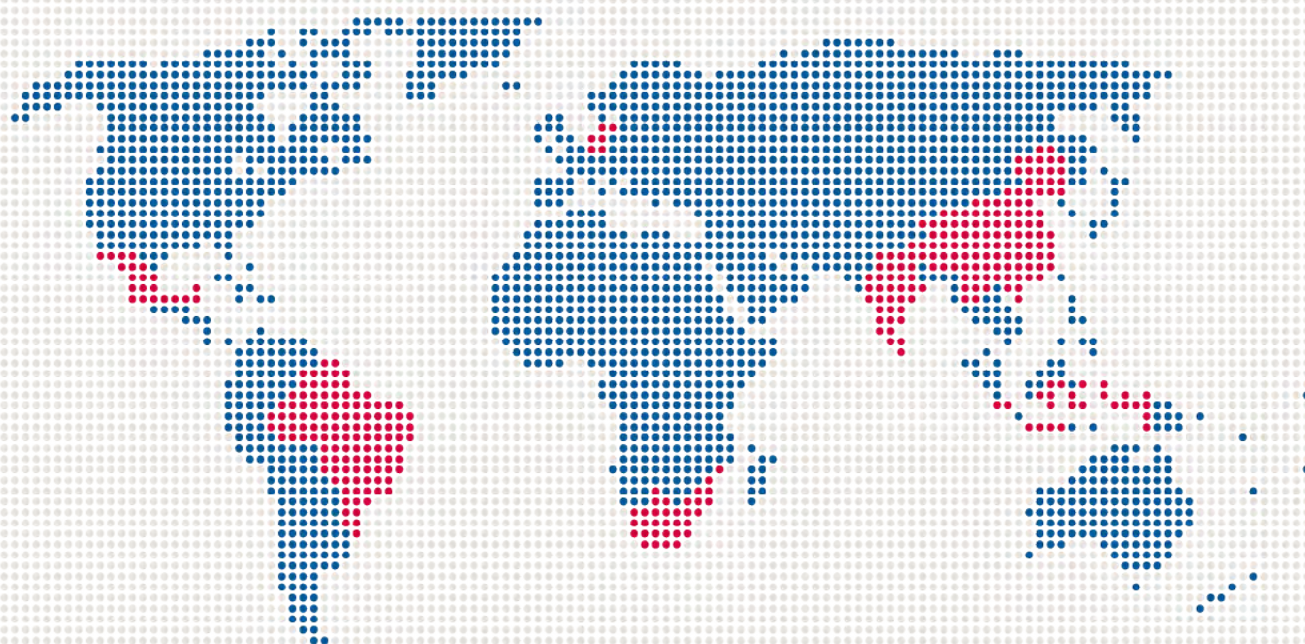


# MGG Academy 13

## Curriculum

17 August – 27 November 2015

Bonn, Germany



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and Development



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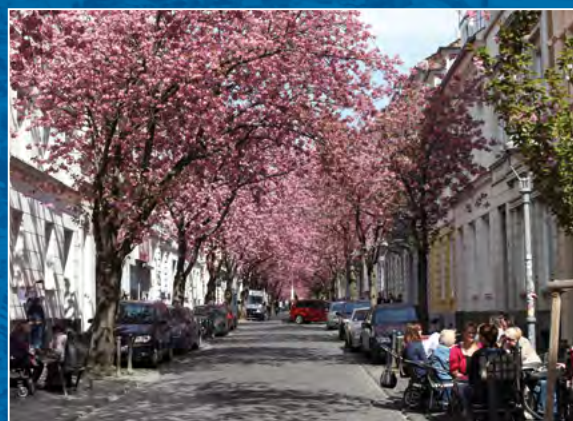
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MGG 13's Who is Who



Bonn City Impressions  
(Photos by Miguel Leyva Douat)



Welcome to   
 Bonn!



Welcome to the DIE:  
Impressions from the 50th  
anniversary celebration (2014);  
DIE Training Department;  
the Institute building



## MGG Academy 13



The MGG Academy 13 in 2015 spans 3.5 months of advanced academic as well as practice-oriented dialogue and training for young professionals from rising powers of the South on a wide range of global issues. The Academy aims at providing participants with a profound knowledge of the global governance system by highlighting key aspects such as actors, institutions, norms, rules, and standards. Against this backdrop, participants analyse and discuss major challenges like poverty and social inclusion, trade and finance, green transformation and climate change as well as

systemic reforms in a global perspective. They learn to identify relevant factors for international cooperation, e.g. normative frameworks and historical context, interests and power asymmetries as well as legal standards and institutional design. Participants thereby develop their own standpoint with regard to effective policy approaches and practical solutions towards global sustainable development.



