

2016 | 2017

Course Calendar

Centre for Development Innovation

Creating Capacities for Change



WAGENINGEN **UR**
For quality of life

Introduction by Martijn Hackmann

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

This is, in short, our philosophy 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 changing world. The population is growing fast and prosperity is increasing in many regions. Around the world, land use for food production is reaching its limits and the climate is visibly changing. Meanwhile, people everywhere are attaching more importance to healthy, safe and sufficient food. When you as a professional are willing to learn, when you are open to knowledge and experiences, only then can you act effectively in this rapidly changing environment.



Wageningen UR offers world-leading scientific and technical expertise on good and safe food & food production, food security, sustainable value chains and a healthy living environment. If you are a policy maker, entrepreneur or a development practitioner working in an international context, CDI is your gateway to this knowledge. At CDI we focus on the global challenges of food and nutrition security, sustainable markets, adaptive agriculture, ecosystem governance, and conflict, disaster and reconstruction. Your practical experiences and challenges inspire us to work on future solutions.

Our professional staff are specialists in international development and change processes. We combine technical knowledge and socio-economic expertise in our programme areas, with excellent training and process management skills: facilitation, interactive training, policy development and organisational change. Our expertise, project experiences, networks and professional interaction with scientists from a.o. Wageningen UR, 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.

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 in one of our courses!

Martijn Hackmann 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, one in French.

This year we also include three 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. We also included 4 short courses organised by ICRA.

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.



Innovation happens by professionals, for professionals

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

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

We like to keep it personal

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

Using this booklet and finding more information on the internet

Courses in this booklet are classified thematically. Under each of our six programme themes you will find an introduction, followed by a brief description of each course. The certificate year programmes offered by Van Hall Larenstein are grouped separately. On page 70 courses are presented chronologically in a calendar format. For the latest

information on the courses, please refer to our website: www.wageningenUR.nl/cdi. There you will find more extensive information and 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. 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. 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 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

www.linkedin.com/in/manonvanlentcdi

<https://twitter.com/cdiwageningenur>

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.



Practical information

Registration

To register, complete the application form for the course, which you can find on our website: www.wageningenUR.nl/cdi. If you 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 most common fellowship programmes are NFP (Netherlands Fellowship Programme) and MENA (Middle East and Northern Africa) scholarship programme. NFP/ MENA scholarships are issued by Nuffic 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.

NFP

NFP fellowships are available for nationals of 50 countries. Applicants interested in participating in one of CDI's short courses must submit their application for the course at CDI. After approval, CDI will send you an admission letter with full instructions and the web address for registration in ATLAS (the online application form for NFP

fellowships).

For the latest information and NFP country list please visit the website: 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

MENA fellowships are available for nationals of 10 countries. MENA scholarships are only available for short courses held in the Netherlands. Applicants interested in participating in one of CDI's short courses must submit their application for the course at CDI. After approval, CDI will send you an admission letter with full instructions and the web address for registration in ATLAS (the online application form for MENA fellowships).

For the latest information and MENA country list please visit the website: 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 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.

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 60 (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 for the exact date of each course in the course calendar. This course brochure contains the programme for the calendar year 2016 and the first semester of 2017. The next edition with programme information for the academic year of 2017-2018 will be published in August 2016. 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 or via our website: www.wageningenUR.nl/cdi.

CDI in a nutshell

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

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

We support organisations in their organisational development. CDI offers a range of capacity development services at 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.

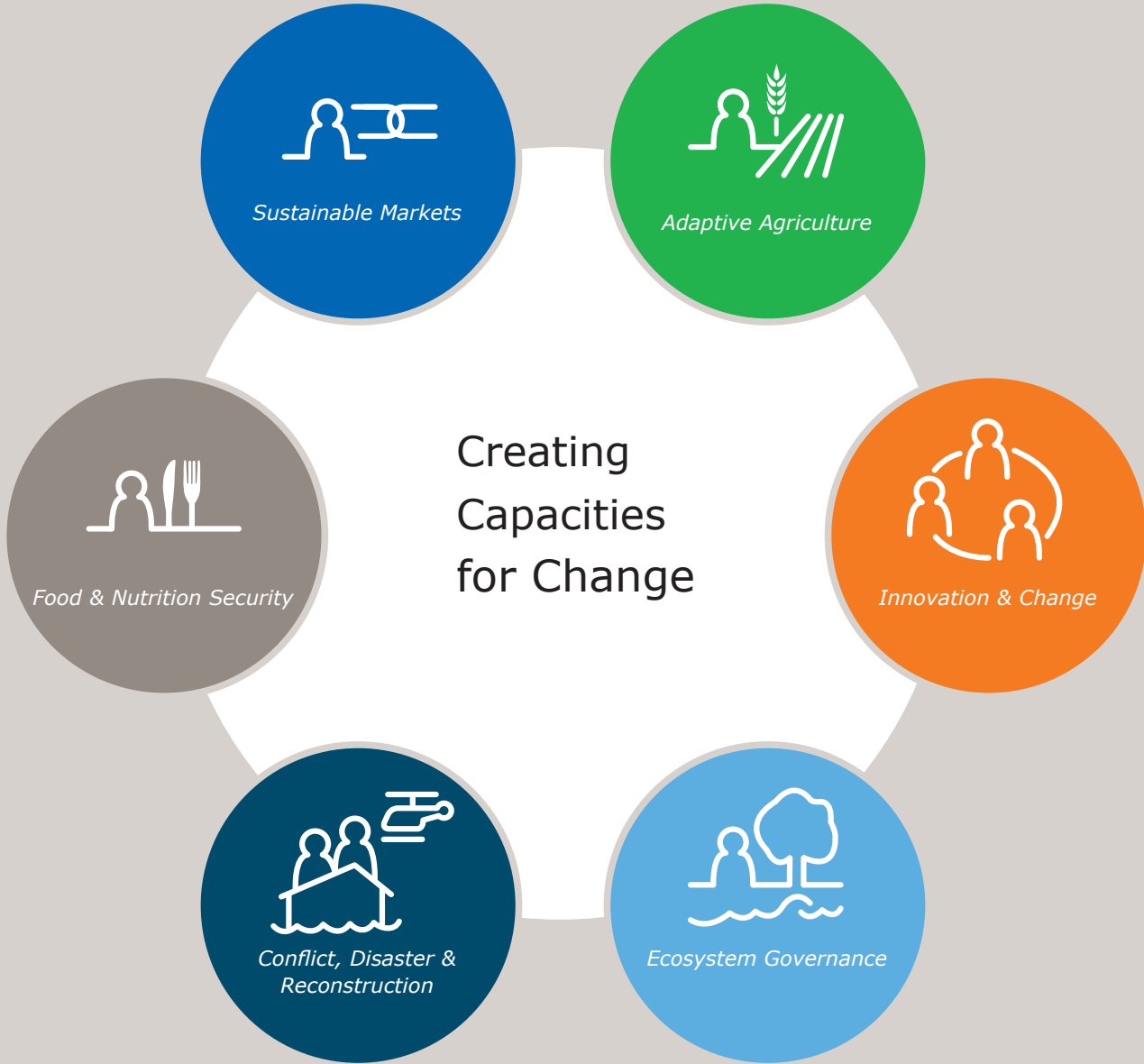
We promote managing for impact in the domain of monitoring and evaluation (M&E). Besides undertaking independent utilisation-focused evaluations and impact assessments, CDI facilitates the design and implementation of monitoring and evaluation systems, and delivers capacity development services for professionals,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





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.

Adaptive Agriculture



Irene Koomen
E irene.koomen@wur.nl



Conflict, Disaster & Reconstruction



Dieuwke Klaver
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Innovation & Change



Karén Verhoosel
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Food & Nutrition Security



Marianne van Dorp
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Ecosystem Governance



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Sustainable Markets



Monika Sopov
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Mail address
P.O. Box 88
6700 AB Wageningen
The Netherlands

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 sustainable development impact

An integrated approach to participatory planning, monitoring and evaluation

Course leader: *ir.* Cecile Kusters

2016

Wageningen

March 07 – 25

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

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 involves navigating related challenges. In this three-week course you will strengthen your ability to play a significant role in managing for impact (M4I). This asks for a proactive orientation toward people, context, and learning, and an integrative approach which connects strategic & operations management to monitoring & evaluation (M&E). Particular attention is given to the enabling environment in terms of capacities and conditions for M4I, including effective communication.

