


# The Human Resource Development Platform

Uses and advantages



Strategy paper

On behalf of  
  
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for Economic Cooperation  
and Development

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**inwent**

Capacity Building International  
Germany

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## Foreword

Dear Capacity Building Managers,

How many capacity building programmes and how many training events have you implemented over the last decade(s)?

Do you and your colleagues still have a quick access to the networks of professionals, participants, syllabi, training descriptions and instructional materials?

Can others learn from your course designs on the internet even if the courses took place a while back? Can Google tap the knowledge developed years ago and democratise it today?

InWent has many decades of experience with capacity building projects – and we have faced similar challenges many times in the planning, implementation, monitoring and evaluation of capacity building programmes.

Which is why we have focused on a ‘rescue mission’ in recent years: we have standardised the management of training programmes to make investment in training more tangible and sustainable.

In your hand you hold a brief description of a management toolbox for any kind of training scheme – from small scale to large scale programmes, face-to-face training to blended learning, and small to large organisations.

Our intention has been to make training management more efficient and training more effective – to comply with the increasing need for training in the 21<sup>st</sup> century and meet the capacity building standards from organisations such as the World Bank.

We hope this brochure will attract your interest and inspire your next training event.

Please contact us for any further information and partnership opportunities. It would be our pleasure to assist you with your capacity building programme.

Kind regards,



Dr Christina Kamlage

# The Human Resource Development Platform – Uses and advantages

## Planning

Imagine you are a capacity building manager responsible for a new programme on industrial waste management. Your task is to plan, implement, deliver and monitor more than 50 courses, each lasting 2-3 days. Over the next 3 years you are therefore expected to deal with more than 1,000 participants and a few hundred experts.

### How can you manage such a project efficiently?

Finding the right expert staff will be probably the most challenging task. Let's assume the Human Resource Development (HRD) Platform has been applied to environmental management courses in the past. You could then get the most comprehensive overview of available trainers by checking the expert portfolio entitled – “Trainers who delivered this course have also been involved in the following courses on the following subjects ...”.

You can do this from anywhere at anytime and all you need is a browser. Since the HRD Platform contains documentation of all the previous involvement of individual trainers, you can make informed choices by checking their profiles.

## Implementation

Time consuming searches and data compilation to organise trainer assignments have now become a thing of the past; the HRD Platform documents all trainers with a teaching history at an institution with standardised individual profiles and activities. This makes implementing, delivering and monitoring courses very transparent.

Since trainers have to follow standard operating procedures when managing capacity building programmes, all the information about their courses can be published in standardised form on the HRD Platform. Potential participants can access the platform via the internet to gather information about prospective courses. They can even register online to reserve a seat in advance for a programme they are interested in.

## Monitoring

Let's say you have delivered more than 30% of the programme and now you need to provide your donor with information about participant gender distribution, regional outreach, the most attended courses, most involved trainers and participant feedback. In past this task would have involved time-consuming search and compilation activities. Now you can simply go to the embedded Management Information System (MIS) and compile all data in a visually attractive format. One click displays charts that illustrate the answer to any question such as:

- How has the ratio of male to female participants developed in the last 5 years?
- What courses attracted the highest number of participants and had the best performance indicators?
- What is the distribution of males and females in the different provinces?

### Definition

The Human Resource Development (HRD) Platform is a web-based system with tools to support the planning, implementation, delivery and monitoring of large-scale capacity development programmes. Staff at a key training institution use the HRD Platform to manage their programmes.

InWEnt offers an additional institutional development service package to complement the HRD Platform and foster smooth implementation. This package includes staff trainings and advisory services in the areas of quality control, workflow design and capacity building management.



Figure 1: Dynamic key charts are automatically displayed on the web page, making decision making easier

### Outcome

The efficient management tools make it possible to quickly rank items and identify the most popular courses, for example, making course shopping easier for participants and the institution's marketing more powerful. The transparency of all processes and availability of results allow the training institution to constantly monitor the quality of service with much less effort than before.

## The HRD Platform in use

The following three platforms have been deployed in institutions engaged in capacity building for disaster risk management. They were designed in 2008 and 2009 and are maintained by institutions in Delhi, India, Bhopal, India and Jakarta, Indonesia.

### Management Platform for Human Resource Development in the Field of the Environment

This HRD Platform provides information on capacity building and training programmes related to sustainable urban and industrial development and consumer protection. The platform is managed by staff at the Advisory Services in Environment Management, a long-standing Indo-German cooperation programme. The platform documents the most comprehensive programme of courses on environmental management in India.



Figure 2: <http://www.hrdp-net.in>



## Human Resource Development Platform for Disaster Risk Management in Indonesia

Immediately following the Sumatra earthquake in December 2004, the Indonesian Ministry of Research and Technology (RISTEK) and the German Federal Ministry of Education and Research (BMBF) decided to jointly develop the German Indonesian Tsunami Early Warning System (GITEWS). This was the starting point in supporting the development of the individual and institutional capacities needed to implement, maintain and expand the Early Warning System. Since 2009 the HRD Platform for Disaster Risk Management in Indonesia has become a hub for the documentation and management of multi-hazard capacity building programmes.



Figure 3: <http://id.hrdp-riskmanagement.org>

## Management Platform for Human Resource Development in the Field of Industrial Disaster Risk Management

This HRD Platform is managed by the staff of the Disaster Management Institute in Bhopal, India. It provides downloadable training programmes on industrial/chemical disaster risk management and offers information on key concepts, rules/regulations and mock drills useful for preparing disaster recovery plans. The platform has now been integrated into the Indian National Action Plan for Chemical/Industrial Disaster Risk Management.



