethically based worldview. They will develop modes of critical thinking and practice appreciative and respectful methods of

dialogue regarding the most fair and effective approach toward transnational problems given the prevailing conditions of high diversity.

The Global Governance School

The Global Governance School at the German Development Institute (DIE) offers eight weeks of academic and practice-oriented training focused on a wide range of topics. The School aims at providing participants with fundamental knowledge of all relevant aspects of the current global governance system (such as its primary actors, institutions, rules and regulations, standards, etc). Against this backdrop, participants analyse major international challenges in areas like development cooperation, international trade and finance, the environment and technology. They learn to identify converging and diverging interests and variances between the perspectives of different leading figures and primary actors, thus developing their own position regarding practical solutions to global challenges.

Methods

The GGS follows a highly selective approach in addressing the key challenges of global governance. The School invites a wide range of lecturers from various sectors, from DIE staff to key figures within academia, government, the political arena, business and civil society in both Germany and Europe as a whole. Senior scholars from partner organisations within the MGG network are invited to teach at the School as part of the exercise in dialogue. Participants are trained to extract insights from the discussion of these sectors and issues and apply them to their own respective professional contexts.

The School's focus predominantly rests on problem-solving strategies that embody the normative and functional principles of global governance. The School systematically links theory and research to policy formulation and implementation.

Participants all throughout the School are involved in self-directed learning exercises; they are expected to share the responsibility for preparing sessions, presenting, teaching and moderating. Their professional competencies and their experience are indispensable to the School's success.

The focus of participants' research is directed to a specific topic of particular relevance to them and their home organisation through continuous work on the 'Project Study' with advising from DIE staff. Additionally, participants are required to write short positional papers on pertinent global governance issues.

The School's formal sessions are complemented by visits to international institutions based in Bonn, Brussels and Geneva as well as informal sessions in which participants exchange views on their professional lives. Furthermore, participants have the opportunity to proactively invite lecturers and organise 'Informal Salons'.

Contents

Note that the contents of the GGS are constantly adapted to reflect new scholarly thinking as well as currently relevant topics.

Module 1: *Globalisation and Global Governance*

- Opening lecture: Globalisation and global governance
- Three waves of global change
- Conceptual frameworks of global governance
- The United Nations and global governance
- International development agenda
- Universal values and human rights in global governance
- Addressing “the ugly side” of globalisation: How to deal with transnational criminal networks and other illicit activities
- Keynote lecture: Emerging powers and global governance
- Introduction to the European Union

After the Global Governance School’s opening lecture on “globalisation and global governance” on the first day of the School, Module 1 provides an introduction to the theoretical and conceptual frameworks underlying the discourses on global governance. It provides one account of the multi-level and multi-actor character of the current global governance system. Furthermore, this module deals with the challenges posed by the tangle of complex interdependencies that results when processes of global change are combined (e.g. the economic globalisation, the rise of emerging countries and climate change). This module addresses key notions of human agency, institutional architecture and universal norms such as human rights with a particular focus on the United Nations (there will also be a visit to a number of Geneva-based UN organisations during the study trip in Module 3). It also touches upon the question as to what extent academic concepts of international relations and global governance are determined by Western perspectives or, conversely, can be useful for universal analysis and policy formulation. Furthermore, Module 1 addresses the challenges of development cooperation as well as the “ugly” dimensions of globalisation. The module will be

completed by a training strengthening key competencies for Global Governance.

“The programme provides people from anchor countries with a communications platform, which is very productive. The different opinions of the politics of the respective home country did not have a negative influence on the communication, which is the basis for peer learning.”



ZHANG Hongfei, MGG 4
Development Research
Centre, P.R. China

Module 2: *The Role of European and International Institutions in Global Governance (Study trip, Brussels and Geneva)*

- Mandates and roles of international and European institutions
- Meetings with policymakers
- Networking opportunities

Module 2 examines key institutional players within the system of global governance at the level of the European Union (EU) and the United Nations (UN), including the World Trade Organization (WTO). On-site visits to the UN and WTO offices in Geneva provide an opportunity to analyse the operational activities of these organisations as centred on a wide range of policy issues, such as human and labour rights, trade, world economy, migration and refugees, while examining their contributions to universal norm-creation and implementation. The EU draws a great deal of interest from all corners of the world as the most advanced example of regional integration and supra-national authority. Sessions at key EU institutions in Brussels highlight the accomplishments and shortcomings of this model in responding to and shaping globalisation.