2017

Wageningen

March 20 – April 07

price	€ 3,900
deadline	30 Jan 2017
deadline NFP	18 Oct 2016
deadline MENA	18 Oct 2016

Make a difference by being responsive and proactive

Whether you work in food security, 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 relevant contexts. You will be challenged to develop a sound strategy and effective operations, with M&E processes supporting navigation in a changing context, while 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 at individual, organisational and societal level; capacities and conditions for M4I;
- have sharpened a strategic attitude and strengthened your strategic and technical competencies to manage for impact.

Target audience

You are a middle or senior level programme manager, staff or consultant with planning and or M&E responsibilities in a business, government or non-government organisation. You want to make the planning process more meaningful and effective, and help your organisation or clients to think and act strategically in contributing to sustainable and equitable results. You want to understand how (P)M&E can better inform decision making for impact. Proficiency in English is required.

T +31 (0) 317 48 68 00

E training.cdi@wur.nl

W www.wageningenUR.nl/cdi



Media design for social change

Become an inspiring partner in commissioning media productions

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

2016

Wageningen

May 23 – June 03

price € 3,450

deadline 11 April 2016

deadline NFP 20 Oct 2015

deadline MENA 20 Oct 2015

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.

2017

Wageningen

May 22 – June 02

price € 3,500

deadline 10 April 2017

deadline NFP 18 Oct 2016

deadline MENA 18 Oct 2016

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 & 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;
- have applied new concepts in a commissioned media production.

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.



Facilitating multi-stakeholder partnerships and institutional change

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

Course leader: Karèn Verhoosel MA, Wageningen UR

2016

Wageningen

October 17 – November 04

price € 3,875

deadline 05 Sept 2016

deadline NFP 22 March 2016

deadline MENA 22 March 2016

Multiple stakeholders, multiple interests

In today's complex and interconnected world the need for collaboration and partnerships between different interest groups and across the boundaries of business, government, civil society and science is clear and often called for by leaders. But bringing about change in society is no simple matter. It requires deep understanding of what enables and what stops people from getting along and working together. It requires patience and time. And it requires commitment from leaders. However, with the right mindset and by making use of the sorts of practical process steps and tools offered by this course much can be done to unlock the vast human potential for cooperation and innovation.

Course approach

This course covers state-of-the-art thinking about designing and facilitating multi stakeholder partnerships (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. We will work highly interactive by building on participant's own experiences. You will have plenary discussions, work on group assignments, engage in role-plays and undertake fieldwork to explore a real life MSP. You will practice 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 partnerships and institutional change;
- have a good insight into the key principles for effective MSPs;
- analyse different types of multi-stakeholder partnerships 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 partnerships. 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

2016

Bukina Faso

septembre 19 – 30

prix € 2.800

échéance 22 août 2016

échéance NFP 22 mars 2016



Nous travaillons dans des contextes complexes et très dynamiques, où de nombreux acteurs sont impliqués et où nous avons à répondre à de nombreuses demandes. Guider nos initiatives de développement vers l'impact voulu signifie affronter les défis de ce contexte en constante transformation. L'objectif de cette formation de deux semaines est de renforcer votre aptitude à jouer un rôle important dans une gestion orientée vers l'impact (GOI).

Suivi & Evaluation et Gestion Orientée vers l'Impact

Pour amener au changement désiré, 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 et pertinentes 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. Le S&E devient alors central dans la navigation de ces contextes et appuie le fonctionnement de votre organisation. 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

- se familiariser avec l'approche de Gestion Orientée vers l'Impact dans sa globalité et savoir replacer votre système de S&E dans un contexte plus large;
- comprendre les éléments clés pour une Gestion Orientée vers l'Impact;
- renforcer certaines bases de la planification, suivi et évaluation (PSE), comme: réflexion stratégique, analyse de situation, théories de l'intervention, élaboration d'un système S&E, réflexion critique, facilitation de l'engagement des personnes, évaluation d'impact;
- pouvoir les points forts et les faiblesses de votre organisation en terme de GOI/PSE et préparer un plan d'action en conséquence;
- renforcer votre appartenance à un réseau de professionnels en PSE.

Qui peut participer?

Cette formation demande des connaissances et compétences de base du domaine et est destinée au personnel ayant des responsabilités en PSE ou dans la gestion et voulant amener des améliorations dans leur organisation, ainsi qu'aux consultants et facilitateurs offrant des services de PSE.

Information sur les organisateurs du cours

Cette formation est offerte conjointement par l'Association Africaine d'Évaluation (AfrEA), l'Institut Supérieur des Sciences de la Population (ISSP) de l'Université de Ouagadougou, et le Centre du Développement et de l'Innovation (CDI) de l'Université de Wageningen (Pays-Bas).

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

2016

Wageningen

February 29 – March 11

price	€ 3,450
deadline	18 Jan 2016
deadline NFP	20 Oct 2015
deadline MENA	20 Oct 2015

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.

2017

Wageningen

February 27 – March 10

price	€ 3,500
deadline	16 Jan 2017
deadline NFP	18 Oct 2016
deadline MENA	18 Oct 2016

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; and
- 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.



Responsible aquaculture development for food security and economic progress

Aquaculture sector governance and improvements at farm-level

Course leader: Peter G.M. van der Heijden

2016

Wageningen

February 29 – March 11

price	€ 3,450
deadline	18 Jan 2016
deadline NFP	20 Oct 2015
deadline MENA	20 Oct 2015

A sector on the rise ...

On a global scale aquaculture has been growing steadily in the past decades. The global demand for aquaculture products is driven by an increasing world population, stagnant capture fisheries production and a growing awareness of the positive impact of consumption of fish and other aquatic products on human health. Fish and other seafood have become important export commodities for several developing countries. Especially in East, South and S.E. Asia aquaculture is a well-established and growing sector.

2017

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February 27 – March 10

price	€ 3,500
deadline	16 Jan 2017
deadline NFP	18 Oct 2016
deadline MENA	18 Oct 2016

But not everywhere and not always on a responsible manner.

In many other regions however aquaculture development has been slow and problematic due a lack of tradition with aquaculture; insufficient availability of inputs (feeds, fingerlings, credit); lack of trained personnel; unsuitable and unsupportive legal framework and other factors. In the countries and regions where aquaculture has developed, its growth often came with ecological and social costs. Large areas of wetlands were privatised and converted to ponds, affecting the livelihoods of local communities. Pumping of fresh or saline water affects the level and salinity of groundwater tables and the availability of good quality drinking water. Pond effluent is often discharged to the environment without any treatment. Unchecked increase of cage farms has affected water quality and contributed to fish disease problems.

Better sector governance, improvements at farm level

The formulation of policies, strategies and action plans for aquaculture development require the involvement of all stakeholders, taking the ecosystem where development is taking place (or planned) as a basis. At farm level best management practices should be applied and environmentally responsible methods and techniques can be used to reduce negative impacts and ensure the long-term sustainability.

Main objectives of the course

The course aims to:

- train policy makers, researchers, teachers, extension officers, farm managers and private sector representatives in making strategic sector management plans in line with the FAO ecosystem approach to aquaculture;
- orient them about the possibilities and design principles of more intensive aquaculture techniques such as recirculating aquaculture systems (RAS);
- make them familiar with better management practices and certification standards that are growing in importance on the western food market

The course will be organised in cooperation with Wageningen University and private companies.



Governance of landscapes forests and people

Innovative arrangements for public - private decision making
at landscape level

Course leader: *drs.* Cora van Oosten, Wageningen UR

2016

Indonesia

April 04 – 15

price	€ 2,800
deadline	08 Feb 2016
deadline NFP	20 Oct 2015

2017

Indonesia

April 03 – 14

price	€ 2,900
deadline	20 Feb 2017
deadline NFP	18 Oct 2016



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 landscapes; 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.



Wetlands, integrated water resources management and food security

Promoting the value of wetlands for conservation, food security and climate change resilience

Course leader: MSc Caroline Desalos, Wageningen UR

2016

Wageningen

May 30 – June 17

price	€ 3,875
deadline	27 April 2016
deadline NFP	20 Oct 2015
deadline MENA	20 Oct 2015

“The pressure on wetlands is likely to intensify in the coming decades due to increased global demand for land and water, as well as climate change.”(Wetlands International, 2015).

