

Top-up Training of Trainers

„Integrating Climate Change Adaptation into Development Planning“

5 - 8 May 2014
Bonn, Germany



The **Top-up Training of Trainers** brought together a group of 24 experienced trainers to **update them and receive feedback on the new modules:**

- **Climate science & information** (M2A,B,C)
- **Monitoring and Evaluation** (M6,a,b)
- **Ecosystem-based Adaptation**

It also served as exchange among trainers and between trainers and GIZ.

Contact: Timo.Leiter@giz.de

Top-up Training of Trainers

"Integrating climate change adaptation into dev. planning"

Bonn, 5-8 May 2014

Mabuhay!

Willkommen!

Kow kenny! Zgep!

habari yako? Bem-vindo!

Здравствуйте!
Даро нормаловати!
welcome.

ស្វាគមន៍

स्वागतम्!

Bienvenu!

مرحباً!



The Top-up ToT has been jointly hosted by three GIZ Sector projects:

- Climate Protection Programme for Developing Countries
- Implementation of the Biodiversity Convention
- Combating Desertification

GIZ would like to **thank the management and organising team** of the ToT and the Trainers for this very successful event:

- ECO Consult (Barbrara Fröde-Thierfelder and Marion Mundhenk)
- CDE Consult (Alfred Eberhardt)
- Logistics: Lisa Kirtz

The following colleagues from GIZ were involved:

Michael Hoppe, Maike Potthast, Isabel Renner and Timo Leiter





Group photo





Participants

- **Becher, Martin** - IP Consult
- **Berdel, Dr. Franka** - ICON-INSTITUT
- **Berger, Catalina** - Freelance consultant
- **de Almeida Camargo, Fernando Régis** – ECO Consult
- **Donga, Mario** - Freelance consultant
- **Gafrej, Raoudha** - Institut Supérieur des Sciences biologiques Appliquées de Tunis
- **Heine, Britta** - Freelance consultant
- **Hoeggel, Frank Udo** – Centre for Development and Environment, Uni Bern
- **Ibrahimova, Aliya** - CAMP Alatoo Public Foundation
- **Jemai, Abdelmajid** - GIZ Tunisia
- **Kabisch, Sibylle** - adelphi research
- **Kirchner, Johanna** - ECO Consult
- **Luthra Dey, Bhawana** – LEAD India
- **Merilo, Gerarda Asuncion D.** - GIZ Philippines
- **Mourão, Inês** - CAOS Lda.
- **Müller, Matthias** - GFA Consulting Group
- **Passe, Carmelita M.** - GIZ Philippines
- **Schaaff, Constanze** - GFA Consulting Group
- **Schröder, Sybille** - GIZ/AIZ
- **Seibel, Dr. Markus** - Freelance consultant
- **Vanna, Nuon** - Mekong River Commission
- Logistics: **Lisa Kirtz**

A list with
contact details
will be emailed
to all



The trainers



Barbara Fröde-Thierfelder



Marion Mundhenk



Timo Leiter



Alfred Eberhardt



The programme

	Day 1	Day 2	Day 3	Day 4
Morning	Opening <ul style="list-style-type: none"> Importance of training for effective adaptation, expectations from KC Klima (M. Hoppe, GIZ) Get to know each other 	Update on Ecosystem-based Adaptation (<i>integrated in Modules 1,3-5</i>) <ul style="list-style-type: none"> What is EbA? How does it relate to existing concepts? Why is it an important topic in development cooperation? Selected exercises Available formats and according training material 	Update on M&E for adaptation (<i>Module package 6</i>) <ul style="list-style-type: none"> What is M&E for adaptation? Why is it important? Available formats and training material Case work/ exercises from selected modules Debriefing/ transfer 	Customisation of training material <ul style="list-style-type: none"> Real vs. fictitious case Example of customization of training material (India) Alternatives
	Overview <ul style="list-style-type: none"> Available training modules Cookbook: the different formats 			Thinking beyond the training event <ul style="list-style-type: none"> Multiplier approach Material
Afternoon	Update on climate science and dealing with uncertainty (<i>Module package 2</i>) <ul style="list-style-type: none"> The IPCC AR 5 (expert input: Dr. D. Jacob, CSC) Dealing w/uncertainty as a trainer Available training material 	Methodology: Working with real cases: <ul style="list-style-type: none"> Casework framework Experiences 		<ul style="list-style-type: none"> How to ensure training effectiveness beyond the training event?
Evening	Free time	Dinner with GIZ colleagues at Rheinlust	Free time	<ul style="list-style-type: none"> Evaluation Way forward <ul style="list-style-type: none"> Next steps (Timo Leiter, GIZ) Closure

→ Working hours as planned: 9h00-12h30 and 14h00-17h30 (incl. 2x30 min break)

Mon 5 May

9:00 Opening
Get to know each other
Introduction to the workshop

Break ☕

The cookbook

Successful CCA-trainings I

12:30 Lunch

14:00 Update on climate science
and dealing w/uncertainty



- Present. & disc. w/ Dr. Jacobs

- Training material,
exercises

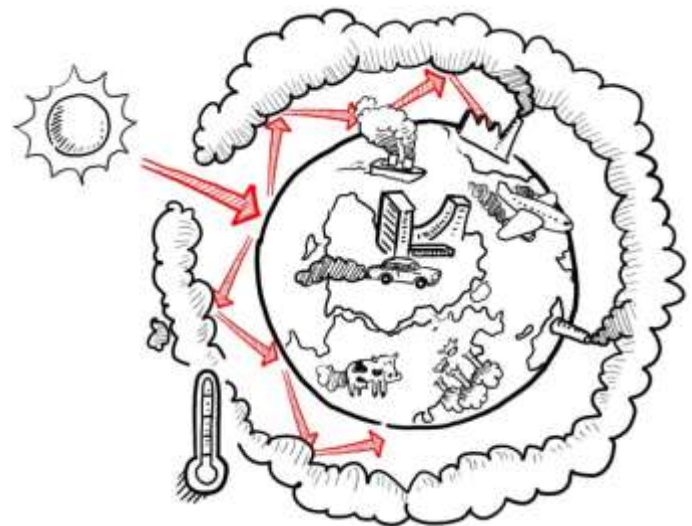
17:30 ~ end of day ~

Co-Management Committee

Co-Manager
Britta
Bhawan

LEARNER'S JOURNAL

Monday 5th May





Getting to know each other

Get to know each other



Step 1:

- Speculate: observe each other (use cookies as 'proxy') and find out what pleasant characteristics somebody has - in your view
→ no 'corrections' for now

Step 2:

- Interview each other and prepare the presentation (1 min, plenary)
 - Name
 - Organisational / institutional backgr.
 - Countries / regions he/she mainly works in
 - What he/she wants to achieve by attending this workshop



Introduction of participants Part I

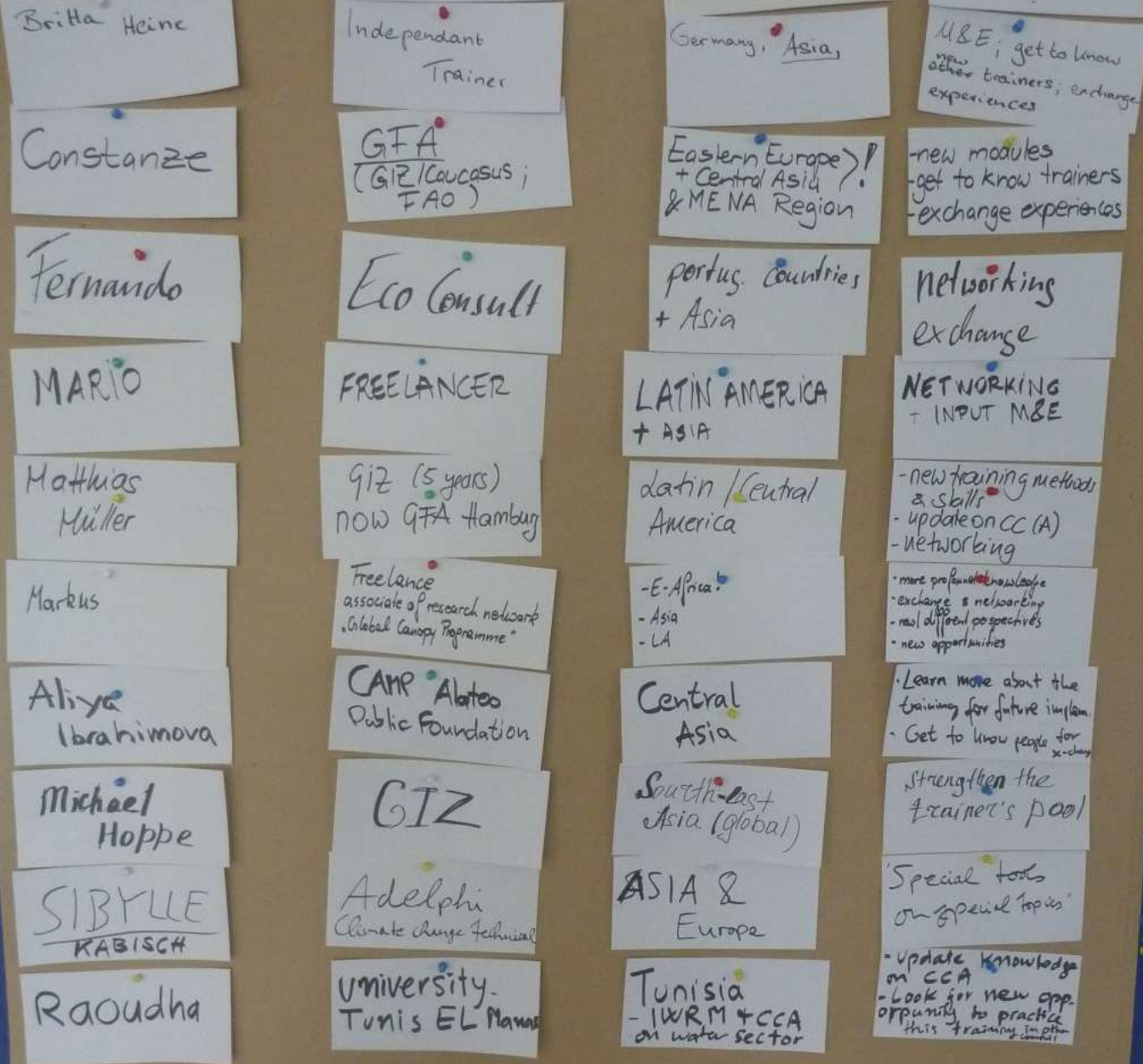
See list of participants
for contact details

