

International Leadership Training

Managing development in the energy sector for young professionals and junior executives from China and MERCOSUR



From August 2009 to July 2010
in the Federal Republic of Germany



On behalf of
Federal Ministry
for Economic Cooperation
and Development

inVent

Capacity Building International
Germany



Table of Contents

Preface	3
International Leadership Training	4
Objectives, Contents and Methodology	5
Design, Steps and Places	7
Structure, Phases and Topics	9
Requirements, Qualification and Application	10
Contact Persons	12
PFIFF – providing practical experience for international technical and management staff	13
InWEnt – Qualified to Shape the Future	14
Imprint	15

Preface

In 2000 at the Millennium Summit, the international community undertook to work together to reduce poverty, secure peace, make globalisation equitable and protect the environment. One central approach to achieving these goals is to boost the effectiveness of organisations operating in the private and public sectors and within civil society. The International Leadership Training will enable young professionals and junior executives to enhance the managerial and technical competencies they need to improve the performance of their organisations.

Germany offers many advantages as a location for International Leadership Training, especially for the four-month internship. This gives participants the opportunity to gain first-hand experience of economic, social and organisational change processes. Examples of radical changes in Germany include the utilisation of alternative energy sources, the development of environmental technologies of the future, the ongoing change within private- and public-sector organisations, and of course the process of political unification within the European Union.

InWEnt – Capacity Building International, Germany, has been assigned the task to implement this training by the German Federal Ministry for Economic Cooperation and Development. It is part of German efforts to enhance the competencies of organisations in the energy sector of China and MERCOSUR.

The International Leadership Training is part of the comprehensive capacity building programmes of InWEnt “**Strengthening Regional Integration in MERCOSUR**” and “**Sustainable Energy Supply and Climate Protection in China**”, in cooperation with the Northwestern Polytechnical University Xi’an, the Chinese Wind Energy Association, the Centro de Formación para la Integración Regional (CEFIR), the Asociación Argentina de Energía Ólica (AAEE) and Eletrobras.

Beijing, São Paulo and Berlin, December 2008

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International Leadership Training

The International Leadership Training (ILT) programme of InWEnt – Capacity Building International, Germany, provides training and qualifications for technical and management staff from companies and institutions in developing countries and countries undergoing transformation, so that they can then initiate and manage processes of change within their own countries. During their advanced training in Germany, ILT participants spend a year consolidating their technical know-how, along with their management skills and their capacity to implement change. Towards this end, they enter into dialogues with professional institutions and companies. In the run-up to this, they will already have undertaken a preparatory six-month technical and language course in their home countries, in parallel with their professional work.

InWEnt currently offers International Leadership Training in more than 20 sectors, with

programmes designed for specific countries, training around 400 people a year. Our partner organisations abroad put forward applicants for ILT and work out an agreement with the participants on a project to be undertaken once they have returned from training. InWEnt offers consultancy services during the phase of implementation of these projects.

Recipients of scholarships selected by InWEnt already have an academic education and two years of professional experience behind them. The core of the ILT activity in Germany is the four-month practical training phase within a company, institution or organisation. This is where programme participants can apply and consolidate their newly-gained knowledge and develop professional contacts.

It goes without saying that after their language training in their native country, all

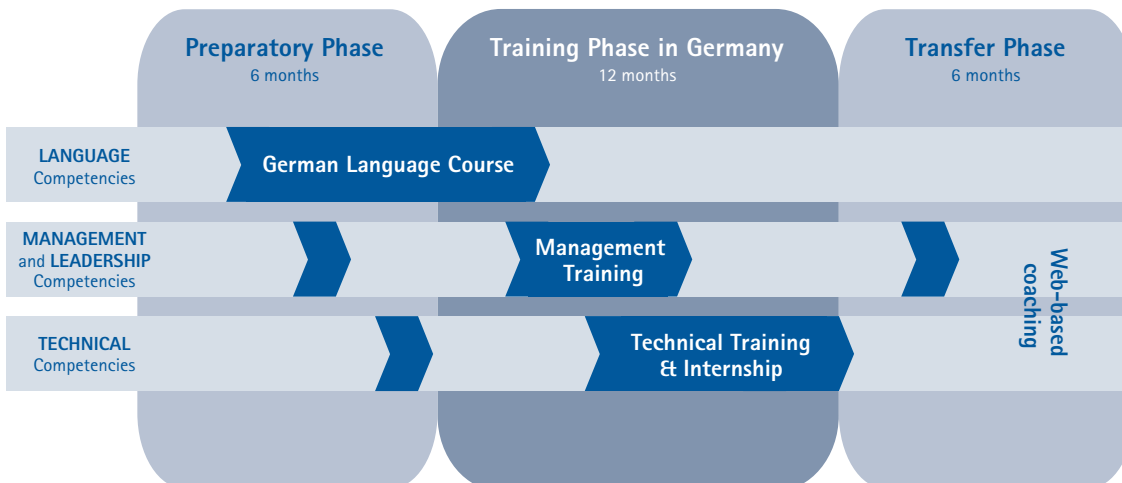
of the participants have a sound knowledge of German, to allow them to master the complex requirements of their advanced training in Germany. InWEnt values the promotion of interdisciplinary and intercultural exchanges between ILT participants. In the course of their training, ILT participants are introduced to the use of InWEnt’s Global Campus 21® advanced Internet training platform.