Wetlands play an essential role in supporting food security, in making water resources management sustainable and in adapting to climate change impacts. How do we prevent that wetlands continue to disappear in the same rate as in the past and that these valuable ecosystem services are lost? **We believe we need stewards who can advocate the value of wetlands.**

2017

Wageningen

June 05 – 23

price	€ 3,900
deadline	24 April 2017
deadline NFP	18 Oct 2016
deadline MENA	18 Oct 2016

Promoting the value of wetlands for conservation, food security and climate change resilience

Food security, water management and climate change call for a cross cutting and inclusive approach involving all relevant stakeholders and sectors. This requires persons who, next to technical knowledge, possess other skills such as facilitation, conflict management and negotiation skills, as well as the ability to advocate the important role of wetlands in integrated water resources management.



The course is based on the premise that stewards understand what integrated water resources management is, what wetlands are, the different types of wetlands, what services they provide and the role of the RAMSAR Convention. To be able to act as a water steward and to advocate for wetlands, you will also need to know how to facilitate multi-stakeholder processes, how to communicate wetlands to different sectors and to use your negotiation skills.

Course objectives

Upon completion of the course you:

- have a greater understanding of the essence of integrated water resources management and water stewardship;
- have a better understanding of the interactions between agriculture and wetlands;
- have improved your skills to facilitate multi-stakeholder processes and be familiar with supportive tools;
- have improved your communication, negotiation, lobby and advocacy skills;
- know better how to deal with conflict.

Target

This course has been designed for wetland managers; for river basin and land-use planners; for policymakers, consultants, researchers, NGO and company staff involved with IWRM, wetlands and food security; and for those who wish to become a (better) water steward. Proficiency in English is required.



Climate change and food security nexus

Adaptation and mitigation as institutional change processes

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

2016

Wageningen

September 12 – 23

price € 3,450

deadline 01 Aug 2016

deadline NFP 22 March 2016

Our climate is changing and communities all over the world are affected. Changing climates have severe negative impacts on natural resources and consequently on food and livelihood security. Societies consequently need to learn to cope with the changes predicted, warmer temperatures, drier soils, changes in weather extremes and rising sea levels. 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 adaptive capacity and leadership to address the challenges 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. It requires dedicated, motivated individuals and organisations that can promote and facilitate learning. This course encourages you to become a facilitator of change. You will not only get a full understanding of climate change, its impacts and adaptation and mitigation concepts but also strengthen your 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 individual action planning.

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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Fisheries governance for food security

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

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

2016

Wageningen

October 17 – November 04

price € 3,875

deadline 05 Sept 2016

deadline NFP 22 March 2016

deadline MENA 22 March 2016

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

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 centred governance approaches is needed. 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, you will learn about fisheries governance needed to ensure food, nutrition and livelihood security. It provides you with 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.



Landscape leadership

Professional qualities for entrepreneurial landscapes

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

2016

Bangkok, Thailand

November 14 – 25

price € 2,800

deadline 03 Oct 2016

deadline NFP 22 March 2016



Forested landscapes have always served as a source of food, income, and cultural identity for their inhabitants. But because of growing global demand for food, fibre and fuels, unsustainable extraction and rapid expansion of cash-crops are causing unprecedented changes in these landscapes. At the same time the demand for environmental services is increasing: forested landscapes are expected to provide clean water, to reduce greenhouse gas emissions, and to protect biodiversity. With all these newly emerging and rapidly expanding changes, it should come as no surprise that these landscapes run the risk of becoming conflict hotspots.

Managers, practitioners and policy makers alike, require substantial leadership capacity to ensure that economic development, environmental sustainability and social development are integrated, while creating space for innovations and entrepreneurship to grow. Leaders are looked at for vision and direction, as well as for the technical and social skills to manage landscape dynamics, while ensuring that the interests of government, private sector, civil society and communities are realized. In this course, we will help managers, practitioners and policy makers to develop a landscape perspective to spatial planning and decision making, which offers new space for negotiation and collaboration, taking into account the needs of local resource users as well as the global community.

Course objectives

Upon completion of the course you will:

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

Target audience

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

Adaptive Agriculture

What can we do

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

2016

Uganda

February 01 – 12

price € 3,450

deadline 21 Dec 2015

deadline NFP 21 July 2015

2017

Uganda

January 30 – February 10

price € 3,450

deadline 19 Dec 2016

deadline NFP 19 July 2016



Every year it becomes clearer that climate change is happening at a rapid pace and that it will have a profound impact on agriculture and management of natural resources. Without appropriate responses, climate change is likely to constrain economic development and poverty reduction efforts.

Become involved with climate-smart strategies

Climate change is again 'hot' in public and political debate. Waves of attention seem to have relation with what is happening in international climate negotiations. The upcoming Paris UNFCCC Conference of Parties triggers much reaction from policymakers, NGOs and the private sector. But what have these negotiations to do with local problems and initiatives for climate change adaptation? The focus of this course is the translation of policy documents and research into climate-smart adaptation strategies. And about what you and your organisation can undertake yourself for adaptation to climate change. 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, and a personnel action plan.

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 themes 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;
- 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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Agriculture in transition

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

Course leader: Alberto Giani DVM, MSc, Wageningen UR

2016

Wageningen

April 04 – 15

price € 3,450

deadline 22 Feb 2016

deadline NFP 20 Oct 2015

deadline MENA 20 Oct 2015

2017

Wageningen

April 03 – 14

price € 3,500

deadline 20 Feb 2017

deadline NFP 18 Oct 2016

deadline MENA 18 Oct 2016

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 weeks intensive course will provide you with 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, water usage, waste management, landscape design, leisure, social stability, culture, income and health. Agriculture has to find new balances between producing food, managing natural resources, meeting societal expectations and providing a livelihood base for the rural and peri-urban population. This course offers a system perspective on agriculture as well as skills to design innovative and sustainable farming options. We will look at the broad and complex agrifood systems, from soil management to changing consumer preferences.

Course Structure

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 as a starting point, we will analyse the current situation, explore options that are already available for further development and design new systems to produce farm products in a responsible manner.

Course objectives

Upon completion of the course you will:

- have a deeper understanding of how global development, trends and patterns affect farming practices and policies at local and national levels;
- have a clear picture of the multiple aspects of agriculture and its relation with climate change, food and nutrition security, social stability and resilience;
- 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.



Contemporary approaches to genetic resources conservation and use

Plant genetic resources strategies and policies

Course leader: Abishkar Subedi PhD, Wageningen UR

2016

Wageningen

April 04 – 22

price € 3,875

deadline 22 Feb 2016

deadline NFP 20 Oct 2015

deadline MENA 20 Oct 2015

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

Developing resource policies that have an impact

In many parts of the world a relatively small number of high-yielding uniform scientifically bred crop varieties have replaced the many farmers' varieties that were a feature of earlier times. Various participatory programmes have been developed to support farmers in maintaining genetic diversity in their fields while improving their livelihoods. 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. This course is devoted to analyzing plant genetic resources policies and their impact on conservation and use. It aims to support policymakers and other stakeholders in implementing policies and developing appropriate management strategies ex situ and in situ.

2017

Wageningen

April 03 – 21

price € 3,900

deadline 20 Feb 2017

deadline NFP 18 Oct 2016

deadline MENA 18 Oct 2016

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 cover 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 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.

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Horticulture sector development for emerging markets

Strengthening value chains for progress

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

2016

Wageningen

May 09 – 27

price	€ 3,875
deadline	16 May 2016
deadline NFP	20 Oct 2015
deadline MENA	20 Oct 2015

The rapid rise of the middle class and rising per capita income in emerging economies are leading to increasing demand for healthy, safe and sustainably produced horticultural products. These developments offer new opportunities for farmers and stakeholders involved in the sector. However, it also requires the transition from highly fragmented and informal market channels to a more professional horticultural sector. Development of the national horticulture sector may in turn open up opportunities for accessing the international export market for horticulture products.

Strengthening value chains for progress

Modern production practices, value addition activities, value chain governance, viable market channels and a conducive enabling environment are some of the key factors for successful horticultural value chains. If properly enhanced, value chains can bring about opportunities for business development, profit and income generation, employment creation, food and nutrition security and GDP growth.

