



Ministry of Foreign Affairs

Mena Scholarship Programme 2012



nuffic

Eligibility
Study programmes
Deadlines
Application



Netherlands organisation
for international cooperation
in higher education



Oman
Mueid Al Raee (Process engineer at Oman
Refineries and Petrochemicals Company)
studied 'project management' at Maastricht
School of Management

*“My experience in Maastricht
was highly enriching, both
professionally and personally.
It will always shine as a bright
spot in my memory.”*

Disclaimer

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Contents

1. Introduction	4
1.1 General	4
1.2 Aim	4
1.3 Target group	4
2. The scholarship	5
2.1 What does a MENA scholarship consist of?	5
2.2 Duration	5
2.3 Rules & Regulations	5
3. The parties involved	6
4. Eligibility criteria	7
5. Applying for a MENA Scholarship	8
5.1 What does a MENA application consist of?	8
5.2 Deadlines	9
6. The selection procedure	9
7. After the selection	10
7.1 Stay in touch	10
8. More information	10
9. Contact details	11
10. Mena Scholarship Programme Course List 2012	14
Annex 1 Allowances and reimbursements	23

1. Introduction

1.1 General

The Middle East and North Africa Scholarship Programme (MENA Scholarship Programme) is initiated and fully funded by the Netherlands Ministry of Foreign Affairs.

The MENA Scholarship Programme was set up in 2007 as a result of the growing interest in both the Arab world and the Netherlands to strengthen mutual ties in the areas of education, culture and trade.

The programme enables mid career professionals from Algeria, Iraq, Lebanon, Morocco, Oman, Syria and Tunisia to do a short course in the Netherlands. Each year there are around 120 scholarships available, which are proportionally distributed among the participating countries. Ideally, half of the scholarships are allocated to female applicants.

1.2 Aim

The MENA Scholarship Programme aims to contribute to capacity building within a wide range of governmental, non-governmental and private organisations and institutions in seven selected countries:

- Algeria
- Iraq
- Lebanon
- Morocco
- Oman
- Syria
- Tunisia

Moreover, the growing MENA alumni network will make a positive contribution to the relations between the Netherlands and the alumni's home countries.

1.3 Target group

The MENA Scholarship Programme's target group are mid-career professionals who are employed by organisations or institutions operating in one of the following fields of study:

- Water management
- Business administration and management
- Agriculture, Forestry and Fisheries
- Geographical Information Science.

The candidates must be nationals of and working in one of the selected countries. While scholarships are awarded to individuals, the need for training must be demonstrated in the context of the organisation for which the applicant works. The training must help the organisation develop its capacity. This means that employers must nominate an applicant and motivate his or her application in a support letter.

2. The scholarship

MENA scholarships can be used for a number of selected short courses offered by educational institutions in the Netherlands. The institutions provide professional training at post-secondary level in several fields of study. The list of selected short courses can be found in chapter 10 of this brochure.

2.1 What does a MENA scholarship consist of?

A MENA scholarship is a contribution to the costs of the selected short course and is intended to supplement the salary that the scholarship holder must continue to receive during the study period.

The following items are covered:

- subsistence allowance
- international travel costs
- visa costs
- course fee
- medical insurance
- allowance for study materials.

The allowances are considered to be sufficient to cover one person's living expenses during the study period. The scholarship holders must cover any other costs from their own resources (see also Annex 1).

2.2 Duration

The programme will run between January and December 2012. All courses will be conducted in 2012 and have a duration of between two and twelve weeks.

2.3 Rules & Regulations

The MENA Scholarship Programme is governed by the Rules & Regulations of the Netherlands Fellowship Programmes (NFP), although there are some exceptions for certain procedures (securing placement, selection of candidates). A copy of the NFP Rules & Regulations will be made available to selected candidates before their final acceptance of the scholarship. You can also download the booklet at www.nuffic.nl/mena.

Syria

Bassima Kallaji (Head of section at the Planning and International Cooperation Commission) studied 'project management' at Maastricht School of Management

“The programme was conducted by professional professors and provided me with practical information and guidance related to project cycle management. We were encouraged to overcome challenges, we learned how to be team members and to accomplish our own projects.”

3. The parties involved

Netherlands embassies

The Netherlands embassies assess all MENA Scholarship applications. They use standard criteria, but are also free to define additional criteria depending on the local context. Embassies can reject applications or make specific recommendations regarding their future processing. The embassies prioritise the applications.

Nuffic

The MENA Scholarship Programme is managed by Nuffic. Nuffic prepares the documentation, manages the selection procedure and allocates the scholarships. Nuffic awards a grant to the Dutch institution that will provide the short course.

Dutch institutions

The short courses on the MENA Scholarship course list are all offered by officially recognised Dutch institutions, that have been assessed for their capacity to receive and teach students or professionals from a variety of backgrounds and are specialised in transferring knowledge and skills at a post-secondary level.