Once they have gained their ILT qualification, the successful participants remain in touch with each other through InWEnt’s global network of former participants, which operates through Global Campus 21® and within groups of former participants set up abroad.

With its International Leadership Training programme, InWEnt is making an important contribution towards global “capacity building”, through the development of specific individuals.



International Leadership Training



Objectives, Contents and Methodology

What are the general objectives?

The overall objective of the International Leadership Training is to contribute to a sustainable development in the PR of China and the MERCOSUR member countries. The training will increase the competence of young professionals and junior executives from government, private business and civil society to manage development in energy sector. Special emphasis is placed on activities to support the sustainable use of renewable energy.

Managing organisations in the energy sector – What are the key topics for training?

- **Managing projects in the energy sector**
designing, planning and implementing of projects, focusing project management on intended outcomes and impact; identifying steps in the project life cycle, identifying milestones, inputs, costs and activities; monitoring and evaluating projects, dealing with risks, responding to changes and conflicts; methods for involving different stakeholders in all project phases
- **Managing organisational strategies**
supporting the organisation in the energy sector in developing its vision, mission, values and goals; analysing internal and external factors (SWOT), benchmarking and stakeholder analysis; practising the use of tools and techniques for strategic planning, control and monitoring

- **Managing organisational structure, processes, and performance**
steps in diagnosing organisational performance, client-orientation, structures and processes; the management cycle (planning – decision making – organisational design – leading – controlling)
- **Managing organisational change processes**
diagnosing the organisation's readiness for change, anticipating conflicts and risks; methods of enhancing capacities at individual, group and organisational level; experiences and techniques for introducing and managing change successfully
- **Managing global governance**
looking at conventions, regulations and institutions of regional and international co-operation; dealing with challenges, conflicting interests and power structures in the environmental sector strategies; for strengthening international learning communities, alliances and networks





What are the training contents in the field of sustainable energy?

Depending on the groups training needs the technical training will deal with the following subjects:

- **Developing the regulatory framework for a sustainable and secure energy supply**
political framework, economic and institutional conditions for using renewable energies, the role of regulations, structure and functioning of regulatory bodies and/or market based instruments, impacts of different price models for a national energy supply, financing schemes for renewable energies and energy efficiency, including the Clean Development Mechanism (CDM)
- **Managing technical concepts**
achievement of energy security, energy efficiency technologies (i.e. energy efficient buildings), windpark planning (technically and economically), technical concepts of wind energy converting, grid integration and stabilisation
- **Strategic development of a sustainable energy supply**
assessing different approaches, concepts, and strategies at national and international level, differentiating sustainable energy concepts, achieving a higher share of renewable energies in the energy mix
- **Managing Development in the field of sustainable energy in view of global approaches and regional differences**
 - experiences in participants countries with feed in law and renewable standard portfolio,
 - international cooperation in the field of technical development and capacity building for sustainable energy,
 - the German experience: How to deal with resistances and conflicting interests in the reform process in the energy sector?

What kind of training methodology will be applied?

Interactive, participatory methods are applied during the management and sector-oriented training sessions. The four-month internship also offers an opportunity to observe, to learn and to share experiences in a real-life setting, side by side with your German colleagues from the same sector. InWent's Internet platform, Global Campus 21®, is also available for sharing ideas, self-learning and networking.

Why to study the German language?

The German language is the key to ensuring that participants gain the maximum benefit from their one-year stay in Germany. It will contribute to experience the variety of German culture and establish social contacts in the country. Before they arrive in Germany, and during the first few months, participants will undertake an intensive language course.