Figure 4: <http://www.hrdp-idrm.in>

## Why use the HRD Platform?

Let's assume that you participated in a one-week professional training seminar on seismology and disaster risk management in areas of volcanic activity two years ago.

Now, two years later, you want to develop a similar course to train others.

You would like to check the outline of the former programme, training storyline, learning objectives, the participant and expert list. You also want to know the results it achieved. You find some fragmented notes and a few slides from former presenters, but that's about it.

You contact the training organisers, who respond: "Sure, we have plenty of content". They send you a DVD with hundreds of presentation files on the subject you are interested in.

So initially you have too little information and now you may suffer from information overload. You have to invest a great deal of time in weeding out the information you really need to get oriented from the overabundance of information you now have.

From "too little" to "overload" – just the right amount of the content you require is usually not accessible. The most helpful information when planning and preparing a training project is the actual information about the past training event (and in part the training content).

With an HRD Platform, your request could have been dealt with much more efficiently. Without even bothering the institution's administration staff, all the information you need would have been accessible in just a few clicks and with a bit of independent browsing and downloading. The HRD Platform's forms, structure and embedded processes also significantly facilitate the activities undertaken by trainers before, during and after a programme.

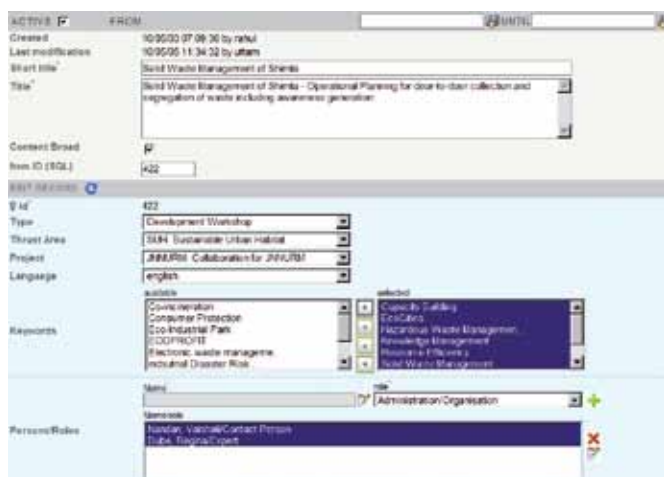


Figure 5: Interface for categorising courses according to the metadata added. Here authors fill out course characterisation forms – documentation sheets required for World Bank projects.

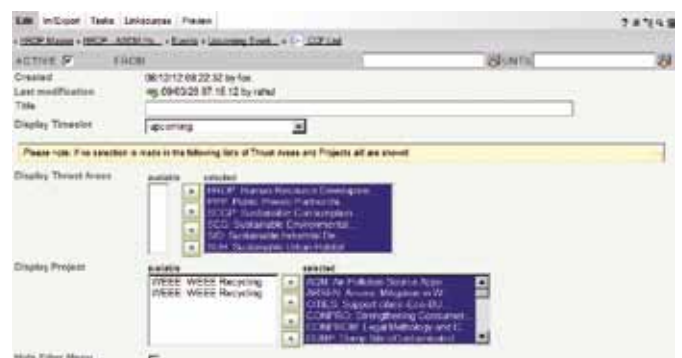


Figure 6: Interface for applying course taxonomy. The taxonomy allows courses to be filtered and displayed according to criteria selected from a list (e.g. all courses on one subject area on a subject area page). The author can flexibly define the display filter depending on target group and list location in the content sitemap.



## Selected features

The screenshots show various interfaces where authors/editors and capacity building managers can accomplish tasks.