The five selected Dutch higher education institutions selected:

- International Centre for development oriented Research in Agriculture (ICRA)
- ITC, Faculty of Geo-information Science and Earth Observation of the University of Twente
- Maastricht School of Management (MSM)
- UNESCO-IHE Institute for Water Education
- Wageningen UR Centre for Development Innovation

The Dutch institutions assess whether applicants are academically qualified to take part in the course. They decide which candidates are admitted. The institutions manage the MENA scholarship, make logistical arrangements and assist scholarship holders. A list of contact addresses is available in chapter 9.

Morocco

Mohammed Aber (Civil engineer) studied 'modelling underground water flow' at UNESCO IHE

“The diversity of participants allowed us to discuss and study cases and experiences from all continents. I had the opportunity to discover the country and visited a lot of places and cities. I also enjoyed discovering a new culture and meeting local people. It was the most important experience I ever had, also from a professional point of view.”

4. Eligibility criteria

A candidate applying for a MENA scholarship must:

- apply for a course on the MENA course list 2012;
- not have received a MENA Scholarship in the three years prior to the start of the proposed MENA course;
- complete a MENA scholarship application form and submit all the required documentation to the Netherlands Embassy;
- be a national of and working in one of the seven selected countries;
- be a mid-career professional with at least three years' work experience;
- not be employed by:
 - a multinational corporation (e.g. Shell, Unilever);
 - a large national and/or commercial organisation;
 - a bilateral donor organisation (e.g. USAID, DFID, Danida, Sida, BuZa, FinAid, AusAid, ADC, SwissAid);
 - a multilateral donor organisation, (e.g. a UN organisation, the World Bank, the IMF, Asian Development Bank, African Development Bank, IADB);
 - an international NGO (e.g. Oxfam, Plan, Care).
- meet the admission requirements of the selected course. As such he or she must have at least a diploma or a bachelor's degree in one of the selected fields of study and meet other educational or professional requirements, which may vary per course. These requirements can be found on the MENA course list available in chapter 10 of this brochure. Please also contact the institution directly for more information.
- offer evidence of proficiency in speaking and writing the language of instruction (English in most cases). Preferably, a candidate can provide evidence in the form of an official and verifiable score in an internationally recognised test, such as IELTS (a score of at least 6.0) or TOEFL (a score of at least 550 points on the paper-based test or 213 points on the computer-based test or 79 points on the internet-based test). In case the candidate cannot provide sufficient evidence, the embassy will evaluate the candidate's knowledge of the language. However, the final decision about a candidate's language proficiency lies with the Dutch institution.
- be nominated by his or her employer, who pledges to continue to pay a substantial part of the candidate's salary during the study period, and guarantees that at the end of the scholarship period the candidate will be offered a position at least equivalent to the current position;
- demonstrate a solid link between his or her work and the selected course; the course must have added value for the sustainable capacity development of the employing organisation and the development of the country;
- be available for the entire period of the course and be physically and mentally able to take part in the entire course;
- declare that he or she will return to their home country immediately upon completion of the course.

5. Applying for a MENA Scholarship

5.1 What does a MENA application consist of ?

- A. Candidates should complete and sign the MENA Scholarship application form 2012. This application form can be obtained from the Netherlands Embassy in the applicant's country or from the Nuffic website www.nuffic.nl/mena.
- B. The application form should be accompanied by the following necessary documentation:
- Evidence of proficiency in speaking and writing the language of instruction;
 - An employer's statement;
 - A complete copy of the candidate's passport or other official identity document;
 - Certified copies of educational records in English or French;
 - A detailed curriculum vitae;
 - One current photo;
 - A copy of the candidate's birth certificate (if requested by the Embassy).

Applications for the MENA Scholarship Programme should be submitted to the Netherlands Embassy in the applicant's own country well before the scholarship application deadline.

5.1.1 Employer's statement

Given the aim of the MENA Scholarship Programme to support the institutional development of organisations, it is essential that scholarship applications are supported by the organisation employing the candidate.

The employer's statement must:

- be written on the employing organisation's official letterhead and bearing an official stamp and signature of the candidate's superior.
- answer the following questions:
 - Why is the employing organisation nominating the candidate?
 - How will the candidate's participation in the short course benefit the organisation?
 - What plans have been made for putting the candidate's newly acquired knowledge and skills to use within the organisation?

The statement should also include the following pledges:

- That the candidate's salary will continue to be paid during the period for which the scholarship is awarded.
- That at the end of the scholarship period the candidate will be offered a position at least equivalent to the current position.
- That if the candidate is awarded a MENA scholarship, the employing organisation will comply with all the formal obligations this entails.

Detailed instructions on the requirements for the employer's statement can be found at www.nuffic.nl/mena. The instructions are also available in French.

