International Leadership Training
Course Announcement: TVET, Climate Change and Green Jobs
(for TVET Professionals from Indonesia, Laos and Vietnam)
from January 2013 to November 2013
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Editorial

To prevent climate change and the effects resulting from this like rise of sea level and loss of agricultural areas, heavy rain and flooding in some regions and desertification in others, is one of the major global challenges in the 21st century.

Pressures on natural resources, the environment and the climate necessitate a transition from energy and emissions-intensive economies to energy-saving and cleaner patterns of production and services.

Growth – of the right type – remains an effective way of lifting people out of poverty. Growth of the wrong type will eventually be self-defeating, as environmental degradation reduces productivity and welfare.

The greening of the economy implies changing skills needs as new or changed industries and occupations emerge, alongside new skills profiles in many existing occupations – up to so called “Green Jobs”.

UNEP defines “Green Jobs” as “work in agricultural, manufacturing, research and development (R&D), administrative, and service activities that contribute substantially to preserving or restoring environmental quality. Specifically, but not exclusively, this includes jobs that help to protect ecosystems and biodiversity; reduce energy, materials, and water consumption through high-efficiency strategies; de-carbonize the economy; and minimize or altogether avoid generation of all forms of waste and pollution.” – what has a broad industry perspective.

To prevent climate change TVET is essential. It’s the skilled workers and experts who deal with energy and resources in their jobs and at their workplaces efficiently - or not.

Related employment and “Green Jobs” within change processes towards a green economy will be created by business sector and companies. Therefore these stakeholders have to be precise addressed and involved within processes of development of new or adaption of existing occupational profiles in orientation to reflect new requirements resulting from “green” economy.

The actual developments regarding changes towards “green” economy affect training needs as well as training delivery. In responding to issues of sustainable development, TVET needs to be able to adapt to changing economic and social demands by creating relevant TVET learning opportunities.

So these issues have to be implemented in training regulations, the education resp. training of teachers and instructors, and training courses. This cannot be done just by transferring best practices from one country to another, but with consideration of relevant developments and trends (technical, economic and social), needs and interests of stake-holders, and characteristics of the respective country or region.

By pioneering sustainable economic active-ties, both developed and developing countries stand to generate new jobs, adapt existing occupations and strengthen their economies, whilst also addressing the threats and challenges of climate change.

Adapting on climate change or processes to prevent climate change request some change in existing systems and their organisations.

But organisations and systems do not change by themselves, they require people to initiate change.

This is why Human Capacity Development (HCD) is a core element of the overall Capacity Development approach in German international and development cooperation. International Leadership Training (ILT) provides highly qualified and motivated people from developing and countries in transition with an opportunity to prepare themselves specifically for their future management duties in their native countries.

“Tailor-made” courses are designed for the development needs of different industries and regions of the world, all of which use an in general practice-oriented concept.
But ILT is much more than this. The main objective of all ILT courses is to promote leadership and change competencies. ILT therefore also supports self-learning competency and the development of conceptual, networking and anticipating thought.

With view on pressures and demands connected with Climate Change in the field of TVET it is expected, that the following ILT programme can contribute to develop TVET experts from partner countries with needed competencies to prepare and realize related actions in the work sphere in the national TVET systems in their home countries.

The competency development process is particularly successful if a stimulating learning environment, a generous timeframe for gaining experience and, finally, good mentoring can be provided. Germany has a great deal to offer. Change processes related to “Green Economy” and “Green Jobs” can be experienced firsthand and on a practical basis. We would like to take this opportunity to thank all companies and institutions which have provided high-quality internships for many years. The practical module provides a great deal of experience and also presents the greatest challenge to the participants. They are exposed to the reality of everyday private and working life in Germany, they are given access to current industrial and organisation development standards and establish many contacts.

