



Managing Global Governance

Strengthening the Global Governance competence of Young Professionals from Emerging Economies

- Curriculum -

On behalf of

BMZ



Federal Ministry
for Economic Cooperation
and Development



Zukunftsentwickler.
Wir machen Zukunft.
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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 co operation. Designing and building a more effective system of global governance is one of the key tasks in the process of shaping international co operation, 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 co operation 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).

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH 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 expectations and learning targets, discuss their 'Project Study' proposals, familiarise 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, European 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 young diplomats from their own countries.

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 their 'Learning and

Transfer Project' (either a 'Project Study' or an 'Applied Project'). Both formats should mutually link 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 advancing their own personal competencies needed for contributing to an effective global governance in the future (e.g. communications skills for

"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



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. Participants are also expected to present and follow up on the results of their 'Project Study' or to implement their 'Applied Project' with the

support of GIZ 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 co operation 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 co operation on issues and in fields such as trade, finance, environment, security and development co operation.

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' or 'Applied Project' 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:

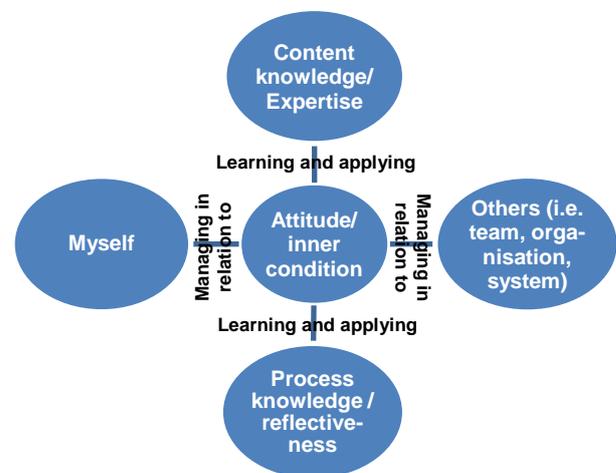
On the one hand, the MGG gives participants extensive content knowledge of the current theories and different schools of thought on global governance, such as realism, liberal-institutionalism, idealism, constructivism and cosmopolitanism, and promotes awareness of seminal global governance concepts, 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 co operation and multi-stakeholder settings, and facilitation of change.



The MGG has developed a profile illustrating the competencies of a future "Global Governance Leader" 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 ambitious 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.
- ⇒ 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 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

The Global Governance School

The Global Governance School (GGS) 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 co operation, international trade and finance, environment and institutional architecture. They learn to identify converging and diverging interests as well as variances in the perspectives and objectives of different actors, thus developing their own position regarding practical solutions to global challenges.

Methods

The GGS follows a highly selective, exemplary 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. Some sessions are conducted jointly with DIE's postgraduate course in order to facilitate peer-learning and dialogue.

"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

Contents

The following information reflects, as an example, the curriculum of the ninth Global Governance School (2011). Note that the contents of the GGS are constantly adapted to reflect new scholarly thinking as well as currently relevant topics.

Module 1: Theories and concepts of global governance

- Keynote lecture: Contending and Contested Narratives of Global Governance: A Conceptual Overview
- Three waves of global change
- Conceptual and academic frameworks of global governance
- Introduction to European/Western discourses and to the theoretical foundation of the MGG programme
- The policies of the Federal Ministry for Economic Cooperation and Development (BMZ) towards rising powers
- Presentations and dialogue on positions of MGG participants

Module 1 provides an introduction to conceptual and academic frameworks of global governance discourses and thus lays the foundation for subsequent sessions on various global governance challenges to be discussed throughout the school. This module gives an account of the multi-level and multi-actor character of the current global governance system. Furthermore, it deals with challenges posed by complex interdependencies that are a result of superposed processes of global change such as 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. The Keynote Lecture, delivered by Prof. Garth le Pere, University of Pretoria and Senior Partner DAJO Associates, South Africa, touches upon the question to what extent academic concepts of international relations and global

governance are determined by Western perspectives or, on the contrary, can be useful for universal analysis and policy-formulation. In addition to the introduction of conceptual and academic frameworks of global governance, Module 1 provides the participants with the opportunity to discuss Germany's recently adopted strategy towards rising powers with an official from the Federal Ministry of Economic Cooperation and Development (BMZ). The module also offers the space for a peer-level dialogue on the current challenges faced by each of the countries represented in the MGG programme.