5.2 Deadlines

There are two scholarship application deadlines for the MENA Scholarship Programme. Depending on the course, applications must be submitted at the Embassy either before 1 March 2012 or before 2 July 2012. The applicable deadlines can be found on the MENA course list 2012 (see chapter 10).

6. The selection procedure

Each deadline the number of applications for a MENA Scholarship exceeds the number of available scholarships. To select candidates for a MENA scholarship the following selection procedure applies.

1. The embassies assess each application against the criteria listed above, give specific recommendations and prioritise the applications.
2. The embassies forward all applications to Nuffic.
3. Nuffic forwards the applications to the Dutch institutions providing the courses to request academic admission for the candidates.
4. The Dutch institutions assess the applications and decide if the applicants' educational background and professional experience meet the specific requirements of the course. They decide who is admitted to a course. If an applicant is not admitted, he or she is not eligible for a MENA scholarship.
5. These assessments will lead to a selection. The final selection becomes available about two months after the scholarship application deadline.
6. Nuffic informs the Dutch institutions and the embassies about the outcome of the selection.

Please note that you cannot make any changes or additions to the scholarship application after the embassy has send your application to Nuffic. Applications that are not complete when submitted will be cancelled and will not be assessed further for a scholarship.

Iraq
Sardar Rasool Khudhur (Head of GIS Department a the Surrounding Water Directorate in Sulaimaniya) studied 'water transport and distribution' at UNESCO-IHE

"Our life in Holland was like living in a small global world: many different people from different countries met there for an ideal target in increasing their knowledge. I think that Holland has become my second home."

7. After the selection

1. The Dutch institutions inform the selected candidates about the outcome of their application by and email. Nuffic informs candidates who are not eligible or who have not been selected for a scholarship by post. You can also contact your embassy about two months after the application deadline.
2. In cooperation with the Netherlands embassy, the institutions make all further arrangements directly with the selected candidates.

After his or her arrival in the Netherlands, the Dutch institutions pay the scholarship holder a monthly allowance for the duration of the short course. They also administrate the scholarships, make logistical arrangements, and give guidance to the scholarship holders.

Some Netherlands embassies or Dutch institutes of the countries participating in the MENA programme organise pre-departure meetings for candidates. If so, you will receive an invitation from the embassy.

7.1 Stay in touch

After you stay in the Netherlands you are invited to register yourself as an alumnus on www.hollandalumni.nl, to stay in touch with fellow alumni.

We also hope that you will stay in contact with the Netherlands Embassy or Dutch institute in your home country.

Morocco
Mohamed Farhaoui (Head of production division at Meknes National office of drinking water) studied 'project identification, development and management: towards an effective project cycle' at Maastricht School of Management

"The course was well organised and well conducted by the staff. The experience and the background of the trainers were very impressive. The techniques, methods and equipment were extremely good. I also enjoyed spending three weeks in Maastricht, one of the oldest cities in the Netherlands."

8. More information

Up-to-date information can be found on www.nuffic.nl/mena. Always check the website before you apply.

9. Contact details

Nuffic

Programme Management Directorate
Scholarship Programmes Department
PO Box 29777
2502 LT The Hague
The Netherlands
Phone: +31 70 4260 167
nfp-fellowships@nuffic.nl
www.nuffic.nl/mena

Royal Netherlands Embassy Rabat/Dutch Institute in Morocco (NIMAR)

9, rue Moulay Abdelaziz
Hassan, Rabat
Morocco
Phone: +212 537 668500, Fax: +212 537 768407
info@nimar.ru.nl
www.ru.nl/nimar

Royal Netherlands Embassy Muscat

PO Box 3302
Ruwi 112
Sultanate of Oman
Phone: + 968 246 03706, Fax: +968 246 03778
mus@minbuza.nl
www.mfa.nl/mus

Royal Netherlands Embassy Damascus

PO Box 702
Damascus
Syria
Phone: +963 11 333 6871, Fax: +963 11 3339369
dmc@minbuza.nl
www.mfa.nl/dmc

Royal Netherlands Embassy Baghdad

Park Al-Sadoun, Hay Al-Nidhal 103
Street No. 38, House No. 10
Baghdad
Iraq
Phone: +964 1 77 82571
bad@minbuza.nl
www.mfa.nl/bag

Royal Netherlands Embassy Algiers

23-27 Chemin Sheikh Bachir El-Ibrahimi
B.P. 72 16030 El-Biar
Algiers
Algeria
Phone: +213 21 922828, Fax: +213 21 922947
alg@minbuza.nl
www.mfa.nl/alg

Royal Netherlands Embassy Beirut

Netherlands Tower
Charles Malek Avenue
Opposite Centre Sofil
2073-0802 Achrafieh 1100-2190
PO Box 167190 Achrafieh
Lebanon
Phone: +961-1-204663, Fax: +961-1-204664 or 961-1-339393
bei@minbuza.nl
www.netherlandsembassy.org.lb