Various studies have shown that ILT graduates take on a great deal of responsibility to initiate and control the processes of change after they return to their native countries and employers. They retain their network contacts with German companies and institutions, scientific bodies and civil organisations.
International Leadership Training

Human Capacity Development (HCD) is a key element of the overall Capacity Development approach used in German international and development cooperation. GIZ offers a demand-oriented portfolio based on different training formats to promote leadership competences. The promotion of self-learning competency and the development of conceptual, net-working and anticipating thought form the character of all these formats to ensure trained personnel are available to take responsibility for development processes. International Leadership Training (ILT) is one of the most popular formats. This modular course design includes a practice-oriented one-year training combining studies in Germany and in partner countries as well as on the job support after returning in the home country. Competences can only be acquired and improved on an individual basis by combining individual knowledge, skills, experience and values. The sustained success of competence-building advanced training is closely linked to the learning environment from which the signals to support the knowledge processes originate. Germany provides an ideal learning environment from a technological, economic and social point of view. The core of ILT is that participants are integrated into the work processes of specialist institutions and companies in Germany for a period of several months. This practical module provides valuable lessons for future work and for successful networking with Germany. Very good English language skills are a major criterion for ensuring the success of the course. Since 2005 we have provided International Leadership Training in more than 20 sector- and country-specific course designs for around 400 participants. Our partner organisations abroad suggest applicants for ILT most of whom have had some form of academic education and two years of work experience. GIZ selects participants for scholarships according to the ILT criteria. ILT participants have agreed a clear and manageable transfer and change project with their employers which they develop during the training. After the time in Germany, GIZ offers on the job advice for the implementation of these transfer projects during the subsequent transfer phase. GIZ attaches a great deal of value to the promotion of inter-disciplinary and inter-cultural exchange between ILT participants. During their training, various ILT courses work together and use the GIZ Global Campus 21® training platform. ILT graduates work in independent network projects within the GIZ alumni community.
Objectives, Contents and Methodology

What are the general objectives?

The HCD programme is designed to contribute through the advanced training of qualified multipliers to further development of economy as well as employment. Participants are intended to be placed in strategic important training centres as well as planning and decision making levels of TVET institutions, companies and business associations in their home countries after finishing the programme. Due to an envisaged multiplication system participants will be enabled to actively contribute to design change processes within their organisations and push those processes over a longer period of time. Mid term objective in this respect is also creating a better balance between offer and demand in "Human Resources".

After completion of the course, participants will be able to:

- Apply methods of Training Needs Assessment on specific subject areas
- Develop adapted and practice oriented concepts and training materials for training and advanced training of defined target groups
- Develop and conceptionalise a multiplication, transfer and training system for Training of Trainers based on existing demands of regional development.
- Do networking amongst partner organisations on national and transnational level.

How are these objectives being achieved?

The training components consist of different training activities that are related to each other. Each part aims at a specific learning objective, enabling participants to subsequently develop the necessary comprehensive abilities. Theoretical lectures and studies are combined with field visits and practical training. Within the programme there will be offered opportunities to link with existing networks of practitioners.

For whom can this training be beneficial?

The challenges ahead from Climate Change in the sector TVET of many Southeast Asian countries require a number of young professionals and future senior management and top level staff in ministries, institutions and companies who have looked beyond their own borders and traditions, and have the capacity to contribute to designing and implementing reforms in their TVET systems. After returning to their jobs, they will not only be capable of taking on an expert and/or innovative management role in their own institution or company, but will also can play their part as focal points for Centres of Excellence, pools of ideas and initial contacts for the management and policy making of the future. As GIZ’s Human Capacity Development (HCD) programmes counterparts, target institutions should fulfil the following requirements:

- Be interested in knowledge transfer and co-operation with German and International / Asian TVET institutions, Ministries and various other associations related to the field of TVET
- Agree formally with GIZ on the re-integration and continued employment of trained staff at home institutions
- Become partners of GIZ for a long period of time with commitment of continuously improving TVET in its specific field of work through this partnership within the German international and development cooperation.

This Human Capacity Development (HCD) Programme is a regional project and supports the overall Capacity Development activities in TVET of German Development Cooperation in Indonesia, Laos and Vietnam.
What kind of methodology will be applied?

