



Course Calendar 2014-2015

Centre for Development Innovation

Creating Capacities for Change



WAGENINGEN **UR**
For quality of life

Welcome by Aalt Dijkhuizen

I am pleased to present to you the new 2014-2015 International Course Programme, *Creating Capacities for Change*, offered by the Centre for Development Innovation, Wageningen UR. In particular, I am pleased to offer a programme with such a wide range of courses and a variety of collaborative partners.

Wageningen UR's mission is *to explore the potential of nature to improve the quality of life*. The unique strength of Wageningen UR (University & Research centre) lies in the ability to combine specialised research (both fundamental and applied) in various fields with up to date insights from policy and practice. The domain of Wageningen UR consists of three interconnected core areas: (1) food and food production, (2) living environment and (3) health, lifestyle and livelihood. Issues within these domains are almost never exclusively natural, technical or social in nature. There are always multiple approaches and solutions – often synergetic ones. Wageningen UR therefore fosters the unique interaction between the natural and social sciences. This combination generates scientific understanding that can be put into practice and be incorporated into education. This is the Wageningen Approach.

The Centre for Development Innovation, Wageningen UR is an interdisciplinary and internationally focused centre. Its mission is to create capacities for change and so help to improve the quality of food, the living environment and living conditions of communities across the globe. The centre combines expertise from across Wageningen UR's Sciences Groups to offer knowledge services that link technical content with processes of innovation, learning and change. The centre works in the areas of food and nutrition security, adaptive agriculture, conflict, disaster and

reconstruction, sustainable markets and ecosystem governance. By facilitating innovation and supporting capacity development, a group of 60 staff helps to apply Wageningen UR's expertise to the global challenges of sustainable and equitable development.

The international courses are designed to strengthen and develop the capacities of professionals, enabling them to make a difference in a changing world. Each course has been designed to offer a unique combination of new scientific knowledge and insights from the relevant natural and social sciences with broad field experience and skills training so that participants can apply what they learn directly in their work.

I sincerely hope that we will have the pleasure of welcoming you on one of the courses of the Centre for Development Innovation, Wageningen UR in the coming year.

Dr. Aalt Dijkhuizen
*President and Chairman of the Executive Board
Wageningen UR*





Introduction by Co Verdaas

As a professional you know how important it is to keep up with the latest developments and innovations in your working domain. The circumstances in which you work are dynamic and constantly changing. Here at the Centre for Development Innovation (CDI), Wageningen UR we understand that our partners and clients have to cope with an increasingly complex and unpredictable world. We therefore support them to develop the capacities, leadership qualities and learning processes needed to be creative, adaptive and responsive in such a rapidly changing world.

Wageningen UR offers world-leading scientific and technical expertise on safe and secure food, sustainable value chains and a healthy living environment. The Centre for Development Innovation makes this expertise available for policy makers, entrepreneurs and development practitioners in an international context. Together we work to bring practical experiences into the heart of the academic community.

At CDI we focus on the global challenges of food and nutrition security, sustainable markets, adaptive agriculture, ecosystem governance and since 2012 conflict, disaster and reconstruction. We link cutting-edge processes of innovation and learning with Wageningen UR's scientific and technical expertise.

Our professional staff are international development and change process specialists. We combine technical knowledge and expertise in one or more of our programme areas with excellent training and process management skills: facilitation, interactive training, policy development and organisational change. Our project experiences, networks and professional interaction with scientists, policy makers, entrepreneurs and civil society are the

basis of the courses and provide participants with a rich mixture of state-of-the-art theoretical insights and practical experiences from policy, research and practice.

Join one of our courses to expand your horizons, share with others working in similar fields, get up to date on current scientific insights, methodologies and practices, and become part of our 30,000-strong alumni network.

After the successful pilot in early 2013 finished with lots of enthusiastic feedback from our participants, we have started using tablets in all our courses held in Wageningen. We are confident that this will help to create the best learning environment possible.

I very much hope to welcome and meet you at one of our courses!

Dr. Co Verdaas
Director
Centre for Development Innovation, Wageningen UR



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Welcome to the Centre for Development Innovation

And join one of our cutting-edge courses

The Centre for Development Innovation (CDI), Wageningen UR focusses on creating capacities for change. As you will find out, as you leaf through this catalogue, we offer a diverse range of training options, from international course programmes to tailor-made learning trajectories for organisations. What's important for you, is that we probably have the course you are looking for. Our courses are based in our advisory services and policy support activities, linking the newest insights to the reality in the field. And since our participants come from all over the world, you will meet colleagues from all over the world – working on exactly the same issues you face in your daily work, even if their work is on the other side of the planet. Our course leaders are experts in their own field and create a learning environment that is both welcoming and challenging. Our courses provide an opportunity to learn just as much from your fellow participants as from the trainers.

This booklet outlines our open access programme of specialist courses for mid-career professionals. These international courses offer you the opportunity to learn about current developments in your field. They provide hands-on tools and methods that you can use to improve your work. The aim of all our courses is threefold: we want to make the academic knowledge of Wageningen UR (University & Research centre) available; we want to help our course participants develop their professional skills and approaches; and we want to broker knowledge and support the exchange of expertise and experiences between participants.

Our annual training programme is partly conducted in the Netherlands and partly in Africa and Asia, in collaboration with our partner institutions. Most courses in this booklet are given in English, two are in French.

We also include this year six certificate programmes of our partner organisation Van Hall Larenstein. These year-long programmes all fit well with our core themes, and can be part of a Bachelor or Master programme.

You will stay in the City of Life Sciences or another interesting venue

For our course participants, the opportunity to mingle with fellow professionals from many parts of the world is an important and memorable part of their experience. Some courses are held at other places than Wageningen, to provide you the best opportunities for interesting field visits. If the course is held in Wageningen, you will stay in a small but lively university city. You will be part of a multicultural academic community, with more than 100 different nationalities represented. Besides enjoying the social life and expanding your network, you will also get the chance to go sightseeing in nearby Amsterdam and experience Dutch culture. While the Wageningen climate can be chilly, the welcome will always be warm.

Innovation happens by professionals, for professionals

CDI is committed to working with organisations and individuals engaged in innovation and change processes who are seeking new inspiration and opportunities.

By linking research policy and practice, we help to create new business models, new forms of governance and policy, and new partnerships for change that balance the needs of people, planet and profit. Our courses are informed by this rich mixture of state-of-the-art insights from the worlds of policy, research and practice. Making active use of the experience of participants from government, business and civil society, our courses bring you up to date and help you develop new skills to apply in your work. Our approach fosters exchange and collaboration in multidisciplinary teams, bringing together theory and practice. Besides gaining new inspiration, insights and skills, course participants also develop valuable new professional networks.

We like to keep it personal

With every course in this booklet, you will find the name of the course coordinator. He or she is responsible for the design and the quality of the course. Feel free to contact him or her for more information on the course and for advice. Together, you can explore whether a course fits your needs and expectations: we want to make sure it is the right choice for you. The course coordinator is also the person to turn to if you are interested in tailor-made or in-company learning options.

Using this booklet and finding more information on the internet

Courses in this booklet are classified thematically. Under each of our six programme themes you will find an introduction, followed by a brief description of each course. The certificate year programmes offered by Van Hall Larenstein are grouped separately. On page 70 courses are presented chronologically in a calendar format. For the latest information on the courses please refer to our website www.wageningenUR.nl/cdi. There you will find more extensive information and there is a factsheet available for each of the courses as well as the possibility to register.

Creating Capacities for Change

By actively engaging in our courses, you're building up capacity – your own and that of your organisation. We see capacity development as much more than training. Effective capacity development requires integrated processes of learning and change among individuals, organisations, networks and social institutions. We specialise in interactive learning and training methods that build on existing experience and enable new ideas and methods to be put into practice. Our courses therefore pay specific attention to how new competences can be applied in the work place.

We facilitate Knowledge Brokering...

At CDI we believe that for development to bring about equitable and sustainable change, individuals and organisations from different domains need to be able to access, use, and share knowledge and information in

a constructive, open and integrated way. We enable and facilitate such knowledge-sharing processes by linking, integrating and interpreting knowledge and information from research, policy and practice. While CDI is a firmly practice-based organisation, we are located within an academic institution, Wageningen UR. We are therefore well positioned to perform knowledge brokering services for civil society organisations, governments, international organisations and academia.

...and support Life-Long Learning

To keep our alumni up-to-date, we organise regional refresher courses on region specific issues in collaboration with partners in the South. A limited number of places on these courses are available for colleagues of alumni. For up-to-date information please visit our website, www.wageningenUR.nl/cdi. Alumni from our courses also continue exchanging experiences within our web-based alumni networks.

So let's stay in touch

We continually work on new courses and training. To find the latest information, please visit our website regularly, www.wageningenUR.nl/cdi. During a course, participants can find information and course materials on a dedicated course website. After course completion alumni remain part of the network and have access to specialised web platforms. On these platforms they can find a wealth of up-to-date resources, they can discuss and exchange, and generate new knowledge together. Please ask the course coordinators for more information and join our dynamic and inspiring network!

If you want us to keep you informed about courses you might be interested in, please register in our database <http://cdiwbscursus.wur.nl/AccountControl/Register.aspx>. If you want to receive our electronic newsletters, please register online at <http://www.wageningenUR.nl/en/Expertise-Services/Research-Institutes/centre-for-development-innovation/what-we-publish/cdi-newsletters.htm>



Tailor-made and in-company training and learning processes

Your organisation might have specific training needs, or perhaps you want to train a larger group of staff. CDI specialises in designing training programmes tailored to specified demands and context. The course coordinators will be happy to hear about your requirements and prepare a proposal suited to your needs.

An example: Tailor-made learning trajectory on Multi-Stakeholder Processes, Programme-based Approach and Communities of Change.

Since 2008, CDI has been facilitating learning trajectories on Multi-Stakeholder Processes and the Programme-based approach for two Dutch development organisations. Both these learning trajectories are part of a larger organisational change process. They combine innovative knowledge and expertise with the development of an organisation-specific approach. Advice is also offered on systems and structural change.

To date about 500 participants have engaged in training in the following modules:

- acting according to different paradigms and change theories;
- working with an attitude of cooperation and networking;
- improving skills of process facilitation and knowledge about multi-stakeholder processes;
- understanding and dealing with power and conflict;
- designing change processes;
- leadership and dialogue;
- monitoring and evaluating change processes.



Practical information

Registration

To register, complete the application form for the course, which you can find on our website www.wageningenUR.nl/cdi. If you don't have, or apply for, a NFP fellowship, you need to send us a letter of confirmation from your sponsoring agency in addition to the application form. After verification of this sponsor statement, CDI will register your application in its database and send further details about your admission. Until then, all registrations will be considered provisional.

Registration deadline

For each course a registration deadline is given. CDI must receive your application before this registration date. Exceptionally we might be able to register you at short notice. If you want to apply after the deadline, please contact us to know whether registration is still possible.

If you want to apply for a NFP fellowship then you must comply with the NFP deadline too. Please note that the NFP deadline is much earlier than the course date.

Fellowships

A limited number of fellowships are available from the Netherlands Fellowship Programme (NFP) for mid-career professionals from selected countries and where applicable this option is mentioned in the practical information for each course on the website.

Please note the different application deadlines: the deadline for applying for a NFP fellowship can be up to six months earlier than the deadline for the CDI course. Candidates who wish to apply for such a fellowship should start the application procedure as soon as possible! Apply for admission directly to CDI (see the registration information above). We will assess your application and inform you about your admission to the course. You should apply for a NFP fellowship simultaneously.

Online applications for a NFP fellowship should be submitted through the Nuffic Scholarships Online (SOL) system. Registration will be possible several months before the NFP application deadlines. Once you have applied for a NFP fellowship, using the SOL-system you can check the status of your application online. You can find more information on the Netherlands Fellowship Programme on www.nuffic.nl, and more information on fellowships on www.wageningenUR.nl/cdi. For questions about your Nuffic application, please contact Nuffic by sending them an email through the webpage www.nuffic.nl/contact or by telephone +31 - (0)70 42 60 260.

Payment

Upon receipt of your registration for a CDI course an admission letter will be sent to you containing full details of how to make your payment. Payment should be received by CDI at least three weeks before the date on which the course starts. Only on receipt of payment your participation is guaranteed.

The charges for course materials are included in the course fee. The course descriptions in this booklet mention the fee for each course.

Cancellation

CDI reserves the right to withhold 25% of the total course fee for cancellations made up to 3 weeks before the start date of a course. When registration is cancelled less than three weeks before the start date of the course, 65% of the total course fee will be charged. Please note that booked hotel accommodation is also subject to cancellation costs. For cancellations due to problems in obtaining a visa the same cancellation regulations apply.

Visa

After receipt of your payment for the course CDI will send a letter to the Royal Netherlands Embassy in support of your visa application. Obtaining a visa can take time, so please allow sufficient time for this process to be completed. In some cases this might take far longer than you expect as in some cases procedures have changed.

Complete course information

This booklet gives a brief description of each course. For more extensive information on the content of each course, as well as the online registration form, please refer to our website www.wageningenUR.nl/cdi.

Duration of the course

Most of our courses are two or three weeks long. Please check the course descriptions in this booklet for the exact duration of each course. We expect participants to arrive at least one day before the start of the course.

Number of participants

For most courses there is a minimum and a maximum number of participants. If there are more suitable candidates than place, priority will be given to participants in order of the date of their application for participation. In the event of an insufficient number of participants 3 weeks before the start date of the course CDI reserves the right to cancel a course. If a course has to be cancelled you will be notified immediately and the course fees will be refunded in full.

Certificate

Upon completion of the course all participants will receive a certificate of attendance.

Tablets

All of our course participants in Wageningen will receive a 10 inch tablet. The tablet replaces all paperwork. It allows participants to enrich their learning environment by using the internet for research and communication with other participants and staff, as well as documenting and enhancing group work through taking pictures and filming. At the end of the course, participants can purchase the tablet at a highly reduced price of EUR 75 (75% discount).

Accommodation

Hotel accommodation is not included in the course fee. For fee paying participants, CDI arranges accommodation for you at preferential rates. Please contact the Support Staff member mentioned with the course for more information. NFP fellowships include travel and full board and lodging.

Planning and calendar

Each year our courses are revised. Please check our website www.wageningenUR.nl/cdi for the exact timing of each course in the course calendar. This course brochure contains the programme for the calendar year 2014 and the first semester of 2015. The next edition with programme information for the academic year of 2015-2016 will be published in August 2014. Do you prefer a digital version of the course calendar, please visit our website.

Do you still have questions? Don't hesitate to contact us on training.cdi@wur.nl or via our website www.wageningenUR.nl/cdi.



CDI in a nutshell

We support multi-stakeholder innovation processes. We guide groups to manage the diversity that emerges as a result of differences in power and interests as people work towards mutual understanding and common goals. CDI also develops capacity in individuals, groups and organisations so that they can design and facilitate interactive multi-stakeholder processes themselves.

We support policy development: a complex process in a world where sectors and actors sometimes overlap, sometimes compete and usually influence each other. CDI supports policy development in a variety of sectors by providing technical input from Wageningen UR and elsewhere and by helping stakeholders to design and facilitate interactive policy development processes.