Royal Netherlands Embassy Tunis

Rue Meycen
B.P. 47 1082 Cité Mahrajane
Tunis
Tunisia
Phone: + 216 71 155300, Fax: +216 7155335
tun@minbuza.nl
www.mfa.nl/tun

International Centre for development oriented Research in Agriculture (ICRA)

PO Box 88
6700 AB Wageningen
Netherlands
Phone: 31 - (0)317-422938
icra@wur.nl
www.icra-edu.org

Wageningen UR

Centre for Development Innovation
PO Box 88, 6700 AB Wageningen
The Netherlands
Phone: +31 317 486 800, Fax: +31 317 486 801
info.wi@wur.nl
www.cdic.wur.nl

Maastricht School of Management (MSM)

Endepolsdomein 150, 6229 EP Maastricht
PO Box 1203, 6201 BE Maastricht
The Netherlands
Phone: +31 43 387 0808, Fax: +31 43 387 0800
admissions@msm.nl
www.msm.nl

UNESCO-IHE Institute for Water Education

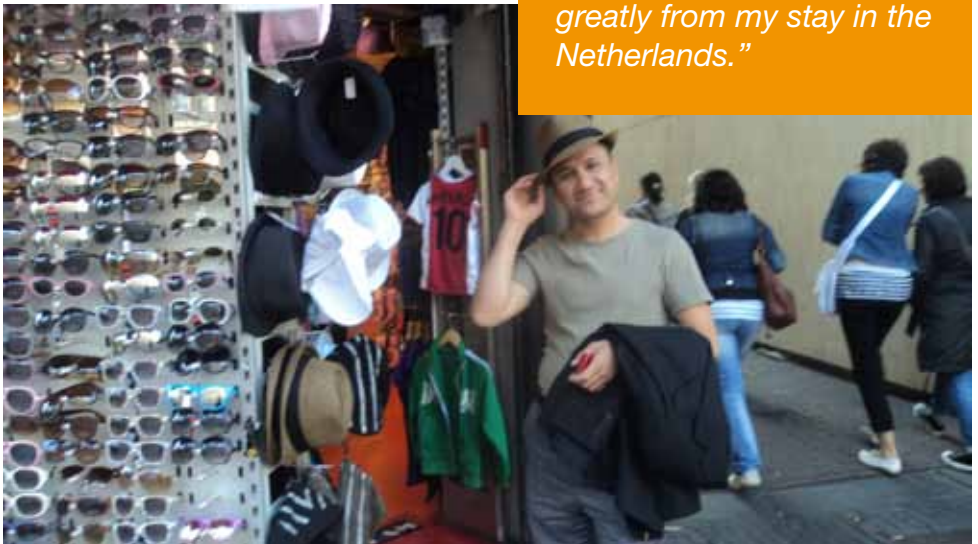
Westvest 7, 2611 AX Delft
PO Box 3015, 2601 DA Delft
The Netherlands
Phone: +31 15 215 1715, Fax: +31 15 212 2921
info@unesco-ihe.org
www.unesco-ihe.org

**ITC, Faculty of Geo-Information Science and
Earth Observation, University of Twente**

PO Box 6, 7500 AA Enschede
The Netherlands
Phone: +31 53 487 4444, Fax: +31 53 487 4400
education@itc.nl
www.itc.nl

Iraq
Hersh Sabr Muhamad Shkak (Geologist
at the Ministry of Environment) studied
'managing water organisations' at
UNESCO-IHE

*"My course and the
lectures had a very good
approach and I benefited
greatly from my stay in the
Netherlands."*



10. Mena Scholarship Programme Course List 2012

The courses on this course list are non-degree courses and lead to a Dutch certificate. The duration of the courses varies from two to twelve weeks. For more information about the detailed criteria for admission to a particular course, please contact the Dutch institution that will provide the course. Contact details are listed in chapter 9 of this brochure.

This list was made with the greatest care, however the information provided may be subject to change. Please check www.nuffic.nl/mena for up-to-date information before you apply.

Field of study: Agriculture, forestry and fishery

Developper les Capacites d'Apprentissage Interactif pour l'Innovation Rurale dans l'Enseignement Superieur (en français)

Institution:	International Centre for development oriented Research in Agriculture (ICRA)
Next course begins:	9/10/2012
Duration:	3 weeks
Application deadline:	3/1/2012
Educational requirements:	Analytical and problem-solving capabilities equivalent to MSc or MBA.
Professional requirements:	Candidates should have at least 5 years experience in higher education and preferably some experience in action research.

Applied Groundwater Modelling

Institution:	UNESCO-IHE Institute for Water Education
Next course begins:	6/11/2012
Duration:	3 weeks
Application deadline:	3/1/2012
Educational requirements:	BSc degree or equivalent qualification in a relevant subject from a recognised university.
Professional requirements:	Practical or research work experience.