What is the transfer project all about?

In advance of the International Leadership Training participants draw up a transfer project for their organisation, along with their superiors. The transfer project is expected to improve the efficiency of your organisation, for example to define climate protection concepts in China as well as in MERCOSUR integration process, to develop energy efficiency concepts for your industry or to define standards for energy efficient buildings.

During the training in Germany, participants will expand their knowledge in management and in energy topics. During their internships the participants get practical experience in applying their knowledge. Both will enable them to realise the transfer project on their return to the benefit of their organisations.

Design, Steps and Places

1. Criteria for participation

(Starting in January – February 2009)

After a pre-selection on the basis of your application form, you will be invited to an assessment workshop, including a personal interview, in your country. Once you have successfully completed the assessment you will be invited to the following activities.

2. Kickoff workshop

(March 2009)

You will attend a kick-off workshop in your country, along with your superiors. This workshop will provide you with further information on the preparatory arrangements for taking part in the International Leadership Training in Germany, including details on objectives, contents, sequence of activities, logistics and partners.

3. Technical preparation

(March to July 2009)

During the preparatory phase in your home country, you will also receive more information on the possible type, place and focus of your internship in Germany. Your employer's and your personal preferences regarding your internship will be taken into account. An outline for preparing a concrete "transfer project" will be discussed. These activities will be supported by the Global Campus 21, InWEnt's internet platform.

4. Preparatory German language course

(May to July 2009, tentatively)

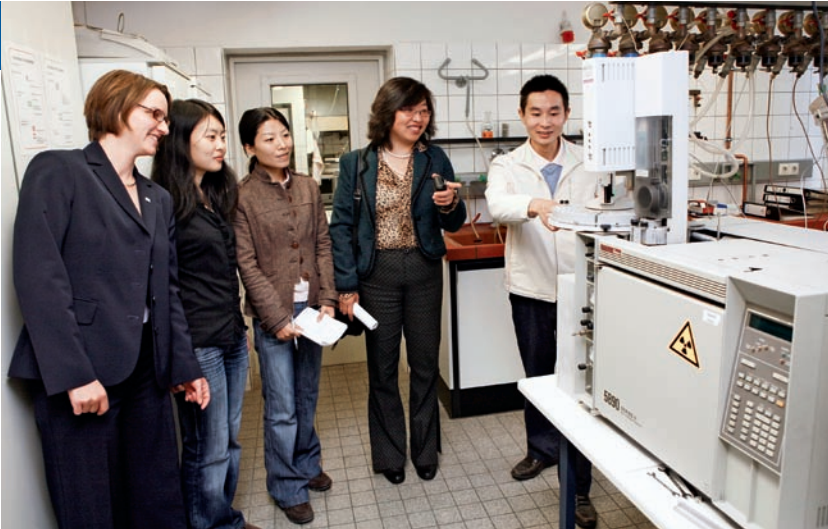
InWEnt offers the language training either as a six weeks full time course or as an e-learning course. The teaching method depends on the qualifications fulfilled by the group of applicants. The e-learning course takes three months with about two weeks full time classes. During the full time training participants will need to be released from work. Applicants are required to participate in the language preparation. Participants who have met all requirements including the language tests will receive an *Official Letter of Invitation* for travelling to Germany.

5. Language training in Germany

(August to November 2009)

After arriving in Germany you will be accommodated at the InWEnt Regional Welcome Centre in Saarbrücken where you will become familiar with the culture and living conditions of your host country. As the International Leadership Training will be held in German, you will participate in an intensive four-month language course.





6. Training in management

(December 2009, tentatively)

During the management training in Germany, you will acquire a sound understanding of the principles, methods and functions of management. Topics such as strategic management and the role of leadership, tools for planning and decision-making, optimising internal structures and processes, communication and motivating staff, managing projects, introducing innovations and change, will be some of the key areas to be worked on.

7. Technical theoretical training

(January to February 2010, tentatively)

According to your professional specialisation and your employers requirements in the field of energy, you will have an opportunity to enhance your technical expertise in sector-specific training courses.

8. Internship in German institutions

(March to June 2010, tentatively)

The four-month internship will open the door to the activities and expertise of German organisations in the fields of the energy sector. This will allow you to gain a first hand understanding of daily operations, management and strategic leadership in a national, European and global context. The internship will be as closely as possible related to your transfer project proposal and to your personal interest.