NAME	Organisation	Country experience	What YOU want to achieve?
Inês Mourao	CAOS technical consultancy on CC & training	Europe Africa - portuguese c. Kenya, Morocco	• learn about new modules • exchange • further develop training tools
BARBARA Fröde-Thierfelder	ECO Consult Training, assessments, team leaders	Africa - South, Central MENA South Asia, SE Asia	• good working atmosphere • inspired participants • laugh & enjoy
Udo	Uni Bern CDE	East Africa South East Asia India	Networking Training Methods, Tools
Sysillo	GIZ/AIZ	Latin Central Asia	Deeper Course Insight
Lisa Kirtz	BTZ Dep. Voluntary Service	German, experience in Peru, Sudan, Canada + Portugal	Networking insight into GIZ, training methods, exchange of experience
Johanna	E.C.O.	Latin America → Global	- Modules specific on certain topics - Networking w/ trainers
Catalina Berger	Freelance / 2008 former GIZ, INWENT, BAZ	- Africa - Deutschland - Maghreb	- Training methods - New content - Networking
FRANKA	ICON → Consulting (VRM)	LA (Base: Köln)	Networking Knowledge → M+E
TIMO	GIZ - Competence Center for Climate Change (Team Adaptation - 1st Team)	East - / South AFRICA + global	Greeting to know all the trainers

Name	Organisation	Country experience	What do you want to achieve?
Vanna	Mekong river Commission	Cambodia Aquatic Resource Management.	Learn about tools on CCA - to be a trainer Learn about participants
Gigi	ENVTLAL MGT. BUREAU - DENR - CCO	Philippines	Learn new training skills / methodologies for CCA
Jemai	Climate Change project - GIZ	TUNISIA	Learn different methods of Training
Martin	Martin Private Consulting (CCA + DRR)	Portuguese Speaking Spanish Speaking Countries	<ul style="list-style-type: none"> Network with other trainees Learn more on M&F Exchange of experiences
Winnie	Env. Management Bureau	Philippines	level-up knowledge on climate proofing; MRE; EBA
Bhavana	LEAD	India / Asia	Observing / learning
Marion	Eco Consultant	French Speaking Africa	<ul style="list-style-type: none"> Learn new topics Home training skills

Introduction of participants Part II

See list of participants for **contact details**



Introduction of participants Part III

See list of participants
for **contact details**



Training as an instrument for effective adaptation

Opening by Michael Hoppe, GIZ's Competence Centre for Climate Change

- Training = capacity development for small groups
- Training should be part of a **longer term capacity development and change process**
- Training should be **tailored to the specific context and demand**
- It „builds capacities to build capacities“





Training as part of capacity development **for effective adaptation**

National / policy level

Policy advice

National adaptation
strategies

Sectoral and regional
implementation strategies

Climate proofing and
assessment of vulnerabilities

Implementation of physical
measures

Local / implementation level

Fields of work in CCA

Training on CCA...

- ...creates awareness and capabilities in a relatively new field
- ...often is the starting point for a long term CD process
- ...makes CCA as well as related policies and concepts tangible for practitioners (and often decision makers) and hereby enables action on CCA and its mainstreaming
- ...and thus, allows institutions such as GIZ and others to disseminate tested & proven methodologies (e.g. OECD Policy Guidance on Integrating Climate Change into Development Co-operation)



Objectives of the training and introduction to the co-management committee


2. Workshop objectives !

- ! update on new training contents
- ! insight into tried & tested meth. aspects
- ! awareness of available training material
- ! exchange on 'training for effective adaptation'
- ! further development of trainer skills
- ! networking

-2-
In practise the co-management committee

- collective intelligence
- co-creation
- participation
- reflection

Trainers & participants work together:

- 2-3 participants are the CTC (per day)
- tasks
 - gather feedback
 - reflect together w/ trainers
 - plan next day's schedule
 - opening of next day
 - support trainers (offer/demand)
- opportunities 
 - insight into trainer's work
 - exclusive Q&A session

30-45 minutes after 17-30



Ways of learning & participatory leadership

Ways of learning

- Information, e.g. presentations
- Learning by doing, e.g. case work
- Simulation, e.g. role play
- Observation of trainers, fellow participants
- Feedback
- Reflection (incl. sharing)

Participatory leadership -i-

Why
↓
What
↓
How

- Adaptation is a topic that requires thinking beyond the common frame of experience and responsibility
→ collective intelligence, co-creation
- Designing a meaningful process is a pre-requisite for change
→ co-creation, participation
- "Reflection is the only way we can change our history"

We are what we practise.



Training for effective adaptation – step 1

Training for effective adaptation -1-

Background from neuroscience
~ constructionism:

- we are what we practise
- whatever we focus on expands

→ we co-create (hi)stories with our words about what happens:
we create mental pictures,
and we live up to them

The 4D-process appreciative inquiry

1. Discover the best of what is
2. Dream about the ideal future
3. Design what should be
4. Deliver the desired changes

Training for effective adaptation -2-

Step 1 : Discover the best of what is.

Group work:

- in groups of 3 $\binom{A}{3}$ 20 min
- in turns: tell the story 'a training experience that inspired adaptation action' and support by open questions
- define across the stories:
what made it work? what did the trainer contribute? what were other contributions? 4-5 cards:
key findings