Water Transport and Distribution II

Institution:	UNESCO-IHE Institute for Water Education
Next course begins:	7/2/2012
Duration:	3 weeks
Application deadline:	3/1/2012
Educational requirements:	BSc degree or equivalent qualification in a relevant subject from a recognised university.
Professional requirements:	Practical or research work experience.

Water Treatment Processes and Plants

Institution:	UNESCO-IHE Institute for Water Education
Next course begins:	6/11/2012
Duration:	3 weeks
Application deadline:	3/1/2012
Educational requirements:	BSc degree or equivalent qualification in a relevant subject from a recognised university.
Professional requirements:	Practical or research work experience.

Decentralisation en milieu rural et gouvernance locale: renforcement des processus multi-acteurs

Institution:	Wageningen UR Centre for Development Innovation
Next course begins:	8/27/2012
Duration:	3 weeks
Application deadline:	3/1/2012
Educational requirements:	MSc level.
Professional requirements:	Professional experience with tasks related to the subject.
Other requirements:	For managers of decentralisation and local governance programmes, of organisations supporting local government or civil society organisations.

Facilitating multi-stakeholder processes and social learning

Institution:	Wageningen UR Centre for Development Innovation
Next course begins:	9/3/2012
Duration:	3 weeks
Application deadline:	3/1/2012
Educational requirements:	Relevant tertiary education.
Professional requirements:	At least 5 years of professional experience related to the subject matter of the course.

International training of trainers on wetland management

Institution:	Wageningen UR Centre for Development Innovation
Next course begins:	6/11/2012
Duration:	3 weeks
Application deadline:	3/1/2012
Educational requirements:	At least a Bachelor level qualification or equivalent educational background.
Professional requirements:	At least 2 years of professional experience; be involved in wetland management and preferably assigned to capacity development in wetland management.

Optimising the performance of producers' organisations

Institution:	Wageningen UR Centre for Development Innovation
Next course begins:	9/17/2012
Duration:	2 weeks
Application deadline:	3/1/2012
Educational requirements:	BSc in social, agricultural or economic sciences or equivalent background through additional professional training and experience.
Professional requirements:	At least 3 years professional experience in rural economic development sector, preferably including direct interaction with rural people's organisations

Plant variety protection (plant breeders' rights)

Institution:	Wageningen UR Centre for Development Innovation
Next course begins:	6/11/2012
Duration:	2 weeks
Application deadline:	3/1/2012
Educational requirements:	BSc degree.
Professional requirements:	Basic knowledge of variety registration.

Décentralisation rurale et gouvernance locale: renforcement des processus multi-acteurs

Institution:	Wageningen UR Centre for Development Innovation
Next course begins:	8/27/2012
Duration:	2 weeks
Application deadline:	3/1/2012
Educational requirements:	MSc level
Professional requirements:	Professional experience with tasks related to the subject.
Other requirements:	The programme is open for managers of decentralisation and local governance programmes, of organisations supporting local government or civil society organisations

Climate change governance: adaptation and mitigation as institutional change processes

Institution:	Wageningen UR Centre for Development Innovation
Next course begins:	9/3/2012
Duration:	2 weeks
Application deadline:	3/1/2012
Educational requirements:	MSc degree

Professional requirements: National level officers of research institutes, development programs, government and NGOs active in agriculture and NRM, related to climate change.

Design and Management of Interactive Learning in Rural Innovation

Institution: International Centre for development oriented Research in Agriculture (ICRA)
Next course begins: 11/5/2012
Duration: 3 weeks
Application deadline: 7/2/2012
Educational requirements: Analytical and problem-solving capabilities equivalent to MSc or MBA.
Professional requirements: 5 years professional involvement and experience in rural innovation and facilitation of learning.
Other requirements: Active employment and good proficiency in English

Ecosystem approach to fisheries: Monitoring and evaluation of resource use and fisheries impact

Institution: Wageningen UR Centre for Development Innovation
Next course begins: 11/12/2012
Duration: 3 weeks
Application deadline: 7/2/2012
Educational requirements: BSc or equivalent in a relevant subject.
Professional requirements: Several years of work experience in fisheries management, fisheries policies, research, training or project implementation.

Market access for sustainable development

Institution: Wageningen UR Centre for Development Innovation
Next course begins: 11/5/2012
Duration: 3 weeks
Application deadline: 7/2/2012
Educational requirements: BSc in (agricultural) economics, social sciences, related agricultural sciences or equivalent background by alternative training and experience.
Professional requirements: At least 3 years of professional experience in a relevant field.
Other requirements: Basic capacity in generic software applications (computer skills).