2017

Wageningen

May 15 – June 02

price	€ 3,900
deadline	03 April 2017
deadline NFP	18 Oct 2016
deadline MENA	18 Oct 2016

Make a difference as a professional

This course gives access to the latest insights of world leading Dutch knowledge organisations and private companies from the horticulture sector and covers the complete horticulture value chain. The programme specifically addresses the following aspects:

- broad expertise on horticultural production, both protected and open field;
- the importance of post-harvest, quality and logistics processes;
- insights in domestic and international market systems;
- in-depth knowledge on socio-economic aspects of horticultural value chains;
- value chain analysis, management principles and integrated strategies for horticultural development
- attention to international standards for good agricultural practices and quality issues in international trade;
- insight in the relevant international institutional and policy developments, as well as the relevance to your own country;
- understanding of the role of multi-stakeholder processes in developing vibrant markets.

Requirements

We invite technical staff, policymakers, scientists, private sector professionals and programme / project managers who want to develop the horticultural sector in their home countries, to enrol. Participants should be proficient in English, and have at least a BSc degree or an equivalent academic qualification and five years of work experience in a related field.



Milking to potential

Developing a strategic framework for dairy sector development in emerging economies

Course leader: Alberto Giani DVM, MSc, Wageningen UR

2016

Wageningen

May 16 – 27

price	€ 3,450
deadline	04 April 2016
deadline NFP	20 Oct 2015
deadline MENA	20 Oct 2015

2017

Wageningen

May 15 – 26

price	€ 3,500
deadline	03 April 2017
deadline NFP	18 Oct 2016
deadline MENA	18 Oct 2016

Dairy sectors all over the world are challenged by expanding populations and economic growth. Growing demand for dairy products has led to a significant increase in public and private involvement and to new opportunities for a range of stakeholders. This 2 weeks course will enable participants in designing and implementing dairy development strategies in emerging economies.

Designing sustainable and profitable dairy systems

The Netherlands has a recognized role on dairy development and innovation worldwide and during this course you will have the opportunity of better understanding and interact with its private, public and educational sectors. You will be surprised to discover that the variety of the Dutch dairy systems not only include high-tech high-input farms with annual production of over 10 thousand litres of milk per cows but also farms with local breeds, goats called by name and the only commercial camel dairy farm in Europe. We will discover how a farmers develop and adopt innovation based on their own preferences, moving between conventional and organic, on farm processing or fluid milk, short chains for local market versus industrial value chains and export.

Course Structure

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. The dairy sector of both the EU and the global south economies will be considered in the lectures. Taking the participants' own situation as a starting point, we will analyse the current condition, explore options that are already available for further development and design new dairy systems in a responsible manner.

Course objectives

Upon completion of the course you will:

- have a clear picture of the multiple aspects of dairy systems, their relation with markets and the emerging challenges and opportunities due to urbanization, climate change, decreasing of resources and consumers demand;
- 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 participants from both the private, public and educational sectors 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 a minimum of 5 years working experience in the sector.



Integrated seed sector development

Creating vibrant, market-oriented and pluralistic seed sectors

Course leader: Marja Thijssen PhD, Wageningen UR

2016

Wageningen

May 23 – June 10

price € 3,875

deadline 11 April 2016

deadline NFP 20 Oct 2015

deadline MENA 20 Oct 2015

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) recognizes 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 recognizes 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.

2017

Wageningen

May 15 – June 02

price € 3,900

deadline 03 April 2017

deadline NFP 18 Oct 2016

deadline MENA 18 Oct 2016

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.

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

2016

Wageningen

May 30 – June 17

price	€ 3,875
deadline	27 April 2016
deadline NFP	20 Oct 2015
deadline MENA	20 Oct 2015

2017

Wageningen

June 05 – 23

price	€ 3,900
deadline	24 April 2017
deadline NFP	18 Oct 2016
deadline MENA	18 Oct 2016

Public and private standards for pesticide residues have become stricter than ever before. **Pesticide residues exceeding the maximum residue limits can hamper trade between upcoming economies and the EU. Implementation of Integrated Pest Management is necessary to minimize pesticide applications.** 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 consumer concern about 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 though 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.

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: an important tool for food security and genetic variation.

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

2016

Wageningen

June 13 – 24

price € 3,450

deadline 02 May 2016

deadline NFP 20 Oct 2015

deadline MENA 20 Oct 2015

A strong Plant Variety System can ensure and improve food security in any country. 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;
- a better understanding of how a Plant Variety Protection System works for those who are involved in the registration of new varieties.

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.

2017

Wageningen

June 19 – 30

price see website

deadline 08 May 2017

deadline NFP 18 Oct 2016

deadline MENA 18 Oct 2016



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'.

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Lost harvest and wasted food

Managing the crop supply chain for increased food security

Course leader: Irene Koomen PhD, Wageningen UR

2016

Wageningen

September 12 – 23

price € 3,450

deadline 01 Aug 2016

deadline NFP 22 March 2016

deadline MENA 22 March 2016

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. Strategies to minimize food losses and waste along the chain can contribute 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. Improved utilisation of food, either as a food source or valorisation of waste streams contributes to decreasing losses. Technical solutions but even more so 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 URR

2016

Jeypore and Chennai,
India

October 24 – November 11

price € 3,450

deadline 26 Sep 2016

deadline NFP 22 March 2016



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 participatory 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 systems;
- know how to manage PGRFA in dynamic landscapes, unpredictable environments, climate hotspots and vulnerabilities;
- know how to empower communities and enhance their resilience;
- understand participatory learning and action research;
- be familiar with key PGRFA policies such as CBD, IT-PGRFA, IPR, WTO-TRIPS and UPOV.

Target audience

The training is designed for public, civil, research, education and/or development professionals working in a range of relevant 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.

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

Contributing to healthy food and healthy business

Course leader: Monika Sopov MBA, Wageningen UR

2016

Wageningen

March 07 – 25

price	€ 3,875
deadline	18 Jan 2016
deadline NFP	20 Oct 2015
deadline MENA	20 Oct 2015

In complex food supply it is not easy to guarantee an appropriate level of protection from contaminants, toxins and residues, and not to suffer from a burden of rules and on-site inspections. To deliver safe food as well as to create sustainable business governments, producers, manufacturers and retail have to design and implement scientifically sound and practical surveillance, control and enforcement measures. But how to do that?

Food safety essential to sustainable prosperity

This three-week course empowers you to manage food safety throughout the value chain. You will

- 1 Learn about functional elements like standards and regulations, monitoring and surveillance, control management, inspection and certification, risk communication, and training and education.
- 2 Practice 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.
- 3 Develop skills (and confidence) to engage with others to bring about change in your own organization, major clients or other stakeholders.

The course includes lectures, real life examples, simulations, individual and group assignments, case studies and field trips.

2017

Wageningen

March 13 – 31

price	€ 3,900
deadline	30 Jan 2017
deadline NFP	18 Oct 2016
deadline MENA	18 Oct 2016

Course objectives

Upon completion you will be able to:

- explain key concepts and elements of national food safety;
- describe current safety hazards and understand how these translate into risk and control limits;
- identify institutional constraints and options to improve national control systems;
- 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;

Target audience

This course is aimed at business, civic society or government professionals engaged in food quality and safety management, including research, public controls, production, manufacturing and trade. 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, have some computer skills and be able to share real life cases.



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

2016

Wageningen

September 05 – 16

price € 3,450

deadline 25 July 2016

deadline NFP 22 March 2016

deadline MENA 22 March 2016



Due to continuing rural-urban migration, over 50% of the world's population now lives in densely populated urban areas and rely on complex agrifood systems often at risk of failure. This course focuses on how rural production and urban markets can be integrated to assure 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, processing, distribution and consumption 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 agrifood 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 be exposed to the latest concepts and international experiences from the wider Wageningen UR community and RUAF brokered to them by the leading experts themselves. Through this network of excellence, participants will be fully acquainted with innovative but very practical tools and concepts related to analysis and design of sustainable city-region food systems.

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;
- have a clear picture of the multiple aspects of the interaction between agriculture and the cities and its relation to climate change, food and nutrition security and resilience;
- be acquainted with the basic principles of the metropolitan food cluster, urban and peri-urban agriculture, urban metabolism and city-region food systems;
- have strengthened skills to analyse their own situation and design more sustainable solutions.