We support organisations in their organisational development. CDI offers a range of capacity development services at different levels. We support organisations, teams and institutions to improve processes of leadership, planning and learning. Where possible, we offer our services as part of integrated and mutually reinforcing innovation and change trajectories.

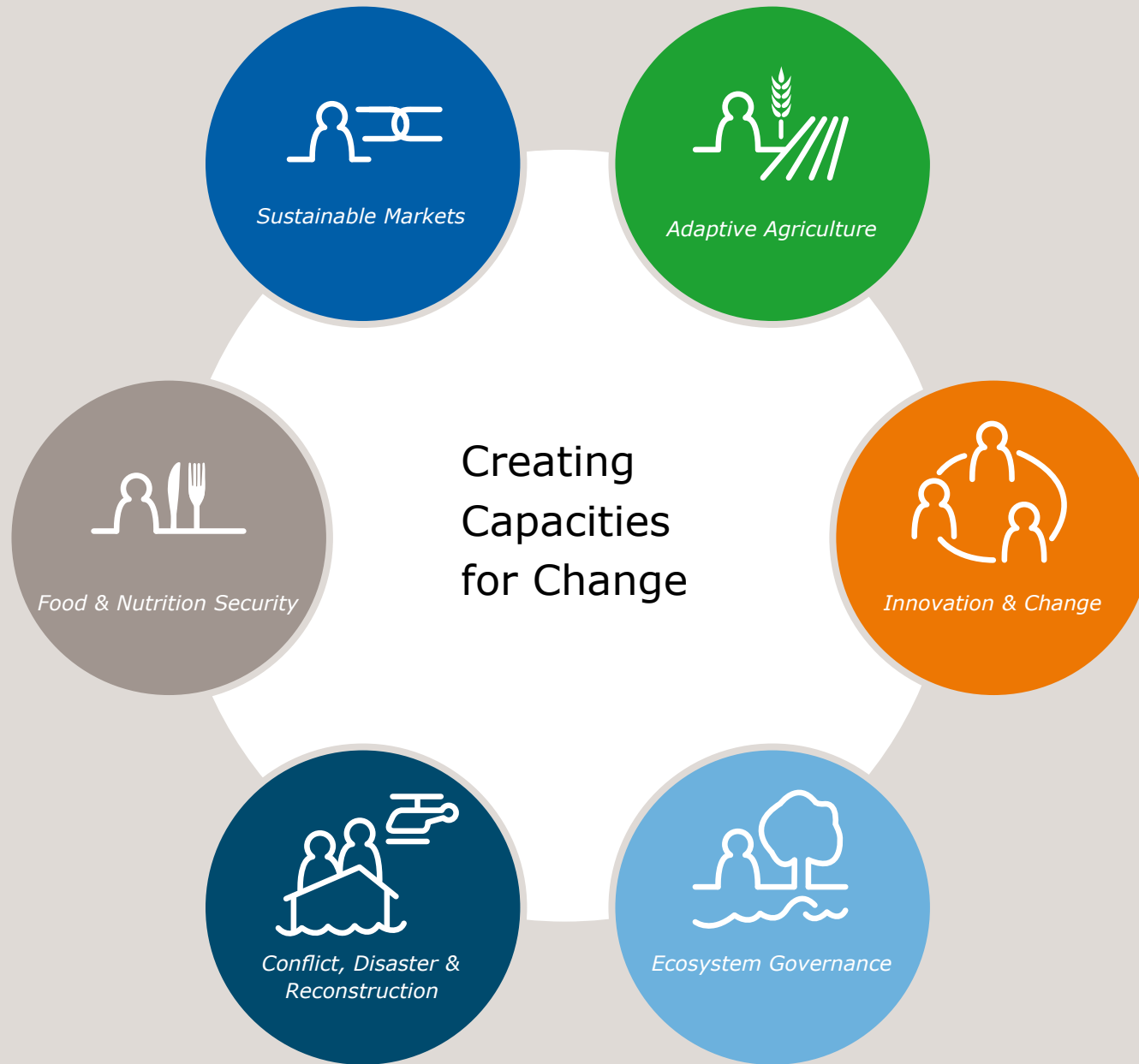
We promote managing for impact in the domain of monitoring and evaluation (M&E). Besides undertaking independent utilisation-focused evaluations and impact assessments, CDI facilitates the design and implementation of monitoring and evaluation systems, and delivers capacity development services for professionals, such as managers and M&E officers.

We pave the way for informed change. CDI designs and facilitates action research and pilot projects to develop methodologies for improving processes of innovation, learning, capacity development and institutional change. We often collaborate with other units of Wageningen UR, making knowledge and research available and feeding practice into knowledge creation.

We foster critical thinking on key development issues in dialogues and debates. We bring together leading practitioners and thinkers to stimulate exchange and networking around innovative themes. Dialogues and debates can be used as stand-alone events for different audiences. They also play an important role in longterm change processes where the parties involved have different interests.

Does our story inspire you? Do you have a question? Don't hesitate to contact us at training.cdi@wur.nl.





Contact Centre for Development Innovation

Programme managers

We organise our work around six interlinked programmes.
For more thematic information about a programme,
please contact the programme manager.

Adaptive Agriculture



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Conflict, Disaster & Reconstruction



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Sustainable Markets



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Project Support Department

When you participate in a course, you can certainly count on our support staff, for administrative support on visa, ticketing and logistics. Please contact the staffmember for your particular course as mentioned at the bottom of each course description.

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Innovation & Change

What do we do?

The Innovation & Change programme lies at the heart of the Centre for Development Innovation's mandate. We enable people and organisations to be strategic in the face of complexity. We do this by helping to create the understanding and skills needed to work together, innovate, deal with differences, and bring about positive change. Innovation & Change is our core expertise and is embedded in all our programmes.

We facilitate innovation

Bringing about positive social change requires strategic and creative approaches. We facilitate innovation, broker knowledge and develop capacities with a focus on food systems, rural development, agri-business and the management of natural resources. Our work links Wageningen UR's knowledge and expertise with society-wide learning and innovation processes.

We devise learning strategies

The social, political and institutional changes needed to overcome poverty, inequalities and to protect the environment lag far behind mankind's technological progress. New strategies for learning and governance are critical: strategies that enable a greater understanding of the complexity and conflicts around fundamental economic, political and cultural changes in society.

What are our concrete subthemes?

Institutional change is achieved through interactive *forms of governance*. And these forms of governance require a shift towards more collaborative kinds of interaction between civil society (research institutes, media, citizens etc.), business and government. Such a shift can be achieved through *Multi-stakeholder Processes taking place at various levels*. Social systems and institutions are inherently complex. This is because people are not predictable and neither are their organisations or their actions. So before we talk about improving governance systems and changing social institutions, we should come to terms with *complexity*. This entails going through an entire knowledge building and learning cycle. And an essential element of this cycle is regular *monitoring & evaluation* in order to know whether we are on the right track. It also often involves designing a *Theory of Change*. *Reinforcing and developing capacities* on governance issues in areas of conflicting interests is increasingly becoming the core of our portfolio. A second core focus is dealing with power differences. The development of these competencies in organisations and networks requires both solid knowledge and an understanding of *organisational and network development processes*. In the thinking about all this, *knowledge sharing and networking* is increasingly recognised as being highly interlinked with critical reflection and learning processes. Important aids for sharing and networking include *Web 2.0 tools and the skills* to manage them, so these are also a feature of our courses.

Participatory planning, monitoring and evaluation

How to manage for impact (M4I)

Course leader: *ir.* Cecile Kusters, Wageningen UR

	2014	2015
price	€ 3,600	€ 3,800
deadline	27 Jan 2014	26 Jan 2015
deadline NFP	01 Oct 2013	07 Oct 2014

2014: Wageningen, March 10 – 28



Most development initiatives take place in highly dynamic contexts: a diversity of people is involved and change processes are complex and uncertain. Guiding your project towards impact means facing the challenges of this ever-changing context. In this three-week course you will learn to use participatory planning, monitoring and evaluation (PPM&E) to strengthen your ability to manage for impact (M4I).

Make a difference by being responsive and proactive

Whether you work in agriculture, health, social change processes, natural resource management or value chain development: you want your initiative to make a difference. This means that it needs to connect appropriately to specific contexts. You will be challenged to come up with a sound strategic design and effective operations; with M&E processes that help you navigate in a changing context. This is the essence of managing for impact (M4I).

In this course you will link the theory and concepts of the M4I approach and put M&E at the service of your core management processes. Your learning will be highly

2015: Wageningen, March 09 – 27

interactive; you will receive individual coaching by peers and course facilitators and will be challenged to translate the content to an approach that is appropriate and feasible back home.

Course objectives

Upon completion of the course you will:

- have strengthened your competence to manage for impact in your own individual sphere of work;
- be able to play a more effective role in helping your organisation manage for impact;
- understand principles and practice of strategic thinking, foresight, change management, interactive processes, the learning organisation and conflict management;
- have built up a strategic attitude;
- know how M&E is positioned on international agendas: position your work in a relevant development policy context;
- be able to develop appropriate M&E plans based on clear information needs.

Target audience

You are a middle or senior level programme manager or M&E officer or consultant in a business, government or non-government organisation. You would like to make the planning process more relevant, effective and inspiring and help your organisation to act and think strategically. You would like to create more impact in your work and understand how (P)M&E can help you do this. Proficiency in English is required.

Media design for social change

Become an inspiring partner in commissioning media production

Course leaders: Loes Witteveen PhD, VHL and *ir.* Mirjam Schaap, Wageningen UR

	2014	2015
price	€ 3,300	€ 3,400
deadline	14 April 2014	06 April 2015
deadline NFP	01 Oct 2013	07 Oct 2014



2014: Wageningen, May 26 – June 06



Rural development organisations are actively engaged in communication. In a changing media landscape, conventional linear and top-down information flows quickly become obsolete. Organisations need communication professionals who know how to use concepts and models to improve and enrich media design and production in processes of social change.

Get the picture and make the tools work

As a rural development professional, you increasingly use media in facilitating processes of change. You search for new ideas and knowledge to guide the design and production of media, and want to be a competent and inspiring partner in commissioning and monitoring media production. You want to use creativity and media in learning and change processes.

Media studies, semiotics, representations, narratives, and audience are theoretical points of departure for this course. Participants will learn to apply new concepts, experience the dynamics of the media production process and study its stages:

2015: Wageningen, May 18 – 29

developing and negotiating a brief, pre-production, production, post-production, distribution. The different roles and responsibilities of commissioners, producers and artists will be discussed.

This course is facilitated by professionals who combine activities in communication research, education and media design and production in international settings. It provides a new look on how to use graphics, text and visuals in media for social change. As a participant, you will gain insight into key concepts of media, arts and creative industries. You will learn how to use concepts and models to improve and enrich media design and production in the context of rural development.

Course objectives

Upon completion of the course you will:

- be able to use concepts and models to improve media design and production;
- be able to critically analyse media in development processes;
- have deepened your understanding of the media production process;
- have practiced and improved your visual literacy skills;
- have practiced the use of creativity to support change processes;
- understand the processes of conceptualisation and design.

Target audience

The course is designed for international mid-career professionals and change agents in the field of rural development: staff of development programs, government and NGOs active in agriculture and rural development. Proficiency in English is required.

Facilitating multi-stakeholder processes and social learning

Using participatory approaches for institutional change

Course leader: Karèn Verhoosel MA, Wageningen UR

	2014
price	€ 3,800
deadline	28 July 2014
deadline NFP	04 Feb 2014

2014: Wageningen, September 08 – 26



Complex problems require innovative solutions. Such solutions are created when diverse stakeholders are able to meet, share experiences, learn together and contribute to decisions. Ultimate success then lies in developing the collective commitment and capacity to turn ideas and plans into action. This can be achieved through multi-stakeholder processes (MSPs) and social learning.

Multiple stakeholders, multiple interests

This course covers state-of-the-art thinking about designing and facilitating MSPs and social learning. You will learn what MSPs are, why we need them, what their key elements are and how to design and facilitate them. Creating MSPs means finding innovative approaches to work together across boundaries of business, government and civil society. We will work highly interactive building on participant's own experiences. You will have discussions, work on group assignments, engage in role-plays and undertake fieldwork to explore a real life MSP. You will practice with a wide range of participatory methodologies and tools. The facilitators follow a flexible programme that allows adaptation to the specific needs of individuals and the group.

Course objectives

Upon completion of the course you will be able to:

- understand the concept and rationale of multi-stakeholder processes, institutional change and social learning;
- analyse different types of multi-stakeholder processes in terms of the issues at stake, the stakeholders, their interests, power relations, conflicts, external contacts;
- practice and learn how to use a broad range of participatory methodologies and tools in MSPs;
- have a good insight into the types of institutional change and support necessary for effective MSPs;
- design and plan an extended MSP;
- assess the impact of your personal style in facilitation, communication, leadership and dealing with conflicts.

Target audience

We welcome participants who are involved, or will be involved in the future, in the facilitation of multi-stakeholder processes. You may work for an NGO, government, private sector organisation, research facility, university or consultancy and you are in the challenging position to design, facilitate or participate in MSPs. Proficiency in English is required.

Décentralisation en milieu rural et gouvernance locale

Renforcement des processus multi-acteurs

Directeur du cours: *ir.* Dieuwke Klaver, Wageningen UR

2014

prix	€ 3.400
échéance	04 août 2014
échéance NFP	07 février 2014



Royal Tropical Institute

2014: Wageningen, 15 – 26 septembre



Ces dernières décennies, les idées, les théories et les pratiques concernant les relations entre le secteur public, le secteur privé et la société civile ont changé. Il est nécessaire de renforcer les capacités des individus et des organisations dans le domaine de la décentralisation rurale et de la gouvernance locale.

Un nouveau cadre institutionnel pour la concertation entre le gouvernement, le secteur privé et la société civile

Le secteur public s'engage à créer un environnement favorable pour le développement économique et la gestion durable des ressources naturelles. Le secteur privé s'implique davantage comme prestataire de services sociaux et économiques au niveau local. Les citoyens ne sont plus considérés comme simples bénéficiaires des programmes de développement, mais sont devenus des détenteurs de droits et participent dans des actions de dialogue social et de prise de décisions politiques à plusieurs niveaux.

Objectifs du cours

Les thèmes clés du cours sont:

- analyse et définition des concepts clés tels que la gouvernance;
- analyse du cadre institutionnel qui influence sur la gouvernance locale.

A la fin du cours vous serez à même d'accompagner de façon plus rationnelle et efficace les processus de renforcement de la gouvernance locale en milieu rural. Vous aurez une meilleure compréhension du rôle et de la position de votre organisation dans la gouvernance.

Qui peut participer?

Le cours vous intéressera si vous êtes:

- impliqué dans des processus de gouvernance ou de décentralisation en milieu rural;
- accompagnateur de structures décentralisées, de structures privées ou d'organisations de la société civile;
- accompagnateur d'acteurs du développement rural.

Information sur les organisateurs du cours

Le cours est organisé en coopération avec l'Institut Royal Tropical (KIT) d'Amsterdam.

