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Deutsches Institut für
Entwicklungspolitik



German Development
Institute

MGG 
Managing Global Governance

10  years

Managing Global Governance



“Global challenges require global governance and responsible political solutions. Networks and dialogue formats like the MGG programme build an essential foundation to share responsibilities and build mutual trust and understanding.”

***State Secretary Dr Friedrich Kitschelt,
German Federal Ministry for Economic Cooperation and Development***

Table of Content

4	Foreword
6	The MGG programme – a beacon of global cooperation
8	Training and learning
12	Policy-orientated knowledge creation
13	Sustainability standards
14	Policy dialogue
16	Social media network
17	MGG – transnational space for learning, research and dialogue

10 years

Managing Global Governance



"It has been a great pleasure to lecture in and collaborate with the MGG programme over the years ..."

... I have very much enjoyed sharing my diplomatic and research experience with bright young minds from different parts of the world. The lively meetings organised by MGG, moreover, have deepened my understanding of global challenges, development cooperation and the role of emerging powers. A number of my closest Mexican colleagues, both from the Foreign Service and academia, have completed the MGG training and have greatly benefited from it. I congratulate MGG on its 10th anniversary."

Gerardo Bracho
Permanent Mission of Mexico at the Organisation for Economic Co-operation and Development (OECD)



"MGG – the name is the programme, and an ambitious one. MGG delivers ..."

... Every new course demonstrates the high quality of successful applicants – and the logic of the approach: bring together good people and make them aware of how global challenges can be better managed by tackling them together. It is crucial to know others' viewpoints and their approaches to embark on a fruitful exchange of experience. MGG enriches all involved, very much so also the hosts. International Futures is the diplomatic complement. We benefit from MGG and try to add a vital element. We look forward to continuing to do so."

Ambassador Peter Gottwald
Programme Director, International Futures,
Federal Foreign Office of Germany



"It is hard to believe that a decade has passed since MGG began ..."

... In this time it has established itself as a leading international programme and forum for robust dialogue. The key to its success rests on two important aspects. Firstly, the programme is well organised, professionally managed and presented; delivering stimulating topics that excite and engage participants. Secondly, the course delivers a high quality learning experience. Knowledge and skills development is promoted through a shared, collaborative approach that successfully combines theoretical understanding, practical casework and leadership competencies. Innovative in its conception, it has stood the test of time."

Dr Jing Gu
Director, Centre for Rising Powers and Global Development (CRPD), Institute of Development Studies, University of Sussex, United Kingdom



"Managing Global Governance has proven to be an impactful, ..."

... global centre of excellence that successfully brings together people from different nationalities. It values every single idea, and takes into account every single initiative presented by MGG alumni and partners. I feel honoured and proud to be part of the MGG network. MGG has enlightened me with such a great faith that MGG upholds, equipped me with a truly collaborative network, and encouraged me with a great passion and enthusiasm to get engaged concretely in the true process of the making of fair and just global governance."

Prof Dr Yulius P Hermawan
Senior Lecturer, Parahyangan Catholic University,
Bandung, Indonesia



Prof Dr Dirk Messner

Director, German Development Institute/
Deutsches Institut für Entwicklungspolitik (DIE)

The global order is in trouble. “Our country first” movements and governments have been gaining power around the world. This is bad news in an era of global interdependencies. Widespread nationalism would drive the world into never-ending uncertainties, crises and conflicts – global interdependencies would become unmanageable. Fortunately, in parallel to a world order under pressure, there is another story about the current state of the world: the 2030 Agenda for Sustainable Development and the Paris Agreement on climate change are huge successes of the United Nations (UN) system – multilateralism is still alive. The Sustainable Development Goals (SDGs) could become a global social contract for sustainable development, overcoming the simplicities of the Washington Consensus, which dominated the last decades. And the 2030 Agenda and the Paris Agreement are not only driven by the UN and nation states, but mainly by a growing transnational network of civil society organisations, cities, science and cultural actors, and the private sector. We are at a tipping point. Many of the elements needed to move towards a pathway of global sus-

tainable development based on networks of transnational cooperation are already in place; however, at the same time, the world could end up in new dynamics of confrontation and conflict.

