



Course Manager and Facilitator:

Mr Lars Pedersen, MA English. Mr Pedersen has extensive professional experience in developing, planning, implementing, managing, and evaluating international as well as national training activities (e.g. courses, workshops, and study tours) with a particular emphasis on development related issues. He has considerable experience in teaching, facilitating, and counselling in areas such as LFA, project management, group development and dynamics, learning approaches, team-building and presentation skills.

Main Facilitators:



Ms Helen Springall Bach, MSc Environmental and Development Education. Ms Bach has 20 years of experience from programmes and projects in education, environment, and civil society. Her specific competences are in capacity development, training and research in education, environment and civil society. Ms. Springall has extensive experience in education and development, environmental education processes, participatory approaches, teacher-training, and materials and curricula development - in collaboration with government institutions as well as NGOs. She has undertaken research and analysis on policy provision for education and environment, and on institutional mechanisms for educational and environmental change.



Mr Daniel de la Cour, MA Cultural Sociology. Mr Daniel la Cour has been working with development assistance, institutional strengthening and capacity development since 1987. Daniel la Cour has specialised in process facilitation i.e. design and facilitation of decision making processes. Daniel la Cour is experienced in all stages of project and programme cycle management from programme identification and formulation through implementation, monitoring and evaluation. Competence development through on-the-job training/coaching and course development and implementation are other main areas of specialisation.



Mr Søren Dreyer, MSc Geography. Mr Dreyer has more than 10 years' experience within international development assistance in the sectors of water, environment and agriculture, gained through many overseas assignments. Mr. Dreyer has demonstrated his effective communication, process facilitation and teaching skills in a number of capacity development and knowledge sharing assignments. He has identified training needs, prepared and facilitated international seminars and workshops, and managed more than 10 long-term international training courses. In addition, Mr. Dreyer has trained and written manuals in subjects such as project cycle management and LFA; stakeholder analysis; environmental management; and participatory approaches.



Ms. Helle Jørgensen, MEd Adult Education. Ms Jørgensen holds considerable experience in planning and implementation of HRD and training interventions for public sector and civil society organisations in Africa and Asia. Her knowledge and experience covers organisational development and HRD related aspects as well as the full training cycle; in addition she has vast project management experience. She has been involved in Danida Fellowship courses for more than 15 years as trainer/project counsellor and project manager.



Mr Peter Mallow, MSc Economics and Political Science. Mr Mallow has over 15 years of international experience from working on various projects. He has gained in-depth experience in economic and financial analysis of programmes/projects. Mr. Mallow is frequently involved in training activities at both company level and integrated project components. For many years he has successfully facilitated modules on topics such as project cycle management, LFA, financing sustainable development, and economic valuation. Furthermore, he has held courses in economic and financial analysis and appraisal, business plan preparation, market analysis, and financial management including budgeting.



Mr Thyge Poulsen, MA Political Science. Mr Poulsen has been working with planning and institutional development in the public sector at both central and regional levels for more than 10 years. His experience includes public sector planning, capacity assessments, Training Needs Surveys, training, Management Information Systems and design and establishment of Monitoring and Evaluation Systems. Mr. Poulsen is well-versed in SWOT analysis (strengths, weaknesses, opportunities and threats) and in LFA to the various project cycle steps including identification, formulation, implementation and evaluation.

Fellowship Course in Training Management & Development

13 August - 12 October, 2007



Do you want to know how to make a training plan for your institution, in response to new responsibilities or restructuring?

Do you find it is challenging to plan and manage professional development of staff?

Are you interested in getting better at organising training events, and briefing trainers, or do you want to upgrade your own training skills?

Then this course is for you!

COWI

Introduction

This leaflet describes a nine-week Danida Fellowship course in Denmark on Training Management and Development.

The Training Management and Development Course is designed for professional officers in public institutions, for example HRD and training officers, extension staff responsible for comprehensive training activities, heads of training and planning sections, departmental heads of training institutions, or others in similar positions.

Danida Fellowship Centre has contracted COWI, a leading Danish consultancy company, to undertake the course. The course will be held between 13 August and 12 October 2007 at COWI in Lyngby, approximately 10km north of Copenhagen, the capital of Denmark. The course can accommodate 20 participants.



