



2015 | 2016

# Course Calendar

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Centre for Development Innovation

Creating Capacities for Change



WAGENINGEN **UR**  
*For quality of life*

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# Welcome by Martin Kropff

I am pleased to present to you the new 2015-2016 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.

Prof. Dr. Martin Kropff  
*Rector Magnificus and Vice-Chairman of the Executive Board  
Wageningen UR*





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# Introduction by Co Verdaas

In a world which is changing day after day, where knowledge is evolving very fast, the well trained professionals are those who make a difference. They are the real capital when it comes to organising systemic, long-lasting impact.

That in a few lines is our philosophy here at the Centre for Development Innovation (CDI), Wageningen UR. We actively support our partners to take the lead in addressing challenges in an increasingly complex and unpredictable world. Only when you are willing to learn, when you are open to knowledge and experiences, only then you can respond adequate in 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. CDI is the gateway to this knowledge for policy makers, entrepreneurs and development practitioners in an international context. However, we need your practical experiences and challenges to inspire our scientists to work on future solutions!

At CDI we focus on the global challenges of secure and healthy food, sustainable markets, adaptive agriculture, ecosystem governance and conflict, disaster and reconstruction.

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 organizational change. Our project experiences, networks and professional interaction with scientists, policy makers, entrepreneurs and civil society are the basis of the courses which provide participants with a rich mixture of state-of-the-art theoretical insights and practical experiences from policy, research and practice.

When you join one of our courses you will expand your horizons, share experience and knowledge with others working in similar fields, get up to date on current scientific insights, methodologies and practices and you will become part of our 22,000-strong alumni network.

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

Co Verdaas PhD  
*Director*  
*Centre for Development Innovation, Wageningen UR*

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# Welcome to the Centre for Development Innovation

## Join one of our cutting-edge courses

The Centre for Development Innovation (CDI), Wageningen UR focusses on creating capacities for change. You will find out, as you leaf through this catalogue, that we offer a diverse range of training options, from international course programmes to tailor-made learning trajectories for organisations. Whatever your training needs may be, we probably have the course you are looking for. Our courses draw from our advisory services and policy support activities, linking the latest insights to the realities in the field. The participants of our courses come from all over the world, and you will meet colleagues who are working on that issues that you encounter in your daily work, even if they work 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 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 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 available the academic knowledge of Wageningen UR (University & Research centre); 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 held in the Netherlands and partly in Africa and Asia, in collaboration with our partner institutions. Most courses in this booklet will be conducted in English, two in French.

This year we also include seven 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 Masters degree 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 location than Wageningen, to create the best circumstances 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 have the opportunity to go sightseeing in nearby Amsterdam and experience Dutch culture. While the Wageningen climate can be chilly, the welcome will always be warm.



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## 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](http://www.wageningenUR.nl/cdi). There you will find more extensive information and a factsheet for each of the courses as well as the possibility to register.

### Creating Capacities for Change

By actively engaging in our courses, you are 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 upon 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](http://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 are continually developing new courses and trainings. To find the latest information, please check our website regularly: [www.wageningenUR.nl/cdi](http://www.wageningenUR.nl/cdi). During and after the course, participants have digital access to course information and materials. After completing their course, participants become part of the active alumni network. This gives alumni access to an online platform which delivers up-to-date resources and stimulates discussion and sharing; all with the aim of collaboratively creating new knowledge. Please ask the course coordinators for more information about joining this dynamic and inspiring network! If you would like to be informed about courses that you are interested in or to receive our digital newsletter please send an email to: [training.cdi@wur.nl](mailto:training.cdi@wur.nl) and we will send you the link to subscribe to our newsletters.



CDI is also active on Facebook, Twitter and LinkedIn. You can keep informed about the latest developments by following us on these social networks:

[www.facebook.com/CDIwageningenUR](http://www.facebook.com/CDIwageningenUR)

[www.linkedin.com/in/manonvanlentcdi](http://www.linkedin.com/in/manonvanlentcdi)

<https://twitter.com/cdiwageningenur>





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# Customised training programmes tailored to your needs

Alongside our regular short courses, we provide increasing numbers of customised training programmes, delivered to one organisation or group of professionals. These programmes have proven to be an efficient concept that achieves high quality impact with increased cost-effectiveness in comparison with regular short courses.

At CDI, we appreciate the context from which a specific request is born. Our course coordinators are experts in analysing the underlying context behind that query and using it as the basis for designing a stimulating and effective programme. Your unique course programme is solely designed to meet the specific needs and style of your organisation and operational environment. This makes custom-made training programmes, facilitated either in-company or abroad, highly effective. Furthermore, the efficiency of in-company custom training is also very high, due to the fact that there is no added travel time and your own facilities can be used. Achieving meaningful and sustainable impact requires the capacity to combine and apply sound theoretical underpinning to practice. Training is just the first step in this process and in our custom programmes we can also address the necessary additional aspects to

ensure that the implementation of the knowledge gained will be smooth and thorough. These may include software use, entrepreneurial skills and management training. We are conscious of the rapid advancements and derived opportunities in social media and communication technology, so we often advise the incorporation of this in our custom-made programmes.

Our work at the Centre for Development Innovation, part of Wageningen UR, is based on knowledge gained from research, practical experience acquired in projects worldwide and the enthusiasm for sharing our knowledge and skills. Best practice and the latest insights are connected to the practical situation of the participants. Accomplishing impact and changing the world for the better are the driving forces that motivate us. This passion ensures a custom training programme that will make a difference.

Although CDI cannot directly assist in the funding of customised training courses, we have a lot of experience with tailor made courses funded by Nuffic. Our course coordinators are happy to discuss your requirements and they will prepare a comprehensive proposal that fits your needs.



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# Practical information

## Registration

To register, complete the application form for the course, which you can find on our website: [www.wageningenUR.nl/cdi](http://www.wageningenUR.nl/cdi). If you do not 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. In exceptional cases we might be able to take late registrations. If you would like to register after expiration of the deadline, please contact us to ascertain whether it is still possible. If you want to apply for an NFP fellowship then you must comply with the NFP deadline too. Please note that the NFP deadline is much earlier than the course date, please read on for more details.

## Fellowships

There are several ways to fund your participation in one of our short courses. The Netherlands Fellowship Programme (NFP) is one of the possibilities. NFP fellowships are issued by Nuffic and promote capacity building within organisation in 50 countries. The NFP is initiated and fully funded by the Dutch Ministry of foreign affairs under the budget of development cooperation.

For most of CDI's short courses you can apply for an NFP fellowship. More information can be found in the 'practical information' of the specific short course.