## The Managing Global Governance format

By bringing together young researchers and government officials for dialogue and training sessions, MGG intends to strengthen the capacities of partner countries in co-shaping the process of global transformation and in managing the interface of domestic and international policies.

The MGG Academy is a key element of the “Managing Global Governance” (MGG) programme, which is commissioned and financed by the Federal Ministry for Economic Cooperation and Development / Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ). Initiated in 2007, MGG provides an innovative platform for policy dialogue and mutual learning, joint knowledge creation and concerted political initiatives of governmental and non-state

actors from Germany / Europe on the one side and rising powers of the South on the other.

The MGG Academy is implemented by the German Development Institute / Deutsches Institut für Entwicklungspolitik (DIE). It is aimed at aspiring young professionals from six partner countries (Brazil, China, India, Indonesia, Mexico, and South Africa), who work in government bodies, policy-oriented think tanks and research institutions. The current Academy is the thirteenth edition in a string

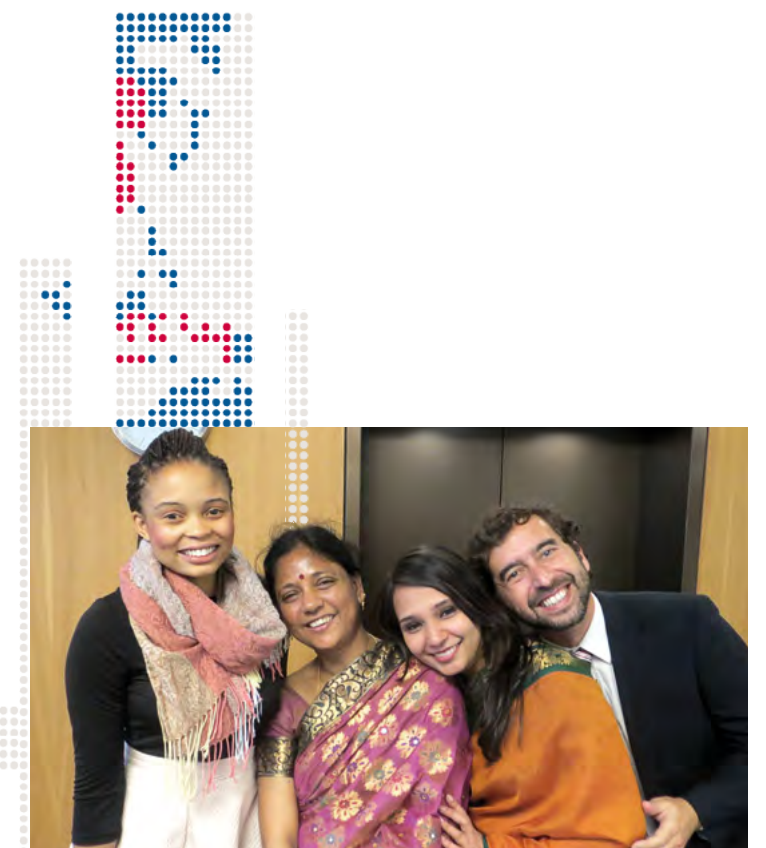
of highly appreciated courses. The alumni network from previous courses numbers 242 persons, many of whom have reported significant individual and institutional advancements upon return to their home countries and organisations.

By bringing together young researchers and government officials for dialogue and training sessions, MGG intends to strengthen the capacities of partner countries in co-shaping the process of global transformation and in managing the interface of domestic and

international policies. At the same time, MGG wants to enhance the understanding of policy-makers and scholars in Germany and Europe about values, worldviews and policy priorities in rising powers. Thus, MGG promotes high-level exchanges and strategic networking between Germany / Europe and participating partner countries. The aim is to facilitate long-term partnerships on equal terms which work towards systemic solutions for pressing global challenges.