The Managing Global Governance (MGG) programme can make an important difference in this turbulent context. Cooperation between emerging powers and Western nations needs to be a cornerstone of a renewed world order in the 21st century. MGG has brought together influential and ambitious actors and organisations from rising powers and European countries. Over the last decade, we have been building trust between our organisations. We have created friendships and dense personal networks between the more than 300 participants of the MGG Academy. We have developed global perspectives to solve world problems, which might help to manage diverse interests and to reduce power asymmetries. We have also invested in joint knowledge creation, the development of very concrete solutions, and multiple formats of dialogue as preconditions for legitimate collective action in transnational arenas. MGG has become a

lab for global cooperation: together we try to imagine a globally connected world, driven by cooperation, respect and joint visions. Imagination, joint knowledge, diversity and creativity will be the key drivers of a global culture of cooperation – MGG can make a difference in all these regards. But MGG is not only a “future lab” for global governance innovations, it is also a transnational network shaping global debates and policy agendas. During the German Group of Twenty (G20) presidency, MGG played a crucial role in the Think 20 (T20) process, delivering concrete policy ideas and recommendations for G20 leaders.

Ultimately, the success of the MGG programme builds on the manifold efforts and the engagement of all its members, and, not least, on the support of the German Federal Ministry for Economic Cooperation and Development (BMZ). After 10 years of joint learning processes within the MGG programme, we can look back at many joint successes, and together we look forward to our next joint steps in developing the MGG programme further. The global challenges and opportunities are huge. Our network can make a real difference. ● ● ●

The MGG programme – a beacon of global cooperation

6 Just a few years ago, the prospects for effective global governance looked bright. In an unexpected diplomatic breakthrough, governments worldwide joined hands in adopting the 2030 Agenda for Sustainable Development and the Paris Agreement on climate change.

That was in 2015. Today, growing nationalism and populist discontent in many countries have eroded confidence in multilateral problem-solving. As a consequence, transnational cooperation faces unprecedented challenges.

Since its inception more than 10 years ago, the MGG programme has sought to enhance mutual understanding and dialogue between Southern powers on the one hand and Germany and Europe on the other. The overarching objective of MGG has been to forge a unique community of scholars and policy-makers across the North-South divide which contributes to transformative change at both the global and domestic level. Currently, the programme is aimed towards six partner countries: Brazil, China, India, Indonesia, Mexico and South Africa.

The special MGG spirit of openness and mutual support has enabled the network to stay ahead of the curve. As a laboratory of global governance, MGG has become a pioneer on emerging issues – sensing new opportunities for transnational cooperation, prototyping innovative approaches, and communicating them to governments, international organisations, knowledge institutions, civil society and the business sector.