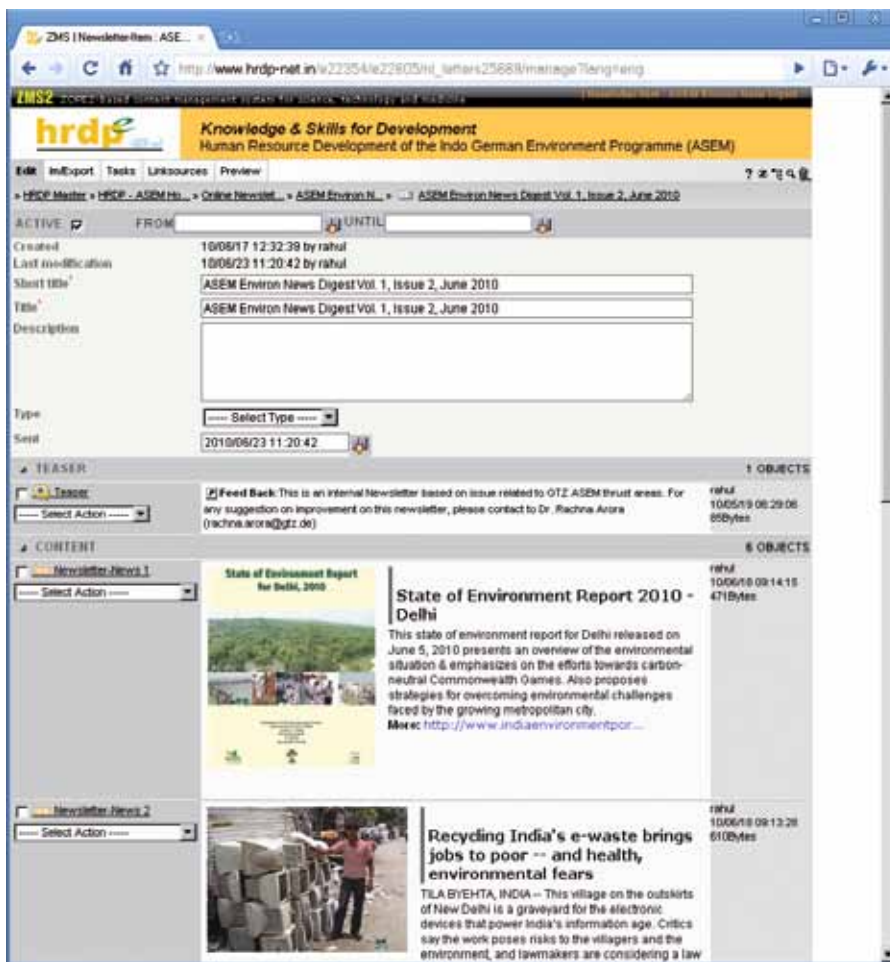


Figure 7: Interface for creating and sending periodic newsletters to subscribers

ID	Value ENG
2	Capacity Building
3	Urban Renewal
4	EcoCities
5	Hazardous Waste Management
6	Urb-Envis
7	Industrial Clusters
8	Solid Waste Management
9	Eco-Industrial Park
10	Resource Efficiency

Figure 8: Interface for building up and adapting the metadata system. The metadata system and course taxonomy are added by the capacity building manager.

# The HRD Platform for capacity building managers

A capacity building manager plans, implements and monitors the entire project life cycle. The platform plays a key role in all the activities a capacity building manager has to accomplish.

<b>Objectives</b>	<ul style="list-style-type: none"> <li>▪ Plan training course</li> <li>▪ Publish information on upcoming training courses</li> <li>▪ Manage training course development</li> <li>▪ Manage resource network of people and institutions</li> <li>▪ Measure and document training course outcome</li> </ul>								
<b>Steps</b>	<ul style="list-style-type: none"> <li>▪ Structure the course development process and create a mutual basis of understanding for all parties involved regarding course development and the final course product</li> <li>▪ Design and implement a course taxonomy and metadata system</li> <li>▪ Provide detailed information on upcoming trainings and workshops</li> <li>▪ Provide a schedule of all training programmes, workshop events and conferences, easy to sort and search by date, topic, area etc.</li> <li>▪ Upload reports and course material for access by all actors</li> <li>▪ Provide tools for training course design and management (like evaluation questionnaires and analysis tools)</li> <li>▪ Announce training courses and allow online application</li> <li>▪ Disseminate information about concepts, capacity building initiatives and publications</li> </ul>								
<b>Results</b>	<p>All the background information for the HRD Platform approach, a list of tools and the approved working foundation are available:</p> <ul style="list-style-type: none"> <li>▪ All lectures, presentations, charts and background material</li> <li>▪ Lists of events and participants</li> <li>▪ Lists of trainers, resource people and profile information</li> <li>▪ Workflow and training management procedures</li> <li>▪ Impact documentation and HRD programme work history</li> <li>▪ Evaluations from participants and trainers with reports, feedback, complaints and requests</li> <li>▪ Formats, templates and forms</li> <li>▪ HRD Platform concept and strategies               <ul style="list-style-type: none"> <li>– Quality package and instructions</li> <li>– Approved operation plans</li> <li>– Training or workshop report</li> <li>– Course characterisation form; course taxonomy and metadata system (e.g. the Accessible Information on Development Activities, AiDA metadata set)</li> </ul> </li> </ul>								
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;"><b>Type</b></td> <td style="padding: 5px;">Exposure Visit ▼</td> </tr> <tr> <td style="padding: 5px;"><b>Thrust Area</b></td> <td style="padding: 5px;">SID: Sustainable Industrial Development ▼</td> </tr> <tr> <td style="padding: 5px;"><b>Project</b></td> <td style="padding: 5px;">iDRM: industrial Disaster Risk Manager ▼</td> </tr> <tr> <td style="padding: 5px;"><b>Language</b></td> <td style="padding: 5px;">english ▼</td> </tr> </table>		<b>Type</b>	Exposure Visit ▼	<b>Thrust Area</b>	SID: Sustainable Industrial Development ▼	<b>Project</b>	iDRM: industrial Disaster Risk Manager ▼	<b>Language</b>	english ▼
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Figure 9: Categorisation of courses

## The HRD Platform for project managers

A project manager monitors a capacity building project from a key cooperation partner perspective. The HRD Platform is important because it provides easy access to the information needed.

### Objectives

- Achieve measurable impact through capacity building
- Improve and assess quality of capacity building events
- Improve capacity building cost/benefit ratio
- Improve time to market i.e. develop training courses faster

### Steps

- Define a metric system of performance indicators for a capacity building programme
- Define key performance questions to be included in the management information system (MIS); questions produce valid answers about the overall status of the programme
- Publish operational success indicators for each course
- Access MIS data and charts
- Compile reports from data and content published

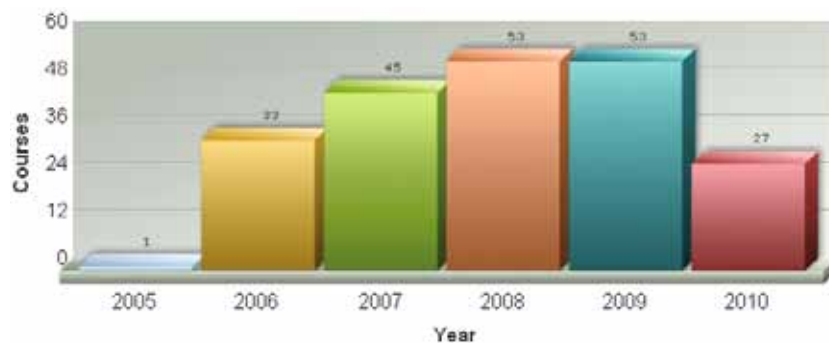


Figure 10: Dynamic chart displaying courses per year

### Results

- MIS data is used to answer key programme performance questions
- Information to support decision making is instantly available and presented visually
- Performance indicators documented for each course
- Report development time shortened since data and content is copied directly into reports

## The HRD Platform for IT decision makers

IT decision makers design a web-based system to comprehensibly mirror real life management processes. An HRD Platform requires maintenance, hotlines and different service levels (e.g. for server availability, user support).