There are three application deadlines for submitting an NFP fellowship application. The deadline for submitting a MENA scholarship is the same date for submitting a NFP fellowship. The application deadline for each course can be found under 'practical information' on the course page.

From November 2014, the NFP application and

selection process has changed. This implies that applicants interested in participating in one of CDI's short courses must submit their application for the course at CDI.

Candidates approved by our selection committee will receive an admission letter. CDI will provide you with full instructions and the web address for registration in ATLAS (NFP/MENA fellowships). For the latest information please visit the website: [www.studyinholland.nl/nfp](http://www.studyinholland.nl/nfp). The amount of NFP fellowships available is limited. The number of applications exceeds the number of available fellowships by far, so there is no guarantee of getting selected for the NFP Fellowship. Applicants who arrange their own financial support for participation face less competition and have a bigger chance of getting selected.

## MENA

Applicants from Algeria, Egypt, Iraq, Jordan, Lebanon, Libya, Morocco, Oman, Syria and Tunisia can apply for a MENA scholarship. Candidates approved by our selection committee will receive an admission letter. CDI will provide you with full instructions and the web address for registration in ATLAS (NFP/MENA fellowships). For the latest information please visit the website: [www.studyinholland.nl/mena](http://www.studyinholland.nl/mena).

## Payment

Upon receipt of your registration for a CDI course, an admission letter will be sent to you containing details about how to make your payment. Payment should be received by CDI at least three weeks before the date on which the course starts. We can only guarantee participation on receipt of payment. The charges for course materials are included in the course fee. The course descriptions in this booklet state 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

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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. It may 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](http://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. Participants should note they have 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 suitable candidates outnumber places on the course, priority will be based upon the date of 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, participants 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.

### Tablet computers

All of our course participants in Wageningen will receive a tablet computer. 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 at preferential rates. NFP fellowships include travel and full board and lodging.

### Planning and calendar

Each year our courses and course calendar are revised. Please check our website: [www.wageningenUR.nl/cdi](http://www.wageningenUR.nl/cdi) for the exact date of each course in the course calendar. This course brochure contains the programme for the calendar year 2015 and the first semester of 2016. The next edition with programme information for the academic year of 2016-2017 will be published in August 2015. If you prefer a digital version of the course calendar, please visit our website. Should you still have questions? Don't hesitate to contact us on [training.cdi@wur.nl](mailto:training.cdi@wur.nl) or via our website: [www.wageningenUR.nl/cdi](http://www.wageningenUR.nl/cdi).

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# 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 various 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 while playing an important role in long-term 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](mailto:training.cdi@wur.nl).





Creating  
Capacities  
for Change

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# Contact Centre for Development Innovation

## Programme coordinators

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

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### Adaptive Agriculture



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### Conflict, Disaster & Reconstruction



**Dieuwke Klaver**  
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### Innovation & Change



**Jan Brouwers**  
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### Food & Nutrition Security



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### Ecosystem Governance



**Cora van Oosten**  
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### Sustainable Markets



**Monika Sopov**  
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The Netherlands

**Mail address**  
P.O. Box 88  
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The Netherlands

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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 your visa, ticketing and logistics.

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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 multilevel *Multi-stakeholder Processes*. 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. *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.



# Managing for impact

An integrated approach to participatory planning, monitoring and evaluation (P)M&E

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

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## 2015

Wageningen

March 09 – 27

price	€ 3,800
deadline	26 Jan 2015
deadline NFP	21 Oct 2014

Most development initiatives take place in highly dynamic contexts: a diversity of people is involved and change processes are complex and uncertain. Guiding your development initiative towards impact means facing the challenges of this ever-changing context. In this three-week course you will strengthen your ability to play a significant role in managing for impact (M4I). This will involve the adoption of a proactive people, context, and learning orientation, and an integrative approach to strategic & operations management, and to monitoring & evaluation. Particular attention is given to the enabling environment in terms of capacities and conditions for M4I, which includes effective communication.

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## 2016

Wageningen

March 07 – 25

price	€ 3,875
deadline	25 Jan 2016
deadline NFP	20 Oct 2015

### 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; and with a way of engaging people meaningfully in these processes. 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 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 to manage for impact;
- understand principles and practice of strategic thinking and guidance; effective operations; monitoring and evaluation for change; change management; interactive processes for people engagement and learning; the learning organisation; capacities and conditions for M4I;
- have built up a strategic attitude.

### Target audience

You are a middle or senior level programme manager, staff or consultant with planning and or monitoring & evaluation responsibilities 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.

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# Media design for social change

Become an inspiring partner in commissioning media production

Course leaders: *ir.* Mirjam Schaap, Wageningen UR, Loes Witteveen PhD, VHL University of Applied Sciences

## 2015

Wageningen

May 18 – 29

price € 3,400

deadline 06 April 2015

deadline NFP 21 Oct 2014

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.

### Become an inspiring partner in commissioning media production

This course 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 become a competent and inspiring partner in commissioning and monitoring media production and using creativity and media in learning and change processes.

## 2016

Wageningen

May 23 – June 03

price € 3,450

deadline 11 April 2016

deadline NFP 20 Oct 2015

### Experience the dynamics of a media production process

Participants will apply the new concepts in a commissioned media production. You will experience the dynamics of the media production process and study its stages: developing and negotiating a brief, pre-production, production, post-production, distribution. The different roles and responsibilities of commissioners, producers and artists will be discussed.



### Course facilitated by professionals

This course is facilitated by professionals who combine activities in communication research, education and media design and production in international settings.

### 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 – a course for rural development professionals

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.



# Décentralisation en milieu rural et gouvernance locale

Renforcement des processus multi-acteurs

Course leader: *ir.* Dieuwke Klaver, Wageningen UR

2015

Wageningen

septembre 07 – 18

price € 3.400

deadline 27 juillet 2015

deadline NFP 24 mars 2015



Royal Tropical Institute

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.



# Facilitating multi-stakeholder processes and social learning

Using interactive approaches to learn and innovate with a diverse range of stakeholders

Course leader: Karèn Verhoosel MA, Wageningen UR

2015

Wageningen

September 28 – October 16

price € 3,800

deadline 17 Aug 2015

deadline NFP 24 March 2015

Complex problems require innovative solutions. Such solutions are created when diverse stakeholders, with a focused objective to bring about institutional change, are able to collaborate, learn and negotiate. Ultimate success of multi-stakeholder processes (MSPs) lies in the effectiveness of the learning process, of gaining new insights and developing the collective commitment and capacity to turn these new ideas and plans into action. However good MSPs don't just happen, they need to be designed and facilitated.