Fisheries governance

Institution: Wageningen UR Centre for Development Innovation
Next course begins: 10/15/2012
Duration: 2 weeks
Application deadline: 7/2/2012

Educational requirements: BSc degree or equivalent in a relevant subject.
Professional requirements: Several years of work experience fisheries management, fisheries policies, research, training or project implementation

Field of study: Business administration and management

Project Identification, Development and Management (PDM)

Institution: Maastricht School of Management (MSM)
Next course begins: 9/17/2012
Duration: 3 weeks
Application deadline: 3/1/2012
Educational requirements: Bachelor's degree in a relevant field of study or its professional equivalent.

Project Management (PM)

Institution: Maastricht School of Management (MSM)
Next course begins: 9/17/2012
Duration: 12 weeks
Application deadline: 3/1/2012
Educational requirements: Bachelor's degree in a relevant field of study or its professional equivalent.
Professional requirements: 6 years of professional experience with at least 3 years in a relevant position related to the course. Candidates are project managers, planners, officers, trainers and consultants in relevant project areas.

Research Methods and Skills (RMS)

Institution: Maastricht School of Management (MSM)
Next course begins: 9/17/2012
Duration: 12 weeks
Application deadline: 3/1/2012
Educational requirements: Master degree in a relevant field of specialization, including Economics, Governance, Management and Social Sciences.
Professional requirements: Considering the emphasis on support of junior faculty in the start-up of their academic research, there is no requirement in terms of years of work experience.

Managing Water Organizations

Institution: UNESCO-IHE Institute for Water Education
Next course begins: 6/11/2012
Duration: 3 weeks
Application deadline: 3/1/2012

Educational requirements: BSc degree or equivalent qualification in a relevant subject from a recognised university.

Professional requirements: Practical or research work experience.

Public-Private Partnerships in the Water Sector

Institution: UNESCO-IHE Institute for Water Education

Next course begins: 7/2/2012

Duration: 3 weeks

Application deadline: 3/1/2012

Educational requirements: BSc degree or equivalent qualification in a relevant subject from a recognised university.

Professional requirements: Practical or research work experience.

Effective Partnership Management (EPM)

Institution: Maastricht School of Management (MSM)

Next course begins: 10/22/2012

Duration: 3 weeks

Application deadline: 7/2/2012

Educational requirements: Bachelor's degree in a relevant field of study or its professional equivalent.

Professional requirements: 6 years of professional experience with at least 3 years in a relevant position related to the course in the private sector, government or non-governmental organization.

Other requirements: Strong motivation to learn more on collaborative arrangements and management techniques.

E-Government (EG)

Institution: Maastricht School of Management (MSM)

Next course begins: 10/22/2012

Duration: 3 weeks

Application deadline: 7/2/2012

Educational requirements: Bachelor's degree in a relevant field of study or its professional equivalent.

Professional requirements: 6 years of professional experience with at least 3 years in a relevant position related to the course. Managers, Executives, public and non-public officials interested in policy making, public sector management, ICT, public sector performance and related.

Leadership and Management for Higher Education Institutions (LMHE)

Institution: Maastricht School of Management (MSM)

Next course begins: 11/19/2012

Duration: 3 weeks
Application deadline: 7/2/2012
Bachelor's degree in a relevant field of study or its professional equivalent.
Educational requirements: 6 years of professional experience with at least 3 years in a relevant position related to the course. Business executives interested in strategic planning; management consultants; IT or e-business specialists; IT researchers and teachers.

Managing Sustainable Development (MSD)

Institution: Maastricht School of Management (MSM)
Next course begins: 11/19/2012
Duration: 3 weeks
Application deadline: 7/2/2012
Educational requirements: Bachelor's degree in a relevant field of study or its professional equivalent.
Professional requirements: 6 years of professional experience with at least 3 years in a relevant position related to the course. Policy-makers, managers, academics engaged in design and implementation of CSR policies.

The Consulting Process (TCP)

Institution: Maastricht School of Management (MSM)
Next course begins: 10/22/2012
Duration: 3 weeks
Application deadline: 7/2/2012
Educational requirements: Bachelor's degree in a relevant field of study or its professional equivalent.
Professional requirements: 6 years of professional experience with at least 3 years in a relevant position related to the course. Professional consultants; senior executives operating in advisory capacity; senior staff from government organizations & NGOs; trainers.

Managing of Change for Organizational Transition (CM)

Institution: Maastricht School of Management (MSM)
Next course begins: 04/06/2012
Duration: 3 weeks
Application deadline: 01/03/2012
Educational requirements: Bachelor's degree or equivalent in a relevant field of study.
Professional requirements: 6 years of professional experience with at least 3 years in a relevant position related to the course.
Other requirements: Senior level general managers from the private/public sector, HR professionals, consultants, lecturers.