Key elements of a successful adaptation training





Presentation on IPCC AR5 WG II

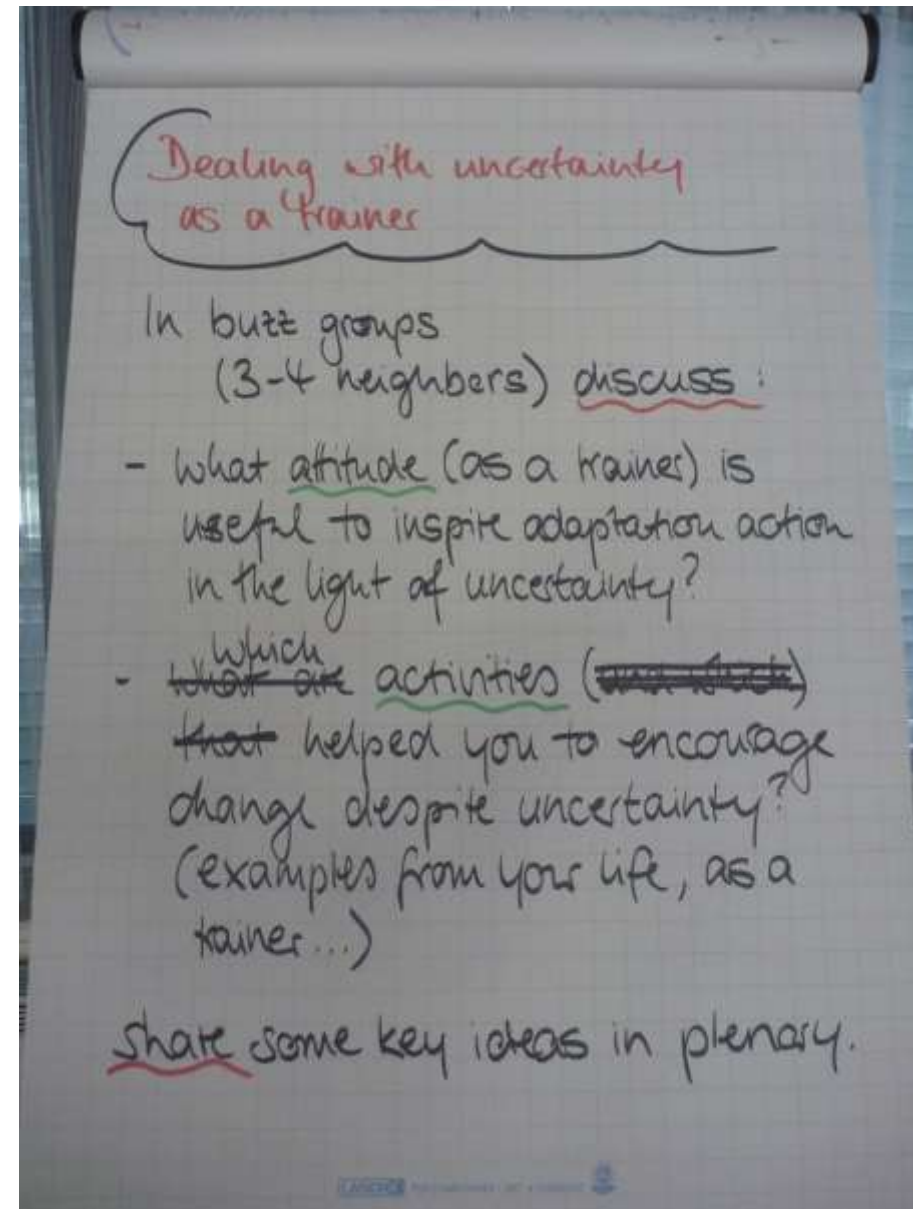
Dr. Daniela Jacobs, Climate Service Centre





Trainer reflection:

Dealing with uncertainty





Tuesday 6th May



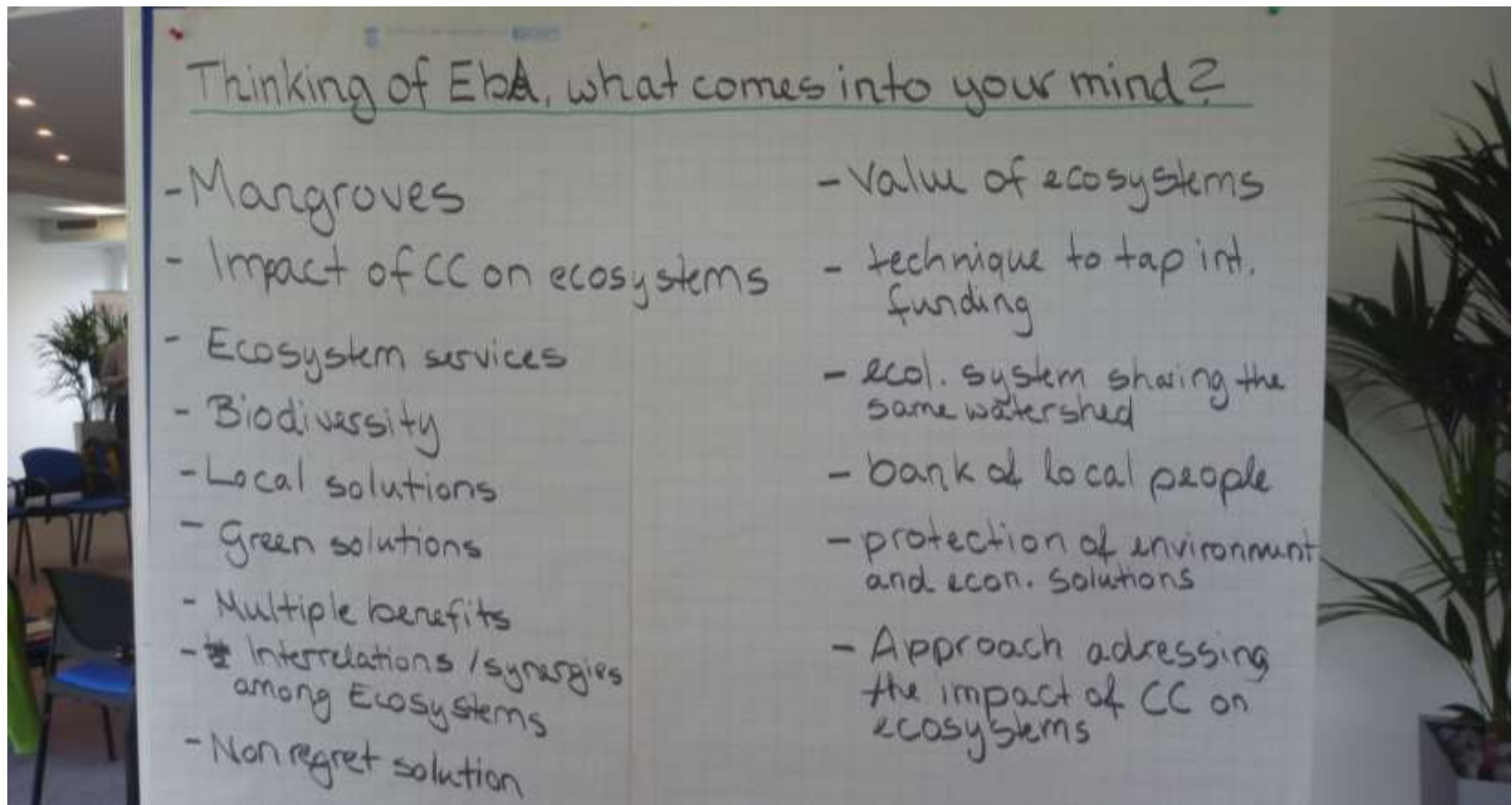
Programme Day 2

- 9.00 Co-Mgt. Introduction
- 9.15 Intro to EbA by Marion
 - brainstorming
 - Visual presentation
- 10.30 ☕
- 11.00 What is new about EbA? Group work
- 11.45 Mainstreaming EbA: "EbA cycle"
- 12.30 ☺
- 14.00 Energizer: Co-Mgt.
- 14.15 EbA training formats + materials
- 15.00 Wrap up on EbA
- 15.30 ☕
- 16.00 Working with real cases
 - Intro by Barbara
 - Tools / Methods by Marion
- 16.30 Group work with example case
- 17.30 Wrap up / End of day by Barbara
- 18.45 Co-Management

Marion
Silke
Barbara



Ecosystem-based adaptation: Brainstorming





Ecosystem-based adaptation and ecosystem services

Ecosystem-based adaptation

= the use of biodiversity and ecosystem services as part of an overall strategy to help people adapt to the adverse effects of climate change.

Ecosystem services

- Provisioning (goods)**
 - food, wood, fuels ...
- Regulating**
 - water cycle, micro-climate ...
- Cultural**
 - recreation, spiritual ...
- Supporting**
 - soil formation, habitat, bio-mass production

Ecosystem services

= Goods and services provided by the environment that benefit and sustain the well being of people. These services come from natural (e.g. tropical prim. forests) and modified ecosystems (e.g. agric. landscapes).



Ecosystem and biodiversity

Ecosystem

= community of plants, animals and smaller organisms that live, feed, reproduce and interact in the same area or environment. It is a dynamic complex of animals, plants, microorganisms and their non-living environment interacting as a functional unit and depending on one another.