## Multiple stakeholders, multiple interests

This course covers state-of-the-art thinking about designing and facilitating MSPs and institutional change. 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 and institutional change;
- have a good insight into the key principles for effective MSPs;
- analyse different types of multi-stakeholder processes in terms of the issues at stake, the stakeholders, their interests, power relations and conflicts;
- use a broad range of participatory methodologies and tools in MSPs;
- design 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.



# Planification, suivi & évaluation participatifs

Gestion orientée vers l'impact

Coordinatrice du cours: Caroline Desalos MSc, Wageningen UR

2015

Burkina Faso

octobre 05 – 15

price € 2.600

deadline 24 août 2015

deadline NFP 24 mars 2015



La plupart des initiatives de développement évoluent dans des contextes très dynamiques, où les processus de changement sont complexes et où de nombreux acteurs sont impliqués. Guider votre initiative vers l'impact voulu signifie affronter les défis de ce contexte en constante transformation. Cette formation de deux semaines veut renforcer votre capacité à jouer un rôle important dans une gestion orientée vers l'impact (GOI).

## Suivi & Evaluation et gestion orientée vers l'impact

Pour faire la différence, vos initiatives de développement doivent être étroitement liées aux spécificités du contexte. Parce que ce contexte évolue, 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 réfléchie et une exécution des interventions efficace, ceci en engageant les acteurs de manière appropriée. 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 GOI. Cette formation interactive vous met au défi de transcrire le contenu du cours en une approche réalisable et appropriée à votre situation de travail.

## Objectifs du cours

A la fin de la formation, vous:

- aurez renforcé vos compétences à gérer vers l'impact dans votre propre sphère de travail;
- serez en mesure de jouer un rôle plus efficace pour renforcer la capacité de votre organisation à mener une gestion orientée vers l'impact;
- comprendrez la théorie et la mise en pratique de la pensée et de l'action stratégiques; de l'efficacité des opérations; du suivi-évaluation pour le changement; de la gestion du changement; des processus interactifs pour engager les acteurs et favoriser l'apprentissage; d'une organisation apprenante; des capacités et conditions pour une GOI.

## 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 ou interlocuteurs à penser et agir stratégiquement, ce cours est fait pour vous.

## Information sur les organisateurs du cours

Cette formation est offerte 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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# Ecosystem Governance

## What can we do?

In this programme theme we aim for an integrated perspective on improving the management of natural resources. We make use of ecosystem management thinking as well as analysing and finding ways to improve the governance of natural resources. We do this by:

- applying an ecosystems approach to natural resources management;
- promoting transparent and democratic multiple stakeholders decision-making;
- promoting the principles of learning and adaptive management;
- skilful facilitation of complex change processes;
- demonstrating how biodiversity conservation, sustainable development and poverty reduction can be combined.

## Why governance?

Ecosystem governance creates the setting for good ecosystem management by defining – or redefining – fundamental objectives, policies, laws and institutions. Since ecosystem boundaries rarely coincide with jurisdictional boundaries, and since capacities for managing ecosystems are spread over a wide variety of stakeholders, we need to find innovative ways to establish effective ecosystem governance. This requires an understanding of three different systems: biophysical systems, social systems and governance systems. The CDI Ecosystem Governance programme supports individuals and organisations in managing ecosystems sustainably and sharing the benefits equitably. We do this by enhancing their capacities for facilitation of change, conflict management, joint decision making, institutional change and integrated management planning.

## We address urgent issues

Ecosystem degradation and sustainable management of natural resources, including securing access and benefits for the poor, are urgent items on the global agenda. Their urgency is increased by the uncertainties and impacts of

population increase, climate change, global trade and changing consumption patterns. Efforts to halt the loss of biodiversity have largely failed. We believe that effective ecosystem management is as much a problem of 'governance' as it is a question of science and designing effective policies.

## 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 and learning. Where necessary we draw on the expertise of colleagues in other units of Wageningen UR.





# Competing claims on natural resources

Reconciling agricultural development and biodiversity conservation at the landscape level

Course leaders: Nico Rozemeijer MA and Cora van Oosten MA, Wageningen UR

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## 2015

Wageningen

March 02 – 13

price € 3,400

deadline 19 Jan 2015

deadline NFP 21 Oct 2014

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Competition over land and natural resources is increasingly overstressing the multi-functionality of landscapes, whether it is at local or at global level. With the ambition as enshrined in numerous international conventions and national policies alike to reconcile agricultural development and the wise use of our natural resources, this places enormous pressure on resource managers to broker development outcomes that suit both agendas. It implies rethinking current natural resources management paradigms and applying new analytical frameworks to better understand conflicts, the driving forces behind them and the design of process approaches to manage them.

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## 2016

Wageningen

February 29 – March 11

price € 3,450

deadline 18 Jan 2016

deadline NFP 20 Oct 2015

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### Understanding the conflicts

Wageningen University has researched competing claims over natural resources at different landscape levels over the years and developed new analytical insights into land and resource conflicts. This two week course provides you with knowledge, tools and skills to design multiple stakeholder processes in order to deal with conflict, and aim at negotiated outcomes towards positive change. You will apply lessons learnt directly to case studies provided by participants.

### Course objectives

The overall aim of the course 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 different conflict management approaches and apply them to case studies;
- practice a broad range of skills to manage conflict and facilitate informed negotiation processes;
- review governance arrangements that could hamper or foster negotiated outcomes.

### 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: Caroline Desalos MSc, Wageningen UR

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## 2015

Wageningen

June 01 – 19

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price € 3,800

deadline 20 April 2015

deadline NFP 21 Oct 2014

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One of the challenges in using water wisely is the way responsibilities are divided between different authorities. A frequent result of this is a fragmented and competitive approach to the use of water resources. Yet for current and future water security it is vital to maintain and restore wetlands as an essential water infrastructure, as well as think and act from a river basin viewpoint.

### Facilitating water stewardship from a basin perspective

To approach water management effectively, it needs to integrate technical, economic, ecological, social and legal aspects. This approach goes beyond country borders, and needs to be applied 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.

The stakeholders involved have to understand each other to achieve the necessary cooperation.

This course, endorsed by the Ramsar Secretariat in Switzerland, aims to enhance your water stewardship skills; enabling you to guide the steps towards the wise management of water. The course is based on the premise that a great water steward knows how to facilitate multi-stakeholder processes, and has strong communication and training skills. A good water steward understands the dynamics of societal learning. The training will apply approaches in line with the Ramsar Handbooks on the Wise Use of Wetlands.