Module 3: Case Studies on Global Governance

- Thematic clusters
- Global economic governance and financial crisis
- Global environmental governance and development

Module 3 represents the core of the curriculum. The two-week period is composed of three thematic clusters that address key global governance challenges – global governance in respect to economic, environmental and social issues. Plenary sessions will be complemented by parallel working groups focused on particular issues in the context of the overarching topic in order to provide more room for in-depth analysis and discussion. The selection of topics in this module is driven by a combination of factors, guided on the one hand by the existing expertise at the DIE and the institute's ongoing projects in respect to global governance and, on the other, by the urgency and timeliness of particular topics. Taken all together, the policy areas included in Module 3 represent a meaningful cross-section of the global agenda. Each cluster looks at the issues at stake from a global governance perspective, i.e. by identifying the extent to which the analytical and normative dimensions of this concept have been implemented and how persisting deficiencies should be addressed. In addition to the thematic clusters, one-day sessions examine the role of significant actors, such as the corporate sector or civil society, within global governance. Furthermore, a special session deals with the challenges of decarbonising global energy systems to make development processes sustainable. The module also contains a second day of team building in addition to visits to global governance institutions in Bonn.

Module 4: Bridging Research and Policy in Global Governance

- Conference: The role of think tanks in shaping public opinion and policy-making
- Global public goods
- Global migration challenges
- Democracy promotion
- Gender and global governance

Module 4 takes a critical look at the interface of research and policy in relation to global governance. Representatives from German and international think tanks are invited to a three-day conference, where they will discuss with participants how they shape public opinion and influence policymaking at various levels. This conference provides a complement to the preceding INTERNATIONAL FUTURES course in Berlin, where participants have the opportunity to interact with policymakers active within German diplomacy and other sectors (please see section below). This module also deals with pertinent issues such as the global provision and distribution of public goods, the challenges of demographic change, the promotion of democracy and the gender dimension of global governance.

"The whole program was a lifetime experience - the Global Governance School, the study visits, the opportunity to visit the UN and the EU premises. And the main highlight was the practice phase, which gave me the ability to work on my project and to build a new network that I can use in the future to help me in my professional life!"



Yasmine EL Essawy, MGG 5
Information and Decision
Support Centre (IDSC), Egypt
Host organisation:
GIGA, Hamburg

Module 5: Summing Up and Preparing for the 'Project and Practice Phase'

- Key lessons learned and evaluation of the Global Governance School
- Presentation of planned 'Project Study'

Module 5 closes the School by summarizing key insights and assessing the most important lessons learned. The final sessions will also provide space for elaborating and presenting outlines of the planned project studies that form the basis of the ensuing practice-oriented phase.

Schedule

Daily sessions at the Global Governance School typically take place between 9.00 am and 12.30 pm and also, on Tuesdays to Thursdays, between 2.00 and 3.30 pm. The 90-minute training units, which include breaks in between, are held at the building of the DIE.

INTERNATIONAL FUTURES: Training for International Diplomats at the Federal Foreign Office

The International Programmes of the Foreign Service Academy offer professional training for diplomats in the early phase of their careers. During seminars and debates, young diplomats expand their knowledge and skills in key competences of modern diplomacy.

INTERNATIONAL FUTURES is the first programme offered by Training for International Diplomats which is targeted at both diplomats and young potentials with international experience.

Taking into account the surge in the number of entities having some kind of diplomatic role to play within the international community, the conference brings diplomats face-to-face with young potentials from government and think tanks in the eight countries involved. Together they spend an intensive programme exploring both the opportunities and challenges for diplomacy in the age of globalization and departing from the traditional foreign-policy focus discussing the role of global governance in today's world. On the conceptual level the Global Governance School and INTERNATIONAL FUTURES complement each other. Nevertheless topics already expatiated on in one of the GGS modules, might be picked up again during INTERNATIONAL FUTURES and thus deepened.