Biodiversity

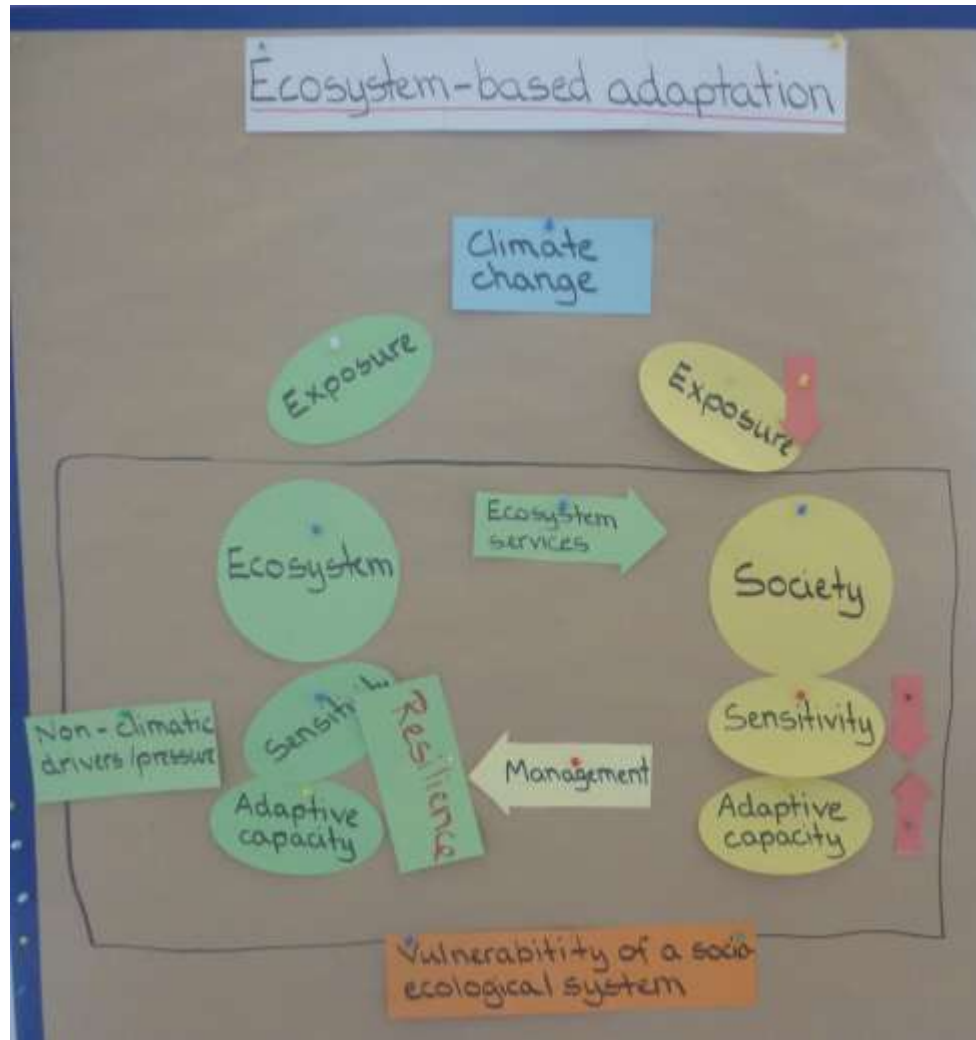
= Variability among living organisms from all sources, including terrestrial, marine, aquatic ecosystems and the ecological complexes of which they are part.

This includes diversity within species (genetic b.), between species and of ecosystems with corresponding elements, functions and structures.