9. International management competence

(Three weeks)

You will also attend special training modules during which you will acquire additional skills for intercultural communication, teamwork, facilitation of group events, tools for efficient self-management, and techniques for designing and managing change processes.

10. Transfer phase in your home country

(Starting in August 2010 in your home country)

After returning to your home country, you will have a chance, with the support of your superiors, to implement a concrete transfer project inside your organisation. InWent will accompany this transfer phase by offering additional workshops for top-level decision makers, directors, technical backstopping, on-the-job training, e-learning platforms, international networking and exchange programmes, in line with requests and what is feasible.



Structure, Phases and Topics

The International Leadership Training “Managing Development in the energy sector for young professionals and junior executives from China and MERCOSUR” comprises the following preliminary steps and modules:

Phase	Period of time (tentatively)	Topics
Preparatory phase in your home countries	March 2009 to July 2009	Orientation & preparation: <ul style="list-style-type: none"> – German language training (up to A1-level) – Global Campus 21 internet platform – Transfer project preparation
Practical training phase in Germany	August 2009 to November 2009	Welcome Centre Saarbrücken: <ul style="list-style-type: none"> – Living and studying in Germany German language course (3,5 months) (in Saarbrücken or Feldafing or Zschortau or Mannheim)
	December 2009 to July 2010	Management training (1 month): <ul style="list-style-type: none"> – Vision, mission, values, objectives – Structures and processes in organisations – Functions & techniques of management – Managing projects in the energy sector – Managing organisational change processes
		Technical theoretical training (2 months): <ul style="list-style-type: none"> – Approaches for a sustainable energy supply – Emission reductions (technologies and strategies) – Renewable energies (RE), Energy efficiency (EE) – Framework conditions, regulations and market based instruments – Financing schemes for RE/EE
		Internship (4 months, individual): <ul style="list-style-type: none"> – Sector-specific internship in Germany – Collaboration on work – Observe change inside German organisations
		International management competence (3 weeks): <ul style="list-style-type: none"> – Intercultural communication – Presentation skills, facilitation & team work – Transfer project management
		Closing module (1 week): <ul style="list-style-type: none"> – Feedback, evaluation, follow-up activities
Transfer phase in home country	Starting in August 2010	Implementing the transfer project: <ul style="list-style-type: none"> – Regional follow-up workshops – On the job coaching & backstopping – Networking, incl. Global Campus 21 ®

Requirements, Qualifications and Application

Requirements, Qualifications and Application

The International Leadership Training is designed for highly skilled young professionals and junior executives from organisations in the energy sector. Participants from the private sector, government and civil society organisations are equally welcome. We particularly welcome applications of female candidates.

What requirements must be met?

The following requirements should to be met by applicants:

- hold a university degree related to the energy sector
- excellent knowledge in either renewable energy, energy efficiency technologies or energy concepts
- several years of professional experience
- hold a position as a junior executive or key expert in the energy sector
- applicants' employers support their long-term training plans and provide a written statement guaranteeing reintegration
- an outline for a transfer project has to be presented with the application
- fluency in English or another additional foreign language
- willingness to learn German in a short period of time
- be in good health
- where applicants have a family, their support in their home country must be ensured for the duration of the applicants' stay in Germany



What sort of qualification will you achieve?

The International Leadership Training is practice-oriented. You will receive an official certificate issued by the German Federal Ministry for Economic Cooperation and Development (BMZ), confirming your successful participation and a detailed description of your personal training setting. A formal degree is however not awarded.

What are the services offered by InWEnt?

InWEnt offers ongoing backstopping services on all questions related to the further training. We are also there to help our guests cope with any problems encountered in everyday life. InWEnt has been running intercultural programmes for more than fifty years, bringing together people from all continents.

Who will finance the advanced training?

The costs of the training, including board & lodging, health insurance, travel expenses in Germany, and a daily allowance will be provided by the German Federal Ministry of Economic Cooperation and Development (BMZ). The expenses for a round-trip airfare to and from Germany must be covered by the participants' employers, as well as the medical check-up in their home countries.

How to apply for a scholarship?

Before submitting your formal application, you may send a short expression of interest, including a brief CV, directly to the InWEnt regional office.