Responsibility in the World - Responsibility for Humanity

The emergence of a global community of shared responsibility is the idea behind the INTERNATIONAL FUTURES conference. Via the four strategic themes preparing for the

future, geopolitics, global economic policy and working for peace the programme provides an introduction to 21st-century diplomacy. Using practice-oriented and interactive methods, participants take a "round-the-world trip" analyzing and discussing relevant case studies from the continents they represent and seek to devise strategic solutions to global challenges.

The Programme Director, a former German ambassador, is fully involved throughout.

In the main part of the conference, the participants look at and discuss the need for a worldwide security architecture, regional cooperation and nuclear non-proliferation as well as questions of energy security, climate change, a global financial architecture and the future role of the United Nations. Academics and practitioners plan and run the seminars and workshops jointly, thus ensuring a variety of perspectives and methods. Jointly prepared reports by the participants themselves focus on the situation on their respective continents.

A vivid part of the programme is the study trip to Hamburg where participants visit global governance related German and international institutions. The International Tribunal for the Law of the Sea, the German Institute for Global and Area Studies (GIGA), the German Airbus plant and the Port of Hamburg have served as prime examples of international political and economic cooperation.

Each INTERNATIONAL FUTURES contains an

extensive negotiation training course as a highly interactive module of the programme.

Networks

Training for International Diplomats runs

the conference INTERNATIONAL FUTURES in cooperation with the Federal Ministry for Economic Cooperation and Development (BMZ) and with the support of the German Council on Foreign Relations (DGAP).

The 'Project Study': A Central Thread Tying it All Together

From submission of the application to the beginning of the follow-up phase, the 'Project Study' builds one of the main objectives of the MGG programme,

serving as the "central thread" that thematically ties the programme together into a coherent whole.

The Project Study throughout the MGG Course



A thematic focus and tentative title for the 'Project Study' is to be submitted with the preliminary application. In addition to the other criteria, acceptance into the programme also depends on the research subject and questions underlying the 'Study Project'. The project outline will be developed more fully during the preparation phase in the home country and the phase at the Global Governance School in Germany through group work, discussions and the participant's own research. Corresponding to the diverse professional backgrounds of the participants, the actual 'Project Study' can take various forms, ranging from an academic paper or policy paper to a more practice-oriented report. Above all, the 'Project Study' is expected

to generate new knowledge, insights and recommendations reflecting the substantive and strategic interests of the participant and the home institution. The research for and elaboration of the 'Project Study' is carried out in cooperation with the host institution during the participant's 'Project and Practice Stay'.

Since the topic of the 'Project Study' provides important information about the participant's profile, focus and interests for the potential host organisation, it should be well considered and constantly modified and adapted. Therefore also the thematic areas and fields, which should appropriately fit into frameworks of global governance and international regimes, are

very important to be considered carefully. Regarding this the implementing organisations, InWEnt and DIE, suggest to select a topic, which goes with the professional expertise of the candidate as well as with aspects of global governance on an international level. Those topics should be derived from the following five areas:

- a) International/transnational cooperation on global challenges or global public goods
- b) Climate change and global environmental issues
- c) International economic and financial issues
- d) Conflict, wars, security and peace building issues
- e) International and transnational

aspects of non-state actors (such as civil society and business sector).

After the 'Project and Practice Stay', participants submit their study to the DIE and present the results to the MGG group within a respective context. Each participant receives an assessment of the 'Project Study' from the DIE. Discussion and the resulting exchange of different points of view will unearth new aspects beneficial for further research and the finalisation of the study. An abstract of the 'Project Study' will be presented on the MGG and DIE homepage, allowing interested parties to contact the participant.

The 'Project and Practice Stay' at a Host Organisation: Enriching Theory with Practical Experience

The academically based, dialogue-oriented programme of the GGS and IF is complemented by the 10-week 'Project and Practice Stay' at a host institution. This gives the participant the opportunity to enrich the acquired theoretical framework with practical experience and to focus on a specific global governance issue. The core objective of this phase is to elaborate on the individual 'Project Study' (please see corresponding section for details).