Learning Objective

It is widely recognised that human resource development (capacity development) is central to the pursuit of sustainable development and the reduction of poverty. New technologies are being introduced at an increasing speed, and responding to the challenges of globalisation and sustainable development demands strengthened skills, knowledge and human capability.

The learning objective of the course "Training Management and Development" is:

To improve the ability and capacity of the participants to identify and assess training needs and subsequently design, organise, implement and evaluate training activities.

To fulfil this objective, the course will be based on participants' own experience supported by the provision of high-quality technical training based on COWI's extensive experience in Africa, Asia and Latin America.

Learning Approach

During the fellowship course, participants will explore key issues of training management and development based on their own experience and those of their fellow participants. The training will focus on areas and topics which are applicable and relevant in the work situation of the course participants.

The fellowship course in Training Management and Development is based on tools and skills that are adaptable to the participants' working conditions, so that the knowledge and skills developed can be applied to their own contexts, contributing overall to institutional capacity development. The course materials will be built on case studies and examples drawn mainly from Danida programme countries, as well as participants' own knowledge and experience. This will be enriched with contact and shared experience through visits to key institutions and organisations in Denmark involved in training and human resource development.

Classroom-based sessions with presentations and group work, with excursions to appropriate Danish institutions will be followed by group or individual assignments during which participants explore issues relating to their own work in more depth. This important process of conceptualisation and transposition of the various subjects to each participant's working environment is essential to ensure appropriate contextualisation and direct applicability.

Another dimension of the course is the opportunity to meet and interact with peers and colleagues holding training management and development positions (e.g. HRD managers, training managers, planners, trainers) from different institutions in different countries. Sharing of experience between participants from different countries, institutions, and levels; between participants and facilitators; between participants and Danish peers is a key dimension of the course. Through this sharing of experience, participants will explore new practices, analyse their advantages and disadvantages, and strengthen their abilities to engage with training management and development issues in their own organisations.



Individual Implementation Assignment

During the course, each participant will develop an Individual Implementation Assignment (IIA). The initial idea for the IIA will be identified by the participants themselves in consultation with their line managers. This should happen prior to departure for Denmark. The participants will work on their IIA throughout the duration of the course. Participants will be assigned counsellors to be consulted throughout the process of preparing the IIA.

By the end of the course, each participant will submit an IIA report to illustrate how the skills and knowledge gained during the course are to be used upon return to their home country. As it is a requirement of the course for each participant to develop an IIA, all applicants must be computer literate and competent in English.

Course Modules

The course consists of the following 12 modules:

- A. Introduction to study and the study place
- B. Capacity development in a wider perspective
- C. Training needs analysis
- D. Curriculum development
- E. Implementation of training
- F. Validation and evaluation of training
- G. Outsourcing of training function
- H. Operation and management of a training function
- I. Cross-cutting issues
- J. Exposure
- K. Individual Implementation Assignment (IIA)
- L. Logical Framework Approach (LFA)

Certification

The IIA report will be assessed by the course managers. The participant will present the IIA towards the end of the course. Each individual will receive feedback on the preparation and presentation of each IIA report. A certificate will be issued to participants upon successful completion of the course.

Course Venue

The course lessons will take place at COWI head office, about 30 minutes by public transport from the centre of Copenhagen. Classrooms for international course participants are fully equipped with all modern audio-visual equipment and internet access. Laptop computers will be made available for participants on a loan basis

Course Management - COWI

Danida Fellowship Centre has contracted COWI to manage the course.

COWI is a leading Danish consultancy company with more than 3,400 employees and more than 75 years of experience in consulting services worldwide. See also www.cowi.com. Currently, COWI is engaged in more than 3000 projects in more than 100 countries. COWI has many years of experience in planning, delivering and evaluating training courses in different sectors.

We very much look forward to welcoming you to our head office in Lyngby, Denmark

Application and Contact Details

Application forms for the course should be requested from and returned to the Royal Danish Embassy in your country. For questions related to travel and subsistence, please contact the Royal Danish Embassy in your country.

Selection of candidates for the course will be carried out by Danida Fellowship Centre and COWI based on incoming applications.

For questions related to course contents or other aspects of the course, please contact:

COWI A/S

Attention: Mr. Lars Pedersen,
Course Manager
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Denmark

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Further information is available on the website of Danida Fellowship Centre - www.dfcentre.com