<b>Objectives</b>	<ul style="list-style-type: none"><li>▪ Develop electronic management processes</li><li>▪ Create and maintain the technical skill profile</li><li>▪ Maintain the hardware and software technology life cycle</li><li>▪ Assure operational security</li></ul>
<b>Steps</b>	<ul style="list-style-type: none"><li>▪ Design how staff (e.g. capacity building managers) interact with the system and accomplish capacity building management tasks</li><li>▪ Partner with or hire staff according to software adaptation, media development and usability engineering requirements</li><li>▪ Build up a support structure for internal and external users</li><li>▪ Manage users and security threats</li></ul>
<b>Results</b>	<ul style="list-style-type: none"><li>▪ Institutional workflows implemented to represent the capacity building management process</li><li>▪ Service level agreements and support structure in place</li><li>▪ Qualified staff available inside the institution or from partners</li></ul>

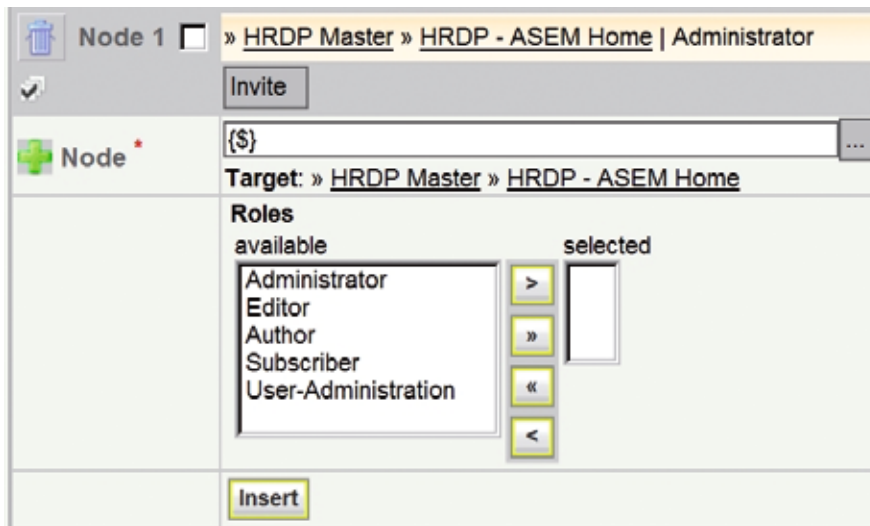


Figure 11: User management screen

## The HRD Platform for communication officers

Communication officers inform the target group about the advantages and uses of the HRD Platform. They also work with the media and apply the HRD Platform to customer relationship management.

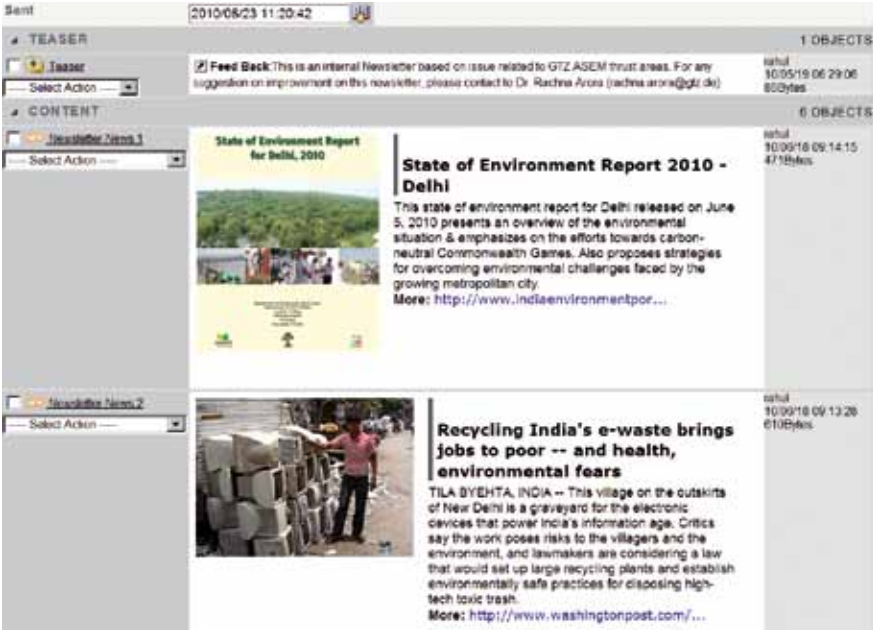
<b>Objectives</b>	<ul style="list-style-type: none"> <li>■ Author marketing materials</li> <li>■ Market courses</li> <li>■ Maintain consistency of design, texts and navigation</li> <li>■ Keep course descriptions up-to-date</li> <li>■ Maintain institutional website as part of the HRD Platform</li> </ul>
<b>Steps</b>	<ul style="list-style-type: none"> <li>■ Publish all marketing content online based on templates and re-use e.g. for print (single source publishing)</li> <li>■ Author electronic newsletters and mailings</li> <li>■ Monitor design and usability, quality of images, text, navigation elements and features on the platform</li> <li>■ Manage author team</li> </ul>
<b>Results</b>	<ul style="list-style-type: none"> <li>■ All course descriptions available online</li> <li>■ Electronic newsletter operational</li> <li>■ Platform consistent in both design and usability</li> <li>■ Website and course contents up-to-date</li> </ul> 

Figure 12: Access to editing interface for a monthly newsletter for closed user group

## The HRD Platform for authors/course content experts/editors

Authors publish digital media (e.g. texts, images, videos) and structure the platform. Usability and readability are the most relevant quality criteria here. The HRD Platform provides a publishing process that is easy to use and author controlled.