In addition, the 'Project and Practice Stay' affords participants the opportunity to gain practical insights into the organisational tasks and inner workings of the host organisation and to establish solid networks within the host organisation, thus facilitating future collaborations. Ideally, the 'Project Study' is the meeting point of the interests of the participant, his/her home organisation and his/her host organisation. InWEnt will assist in the process of merging the interests of all parties and finding a mutually beneficial arrangement.

Throughout its existence, the MGG programme has developed a considerable network with key global governance institutions based in Europe (e.g. OECD,

UNCTAD, ILO, South Centre) and German key institutions (e.g. Ministry of Environ-

"I had a great experience during my practice phase [...]. I was treated as one of the staff, so I got the same privilege as the permanent staff. I had the best mentor with wide experiences and network. They opened up their time in between their busy schedule to have discussion with me regarding my Project Study and give me some input, comments, and related reading materials. They also provided me with great study visits to several relevant institutions and chances to attend several conferences and a lecture by the head of the high-level group from the European Commission related to my Project Study. Hence, I got new networks useful for my work and my home institution in the future. Overall, I got a good place at the DIE, the best mentor and a great study visit to conclude my Project Study."



Wini Apriliani, MGG 6
Bank Indonesia, Indonesia
Host institution: DIE

ment, Ministry of Finance, GIGA - German Institute of Global and Area Studies) keen on hosting the MGG participants for their project and practice stay.

During the 'Practice Stay', the host organisation is primarily in charge of mentoring the participant for the 'Project Study' and including him/her in current

projects and activities. The DIE and InWEnt also provide support where needed. Administrative and organisational arrangements for the 'Project and Practice Stay' are handled by InWEnt in cooperation with the participant and the host organisation.

E-Learning and E-Collaboration on Global Campus 21®

During all phases of the programme - preparation, on-site training and follow-up - participants are able to use a supported online platform specifically designed to provide them with a tool for communication and learning. This is particularly relevant during the preparation phase, since it gives programme participants the opportunity to begin

communicating and learning together beyond borders. Participants can familiarise themselves with this unique, forward-looking tool and also use it in other contexts (e.g. e-learning courses offered to alumni by InWEnt). After the completion of the programme, they can access the MGG alumni platform, also located at the GC 21.

MGG homepage and access to password-protected learning platform: www.gc21.de/mgg

Sustainability: Disseminating and Embedding Knowledge and Capacities

The on-site training in Germany is concluded with a six-month follow-up phase back in the participant's home country. The primary objective of this phase is for the participant to pass on the knowledge and skills acquired during the training to the own institution and within the broader work context. Follow-up on the 'Project Study', particularly in respect to its recommendations, represents a core component of this phase, which aims to enhance the institution's knowledge about global governance and its capacity to shape global governance practices in its respective field(s) of activity. Because of

this, the follow-up phase depends heavily on the interest and willingness of the home institution to support this process of 'knowledge transfer'. Participants develop a corresponding 'transfer project' at the end of the on-site training. InWEnt and the DIE assist the participants in their efforts to disseminate newly acquired knowledge by providing them with the necessary skills and methods during the training in Germany, by offering a framework for subsequent supervision and monitoring and by facilitating exchange and networking opportunities with MGG alumni and partners throughout the follow-up phase.

The MGG Alumni Network and its Activities: Connecting Future Leaders in Global Governance

The Global Campus 21® (GC 21), mentioned previously in this publication, also hosts a password-protected online platform for MGG alumni. The GC 21 platform allows for long-term network building, knowledge sharing and constant interaction among MGG alumni as well as with InWEnt and the DIE. A regular alumni newsletter keeps former participants

informed about MGG-related news, issues surrounding global governance, recent publications and upcoming events. The newsletter also reports on success stories and alumni best practices. In addition to the platform and newsletter, alumni are invited to attend national MGG alumni meetings in their home country.