Training for Impact (TI)

Institution:	Maastricht School of Management (MSM)
Next course begins:	04/06/2012
Duration:	3 weeks
Application deadline:	01/03/2012
Educational requirements:	Bachelor's degree or equivalent in a relevant field of study.
Professional requirements:	6 years of professional experience with at least 3 years in a relevant position related to the course.
Other requirements:	Work as a trainer or managing a training; HR professional; consultant/ advisor on training issues.

Field of study: Engineering

GIS modelling: SWAT

Institution:	UNESCO-IHE Institute for Water Education
Next course begins:	9/17/2012
Duration:	2 weeks
Application deadline:	3/1/2012
Educational requirements:	BSc engineering or science.
Professional requirements:	Several years of relevant working experience

Small Hydropower development

Institution:	UNESCO-IHE Institute for Water Education
Next course begins:	9/10/2012
Duration:	2 weeks
Application deadline:	3/1/2012
Educational requirements:	BSc degree or equivalent qualification in a relevant subject from a recognised university
Professional requirements:	Several years of relevant working experience.

Environmental System Modelling

Institution:	UNESCO-IHE Institute for Water Education
Next course begins:	6/11/2012
Duration:	3 weeks
Application deadline:	3/1/2012
Educational requirements:	BSc degree or equivalent qualification in a relevant subject from a recognised university.
Professional requirements:	Practical or research work experience.

Flood Risk Management

Institution: UNESCO-IHE Institute for Water Education
Next course begins: 6/11/2012
Duration: 3 weeks
Application deadline: 3/1/2012
Educational requirements: BSc degree or equivalent, qualification in a relevant subject from a recognised university.
Professional requirements: Professional or research work experience.

Industrial Effluents Treatment and Residuals Management (formerly: Industrial Wastewater Treatment and Residuals Management)

Institution: UNESCO-IHE Institute for Water Education
Next course begins: 6/11/2012
Duration: 3 weeks
Application deadline: 3/1/2012
Educational requirements: BSc degree or equivalent qualification in a relevant subject from a recognised university.
Professional requirements: Practical or research work experience in wastewater treatment.

Urban Water Systems

Institution: UNESCO-IHE Institute for Water Education
Next course begins: 6/11/2012
Duration: 3 weeks
Application deadline: 3/1/2012
Educational requirements: BSc degree or equivalent qualification in a relevant subject from a recognised university.
Professional requirements: Practical or research work experience.

GIS and Remote Sensing Applications for the Water Sector

Institution: UNESCO-IHE Institute for Water Education
Next course begins: 10/29/2012
Duration: 2 weeks
Application deadline: 7/2/2012
Educational requirements: Basic knowledge of computing and water/environmental related disciplines.
Professional requirements: Several years of relevant working experience

Field of study: Environmental Science

Environmental Management - towards a Sustainable Development (ME)

Institution:	Maastricht School of Management (MSM)
Next course begins:	9/17/2012
Duration:	12 weeks
Application deadline:	3/1/2012
Educational requirements:	Bachelor's degree in a relevant field of study or its professional equivalent.
Professional requirements:	6 years of professional experience with at least 3 years in a relevant position related to the course. Managers, lecturers, government policy-makers, consultants dealing with environment, research and policy.

Spate Irrigation and Water Management under Drought and Water Scarcity

Institution:	UNESCO-IHE Institute for Water Education
Next course begins:	9/10/2012
Duration:	2 weeks
Application deadline:	3/1/2012
Educational requirements:	BSc degree or equivalent qualification in a relevant field from a recognised university
Professional requirements:	Preferably several years of practical research work experience

Aquatic Ecosystems: Processes and Applications

Institution:	UNESCO-IHE Institute for Water Education
Next course begins:	6/11/2012
Duration:	3 weeks
Application deadline:	3/1/2012
Educational requirements:	BSc degree or equivalent qualification in a relevant subject from a recognised university.
Professional requirements:	Practical or research work experience.

IWRM as a Tool for Adaptation to Climate Change (formerly known as Climate Change in Integrated Water Management)

Institution:	UNESCO-IHE Institute for Water Education
Next course begins:	7/2/2012
Duration:	3 weeks
Application deadline:	3/1/2012
Educational requirements:	BSc degree or equivalent qualification in a relevant subject from a recognised university.
Professional requirements:	Practical or research work experience.

Decentralised Water Supply and Sanitation

Institution: UNESCO-IHE Institute for Water Education
Next course begins: 7/2/2012
Duration: 3 weeks
Application deadline: 3/1/2012
Educational requirements: BSc degree or equivalent qualification in a relevant subject from a recognised university.
Professional requirements: Practical or research work experience.

Solid Waste Management

Institution: UNESCO-IHE Institute for Water Education
Next course begins: 7/2/2012
Duration: 3 weeks
Application deadline: 3/1/2012
Educational requirements: BSc degree or equivalent qualification in a relevant subject from a recognised university.
Professional requirements: Practical or research work experience.