### Objectives

- Publish course descriptions in keeping with course characterisation forms (CCFs)
- Assure readability of texts
- Include institutions and experts in the who-is-who database

### Steps

- Study and work on more than 20 online chapters in the intranet (online user training manual for on-the-job training)
- Collect material about courses and the management process
- Publish texts, images and multimedia on courses according to the CCF structure
- Review the language and editorial quality

### Results

- All courses available online as completed CCF descriptions
- Institution and expert profiles up-to-date

Event id	Start	End	Status	Venue (short)	Eventcode	Country
351	2009/09/12 04:00:00	2009/09/14 04:00:00		Patna	SID2009ENV MGMT35	nda

Figure 13: Management interface for the course announcement table; participant lists and certificates are automatically generated by the platform

### Solid waste management (Municipal SWM)

Code	SID   2009   ENV MGMT   353		
Short title	Solid waste management (Municipal SWM)		
Title	Solid waste management (Municipal SWM)		
Thrust Area	SID: Sustainable Industrial Development		
Project	ENV MGMT: Pollution Control and Environmental Management		
Persons	Dr. Rachna Arora (Contact Person)		
Event Details	Date	Place	Details
	Sat 12.09.2009	Patna	Patna
	Mon 14.09.2009	<a href="#">Google Maps</a>	Patna , Bihar
	3 Days		Sorry, no online application available for this event. Contact Name: Ms.Rachna Arora <a href="mailto:rachna@esemindia.com">rachna@esemindia.com</a>
Application			
Target Group	Regulatory agencies, research laboratories, research institutes, Urban Local Bodies, SPCBs, Municipalities, NGOs, Researchers, students and other relevant stakeholders		
Training Provider	Centre for Environment and Nature Conservation, Patna		
Institutions Involved	GTZ-ASEM, Centre for Environment and Nature Conservation		
Course objectives	The participants will be trained on municipal solid waste categorization, collection, handling and disposal. The Programme will also focus on Municipal Solid Wastes (Management and Handling) Rules, issues of informal sector, ragpickers and role of NGOs in solid waste management.		
Achieved results/impacts	Dissemination of Knowledge and awareness gained from course to participant are intended to occur. Community based decentralized management systems for solid waste is expected		
Indicators to measure success/impact	Students have to come for enrolment as volunteers and a form a "Green Volunteers" to work for a greener environment.		

Figure 14: Comprehensive course description



## The HRD Platform for subject experts/community/ internet audience

Experts search, use and contribute information. The HRD Platform offers categorised search possibilities and facilitates the integration of user-generated content with or without editorial control.


<b>Objectives</b>	<ul style="list-style-type: none"> <li>Find information about specific training events and the experts and institutions involved</li> <li>Locate related training courses and related institutional and expert profiles</li> <li>Find general information on the background, training and platform provider</li> </ul>																												
<b>Steps</b>	<ul style="list-style-type: none"> <li>Use Google to search for courses</li> <li>Filter course lists to find specific courses e.g. according to subject area, date, location</li> <li>Subscribe to newsletters</li> </ul>																												
<b>Results</b>	<ul style="list-style-type: none"> <li>All courses indexed by Google</li> <li>Audience receives periodic newsletters</li> <li>Comprehensive course navigation tool can now be applied</li> </ul>  <p>The screenshot shows a course navigation interface. At the top, there are three filter dropdowns: 'SID: Sustainable Industrial Development (84)', 'EIE: Eco Industrial Estates in Andhra Pradesh (42)', and 'Indo-German Institute of Advanced Technology (15)'. To the right, there are options for 'Display as: list catalog', 'Show: 1   2   6   12   24   48 months ahead', and 'Show: 10   15   25   50   75   All per page'. Below these is a table with the following data:</p> <table border="1"> <thead> <tr> <th>No</th> <th>CCF Title</th> <th>Thrust Area</th> <th>Project</th> <th>Startdate</th> <th>Duration</th> <th>Institutions</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>EP-EIE-16: Eco Industrial Estate in Andhra Pradesh</td> <td>Sustainable Industrial Development</td> <td>EIE: Eco Industrial Estates in Andhra Pradesh</td> <td>17.12.2007</td> <td>3 Day(s)</td> <td>IGIAT</td> </tr> <tr> <td>2</td> <td>EP-EIE-21a: Certificate Course on Eco Industrial Estates</td> <td>Sustainable Industrial Development</td> <td>EIE: Eco Industrial Estates in Andhra Pradesh</td> <td>10.12.2007</td> <td>4 Day(s)</td> <td>IGIAT</td> </tr> <tr> <td>3</td> <td>EP-EIE-20c: ToT Certificate Course on Eco industrial Estates</td> <td>Sustainable Industrial Development</td> <td>EIE: Eco Industrial Estates in Andhra Pradesh</td> <td>03.12.2007</td> <td>5 Day(s)</td> <td>IGIAT</td> </tr> </tbody> </table>	No	CCF Title	Thrust Area	Project	Startdate	Duration	Institutions	1	EP-EIE-16: Eco Industrial Estate in Andhra Pradesh	Sustainable Industrial Development	EIE: Eco Industrial Estates in Andhra Pradesh	17.12.2007	3 Day(s)	IGIAT	2	EP-EIE-21a: Certificate Course on Eco Industrial Estates	Sustainable Industrial Development	EIE: Eco Industrial Estates in Andhra Pradesh	10.12.2007	4 Day(s)	IGIAT	3	EP-EIE-20c: ToT Certificate Course on Eco industrial Estates	Sustainable Industrial Development	EIE: Eco Industrial Estates in Andhra Pradesh	03.12.2007	5 Day(s)	IGIAT
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3	EP-EIE-20c: ToT Certificate Course on Eco industrial Estates	Sustainable Industrial Development	EIE: Eco Industrial Estates in Andhra Pradesh	03.12.2007	5 Day(s)	IGIAT																							

Figure 15: Course navigation system

## The HRD Platform for course participants and customers

Prospective participants select and register for a course. The HRD Platform offers in-depth information about courses, training materials and learning spaces to aid in preparation for a course.