MGG 12's participants enjoying Global Village



# Programme overview



The MGG Academy 2015 is organised according to the following time schedule:

August 14 and 15	Travel to Bonn
August 16	Guided tour of Bonn
August 17 to 21	Opening week
August 24	Individual exploration of Bonn
August 25 to 28	<b>First leadership training</b>
August 31 to September 03	Module 1 – <b>Introduction to theories and concepts of global governance</b>
September 4	Interdisciplinary competencies
September 7 to 10	Module 2 – <b>Hunger, poverty and inequality: Key challenges of the UN post-2015 agenda for global development</b>
September 11	Working groups
September 14 to 16	Interdisciplinary competencies and coaching
September 17 to 18	Dialogue with DIE Postgraduate Course
September 20 to 25	<b>Study trip to Geneva and Brussels</b> by bus
September 28	Individual studies
September 29 to October 02	Module 3 – <b>Climate change and green transformation</b>
October 05	Special Event – <b>The UN post-2015 agenda for global development: Where do we go from here?</b>
October 6 to 09	Module 4 – <b>Social and environmental standards for the world economy</b>
October 10 to 24	<b>International Futures</b> (Federal Foreign Office, Berlin)
October 26 to 29	<b>Second leadership training</b>
October 30	Individual studies
November 02	Special Event with OECD Development Centre – <b>Global risks: Perspectives from developed and emerging countries</b>
November 03	Dialogue with DIE Postgraduate Course
November 04 to 17	Working groups
November 18 to 20	<b>Third leadership training</b>
November 23 to 24	Creation of digital stories
November 25 to 27	Closing week
November 28 and 29	Departure

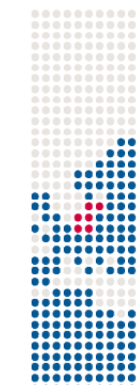
The four modules of the Global Governance School (GGS) cover the essential four dimensions of global sustainable development: governance, social equity, environment and economy.



For each element of the programme, participants will be provided with comprehensive information containing detailed outlines as well as required readings. Frequent feedback sessions offer the space for individual and group reflections on contents as well as learning styles and progress.

The GGS sessions at the German Development Institute usually take place from 9.00 am to 12.30 pm and from 1.30 to 3.30 pm. Monday and Friday afternoons are often free. The leadership trainings take place at hotels/guest houses in the vicinity of Bonn where participants are required to stay overnight. They follow a different time regime than the GGS sessions. The seminar International Futures offered by the Federal Foreign Office in Berlin also has a separate time schedule.

Participants of MGG 11 during their study trip in Geneva





## Our conceptual framework of global governance



The concept of global governance represents an analytical and normative framework to assess global dynamics and to identify promising approaches in solving the myriad of interconnected challenges. We at the German Development Institute see four main drivers of global change: a) networked globalisation in production, consumption, culture and other spheres, b) power shifts in favour of developing countries, c) mounting threats to the stability of the earth system and d) phenomenal expansion of worldwide communication infrastructures. In the face of rising systemic risks, the willingness and ability of the international community to provide global public goods seems severely underdeveloped. One critical factor towards global development and shared prosperity is the need to search for common ground by industrialised countries, rising powers and the developing world. The historical phase of Western dominance, which emerged as a result of the industrial revolution, must now be replaced by a world order that builds on values and norms stemming from all civilizations.

The historical phase of Western dominance, which emerged as a result of the industrial revolution, must now be replaced by a world order that builds on values and norms stemming from all civilizations.

Against this backdrop, the MGG Academy applies a unifying framework of global governance which is based on the following assumptions:

- › Global governance is understood as “the complex of formal and informal institutions, mechanisms, relationships, and processes between and among states, markets, citizens and organizations, both inter- and non-governmental, through which collective interests on the global plane are articulated, rights and obligations are established, and differences are mediated.”<sup>1</sup>
- › Global governance is an essential prerequisite for effective solutions to global challenges such as poverty, social exclusion, violent conflict, human rights neglect, climate change, environmental degradation, demographic change, infectious diseases, transnational terrorism and organized crime. Since these issue areas are inextricably interconnected, systemic approaches are essential for making progress.
- › The demand for effective global governance increases



Leadership training →  
Potluck Dinner, MGG 12 ↓



much faster than existing institutions at the regional and global levels can presently provide for. While nation-states remain the key actors in cross-border policy-making, they need to engage with international organisations and non-state actors (civil society, business sector, epistemic communities etc.) through multi-level approaches from the local to the global.

- › An effective global governance system needs a foundation of universal ethics as articulated and codified by the resolutions and conventions of the United Nations. This normative framework commits all actors to the principles of equity, solidarity, human

rights, environmental sustainability and the right to development.

- › All states and societies share common but differentiated responsibilities in the provision of global public goods, according to their respective capacities.
- › International law and universally accepted, binding standards are the cornerstones of global governance. This necessarily includes impartial mechanisms for monitoring and enforcement on the basis of responsible sovereignty.