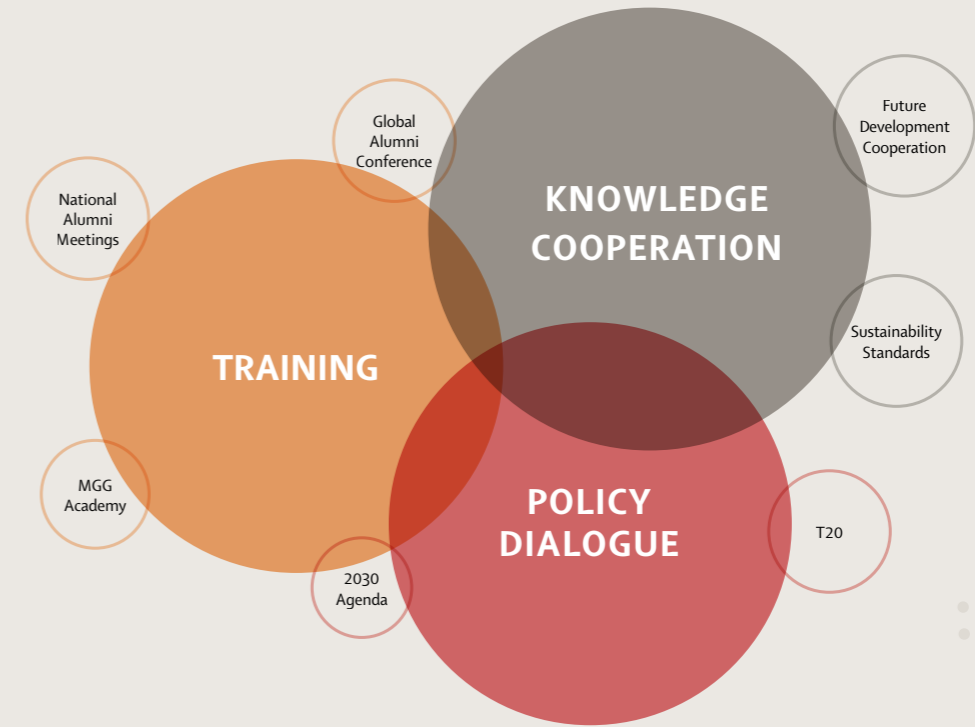
How it all began

Back in 2005, BMZ and DIE were among the first to anticipate profound shifts in the global system. As has now become clear, industrialised countries are in relative decline while Southern powers have become pivotal actors in the global system.

In early 2007, 20 young professionals from public sector and non-state organisations in China, Brazil, India, Mexico, South Africa, Germany and other European countries came together in Bonn for the first MGG training course. At that time, none of the participants questioned

the deeply entrenched dominance of Western countries. They understood themselves as representatives of a marginalised South, which – since the industrial revolution 200 years ago – lacked the material and ideational resources for international leadership. Over a very short period, the perception of MGG participants has shifted fundamentally. Now, they enter the course with keen confidence, sensing that their countries have moved from

the status of passive rule followers to proactive rule makers in a post-Western world. Another change in identity is apparent. In the early phase of the MGG training courses, participants arrived with a national mindset, often eager to paint a rosy picture of their country. Today, they display a deep consciousness as global citizens, ready to collaborate on a sustainable future at home and in the world. ● ● ●



January 2005

● DIE starts consultations on a training and dialogue initiative for young professionals from Southern powers, Germany and other European countries, implemented jointly with Capacity Building International (InWEnt) and financed by the BMZ.

January 2007

● The first-ever MGG course starts with participants from China, Brazil, India, Mexico, South Africa, Germany and other European countries.



July 2007

● In the second MGG course, the German Federal Foreign Office starts its special programme "International Futures" as part of the Global Governance School, as the MGG training course was called initially.



April 2008

● The first partner conference with the title "Reshaping the Global Development Co-operation Architecture: The Role of the Emerging Powers" takes place in Bonn.

Training and learning

The MGG Academy – a microcosm of global governance

8

Providing training and opportunities for dialogue for young professionals from Southern powers and Europe is still at the core of the MGG programme – even after 15 courses since 2007 (initially twice a year). The MGG Academy, as we call it, carries out a clear mission: it prepares participants for a professional and personal life dedicated to transformative change.

The curriculum blends academic modules with sessions on leadership development and self-directed project work in teams. It combines a broad range of interactive working methods, including practical experience and participatory approaches, lectures, study trips, peer coaching and personal reflection. Joint sessions with DIE's Postgraduate Training Programme facilitate cross-cultural dialogue. As an integral part of the Academy, the German Federal Foreign Office organises a two-week seminar, "International Futures", in cooperation with the German Council on Foreign relations, and independent think tank. This event, held in Berlin, exposes participants to the views of diplomats and to political life in the capital.

The academic elements are continuously updated to reflect new challenges and current trends in global affairs,

such as the 2030 Agenda or global migration. What has remained throughout these years is the underlying premise: profound knowledge and reflective leadership qualities, as well as visionary action, are of core importance for making transformative change happen.