↳ contribution to ecosystem services



Schematic overview of the EbA-concept

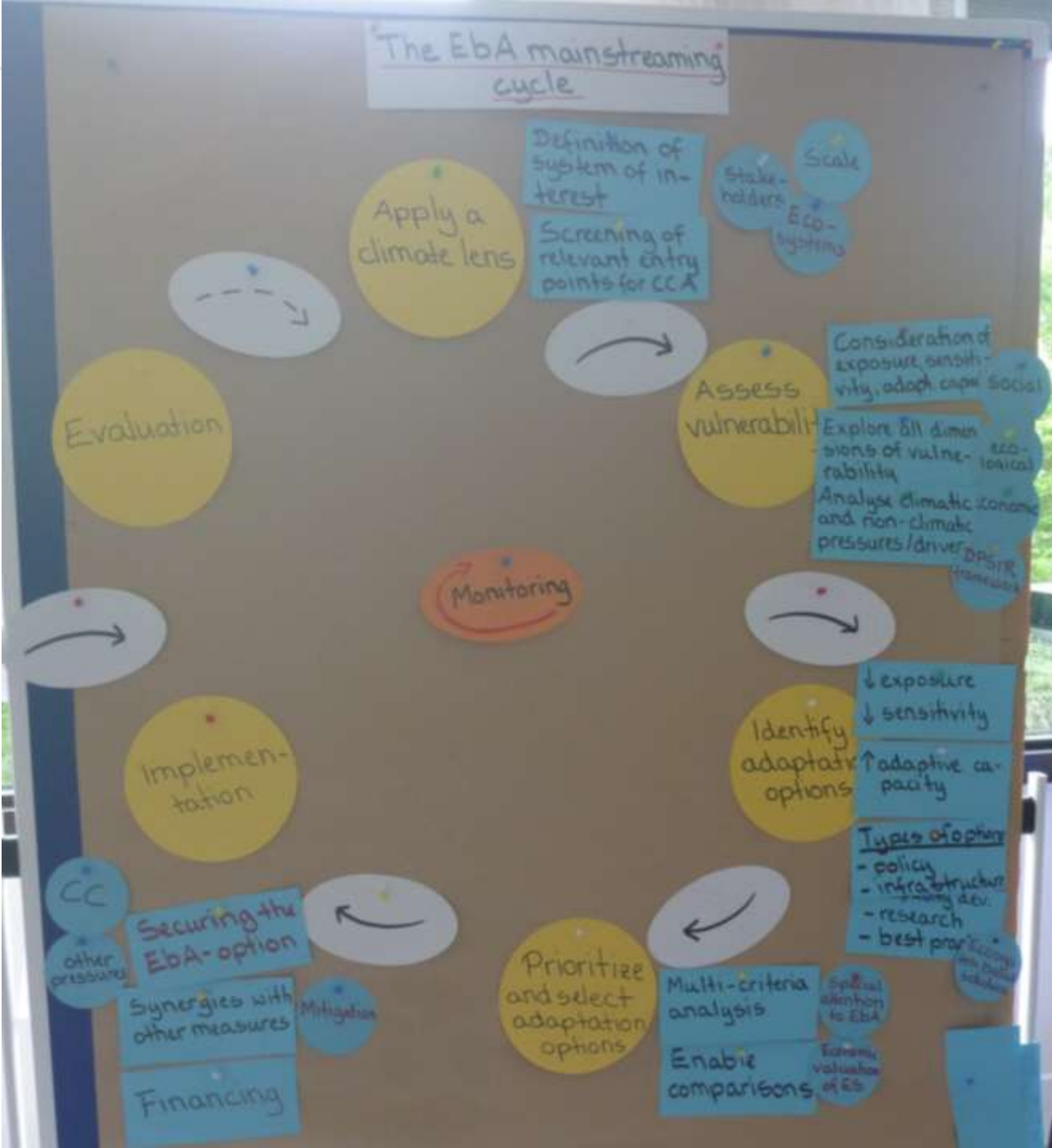


Overlaps between EbA and existing concepts

EbA features

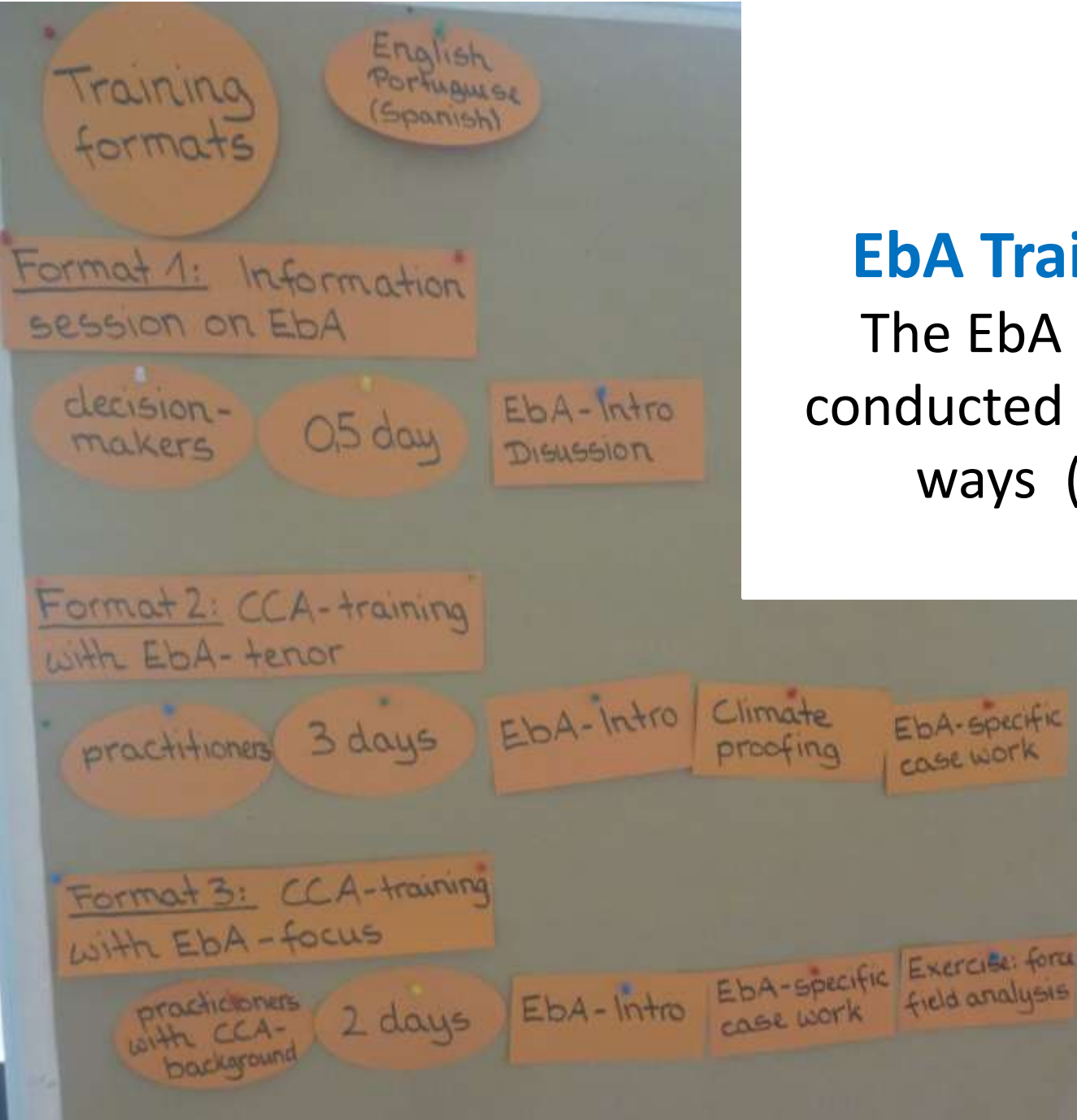


The EbA main- streaming cycle



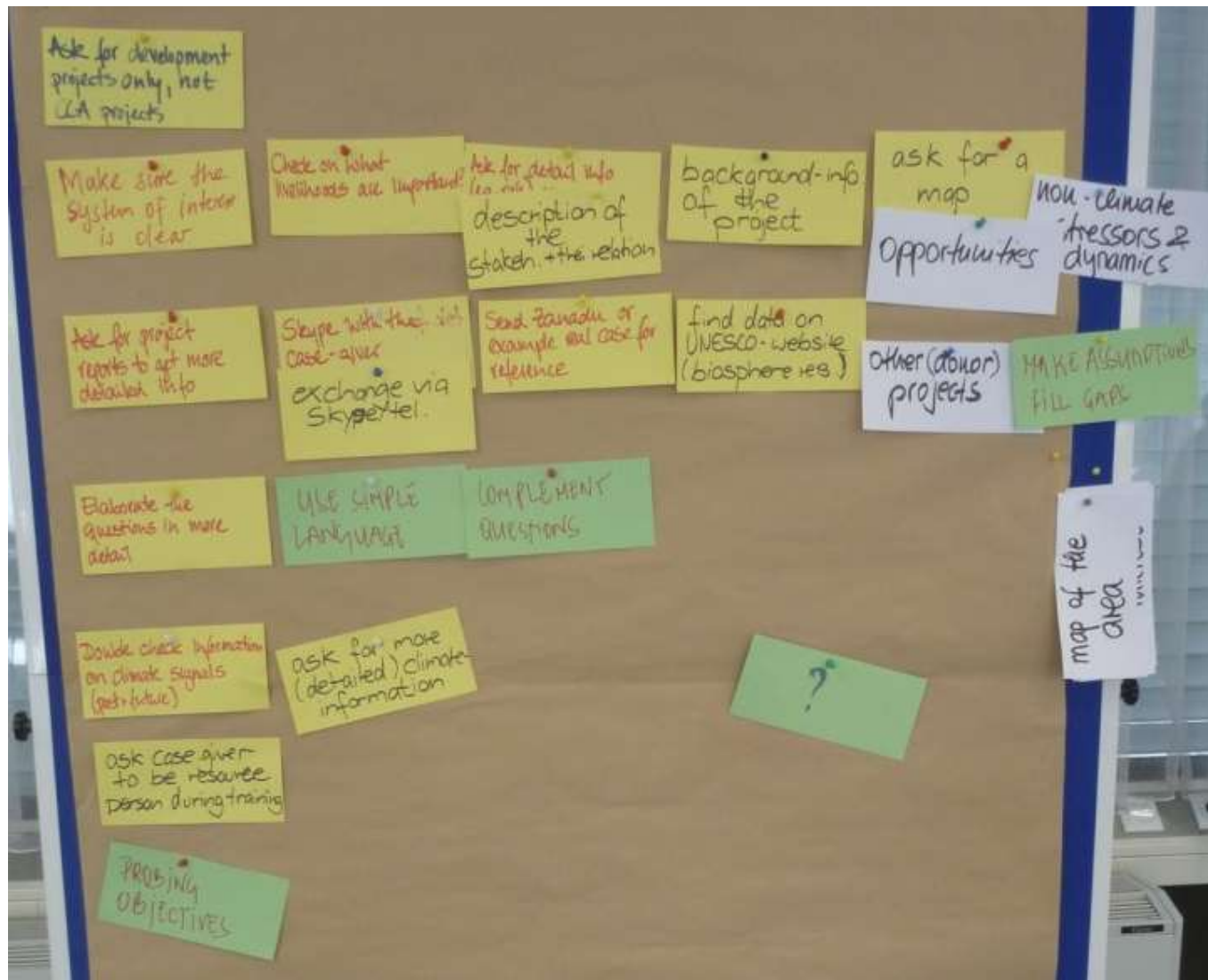
EbA Training formats

The EbA training can be conducted in three different ways (formats 1-3)





Trainer reflection on working with real cases:





Trainer reflection on EbA as a training topic: observations and questions 1

Questions on EbA as a trainer

- ! definition issues
 - ↳ present several
- ! concept not a means in itself
 - ↳ revise the concept,
 - ↳ explain concept according to need of participants, give examples from their daily lives
 - ↳ avoid starting w/ definition, rather start w/ a case
 - ↳ integrate EbA in the CP approach without explicitly naming it
- ! additional benefit of bringing the EbA concept in, in a local context
 - ↳ depends on context, target group

Possibilities of compiling a real case

- x ask for real cases to be sent in by participants (case work framework TtH Annex p 25, EbA TtH p 62) before the training
- x sit together w/ interested participants during the workshop
- x compile a real case as a separate activity before the workshop (by trainers)
- x ask participants to compile information according to Zanadu structure during the workshop

To consider as to obtain a good quality 'case'

- participants capacity
- time during workshop
- time for trainer preparations
- ↳ costs involved

working w/ real cases possible & significant involvement!



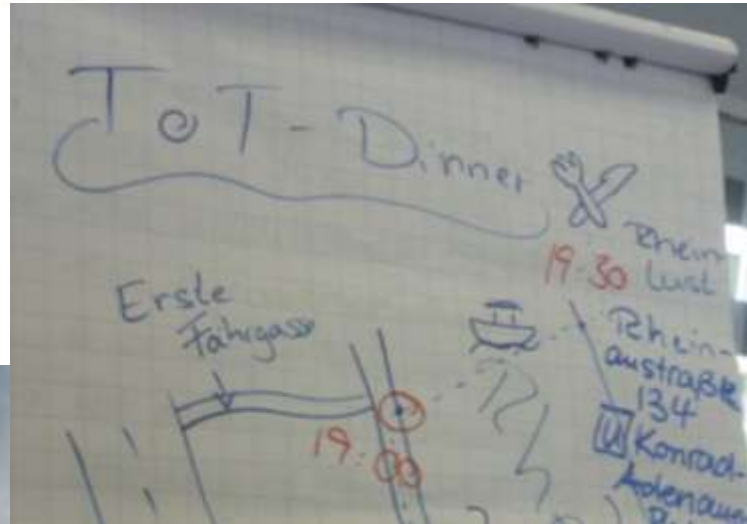
Trainer reflection on EbA as a training topic: observations and questions 2

- 2-
- ↳ build figure together w/particip, take up their ideas
 - ↳ the additional benefit is the eye opener that there is a concept behind their work
 - ↳ let participants develop an understanding of the system they work/live in
 - ↳ make interrelationship of conservation, adaptation, development transparent
 - ↳ focus "management" on a sustainability objective
 - ↳ be prepared to handle the discomfort of changing perspectives, possibly discuss at meta-level
 - ↳ get across the blurriers of the concept (different notions by different parties)

- 5-
- ↳ does a common definition in a training group help?
 - ! be clear why to promote EbA