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 supranational authority. Sessions at key EU institutions in Brussels highlight the accomplishments and shortcomings of this model in responding to and shaping globalisation.

Module 3: Contested understandings of global governance

- The case of climate justice
- The case of Responsibility to Protect

In module 3, a four-day seminar, participants have the possibility to intensively discuss one of the key challenges of today's global governance system, i.e. how to resolve the tension between the interests of nation states to preserve their external sovereignty and the necessity to pool aspects of national sovereignty in order to be able to collectively address global challenges. Two "case studies" – the Responsibility to Protect norm and the climate justice debate – give the participants the chance to discuss and reflect on their understandings of sovereignty. A second MGG Public Lecture, delivered by Prof. Dr. Vivienne Jabri, Department of War Studies, King's College London, UK, will deal with the relationship of the Responsibility to Protect and national sovereignty.

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 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.

Module 5: Case studies of global governance

- Transnational civil society
- Global economic governance and regional integration
- Gender in global governance
- Ethics and human rights in global governance
- G20 and global development
- DIE alumni conference
- European development cooperation
- Comparative view on bilateral aid systems
- New "donors": India/China
- United Nations and global development

In their totality, the policy areas included in module 5 represent a meaningful cross-section of the global agenda. The interests and influence of transnational civil society will be discussed with leading experts from non-governmental organisations. A session on global economic governance will deal with the question

whether regional integration is a "stumbling block or stepping stone" towards an effective multilateral trade system. Another session draws the attention to the importance of a gender perspective in dealing with global governance challenges. In Module 5 a series of sessions deals with the global development challenges: Firstly,

"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

a joint session together with the DIE's Postgraduate Course will discuss the importance of ethics and human rights for global development. Secondly, the session on the development dimension of the G20 process will be used to discuss the impact of this new process on the relationship between industrialised and developing countries in defining the regulatory framework for development co operation. Thirdly, joint sessions with the Postgraduate Course will discuss the policies of various bilateral donors including the European Union, China and India. Fourthly, the discussion on bilateral aid systems will be complemented by a session, again with the participants of the Postgraduate Course, on the role of the United Nations in global development. The biennial DIE alumni conference offers participants the possibility to discuss global governance issues with high-level policy makers and internationally recognised scholars.

Module 6: *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'

This concluding module offers the space for reflections on the participant's individu-

al and collective learning processes. The four-days summing up session applies mainly interactive methods facilitating a dialogue among the participants on open questions and contradictions of different reform options of global governance. Participants will also explore common ground and remaining differences within the group on the issues discussed throughout the school. The concluding keynote lecture by Dr. Michael Hofmann, former Director-General, Federal Ministry for Economic Cooperation and Development, BMZ, and former Executive Director, World Bank, will reflect on "The future of global governance" discussing the opportunities and pitfalls of international co operation in a multi polar world. Module 6 will be concluded by a midterm evaluation of the MGG programme and second session on project studies and practice 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. It provides an introduction to 21st-century diplomacy focussing on global questions of security, economics and geopolitics. Using practice-oriented and interactive methods, participants take a "round-the-world trip" analyzing and discussing rele-

vant 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 co-operation 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.

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 GIGA German Institute for Global and Area Studies, the German Airbus plant and the Port of Hamburg have served as prime examples of international political and economic co operation.

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).