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## 2016

Wageningen

June 06 – 24

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price € 3,875

deadline 25 April 2016

deadline NFP 20 Oct 2015

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### Course objectives

Upon completion of the course you will:

- have a greater understanding of the essence of integrated water resources management and water stewardship;
- 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 for capacity building in IWRM.

### Target audience

This course has been designed for (future) trainers in IWRM; for wetland managers; for river basin and land-use planners; for policymakers, consultants, researchers, NGO and company staff having affinity with training and/or involved with IWRM; and for those 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

2015

Wageningen

September 14 – 25

price € 3,400

deadline 03 Aug 2015

deadline NFP 24 March 2015

Changing climates have severe negative impacts on natural resources and consequently on food production and livelihood security in developing countries. At different governance levels and scales, appropriate responses are needed. However in many countries the existing governance structures and processes are not suited to manage climate change and the capacity and leadership to address the challenges faced is often lacking.

## 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 e.g., local communities, farmers, businesses, scientists, policymakers, extension workers, media and civil society organisations. Climate change governance requires these stakeholders to change their practices and shift perceptions and accepted norms. Such change processes can only be successful if a learning oriented approach to climate change governance is adopted. This requires dedicated, motivated individuals and organisations that can promote and facilitate learning. This course intends to encourage you to become such a facilitator of change. It will not only give you a full understanding of climate change, its impacts and adaptation and mitigation concepts. It also builds skills for stakeholder engagement, policy influencing, advocacy and negotiation to help you establish more effective governance structures.

The training approach is interactive and hands-on. It includes practical fieldwork, case studies 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;
- understand the challenges climate change governance faces and explore ways to strengthen it;
- practice to become a more effective change manager by applying social learning techniques and tools;
- 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.

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# Governance of landscapes forests and people

Innovative arrangements for public - private decision making at landscape level

Course leaders: Cora van Oosten MA, Wageningen UR and Moira Moelione PhD, CIFOR

2015

Indonesia

September 14 – 25

price € 2,300

deadline 03 Aug 2015

deadline NFP 24 March 2015



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. We see new governance arrangements emerging everywhere, in the form of round tables, public-private partnerships, corporate social responsibility (CSR) programmes, 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, and build bridges between the public and the private sector. 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 public-private collaboration and 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.

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# Ecosystem approach to fisheries

Monitoring of resource use and fisheries impact

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

2015

Wageningen

September 21 – October 09

price € 3,800

deadline 10 Aug 2015

deadline NFP 24 March 2015

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

## Understanding the wider ecosystem impacts of fishery

The ecosystem approach to fisheries (EAF) is aimed at integrating the interests of all uses and users and pays special attention to the impact of fishing on other ecosystem elements and functions. The course will make you familiar with EAF-theory and with the FAO toolbox developed for the preparation and implementation of an EAF management plan. It will also 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 steps of the toolbox developed by FAO to support the transition from a conventional to an EAF approach. 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 practice 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 the steps that lead to application of 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: Nico Rozemeijer MA, Wageningen UR

2015

Kumasi, Ghana

October 19 – 30

price € 2,300

deadline 07 Sept 2015

deadline NFP 24 March 2015



As a resource manager, you are well aware of the multiple and often contradicting perspectives on how best to manage the environmental impact of rural development. Many stakeholders, different interests and different value sets result in opposing solutions with often uncertain or contested socio-economic and ecological outcomes. Dealing with these complexities and uncertainties requires an adaptive management approach.

## Complex problems do not have one-fits-all solutions

The thinking on how to meet both rural development and environmental agendas changes rapidly. Easy fix strategies do 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 trends in the NRM sector, and advocates an Adaptive Management approach (AM) to deal with the complexity and uncertainty of managing environmental impact of rural development. Built on the principles of multi-stakeholder participation and social learning, it does not promise easy solutions. Rather it emphasizes the importance of collaborative action learning to generate negotiated strategies for joint action, and adaptation.

## Course objectives

Upon completion of the course you will have:

- understanding of Adaptive Management (AM) concepts and approaches and the conditions in which AM can be successfully applied;
- knowledge and skills of how to facilitate collaborative learning amongst multiple stakeholders, necessary to agree on how to adapt;
- the ability to design an AM process, selecting appropriate participatory tools and methods that fit the local situation;
- improved your skills to facilitate AM processes.

## Target audience

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



# Landscape leadership

Professional qualities for entrepreneurial landscapes

Course leaders: Cora van Oosten MA, Wageningen UR and Ronnakorn Tririganon, RECOFTC

2015

Bangkok, Thailand

November 16 – 27

price € 2,300

deadline 05 Oct 2015

deadline NFP 24 March 2015



In this course, you will enhance your leadership capacities to support sustainable and inclusive entrepreneurship at landscape level. As the course focuses on the essential competences for social transformation, collaboration and inclusive business development you will learn how to deal with competing perspectives, conflicting interests and challenging relationships between stakeholders at landscape level. You will expand your personal experiences with those of participants and facilitators, and carefully selected case studies. Through action planning and intervision, new ideas for practical leadership will be identified, scrutinized and shared.

## From conflict to collaboration at landscape level

Forested landscapes have always been a source of environmental resources and services, as they provide food, shelter, income, and cultural identity to their inhabitants. However, because of a growing demand for food, fiber and fuels, forested landscapes are increasingly integrated in global commodity chains. This offers economic opportunities; but it also offers threats, as increased competition and conflict over scarce resources requires substantial management responsibilities of landscape leaders. Optimizing economic opportunities for local entrepreneurship demands strong leadership in terms of working with stakeholders with conflicting interests; facilitating negotiation processes on land use and access rights; and promoting constructive dialogue at landscape level.

## Course objectives

Upon completion of the course you will:

- understand the context, principles and relevance of a multi-functional and multi-level landscape approach 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 facilitate multi-stakeholder dialogue, participatory planning processes, negotiation and conflict mediation 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.



# Fisheries governance for food security

The dynamics in fisheries and its potential for food and nutrition security

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

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2015

Wageningen

November 30 –

December 18

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price € 3,800

deadline 19 Oct 2015

deadline NFP 21 July 2015

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## Fisheries plays a vital role in global, national and rural economies and contributes to food security and nutrition

Fish is highly nutritious and serves worldwide as a valuable supplement in diets lacking essential proteins, vitamins and minerals. The primary threats undermining the food and nutrition security potential of fisheries results from ineffective management coupled with poor conservation of habitats.

To enhance the contribution of fisheries to food and livelihoods security a transition towards more people centered governance approaches is needed. Strengthened governance in the fisheries sector with involvement of the public, civil society and private sector is required to develop incentives for sustainable ecosystem management and to ensure that the role of fisheries in reaching global food production is taken into account.