<sup>1</sup> T. Weiss / R. Thakur, *Global Governance and the UN: An Unfinished Journey*, Indiana University Press, 2010.

## Principle objectives of the MGG Academy



The overarching purpose of the MGG Academy is the training of future global governance leaders who are dedicated towards an inclusive world society living within planetary boundaries.

The MGG Academy spans 3.5 months and is composed of two building blocks: the Global Governance School at DIE and the seminar International Futures. The presence phase in Europe is preceded by an online preparatory phase and followed by a transfer phase upon return.

The overarching purpose of the MGG Academy is the training of future global governance leaders who, in their respective capacities, are dedicated to transformational change towards sustainable development, shared prosperity, social equity and peace, in short, towards an inclusive world society living within planetary boundaries.



Global Village ↑

Presentation of →  
group work (MGG 12)



To accomplish this ambitious goal, the School strives for the following learning outcomes:

- › Participants improve their analytical proficiencies and their capacities for domestic and international policy-making in a global perspective. In addition to grooming their cognitive skills, participants deepen social and emotive competencies in order to release the creative energies of themselves and others in collaborative efforts.
- › Participants understand transnational and cross-sectoral interdependencies and the complexity of today's patchwork of governing the global society. They are able to identify the opportunities and constraints of international cooperation and to identify possibilities of enlarging the spaces for effective problem-solving.
- › Participants can assess the values, interests, objectives and motives of diverse actor groups which shape policies and outcomes in the global system. They are aware of international reform debates and can articulate personal standpoints on contested issues.
- › Participants develop a global mindset and a holistic worldview with an ethical foundation. They practice modes of critical thinking and engage in appreciative and respectful dialogue under conditions of high diversity.

In order to enable participants to express their minds freely the Academy adopts the Chatham House Rule which, according to The Royal Institute of International Affairs, reads as follows:

*"When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed."*

This well-established rule guarantees the anonymity of those speaking within the conference room, thus enabling free discussions and a productive learning atmosphere.



## Learning methods of the Global Governance School



- › The participants' professional competencies and experiences are an indispensable requirement for the School's success.
- › The GGS systematically links theory and empirical research to policy formulation and implementation.

**I**n order to achieve optimal learning outcomes the following learning methods are employed:

- › The Global Governance School calls on a wide range of lecturers from various backgrounds: DIE, academia, public sector, business and civil society in Germany, Europe and partner countries. Participants are trained to transfer insights from these sessions to their respective professional contexts. In addressing global governance challenges, the GGS follows a highly selective approach. Rather than covering a broad range of isolated topics, participants reflect on key issues in thematic blocks of four days – a method which facilitates joint learning, dialogue and the consideration of reform options.
- › The predominant focus of the GGS is on problem-solving strategies which are aligned with the normative and functional principles of global governance. The GGS systematically links theory and empirical research to policy formulation and implementation.
- › Throughout the GGS, participants are involved in a self-directed learning exercise. They are expected to share responsibilities in preparing sessions, presenting, teaching as well as moderating. Their professional competencies and experiences are an indispensable requirement for the School's success.

DIE working group →  
with MGG participants

Prof. Dr. Dirk Messner ↓  
Director, DIE



Dr. Imme Scholz →  
Deputy Director, DIE



- › During the School, participants work in plenary sessions and working groups. The working groups provide the opportunity for deeper reflection and exchange among participants.
- › Formal sessions of the GGS are complemented by visits to international institutions based in Bonn, Brussels and Geneva as well as informal sessions in which participants exchange views on their personal and professional experiences.
- › In addition, participants will benefit from specific modules which aim to strengthen their interdisciplinary competencies (e.g. cooperation in teams, management of diversity and complexity, leadership, facilitating change, communication and negotiation skills).



## Leadership trainings



The trainings strengthen individual and collective leadership competencies with a focus on leveraging diversity, living collaboration, facilitating transformation and inspiring social innovation.

**T**he trainings strengthen individual and collective leadership competencies with a focus on leveraging diversity, living collaboration, facilitating transformation and inspiring social innovation. The first session introduces the concepts of management, leadership and transformation for global responsibility. Participants explore the concept of diversity and reflect upon individual and collective leadership stories. They engage in co-creating principles of cooperation and learning within the MGG group and begin to build peer groups. They are also invited to define learning and competence development goals for themselves and they practise leadership techniques such as active listening, feedback, and peer coaching.