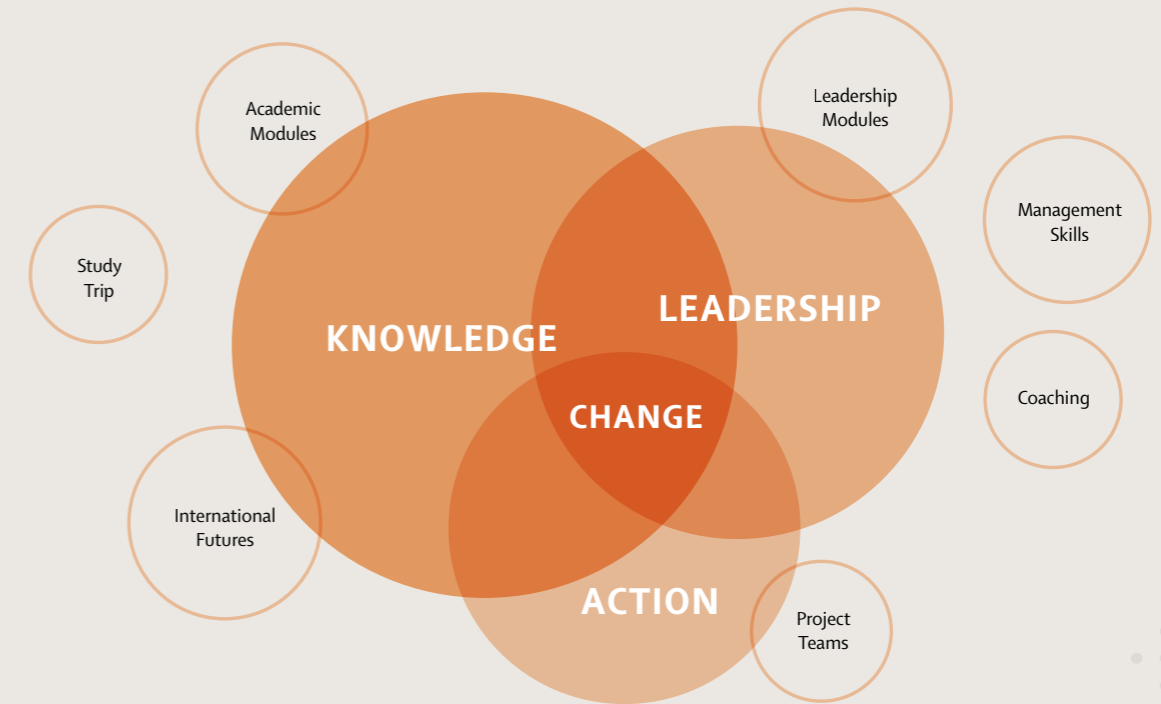
Participants from partner countries are joined by young professionals from Germany and other European nations to allow for face-to-face dialogue. To cater to the needs of most partners, the stay in Germany was adjusted from 6 to 4 months. A record number of 199 applications were made to the Academy in 2017, many of them inspired by alumni spreading the word about the unique nature of the course.

Impressive alumni network

By the end of 2017, MGG will have a network of 305 alumni. They are the most valuable treasure of the programme. Together with senior experts from their home institutions and other partners, they live, shape and spread the MGG spirit of global cooperation. Academy participants return to their home institutions with a global perspective and a net-

work of peers. Many of them have been promoted to senior positions by now, working as high-ranking officials in ministries, department leaders or directors of research institutions. Diverse activities encourage continuing exchange and cooperation, some of them as part of regular research cooperation and policy dialogue, some of them tailored specifically to alumni. Meetings in all of the six MGG countries connect

alumni from different years. Self-organised alumni groups at national level look after new participants and maintain the network. In November 2017, a global alumni conference takes place in Bonn, with the focus on "Global justice and social cohesion: Key challenges of the 2030 Agenda". It provides space for workshops designed by alumni and is expected to generate a plethora of fresh ideas for future evolution of the MGG programme.



9

March 2009

- MGG partners from Brazil, China, India and South Africa publish an article "Die Welt schützen und regieren" (Protecting and governing the world) together with DIE Director Dirk Messner and other experts, in the German newspaper "Handelsblatt".

January 2010

- For the first time, eight Southern powers are represented in the MGG course: Egypt and Indonesia joined in 2008, and Pakistan in 2010.



January 2011

- MGG partners and DIE publish the first book "Power Shifts and Global Governance".



July 2011

- With the ninth MGG course, the schedule switches from two courses to one course per year. The German development cooperation organisation, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), replaces InWEnt as implementing partner after an institutional merger.

Training the trainers

2018 will see the introduction of another innovative MGG course. The new format is addressed to mid-career professionals charged with capacity development for the public sector. It will focus on the specific skills and competencies which civil servants need for domestic implementation of the 2030 Agenda. The Brazilian School of Public Administration (ENAP) will host representatives of similar institutions from all MGG countries and Germany, as well as other MGG partners responsible for training public employees. ● ● ●



"The MGG Academy is an important ...