The learners are responsible for the individual learning process. GIZ offers the appropriate learning setting and environment: modern and appropriate adult learning methods, multicultural working groups, experienced trainers and facilitators.

The integrated internship also offers an opportunity to observe, to learn and to share experiences in a real-life setting, with realization of the HCD programme side by side with German colleagues and partners from the same sector.

GIZ's Internet platform, Global Campus 21®, is also available for sharing ideas, self-learning and networking.

What language will be used?

Good English language skills are a major criterion for ensuring the success of the course. Therefore candidates have to have very good English skills and abilities. During their time in Germany participants will have the opportunity to get basic German language skills in order to deal with daily life issues and be able to experience the variety of German culture and to establish social and professional contacts.

What is the transfer project all about?

The connecting link between the workplace at home and the HCD programme is the transfer project. Each ILT participant has agreed on a clear and manageable change project with her/his superior before leave. The transfer project is expected to contribute to needed developments and/or to improvement to the efficiency of the organisation, for example to continuously develop adapted and practice oriented training concepts and material for training of defined target groups as well as the transfer knowledge in their working area back home. This HCD programme is developed in Germany with professional support of experts and GIZ coaches. After the stay in Germany GIZ offers on the job advice for the implementation of the transfer project during the subsequent transfer phase. The ownership for the implementation and the resources of the transfer project is with the organisation.

Improving and deepening technical knowledge for application

The programme structure is modular.

The curriculum includes the following modules (tentative):

Module 1
- Green Growth and Green Jobs: Introduction / Basics
- Energy and Climate Protection Policies
- TVET as an instrument for sustainable development with special focus on low-carbon economy
- Approaches on developing “green jobs”

Module 2
- Methods on Training Needs Analysis (TNA)
- Application of TNA methods in areas relevant for “Green Jobs”

Module 3
- Methods on Curricula Development
- Application of Curricula development methods in areas relevant for “Green Jobs”

Module 4
- Internship/ Practical Studies in TVET institutions and/ or companies in the following TVET areas of specialisation)
  - 4.1 water supply and waste water treatment
  - 4.2 renewable energy and energy efficiency
  - 4.3 sustainable building and construction

Module 5
- Approaches to integrate aspects of sustainable development in School Development / Institutional Development (“Green Campus”)

Module 6
- Elaboration of Transfer project
Design, Steps and Places

1. Application Phase
(June - September 2012)

2. Selection workshop
(October 2012)

After a pre-selection on the basis of the application form, shortlisted participants will be invited to an assessment workshop, including an individual interview, in the home country. Ideas of potential transfer projects shall be presented by the applicant. Participants will have to pass an English language test. Once applicants have successfully completed the assessment and met all requirements he/she will be invited to the following activities including the language tests will receive an Official Letter of Invitation to take part in the programme as well as for travelling to Germany and other foreseen places in the SEA region for course implementation.

3. Basic training of technical modules in Asia
(End of February - April 2013)

During the Basic training of technical modules in Asian region, he/she will receive the basic training on technical modules 1-3 as well as getting more information on the possible type, place and focus of internship in Germany to be planned for the training in Germany. Employer’s and applicant’s preferences regarding Internship will be taken into account according to the applicants specialisation. An outline for preparing a concrete “transfer project” will be discussed. These activities will be supported by the Global Campus 21, GIZ’s Internet based Learning and Dialogue platform. First analysis shall be realized by applicant regarding existing national policies and approaches regarding Climate Protection, Green Growth and development of Green Jobs. So far the place for the basic training has not been decided by now. Options could be Thailand (King Mongkut Institute), South Korea (SIVAT) or Philippines (CPSC).

4. Introductionary Course in Germany
(April 2013)

After arriving in Germany participants will become familiar with the culture and living conditions of the host country. Within introductionary course administrative issues will be settled and communication competencies will be deepened with special orientation on professional topics. Presentation methods, intercultural training, organizing the learning process are some of the additional contents during that time.