Taking the participants' own real examples as working cases, we will analyse the current situation, explore options that are already available for further development and evaluate new strategies to contribute to the design of sustainable and responsible city-region food systems.

Target audience

Participants of this course will have at least a BSc level and 5 years of professional work experience in areas relevant to the course topic. Proficiency in English is a must.



Rural entrepreneurship

Driving innovations in agrifood value chains

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

2016

Ghana

June 13 – 24

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

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.

When implemented, action plans will build trust and reduce opportunistic behaviour in the selected value chains. 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 basis for private-sector driven innovations in agrifood value chains. 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 actual cases.

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 rural wealth creation;
- have strengthened your competence in the area of market access of micro 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 (OPPO)

Course leader: Ted Schrader MSc, Wageningen UR

2016

Wageningen

September 26 – October 07

price € 3,450

deadline 15 Aug 2016

deadline NFP 22 March 2016

deadline MENA 22 March 2016

Family farms constitute the majority of the world's small and medium enterprises. These farms (have to) produce the food for a rapidly growing and increasing urban population. Through collective action of their organisations, farmers can improve their performance and income. Facilitators, equipped with practical approaches and tools, can do more to support farmers and their organisations.

Improving farmers' performance and business relations

This course perceives farmers as autonomous entrepreneurs and their organisations as farmers' business organisations. Both operate in dynamic market systems and have to deal with a range of public and private sector players, such as sourcing companies, banks and MFI's, agro-input dealers, research, extension and others. The central question of the course is how farmers can improve their income and well-being through effective collective action of their organisations and improved relations with other stakeholders.

Course programme

For exploring how farmers can become partners in agribusiness, the course will discuss many complementary topics such as farmer entrepreneurship, governance of farmers' organisations, economic services that these organisations can deliver to their members, stakeholder collaboration, policy environment, promoting farmer-inclusive value chain development. Much attention is given to the introduction and sharing of practical tools. The course is highly interactive and action-oriented. Participants have the opportunity to learn from the broad international experience of the trainers and from other course participants. They will relate course topics to their work situation and work on their 'farmer business cases'.

Upon completion of the course, you will

- be familiar with state-of-the-art thinking about farmer entrepreneurship, farmers' organisations and inclusive value chain development;
- perceive 'problems' as 'opportunities to improve'
- consider alternative intervention strategies to support farmers and their organisations;
- be capable of using a range of operational approaches and practical tools for facilitating collective action and market engagement of farmers' organisations in your professional work context.

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.



Local economic development: Towards local agribusiness cluster development

Catalysing vibrant rural economies

Course leader: Ir. Jan Helder, Wageningen UR

2016

Pretoria, South Africa

September 26 – October 07

price € 3,450

deadline 15 Aug 2016

deadline NFP 22 March 2016



Market demand and agribusiness clusters are considered to be important vehicles for poverty reduction, attaining food security and creating rural wealth. The focus tends to be on high-end markets & international trade. However, for most smallholder producers, local entrepreneurs 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 local market demand, add value, smoothen rural trade and increase local economic activities generating income and employment. In this course each type of intervention will be illustrated with real-life cases that are presented by the 'case owners' themselves. This will assist to better appreciate the rigidity of reality. The course is highly interactive and builds on the participant's own experiences and personal cases. These will serve as building blocks for 'bankable' project that will be developed during the course. The programme offers a balanced 'diet' including introductions to concepts, practices, participatory group work, guest lectures, case study presentations and excursions.

Course objectives

Upon completion of the course you will:

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

Target audience

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



Innovation and agri- entrepreneurship for food security

Designing and leading the entrepreneurial organisation

Course leader: Monika Sopov MBA, Wageningen UR

2016

East Africa

November 07 – 18

price	€ 3,450
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deadline	26 Sept 2016
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deadline NFP	22 March 2016
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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, the challenges they face, and possible strategies to cope with their challenges.

Avoiding the pitfalls

It is estimated that 70% to 80% of new businesses end their operations within their first year. 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 and interactive training programme, you will learn how to identify and address those challenges. The training focuses on what entrepreneurs care most about, and what 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 the classroom 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 those actors, and also enlarge your network that will help you build your own business.

Learn to ask the right questions

The training is built on the entrepreneurial life cycle, and 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.



Ensuring sustainability through inclusiveness

Optimising agrifood supply chains to deliver business and social value

Course leader: Monika Sopov MBA, Wageningen UR

2016

East Africa

November 28 – December 09

price € 3,450

deadline 17 Oct 2016

deadline NFP 19 July 2016

Business as “unusual”

Threats and opportunities challenge businesses to re-think the status quo of their operations: rising demand for agrifood products, combined with strains on water, land, and labour, stress the growing urgency of securing supply. As the world witnesses a shifting business landscape, old, unresolved problems scream out for attention. **Poverty** remains a devastating, cyclical trap for millions, with rural populations adversely affected. **Food security** is still an elusive goal for over 1 billion of the Earth’s inhabitants. Further, events like Tunisia’s Jasmine Revolution assert once more how important accessible, affordable food is for stability and **peace**. To face globally pressing issues it is critical that the private sector play a meaningful role.

However merging business and social objectives requires ambition, strength of will, and a dedication to “business as *unusual*”. This course will help you understand the fundamentals of inclusive agribusiness, how you can get started, and strategies to achieve success.

Sustainable solutions and inclusiveness business models

Agribusiness intersects a myriad of humanity’s greatest challenges: only by cultivating sustainable systems for its actors can lasting solutions be realized.

However, even large global companies with strong social objectives, such as Unilever and Mars, are struggling to make their way of working more inclusive. What about SMEs, lacking the capital, in-house capacities and networks of a global player; how can they combine better business with greater impact?

What you will gain from this course

During three cycles of concept-learning and applications to your own and other cases, you will be able to:

- Recall definitions of inclusive business models
- Explain the theory behind evaluations of inclusive business models (trading relationship) in supply chains
- Develop strategies to set up inclusive supply chains or enhance inclusiveness in existing supply chains
- Establish effective and efficient monitoring systems to sustainably measure success

Target audience

This course is intended for those working with smallholders in agricultural supply chains seeking to create and/or support inclusive businesses. We are targeting people who can directly apply what they have learnt in their professional situation. Proficiency in English is required.



Market access for food security

Towards pro-poor & inclusive market development

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

2016

Wageningen

November 28 – December 16

price € 3,875

deadline 17 Oct 2016

deadline NFP 19 July 2016

deadline MENA 19 July 2016

Today, markets have become mainstream instruments for poverty reduction, smallholder inclusion and increased food & nutrition security. However, market dynamics, failures and shortcomings often diminish the desired impacts and/or long term effects. This international course shows participants to which extent and in which manner markets can be used to induce and prolong positive change.

Opening markets for smallholders and consumers

This course takes market trends as a given, and market dynamics as a possible basis to match a variety of development objectives 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 consumers better secure safe & nutritious food?

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 consumers: the institutions that govern food markets. 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, inclusive and food secure 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 food secure 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.

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.



Rights-based approach to food and nutrition security

Implementing a human rights based approach

Course leader: : Ir. Diane Bosch, Wageningen UR

2016

Wageningen

25 January – February 05

price € 3,450

deadline 14 Dec 2015

deadline NFP 21 July 2015

deadline NEMA 21 July 2015

There are an estimated 805 million people undernourished in the world, who go to bed hungry every day. One in eight persons world-wide suffers from life-long negative impact 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. During the course of life not only a decreased productivity and income-generating are documented but also increased health risks, such as increased risk on birth complications and obesity are being observed, exposing the future generation of children to the same risks.

2017

Wageningen

23 January – February 03

price € 3,500

deadline 12 Dec 2016

deadline NFP 19 July 2016

deadline NEMA 19 July 2016

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: 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.

This course aims at exploring the different concepts on rights-based approaches to food and nutrition security such as Right to Food and the Zero Hunger Challenge. It provide participants with knowledge and skills to strengthen the design and implementation of food and nutrition security programmes using a rights-based approach.

Course objectives

Upon completion of this course you will:

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

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.