Planification, suivi & évaluation participatifs

Gestion orientée vers l'impact

Directeur du cours: Caroline Desalos MSc, Wageningen UR

2014

prix	€ 2.700
échéance	25 août 2014
échéance NFP	06 mai 2014



2014: Burkina Faso, 06 – 16 octobre



La plupart des initiatives de développement évoluent dans des contextes très dynamiques, où les processus de changement sont incertains et complexes et où une multitude d'acteurs est impliquée. Guider votre projet vers l'impact escompté signifie affronter les défis de ce contexte en constante évolution. Cette formation de deux semaines en planification, suivi et évaluation participatifs veut renforcer votre capacité à gérer pour atteindre l'impact.

Suivi & Evaluation et gestion orientée vers l'impact

Pour faire la différence, vos initiatives de développement doivent être étroitement liées aux spécificités du contexte. En raison de la nature changeante de ce contexte, une bonne gestion doit être réactive et proactive. Des compétences et fonctions de Suivi & Evaluation (S&E) efficaces permettent d'activer la capacité à être réactif et proactif, alimentant à la fois une conception stratégique bien pensée et une exécution des interventions bien pesée. Plutôt que d'être une fonction supplémentaire dans une organisation, le S&E devient alors central dans la navigation de ces contextes dynamiques. Ceci est l'essence même de la gestion orientée vers l'impact (GOI).

Objectifs du cours

Ce cours a pour objectif de renforcer vos compétences individuelles en gestion orientée vers l'impact afin de vous donner les moyens de renforcer la capacité de votre organisation à mener une gestion orientée vers l'impact.

Le programme du cours repose sur quatre domaines interdépendants:

- Renforcer votre attitude stratégique
- Vous donner les moyens et outils pour comprendre en profondeur la situation dans laquelle vous voulez faire la différence
- Renforcer vos ressources pour faire la différence grâce à des approches et outils comme l'articulation des théories du changement et le cadre logique.
- Renforcer votre capacité à définir si vous faites les bonnes choses et les faites correctement grâce à un suivi-évaluation approprié et efficace.

Qui peut participer?

Le cours est destiné au personnel médior ou senior ayant des responsabilités en planification, suivi et évaluation (PSE) ou dans la gestion, et aux consultants ou facilitateurs offrant des services de PSE. Si vous voulez rendre vos PSE plus pertinents et utiles, si vous voulez aider votre organisation, équipe ou plateforme multi-acteurs à penser et agir stratégiquement, ce cours est fait pour vous.

Information sur les organisateurs du cours

Le cours est offert conjointement avec l'Association Africaine d'Évaluation (AfrEA) et avec l'Institut Supérieur des Sciences de la Population (ISSP) de l'Université de Ouagadougou.

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Pour plus d'informations et (pré)inscription, consultez notre site web: www.wageningenUR.nl/cdi

Ecosystem Governance

What do we do?

The Ecosystem Governance programme supports organisations to manage ecosystems in a sustainable and equitable manner. We support by enhancing their capacities in planning, decision-making, monitoring and facilitating change processes involving multiple stakeholders in ever-changing natural and institutional environments. Building upon an extensive knowledge network in Wageningen University we have access to the latest insights in the natural resources management domain and know how to facilitate capacity building processes for the embedding of institutional innovation.

We address urgent issues

Ecosystem degradation and an unfair access to natural resources for the bottom billion in this world are priority items on the international agenda. Uncertainties of the effects of climate change, global food, fuel and fibre (dwindling timber supplies) crises, and the effect of man-made disasters render these priorities all the more important. We address these priorities at all levels from COP meetings to village meetings, from all angles from a technical advisory to a curriculum development capacity, with all stakeholders – from community user groups to the board room of multinational companies.

Why ecosystem governance?

Addressing ecosystem degradation requires understanding of both the biophysical and the social dimension of the system. We have learnt that an holistic or integrated approach to natural resources management

(and development for that matter) is key in both understanding and counteracting the degradation of ecosystems. This is more easily said than done. Ecosystem boundaries rarely coincide with administrative boundaries; government departments, civil society organisation and also private sector tend to work along sectorial lines, often bound in limited space, limited disciplinary knowledge, fixed organisational mandates, fixed value propositions. Planning, decision-making and management are constrained by these limitations. We have identified governance as the domain with the biggest scope for innovation and change: to jointly develop mechanisms to improve upon equitable decision-making and sustainable management, mechanisms for stakeholders to become able to look beyond boundaries, beyond their direct mandate, beyond the value they feel comfortable with, beyond their disciplinary knowledge.

To us an ecosystem governance approach offers opportunities to make a real impact in making natural resources management and rural development sustainable by:

- building capacity to design integrated approaches for natural resources management and rural development;
- helping our partners to define innovative governance mechanisms (policy making, institutional development, capacity building) to apply such integrated approaches;
- assisting our partners in translating international conventions and protocols in regional, national and local governance innovation agendas;

- promoting integrated natural resource management principles such as facilitating multi stakeholder processes, managing competing claims on natural resources, creating learning environment, applying multiple scale approaches

We combine our strengths

We combine technical and scientific expertise and knowledge in agriculture, forestry, biodiversity, water and fisheries management and aquaculture with our expertise in facilitation of innovation and change processes, value chain development and adaptive agriculture. Where necessary we draw on the expertise of our colleagues in other units of Wageningen UR.

Competing claims on natural resources

Reconciling agricultural development and biodiversity conservation at the landscape level

Course leaders: *drs.* Nico Rozemeijer, Wageningen UR

	2014	2015
price	€ 3,300	€ 3,400
deadline	20 Jan 2014	19 Jan 2015
deadline NFP	01 Oct 2013	07 Oct 2014

2014: Wageningen, March 03 – 14



Conventional approaches tend to perceive either the state, or the community, or the market as being capable of offering easy solutions to resource conflicts. Practice, however proves different. To deal with conflicting interests and power imbalances, you will need a competing claims approach on natural resources. This two week course provides you with tools for natural resource management, based on extensive research. You will apply them directly to case studies provided by participants.

Understanding the conflicts

Population growth, changed consumption patterns, globalisation of natural resources markets, democratisation, new international conventions and protocols have a profound impact on the management of natural resources. Wageningen University has researched competing claims over natural resources over the years and developed new analytical models and insights into land and resource conflicts. Essential to this approach is to think in terms of competing claims. This implies rethinking current natural resources management paradigms and applying new analytical frameworks to better understand conflicts.

2015: Wageningen, March 02 – 13

This course offers first hand access to this knowledge. As a participant, you will be challenged to develop your skills by applying these insights to your own working environment.

Course objectives

The overall aim is to contribute to sustainable resources management by building capacity to manage conflicts over natural resources. Upon completion you will be able to:

- contextualise and apply analytical frameworks and methodologies to better understand competing claims on natural resources;
- examine conflict management approaches in order to develop competences to manage related change processes;
- practice a broad range of skills to manage conflict and facilitate informed negotiation processes;
- review institutional arrangements that hamper or foster negotiated outcomes;
- share and document cases of competing claims, to become capable of transforming conflict in positive social change.

Target audience

This course is aimed at resource managers, policy-makers, scientists, practitioners, private sector or civil society representatives and mid-career professionals who work in the field of natural resources management. Candidates should meet the following requirements: relevant tertiary education, at least five years of working experience in the NRM sector. Proficiency in English is required.

International training of trainers on IWRM

Facilitating water stewardship from a basin perspective

Course leader: *ir.* Esther Koopmanschap, Wageningen UR

	2014	2015
price	€ 3,600	3,800
deadline	05 May 2014	20 April 2015
deadline NFP	01 Oct 2013	07 Oct 2014



2014: Wageningen, June 16 – July 04



One of the difficulties to use water wisely is the division of responsibilities between different authorities. This often results in fragmented and competitive approaches in the use of rivers, lakes, wetlands and other water resources. Yet for current and future water security it is vital to maintain and restore wetlands as a critical water infrastructure.

Facilitating water stewardship from a basin perspective

A wise approach to water management will integrate technical, economic, environmental, social and legal aspects. This approach does not end at country borders, but needs to be carried out on a river basin scale. Integrated Water Resources Management (IWRM) is a process through which people can develop a vision, agree on shared values and behaviour, make informed decisions and act together to manage natural resources of the basin. To achieve the necessary cooperation, stakeholders in an area need to be able to understand each other clearly. This course, which is endorsed by the Ramsar Secretariat in Switzerland, aims to enhance your water stewardship skills: enabling you to guide the steps to achieve

2015: Wageningen, June 01 – 19

better understanding of the various views on the wise use of water. The course builds on the belief that the best water stewards in the world have strong communication and training skills, and know how to facilitate multi-stakeholder processes. They understand the dynamics of societal learning. The training will make use of approaches consistent with the Ramsar Handbooks on the Wise Use of Wetlands.

Course objectives

Upon completion of the course you will:

- have a deeper understanding of the meaning of integrated water resources management;
- have deepened your understanding of the essential steps towards IWRM;
- have improved skills and be familiar with supportive tools to facilitate multi-stakeholder processes and societal learning;
- have improved your training and communication skills;
- have the skills in developing curricula to develop capacity in IWRM.

Target audience

This course has been designed for (future) trainers in IWRM; for wetland managers, river basin and land-use planners, policymakers, consultants, researchers, NGO and company staff having affinity with training; and for all who wish to become a (better) water steward. Proficiency in English is required.

Climate change governance

Adaptation and mitigation as institutional change processes

Course leader: *ir.* Ingrid Gevers, Wageningen UR

2014

price	€ 3,400
deadline	28 July 2014
deadline NFP	04 Feb 2014

2014: Wageningen, September 08 – 19



Changing climate and weather patterns will have severe negative impacts on natural resources and consequently on food production and food security in developing countries. At different governance levels and scales, appropriate responses are needed. However in many countries affected there is insufficient capacity to facilitate the processes that are required.

Developing the capacity to facilitate change

Climate change adaptation and mitigation activities are part of complex change processes. These require the involvement of many stakeholders: local communities, farmers, businesses, scientists, policymakers, extension workers and media.

This course is designed to give you a full understanding of climate change, its impacts and adaptation and mitigation concepts. It also builds skills to apply tools for stakeholder engagement, policy influencing, advocacy and negotiation.

The training approach is interactive and hands-on. It includes practical fieldwork and development of individual action plans.

Course objectives

Upon completion of the course you will:

- have a better understanding of climate change and its impacts;
- be familiar with international and national adaptation and mitigation strategies;
- be able to apply social learning techniques and adaptive management in relation to governance and institutional change;
- be able to understand innovative practices for adaptation and mitigation;
- be able to place climate change adaptation and mitigation in the context of sustainable development.

Target audience

The course is intended for mid-career professionals, dealing with climate change adaptation and mitigation options in developing countries, working for a research organisation, NGO, government or civil society. Participants need to have a relevant tertiary education with at least five years of experience in a course-related discipline like agriculture, water management, biodiversity, forestry, or other natural resources management. Proficiency in English is required.

Governance of landscapes forests and people

Innovative arrangements for public - private decision making at landscape level

Course leaders: *drs.* Cora van Oosten, Wageningen UR and Moira Moelione PhD, CIFOR

2014

price € 2,300

deadline 04 Aug 2014

deadline NFP 04 Feb 2014



2014: Indonesia, September 15 – 26



Forested landscapes worldwide are increasingly integrated in global processes of trade, market development, resource exploitation and climate change. Site-based or community level approaches can no longer cope with these issues which exceed the local sphere of influence. Although landscapes are usually considered to be appropriate levels to negotiate land use options, they are rarely recognised as units of political-administrative decision making, hence do not have any formal place in decentralised structures of states. At the same time, governance is no longer monopolised by governments, but has increasingly become a shared responsibility of civil society groups and private sector actors. Many of these actors are experimenting with their newly assigned roles as co-developers and implementers of landscape governance. Examples are certification schemes, corporate social responsibility (CSR), citizen's initiatives and different forms of payment for environmental services. Professionals who are able to facilitate these complex multi-stakeholder processes are in high demand – are you ready to become one?

Landscape governance as multi-stakeholder dialogue

This course challenges forest and nature management professionals to adopt an integrative perspective, to look beyond the forest, take into account cross-sectorial concerns and work in multidisciplinary teams. In this course we focus on the development of institutional development at landscape level including multi-stakeholder platforms and networks, and financial support mechanisms to guide landscape dynamics on the ground. This course is a co-production of CDI, CIFOR and ICRAF, all having vast experience in landscape and society related research.

Course objectives

Upon completion of the course you will:

- critically examine landscape dynamics at various levels and scales;
- understand the implications of up-scaling participation to working with diverse stakeholder groups at landscape level;
- be able to identify the institutional change needed to enhance multi-stakeholder governance processes at landscape level;
- be able to assess your own role as manager or practitioner, and develop your competencies as a facilitator of landscape governance processes.

Target audience

Participants should be experienced professionals with several years of working experience in the fields of natural resources management, forestry, agriculture, rural development, rural livelihoods, sustainable development or other relevant areas. Proficiency in English is required.

Ecosystem approach to fisheries

Monitoring and evaluation of resource use and fisheries impact

Course leader: *ir.* Peter van der Heijden, Wageningen UR

2014

price	€ 3,800
deadline	11 Aug 2014
deadline NFP	04 Feb 2014

2014: Wageningen, September 22 – October 10



Maintaining healthy ecosystems and a vibrant fishing sector is of paramount importance to all coastal regions in the world. Making sure that the interests of the fishery sector are considered and represented versus the claims and interests of other user groups, is one of the tasks of the fisheries manager. The ecosystem approach takes the wider ecosystem and its interactions with fisheries into consideration.

Understanding the wider ecosystem impacts of fishery

The ecosystem approach to fisheries (EAF) is aimed at monitoring and evaluating the resource use and wider impacts of fisheries. The course will make you familiar with EAF-theory and provide you with analytical tools to make more sense of socio-economic and fisheries data. In the first part of the course we will discuss various forms of fisheries management and guide you through the first step of EAF, and some of the tools developed by FAO to support the transition to EAF will be practiced. In the second part of the course we focus on the information that can be derived from catch and effort data.

In the last part you will develop new skills in collecting socio-economic data. If the circumstances allow, we will visit a Dutch fishery setting. In the process you will develop insight in some of the issues the Dutch fisheries sector is dealing with. During the course, participants will learn from each other's professional issues, experiences and possible solutions. For this reason, a number of years of relevant work experience is required.

Course objectives

Upon completion of the course you will:

- have a better understanding of the ecosystem approach to fisheries (EAF);
- know how to apply EAF in your own situation;
- know how to analyse fisheries catch and effort data;
- be better equipped to evaluate the information that results from these data.

Entry requirements

Applicants should have an academic degree (BSc or equivalent) in a discipline relevant for fisheries management, and have at least three years of relevant working experience in fisheries management, research, higher education in fisheries related subjects, fisheries extension and training, development of coastal or lakeside communities or other fisheries related work fields. Proficiency in English is required.