... tool for expanding horizons and learning from other perspectives of important development partners."

Katja Paereli
Senior Policy Officer for Kyrgyzstan, German Federal Ministry for Economic Cooperation and Development



"MGG provides a unique platform for communicating knowledge, experience and vision ...

... about global sustainable development among young professionals. I really appreciate the contribution from our colleagues at the DIE, without their efforts there would be no successful MGG."

Dr Zhang Haibing
Director of the Institute for World Economy Studies, Shanghai Institutes for International Studies (SIIS), China



"The MGG programme is an innovative global policy initiative. It is a very good example ...

... of German convening power. I believe that the MGG programme can be described as a platform for the formation of a network that discusses issues that go beyond national interests. I have always seen MGG as a possibility to train the environment ministry's employees in the themes related to implementation of the outcomes of the global environmental agenda – especially after Rio+20, which led to the SDGs and 2030 Agenda. It is time to celebrate the achievements of the first decade. Now I am looking forward to the next 10 years."

Francisco Gaetani
President, National School of Public Administration (ENAP), Brazil



"MGG is a pioneer in knowledge sharing and capacity-building for managing global governance ...

... In the face of daunting global challenges, there is an increasing need for countries to build up the capacity to better understand and better participate in global governance. All of my China's Development Research Center (DRC) colleagues who are alumni of the programme very much appreciate the MGG experience, and I also benefited a lot from my involvement in some related activities. I would like to wish MGG greater success, and look forward to further opportunities for learning and knowledge sharing."

Jiang Xiheng
Deputy Director General, Center for International Knowledge on Development, China

April 2012

● The first global alumni conference and the fourth partner conference in Bonn bring together around 120 people from Southern powers, Germany and other European countries.



July 2012

● The second book published by MGG partners "Development Cooperation and Emerging Powers: New Partners or Old Patterns?" is presented at the United Nations in New York.



October/November 2012

● South African MGG partners – the Department of International Relations and Cooperation (DIRCO), the South African Institute of International Affairs (SAIIA), the Africa Institute of South Africa (AISA) and the Institute for Global Dialogue (IGD) – co-host the second "Managing Regional and Global Governance" (MRGG) workshop, following MRGG Indonesia in October 2011 (co-hosts: Bank Indonesia and the think tank DEFINIT).



Policy-oriented knowledge creation

12

The MGG programme soon went beyond the initial training and dialogue for young professionals, to include multilayered activities with senior experts within and outside the network.

Research in the MGG programme is consistently oriented towards solving real world problems. It addresses the practical needs of policy-makers and other stakeholders. Networking within the MGG programme has also promoted institution-building in the South. Key partners have established the Network of Southern Think Tanks (NeST), which produces research and policy advice on South-South cooperation.

Development cooperation for SDG 17

From the beginning, the MGG network has explored the role of Southern providers in international development cooperation. The overarching question has been how South-South cooperation complements or contradicts the approaches of traditional donors. With the adoption of the 2030 Agenda, all countries are required

to demonstrate how they practice global partnership, as stipulated in SDG 17. Intense knowledge collaboration in the MGG network has produced a number of internationally acclaimed publications, including three books. In 2011, a wide range of MGG partners contributed to the volume "Power Shifts and Global Governance: Challenges from South and North". The second book was published in 2012 under the title "Development Cooperation and Emerging Powers: New Partners or Old Patterns?". The third publication from 2015, "Institutional Architecture and Development: Responses from Emerging Powers", goes deeper in analysing the concepts, modalities and institutions of important Southern providers. It then juxtaposes South-South cooperation with the development assistance of advanced countries and examines the scope for complementarity and synergy. Using the insights from joint research, MGG has continuously played a bridging role for dialogue between providers of South-South cooperation and traditional donors. ● ● ●

Sustainability standards

13

The MGG project on voluntary sustainability standards has played a catalysing role in transnational cooperation, with a strong focus on knowledge creation.

In May 2015 it started as a well-received invitation to alumni for a new research collaboration on this topic. As work got underway, participants became aware that attitudes in their countries had completely turned around. Until then, policy-makers in the South had rejected voluntary standards as protectionist measures favouring advanced economies. In a remarkable change of mind, MGG partner countries opted for a course of proactive engagement. Within a span of little more than a year, China, Brazil and India established broad platforms for voluntary sustainability standards. Other countries are likely to follow.