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

Provide support in assessing and enhancing impact

Course leader: Ir. Diane Bosch, Wageningen UR

2016

Wageningen

June 06 – 24

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

The 2013 Lancet nutrition series reported that rigorous evaluations on the effects of nutrition programmes are scarce or non-existent. This absence of adequate monitoring, evaluation and impact assessments represents a major constraint in food and nutrition insecurity programmes. Even though there is evidence that well-designed monitoring, evaluation and impact assessment is valuable in assessing and improving programme performance, many programme planners and managers are not fully able to develop, operate and interpret the results of monitoring, evaluation and impact assessment. The course offered will help to address this need.

2017

Wageningen

June 05 – 23

price	€ 3,900
deadline	24 April 2017
deadline NFP	18 Oct 2016
deadline NEMA	18 Oct 2016

Science for policymaking

In this course participants will learn what monitoring, evaluation and impact assessment for food and nutrition security entails. Emphasis will be placed on the steps needed from design to the interpretation of results. 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 the 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 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 and/or individually on case studies. This course is given together with Wageningen University, Division of Human Nutrition.

Course objectives

Upon completion of the course you will:

- have new insights into the principles of monitoring, evaluation and impact assessment for participatory and learning-oriented planning in food and nutrition security;
- have strengthened your competence to design monitoring, evaluation and impact assessments for food and nutrition security programmes;
- have clear ideas for improving monitoring, evaluation 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

2016

Wageningen

September 26 – October 14

price € 3,875

deadline 15 Aug 2016

deadline NFP 22 March 2016

deadline NEMA 22 March 2016

Although the world is making progress in addressing the devastating effects of HIV/AIDS, there are still 35 million people affected by it. The response to the HIV/AIDS pandemic has mainly come from the health sector. Lack of food and nutrition security combined with poor nutritional status may accelerate the development of AIDS-related illnesses and put HIV negative family and community members at higher risk of infection.

HIV/AIDS as a cause of food and nutrition insecurity

As the consequences of the AIDS epidemic have become clear, so does the fundamental importance of food and nutrition security in this context. The agriculture sector in particular has been affected by the epidemic, given the implications of reduced labor power compromising the ability of affected households to feed themselves. This makes food and nutrition insecurity a major problem for HIV positive individual and their families and communities. Responses to the HIV/AIDS pandemic need to be holistic, multi-sectorial, and grounded in the three fundamental principles: prevention, care and treatment. An adequate nutritional situation is important to maintain the quality of life and to reduce the risk of opportunistic infections.

This course focus on the interrelationship between health, food and nutrition security and how this can be addressed for HIV positive individuals and their families and communities using a human-rights based approach. Highly skilled experts will facilitate the course to provide you with the knowledge and skills 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 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.

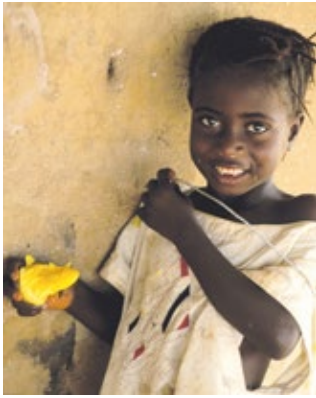
Entry requirements

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.

T +31 (0) 317 48 68 00

E training.cdi@wur.nl

W www.wageningenUR.nl/cdi



Agriculture nutrition linkages

Ensuring nutritional impact of agricultural projects

Course leader: Ir. Diane Bosch, Wageningen UR

2016

Ethiopia

November 07 – 18

price € 3,450

deadline 26 Sept 2016

deadline NFP 22 March 2016

Despite the world-wide increase of food availability, there are still around 805 million people undernourished. This is far above the target of Millennium Development Goal 1. There is substantial evidence that malnutrition has life-long negative impacts on learning capacity, productivity and income-generating potential of the population. Agriculture plays a key role in the provision of food and food security. But agricultural interventions do not automatically lead to better nourished populations. In some cases these interventions can even be detrimental to the nutritional situation of vulnerable groups. 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 programmes 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

Upon completion of the course you will:

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

Entry requirements

You are working for a governmental or local non-governmental organisation as a policy or planning officer, or you are in a managing or co-ordinating position in one of the following areas:

- promoting community and household livelihood including food and nutrition security;
- planning, management, implementation and/or monitoring and evaluation of community food and nutrition security programme;
- in an agricultural development programme with a nutrition component;
- action-oriented research, advisory or teaching directly relevant to food and nutrition security;

You are proficient in English (required).

Conflict, Disaster and Reconstruction

What do we do?

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

We support policy and practice

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

We are committed to development in crisis situations

People and communities in crisis situations retain capacities for survival, initiative, innovation and institutional ordering. They find ways to deal with crisis and aspire to seek a normal life in the midst of crisis. Government, non-government and private agencies can build on these drives to further development goals. Crisis also intensifies political

processes and power struggles. Enhancing development in crisis requires sensitivity to these dynamics. Gender relations are also subject to significant change in crisis situations, so that a gendered approach is required as well.

We combine research, training and action

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

What we believe

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



Managing risk 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

2016

Asia

March 28 – April 08

price	€ 3,450
deadline	15 Feb 2016
deadline NFP	20 Oct 2015

The steady increase in climate related disasters such as floods, cyclones, storm surges and drought have increased the exposure and vulnerability of communities, their livelihoods, physical infrastructure and economic networks. An increasing hazard risk results in higher human and economic losses from disaster events.

Managing risk and building resilience

Reducing vulnerabilities and exposure to natural hazards is key to building resilient communities. This requires integrated mainstreaming of disaster and climate risks into sustainable development policies and practice. To encourage communities, governments and businesses to prepare and manage climate or disaster impacts forward-thinking managers who promote resilience are needed.

2017

Asia

April 03 – 14

price	€ 3,500
deadline	20 Feb 2017
deadline NFP	18 Oct 2016

Course objectives

This course will give you the opportunity to become a manager of change. Your capacity to encourage 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 and variability 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: *Ir. Diane Bosch*, Wageningen UR

2016

Ethiopia

November 28 – December 09

price	€ 3,450
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deadline	17 Oct 2016
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deadline NFP	19 July 2016
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There has been a substantial increase in the number and impact of natural disasters such as earth quake of Nepal April 2015. But also man-made crisis and disasters are increasing and many conflicts have remained unresolved. Emergency or food aid, although necessary, is often criticised as a donor driven response, creating dependency in the short term, and undermining initiatives for local agricultural development in the longer term. Usually, only a few incentives exists to encourage people to build a better life and prevent them from falling back into avoidable 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.

The course is targeted at professionals from the field of food and nutrition security, responsible for emergency planning. Highly skilled experts will facilitate the course to ensure participants learn to make use of theoretical and conceptual thinking on food and nutrition security. The training approach is interactive, experience- as well as evidence-based. We will work with practical examples of policies and programmes of the critical path of transition from aid to food and nutrition 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;
- 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

You are a mid-career professional (BSc degree) working for a governmental or local non-governmental organisation as a policy or planning officer, or you are in a managing or co-ordinating position in one of the following areas:

- food and nutrition security responsibility for emergency situations;
- planning, management and/or implementation of a community food and nutrition security programme or rural development programme in fragile areas;
- civil society involved of structural development in emergency areas.

You are proficient in English (required).

Van Hall Larenstein, University of Applied Sciences, in Velp and Leeuwarden

VHL University of Applied Sciences is an international green knowledge institute that combines education, delivered by passionate experts, and applied research within the various professorships. We train our students to become high-quality, ambitious and innovative professionals who contribute to a more sustainable world. VHL has chosen a clear profile with three related areas of focus with which we differentiate ourselves from other universities of applied sciences:

- Animals and Business
- Delta Areas and Resources
- Food and Dairy

Practice-based research within our professorships is always focused on improving professional practice

and contributes to innovation in the curriculum of the professionals we educate.

At Van Hall Larenstein we focus our 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 sustainability and entrepreneurship in an international context. Students learn by doing and experience as much of their future field of work as possible during their study.

Our professional bachelor and master programs have a clear exit level, aimed at a career in the relevant field of activity.





Master of agricultural production chain management

Get in tune with international developments

2015 – 2016

Velp

price	€ 13,350
deadline	01 Aug 2016
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 (input supplier, farmer, processor, trader, retailer and consumer), particularly the stages up to processing. You learn the overall chain aspects from the perspective of sustainable development, business economics, logistics and information flows, quality control, certification and marketing channels. Within this Master we offer two specialisations: Horticulture Chains and Livestock Chains.