Watershed and River Basin Management

Institution: UNESCO-IHE Institute for Water Education
Next course begins: 7/2/2012
Duration: 3 weeks
Application deadline: 3/1/2012
Educational requirements: BSc degree or equivalent qualification in a relevant subject from a recognised university.
Professional requirements: Practical or research work experience.

Climate change governance: adaptation and mitigation as institutional change processes

Institution: Wageningen UR Centre for Development Innovation
Next course begins: 9/3/2012
Duration: 2 weeks
Application deadline: 3/1/2012
Educational requirements: MSc degree
Professional requirements: National level officers of research institutes, development programs, government and NGOs active in agriculture and NRM, related to climate change.

Field of study: Geographical Information Studies

Principles of Geo-information Science and Earth Observation from a System Perspective (ITC)

Institution: ITC, Faculty of Geo-Information Science and Earth Observation of the University of Twente

Next course begins: 9/27/2012

Duration: 9 weeks

Application deadline: 3/1/2012

Educational requirements: BSc degree or equivalent from a recognised university in a discipline related to the application field.

Professional requirements: Work experience in a relevant field is recommended.

Spatial Change and Spatial Interaction Modelling

Institution: ITC, Faculty of Geo-Information Science and Earth Observation of the University of Twente

Next course begins: 6/25/2012

Duration: 3 weeks

Application deadline: 3/1/2012

Educational requirements: Sufficient theoretical background and practical skills in Geographic Information Science.

Professional requirements: No specific experience required.

Spatial Modelling of Biological Ecosystem Properties

Institution: ITC, Faculty of Geo-Information Science and Earth Observation of the University of Twente

Next course begins: 6/25/2012

Duration: 3 weeks

Application deadline: 3/1/2012

Educational requirements: Problem structuring, spatial data analysis tools and techniques, simulation and modelling.

Professional requirements: Knowledge of GIS; disciplinary knowledge of problem domain; spatial data analysis (tools and techniques) and basic statistics.

Strategic Environmental Assessment (SEA) and Environmental Impact Assessment (EIA) applying Systems Analysis and Spatial Decision Support tools

Institution: ITC, Faculty of Geo-Information Science and Earth Observation of the University of Twente

Next course begins: 6/25/2012

Duration: 3 weeks
Application deadline: 3/1/2012
Educational requirements: Systems thinking, simulation modelling, GIS, basic statistics.
Professional requirements: Knowledge of GIS and, disciplinary knowledge of problem domain, several years of professional experience is recommended.

Field of study: Social and behavioural sciences

Women Entrepreneurship Promotion (WEP)

Institution: Maastricht School of Management (MSM)
Next course begins: 11/19/2012
Duration: 3 weeks
Application deadline: 7/2/2012
Educational requirements: Bachelor's degree in a relevant field of study or its professional equivalent.
Professional requirements: 6 years of professional experience with at least 3 years in a relevant position related to the course. Policy-makers, program managers involved in private sector development of (non)governmental development agencies. Business support advisors, trainers.

Field of study: Tourism

Sustainable Tourism Management (STM)

Institution: Maastricht School of Management (MSM)
Next course begins: 8/27/2012
Duration: 3 weeks
Application deadline: 3/1/2012
Educational requirements: Bachelor's degree in a relevant field of study or its professional equivalent.
Professional requirements: 6 years of professional experience with at least 3 years in a relevant position related to the course. National and local policy makers; non-governmental officials; tourism managers; practitioners; trainers and teachers.

Annex 1 Allowances and reimbursements

In the Netherlands

1	Subsistence allowance	Per month	Per day
1.a	All costs of subsistence including housing	n.a.	€ 32.00
1.b	All costs of subsistence excluding housing	n.a.	€ 17.00
1.c	Incidental expenses only	n.a.	€ 5.50
2	Personal allowance per month for the duration of the course	€ 17.00	n.a.
3	Study materials per month for the duration of the course	€ 17.00	n.a.
4	Visa costs	The actual costs are reimbursed	
5	Travel costs		
5.a	International travel	Arranged and paid for by the Dutch institution	
5.b	Travel from the international airport nearest to the scholarship holder's place of residence to the international airport nearest to the location of the course or programme and back.	Actual costs of travel by public transport (2nd class)	
5.c	Daily travel between place of residence and training site if in different municipalities	Actual costs of travel by public transport (2nd class)	Arranged and paid for by the Dutch institution
5.d	Other costs of travel in connection with course	Actual costs of travel by public transport (2nd class)	Arranged and paid for by the Dutch institution
6	Insurance	Arranged and paid for by the Dutch institution	Arranged and paid for by the Dutch institution

Algeria

Linda Hacici (Engineer at the Water Resources Ministry) studied 'spate irrigation and water management under drought and water scarcity' at UNESCO-IHE

"Holland is a country where all people can live together, all religions are respected. I have been really happy and completely satisfied all along this training course, which, unfortunately, will end in a few days."