Adaptive management of natural resources

Managing environmental impact of rural development

Course leader: *drs.* Nico Rozemeijer, Wageningen UR

2014

price € 2,300

deadline 08 Sept 2014

deadline NFP 06 May 2014



2014: Kumasi, Ghana, October 20 – 31



As a resource manager, you are well aware of the multiple perspectives of the daily problems you face: many stakeholders, different interests, different value sets, resulting in problems that manifest at different levels. Dealing with these complexities and uncertainties requires an adaptive management approach.

Complex problems do not have one-fits-all solutions

Rapid change and increasing complexity characterise the natural resources management (NRM) practice. The NRM domain is increasingly seen as multidisciplinary, matching various ecosystem functions with social and economic realities. Easy fixes for these problems rarely exist.

This two-week course has been developed in partnership between Wageningen University and the College of Agriculture and Natural Resources (CANR) at Kwame Nkrumah University, Ghana. It offers a critical analysis of current developments and trends in the NRM sector, and advocates an adaptive management approach (AM). Built on the principles of multi-stakeholder participation and social learning,

it does not promise easy solutions. Rather it emphasises the importance of collaborative action learning in order to generate negotiated strategies for joint action.

Course objectives

Upon completion of the course you will have:

- understanding of the conditions in which AM can be successfully applied;
- understanding of the importance and use of collaborative learning processes in multi-stakeholder settings;
- the ability to design an AM process, selecting appropriate participatory tools and methods that fit in the local situation;
- the knowledge and ability to organise participatory social learning processes;
- have improved your skills to facilitate AM processes.

Target audience

The course targets mid- to senior-level resource managers and rural development, agriculture, forestry, fisheries and nature conservation sectors, academia, private sector and civil society representatives with a stake in rural development and the NRM sectors. Proficiency in English is required.

Fisheries governance

Dealing with the dynamics in fisheries

Course leader: *ir.* Ingrid Gevers, Wageningen UR

2014

price	€ 3,800
deadline	08 Sept 2014
deadline NFP	06 May 2014

2014: Wageningen, October 20 – November 07



The number of the world's fish stocks in trouble today seems to exceed the number of those in good shape. The causes are many, but overfishing is a major one – for which fisheries managers are often blamed. Their complexity, diversity and dynamics, and the involvement of a large number of stakeholders, make fisheries difficult to govern.

Balancing under pressure

One of the primary tasks of the fisheries manager is to balance the pressure on the fish stocks and the aquatic habitat. This requires innovative solutions which can be created when stakeholders are able to meet, share experiences, learn together and contribute to decision making processes.

In this course that is organised in cooperation with other Dutch and international institutes, you will learn about fisheries governance and the relation to fisheries management. It will provide new insights on challenges that fisheries governance face, such as IUU fishing and climate change, and explore ways to strengthen fisheries governance. The course provides a framework in which you will acquire insights and skills to bring stakeholders in the fisheries system and help them understand each

other's perspectives, manage their conflicts and learn together. The programme is highly interactive and will allow you to practice a range of participatory tools and methodologies in a real-life case. You will be challenged to apply the concepts learned to your own professional situation

Course objectives

Upon completion of the course you will:

- know about fisheries governance and co-management concepts, challenges faced in governance and management;
- be familiar with various perspectives on fisheries management;
- understand the importance of stakeholder engagement in governance;
- be able to apply participatory methodologies and tools in support of the fisheries management planning process;
- be familiar with the tools available to the fisheries manager for controlling fishing effort.

Target audience

Applicants should have an academic degree (BSc or equivalent) in a discipline relevant to fisheries management (i.e. fisheries management and/or research, fisheries extension training, development of coastal or lakeside communities). At least three years of relevant professional experience and proficiency in English are required.

Landscape functions and people

Climate, conflicts and collaboration in forested landscapes

Course leaders: *drs.* Cora van Oosten, Wageningen UR and Ronnakorn Tririganon, RECOFTC

2014

price € 2,300

deadline 06 Oct 2014

deadline NFP 06 May 2014



2014: Bangkok, Thailand, November 17 – 28



Forested landscapes have always had multiple functions, as provider of food, shelter, biodiversity, and income. Moreover, as part of the responses to climate change forested landscapes are increasingly regarded as carbon stocks, important for the mitigation of climate change. As natural resources managers and planners, we are increasingly confronted with multiple pressures on our landscapes, which requires not only new insights in landscape dynamics, but also the application of new planning tools that differ significantly from conventional practice.

Competing claims, conflicts, and multi-stakeholder collaboration

As more claims are being made over resources, the conflicts related to overlapping land use also increase. But besides conflicts, there are also new forms of collaboration, bringing stakeholders together to negotiate access rights and land use. Adopting a landscape perspective to spatial planning and decision making offers new space for negotiation and collaboration, taking into account the needs of local resource users as well as the needs of the global community. Spatial planners and natural resource managers are increasingly operating as facilitators of such

negotiation processes on the ground. During this course we will help them to examine landscape dynamics, and analyse conflicts arising from overlapping land use. Moreover, we will enhance their ability to mediate in conflict, facilitate negotiation processes, and create space for multi-stakeholder collaboration within landscapes.

Course objectives

Upon completion of the course you will:

- understand the context, principles and relevance of a multi-functional and multi-level landscape approaches to natural resource management;
- be able to examine the social dynamics in landscapes, including conflicts emerging from overlapping land use, using a range of analytical tools;
- have strengthened skills to develop and facilitate multi-stakeholder negotiation processes, including participatory planning processes, negotiation and conflict mediation techniques, and tools for informed spatial decision making at landscape level.

Target audience

Participants need to have several years of professional work experience in the fields of natural resources management, forestry, agriculture, rural development, rural livelihoods, sustainable development or other relevant areas. Proficiency in English is required.

Adaptive Agriculture

What can we do?

CDI's Adaptive Agriculture programme works with partners in agri-food production systems to deal with challenges this world is facing: feeding the growing world population, adapting to climate change, producing and processing food in a sustainable manner, dealing with emerging diseases, and countering the natural resource decline. Our crop and livestock systems need to change if we are to produce and distribute more and safer products with fewer resources and less waste. Tackling such multi-dimensional challenges requires cooperation between the different stakeholders in agricultural production systems. We help public, private and civil society actors to join hands to realize technical, strategic, and institutional alternatives.

Why innovation?

CDI supports development practitioners and policy makers with a careful mix of technical and institutional interventions to bring about innovative solutions. We offer advisory services that link technical knowledge with processes of innovation and stakeholder management. All our courses embrace the concept of experiential learning through interactive methods and exchange of knowledge and experiences. We combine this with the latest agricultural developments in policy, research and practice. Seminars or workshops are organised as part of the courses to enable participants to gain new insights from key speakers and moderators.

What are our concrete subthemes?

- **Developing (sectors with) robust & adaptive production systems:** In order to increase the resilience of agricultural systems, an integrated multidisciplinary approach to agriculture, biodiversity, and water is required. Sustainability needs to be pursued from three angles: economic, social, and ecological. Our approach focuses on the complexity of issues and explores the scope for transition and innovation in agri-cultural systems at local and global levels. Systems-thinking and multi-actors dialogue & decision making are essential parts of this approach.
- **Supporting dependable and quality input & service supply:** Robust agricultural output requires a steady supply of good quality inputs and services in a conducive institutional environment. Examples of such an environment are found in farmers' seed businesses, dairy business hubs and innovative farm advisory models. We provide support for new forms of agricultural research, extension and service provision that better integrate the inputs and services from government, agribusiness, NGOs and producer organisations.
- **Promoting good agricultural practices:** Adoption of good agricultural practices (GAP) by farmers links them to markets and improves their farm management. Often this has positive impacts on farmers' incomes and health, as well as on product quality and the environment. Appropriate

implementation of GAP market access requires supportive policies and institutions. Our activities centre on the interface between public and private initiatives: overcoming hindrances through innovation processes, as well as offering capacity development and technical solutions.

Climate change adaptation in agriculture and natural resource management

Integrating climate change in sustainable development

Course leader: Irene Koomen PhD, Wageningen UR

	2014	2015
price	€ 3,300	€ 3,400
deadline	30 Dec 2013	22 Dec 2014
deadline NFP	01 May 2013	06 May 2014



2014: East Africa, February 03 – 14



Without appropriate responses, climate change is likely to constrain economic development and poverty reduction efforts. However if you plan for it, adaptation to climate change is possible. Well-designed strategies, based on climate-smart approaches, can offer ways out.

Become involved with climate-smart strategies

Climate change is 'hot' in public and political debate, but triggers little reaction from policymakers. While climate change negotiations take place in the international arena, there is often limited knowledge and understanding of climate change and its implications at the local level.

Going beyond the science of climate change adaptation, the focus of this course is the translation of the policy documents and research into climate-smart adaptation strategies. Participants with an interest to take climate change adaptation further than the paper these policies are written on, are encouraged to apply. The training approach is interactive, with plenary and group work, study assignments, case

2015: East Africa, February 02 – 13

studies, role-plays and fieldwork. Participants will be able to effectively and meaningfully contribute to the debate on climate change adaptation, either in policy processes or in research; to fuel the debate or to implement climate-smart policies.

Course objectives

Upon completion of the course you will:

- have a better understanding of climate change, its causes, risks and implications for food security, agriculture and natural resource management;
- know concepts for adaptation and mitigation;
- understand climate-smart agriculture and natural resource management;
- be familiar with vulnerability assessment, coping strategies and sustainable development processes;
- understand competing claims, indigenous knowledge, conflict management and advocacy in climate change;
- be able to integrate climate change issues into existing policy processes and rural development strategies.

Target audience

Applicants should have a relevant tertiary education, and at least three years of professional experience in a relevant field like policy development in agriculture, natural resource management or sustainable development. Proficiency in English is required.

Contemporary approaches to genetic resources conservation and use

Plant genetic resources strategies and policies

Course leader: Abishkar Subedi PhD, Wageningen UR

	2014	2015
price	€ 3,600	€ 3,800
deadline	24 Feb 2014	01 March 2015
deadline NFP	01 Oct 2013	07 Oct 2014

2014: Wageningen, April 07 – 25



Modern production and marketing of agricultural crops depend on a limited number of genetically uniform varieties that deliver uniform food products. With this approach becoming global, genetic diversity is endangered. Worldwide, strategies are developed to conserve genetic resources. This course provides state-of-the-art insight into various plant genetic resources management strategies and relevant policies.

Developing resource policies that have an impact

In many parts of the world a relatively small number of high-yielding uniform scientifically bred crop varieties have replaced the many farmers' varieties that were a feature of earlier times. Various participatory programmes have been developed to support farmers in maintaining genetic diversity in their fields. Gene banks have been established to conserve genetic diversity, and to study and use the properties contained in their collections. In this area, the International Treaty on Plant Genetic Resources for Food and Agriculture (IT-PGRFA) stands out as the agreement with most relevance to the management of plant genetic resources.

2015: Wageningen, April 13 – May 01

Building on these components, this course is devoted to analysing plant genetic resources policies and their impact on conservation and use. It aims to support policymakers and other stakeholders in the implementation of IT-PGRFA in their own national context.

Course objectives

Upon completion of the course you will:

- understand current perspectives, concepts and strategies regarding the conservation and use of genetic resources;
- be able to apply genetic resources management strategies;
- be familiar with the history and contents of international agreements, in particular the CBD, IT-PGRFA, WTO-TRIPS and UPOV;
- develop capacity to implement the International Treaty that focusses on the Nagoya Protocol, Multilateral System, the interpretations and role of the Standard Material Transfer Agreement, the Funding Strategy and aspects of Farmers Rights.

Target audience

The programme is designed for mid-career professionals working in policy, research, education or development areas. Participants may be employed by ministries, research institutes, universities, companies, NGOs or other organisations involved in plant genetic resources management. Applicants should have at least an MSc or equivalent in training and experience. At least three years of professional experience in a relevant field is required, as well as proficiency in English.

Agriculture in transition

Between tradition, innovation, and visioning: building new models for the future

Course leader: Alberto Giani DVM, MSc, Wageningen UR

	2014	2015
price	€ 3,300	€ 3,400
deadline	24 March 2014	06 April 2015
deadline NFP	01 Oct 2013	07 Oct 2014

2014: Wageningen, May 05 – 16



To go beyond just an increase in outputs to feed 9 billion people in 2050, an integral redirection of current farming practices is required. Nowadays there is a compelling need for creative thinkers that lead the way to innovative and more sustainable agricultural production. This two week intensive course will give you new tools and perspectives to become one of them.

Designing agriculture development interventions

Agriculture entails much more than just producing food – it also relates to feed, fibre and fuel, to climate change, waste management, landscape design, leisure, social stability, income and health. Agriculture has to find new balances between producing food, managing natural resources, and providing a livelihood base for the rural population.

This course offers a system perspective on agriculture as well as skills to design innovative and sustainable farming options. It looks at how to balance sustainable production practices and market demands within a changing policy environment. The course will use a mix of lectures, discussions, group work and field trips to offer

2015: Wageningen, May 18 – 29

background, theoretical foundations, as well as practical approaches for production and market development. Taking the participants' own rural situation with mixed crop-livestock farming as a starting point, we will analyse the current situation, explore options that are already available for further development and design new systems to produce farm products in a responsible manner.

Course objectives

Upon completion of the course you will:

- have a deeper understanding of how global development, trends and patterns affect farming practices and policies at local and national levels;
- be able to use various tools and techniques to analyse your own agricultural systems and identify critical issues for change;
- have the ability to develop scenarios in search of alternative options and trade-offs in resource-scarce situations, using state-of-the-art approaches;
- design own transition paths for the introduction of innovative farming interventions that are socially, economically and ecologically balanced.

Target audience

It is expected that the group will consist of a mix of technically, academically, and policy oriented participants from different countries. The basic prerequisite for participation in the course is active interest and professional experience in the topics addressed. Participants should be proficient in English, and have at least a BSc degree or an equivalent academic qualification.

Integrated seed sector development

Promoting coherence among practices, programmes and policies

Course leader: Marja Thijssen PhD, Wageningen UR

	2014	2015
price	€ 3,600	€ 3,800
deadline	07 April 2014	06 April 2015
deadline NFP	01 Oct 2013	07 Oct 2014

2014: Wageningen, May 19 – June 06



Over the last decades, the formal seed system in most developing countries has shifted from a publicly dominated sector to a privately dominated sector. However, throughout the world, the largest quantities of seed are still produced by farmers themselves. Integrated Seed Sector Development (ISSD) aims to better link informal and formal seed systems, and balance public and private sector involvement.

Contemporary lessons in seed sector development

Seed is an essential input for crop production. Access of farmers to affordable quality seed of superior varieties is key in increasing agricultural production and productivity. ISSD explores variation among seed value chains with the aim of making seed programmes and policies more coherent with farmers' practices. Supporting the development of a vibrant and pluralistic seed sector can substantially contribute to increasing food security and prosperity in developing countries.

In this course participants can broaden their international experience and strengthen their competencies to support seed sector development, taking an integrated

2015: Wageningen, May 18 – June 05

perspective. The overall objective of the programme is to enhance the capabilities to translate the ISSD concept into strategies for making seed programmes and policies that seek enhancement by connecting to present practices. The training is experience-based and task-oriented and highly interactive. It includes lectures, visits to different Dutch seed companies and organisations, case studies, group discussions, assignments and field work.