Barbara's surprise:
shipping over the
Rhein

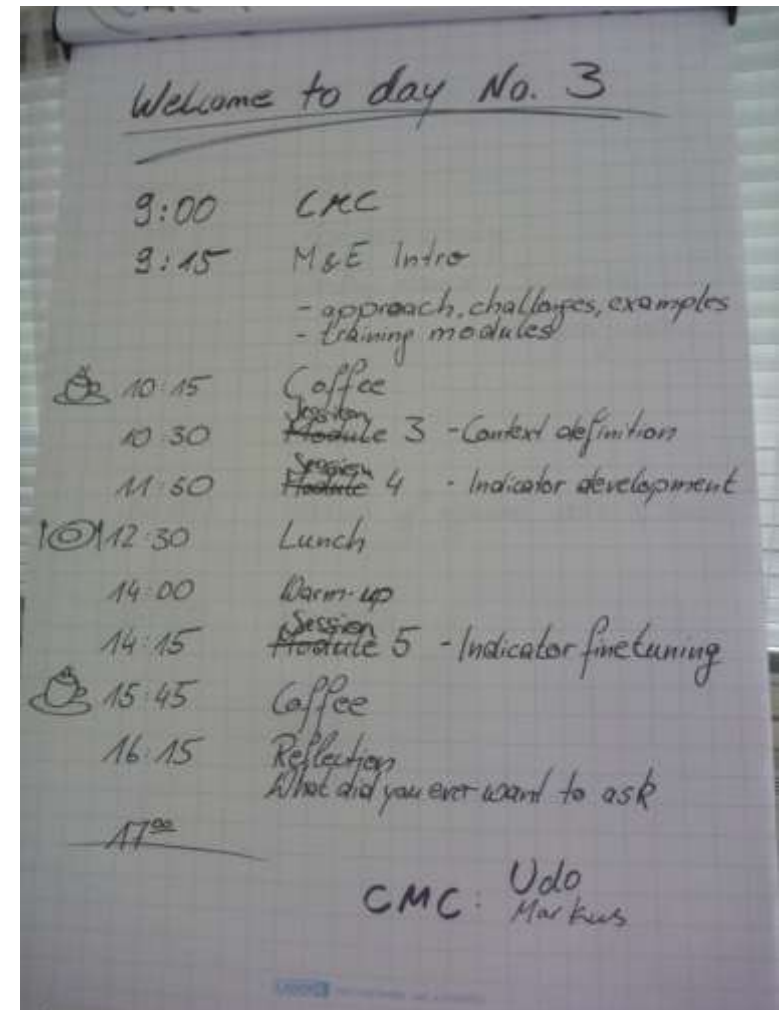




Wednesday 7th May



The Co-management committee is presenting a summary of the previous day in a TV-news format 😊





Introduction to adaptation M&E

The new M&E training and M&E at national level:
context definition



Timo gave an overview on the topic and introduced the new training materials

Please find
the PPT
in dropbox



Alfred was running participants through the sessions 3, 4 and 5 of the module 6a (national M&E)



Session 3: Describing the Context

Context of the M&E system	Zanadu: <ul style="list-style-type: none"> No adaptation plan Pilot CCA measures in NDPs in sectors No strong coord. CC Body
Why is an M&E system needed?	<ul style="list-style-type: none"> Tracking <u>implementation</u> <u>process</u> <u>results</u> Implementation of initial measures initiated Accountability (e.g. tax payers) Political decision information is basis of coord Enabling effective coordination strategies
Main purpose?	
What should be monitored?	<ul style="list-style-type: none"> Climate parameters CC Impacts Vulnerabilities Adaptation Activities Adaptation Results
Who should be user of the information?	<ul style="list-style-type: none"> Policy makers Planners C&E Society farmers (agri sector) Water sector Water of sector remedy water sector
Recommendations regarding institutional set-up	<ul style="list-style-type: none"> enhance coordination establish a coord. body establish a coord. body enhance cooperation capacity building

Context of the M&E System	Khoresia
Why is an M&E system needed?	<ul style="list-style-type: none"> • CCAPAR Ind. result closure • Strong CC Policy board under Pres
Main purpose?	<ul style="list-style-type: none"> ① To monitor <u>results</u> effectiveness of the CCAPAR (guide) management of board - inform <u>country</u> ② Sector ministries <p>→ <u>coord</u> small coord among sectors</p>
What should be monitored	<ul style="list-style-type: none"> • Climate parameters (E) ③ → For adjustments of plan • CC impacts (I) ④ • Vulnerabilities (V) ⑤ • Adapt Activities (AA) ⑥ • Adapt Results (AR) ⑦ Long time scale
Who should be user of the information?	<ul style="list-style-type: none"> • President office (Minors) • board • sector ministries • farmers / general public
Recommendations regarding institutional set up	<ul style="list-style-type: none"> • Ind. pres. representation in the board • Ind. national TNE working group • TNE focus points in sector ministries • Regular transparent public reporting



Session 4: Indicator development

Zimbabwe	
Climate Change Impacts	Suggestion for indicators
Maize & wheat yields decrease due to temperature rise	t per ha per year for yield
Rice production threatened by higher temperature and water scarcity	% of staple plants that grow
Crop water requirement increase due to temperature rise	quantity of water required for crop production
Adaptation Responses	Suggestions for indicators
Apply climate proofing to upcoming National Water Policy	Policy reviews AR Policy documents to relevant sectors/production
Introduce better water management techniques (irrigation)	No. of farmers of land irrigated No. of water consumption reduced by %
Agricultural extension services integrate adaptation measures	Number of farmers trained No. of farmers participating in adaptation measures

Khotesia	
Climate Change Impacts	Suggestions for indicators
Yields impacted by invasion of pests	Yield decrease related to pests t/ha
Changed run-off due to changes in snowmelt affecting irrigation	Water run-off in rivers m ³ /hour
Increased scarcity of agricultural land due to aridity and erosion	Available agr. land ha
Adaptation Responses	Suggestions for indicators
Conduct training to raise awareness and assist farmers in optimizing their farming techniques	No. of people trained No. of farmers trained No. of farmers trained No. of farmers trained
Promote drought resistant crop/crop varieties	Area under drought resistant crops No. of farmers trained No. of farmers trained
Introduce sustainable pest management	Area under sustainable pest management No. of farmers trained No. of farmers trained



Energizer „Avalanche“





Session 5: Quality check of indicators

Indicator finetuning - using the „SMART“ rule to design indicators



Results of the case work of Session 5

Zangda

Element	Proposed indicator (from assumptions & baseline)	In line with SMART? If not, why?	Better indicator
CC impact			Proxi-Indicators
Maize + wheat yields decreased due to temp rise	t per ha per year harvested	SMART (Production System remain the same)	Yield (per harvested crop to baseline) Temp
Rice production threat by higher temp + water scarcity	% of sterile plants / ha / year	SMART	Yield (per harvested crop to baseline) Temp °C Water available crop to baseline
Crop water requirement increased due to temp rise	quantity of irrigated water per ha for crop prod	SMART	
Adaptation responses			
Apply climate proofing to up coming Nat Water Policy	Policy alignment to relevant sectors / stakeholders / etc	SMART	
Introduce low water use water saving technologies (irrigat)	No. of hectares of land irrigated with water saving tech / No. of water consumption reduced by %	SMART	
Harvest extension services integrate adaptation measures	Number of farmers participating in extension services / No. of farmers participating in adaptation measures	SMART	

Assess

Elements of results chain	Proposed indicator	In line with SMART? If not, why?	Better indicator
Overall Result 1: Sust livelihood of common dependent on agricult			
Outcome 1.1: Amount of income used to finance or compensation for losses from CC	Amount of income used to finance or compensation for losses from CC	SMART	
Activity 1.1.1: Number of supported + value of assistance opt	Number of supported + value of assistance opt	SMART	
Outcome 1.2: Overall income of farmers	Overall income of farmers	SMART	
Activity 1.2.1: Measure price control for end, agricultural products	Measure price control for end, agricultural products	SMART	
Overall Result 2: Enhanced Resilience of agric. prod + distr systems			
Outcome 2.1: Farmers use crops that can cope with CC	Farmers use crops that can cope with CC		
Activity 2.1.1: No. of plants / pol with integrated CC aspects	No. of plants / pol with integrated CC aspects		
Outcome 2.2: Frequency of drought for which services available	Frequency of drought for which services available		
Activity 2.2.1: No. of people participating in drought services	No. of people participating in drought services		



Thursday 8th May



09:00 CMC
09:15 Effective Training II
10:00 Multiplier Module
(incl. break)
12:00 Energy generating Ex.
12:15 Effective Training III
12:45 Lunch
14:00 ^{Photo} Training material, Way
forward GIZ, Q+A
15:15 Evaluation
15:45 Closing ceremony
↳ Vote of thanks
↳ Certificates 16:25



Training for effective adaptation

Step 2: Dream about the ideal future

Training for effective adaptation - I -

Background from neuroscience

- constructionism:
 - we are what we practise
 - whatever we focus on expands
- we co-create (hi)stories with our words about what happens:
 - we create mental pictures, and we live up to them.