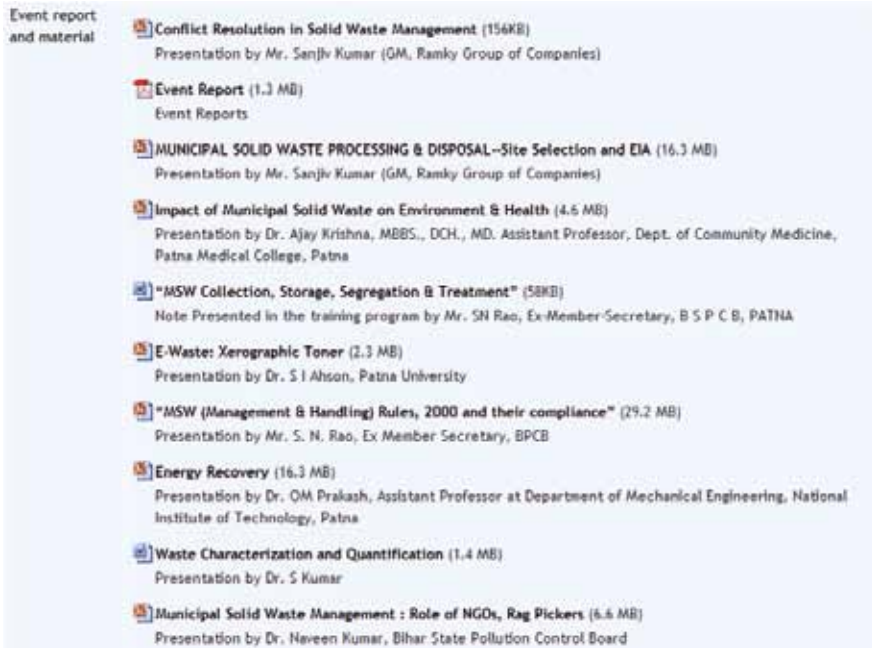
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Identify and select suitable training courses and register quickly</li> <li>Read in-depth information on the training courses available</li> <li>Use the training expert community and training resources</li> </ul>
<b>Steps</b>	<ul style="list-style-type: none"> <li>Use Google to search for courses</li> <li>Filter course lists to find specific courses e.g. according to subject area, date, location</li> <li>Register for a course</li> </ul>
<b>Results</b>	<ul style="list-style-type: none"> <li>Participants added to the participant database</li> <li>Participants have access to course materials in public and closed areas</li> </ul>  <p>Event report and material</p> <ul style="list-style-type: none"> <li><b>Conflict Resolution in Solid Waste Management</b> (156KB) Presentation by Mr. Sanjiv Kumar (GM, Ramky Group of Companies)</li> <li><b>Event Report</b> (1.3 MB) Event Reports</li> <li><b>MUNICIPAL SOLID WASTE PROCESSING &amp; DISPOSAL--Site Selection and EIA</b> (16.3 MB) Presentation by Mr. Sanjiv Kumar (GM, Ramky Group of Companies)</li> <li><b>Impact of Municipal Solid Waste on Environment &amp; Health</b> (4.6 MB) Presentation by Dr. Ajay Krishna, MBBS., DCH., MD. Assistant Professor, Dept. of Community Medicine, Patna Medical College, Patna</li> <li><b>"MSW Collection, Storage, Segregation &amp; Treatment"</b> (58KB) Note Presented in the training program by Mr. SN Rao, Ex-Member-Secretary, B S P C B, PATNA</li> <li><b>E-Waste: Xerographic Toner</b> (2.3 MB) Presentation by Dr. S I Ahson, Patna University</li> <li><b>"MSW (Management &amp; Handling) Rules, 2000 and their compliance"</b> (29.2 MB) Presentation by Mr. S. N. Rao, Ex Member Secretary, BPCB</li> <li><b>Energy Recovery</b> (16.3 MB) Presentation by Dr. OM Prakash, Assistant Professor at Department of Mechanical Engineering, National Institute of Technology, Patna</li> <li><b>Waste Characterization and Quantification</b> (1.4 MB) Presentation by Dr. S Kumar</li> <li><b>Municipal Solid Waste Management : Role of NGOs, Rag Pickers</b> (6.6 MB) Presentation by Dr. Naveen Kumar, Bihar State Pollution Control Board</li> </ul>

Figure 16: List of preparatory course materials uploaded by trainers

## What makes it unique?

- The HRD Platform applies international reference models to large-scale capacity building programme management (e.g. World Bank reporting requirements)
- It is managed by institutional staff in development cooperation target countries
- It serves as a management tool embedded in workflows in institutions that organise capacity building programmes
- It is a web-based hub for managing intellectual capital (e.g. course characterisations) and structural capital (e.g. institution and expert profiles)
- There are no license costs (open source), so the software can be copied by other institutions and reproduced inside institutions

## What does the HRD Platform support?

It supports three tasks for implementing human resource development programmes:

### Training management, e.g.:

- Online course selection and registration
- Trainer and participant management

### Community management, e.g.:

- Newsletters
- Service forms for various purposes
- Institutional databases
- Who-is-who database of experts and course participants

### Knowledge management, e.g.:

- Data collection & analysis in a management information system (MIS)
- Training documentation/course characterisation forms (CCFs)
- Content publishing and workflows

## Technical requirements

### 1. Open-source software architecture:

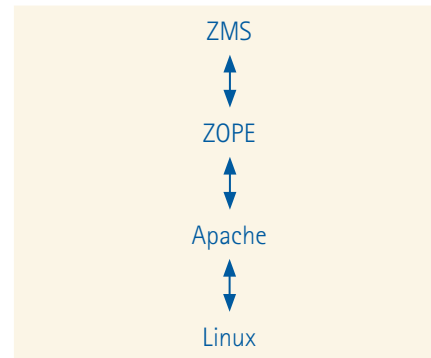


Figure 17: Open-source architecture

### 2. Internet service provider hardware:



Figure 18: Blade server

### 3. Services offered by an internet service provider:

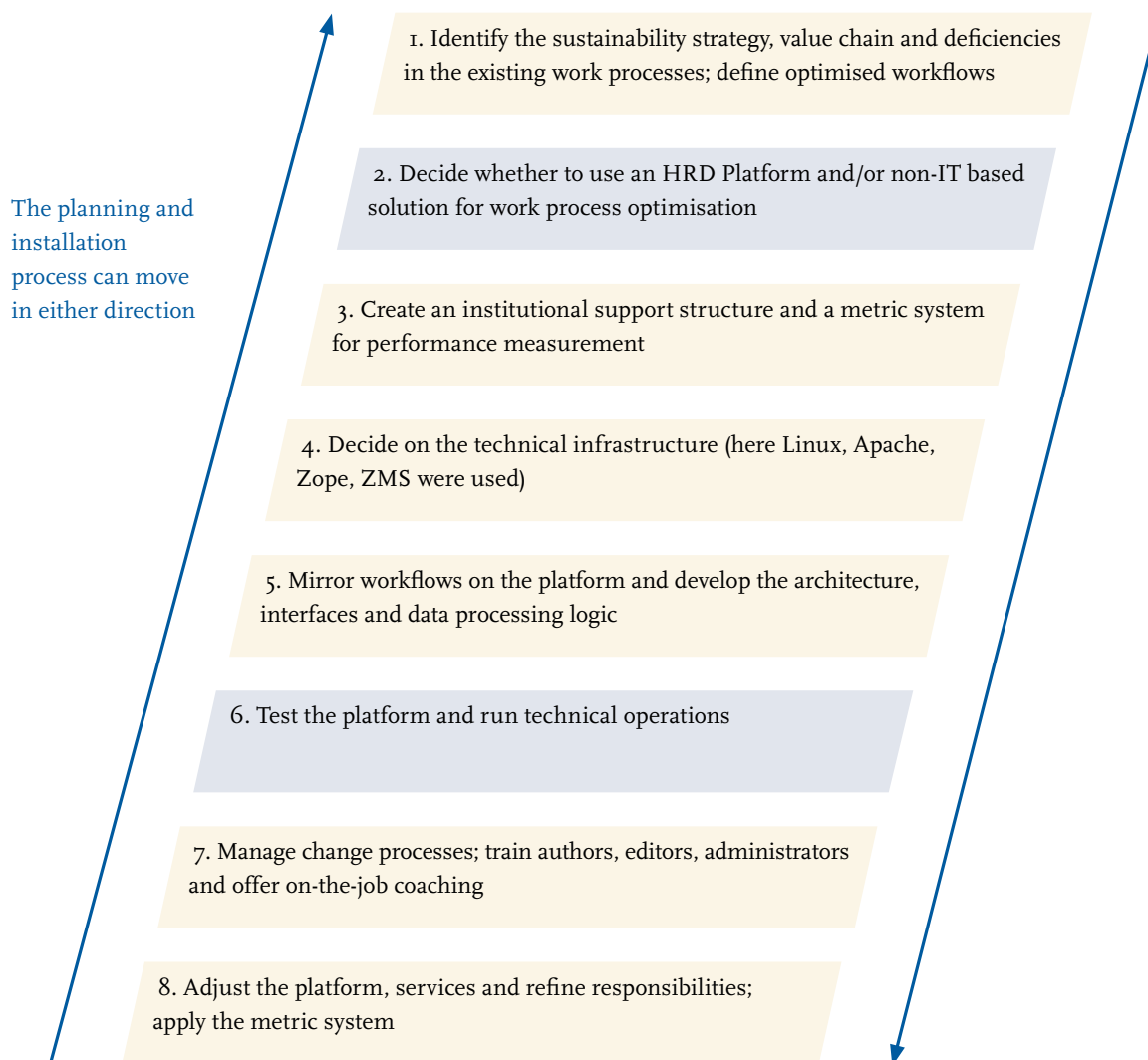
#### Connectivity & power

- Hardware updates
- Immediate hardware exchange in case of failure

Internet service provider prices vary from country to country depending on market development and the type of solution needed, e.g. from 150 euros in the US/EU up to a few 1,000 euros in countries with underdeveloped IT markets.

## How to implement the HRD Platform

Planning and installing the HRD Platform usually follows these eight steps:



The outcome is a system that supports relevant stakeholders in improving HRD management. The self-publishing option strengthens the content ownership of authors.