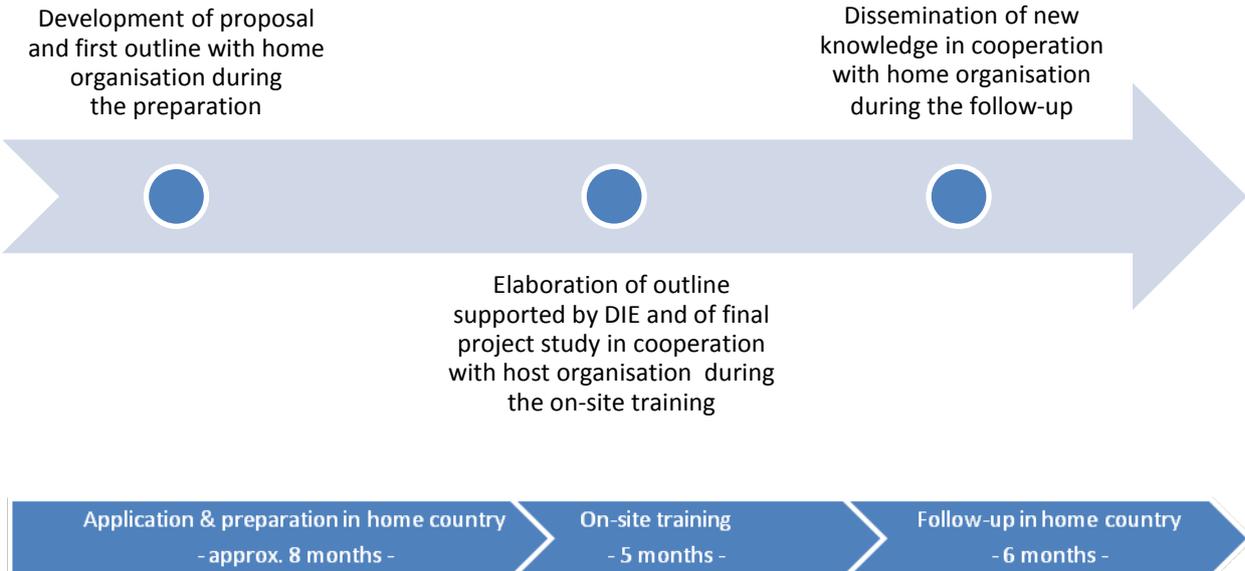
The “Learning and Transfer Project’: A Central Thread Tying it All Together

From submission of the application to the beginning of the follow-up phase, the ‘Learning and Transfer Project 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. You have two options with regard to the ‘Learning

and Transfer Project’. If you prefer to work research-oriented, you will write a ‘Project Study’. If you wish to work more policy oriented or operative, you will develop an ‘Applied Project’.

Option 1: ‘Project Study’

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 ‘Project Study’. 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