Course objectives

Upon completion of the course you will:

- be able to support farmer groups in taking an entrepreneurial approach towards seed production and trade;
- know how to strengthen private and public functions in seed sector development;
- know how to address through partnerships and innovation institutional bottlenecks in the seed sector;
- understand how international agreements impact on domestic seed policies, seed laws and regulatory frameworks;
- understand the opportunities for putting the ISSD-concept into practice in your own work context.

Target audience

The course is designed for researchers, managers, policy makers and practitioners, working in a field related to seed sector development, employed by public, private, civil society, research, education and/or development organisations. Applicants should have a MSc degree and have at least three years of relevant professional experience. Proficiency in English is required.

Integrated pest management and food safety

The challenge of combining pesticide use and ensuring safe food

Course leader: Irene Koomen PhD, Wageningen UR

	2014	2015
price	€ 3,600	€ 3,800
deadline	07 April 2014	20 April 2015
deadline NFP	01 Oct 2013	07 Oct 2014

2014: Wageningen, May 19 – June 06



In recent decades, consumers have become increasingly concerned about the quality and safety of their food. Public and private standards for pesticide residues have become stricter than ever before. But while there are plentiful technical solutions, the application of Integrated Pest Management (IPM) is still a struggle for many farmers.

Making IPM work in practice

Increased environmental awareness has led to the need for sustainable agricultural production systems. Good Agricultural Practices and IPM have become essential components of sustainable agriculture. The integration of the various control measures, where pesticides are used only as a last resort, ensures that pests remain below the economic threshold, thus supporting food safety and international market access.

To realise this, supportive and enabling policies and institutions are required. The course is aimed at realising multi-stakeholder processes, with the aim to develop enabling IPM and/or pesticides-related policies. Participants will enhance their ability

2015: Wageningen, June 01 – 19

to identify and solve problems in IPM and related aspects. It entails a mix of lectures, discussions, group work, excursions and fieldwork. Meeting colleagues from other countries with similar interests leads to mutual learning.

Course objectives

Upon completion of the course you will:

- better understand the role of primary production in food chains in achieving food safety;
- know the link between IPM, food safety as a result of primary production, and the protection of the environment;
- understand public and private food safety grades and certification;
- know the different roles and stakeholders in supporting the implementation of Good Agricultural Practices, sustainable agriculture and IPM;
- be able to develop IPM policies and institutional innovations by using multi-stakeholder processes;
- know how to increase participation levels in IPM policies and implementation.

Target audience

The basic prerequisite for participation in this course is active interest and professional experience in this field. Participants should be proficient in English, and have at least a BSc degree or an equivalent academic qualification.

Seed potato technology, certification and supply systems

Gain productivity and improve financial results in a growing market

Course leader: Siert Wiersema PhD, Wageningen UR

	2014	2015
price	€ 4,900	€ 5,100
deadline	21 April 2014	20 April 2015
deadline NFP	01 Oct 2013	07 Oct 2014

2014: Wageningen, June 02 – 27



The potato is a major food security crop, and a source of income for a wide range of farmers. It is highly productive per unit area in a short time. Seed potatoes are the base of the production chain and the most critical factor for crop yield. Often, the supply of good quality seed potatoes is limited through a complex combination of factors. This 4-week course will give you the latest insights on seed production.

The world's fourth food crop has far more potential

Modern production practices, adequate post-harvest management and the development of suitable policies, seed certification, public private partnerships, and viable seed enterprises are the key to a successful seed potato industry. Developing realistic standards, improving local seed supply systems and seed quality, and implementing chain management can double the productivity of the potato sector in many countries.

This course gives access to the latest insights of world leading Dutch knowledge organisations and private companies that specialise in potatoes. The programme covers the complete seed potato chain from laboratory to seed grower to the final seed user.

2015: Wageningen, June 01 – 26

Course objectives

Upon completion you will:

- have broad expertise on seed potato production, including multiplication methods and their implementation in seed supply systems, seed quality factors, seed crop management, institutional and policy development;
- have in-depth knowledge of technical, organisational, institutional and socio-economic aspects of seed supply systems;
- know various systems for producing pre-basic and basic seed;
- know about certified and other forms of improved seed, integrated pest and disease control as well as phytosanitary issues in international trade;
- understand and learn hands-on methods for field inspection;
- be familiar with post-harvest control tests for virus and bacterial diseases, batch inspection and certification procedures;
- be able to examine and tackle constraints in seed supply systems in your home country.

Target audience

This course is for technical staff, policymakers, scientists and programme or project managers who want to develop the potato industry in general and seed supply systems in particular. Participants should have at least a BSc, three years of professional experience and be committed to the subject. Proficiency in English is required. For those focusing on policy or certification, a three or nine days module is available, please contact us for more information.

Plant variety protection (PVP)

Plant breeders' rights

Course leader: Laura Piñán González, Variety Testing Department, Naktuinbouw

	2014	2015
price	3,915	3,915
deadline	18 April 2014	17 April 2015
deadline NFP	01 Oct 2013	07 Oct 2014

*nak*tuinbouw

2014: Wageningen, June 16 – 27



This course aims at facilitating the introduction and practical implementation of Plant Breeders' Rights in countries where legislation on this matter is being developed or has recently been passed.

Intellectual property rights for plant breeders

The protection of the rights of plant breeders is an important stimulus for the development of better plant varieties. The possibility to claim intellectual property rights on a variety gives a breeder the exclusive rights to exploit it and to prevent others from doing so illegally.

Many countries are therefore developing and implementing a legal framework for the protection of plant varieties within an intellectual property rights system. Besides developing legislation, the implementation of the Plant Breeders' Rights system has far-reaching consequences of a legal, institutional, technical, financial and commercial nature. In this course, participants will learn about these consequences, and about practical ways to implement new regulations.

2015: Wageningen, June 15 – 26

Course subjects

The following subjects will be introduced through lectures, discussions and working groups:

- legal aspects – legal framework, requirements of the international Union for the Protection of New Varieties of Plants (UPOV), other systems, patents, regulations relating to genetic resource use;
- institutional aspects – procedures and administration, organisational setup, variety registration systems, collaboration and testing;
- technical aspects – the principle of Distinctness, Uniformity and Stability (DUS), practical DUS-testing, UPOV guidelines, field testing, biochemical/molecular techniques, statistics, data analysis, reporting, variety denomination;
- exploitation of plant breeders rights – enforcing rights, royalty collection, farm saved seed.

Target audience

- you have a position in the variety registration system or have a position that will give you such responsibilities in the near future;
- preferably you are from a country that has recently developed a plant variety protection law or that is currently in the process of developing such legislation;
- proficiency in English is required.

If you register on time and have been accepted, you will be invited to take part, free of charge, in the Distance Learning Course (DL-205) of UPOV, entitled 'Introduction to the UPOV System of Plant Variety Protection under the UPOV Convention'.

Lost harvest and wasted food

Managing the crop supply chain for increased food security

Course leader: Irene Koomen PhD, Wageningen UR

2014

price € 3,400

deadline 04 Aug 2014

deadline NFP 04 Feb 2014

2014: Wageningen, September 15 – 26



Stark contrasts exist in how we manage the food we have available. While in parts of our societies there is a shortage of food, in the urban and wealthier communities good food is thrown away only because it is beyond its sell-by date. Optimising the 'farm to fork' chain can contribute significantly to food security.

Strengthening your insights to reduce the food lost

Estimates indicate that 30% to 40% of the food produced globally is lost post-harvest or wasted because it is never consumed. Without these losses more food will be available to feed the world population, even when it reaches 9 billion people. Complete utilisation of food may remain science fiction, but there are many possibilities for a drastic reduction of losses. A conducive policy environment, and actively involved public services and private sector are prerequisites to reduce the amount of 'missing' food.

In this course, we will look at ways to minimise losses, reduce food waste and explore alternative uses. Ultimately, reduction of losses contributes to food security.

During the course we will critically analyse the crop supply chain, and design sustainable alternatives with special attention to harvest practices, storage, spoilage and food waste management.

The training approach is interactive: we will use a mixture of lectures, discussions, group work and field trips with the aim to expose you, as far as possible, to all aspects of post-harvest and waste management. Meeting course colleagues from other countries, but with similar interests, leads to exchange of experiences and mutual learning. Participants' case studies are the basis of the group work.

Course objectives

Upon completion of the course you will:

- understand the link between primary production, post-harvest management, the supply chain and food security;
- be familiar with alternative uses of food waste;
- have insight into the public and private responsibilities in the supply chain for post-harvest handling and food waste management;
- be able to design solutions for minimising the amount of 'missing food', from smallholders to multinational retailers.

Target audience

The basic prerequisite for participation in the course is active interest and professional experience in this field. Participants should be proficient in English, and have at least a BSc degree or an equivalent academic qualification.

Plant genetic resources and seeds

Community resilience in the face of change

Course leader: Abishkar Subedi PhD, Wageningen UR

	2014
price	€ 3,400
deadline	15 Sept 2014
deadline NFP	06 May 2014



2014: Jeypore and Chennai, India, October 27 – November 14



Loss of genetic resources has resulted in major concerns about future food and nutrition security. The vulnerability of agricultural systems towards pests, diseases and climate change makes the topic urgent, and has led to the development of a range of conservation strategies. Community Biodiversity Management (CBM) distinguishes itself from other conservation strategies by enhancing social interdependence, collaboration, adaptability and autonomy.

On-farm management of diversity for empowerment

CBM focuses on the process of enabling communities to secure their access to and control over genetic resources through increased decision-making power. Strengthening the management over a variety of resources, provides options that farmers can utilise in times of scarcity. Improving their access to and control over these resources, simultaneously contributes to the development of farmers' autonomy and their capacity to respond to change.

The training is experience-based and task-oriented. It includes fieldwork in the Jeypore district, in one of the world's most important agricultural heritage systems.

The overall objective of the programme is to enhance your capability to apply state-of-the-art strategies for managing Plant Genetic Resources for Food and Agriculture (PGRFA).

Course objectives

Upon completion of the course you will:

- be familiar with contemporary approaches towards genetic resources management and conservation strategies;
- know the conceptual framework of CBM, its components and practices;
- understand integrated seed systems;
- know how to manage PGRFA in dynamic landscapes, unpredictable environments, climate hotspots and vulnerabilities;
- know how to empower communities and enhance their resilience;
- understand participatory learning and action research;
- be familiar with key PGRFA policies such as CBD, IT-PGRFA, IPR, WTO-TRIPS and UPOV.

Target audience

The training is designed for public, civil, research, education and/or development professionals working in a range of relevant projects. Applicants should have at least a BSc degree, have three years of professional experience in a relevant field, and be proficient in English.

Information on the organisers

The training course is organised in cooperation with the Centre for Genetic Resources (CGN) of Wageningen UR, M.S. Swaminathan Research Foundation (MSSRF), India and Local Initiatives for Biodiversity, Research and Development (LI-BIRD), Nepal.

Sustainable Markets

Agriculture is our starting point

In many countries, the agricultural sector accounts for up to 80% of employment, and up to 90% of the rural population is entirely dependent on the sector for their livelihoods. Agriculture contributes substantially to GDP and, as a supplier of raw materials, to manufacturing value added.

What do we do?

Support market-led initiatives

The Sustainable Markets programme supports market-led initiatives in agriculture so they become real drivers for pro-poor rural economic development. We deploy our knowledge and expertise about partnership mechanisms and market development, thus contributing to robust business models for change.

Contribute to strengthening food commodity markets

The market for locally consumed food commodities represents the largest growth opportunity for rural farmers. And in most developing countries it represents the bulk of total agricultural market value. Yet during the past ten years we have witnessed a growing emphasis on northern-focused value chain development and sustainable sourcing initiatives by international food companies. We try to balance this picture by refocusing the agenda on domestic and regional chain development.

Design innovative solutions

Facilitating the rapid expansion of food staple markets is critical, as is our focus on linking the livelihoods and rural economic development perspective with that of international market access. After a critical and context-specific analysis of a planned intervention strategy, we deploy our economic knowledge and expertise, and work from there towards innovative solutions in institutional development. We contribute to e.g:

- enhancing capacity of individuals, engaged in chain and market development, in our annual training programme;
- developing capacities of organizations involved in chain formation;
- establishing new linkages among stakeholders in and around the product chain, such as chain supporters, chain actors and chain facilitators;
- setting up partnerships and variety platforms for learning, trading and policy dialogues;
- initiating thinking around specific emerging themes, such as inclusive business development, etc.

We do all this, to strengthen the triple bottom line: protection of the environment, generation of prosperity for the stakeholders and empowering communities by enriching their social capital.

What are our subthemes?

- **Facilitation of sustainable chain development:** linking stakeholders of the product chain as well stakeholders in the wider chain (government, business development service providers, NGOs, civil society) to enhance performance of the chain.
- **Policies for sustainable trade:** contributing to policy dialogues to ensure sustainable trade between North-South and South-South.
- **Pro-poor business models:** construction and upscaling business models that promote inclusiveness.
- **Catalysing vibrant rural economies:** increasing the robustness, resilience and adaptive capacity of rural communities in relation to developing the economic performance of local market systems by looking at options of pro-poor agribusiness development models in selected agricultural sub-sectors that are interlinked with the effective delivery of rural services.
- **Standards for market governance:** enhancing capacities of stakeholders in setting and implementing standards, especially around food safety.

Governance & food safety in international food chains

Food safety as the guiding principle of your daily work

Course leader: Monika Sopov MBA, Wageningen UR

	2014	2015
price	€ 3,600	€ 3,800
deadline	03 Feb 2014	26 Jan 2015
deadline NFP	01 Oct 2013	07 Oct 2014

2014: Wageningen, March 17 – April 04



Many national food safety control systems fail to provide an appropriate level of protection. Or they create barriers to producers, manufacturers and retail to develop a sustainable business. How can you design and implement a control system that is adequate, efficient and contributes to sustainable trade?

Food safety essential to sustainable prosperity

Safe, good quality food is essential to public health and long-term economic development. Ensuring the safety and quality of food exports promotes international trade, and thus provides a means of generating growth and reducing poverty. This three-week course empowers you to manage food safety throughout the value chain. You will get a unique overview of all relevant aspects; from standards implementation, roles, interest of various stakeholders and insight in the capacities needed to set up an effective system. Working with colleagues from countries around the world you will learn practical, ready to apply concepts, tailored to the needs of developing and emerging economies.

2015: Wageningen, March 09 – 27

The first step is to get up-to-date on consumer attitudes, market requirements and scientific foundations of food safety. Are you working up to standards? Learn to benchmark your performance to leading players in different countries. The course includes lectures, individual and group assignments, case studies and field trips.

Course objectives

Upon completion you will be able to:

- understand key concepts and elements of national food safety;
- engage in setting up or improving elements of a national food safety control system;
- advise governments, sector organisations and development organisations on food safety governance issues;
- develop education and training programmes on food safety control;
- identify institutional constraints and options to improve national control systems;
- describe current safety hazards and understand how these translate into risk and control limits;
- translate these options into an action plan, training or dissemination programme.