## Balancing under pressure

One of the primary tasks of the fisheries manager or governor 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 which is organised in cooperation with other Dutch and international institutes, you will learn about fisheries governance needed to ensure food, nutrition and livelihood security. It will give you new insights on challenges that fisheries governance faces and explore ways to strengthen it. 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 methodologies in a real-life case. You will be challenged to apply the concepts learned to your own work situation.

## Course objectives

Upon completion of the course you will:

- know the potential of fisheries for food and nutrition security and challenges undermining this;
- understand fisheries governance concepts and explore ways to strengthen them;
- understand the importance of stakeholder engagement in fisheries governance;
- be able to apply participatory methodologies and tools to develop a fisheries management planning for a virtual case.

## Target audience

Applicants should have an academic degree (BSc or equivalent) in a discipline relevant to fisheries management and governance. At least three years of relevant professional experience and proficiency in English are required.

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# 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 realise 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-food 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. This often 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

Climate change in sustainable development

Course leader: Ir. Arend Jan van Bodegom, Wageningen UR

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**2015**

Uganda

February 02 – 13

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price € 3,400

deadline 22 Dec 2014

deadline NFP 06 May 2014

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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 studies, role-plays and fieldwork.

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**2016**

Uganda

February 01 – 12

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price € 3,450

deadline 21 Dec 2015

deadline NFP 21 July 2015

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## Course objectives

The course has three objectives:

1. Participants of this course will have full understanding of climate change adaptation concepts;
2. They are able to effectively and meaningfully contribute to the debate on climate change adaptation, either in the policy process and/or in providing knowledge to the policy process;
3. They will strengthen their positions in these processes on the basis of newly acquired concepts, skills and methodologies.

What will be covered in the course?

- understanding climate change (concepts such as adaptation and mitigation, causes and risks) and implications for food security, agriculture and natural resource management;
- concepts and assessment of vulnerability, resilience, coping strategies and sustainable development processes;
- adaptive learning and management of change processes;
- climate smart agriculture and natural resource management;
- examples of adaptation strategies to climate change;
- policy making processes, advocacy and integrating 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.



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# Contemporary approaches to genetic resources conservation and use

Plant genetic resources strategies and policies

Course leader: Abishkar Subedi PhD, Wageningen UR

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## 2015

Wageningen

April 13 – May 01

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price € 3,800

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deadline 01 March  
2015

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deadline NFP 21 Oct 2014

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. 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 Worldwide, strategies are developed to conserve genetic resources. 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. In addition, the Nagoya Protocol to the Convention on Biological Diversity significantly influences genetic resources exchange policies building on these components, this course is devoted to analysing plant genetic resources policies and their impact on conservation and use.

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## 2016

Wageningen

April 04 – 22

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price € 3,875

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deadline 22 Feb 2016

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deadline NFP 20 Oct 2015

### 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 which covers aspect of gene bank management and on-farm management;
- be familiar with the history and contents of international agreements, in particular the CBD, IT-PGRFA, WTO-TRIPS and UPOV;
- be able to implement the International Treaty and the Nagoya Protocol, including g the Treaty's Multilateral System , its 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.

### Information on the organisers

The training course is organised in cooperation with the Centre for Genetic Resources of the Netherlands (CGN) of Wageningen UR.

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# Agriculture in transition

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

Course leader: Alberto Giani DVM, MSc, Wageningen UR

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## 2015

Wageningen

May 18 – 29

price € 3,400

deadline 06 April 2015

deadline NFP 21 Oct 2014

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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 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.

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## 2016

Wageningen

April 11 – 22

price € 3,450

deadline 29 Feb 2016

deadline NFP 20 Oct 2015

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### 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

Creating vibrant, market-oriented and pluralistic seed sectors

Course leader: Marja Thijssen PhD, Wageningen UR

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**2015**

Wageningen

May 18 – June 05

price € 3,800

deadline 06 April 2015

deadline NFP 21 Oct 2014

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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) recognises the relevance of formal and informal systems and aims to 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 recognises that farmers obtain their seed from different sources or systems, and builds programmes upon a diversity of seed systems. 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 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.

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**2016**

Wageningen

May 23 – June 10

price € 3,875

deadline 11 April 2016

deadline NFP 20 Oct 2015

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## 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

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**2015**

Wageningen

June 01 – 19

price € 3,800

deadline 20 April 2015

deadline NFP 21 Oct 2014

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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 is still a struggle for many farmers.

## Making Integrated Pest Management work in practice

Increased awareness of the adverse effects pesticides have on the environment and the safety of our food has led to the need for more sustainable agricultural production systems. Integrated Pest Management and Good Agricultural Practices have become essential components of sustainable agriculture. The integration of 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.

But without supportive and enabling policies and institutions integrated pest management will fail. The course is aimed at creating mechanisms that will support Integrated Pest Management through looking at pesticides-related policies, the role of the various stakeholders and innovative (technical) solutions. Participants will enhance their ability to identify and solve problems in Integrated Pest Management and food safety. It entails a mix of lectures, discussions, group work, excursions and fieldwork. Meeting colleagues from other countries with similar interests leads to mutual learning.

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**2016**

Wageningen

June 06 – 24

price € 3,875

deadline 25 April 2016

deadline NFP 20 Oct 2015

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## 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 Integrated Pest Management, food safety as a result of primary production, and the protection of the environment;
- understand public and private food safety standards and certification;
- know the different roles of stakeholders in supporting the implementation of Good Agricultural Practices, sustainable agriculture and Integrated Pest Management;
- be able to develop Integrated Pest Management strategies;
- know how to increase participation levels in Integrated Pest Management policies and implementation through multi-stakeholder processes.

## 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.



# Plant variety protection (PVP)

## Plant breeders' rights

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

### 2015

Wageningen

June 15 – 26

price € 3,290

deadline 17 April 2015

deadline NFP 21 Oct 2014

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.

### 2016

Wageningen

June 13 – 24

price see website

deadline 02 May 2016

deadline NFP 20 Oct 2015

### 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'.







# Vegetable and potato production for emerging markets

Production systems for quality

Course leaders: Yeray Saavedra Gonzalez MSC and Ir. Edwin van der Maden, Wageningen UR

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## 2015

Wageningen

June 29 – July 17

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price € 3,800

deadline 18 May 2015

deadline NFP 21 Oct 2014

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Vegetables, including potato are important crops for food security and nutrition as well as a source of income for a wide range of farmers. In emerging economies with an increasing middle class and a larger role for supermarkets consumption is likely to rise. On the other end of the spectrum vegetables and potatoes can enrich the diets of undernourished people and so contribute to improved food nutrition security. In many countries the horticultural sector is highly fragmented with major attention to the quality of export production of vegetables but little to that of the local market.