Beyond this exclusive offer from MGG, alumni of the MGG courses are also granted membership within the broader InWEnt alumni network. In that capacity, they can join regional alumni networks, participate in a range of alumni activities and access an additional online platform, the “Alumniportal Deutschland”, found at <http://www.alumniportal-deutschland.org/apd-english-version.html>.

“The MGG “network family” is growing every day, through sharing good news on e-mails and meeting new friends in conferences! Including the MGG-Team, all those “behind the scenes”.”



Lerumo Morule, MGG 4,
Department for Cooperative Governance and
Traditional Affairs, South Africa
Host organisations: GTZ

Quality Management: Monitoring and Evaluating MGG

Monitoring and evaluation is very important in order to make ongoing improvements to the programme and ensure its excellence and success. We use the following tools to evaluate the MGG programme:

- ⇒ Regular feedback regarding the quality of the courses and its results is gathered from MGG participants during the training
- ⇒ Feedback is gathered from alumni at intervals of 1 and 3 years after

training to track the results and impact of the MGG on their professional development

- ⇒ Participants’ experiences and future prospects as well as benefit of the organisation are assessed by partner organisations (e.g. through partner conferences)
- ⇒ Implementing organisations undertake semi-annual self-evaluation
- ⇒ The BMZ monitors results by means of regular reporting

Partnership: Sharing Responsibilities

Participants in the MGG programme are granted a scholarship from the German Federal Government. The scholarship covers the current costs of living, all programme costs and programme-related travel expenses in Germany and Europe as well as health, personal liability and accident insurances during the five-month mandatory training in Germany and the optional German course in Germany.

The following list details the costs and services included in the scholarship:

- Participation in all programme components (i.e. optional German language course, GGS, IF, training sessions on interdisciplinary competencies, study visit to Geneva and Brussels)
- Facilitation of individual ‘Project and Practice Stay’ at a host organisation

- Lodging during all stages of the on-site study phase
- Daily allowance to cover local living costs
- Health, accident, and personal liability insurances in Germany and other European countries
- Monthly flat fee for local public transport
- Programme-related travelling expenses during the on-site study phase
- Use of the *Global Campus 21* internet platform during all programme phases
- Access to and use of special services offered to InWEnt-wide and MGG-specific alumni (e.g. newsletter)

The German government’s financial provision for the scholarship ensures an adequate standard of living in Germany. However, the scholarship amount is not sufficient to provide financial support for

families or relatives, either for a visit to Germany or at home. We expect the home organisation and the participant to come to an arrangement safeguarding the living standards of the participant's relatives in the home country for the duration of the participant's stay in Germany. Furthermore, the home organisation is requested to cover the travel expenses for a round

trip to and from Germany as a sign of their effort at partnership, to grant the participant a special leave of absence for the training and - depending on internal human resources development policies - to continue providing him/her with payment of a full or reduced salary as most of our partner institutions do.

The MGG Team: A Focus on First-Rate Service

InWEnt and DIE are jointly implementing the MGG programme on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). Based on this shared overall responsibility, InWEnt and DIE have come to the following division of tasks:

InWEnt is in charge of general organisational questions, including participants' accommodation, insurance and scholarship, programme-related travel within Germany and Europe, German language training, the training on strengthening key competencies of future Global Governance Leaders, evaluation of the MGG programme, and the alumni programme. Foremost, InWEnt assists participants in establishing contact with international and German experts and government officials and supports individuals in realising their 'Project and Practice Stay' in an appropriate host organisation.

InWEnt's division 'Regional and Global Governance, Security Policy and Rule of Law' holds primary responsibility for the

MGG programme within InWEnt, but is importantly supported by InWEnt's regional centre in the Düsseldorf/Bonn area. The regional centre and its tutors are responsible for accommodations in Bonn, extra-curricular activities and personal support (e.g. in case of illness).

The **DIE** is responsible for organizing and operating the Global Governance School (GGS), organization of the study trip to Geneva and Brussels and supervision of the 'Project Studies'. Within the DIE, the Global Governance School belongs to Department VI, meaning participants are members of this department while they attend the school.

These teams do their best to set up an optimal framework for the learning experience in Germany. However, it is up to each participant and the group as a whole to fashion the MGG programme into their own personal learning experience and to glean the maximum in benefits for both themselves and their home institutions.