2015 – 2017

Velp

price	See website
deadline	01 Aug 2017
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 a sufficient knowledge of the English language and must possess basic computer skills. Please visit our website for more information, or send an email: info@vhluniversity.com



Master of management of development (MOD)

2015 – 2016

Velp

price	€ 13,350
deadline	01 Aug 2016
deadline NFP	See website

Half-way through your career? Working for a community, agricultural or rural development organisation? Wanting to learn more about transdisciplinary perspective on development for change? Then this is for you!

The Management of Development (MOD) Master programme enables professionals to incorporate emerging development issues in (rural) development organisations, their mandates and activities. In doing so, the MOD programme offers training in management theories and approaches, communication and leadership, capacity building, and qualitative research.

2016 – 2017

Velp

price	See website
deadline	01 Aug 2017
deadline NFP	See website

In this 12-month programme, all MOD students will be introduced to various development theories, learn to analyse and frame complex multi-disciplinary problems through stakeholder consultation, analyse development organisations and their institutional context, and develop competences for communication, leadership, and project-cycle management.



This programme offers three specialisations, each with their own modules:

- Rural Development and Food Security
- Rural Development, communication and innovation
- Rural Development, social inclusion gender and youth.

By the end of the academic year, students will have examined the role of research in addressing human needs, and learned to design research projects and interpret research output. Students will use this acquired knowledge to carry out their own research project in his or her home country throughout a period of 12 weeks.

The MOD programme caters to mid-career professionals or consultants at work in community, agriculture or rural development projects and organisations who wish to enrich their previous education with a trans-disciplinary perspective on development and change. Work experiences in both governmental and non-governmental organisations are valuable inputs for this programme, prompting vibrant and thought-challenging dialogues.

Successful completion of this programme will earn you the degree of Master of Management Development (MSc). 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 more information, or send an email: info@vhluniversity.com



Short course (3 weeks)

Gender and Food Security

2015 – 2016

Velp

price	€ 3.000
deadline	01 October
deadline NFP	31 June 2015

2016 – 2017

Velp

price	See website
deadline	01 October
deadline NFP	See website



Rural residents of developing countries gain their livelihoods through a wide array of activities such as farming. The livelihood generated from these activities does not only depend on these people's capabilities but also on the availability and access to resources they need. For people with low incomes who live in rural areas, daily food security is an important objective to secure better living circumstances.

Rural livelihoods are dynamic. Men and women adapt their livelihood strategies according to fluctuations in social, political, economic and environmental situations. Adaptations are also made with regard to the availability of resources such as land and income.

For rural development professionals and organisations, it is of the utmost importance to understand the livelihoods, capabilities and coping strategies of populations in need of assistance. As men and women have specific roles and responsibilities with regards to strengthening their livelihoods and food security, it is necessary to identify gender-specific needs, constraints and opportunities.

In this training, participants will learn to analyse livelihood strategies and the factors that influence them. They will be provided with tools to get a better understanding of male and female farmers' decision-making processes. These processes concern crop production, livestock and income-generating activities but also the handling of vulnerabilities and migration, among other issues. In a community, rural livelihoods vary due to factors such as social class, caste and ethnicity but also gender roles, which influence the opportunities for strengthening a rural livelihood.

Topics such as labour division and decision-making with regard to resources and other household dynamics are covered in this training. Visits to rural enterprises throughout the Netherlands are organised in order to gain practical knowledge in this domain.

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 more information and starting dates, or send an email: info@vhluniversity.com

ICRA, Building skills, changing outlook

A unique opportunity for professionals across the agricultural sector, to get together and gain the newest insight in interactive learning, research and rural innovation linked to food security and inclusive development.

ICRA's courses are challenging, varied and hands-on with a range of activities including field visits. Training is always adjusted to the needs of the participants, and builds on your experiences. Course participants come from all around the globe and provide a unique enriching learning context in which professional networks are enlarged and lifetime friendships build.

Since its start in 1981, ICRA has played a pioneering role in building capacity in agricultural research for development.

We focus on a holistic and multidisciplinary approach, implemented through teams and partnerships. Our 'real world' team assignments provide a unique mode of learning, whereas the analyses and action plans formulated during these field assignments have provided a valuable service to our participants and their organizations.

ICRA also offers tailor made courses on subjects linked to learning, outreach and capacity strengthening in the agricultural sector. Don't hesitate to get in touch to discuss how we can support your organization or project!

[For more information about ICRA, please go to
www.icra-edu.org](http://www.icra-edu.org)



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The Netherlands
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Apprentissage, recherche action et services aux communautés pour un développement inclusif

Elargir les compétences dans l'enseignement supérieur

2016

Wageningen

novembre 14 – décembre 02

Coût € 3,990

Date limite 15 sept 2016

Date limite 22 mars 2016
NFP

Les professionnels de l'enseignement supérieur agricole doivent transmettre aux étudiants les compétences nécessaires pour le marché de l'emploi. Il vous est également demandé de faire de la recherche action qui contribue à l'innovation pour la sécurité alimentaire, et de fournir des services aux communautés rurales qui soutiennent un développement inclusif.

Etes-vous prêt à ce que vos cours soient plus interactifs et interdisciplinaires ? Comment les approches d'apprentissage basées sur les compétences affectent-elles la manière dont les programmes sont élaborés ? Dans quelle mesure votre recherche est-elle appropriée et utile pour les agriculteurs et l'agrobusiness ? Le programme ICRA vous aide à trouver des réponses à ces questions. Le programme est ambitieux et pratique avec des activités diverses telles que des cours en groupe aidés d'un formateur, des jeux de rôles, des études de cas et des excursions dans des universités néerlandaises.



Pendant la formation, vous apprendrez à :

- motiver vos étudiants pour qu'ils participent activement aux cours;
- organiser et évaluer un apprentissage en milieu réel en dehors de la salle de cours;
- concevoir des programmes d'enseignement orientés vers le marché de l'emploi et fournir une prestation de services significative;
- faire que votre recherche soit adaptée aux communautés environnantes;
- lier vos activités d'enseignement, de services et de recherche entre elles pour qu'elles soient profitables à tous.

Contenu de la formation

Phase 1 : Aptitudes à enseigner de façon interactive pour une pédagogie basée sur les compétences. Principaux thèmes : apprentissage basé sur les compétences, aptitudes à l'apprentissage interactif, gérer des dynamiques difficiles, préparer des cours.

Phase 2 : Apprendre dans des contextes de vie réelle et créer des services aux communautés significatifs. Principaux thèmes : approches multiacteurs, apprentissage basé sur les problèmes, formation académique sur le métier de consultant, marché de la science, évaluation de l'apprentissage en milieu réel.

Phase 3 : La recherche action lie le développement et la pédagogie. Principaux thèmes : concevoir une recherche action à travers des approches multiacteurs.

Public visé

Cette formation s'adresse particulièrement à des personnes travaillant dans l'enseignement supérieur agricole et la formation rurale. Les candidats doivent avoir cinq ans d'expérience professionnelle minimum, de préférence dans l'enseignement supérieur agricole, la formation rurale et domaines connexes ainsi qu'une autorisation de leur institut.



Learning, action research and outreach for inclusive development

Boosting competencies in higher education

2016

Wageningen

29 Feb – 18 March

price € 3,990

deadline 15 Dec 2015

deadline NFP 19 Oct 2015

2016

Wageningen

October 10 – 28

price € 3,990

deadline 01 Aug 2016

deadline NFP 22 March 2016



Professionals in tertiary agricultural education are expected to prepare competent graduates ready for the job market. In addition, you are requested to do action research that contributes to innovation for food security, and provide services for rural communities that support inclusive development.

Are you ready to make your courses more interactive and interdisciplinary? How do competency based learning approaches affect the way you design your courses? How do you determine what services to provide to surrounding community? To what extent is your research relevant and useful to farmers and agribusiness? The course helps you find the answers to these questions.

It is challenging and hands-on with a range of activities such as trainer-assisted group sessions, role play, case studies and excursions to Dutch universities.