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## 2016

Wageningen

June 27 – July 15

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price € 3,875

deadline 16 May 2016

deadline NFP 20 Oct 2015

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### The increased production and consumption has potential

Modern production practices, adequate post-harvest management, seed certification, and viable marketing channels supported by adequate policies are the key to a successful vegetable and potato industry. Improving production systems as well as input supply systems, seed quality, and implementing value chain management can double the productivity of the vegetable sector in many countries.

This course gives access to the latest insights of world leading Dutch knowledge organisations and private companies that specialise in vegetables and potatoes. The programme covers the complete vegetable and potato chain. Relevant examples from the Dutch greenhouse as well as open field production are demonstrated during the course. Special attention is given to the role of stakeholders in production and marketing systems.

### Course objectives

Upon completion you will:

- have broad expertise on vegetable and potato production, including protected and open field production;
- have in-depth knowledge of technical, organisational, institutional and socio-economic aspects of vegetable and potato supply systems;
- know about international standards for good agricultural practices and phytosanitary issues in international trade;
- be familiar with post-harvest management of fresh vegetables and potatoes;
- understand the relevant institutional and policy development international as well as the relevance to your own country;
- understand the role of multi-stakeholder processes in developing vibrant markets.

### Target audience

This course is for technical staff, policymakers, scientists and programme or project managers who want to develop the horticultural industry in general and vegetable and (seed) potato in particular. Participants should have at least a BSc and five years experience of working in a related field.



# Lost harvest and wasted food

Managing the crop supply chain for increased food security

Course leader: Irene Koomen PhD, Wageningen UR

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2015

Wageningen

September 14 – 25

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price € 3,400

deadline 03 Aug 2015

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deadline NFP 24 March 2015

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Stark contrasts exist in how we manage the food we have available. While in developing and transition countries food losses mainly happen post-harvest, in the urban and wealthier communities good food is wasted in retail stages of the supply chain and by consumers. Optimising the 'farm to fork' chain can contribute significantly to food security and sustainable food production.

## 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. This is neither a sustainable use of the world's resources nor will it help to feed the 9 billion people expected in 2050. 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 role and responsibilities of the various stakeholders will be addressed.

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.

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# Plant genetic resources and seeds

Community resilience in the face of change

Course leader: Abishkar Subedi PhD, Wageningen UR

2015

Jeypore and Chennai,  
India

October 26 – November 13

price € 3,400

deadline 14 Sep 2015

deadline NFP 24 March 2015



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 crop 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 crop genetic resources management and conservation strategies;
- know the conceptual framework of CBM, its components and practices;
- understand integrated seed systems with special importance of farmer and community based seed system;
- 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 programmes. 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 M.S. Swaminathan Research Foundation (MSSRF), India.

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# 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.

### We help strengthen 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.

### We focus on innovative solutions

Facilitating the rapid expansion of food staple markets is therefore 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 organisations 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 the environment, generation 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

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## 2015

Wageningen

March 09 – 27

price € 3,800

deadline 26 Jan 2015

deadline NFP 21 Oct 2014

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Are you already working up to standards? 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:

1. a comprehensive overview of functional elements like standards and regulations, monitoring and surveillance, control management, inspection and certification, and communication, training and education;
2. a step-wise approach to improve your own control system: benchmark current practice, identify local challenges and opportunities and design a strategy to manage the change process;

By using real life examples you will recognise and address the real challenges, focusing on consumer attitudes, market requirements and scientific foundations of food safety.

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.

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# Food security in an urbanising society

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

Course leader: Alberto Giani DVM, MSc, Wageningen UR

## 2015

Wageningen

March 09 – 20

price full course € 3,400

price only module 1 or module 2 € 1,850

deadline 26 Jan 2015

deadline NFP\* 07 Oct 2014

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 often at risk of failure. This course focuses on how rural production and urban market systems can be integrated such that urban dwellers can be assured better access to adequate quantities of nutritious food while sustaining the viability of the production areas.

### Agricultural production and markets from a city-region perspective

With growing urbanisation, sustainable city-region agri-food systems are essential in ensuring food security. Food production and market systems should increasingly be integrated into a holistic, systemic and spatial manner. Innovative change processes with technical, social and cultural aspects addressing the challenges of complex food systems are gradually becoming integral part of rural and urban planning agendas to better facilitate rural-urban integration. In this exciting, highly interactive course, participants will get access to the latest concepts, practical tools and international experiences within the wider Wageningen UR community and RUAF brokered to them by the leading experts themselves.

## 2016

Wageningen

February 29 – March 11

price € 3,450

price only module 1 or module 2 € 1,850

deadline 18 Jan 2016

deadline NFP 03 Nov 2015

\* Only the full two weeks course will be eligible for NFP fellowships

### Course objectives

Upon completion of the course participants will:

- be able to understand and intervene in complex rural-urban planning processes from an integrated, holistic and multi-stakeholder perspective;
- be acquainted with 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 familiar with the technical and socio-economic aspects of urban agriculture and its contribution to sustainable agri-food systems;
- have strengthened skills to analyse their own situation and design towards more sustainable solutions.

The training programme consists of two modules of one week that can also be taken separately, in 2 different years. Module 1 can be followed as stand-alone and will be propaedeutic to module 2. This set-up allows for individual packages, tailored to the specific requirements of the participant.

Module 1: **Agrifood systems in an urbanizing society.**

Module 2: **Planning for sustainable city region agri-food systems.**

### Target audience

Participants of this course will have at least a BSc level and several years of professional work experience in rural and/or urban planning, agribusiness 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

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## 2015

Ghana

June 15 – 26

price	€ 3,400
deadline	04 May 2015
deadline NFP	21 Oct 2014

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.

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## 2016

Ghana

June 13 – 23

price	€ 3,450
deadline	02 May 2016
deadline NFP	20 Oct 2015

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.

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# Organised farmers as partners in agribusiness

Optimising the performance of producers' organisations

Course leader: Ted Schrader MSc, Wageningen UR

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2015

Wageningen

September 14 – 25

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price € 3,400

deadline 03 Aug 2015

deadline NFP 24 March  
2015

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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 farmers' organisations in their entrepreneurial endeavours.

## Improving farmers' performance and business relations

The central question in this course 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. This course perceives farmers as autonomous entrepreneurs, not as target groups or beneficiaries. In this light, farmers' organisations become business supporters.