In the second leadership session, participants reflect upon individual and collective values

which may help them in identifying new qualities, ideas and visions for change and innovation. The retreat takes place in a remote, natural environment where non-cognitive approaches in awareness practice and creative work can be tried out. Participants experience moments of connection to their inner-self and explore themselves as effective leaders for change.

The third leadership training offers a space for reflecting on competence development and key learning outcomes during the whole MGG Academy. Participants create their individual or collective MGG story and prepare their return home by developing a transfer plan.



## International Futures of the Federal Foreign Office



International Futures is designed as a “diplomatic trip around the world.” The topics provide a comprehensive introduction to diplomacy of the 21st century.

**T**he two-week seminar International Futures takes place in Berlin and is organised by the Federal Foreign Office. In addition to MGG participants, this format includes diplomats from the six MGG partner countries and some German experts. International Futures is designed as a “diplomatic trip around the world.” The topics provide a comprehensive introduction to diplomacy of the 21st century. The approach is practice-oriented and interactive. To ensure a variety of perspectives and methods, both academics and practitioners plan and run the seminars and workshops.

The programme covers a wide range of topics relevant to modern diplomacy in a globalised world, among them international security and economic relations, transnational crime, environmental protection and governance. Participants learn about foreign policy in general and German/European affairs in particular. They also learn about Germany and its political system. Simulation games and debating exercises practice negotiation skills, thereby helping participants to gain insights into the intricacies of multilateral diplomacy and international crisis management. The seminar in Berlin includes an overnight trip to the port city of Hamburg.



Participants of  
MGG 12 in Berlin

## German Development Institute / Deutsches Institut für Entwicklungspolitik (DIE)



**JOHANNES  
BLANKENBACH**  
Researcher

Contact me regarding ...  
MGG online phase, GGS  
module 3 and special event  
"Post-2015 Agenda"

@ johannes.blankenbach@  
die-gdi.de

☎ 0228-94927-263



**DR. ZELJKO CRNCIC**  
Senior Researcher

Contact me regarding ...  
GGs module 2, leadership  
training, study trip

@ zeljko.crncic@die-gdi.de

☎ 0228-94927-235



**AURELIA FIGUEROA**  
Researcher

Contact me regarding ...  
the Global Governance School

@ aurelia.figueroa@die-gdi.de

☎ 0228-94927-271



**DR. THOMAS FUES**  
Head of Department

Contact me regarding ...  
the Global Governance  
School – in particular GGS  
opening & closing week,  
modules 1 & 4 and special  
event "Global Risks"; working  
groups in November

@ thomas.fues@die-gdi.de

☎ 0228-94927-201 or  
0162 - 2346465



**DR. REGINE MEHL** Senior  
Researcher/  
Head of Postgraduate  
Programme

Contact me regarding ...  
Dialogue with Postgraduate  
Course

@ regine.mehl@die-gdi.de

☎ 0228-94927-288

Coordination, Logistics  
and Financial Issues



**BETTINA BEER**

Contact me regarding ...  
practical questions &  
organisational issues

@ bettina.beer@die-gdi.de

☎ 0228-94927-156



**RITA KLÜWER**

Contact me regarding ...  
practical questions &  
organisational issues, especially  
with respect to leadership  
training & study trip

@ rita.kluewer@die-gdi.de

☎ 0228-94927-147



**ALFONS LUTTER**  
(GIZ)

Contact me regarding ...  
accommodation, stipends,  
reimbursements,  
extracurricular activities,  
logistics in Bonn

@ alfons.lutter@giz.de

☎ 0177-5339462



**SABINE MIDDECKE**

Contact me regarding ...  
room equipment/office  
material

@ sabine.middecke@die-gdi.de

☎ 0228-94927-127



**AMBASSADOR (RET.)  
PETER GOTTWALD**  
Programme Director

Contact me regarding ...  
any questions concerning  
content and structure of  
International Futures, as well  
as any other questions you  
might have

@ 1503kpg@gmx.ch

☎ +41 (0)798303653



**PATRICK HEINZ**  
Head of Training for  
International Diplomats

Contact me regarding ...  
any questions concerning  
diplomacy by networking

@ 1-DA-0@diplo.de

☎ +49 (0)30 1817 4830



**KARINA ROSA FRANK**  
Programme Assistant

Contact me regarding ...  
any practical questions  
and administrative matters  
concerning International  
Futures

@ 1-DA-EXT-IF1@diplo.de

## Federal Foreign Office