Target audience

This course is aimed at business, civic society or government professionals engaged in food control systems. Participants need to have a professional education and at least three years of professional experience in agri-food chains, be proficient in the English language and have some computer skills.

Food security in an urbanizing society

From home gardens to agro-parks: working towards resilient agrifood systems serving densely populated areas

Course leaders: Alberto Giani DVM, MSc, *ir.* Jan Helder, *drs.* Cora van Oosten, Wageningen UR

	2014	2015
price	€ 3,300	€ 3,400
deadline	21 April 2014	26 Jan 2015
deadline NFP		07 Oct 2014

2014: Wageningen, June 02 – 13



Due to continuing rural-urban migration, over 50% of the world's population now lives in densely populated urban areas. They rely heavily on all sorts of markets for their daily food needs. These are supplied through overstressed, complex agro-logistical networks that often fail. This course focuses on how rural production and urban market systems can be integrated such that rural and urban communities can access nutritious food that is both affordable and acceptable.

Agricultural production and markets from a spatial perspective

With increasing urbanisation, rural-urban food systems are essential in ensuring food security. The Metropolitan Food Cluster (MFC) approach, in which food production and market systems are integrated into a holistic, systemic and spatial manner, is slowly gaining a foothold in the rural and urban planning agendas. The model incorporates innovative change processes with technical, social and cultural aspects in an adaptive manner, addressing the challenges of complex food systems.

This new course focuses on how MFC and other innovative approaches can be adapted to better facilitate rural-urban integration, and to enhance food chains such

2015: Wageningen, March 09 – 20

that access to nutritious, adequate quantities of food to urban dwellers can be assured while sustaining the viability of the of the production areas.

In this exciting, highly interactive course, participants will get access to the latest concepts developed within the wider Wageningen UR community and brokered to them by the leading experts themselves. Through this network of excellence, participants will be fully acquainted with the new, innovative but very practical MFC approach. This flexible approach integrates territorial based sub-sector and spatial planning models with agri-logistical network and cluster planning concepts.

Course objectives

Upon completion of the course one will:

- understand the basic premises of the metropolitan food cluster, sub-sector and spatial planning approaches, and how these can be integrated to ensure nutritious food to all strata of rural and urban communities;
- be able to understand and intervene in complex rural-urban planning processes from an integrated, holistic and multi-stakeholder perspective;
- have strengthened skills to develop and facilitate multi-stakeholder processes.

Target audience

Participants need to have several years of professional work experience in one of the following fields: rural and/or urban planning, local sub-sector, agribusiness cluster development and/or spatial planning, rural/urban livelihoods governance, sustainable development or other relevant areas. Proficiency in English is a must.

Rural entrepreneurship

Driving innovation in agrifood value chains

Course leader: *ir.* Jan Helder, Wageningen UR

	2014	2015
price	€ 3,300	€ 3,400
deadline	05 May 2014	04 May 2015
deadline NFP	01 Oct 2013	07 Oct 2014

2014: Ghana, June 16 – 27



Rural entrepreneurship has the potential to drive innovations that can reduce poverty, increase access to food and create employment. For this to happen, actors in agrifood value chains need to trust each other. However, local agrifood value chains are almost always characterised by protectionist behaviour resulting in very high marketing costs and a stalemate, instead of by a drive for positive change and development. This course is focused on breaking the deadlock these value chains are in. It hands you the tools to do that.

Learn to facilitate chain-wide learning

This course on rural entrepreneurship centres around the Chain Wide Learning methodology (CWL), that consists of three components:

- a multi-stakeholder workshop in which value chain actors gather and share their issues and opportunities at functional chain levels;
- a strategic planning process in which the outputs of the workshop are used as inputs;
- a set of action plans to reduce transaction costs and/or exploit opportunities in the selected agrifood value chains.

2015: Ghana, June 15 – 26

When implemented, action plans will build trust and reduce protectionism and opportunistic behaviour in the selected value chain. As a result, marketing costs and prices will come down while margins increase. The overall performance of the value chain will improve, which will form the foundation for private-sector driven chain innovation. During the course, you will get familiar with business planning tools to ensure that (new) business ventures are based on sound business principles, and practice your skills and new-learned tools on an actual case.

Course objectives

Upon completion of the course you will:

- have become sensitive to imbalances within agrifood value chains and how these issues can be addressed;
- have strengthened your capacity to promote market-driven rural wealth creation;
- have strengthened your competence in the area of market access of small and medium entrepreneurs;
- have the ability to identify pro-poor, smallholder inclusive and/or gender-friendly agribusiness development opportunities;
- be able to apply the tools that support private sector driven innovations in agrifood value chains.

Target audience

The course is intended for mid-career professionals of government departments, NGOs and civil society organisations, businesses, development agencies, universities and colleges for higher education, and individual consultants working in the domain of private sector and/or market driven development. Proficiency in English is required.

Organised farmers as partners in agribusiness

Optimising the performance of producers' organisations

Course leader: Ted Schrader MSc, Wageningen UR, Agriterra

2014

price € 3,400

deadline 04 Aug 2014

deadline NFP 04 Feb 2014



2014: Wageningen, September 15 – 26



Small farmers not only constitute the majority of the world's poor, they are also the majority of the world's small and medium enterprises. Through collective action of their organisations farmers can improve their performance and income. Facilitators, equipped with the right approaches and tools, can do more to support the farmers' business organisations in their entrepreneurial endeavours.

Improving farmers' performance and business relations

This course is organised in collaboration with Agriterra. It perceives farmers as autonomous entrepreneurs, not as target groups or beneficiaries. In this light, farmers' organisations become business supporters. The central question is how farmers, through collective action of their organisations, can better access inputs and credit, improve their yields and quality, access remunerative markets and become value chain partners. Main pillars of the programme are: the economic services that farmers' organisations can deliver to their members, stakeholder collaboration, up-to-standard internal governance, lobby and negotiation and innovation of agricultural development

cooperation. You will learn about farmer professionalisation and empowerment, and about collective action of farmers business organisations. The course is highly interactive: participants have the opportunity to learn from the broad international experience of the trainers, but also from other participants.

Course objectives

Upon completion of the course you will:

- be familiar with state-of-the-art thinking about rural innovation, farmer entrepreneurship and farmer-inclusive value chain development;
- know how to review the key challenges farmers face – and identify options for collective action;
- be able to analyse farmers relations with sourcing companies, banks and MFI's, and other stakeholders, and know about options to improve the relations;
- be capable of using operational approaches and practical tools for facilitating the improvement of the performance and market engagement of farmers' organisations;
- explore alternative intervention strategies to support farmers and their organisations.

Target audience

This two-week course is aimed at professionals interested in the promotion of farmer-included agribusiness. We welcome professionals from farmers' organisations, governmental organisations, private sector, civil society organisations, universities, research and extension. Proficiency in English is required.

Local economic development

Catalysing vibrant rural economies

Course leader: *ir.* Jan Helder, Wageningen UR

2014

price	€ 3,400
deadline	18 Aug 2014
deadline NFP	04 Feb 2014



2014: Pretoria, South Africa, September 29 – October 10



Effective market demand and competitive agribusiness clusters are considered to be important vehicles for poverty reduction, attaining food security and for driving local economies. The focus tends to be on high-end markets & international trade. However, for most smallholder producers and poor consumers, rural economies and the dynamics of rural fresh produce markets & local trade are far more important!

Making markets work for local communities

The course is aimed at catalysing vibrant rural economies. It focuses on the changing roles of rural policies and services in sub-Saharan Africa. It introduces the participants to a set of five typical interventions that, on their own or in combination, are designed to boost effective local market demand, add extra value, smoothen rural trade and increase local economic activities generating income and employment. In this course each type of intervention will be illustrated with real-life cases that are presented by the 'case owners' themselves. This will assist to better appreciate the rigidity of reality. The course is highly interactive and builds on the participant's own experiences and

personal cases. These will serve as building blocks for 'bankable' project that will be developed during the course. The programme offers a balanced 'diet' including introductions to concepts, practices, participatory group work, guest lectures, case study presentations and excursions.

Course objectives

Upon completion of the course you will:

- have good understanding of conceptual frameworks to identify development opportunities for rural communities and spin-offs for rural wealth creation;
- be able to appreciate the linkages between poverty and livelihood strategies, the role of agribusiness development and effective services delivery, and the potential of rural markets, local trade and value chains to 'work for the poor';
- be able to facilitate participatory approaches and methodologies for innovation and change processes;
- be able to apply tools and instruments for strategic and effective interventions catalysing processes that boost rural economies.

Target audience

This regional course is designed for mid-career professionals of government departments, non-governmental and civil society organisations, business associations, development agencies, universities and colleges for higher education, and for other professionals working in the domain of market-driven local economic development. Proficiency in English is required.

Sustainability standards: the road for people's welfare

Governance mechanisms to promote business in community development

Course leaders: Pedro Rebelo MSc, Monica Sopov MBA, Wageningen UR

	2014
price	€ 3,300
deadline	15 July 2014
deadline NFP	04 Feb 2014

2014: Wageningen, September 29 – October 10



People are the key to success in sustainable development. Addressing the social dimension of business is the way to build long term relations along the supply chain and to increase fair trade in accordance with consumers' expectations e.g. product quantity, quality and sustainability.

Challenges in social aspects

Promoting ethical trade products from developing economies is the best way of contributing to sustainable development and to develop business. Companies and traders are increasingly realising that fair trade must be part of their business management approach. Better cooperation with partners within the supply chain both increases and promotes agricultural production.

To develop ethical business real measures need to be in place along the supply chain regarding child labour, workers' rights, land and cultural rights, migrant workers and producers' organisation. This is a way of promoting trade, community welfare, and a way to promote and maintain communities in agro-production. Ignoring these issues has a negative impact on business and causes unbalanced trade relations, distrust

along the supply chain, and ultimately contributes to increased poverty, insecurity and dependence on foreign aid.

This two-week course enables you to incorporate sustainability in your organisation to promote not only trading but also strengthening relations along the supply chain. You will have a unique overview of all relevant aspects. You will also increase your knowledge and experience by working with colleagues from different countries around the world. Practical cases, group discussions, and coaching activities will enable you to apply the concepts directly in your work and to achieve results.

Course objectives

After this course you will be able to:

- Understand legislation and international Convention requirements;
- Handle the social dimension of the supply chain;
- Identify and accommodate producers' perspectives and needs;
- Meet the requirements of different sustainability standards;
- Conduct a risk communication assessment; and
- Organise monitoring and evaluation procedures.

Target audience

We welcome participants from NGOs, producer organisations, governments, traders, producers, farmers, international organisations, private sector, civil society, universities, research, business associations or any professionals working in this domain. Knowledge and work experience on sustainability topics desirable. Proficiency in English is required.

Market access for sustainable development

Towards pro-poor & smallholder inclusive market development

Course leader: *ir.* Jan Helder, Wageningen UR

	2014
price	€ 3,800
deadline	22 Sept 2014
deadline NFP	06 May 2014

2014: Wageningen, November 03 – 21



Today, markets are increasingly seen as a good instrument for poverty reduction, smallholder inclusion and sustainable development and, as such, ways in which food security can be improved. However, market failures and shortcomings often diminish the desired impacts. This international course shows participants to which extent and in which manner markets can be used to induce positive change.

Opening markets for smallholders and their products

This course takes market trends as a given, and market dynamics as a possible basis for sustainable development and examines the do's and don'ts of market-led development. Participants will be challenged to find answers to the following interrelated questions:

- how can smallholders effectively engage in market development?
- how can they access markets better with their products?

These questions will be addressed in several modules. The first module deals with market economic dynamics, and how to engage small-scale farmers and rural dwellers.

The second module deals with all the issues a product comes across on its way to customers: the institutions that govern value chains. The third module deals with a strategic planning process and the tools that can be used to develop appropriate and targeted action plans, project proposals and/or programmes. The development of project proposals, based on a selection of participants cases, and in which all the lessons learned will be practised and internalised, is an integral part of the curriculum.

Course objectives

Upon completion of the course you will:

- be more competent in the area of market access by differentiating between issues related to market participation, chain governance and institutional change;
- understand conceptual frameworks related to market development which can be used to identify pro-poor and inclusive development opportunities;
- be able to support policymakers, development practitioners and professional service providers in their new role as market facilitators;
- be able to apply tools and instruments to develop market-led, pro-poor, inclusive and/or sustainable development interventions.

Target audience

The course is intended for staff of government departments, non-government and civil society organisations, business associations, development agencies, universities and colleges of higher education, and for other professionals working in the domain of market-driven development. Proficiency in English is required.

Promoting entrepreneurship and agribusiness development

Enhancing a fertile business climate

Course leader: Monika Sopov MBA, Wageningen UR

	2014
price	€ 3,400
deadline	22 Sept 2014
deadline NFP	06 May 2014

2014: East Africa, November 03 – 14



Over 140 million entrepreneurs expect to add at least five new jobs over the next five years. Entrepreneurial activity is flourishing across the globe, and can act as an economic engine. Entrepreneurship is the best hope for reviving a weakened world economy. However entrepreneurs cannot do it alone. They need an enabling environment in which their business can grow. This fourteen days course will give insight into the basic requirements on a national level for increasing the level of entrepreneurship.

Avoiding the pitfalls

It is estimated that 70% to 80% of new businesses end their operations within their first year, And of those that survive, only half will remain in business after five years. However many of the hurdles and pitfalls a new entrepreneur faces can be avoided. In this dynamic training programme, you will learn how to address these challenges. It focuses on the things entrepreneurs care most about, and which ultimately affect their bottom line: how to raise money, make money, save money and help others to do so.

Learn from success and mistakes of others

Successful entrepreneurs will be invited to share their experiences, and give you tips on what you need to avoid mistakes they made, and what secrets underlie their accomplishments. Key government officials will explain what the challenges are in creating an environment in which entrepreneurs can flourish. You will meet actors from various agribusiness clusters, including representatives of financial institutes, business service providers and change facilitators. You will learn from the hands-on experience of the actors, and also enlarge the network that will help you build your own business.

Learn to ask the right questions

The training will be built on the entrepreneurial life cycle, based on the background of the participants. Experienced entrepreneurs are faced with different questions than the ones who are in the phase of starting a business. Learning to ask the right questions is key in every phase, both for business owners and supporting organisations.

Target audience

This course is aimed at business owners and representatives from organisations that support entrepreneurship and/or seek to enable an environment in which businesses can flourish. Proficiency in English is required.

Food & Nutrition Security

The Food and nutrition security programme focuses on food security and nutrition improvement in contexts ranging from the global to the local and individual level. We view food and nutrition security in a multi-dimensional and integrated way, and bring together dimensions of production and productivity increases, access to markets with ultimately consumption of nutritious foods and the utilisation of nutrients by the human body. The strength of our programme is that we combine content related expertise on food and nutrition security with process oriented activities such as policy advise, programme design, capacity development and institutional development and change. Monitoring and evaluation specifically oriented at the food and nutrition security situation of targeted population groups is an explicit element of our activities. The Food and nutrition security programme regards a well-nourished and healthy population as an essential contribution to the development of a community or a nation.