Applicants from China please contact

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Deadline for application: 14 February 2009

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PFIFF

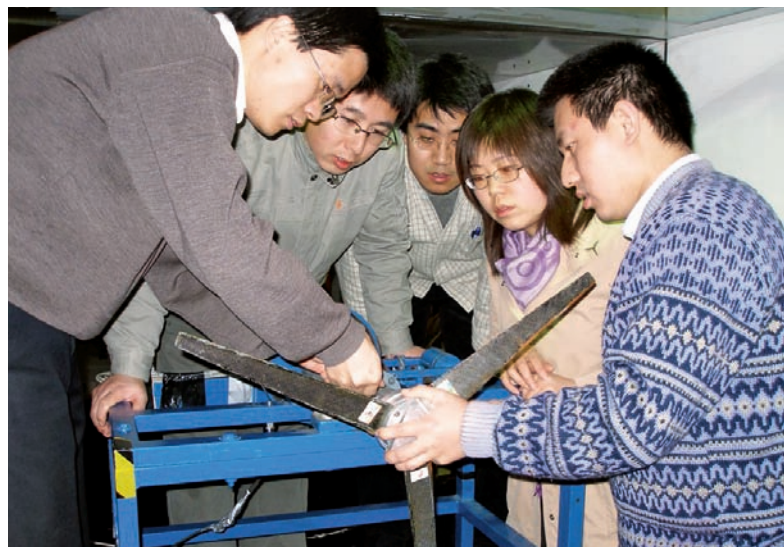
providing practical experience for international technical and management staff

Around 400 technical and management staff from developing countries and countries undergoing transformation are selected each year by InWEnt, the international provider of advanced training and development, to take part in its ILT International Leadership Training programme. An important component of this programme is the period of professional experience provided by the practical placement of around four months enjoyed by participants in the programme during their time in Germany.

Suitable practical placements are a crucial factor for the success of International Leadership Training. In providing practical experience for international technical and management staff, PFIFF works to identify the appropriate placements for ILT participants. Our core competencies lie in matching and monitoring: we bring suitable partners together and make ourselves available to both scholarship recipients and companies as competent contacts with many years of experience.

Qualified assistance and support and the subsequent assessment together ensure the long-term quality of programmes for both sides.

During their time in Germany, participants are in receipt of a government bursary. Their living costs are covered, they are insured and they are issued with a time-limited residence permit which allows them to undertake a practical placement. From the technical and management staff involved in ILT programmes, the German companies gain first-hand information of the relevant sectors and are able to develop direct contacts in foreign markets.



InWEnt

Qualified to Shape the Future

InWEnt – Capacity Building International, Germany, is a non-profit organisation with worldwide operations dedicated to human resource development, advanced training and dialogue. InWEnt works together with people in key positions, assisting them in shaping change processes in their own countries. Our capacity building programmes are directed at experts and executives from politics, administration, the business community, and civil society. InWEnt qualifies people who pass on their knowledge, thereby working towards long-term, structural change.

Our Clients

As an organisation of international cooperation, we are commissioned by the German federal government, the German business sector, and the German Länder or federal states and make an important contribution to an equitable and sustainable development. 60 percent of all our programmes are implemented at the request of the Federal Ministry for Economic Cooperation and Development (BMZ). In addition, we conduct programmes for other German federal ministries. We are also working in cooperation with German companies in public private partnership projects. On an international level, InWEnt works together with

the European Union, the World Bank, the International Monetary Fund, the World Trade Organisation, and the United Nations.

Our Programmes

The programmes for people from developing, transition and industrialised countries are tailored to meet the specific needs of our partners. InWEnt offers practice-oriented advanced education and training, dialogue sessions, and e-Learning courses through our own internet platform Global Campus 21®. After the training programmes, our participants continue their dialogue with each other and with InWEnt via active alumni networks. InWEnt provides support for the activities of the German business sector in developing and transition countries. We are increasingly focusing on the successful model of public private partnerships (PPP) that can be designed to incorporate economic, social, and environmental goals. InWEnt also prepares experts from the field of international cooperation for their time abroad. By offering exchange programmes and arranging scholarship programmes, InWEnt thus provides young Germans with the opportunity to gain professional experience abroad.

Our Offices

InWEnt gGmbH is headquartered in Bonn. In addition, InWEnt maintains fourteen Regional Centres throughout the German Länder, providing convenient points of contact for all regions. Our foreign operations in Beijing, Cairo, Hanoi, Kiev, Lima, Managua, Manila, Moscow, New Delhi, Pretoria, São Paulo, and Tanzania are usually affiliated with other organisations of German Development Cooperation.

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Imprint

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Publisher

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December 2008

Design

EYES-OPEN, Berlin

Picture credits

All photos

aboutpixel.de

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