During the course you will learn how to

- motivate your students to actively participate in your sessions;
- organize and assess 'real-life' learning that goes beyond classroom walls;
- design job market-oriented curricula and provide meaningful services delivery;
- make your research relevant for the surrounding communities;
- link your activities in education, outreach and research in a mutually beneficial way.

Structure of the course

Block 1: Interactive teaching and training skills for competency based education. Main topics: competency based learning, interactive teaching skills, dealing with difficult dynamics, session design,

Block 2: Learning in real-life contexts and creating meaningful community services. Main topics: multi-stakeholder approaches, problem based learning, academic consultancy training, science shop, assessment of real life learning

Block 3: Action research linking development and education. Main topics: design of action research through multi-stakeholder approaches

Target audience

The course is specially designed for people working in tertiary agricultural and rural education. Candidates should be proficient in English, have at least five years professional experience, preferably in tertiary agricultural and rural education and related fields and have approval of their institution to participate.



Linking research to inclusive development for food security

Facing rural innovation challenges

2016

Wageningen

June 06 – 24

price	€ 3,990
deadline	1 April 2016
deadline NFP	19 Oct 2015

Researchers are challenged to make their work relevant for the inclusive development of their surrounding communities. Likewise, agricultural professionals and farmer organizations often struggle to have up to date research available on how best to improve food security. This course will introduce you to new approaches and tools for designing and managing stakeholder participation in rural innovation. The course will enable you to create and support effective collaborations and dynamic stakeholder networks which will help to generate new knowledge by fostering collective learning and joint experimentation. ICRA's course will enable you to more effectively meet today's increasing agricultural development challenges.

2017

Wageningen

June 05 – 23

price	€ 3,990
deadline	1 April 2017
deadline NFP	18 Oct 2016

Why choose this course?

- course participants come from all around the globe and provide an unique enriching learning context in which professional networks are enlarged and lifetime friendships build;
- the course is challenging, varied and hands-on with a range of activities such as trainer-assisted group sessions, role-play and field visits to a research and development project in the Netherlands;
- training is tailored to the needs of participants and builds on their experiences, to make sure that the training is relevant and can be applied afterwards;
- class sizes are kept small (between 12 and 20 participants) to keep it relevant and interactive.



Structure of the course

Week 1: Innovation as change process and multi-stakeholder approach to rural innovation. Main topics: systems thinking and complexity, linking research to development, facilitating multi-stakeholder processes, interactive learning techniques.

Week 2: Case study. We will go to the field and unpack a complex multi-stakeholder process by engaging with different stakeholders involved in competing claims on rural space - a hot topic in Dutch society.

Week 3: Participants' capacity to innovate and moving on in rural development. Action research and development projects contributing to innovations that matter to users (farmers, agri-business). Main topics: facilitation skills, personal effectiveness, business approach to development, incorporating new knowledge in your own work (action plan).

Target audience

This course is specially designed for agricultural professionals from research, extension, farmer organizations and the private sector. Candidates should be proficient in English, have at least five years professional experience in rural innovation and facilitation of learning and have approval of their institution to participate.

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Lier la recherche au développement inclusif pour la sécurité alimentaire

Relever les défis d'innovation rurale

2016

Wageningen

juin 06 – 24

Prix	€ 3,990
Date limite	1er avril 2016
Date limite NFP	19 oct 2015

Les chercheurs sont appelés à faire un travail utile pour le développement inclusif des communautés qui les entourent. De même, les professionnels agricoles se battent souvent pour trouver les résultats de recherche les plus récents sur la meilleure manière d'améliorer la sécurité alimentaire. Ce programme vous présentera de nouvelles approches et outils pour concevoir et gérer la participation des acteurs dans l'innovation rurale.

Il vous permettra de créer et de soutenir des collaborations efficaces et des réseaux d'acteurs dynamiques qui aideront à engendrer de nouvelles connaissances en favorisant l'apprentissage collectif. Il vous permettra aussi de répondre de façon plus efficace aux défis actuels croissants du développement agricole.

2017

Wageningen

juin 05 – 23

Prix	€ 3,990
Date limite	1er avril 2017
Date limite NFP	18 oct 2016

Pourquoi choisir cette formation?

- les participants viennent de toutes les régions du monde et forment un contexte d'apprentissage unique et enrichissant;
- le programme est motivant, varié et pratique avec un grand nombre d'activités telles que des jeux de rôle et des visites de terrain /aux Pays-Bas;
- la formation est conçue sur mesure pour répondre aux besoins des participants en se basant sur leurs expériences;
- la taille des groupes est réduite (entre 12 et 20 participants) pour qu'elle soit adaptée et interactive.



Contenu de la formation

Semaine 1 : L'innovation comme processus du changement et comme approche multiacteurs de l'innovation rurale.

Semaine 2 : Etude de cas. Nous irons sur le terrain pour dénouer un processus multiacteurs complexe en s'engageant avec les différents acteurs impliqués dans des revendications de concurrence sur l'espace rural.

Semaine 3 : Capacité des participants à innover et à avancer dans le développement rural. Les projets de recherche action et développement contribuant aux innovations importantes pour les utilisateurs.

Public visé

Cette formation s'adresse particulièrement à des professionnels agricoles de la recherche, de la vulgarisation, d'organisations paysannes et du secteur privé. Les candidats doivent avoir minimum cinq ans d'expérience professionnelle dans l'innovation rurale et l'animation de formations ainsi que l'autorisation de leur institut.

Calendar

2016	Course	Date	Page
January	Rights-based approach to food and nutrition security	25 Jan – 05 Feb	52
February	Climate change adaptation in agriculture and natural resource management	01 Feb – 12 Feb	30
	Competing claims on natural resources	29 Feb – 11 March	22
	Responsible aquaculture development for food security and economic progress	29 Feb – 11 March	23
March	Managing for sustainable development	07 March – 25 March	16
	Governance and food safety in international food chains	07 March – 25 March	42
	Managing risk in the face of climate change	28 March – 08 April	58
April	Contemporary approaches to genetic resources conservation and use	04 April – 22 April	32
	Agriculture in transition	04 April – 15 April	31
	Governance of landscapes, forest and people	04 April – 15 April	24
May	Horticulture sector development for emerging markets	09 May – 27 May	33
	Milking to potential	16 May – 27 May	34
	Media design for social change	23 May – 03 June	17
	Integrated seed sector development	23 May – 10 June	35
	Wetlands, integrated water resources management and food safety	30 May – 17 June	25
	Integrated pest management and food safety	30 May – 17 June	36
June	Monitoring, evaluation and impact assessment of food and nutrition security	06 June – 24 June	53
	Rural entrepreneurship	13 June – 24 June	44
	Plant variety protection	13 June – 24 June	37
September	Food security in an urbanising society	05 Sept – 16 Sept	43
	Climate change and food security nexus	12 Sept – 23 Sept	26
	Lost harvest and wasted food	12 Sept – 23 Sept	38
	Planification, suivi & évaluation participatifs	19 Sept – 30 Sept	19
	Local economic development: towards local agribusiness cluster development	26 Sept – 07 Oct	46
	Organised farmers as partners in agribusiness	26 Sept – 07 Oct	45
	HIV/AIDS and food and nutrition security	26 Sept – 14 Oct	54
October	Facilitating multi-stakeholder partnerships and institutional change	17 Oct – 04 Nov	18
	Fisheries governance for food security	17 Oct – 04 Nov	27
	Plant genetic resources and seeds	24 Oct – 11 Nov	39
November	Agriculture nutrition linkages	07 Nov – 18 Nov	55
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	Linking emergency aid with food security	28 Nov – 09 Dec	59
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June	Linking research to inclusive development for food security	6 June – 24 June	68
	Lier la recherche au développement inclusif pour la sécurité alimentaire	6 June – 24 June	69
October	Learning, action research and outreach for inclusive development	10 Oct – 28 Oct	67
November	Apprentissage, recherche action et services aux communautés pour un développement inclusif	14 Nov – 02 Dec	66

2017	Course	Date	Page
January	Rights-based approach to food and nutrition security	23 Jan – 03 Feb	52
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	Integrated seed sector development	15 May – 02 June	35
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June	Linking research to inclusive development for food security	05 June – 23 June	68
	Lier la recherche au développement inclusif pour la sécurité alimentaire	05 juin – 23 juin	69

Colophon

Text

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