The 4D-process appreciative inquiry

1. Discover the best of what is
2. Dream about the ideal future
3. Design what should be
4. Deliver the desired changes

Training for effective adaptation - III -

Step 2: Dream about what could be!

Buzz groups (3-4 neighbors)

- How does an 'ideal' process of training for ^{effective} adaptation look like?

In plenary

- Who are key players



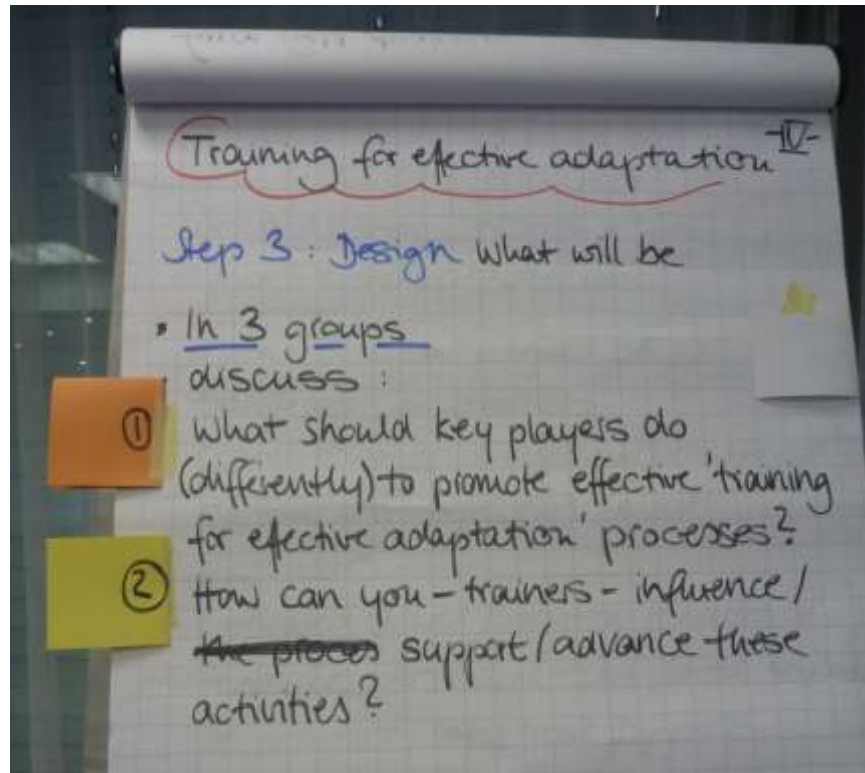
Result of step 2: The ideal training process





Training for effective adaptation

Step 2: Design what should be





Result of Step 3: Key players and their tasks





Thinking beyond the training event

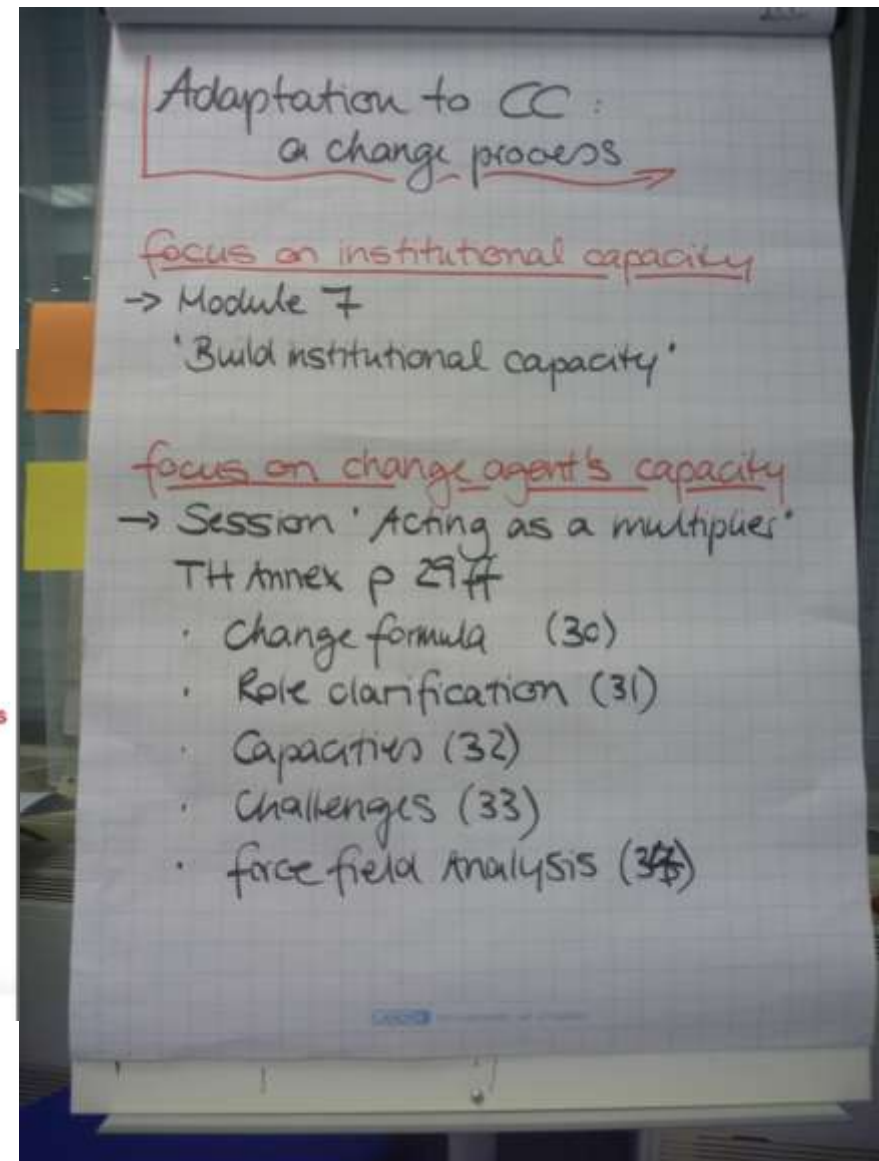
Training: one instrument of Capacity Development (CD)

CD is understood as the development of the capability of people, organisations & societies to manage resources effectively & efficiently in order to realise their own goals on a sustainable basis

Focus: coaching and training
of individuals & small
groups



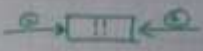
The four dimensions of Capacity Development
(CD Butterfly, GIZ-CapacityWorks Handbook)





Force field analysis:

A tool to define entry points for change projects

Force field Analysis 

Exercise in our group:

- ① Collect 'change projects'
- ② Run ffa according to Tff Annex p34 30
- ③ Discussion of the tool

Examples

- Reading - Udo
- Slowing down Bhawana
- Become a vegetarian - Ines
- Sportiness? Johanna

Debrief - 2

touchy issue when hierarchies among particip.

- ↳ Split group into hierarchies
- ↳ bring out issues as trainers, avoid public presentation
- ↳ murmur: a ^{abstract/}non-conflicting situation and reflect in silence
- ↳ do analysis per participant on their own

Debriefing force-field-analysis:

? How to use the ffa in a training context? for which topics is it useful?

! Observations / hints for using it.

- towards the end, after choosing adopt. measures, planning concrete steps for a change process, inst. factors
- in VA: to relate to real life situations eg. local communities improve current practise
- trainer has to make sure that ^{institutional} issues come out before running ffa (pick-up when necessary)
- ^{during} a multiplies training address the resistance of partic.
- focus on actions, what to do next requires openness among partic. (needs facilitat. by trainers)



Way forward for the Adaptation Training

Timo Leiter, GIZ's Competence Centre for Climate Change

- Timo taking over the coordination of the training from Michael Hoppe
- The training does not have its own budget
- Nor does it have a full or half time position attached to it, yet dedicated staff caring about it
- Commissioning of trainings typically from country offices which may be consulting headoffice





Way forward for the Adaptation Training: **Priorities for 2014**

- **Get all updated training materials online in one place:** this will be AdaptationCommunity.net by end of June 2014
- **Have modules M1-M10 available in English, French and Spanish,** seek information from trainers on translation into other languages which already exist
- **Monitoring of trainings and (anecdotic) evidence of results:** need figures on where and how often trainings take place and, where possible, information on their results to demonstrate usefulness of the training (and securing support)



Way forward for the Adaptation Training: **Priorities for 2014**

- **Update terminology to new IPCC AR5 (risk/vulnerability)**
would require substantial changes to M3 as well as to the action learning 'terminology', depends on securing funding within GIZ
- **Exchange and communication:**
 - GIZ will email trainers whenever new developments occur
 - DropBox folder for exchange of training materials has been created:
https://www.dropbox.com/sh/mpadkbhv3edzjlg/AAD_RG_VJIIZvU427wTkIdTka