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 professionalization and empowerment and about the actions of farmers organisations. The course is highly interactive: participants have the opportunity to learn from the broad international experience of the trainers and from other course participants.

## Course objectives

Upon completion of the course you will:

- be familiar with state-of-the-art thinking about farmers' organisations, 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 these 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-inclusive agribusiness. We welcome professionals from farmers' organisations, governmental organisations, private sector, civil society organisations, universities, research and extension. Proficiency in English is required.

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# Local economic development: towards local agribusiness cluster development

Catalysing vibrant rural economies

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

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**2015**

Pretoria, South Africa

28 September –

October 09

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price € 3,400

deadline 17 Aug 2015

deadline NFP 24 March  
2015

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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 each 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 a 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.



# Promoting entrepreneurship and agribusiness development

Enhancing a fertile business climate

Course leader: Monika Sopov MBA, Wageningen UR

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2015

East Africa

November 02 – 13

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price € 3,400

deadline 21 Sept 2015

deadline NFP 24 March  
2015

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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.

This fourteen day course will give insight into the mindset of entrepreneurs, into the challenges they face and how they are trying to solve them.

## 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 are invited to share their experiences, and give you tips on what you need to avoid mistakes they made, and what secrets underlie their accomplishments. 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 is 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.



# Market access for food security

Towards pro-poor inclusive market development

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

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2015

Wageningen

November 23 –

December 11

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price € 3,800

deadline 12 Oct 2015

deadline NFP 21 July 2015

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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.

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# 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: Aafke Nijhuis, Msc, Wageningen UR

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## 2015

Home country

Throughout the year

price Free of charge

deadline anytime

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*This course is under revision. For more details email to [training.cdi@wur.nl](mailto:training.cdi@wur.nl)*

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.

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## 2016

Home country

Throughout the year

price Free of charge

deadline anytime

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### 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;
- 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.

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# Rights-based approach to food and nutrition security

Implementing a human rights-based approach

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

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2015

Wageningen

January 19 – 30

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price € 3,400

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deadline 10 Dec 2014

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deadline NFP 06 May 2014

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There are an estimated 870 Million people undernourished in the world. 1 in 8 persons world-wide suffers from the effects of undernutrition. Children are the most obvious victims. Not only increased morbidity and mortality is observed, but also learning disabilities, delayed cognitive development and poor health.

## Right to food

A different approach in addressing the problem of food and nutrition insecurity is the human rights-based framework. The right to food is included in the UN Universal Declaration of Human Rights. This definition of the Right to Food reads as follows: *When every man, woman and child, alone or in community with others, has physical access and economic access at all times to adequate food or means for its procurement.*

Within the human rights-based approach we acknowledge the role that states play to respect, protect and fulfil the right to food. People who are deprived in their access to adequate food should be supported to engage in activities to strengthen their access and utilization of resources so they can secure their livelihood including food and nutrition security.

This course aims at exploring the different concepts on rights-based approaches to food and nutrition security and to provide participants with knowledge, skills and motivation to strengthen the design and implementation of food and nutrition security programmes and interventions using a rights-based approach.

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2016

Wageningen

January 25 – February 05

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price € 3,450

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deadline 14 Dec 2015

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deadline NFP 21 July 2015

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## 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 design an intervention to address food and nutrition insecurity using a rights-based approach.

## 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.

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

Provide support in assessing and enhancing impact

Course leaders: Fannie de Boer MPH, MHE, Ir. Diane Bosch, Wageningen UR

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2015

Wageningen

June 01 – 19

price	€ 3,800
deadline	20 April 2015
deadline NFP	21 Oct 2014

The recent Lancet nutrition series (2013) reported that rigorous evaluations on the effects of nutrition projects and programmes are scarce or non-existent. This absence of an adequate monitoring & evaluation (M&E) system represents a major constraint in food and nutrition insecurity programmes. Even though there is evidence that a well-designed M&E system is valuable in assessing and improving project performance, many project planners and managers are not fully able to develop and operate a M&E system. The course offered will help to address this need.

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2016

Wageningen

June 06 – 24

price	€ 3,875
deadline	25 April 2016
deadline NFP	20 Oct 2015

## Science for policymaking

In this course participants will learn what a M&E system for food and nutrition security entails. Emphasis will be placed on what steps are needed within the M&E system to facilitate impact assessment. The course stresses the need for careful selection of indicators in designing information support systems. A scientific basis is used for analysis and interpretation of M&E data to be able to design strong policy on food and nutrition security.

The course is targeted at professionals from the field of food and nutrition security. Highly skilled experts will facilitate the course to ensure participants will obtain sufficient knowledge. The training approach is interactive, experience- as well as evidence-based. Transfer of knowledge will go hand-in-hand with working in international groups or individually on case studies. This course is given together with the Division of Human Nutrition, Wageningen University.

## Course objectives

Upon completion of the course you will:

- have new insights into the principles of participatory and learning-oriented, monitoring and evaluation planning in food and nutrition security;
- have strengthened your competence to design a 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: Ir. Diane Bosch, Wageningen UR

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2015

Wageningen

September 21 – October 09

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price € 3,800

deadline 10 Aug 2015

deadline NFP 24 March 2015

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Although the world is making progress in addressing the devastating effects of HIV/AIDS, there are still 35 million people affected by it. In most countries, the response to the HIV/AIDS pandemic has mainly come from the health sector. Food and nutrition insecurity are critical for individuals, households and communities affected by HIV. Lack of food and nutrition security combined with poor nutritional status may accelerate the development of AIDS-related illnesses. However, solutions to address these negative effects of HIV/AIDS have to include interventions which are a combination of health, nutrition and food security.

## HIV/AIDS as a cause of food and nutrition insecurity

As the consequences of the AIDS epidemic become more clear, so does the fundamental importance of food and nutrition security in this context. The agriculture sector is particularly threatened by the epidemic, given the implications of reduced labour power compromising the ability of affected households to feed themselves. This makes food and nutrition insecurity a major problem for PLWHA and their families and communities.

An adequate nutritional situation is important to maintain the quality of life and to limit the effects of opportunistic infections. Responses to the HIV/AIDS pandemic need to be holistic, multi-sectorial, and grounded in the three fundamental principles: prevention, care and treatment. This course focus on the interrelationship between health, nutrition and food security and how this can be addressed for PLWHA using a human-rights based approach. The course 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.

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# Agriculture nutrition linkages

Ensuring nutritional impact of agricultural projects

Course leaders: Fannie de Boer MPH, MHE, Ir. Diane Bosch, Wageningen UR

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2015

Ethiopia

October 12 – 23

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price € 3,400

deadline 31 August  
2015

deadline NFP 24 March  
2015

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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.