5. Sector, management and leadership training
(April-May 2013)

According to applicants professional specialisation and employers requirements and following the structure of course curriculum participant will enhance technical expertise in the specific training modules and units. As GIZ attaches a great deal of value to the promotion of inter-disciplinary and intercultural exchange special training modules on International Management Competence open the floor for participants.

6. Internship in German institutions
(May to July 2013)

The internship will open the door to activities and expertise of German organisations in the field of TVET related to prevention of Climate Change and adjusting towards Green Jobs. This will allow to gain a first hand understanding of daily operations, management and strategic leadership and to find relevant partners for co-operations in the future. The internship will be as closely as possible related to the transfer project proposal and to individual interest and specialisation and institutional demand.
7. Advanced Training I on Technical Modules
(August – November 2013)

After realization of Internship methodological training of Training Needs Analysis, Curriculum and Media Development will be deepened and applied against special demand of participants institution. Study visits and project work are integrated in this phase.

Project work will be finalised and presented in a closing event. Participants will be recorded in GIZ Alumni Network.

8. Knowledge Transfer in home country

After returning to the home country, participants will face high expectations of their colleagues and superiors. Finalising and implementing the transfer project is a unique opportunity to share acquired knowledge and to present the full bunch of achieved competences. There will be an opportunity via the online platform Global Campus 21 in order to support and to facilitate exchange between the course mates. GIZ will as well focus on the transfer by involving the qualified participants in on-going TVET projects in the region in line with requests and what is feasible.
## Structure, Phases and Topics

The International Leadership Training "Media Development in TVET" for young Professionals and junior executives comprises the following preliminary steps and modules:

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<th>Phase</th>
<th>Period of time</th>
<th>Topics /Modules</th>
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| **Preparatory**  | September 2012 - December 2012 | **Orientation and Preparation**  
Application of potential participants  
Assessment/ Selection Workshop  
Transfer Project Preparation  
Global Campus 21® internet platform |
| **Training in Asia** | End of February 2013 – April 2013 (6 weeks) | **Basic Training on Technical Module 1-3** |
| **Training in Germany** | April 2013 (1 week) | **Introductionary Course/ administrative preparation** |
|                  | April – May 2013     | **Sector, management and leadership training**                                 |
|                  | May 2013 – July 2013 | **Practical Training/ Internships at selected German Institutions based on the specification of the participants**  
(water supply and waste water treatment, renewable energy and energy efficiency, sustainable building and construction) |
|                  | August 2013 - October 2013 | **Advanced Training on Technical Module 1-3, incl. Excursions, project work and management training** |
|                  | November 2013 (2 weeks) | **Final event and Return home**                                                |
| **Transfer / Alumni** | December 2013/ January 2014 | **Follow-Up - in the region (tentative)**                                       |
Requirements, Qualifications and Application

The candidates' profile
Open minded people with own ideas, tolerance and curiosity who are willing to live and work in an international environment, who have the potential for strategic thinking and practical implementation. Candidates are prepared to leave their family for 11 months and to go into full time learning situations. University or College degree (at least Bachelor Degree) and two years' minimum working experience are essential.

What requirements must be met?

The following requirements should be met by candidates:

- hold a university degree related to TVET or educational management (bachelor or advanced diploma in technical or economic majors)
- two years of professional experience with focus on TVET and/or
  - water supply and waste water treatment or
  - renewable energy and energy efficiency or
  - sustainable building and construction
- hold a position as a junior executive or key expert
- fluency in English language
- be in good health
- an outline for a transfer project has to be presented with the application
- where applicants have a family, their support in their home country must be ensured for the duration of the applicants' stay in Germany
  - Citizenship of Indonesia, Laos or Vietnam
- age up to 35 years

Candidates’ employers (HR department) support their training plans and careers and provide a written statement guaranteeing reintegration.

Candidates' will be selected by GIZ according to ILT-criteria. Applications of woman are highly appreciated.

What sort of qualification will you achieve?

ILT aims to increase the competence of young professionals and junior executives to enhance the strategies, management practices, internal processes and services of organisations with regard to sustainability. ILT is for people, who want to take the ownership for development – "hands-on".