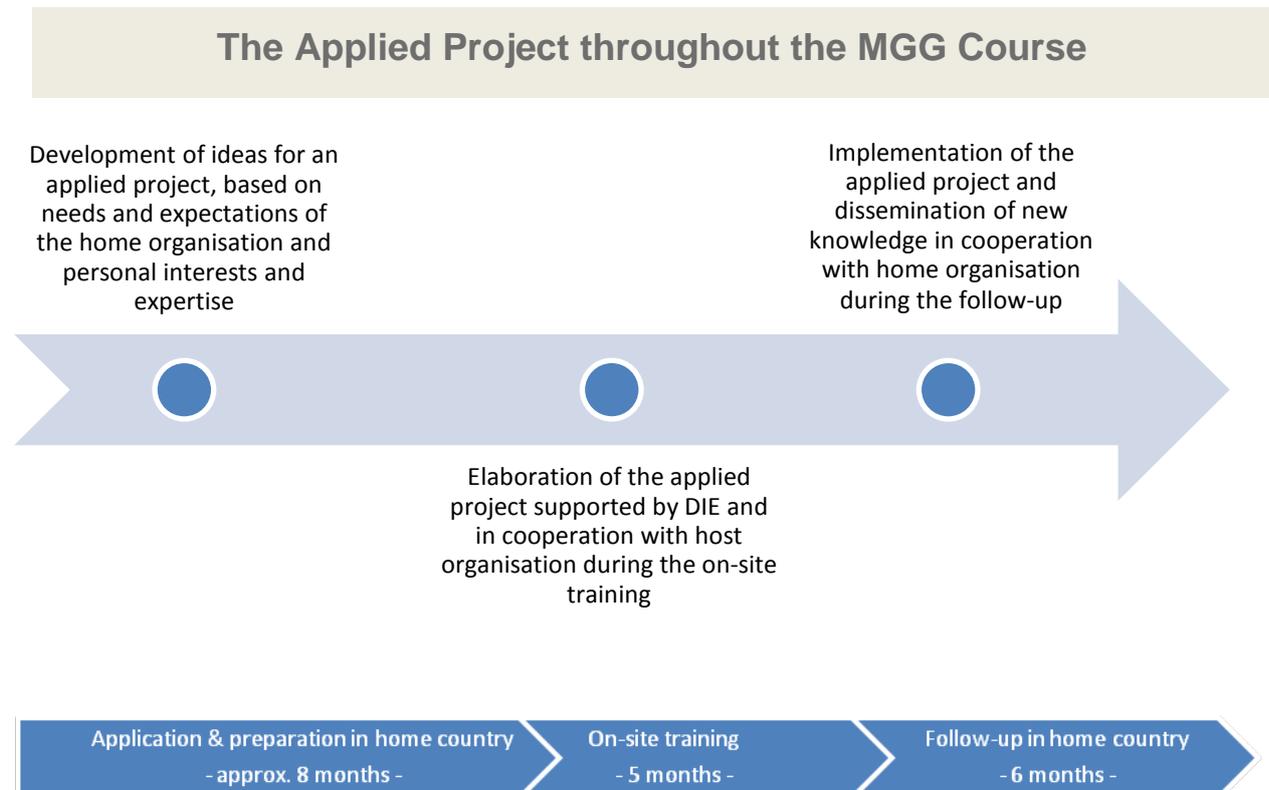
potential host organisation, it should be well considered and constantly modified and adapted. Therefore also the thematic areas and fields, which should appropriately fit into frameworks of global governance and international regimes, are very important to be considered carefully. Regarding this the implementing organisations, GIZ 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

- e) 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.

Option 2: 'Applied Project'



A thematic focus and ideas for tentative products and/or activities for the 'Applied Project' are to be submitted with the preliminary application. In addition to the other criteria, acceptance into the programme also depends on the design of the 'Applied Project'. Criteria for the assessment will be how your project is linked to a) your learning targets, b) to challenges and

needs in your home organisation and c) to your personal career development. The project concept will be developed further 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 and needs of the participants, the 'Applied Project' can take various forms, ranging for example from the design of a training programme or a workshop concept to the development of strategic plans or a public communications product or a stakeholder analysis. Above all, the 'Applied Project' is expected to result in a concrete product and/or activity, which generates new knowledge and insights, reflecting the substantive and strategic interests and needs of the participant and the home institution. The research for and elaboration of the 'Applied Project' is carried out in co operation with the host institution during the participant's 'Project and Practice Stay'.

Since learning targets and the topic of the 'Applied Project' provide 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, GIZ 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:

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After the 'Project and Practice Stay', participants submit their 'Applied Project' to the DIE and present the results to the MGG group within a respective context. Each participant receives an assessment of the 'Applied Project' from the DIE. Discussion and the resulting exchange of different points of view will unearth new aspects beneficial for further development and implementation of the project. An abstract of the 'Applied Project' 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 INTERNATIONAL FUTURES 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 'Learning and Transfer Project' (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. GIZ 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 Environment, 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 'Learning and Transfer Project' and including him/her in current projects and activities. The DIE and GIZ also provide support where needed. Administrative and organisational arrangements for the 'Project and Practice Stay' are handled by GIZ in co operation 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 learn-

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

"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

ing 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 GIZ).