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# 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 in the face of climate change

Integrating Climate Change Adaptation (CCA) and Disaster Risk Management (DRM) to promote resilience

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

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## 2015

Asia

March 23 – April 03

price see website

deadline 09 Feb 2015

deadline NFP 21 Oct 2014

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## 2016

Asia

March 28 – April 08

price see website

deadline 15 April 2016

deadline NFP 20 Oct 2015

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The increased incidence and scale of floods, cyclones, drought, the rapid and unplanned urbanisation and the uncertainty over climatic variations are all factors that increase the exposure and vulnerability of communities, their livelihoods, physical infrastructure and economic networks.

### Managing risk and building resilience

Reducing communities' vulnerabilities and exposure to natural hazards is critical to achieving sustainable development. Climate Change Adaptation (CCA) and Disaster Risk Management (DRM) both promote resilience and aim to enhance societal capacities to manage risks and reduce exposure. Improved coordination of DRM and CCA activities and integrated mainstreaming of disaster and climate risks into development planning is needed. To support communities, governments and businesses to prepare and manage climate or disaster impacts, forward-thinking managers who promote resilience by facilitating integration of disaster risk management and climate change adaptation are needed.

### Course objectives

This course will give you the opportunity to become a manager of change. Your capacity to support adaptation to changing climate-related hazards and improved resilience and disaster preparedness will be enhanced. The course will explore trends in disaster risk, the related factors contributing to the complexity of the planning environment, and the uncertainty of climate change.

The programme has an interactive nature and incorporates group work, case studies, interactive lectures, discussions, presentations and excursions to offer background, theoretical aspects, as well as practical approaches. Resource persons from different disciplines will expose you to a broad range of domains.

### 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 leaders: Fannie de Boer MPH, MHE, Ir. Diane Bosch, Wageningen UR

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2015

Ethiopia

November 23 –

December 04

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price € 3,400

deadline 12 Oct 2015

deadline NFP 24 March  
2015

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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 or 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

Leeuwarden

price € 10,920

deadline 01 July 2015

deadline NFP See website

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.

## 2015 – 2016

Leeuwarden

price See website

deadline 01 July 2016

deadline NFP See website

### 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 sufficient knowledge of the English language and must possess basic computer skills. Please visit our website for up-to-date entry requirements.





# Coastal zone management

One year certificate programme

## 2014 – 2015

Leeuwarden

price	€ 10,600
deadline	01 July 2015
deadline NFP	See website

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.

## 2015 – 2016

Leeuwarden

price	See website
deadline	01 July 2016
deadline NFP	See website

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

Leeuwarden

price € 10,600

deadline 01 July 2015

deadline NFP See website

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.





# Master of management development

Four specialised one year programmes

## 2014 – 2015

Leeuwarden

price	€ 10,920
deadline	01 July 2015
deadline NFP	See website

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.

## 2015 – 2016

Leeuwarden

price	See website
deadline	01 July 2016
deadline NFP	See website

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 on the 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.



# Sustainable water technology

One year certificate programme

2015

Leeuwarden

price € 10,600

deadline 01 July 2015

deadline NFP See website



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.



# Wildlife management

One year certificate programme

## 2014 – 2015

Leeuwarden

price	€ 10,600
deadline	01 July 2015
deadline NFP	See website

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.

## 2015 – 2016

Leeuwarden

price	See website
deadline	01 July 2016
deadline NFP	See website

### 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.



# Innovation for sustainability

One year certificate programme

## 2014 – 2015

Leeuwarden

price € 10,600

deadline 01 July 2015

deadline NFP See website

There is no news like environmental news, constantly on the television and in the newspapers. From new energy sources to the implementation and enhancement of sustainable practices worldwide – it's all trending. It's high time to restore the balance between the Earth and human prosperity. To do so, as a community, it is vital to battle against climate change and natural disasters.

The course Innovations for Sustainability introduces participants to sustainable development, as a framework to analyse and develop innovative solutions for the most important problems of our time, such as waste, water, energy, biodiversity and climate change. The program covers technology, management and policy with the main focus on natural sciences.

## 2015 – 2016

Leeuwarden

price See website

deadline 01 July 2016

deadline NFP See website

Modern teaching and learning methods are used: a modular curriculum, an integrated thematic approach, student-centred learning strategies and competence-based learning. In the latter, concrete situations from professional practice are the starting point for acquiring knowledge and skills. A part of the program can be carried out through an internship or research project at one of our centres of Expertise: Centre of Expertise in Sustainable Water Technology (CEW) or Centre in Bio-Based Economy (CBBE).

This certificate programme is suitable for recycling and wastewater administrators, city planners, energy managers, environmental policy consultants, researchers and other professionals in the environmental sector interested in developing best practices in the field of innovations for sustainability. Graduates of the course find employment in: consultancy and engineering firms, local, provincial or national governments, water authorities, industry, research institutions, non-governmental organisations and nature protection authorities.

### Our main programme topics and projects

- Innovations for sustainability
- Environmental risk management
- Energy and waste
- Advanced water technology
- Water treatment and soil remediation
- Where water chain meets water system
- Air quality and climate
- Eco Systems Management

### Entry requirements

To qualify for enrolment, you should have successfully completed a 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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# Calendar

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<b>February</b>	Climate change adaptation in agriculture and natural resource management	02 Feb – 13 Feb	34
<b>March</b>	Competing claims on natural resources	02 March – 13 March	24
	Food security in an urbanising society	09 March – 20 March	45
	Managing for impact	09 March – 27 March	18
	Governance and food safety in international food chains	09 March – 27 March	44
	Managing risk and hazards in the face of climate change	23 March – 03 April	58
<b>April</b>	Contemporary approaches to genetic resources conservation and use	13 April – 01 May	35
	Agriculture in transition	18 May – 29 May	36
<b>May</b>	Media design for social change	18 May – 29 May	19
	Integrated seed sector development	18 May – 05 June	37
<b>June</b>	Integrated pest management and food safety	01 June – 19 June	38
	Monitoring, evaluation and impact assessment of food and nutrition security	01 June – 19 June	54
	International training of trainers on IWRM	01 June – 19 June	25
	Plant variety protection	15 June – 26 June	39
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2016	Course	Date	Page
<b>Anytime</b>	Key concepts in food and nutrition: distance learning programme	throughout the year	52
<b>January</b>	Rights-based approach to food and nutrition security	25 Jan – 05 Feb	53
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# Colophon

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