"My experience in the MGG programme has been overwhelmingly life-changing. I have grown both professionally and personally.

On the former, being exposed to professionals from different backgrounds and continents has broadened my understanding of not just global governance issues but the way I perceive South Africa's domestic concerns. I have been surprised by the extent of our countries' similarities. Our burdens range from energy and resource scarcity sought for economic growth, to addressing energy and social poverty to achieve development. My learning has come from the dialogue with my MGG peers during the seminars and through the research internship from host institution (UNCTAD). Both have contributed to nurturing my professional growth.

Personally, I have enjoyed living in another country. Experiencing a new society as an outsider (with little to no German language skills) has given me a fresh perspective on myself as I interact with others. This particular aspect has been a fascinating learning experience. Having daily interaction with a diverse group in culture, gender and age has not only broken the stereotypical ideas I had of others (different to me), but has also given me a newfound appreciation for people. Living and learning with MGG's has not emphasised our differences but rather opened my eyes to the sameness in human beings. MGG has been an invaluable experience I will cherish as I grow in life."

Katlego Moilwa, MGG 6; The Edge Institute, South Africa; Host organisation: UNCTAD



Annex

1. Course Schedule

| | | | |
|--|---|--------------|----------|
| Preparation Phase | Organisational and content-related preparation via e-learning on InWEnt's online platform Global Campus 21® (approx. 2 hours per week): ⇒ Dialogue on proposed subject for 'Project Study' ⇒ Preparatory readings on global governance ⇒ Administrative and organisational preparation for departure to and stay in Germany | Home country | 2 months |
| Full-Time Training in Germany <i>(N.B. Duration and sequence of programme items are subject to change.)</i> | Optional: Intensive German course (36 units/week) | Bonn | 3 weeks |
| | Settling of formal administrative issues (e.g. registration with the local authorities, application for residence permit, medical examination, opening of bank account) | | 1 week |
| | Introductory week: In-depth introduction to the MGG programme, InWEnt, the DIE and fellow participants | | 1 week |
| | Global Governance School of the German Development Institute (DIE) Study trip to international institutions in Geneva and Brussels InWEnt training sessions on " Strengthening Key Competencies of a Global Governance Leader ": Focus on teamwork in international teams, peer learning, cross-cultural communication and cooperation Further elaboration of ' Project Study ' outline Organisation of 'Project and Practice Stay' at host organisation Optional: Continuation of German course (2 units/week) | | 5 weeks |
| | INTERNATIONAL FUTURES International conference at the German Federal Foreign Office organised by the Training for International Diplomats Unit of the Foreign Service Academy | Berlin | 2 weeks |

| | | | |
|-----------------|---|--------------------------------|----------|
| | Continuation of studies at the Global Governance School of the German Development Institute (DIE) Further development of the outlined ' Project Study ' concept Continuation of InWEnt training on " Strengthening Key Competencies of a Global Governance Leader ": Focus on reflective leadership, management of cooperation and multi-stakeholder processes, conflict management Midterm evaluation Individual preparation for 'Project and Practice Stay' with host institution | Bonn | 3 weeks |
| | ' Project and Practice Stay ' with host institution ⇒ Elaboration of ' Project Study ' while sharing knowledge with and receiving intensive support from the host institution ⇒ Cooperation with the respective host organisation on ongoing projects and activities ⇒ Practical experience with the tasks and inner workings of the host organisation ⇒ International networking in field of expertise | Depending on host organisation | 10 weeks |
| | Closing weeks ⇒ Presentation of ' Project Study ' results ⇒ InWEnt training on the " Strengthening Key Competencies of a Global Governance Leader ": Focus on collective leadership and change facilitation applied to disseminate newly acquired knowledge during the follow-up in the home country ⇒ Final evaluation ⇒ Official farewell ceremony and bestowal of certificates | Bonn | 2 weeks |
| Follow-up Phase | InWEnt and the DIE provide a framework tailored to individual participants and designed to support and monitor their respective activities, in the interests of disseminating their knowledge within the home organisation and broader work context and following up on their project studies: ⇒ Applying newly acquired knowledge and skills in the working context ⇒ Sharing knowledge with the home institution in order to enhance that institution's knowledge regarding global governance and its capacity to shape global governance processes within its respective spheres of activity (with the MGG participant functioning as an educator and disseminator of knowledge) ⇒ Following up on the results of and recommendations stemming from the 'Project Study' in cooperation with the home institution and with individual support by InWEnt and the DIE ⇒ Facilitating mutual exchange and networking with other MGG alumni and partners ⇒ Immediate automatic membership in the InWEnt Alumni Network | Home country | 6 months |