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. GIZ 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 online platform “Alumniportal Deutschland”, found at www.alumniportal-deutschland.org/apd-english-version.html, provides a password-protected online platform for MGG alumni, for a long-term network building, knowledge sharing and constant interaction among MGG alumni as well as with GIZ 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 GIZ alumni network. In that capacity, they can join regional alumni networks and participate in a range of alumni activities.

Quality Management: Monitoring and Evaluating

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
- platform during all programme phases
- Access to and use of special services offered to GIZ-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 "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

The MGG Team: A Focus on First-Rate Service

GIZ 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, GIZ and DIE have come to the following division of tasks:

GIZ 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, GIZ 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.

GIZ' headquarter in Bonn holds primary responsibility for the MGG programme within GIZ, but is importantly supported by

GIZ' 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

<p>Preparation Phase</p>	<p>Organisational and content-related preparation via e-learning on GIZ' online platform Global Campus 21[®] (approx. 3 hours per week):</p> <ul style="list-style-type: none"> ⇒ Dialogue on the 'Learning and Transfer Project' ⇒ Preparatory readings on global governance ⇒ Administrative and organisational preparation for departure to and stay in Germany 	<p>Home country</p>	<p>3 months</p>
<p>Full-Time Training in Germany (N.B. Duration and sequence of programme items are subject to change.)</p>	<p><i>Optional: Intensive German course (36 units/week)</i></p>	<p>Bonn</p>	<p>3 weeks</p>
	<p>Settling of formal administrative issues (e.g. registration with the local authorities, application for residence permit, medical examination, opening of bank account)</p>		<p>1 week</p>
	<p>Introductory week: In-depth introduction to the MGG programme, GIZ, the DIE and fellow participants</p>	<p>1 week</p>	
	<p>Global Governance School of the German Development Institute (DIE) GIZ training sessions on "Strengthening Key Competencies of a Global Governance Leader": Focus on teamwork in international teams, peer learning, cross-cultural communication and co operation Further elaboration of 'Learning and Transfer Project ' Organisation of 'Project and Practice Stay' at host organisation Optional: Continuation of German course (2 units/week)</p>	<p>5 weeks</p>	
	<p>INTERNATIONAL FUTURES International conference at the German Federal Foreign Office organised by the Training for International Diplomats Unit of the Foreign Service Academy</p>	<p>2 weeks</p>	

	<p>Continuation of studies at the Global Governance School of the German Development Institute (DIE)</p> <p>Further development of the 'Learning and Transfer Project' concept</p> <p>Study trip to international institutions in Geneva and Brussels</p> <p>Continuation of GIZ training on "Strengthening Key Competencies of a Global Governance Leader": Focus on reflective leadership, management of co operation and multi-stakeholder processes, conflict management</p> <p>Midterm evaluation</p> <p>Individual preparation for 'Project and Practice Stay' with host institution</p>	Bonn	3 weeks
	<p>'Project and Practice Stay' with host institution</p> <ul style="list-style-type: none"> ⇒ Elaboration of 'Learning and Transfer Project' while sharing knowledge with and receiving intensive support from the host institution ⇒ Co operation 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
	<p>Closing weeks</p> <ul style="list-style-type: none"> ⇒ Presentation of 'Project Study' or 'Applied Project' ⇒ GIZ 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	<p>GIZ 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:</p> <ul style="list-style-type: none"> ⇒ 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 GIZ and the DIE ⇒ Facilitating mutual exchange and networking with other MGG alumni and partners ⇒ Immediate automatic membership in the GIZ Alumni Network 	Home country	6 months

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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 co operate 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; GIZ and the DIE generally recommend a maximum age of 38⇒ Has submitted a proposal for a 'Learning and Transfer Project ' 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)

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