Programme elements

The Food and nutrition security programme focuses on several sub-themes of food and nutrition security. The programme takes into consideration nutrition-specific more health-related aspects of nutrition improvement but also nutrition-sensitive in as the linkages between agricultural development (including market access and value chain development) and nutritional outcomes. Impact assessment of policies, programmes and projects within the Food and nutrition security domain with an emphasis on nutrition outcomes receive due attention as well. We support and

emphasise public-private partnerships for promoting the production, distribution and marketing of nutritious food products.

Our clients

The clients of the programme on Food and nutrition security range from policy makers, multilateral organisations, private sector partners, NGOs to other knowledge partners, both in the Netherlands and abroad. Our clients approach the programme for the short courses we deliver, for our advisory services, or for collaborative projects.

Key concepts in food and nutrition security

Distance learning programme, available throughout the year

Course leader: Fannie de Boer MPH, MHE, Wageningen UR

	2014	2015
price	€ 600	€ 700
deadline	anytime	anytime

2014: Home country, throughout the year



The unacceptably high numbers of undernutrition and its impact on development, have led to renewed attention to mainstream nutrition in developmental projects and programmes. For this mainstreaming of nutrition a basic understanding about food security and nutrition is needed. This comprehensive self-study course is ideal for anyone who wants to learn more about food and nutrition security.

Incorporating food security in your programmes

World-wide almost 1 billion people are undernourished and 35% of the mortality rate of under-fives is related to malnutrition. Improving the nutritional status of beneficiaries requires adequate understanding of the basic principles of food and nutrition security. This course is meant for participants who do not have a background in this field. For those who do, the course can serve as a refresher. The course consists of five modules:

- introduction on the world food situation; key concepts in food and nutrition;
- nutritional physiology and how the body utilises food; recommended intake and dietary calculations;

2015: Home country, throughout the year

- statistics and epidemiology; better understanding the results of quantitative data on food and nutrition;
- assessments that provide the essential indicators to describe the status and trends in food and nutrition;
- food safety: how food-borne diseases spread and how this can be prevented.

The course is designed for self-paced learning, with no personal instruction. Instead, we use the latest instructional methods in e-learning. We will also provide you with links to online resources, recommended reading, self-study tutorials, checklists, practical guidelines and manuals. Estimated time needed to complete the course is 40 hours.

Target audience

The course is aimed at staff of governmental organisations and NGOs that want to incorporate nutrition issues in projects and programmes. Participants may have a function in policy and planning, be working at management and coordination level, or be involved in action oriented research, advisory and teaching positions, directly relevant to food and nutrition security.

Entry requirements

Applicants should have a BSc or equivalent in the field of food and nutrition, food science, home economics, agriculture, medicine or a related field. Proficiency in English is required, as well as basic computer skills and access to the Internet.

Rights-based approach to food and nutrition security

Getting governments to create the pre-conditions to feed oneself

Course leader: Fannie de Boer MPH, MHE, Wageningen UR

	2014	2015
price	€ 3,300	€ 3,400
deadline	30 Dec 2013	10 Dec 2014
deadline NFP	01 May 2013	06 May 2014

2014: Wageningen, February 10 – 21



A rights-based approach is a different way to address food and nutrition insecurity. It emphasises the rights of human beings to food and it obligates governments to create adequate preconditions to feed oneself as well as the priority for politicians to directly protect the poor and hungry.

Putting the FAO Voluntary Guidelines into practice

The right to food is one of the basic human rights. The right to adequate food is realised when every man, woman and child, alone or in community with others, have the physical and economic access at all times to adequate food or means to its procurement. Adequate food means enough food in quantity and quality, that is also safe and culturally acceptable.

In 2004 the FAO Council adopted the so-called Voluntary Guidelines, that provide guidance to governments to realise their Right to Adequate Food. This course aims to provide professionals working in food and nutrition security and interested in

2015: Wageningen, January 19 – 30

a rights-based approach with the knowledge, skills and motivation, to strengthen, design and implement programmes and interventions using the rights-based approach.

Course objectives

Upon completion of this course you will:

- have new insights about concepts and principles on human rights-based approach, Right to Food, Food and Nutrition Security and their interrelationships;
- understand the role of right holders, duty bearers and accountability agents and their main rights and obligations and responsibilities;
- have clear ideas for incorporating rights-based elements in interventions addressing food and nutrition insecurity;
- be better equipped to lobby and advocate for the Right to Food;
- know how to develop interventions.

Target audience

Applicants should have a BSc or equivalent in the field of food and nutrition, home economics, agriculture, medicine or a related field, and have at least three years of professional experience related to the field of the course. Proficiency in English is required.

Please note this course is designed for some specific profession groups. Please consult our factsheet for detailed information.

Monitoring, evaluation and impact assessment of food and nutrition security programmes

Provide support in assessing and enhancing impact

Course leader: Fannie de Boer MPH, MHE, Wageningen UR

2014: Wageningen, May 19 – June 06



Funding agencies, NGOs, government and other stakeholders increasingly demand accountability and transparency. They also need to know the impact of policies and interventions on the food and nutrition security in the area of operation. The demand for data on the impact of policies, programmes and interventions on food and nutrition security is rapidly growing.

Scientific rigour for robust policymaking

The course emphasises the need for careful selection of indicators in designing information support systems. Scientific rigour is required for analysis and interpretation of data collected for robust policymaking.

The training approach is job oriented and highly interactive, experience as well as evidence-based. Participants learn what a M&E system for food and nutrition security entails, and in particular what is needed to do an impact assessment. Participants will learn from expert facilitators as well as from each other. Transfer of knowledge will go

	2014	2015
price	€ 3,600	€ 3,800
deadline	07 April 2014	20 April 2015
deadline NFP	01 Oct 2013	07 Oct 2014

2015: Wageningen, June 01 – 19

hand-in-hand with case studies, working in groups or individually on case studies. Participants from all over the world will provide a good basis for the exchange of experiences, in addition to the international facilitators. This course is given together with Wageningen University, Division of Human Nutrition.

Course objectives

Upon completion of the course you will:

- have new insights into the principles of participatory and learning-oriented planning, monitoring and evaluation in food and nutrition security;
- have strengthened your competence to design an M&E system including assessments for food and nutrition security programmes and/or projects;
- have clear ideas for improving M&E systems and impact assessments for food and nutrition security.

Entry requirements

Applicants should have a BSc or equivalent in the field of food and nutrition, food science, home economics, agriculture, medicine or a related field of study, as well as at least three years of professional experience related to the theme of the course. This course is open to MSc students in a related field of study. Proficiency in English is required, as well as basic computer skills.

HIV/AIDS and food and nutrition security

Mitigating the effects of the pandemic through a rights-based approach

Course leader: Fannie de Boer MPH, MHE, Wageningen UR

	2014
price	€ 3,800
deadline	11 Aug 2014
deadline NFP	04 Feb 2014

2014: Wageningen, September 22 – October 10



Although the world is making progress in addressing the devastating effects of HIV/AIDS, there are still 33.3 million people affected by it. In most countries, the response to the HIV/AIDS pandemic has mainly come from the health sector. However, solutions to mitigate the effects have to be sought in the combination of health and agriculture.

HIV/AIDS as a cause of food and nutrition insecurity

As the consequences of the AIDS epidemic become clearer, so does the fundamental importance of food and nutrition security. Food and nutrition insecurity is the main problem in families living with HIV/AIDS. The agriculture sector is particularly threatened by the epidemic, given the implications of reduced labour power for the ability of affected households to feed themselves.

An adequate nutritional situation is important to maintain the quality of life and limit the effects of opportunistic infections. Responses to the HIV pandemic need to be

holistic, multi-sectorial, and grounded in the three fundamental principles: prevention, care and treatment.

In this course, participants will learn from expert facilitators as well as from each other. It aims to provide you with the knowledge, skills and motivation to strengthen, design and implement programmes and interventions to mitigate the negative effects of HIV/AIDS on the livelihood, using a rights-based approach.

Course objectives

Upon completion of this course you will:

- have insight into the medical aspects of HIV/AIDS and their relation to nutritional status;
- understand the interrelation between food and nutrition security and HIV/AIDS;
- have strengthened your competence to design a programme or intervention to address the negative impacts of HIV/AIDS on food and nutrition security, using a rights-based approach;
- have clear ideas on how to lobby/advocate to mainstream HIV/AIDS in policies and programmes.

Entry requirements

Applicants should have a BSc or equivalent in the field of food and nutrition, home economics, agriculture, medicine or a related field, and have at least three years of professional experience related to the field of the course. Proficiency in English is required.

Agriculture nutrition linkages

Ensuring nutritional impact of agricultural projects

Course leader: Fannie de Boer, MPH, MHE, Wageningen UR

	2014
price	€ 3,400
deadline	13 Oct 2014
deadline NFP	06 May 2014

2014: Ethiopia: November 24 – December 05



Despite the world-wide increase of food availability, there are still around one billion people undernourished. This is far above the target of MDG 1. There is now substantial evidence that malnutrition has life-long negative impacts on productivity and income-generating potential of the population. Agricultural programmes need to become more nutrition sensitive.

Making agricultural programs nutrition sensitive

Why does a reduction in poverty not automatically result in improved nutritional status? Can agricultural development help reduce undernutrition? If so, how should projects be designed to make them more nutrition sensitive? These are the key issues we will be dealing with in this course.

The training approach will be both interactive and practical. Participants will learn from experts but also from each other's experiences from all over the world.

Course objectives

The overall aim of the course is to contribute to improving nutrition by making agricultural development programmes more nutrition sensitive. Upon completion of the course you will:

- understand the concepts of food systems, food security, nutrition and poverty and their interconnectedness;
- be able to apply conceptual frameworks to ensure nutrition sensitive agricultural development programmes and policies;
- formulate or adjust the design and implementation of agricultural development programmes and policies to enhance the impact on nutrition.

Target audience

You are working for a governmental or non-governmental organisation at national or sub-national level in one of the following positions:

- you are a policy or planning officer with responsibility for promoting community and household livelihood including food and nutrition security;
- you have a managing or co-ordinating position in planning, management, implementation and/or monitoring and evaluation of a community food and nutrition security programme or an agricultural development programme with a nutrition component;
- you work in action-oriented research, advisory or teaching position directly relevant to food and nutrition security;
- proficiency in English is required.

Conflict, Disaster and Reconstruction

What do we do?

CDI and Wageningen UR Disaster Studies initiated a joint programme in 2012 called Conflict, Disaster and Reconstruction. This programme supports its partners in responding to the complexities of enhancing development in areas affected by crisis. We do this through interactive research, capacity development and training, supporting policy development and dialogue. We facilitate multi-stakeholder processes to make arrangements for better management of the social and physical environment, even under difficult conditions.

We support policy and practice

Conflict and disaster affect millions of people every year. In many parts of the world, humanitarian crises have become protracted or even semi-permanent. Political and institutional fragility may have a long-term destabilising effect, and conflicts often turn into long periods of no-peace-no-war. Natural disasters affect agricultural production - already weakened by demographic pressures, climate change, ecological deterioration and economic decline - and can contribute towards long term food insecurity. Yet, crises also present continuities and opportunities for development, empowerment and building resilience. We support partners in identifying these opportunities and transforming conflict and disaster into positive change. This change can be reflected in an improved policy environment, challenging 'business as usual' modes of programme implementation, strengthened organisations, and innovated practice.

We are committed to development in crisis situations

People and communities in crisis situations retain capacities for survival, initiative, innovation and institutional ordering. They find ways to deal with crisis and aspire to seek a normal life in the midst of crisis. Government, non-government and private agencies can build on these drives to further development goals. Crisis also intensifies political processes and power struggles. Enhancing development in crisis requires sensitivity to these dynamics. Gender relations are also subject to significant change in crisis situations, so that a gendered approach is required as well.

We combine research, training and action

This programme brings together academic specialists from the Disaster Studies group and specialists in capacity development and policy support from Centre of Development Innovation. Our initiatives build on analytic insight into the causes and dynamics of crises; the ways they affect people's lives and re-order their institutions and societies; and the workings of different intervention mechanisms - including humanitarian action, disaster risk reduction, peace building, reconstruction and development. These initiatives focus on institutional development and reconciliation, and the promotion of voice and accountability. Furthermore in-depth expertise on vital sectors such as livelihoods and agriculture, governance and management of natural resources like forests, wetlands, fisheries resources is combined with process facilitation, stakeholder engagement, training and knowledge brokering skills.

What we believe

Interactive research, that combines academic rigour with stakeholder dialogue, forms the basis of an integrated approach to knowledge generation and its use for policy and practice.

Managing risk and hazards in the face of natural disaster

The case for climate change adaptation for sustainable development

Course leader: ir Ingrid Gevers, Wageningen UR

	2014	2015
price	€ 2,300	see website
deadline	17 Feb 2014	09 Feb 2015
deadline NFP	01 Oct 2013	07 Oct 2014



2014: Asia, March 31 – April 11



Natural hazards are a well-known phenomenon to humankind. However, there are strong indicators to suggest that the frequency and intensity of climate-related natural hazards will continue to increase under the effect of global warming. Climate change impacts pose a real and considerable threat to communities living in hot-spots of vulnerability to extreme meteorological and hydrological events.

Managing risk and building resilience

Faced with climate change and variability, stakeholders in development need to address the concerns which are common to both the fields of adaptation and disaster risk reduction in an integrated way. In doing so, some key priorities for sustainable development can be identified.

Simply reducing the uncertainty of climate projections cannot fully support adaptation without strongly appreciating the global trends of population increase and its associated land and water use changes. Being forced to embrace uncertainty and

2015: Asia, March 23 – April 03

complexity, stakeholders urgently need to develop effective strategies for change processes that affect communities, organizations and institutions.

Course objectives

This course aims to enhance capacity of a community or organization for adapting to changing climaterelated hazards, improving resilience and disaster preparedness, using adaptation to climate change as an entry point.

Topics covered: are climate change adaptation, disaster risk management, vulnerability, resilience, multi-stakeholder processes and policy. The training programme has an interactive nature and incorporates group work, case studies, interactive lectures, discussions, presentations, field visits and excursions.

Target audience

This training programme is designed for managers, policy makers, specialists and researchers who are professionally involved in the management of risks and hazards and climate change; they may work in public and civic society sectors, for universities, national research or development programmes, for government organisations or NGOs. You need at least have 3 years professional experience and proficiency in English is required.

This course is organised in cooperation with the Asian Disaster Preparedness Centre.

Linking emergency aid to food and nutrition security

Avoiding the pitfalls of help-induced dependency

Course leader: Fannie de Boer MPH, MHE, Wageningen UR

	2014
price	€ 3,400
deadline	22 Sept 2014
deadline NFP	06 May 2014

2014: Ethiopia, November 03 – 14



Emergency or food aid is often criticised as a donor driven response, creating dependency in the short term, and undermining incentives for local agricultural development in the longer term. Usually, little is done to encourage people to build a better life and prevent them from falling back into situations where they need assistance again.