## Tasks and profiles for operating the HRD Platform

Roles	Tasks	Qualifications
<b>System manager</b>	<ul style="list-style-type: none"> <li>Ensure performance of technology-based services; manage support infrastructure</li> <li>Set up and maintain Linux, Apache, Zope and ZMS servers</li> </ul>	<ul style="list-style-type: none"> <li>Strong system management skills (web servers, firewalls, Linux OS); preferably Zope application server management skills</li> <li>Software engineering experience</li> <li>Very proficient with server maintenance tools</li> </ul>
	<ul style="list-style-type: none"> <li>Organise and carry out staff technical support</li> </ul>	<ul style="list-style-type: none"> <li>Ability to coordinate staff</li> <li>Strong communication skills and service orientation</li> <li>Experienced in solution strategies for technical problems</li> </ul>
<b>Template developer and media producer</b>	<ul style="list-style-type: none"> <li>Needs assessment and use case development</li> <li>Plan and develop user interface</li> <li>Application software development</li> <li>Multimedia production; preferably audio/video production as well</li> </ul>	<ul style="list-style-type: none"> <li>Experience with content management systems</li> <li>Strong software development skills (preferably DTML/Zope/Python)</li> <li>Very proficient with internet software tools</li> <li>Very good digital media production skills</li> <li>Experience with solution strategies for technical problems</li> <li>Practical experience with audio/video production</li> </ul>
<b>Graphic designer</b>	<ul style="list-style-type: none"> <li>Photo/picture selection and processing</li> <li>Layout/design adaptation</li> <li>Design consistency &amp; usability checks</li> <li>Graphic design of digital media resources</li> </ul>	<ul style="list-style-type: none"> <li>Several years experience in graphic design and digital media development (e.g. image processing)</li> <li>Graphic design experience for print, offline (e.g. CD ROM), online and broadcast media</li> </ul>
<b>Technical writer/editor</b>	<ul style="list-style-type: none"> <li>Publication planning, authoring/editing and quality assurance</li> <li>Author/contributor network management</li> <li>ePublishing of documents, articles</li> <li>Content management system configuration</li> </ul>	<ul style="list-style-type: none"> <li>At least three years experience in authoring and editing (e.g. texts for websites, brochures, broadcast media)</li> <li>Subject matter expertise</li> <li>Strong communication skills and service orientation</li> <li>Strong computer skills; professional internet user</li> </ul>
<b>Communication manager</b>	<ul style="list-style-type: none"> <li>Manage editing process and teams</li> <li>Overall content quality assurance</li> <li>Report to decision makers</li> <li>Website marketing</li> </ul>	<ul style="list-style-type: none"> <li>Experience in corporate/institutional communications</li> <li>Subject matter expertise</li> <li>Team and project management experience</li> <li>Marketing experience (preferably web marketing)</li> </ul>

Manpower costs depend on country salary/consultancy fee levels. Basic platform and content maintenance for a large scale capacity building programme involves a minimum of 20 person days per month.

# Background on capacity building programme management

## 1. Challenges

- The institution takes the first steps in defining a comprehensive capacity building plan
- A lot of institutions (e.g. 20) are involved and offer (or will offer) capacity building measures
- The institutions are decentralised but work on a joint problem (e.g. disaster risk management)
- Coordination is needed to make capacity development effective and efficient in:
  - Course, seminar and workshop development
  - Training, workshop and conference marketing
  - Documentation of training materials, results and contact information for key participants, trainers and service providers
  - Avoiding duplicate efforts
  - Quality assurance for all courses and their coherence
  - Use of synergies in knowledge and organisational capabilities

## 2. Institutional solutions

- The institutions involved need a capacity building unit (CBU) or training management unit (TMU) for coordination and cooperation
- The team building process starts with a study tour and various workshops
- The central tasks the CBU or TMU should focus on include:
  - Training need assessments
  - Support for ongoing programme training activities
  - Development of didactical concepts for training programmes and their evaluation
  - Capacity building programme development
  - Conducting and coordinating workshops and seminars
  - Information and knowledge management

## 3. Benefits

- Joint platform for a CBU or TMU focused on the coordination, communication and development of capacity building
- Common platform for announcing and organising capacity building events
- Standardisation of capacity building approaches (e.g. quality control, instructional strategies, evaluation systems)
- Documentation and knowledge system for training materials, results, training resource materials, working documents and institution and expert profiles



## Benefits of cooperation and partnership with InWEnt

### The service package

1. Consulting on feasibility and implementation
2. Training in starting and running a large-scale capacity building programme
3. HRD Platform has no license costs (open source)

### Results

- Optimised cooperation in networks
- Increased transparency in all processes
- Documentation and availability of results
- Cost efficient and timely communication among all actors

### Target group

- Project partners in the target regions/countries



## 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.

Our capacity building programmes are directed at experts and executives from politics, administration, the business community, and civil society. We are commissioned by the German federal government to assist with the implementation of the Millennium Development Goals of the United Nations.

In addition, we provide the German business sector with support for public private partnership projects. Through exchange programmes, InWEnt also offers young people from Germany the opportunity to gain professional experience abroad

### Our programmes

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 and international organisations. We are also working in cooperation with the German business sector in public private partnership projects that can be designed to incorporate economic, social, and environmental goals. The programmes for people from developing, transition and industrialised countries are tailored to meet the specific needs of our partners. We offer practice-oriented advanced education and training, dialogue sessions, and e-Learning courses. After the training programmes, our participants continue their dialogue with each other and with InWEnt via active alumni networks. By offering exchange programmes and arranging scholarship programmes, InWEnt also provides young people from Germany with the opportunity to gain professional experience abroad.

### Our offices

InWEnt gGmbH is headquartered in Bonn. In addition, InWEnt maintains fourteen Regional Centers 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.

In 2011, the German Development Cooperation will conduct an in-depth restructuring of its implementing agencies. Thus, InWEnt gGmbH, DED gGmbH and GTZ GmbH will merge into the new German International Corporation (GIZ).

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