[Back to text](#)

2. Participant Profile: Prospective Global Governance Leaders

| | |
|----------------------|--|
| Personal Profile | <ul style="list-style-type: none">⇒ Has excellent command of the English language (spoken and written)⇒ Has sufficient computer skills⇒ Has good personal management skills (e.g. time-management and self-organisational skills) and solid communication skills (e.g. presentation, moderation, rhetoric)⇒ Exhibits an interest and readiness to engage in the training, to cooperate closely in a cross-cultural learning group and to live abroad without family for at least 5 months |
| Professional Profile | <ul style="list-style-type: none">⇒ Works in public-sector institutions in the partner countries such as ministries, government agencies or policy-oriented research institutions⇒ Is specialised in a field related to global governance⇒ Exhibits great career potential⇒ Has successfully completed an academic degree (preferably a Master's; at least a Bachelor's or an equivalent thereof)⇒ Has at least two years of relevant work experience⇒ Has been nominated and delegated by a partner organisation with the objective of qualifying him/her for current and future assignments having to do with global governance⇒ Is considered a young professional by his/her organisation; InWEnt and the DIE generally recommend a maximum age of 38⇒ Has submitted a proposal for a 'Project Study' that will enhance the knowledge and capabilities of the partner organisation in a field related to global governance and is thus substantive and of considerable strategic interest |
| Misc. | <ul style="list-style-type: none">⇒ Is medically fit to attend the on-site training in Germany (to be confirmed by a certificate of health) |

[Back to text](#)



InWEnt – Qualified to Shape the Future

InWEnt – Capacity Building International, Germany, is a non-profit organisation with worldwide operations dedicated to human resource development, advanced training, and dialogue.

Our capacity building programmes are directed at experts and executives from politics, administration, the business community, and civil society. We are commissioned by the German federal government to assist with the implementation of the Millennium Development Goals of the United Nations.

In addition, we provide the German business sector with support for public private partnership projects. Through exchange programmes, InWEnt also offers young people from Germany the opportunity to gain professional experience abroad.

German Development Institute / Deutsches Institut für Entwicklungspolitik (DIE)

The German Development Institute / Deutsches Institut für Entwicklungspolitik (DIE) is the country's leading think-tank for development policy. Working within the framework of international research networks, DIE bridges the gap between theory and practice.

Since its founding in 1964, DIE has established an effective interplay between its three primary competencies: research, consulting and training. DIE bases its consulting and training activities on its own independent research. Further, it investigates development policy issues for public agencies both in Germany and abroad. And, finally, it provides an accurate assessment of the current status of co-operation between developing and industrialised nations.

DIE is able to draw on a wealth of knowledge collected in global development studies and is dedicated to discovering possible solutions for the central issues to be dealt with in future international development policies. DIE's research is based on empirical data and its recommendations are practical and application-oriented.

Training is also an integral part of DIE's research and consulting process. It profits especially from the highly effective close interaction between the experienced instructional staff and the institute's experts conducting research on the development problems facing the world in the future.

InWEnt – Internationale Weiterbildung
und Entwicklung gGmbH
Capacity Building International, Germany
Friedrich-Ebert-Allee 40
53113 Bonn, Germany
Fon +49 228 4460-0
Fax +49 228 4460-1766
www.inwent.org

Deutsches Institut für Entwicklungspolitik (DIE)
German Development Institute
Tulpenfeld 6
53113 Bonn
Phone +49 228 94927-201
Fax +49 228 94927-130
www.die-gdi.de