Closing the gap between emergency aid and development

In this course we will explore how to bridge the gap between emergency assistance and developmental food and livelihood security support. Building resilience of livelihoods is necessary to make the position of households robust. Responses to emergency situations have to be seen and used as an initial step towards sustainable development.

In this interactive course, participants learn to make use of theoretical and conceptual thinking on food security. We will work with practical examples of policies and programmes of the critical path of transition from aid to food security.

Course objectives

Upon completion of the course you will:

- have insight into the typology of emergencies – and the responses that contribute to food security;
- be better aware of causes of food insecurity outside the direct context of the household (on regional, national or even global levels);
- have clear ideas for lobbying and advocacy approaches for policies to facilitate a more developmental approach to emergencies;
- be able to apply tools for developing programmes or interventions to contribute to structural development.

Target audience

Mid-career officials working for a governmental and non-governmental organisation in one of the following positions:

- you are a policy or planning officer at national or sub-national level with responsibility for emergency situations;
- you have a managing or coordinator position in planning, management and/or implementation of a community food security and nutrition programme or rural development programme;
- you are a representative of civil society involved of structural development in emergency areas;
- proficiency in English is required.

Van Hall Larenstein, University of Applied Sciences, is a unique university

Our curricula focus on nature and environment, human and animal health and responsible entrepreneurship. Combinations of these areas of expertise result in a special and challenging bachelor and masters programmes with majors that are unique in the world! But we offer more than just bachelor and master programmes. Postgraduate courses and consultancy on national and international terrains are part of our service. We are not just a university, but also a knowledge company for social and economic questions.

At Van Hall Larenstein we focus our entire educational system around the student. Starting from their own interests and ambitions, we wish to train students towards being competent professionals at management level. We place particular emphasis on students developing a sense of social responsibility and lifelong learning. One of the concepts we pride ourselves on is our competence based learning philosophy. That means we have made it compulsory for students to learn by doing and to experience as much of their future field of work as possible during their study.

While professional bachelor programs have a clear exit level, aimed at a career in the relevant field of activity, there are always a number of students that would prefer to continue their education. Van Hall Larenstein has close ties with Wageningen UR (University & Research centre), facilitating the transfer of bachelor graduates onto Masters programmes.



Master of agricultural production chain management

Get in tune with international developments

2014 – 2015

price	€ 10,920
deadline	01 Aug 2014
deadline NFP	01 Feb 2014



2014: Wageningen



Development specialists that work on agricultural production chain management face complex problems. To solve them will require new thinking. Whether you specialise in livestock or in horticulture, you will have to develop approaches on the basis of demand, rather than on production. In this one-year Master you will learn how to develop and implement such approaches.

Understanding the agricultural production chain

Agricultural products find their way to domestic and international markets through a complex series of people and channels. The stakeholders in the chain need to respond to many changes: new technologies, an ever greater number of national and international laws and regulations, as well as changing consumer preferences. In this programme you will learn to examine each actor in the chain (supplier, farmer, processor, trader, retailer and consumer), particularly the stages up to processing. You learn the overall chain aspects from the perspective of economics, logistics, quality control, certification, marketing channels and information flows. Within this Master we offer two specialisations: Horticulture Chains and Livestock Chains.

Develop your competencies

Participants develop competencies with regard to:

- conducting applied research contributing towards efficient and sustainable value chain;
- initiating innovative chain processes and projects;
- supporting business service entrepreneurs;
- facilitating the governance of sustainable value chains;
- developing policies for inclusive value chains;
- showing a professional attitude in a changing international business environment;
- communicating effectively value chain developments to specialists and non-specialists.

Successful completion of this programme will earn you the degree of Master of Agricultural Production Chain Management, accredited by NVAO, the Accreditation Organisation of the Netherlands and Flanders.

Entry Requirements

To qualify for enrolment, you need to have a minimum of 2 years of relevant working experience. Moreover you must have a sufficient knowledge of the English language and must possess basic computer skills. Please visit our website for up-to-date entry requirements.

T +31 (0) 317 48 62 62

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For more information and (pre)registration, visit our website: www.vanhall-larenstein.com

Coastal zone management

One year certificate programme

2014 – 2015

price	€ 10,600
deadline	01 July 2014
deadline NFP	see website



2014: Leeuwarden



Seas, oceans and coasts are shared by so many players that the issues involving them cannot be limited to one nation or continent. With so much at stake, people who work as coastal zone managers have to be both principled and focused. To do this work well, you need to develop a broad insight into a host of subjects; and to develop your communication skills to help overcome conflicts between different stakeholders.

Who owns the coast?

Nationally and internationally, coastal areas are claimed by an enormous range of people and organisations, all demanding a say in what happens there: conservationists, fishermen, oil companies, tourists and many, many others. As a result, coastal developments are becoming ever more complex.

As a coastal manager, you must know how to function in a multicultural setting, and become an expert in international rules, regulations and cooperation agreements. You must be well-versed in a lot of subjects – not just ecology and law but also tourism, civil engineering, fishery economics, process management and maritime transport.

Graduated students find employment with all the organisations you would expect to be involved in managing a coastal zone - not just NGOs, fisheries, and authorities, but also consultancies, research bodies, maritime organisations, recreation and tourism. You might work for international advisory agencies, be involved in environmental protection, or even become a troubleshooter specialised in a particular domain such as fisheries.

Our main programme topics and projects

- sustainable coastal zone management and project management;
- ports, maritime transport and logistics;
- stress factors affecting coastal zones;
- management and organisations;
- tourism;
- geo-information systems;
- economics of coast and sea;
- research methodology.

Entry requirements

To qualify for enrolment, you should have successfully completed two years of Bachelor-level study in a relevant subject. Several years of relevant working experience may compensate for a lack of formal qualifications. Sufficient knowledge of the English language and basic computer skills are essential. Please visit our website for up-to-date entry requirements.

Food and agribusiness management

One year certificate programme

2014 – 2015

price	€ 10,600
deadline	01 July 2014
deadline NFP	see website



2014: Leeuwarden



As a future specialist in Food and Agribusiness Management, you will discover just how Corporate Social Responsibility (CSR) should dovetail with an organisation's Sustainable Development programme. Today's professionals must be more than well-trained, integrative and interdisciplinary: they must have the skills for dealing with economic, social and environmental development in an international setting.

A profession that requires many skills

In this one year certificate programme, you will learn how to deal with the tensions and trade-offs firms will face, when they adopt CSR while working in a very competitive market. You will lay the groundwork for implementing CSR-programmes. You will also guide culture-change processes: they are vital to achieving a successful CSR-strategy, especially in companies that used to think solely in terms of shareholder value.

The skills generated in this programme concern much more than food production, management and marketing. They also involve food safety, and take you to the heart of quality and sustainability issues.

As a graduate you will know:

- how to make quality systems central to integrated change management;
- how to develop new products and business strategies through expert analysis of consumer behaviour;
- how to develop an international export strategy;
- how to design organisations and management systems that are actually market- and consumer-oriented.

Our main programme topics and projects

- international strategic management and HRM;
- business plan and international financial management;
- Total Quality Management (involving a project in international sustainability management);
- Supply Chain Management (also involving a project in international sustainability management).

Entry requirements

To qualify for enrolment, you should have successfully completed two years of Bachelor level study in a relevant subject. Several years of relevant working experience may compensate for a lack of formal qualifications. Sufficient knowledge of the English language and basic computer skills are essential. Please visit our website for up-to-date entry requirements.

T +31 (0) 317 48 62 62

E info@vanhall-larenstein.com

For more information and (pre)registration, visit our website: www.vanhall-larenstein.com

Master of management of development

Four specialised one year programmes

2013-2014

price € 10,920

deadline 01 Aug 2014

deadline NFP 01 Feb 2014



2014: Wageningen



Many NGOs and public services organisations are currently reassessing their activities. Policy reforms, customer surveys and the formulation of funding conditions lead to a considerable need for new management styles and capacity building. There is a great demand for professionals who can facilitate these change processes, and many organisations view this one year staff training programme as a valuable investment.

Work on your theme

VHL offers one-year Master programmes in Rural Development, in which applicants can choose one of four specialisations:

- Rural Development and Gender;
- Rural Development and Communication;
- Rural Development and Food Security;
- Rural Development and HIV/AIDS.

Although very different, all four themes have a large impact on the practice of rural development. These four master programmes focus on professionals in development

organisations, who are already working as mid-level managers. Typically, they will be responsible for human resource development and training, as well as gender mainstreaming. Within their organisation's policies and programmes they will also be responsible for incorporating the consequences of AIDS livelihoods of rural people. Their work experience is an essential input in the courses.

Develop a professional attitude and feel empowered to act

In all four specialisations, participants will be trained in management theories and approaches, communication and leadership, capacity building, self-development and qualitative research. Overall, Management of Development addresses the competence that enables graduates to stimulate and influence systematically, and manage the incorporation of emerging development issues in a rural development organisation, its mandate and activities.

Successful completion of this programme will earn you the degree of Master of Management Development. The program is accredited by NVAO, the Accreditation Organisation of the Netherlands and Flanders.

Entry requirements

To qualify for enrolment, you need to have a minimum of 2 years of relevant working experience. Moreover you must have a sufficient knowledge of the English language and must possess basic computer skills. Please visit our website for up-to-date entry requirements.

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E info@vanhall-larenstein.com

For more information and (pre)registration, visit our website: www.vanhall-larenstein.com

Sustainable water technology

One year certificate programme

2014 - 2015

price € 10,600

deadline 01 July 2014

deadline NFP see website



2014: Leeuwarden



Water quality is of vital importance to people, animals and plants. In this certificate programme you learn how to consider water issues from different perspectives and to look for sustainable solutions. In Sustainable Water Technology, nature takes an important place.

Viewing the miracle called water in various ways

In this certificate programme you will look at water from new perspectives. For example, from the angle of purification technology; you will learn how wastewater can be cleaned by using bacteria, or chemical and physical cleaning techniques. Often you can already deduce the quality of water from the aquatic life. From an ecological point of view you learn how to keep the quality of surface water high, and how to manage ecosystems and nature.

You will learn how to look for sustainable solutions for water issues. Our environmentally oriented courses are renowned, which gives you an advantage in trade and industry. Everybody, all over the world, needs water.

A broad base with room for your favourite subjects

The Certificate Sustainable Water Technology is part of the bachelor of Environment. You will gain a broad overview of the role of water in the environment and of the methods and technologies to manage its quality. Basic subjects are about policy, water, nature, ecology, and treatment technologies. But you will also be taught specific subjects in energy and climate change, and you will work on your practical lab skills and conduct research outdoors.

Because practical experience is of major importance, a traineeship is imbedded in the programme. Besides that, well-known companies like Stork, DSM, Akzo Nobel, TNO and Wageningen UR are involved in the programme. Together with the knowledge and network of teachers and our lecturers in Water Technology and Drinking Water, you already start building a network during your study.

Entry requirement

To qualify for enrolment, you should have successfully completed two years of Bachelor-level study in a relevant subject. Several years of relevant working experience may compensate for a lack of formal qualifications. Sufficient knowledge of the English language and basic computer skills are essential. Please visit our website for up-to-date entry requirements.

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For more information and (pre)registration, visit our website: www.vanhall-larenstein.com

Wildlife management

One year certificate programme

2014 – 2015

price	€ 10,600
deadline	01 July 2014
deadline NFP	see website



2014: Leeuwarden



Increasing concern about nature and wildlife is now being matched by rising demand for zoological engineers: professionals who manage wildlife. Van Hall Larenstein is proud to provide a Bachelor's degree programme that contributes to animal management worldwide and can offer you a certificate programme within this. The Wildlife Management specialisation of our programme Animal Management is unique within the European Union.

People in the animal world

Professionals who manage wildlife find their challenges in very different working environments. These may vary from the controlled conditions of zoos and captive breeding programmes (so-called ex-situ conditions) to the remotest of natural habitats. This one-year certificate programme trains you to deal with the many issues of wildlife management. By presenting the basic ecological and socio-economic principles that underlie all natural resources management, it is applicable to any international situation. As a graduate, you will have the skills that enable you to work effectively in international teams.

Our graduates are employed by governmental departments and agencies, NGOs, ecological advisory companies, nature and wildlife parks, research institutes, and nature protection authorities. Typically, they work as researchers, lecturers, extension specialists, general zoological engineers and managers of wildlife.

Our main course modules

- ecological consultancy: the principles and practice of wildlife management;
- wildlife and nature management: habitat management issues – with a particular emphasis on wildlife and its interests, and on balancing people and wildlife interests;
- the principles and practice of genetics and population management;
- research management: principles, practices and approaches in scientific research;
- the management of an ex-situ wildlife collection;
- international policy on wildlife management and conservation;
- planet, people, profit: how to develop a sustainable international project;
- spatial planning and GIS in the context of nature conservation.

Entry requirements

To qualify for enrolment, you should have successfully completed two years of Bachelor-level study in a relevant subject. Several years of relevant working experience may compensate for a lack of formal qualifications. Sufficient knowledge of the English language and basic computer skills are essential. Please visit our website for up-to-date entry requirements.

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For more information and (pre)registration, visit our website: www.vanhall-larenstein.com

Calendar

2014	Course	Date	Page
Anytime	Key concepts in food and nutrition: distance learning programme	throughout the year	52
February	Climate change adaptation in agriculture and natural resource management	03 Feb – 14 Feb	32
	Rights-based approach to food and nutrition security	10 Feb – 21 Feb	53
March	Competing claims on natural resources	03 March – 14 March	22
	Participatory planning, monitoring and evaluation	10 March – 28 March	16
	Governance and food safety in international food chains	17 March – 04 April	42
	Managing risk and hazards in the face of natural disaster	31 March – 11 April	58
April	Contemporary approaches to genetic resources conservation and use	07 April – 25 April	33
May	Agriculture in transition	05 May – 16 May	34
	Food security in an urbanizing society	12 May – 23 May	43
	Integrated seed sector development	19 May – 06 June	35
	Integrated pest management and food safety	19 May – 06 June	36
	Monitoring, evaluation and impact assessment of food and nutrition security	19 May – 06 June	54
	Media design for social change	26 May – 06 June	17
June	Seed potato technology, certification and supply systems	02 June – 27 June	37
	Plant variety protection	16 June – 27 June	38
	International training of trainers on IWRM	16 June – 04 July	23
	Rural entrepreneurship	23 June – 04 July	44
September	Climate change governance	08 Sept – 19 Sept	24
	Facilitating multi-stakeholder processes and social learning	08 Sept – 26 Sept	18
	Lost harvest and wasted food	15 Sept – 26 Sept	39
	Organised farmers as partners in agribusiness	15 Sept – 26 Sept	45
	Governance of landscapes, forests and people	15 Sept – 26 Sept	25
	Décentralisation rurale et gouvernance locale	15 Sept – 26 Sept	19
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	Sustainability standards: The road for people's welfare	29 Sept – 10 Oct	47
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	Fisheries governance	20 Oct – 07 Nov	28
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	Promoting entrepreneurship and agribusiness development	03 Nov – 14 Nov	49
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Colophon

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- Innovation & Change
- Food & Nutrition Security
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