Materials are
available on



Available training materials as of May 2014

Training Manual – covering all modules

Training Manual M&E – including only M&E and M1

Trainer's handbook – all modules without details on M&E

Trainer's handbook annex – multiplier, casework framework and exercises for M2A and M2B

Trainer's handbook M&E (only M&E including handouts)

Trainer's handbook EbA (only EbA and part from M3-5)

Training handouts – includes handouts of all modules

PPTs for every module; new ones for M2A,B,C as of 2012, M&E (M6,a,b) and EbA as of 2013

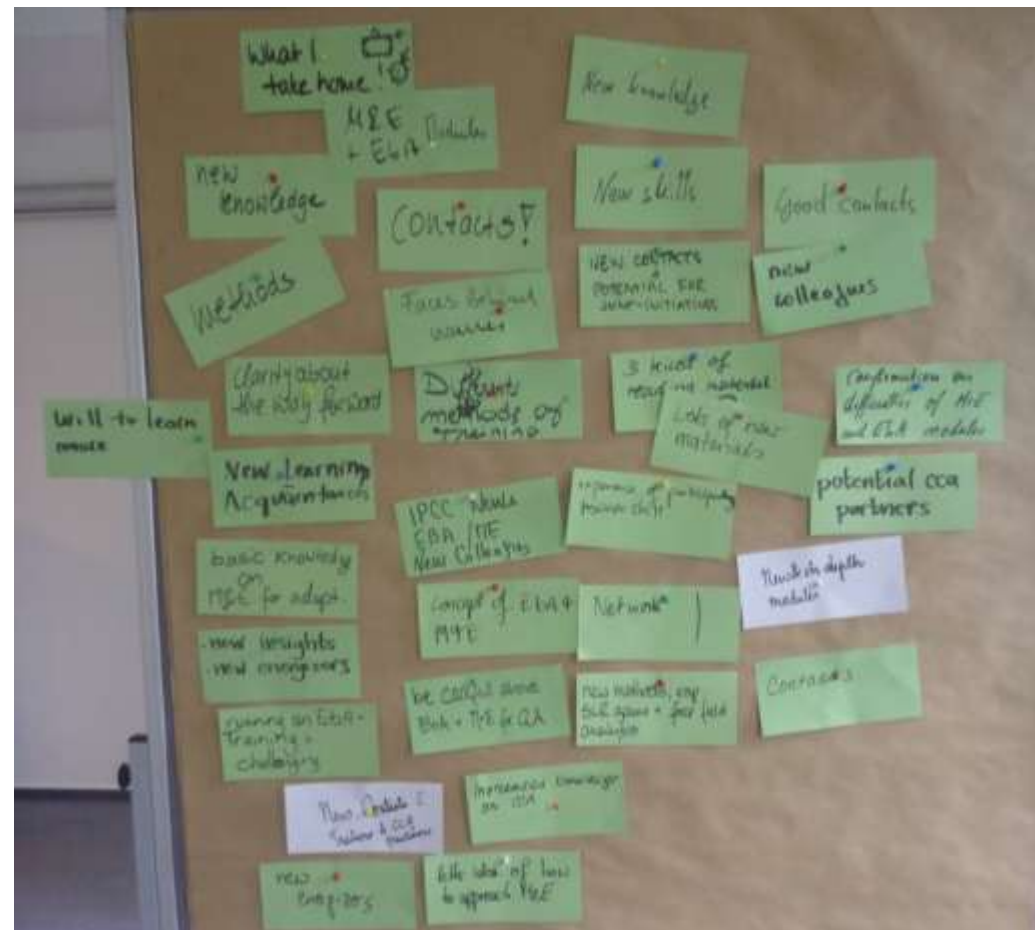
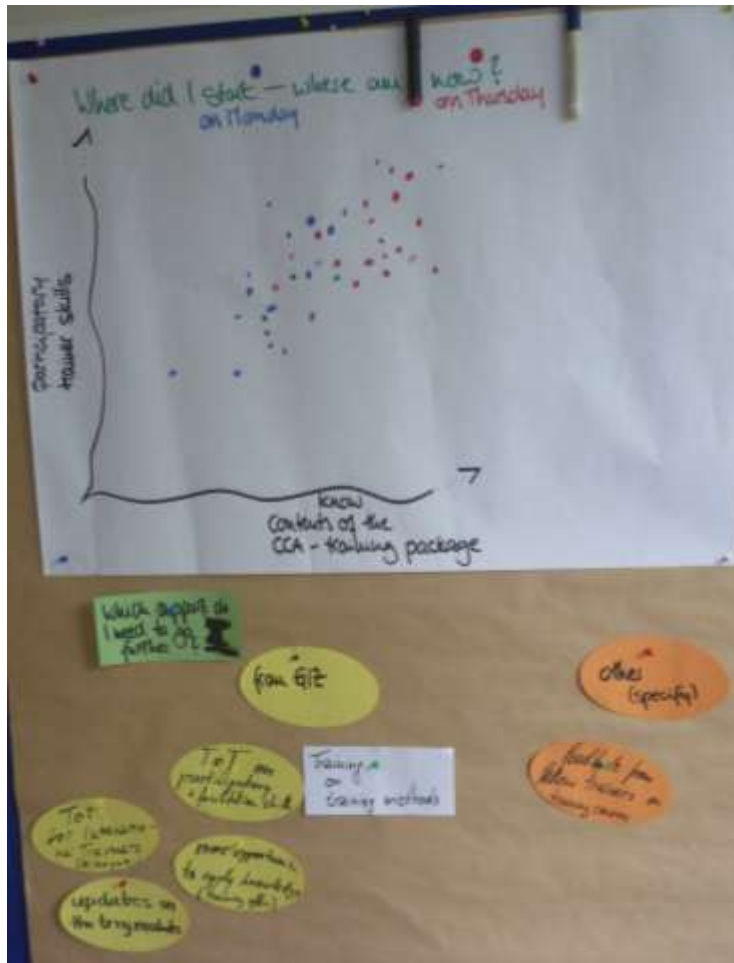


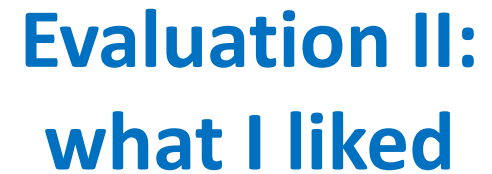
Closing ceremony: certificates





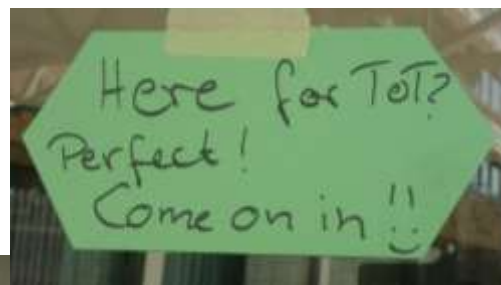
Evaluation I: learning and take home







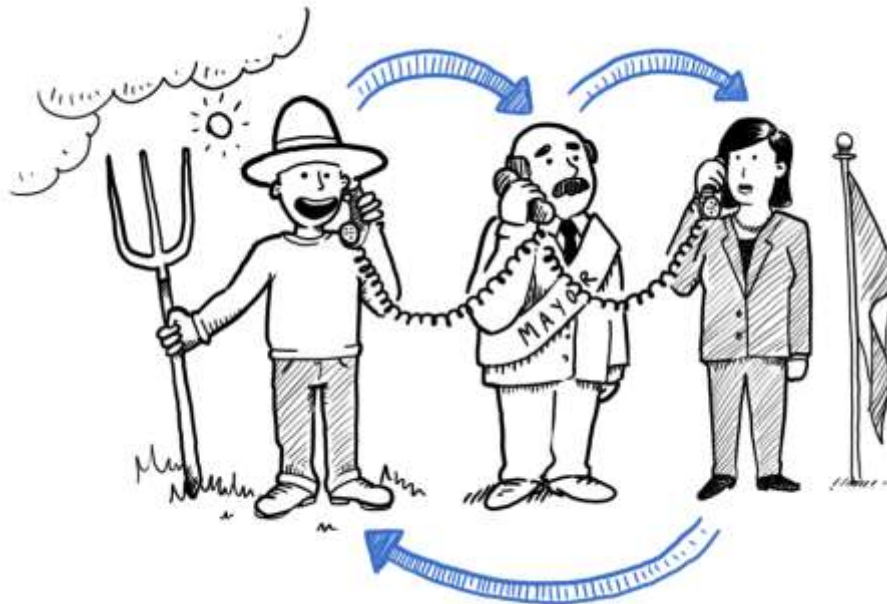
Thank you for your lively participation!





Thank you very much!

„Yes we can!“ together continue the success story of
the training *„Integrating Climate Change Adaptation
into Development Planning“*



Contact: Timo.Leiter@giz.de