Once you have completed the training in Germany successfully, 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.

Please note that a formal academic degree is not awarded.

For parts of the successfully technical module it is planned to provide ECTS-Credit-Points.

What are the services offered by GIZ?

GIZ offers ongoing professional backstopping services on all questions related to the training.

GIZ representatives in all German federal states are ready to help you cope with any problems encountered in everyday life.

GIZ will finance the course fees, including the travel expenses in Asia and Germany related to the training, health insurance, and a daily allowance, including board & lodging.

The budget is provided by the German Federal Ministry of Economic Cooperation and Development (BMZ)

What has to be financed from your side?

Participants or their employers have to cover the expenses for

- a round-trip airfare to and from Germany
- the medical check-up in their home countries.
How to apply for a scholarship?

Applications forms are available on demand. You may send a short expression of interest, including a brief CV with reference “ILT-TVET, Climate Change and Green Jobs; 2013” directly to:

for Indonesia
GIZ Regional Office Jakarta
Ms. Alita Hesti
Junior Advisor
Email: alita.hesti@giz.de

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GIZ Regional Office Hanoi
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Program Officer
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for Laos
GIZ Regional Office Vientiane
Mr. Detlef Prehn
Senior Advisor
E-mail: detlef.prehn@giz.de

as well as copy to the
GIZ GmbH
Mr. Jochen Sonntag
Senior Project Manager
Email: jochen.sonntag@giz.de

Deadline for application:
14. September 2012,

Please be aware that only complete and signed application forms that arrived by September 14th 2012 will be considered. Applications have to be send by email and documents have to be attached in .pdf-format only!

Contact Persons

Within GIZ the following persons are in charge of the International Leadership Training "TVET, Climate Change and Green Jobs"

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GIZ
Broad-based expertise for sustainable development – under one roof

Working efficiently, effectively and in a spirit of partnership, we support people and societies in developing, transition and industrialised countries in shaping their own futures and improving living conditions. This is what the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is all about. Established on 1 January 2011, it brings together under one roof the long-standing expertise of the Deutscher Entwicklungsdienst (DED) gGmbH (German Development Service), the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH (German Technical Cooperation) and Inwent – Capacity Building International, Germany. As a federally owned enterprise, we support the German Government in achieving its objectives in the field of international cooperation for sustainable development. We are also engaged in international education work around the globe.

Making development effective

Our partners want to take responsibility for achieving their own long-term development goals. We support them by offering demand-driven, tailor-made and effective services for sustainable development. We apply a holistic and value-based approach to ensure the participation of all stakeholders. In doing so, we are always guided by our concept of sustainable development. We take account of political, economic, social and ecological dimensions as we support our partners at local, regional, national and international level in negotiating solutions in the broader social context. This is how we drive development. GIZ operates in many fields, including economic development and employment; governance and democracy; security, reconstruction, peace building and civil conflict transformation; food security, health and basic education; and environmental protection, resource conservation and climate change mitigation. We also provide management and logistical services to help our partners perform their development tasks. In crises we carry out refugee and emergency aid programmes. As part of our development services, we also second technical advisors to partner countries.

We advise our clients and partners on drawing up plans and strategies, place integrated experts and returning experts in partner countries, and promote networking and dialogue among international cooperation actors. Capacity building for partner-country experts is a key component of our services, and we offer our programme participants diverse opportunities to use the contacts they have made. We also give young people a chance to gain professional experience around the world – exchange programmes for young professionals lay the foundations for successful careers in national and international markets.

Who we work for

Most of our activities are commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ). GIZ also operates on behalf of other German ministries – in particular the Federal Foreign Office, the Federal Environment Ministry and the Federal Ministry of Education and Research – as well as German federal states and municipalities, and public and private sector clients both in Germany and abroad. These include the governments of other countries, the European Commission, the United Nations and the World Bank. We work closely with the private sector and promote results-oriented interaction between the development and foreign trade sectors. Our considerable experience with alliances in partner countries and in Germany is a key factor for successful international cooperation, not only in the business, academic and cultural spheres but also in civil society.