MGG scholars have undertaken research on the relevance of sustainability standards for small-scale enterprises. These studies were used for a report to the Global Partnership for Financial Inclusion, under Germany's G20 presidency. National platforms and standard bodies are currently drawing on the findings in order to enlarge the benefits for small-

scale producers in manufacturing and agriculture. These findings have been summarized and published on DIE's website; have been presented at international forums by MGG partners and DIE staff and are widely discussed in the social media channels.

Resulting from close collaboration with MGG, standard bodies and industry federations have joined the network: staff from the organisations managing national platforms in India and Brazil – the Quality Council of India and the National Institute of Metrology, Standardization and Industrial Quality (INMETRO) – are part of the MGG Academy 2017. The thematic areas of sustainability standards and global value chains is integrated into the curriculum of the MGG Academy, yet another way to create synergies.

The knowledge cooperation by the MGG network has become a key element to not only draw on the expertise of alumni but to further highlight the voices of the South in international affairs. ● ● ●

March 2014

● The Network of Southern Think Tanks (NeST), with many MGG partners, constitutes itself at the sideline of the first High-Level Meeting of the Global Partnership for Effective Development Co-operation (GPEDC) in Mexico.

May 2015

● A new MGG knowledge cooperation component for MGG alumni and DIE staff starts off with an authors' workshop on "Social and environmental standards for the world economy".



July 2015

● "Institutional Architecture and Development: Responses from Emerging Powers" is the third book published by MGG partners.



January 2016

● The BMZ entrusts DIE as the sole implementer of the MGG programme with additional resources for the MGG Academy, knowledge cooperation and political dialogue.



Policy dialogue

Policy-makers in partner countries, Germany and international organisations have taken an active interest in dialogue formats created by MGG.

The work on sustainability standards and the dialogue format by MGG partners have made significant contributions to the T20 process under the German G20 presidency.

T20 is a broad-based network of think tanks which provides evidence-based policy advice to the G20. As co-host under the German presidency in 2017, DIE was instrumental to raising the T20 to a new level. Knowledge organisations from virtually all G20 members convened in a dense sequence of conferences and task force meetings. They presented targeted advice on a myriad of policy challenges and directly interacted with officials in various formats. An outstanding achievement of DIE's leadership in the T20 has been the unprecedented degree of inclusivity which has come about through broad participation of MGG partners from Brazil, China, India, Indonesia, Mexico and South Africa. For example, MGG partners participated in the task force on trade and investment and co-authored policy briefs

addressed to Sherpas. The efforts were greatly rewarded. At the Hamburg Summit, leaders adopted a far-reaching statement:

"In order to achieve sustainable and inclusive supply chains, we commit to fostering the implementation of labour, social and environmental standards and human rights" (G20 Leaders' Declaration).

Additionally, the United Nations Forum on Sustainability Standards, which comprises five agencies under the leadership of the UN Conference on Trade and Development (UNCTAD), has been eager to connect. Their work on creating a global platform also builds on MGG efforts, another reward for the good work by the network.

Also MGG's strong presence in the T20 process broke new ground in terms of the outreach to Africa. Following an MGG-T20 conference in Johannesburg, South Africa, in early 2017, the T20 Africa Standing Group was constituted at the T20 Berlin Summit, in May 2017. The knowledge alliance of MGG and African partners will provide the ground for a new partnership between the G20 and the continent. ● ● ●

May 2016

- A Think 20 (T20) conference, co-hosted with the Friedrich Ebert Foundation and Shanghai Institutes for International Studies in Berlin, marks the beginning of the major MGG involvement in the T20 process, preparing the T20 co-leadership of the DIE and the Kiel Institute for the World Economy (IfW) in 2017.



January 2017

- The DIE, IfW and MGG partner South African Institute of International Affairs co-organise the T20 Africa Conference in Johannesburg with participants from the MGG network as well as from African countries other than South Africa. This paves the way for a T20 Africa Standing Group, which is constituted at the T20 summit in May 2017.



"Since 2008, several young professionals from the Development Research Center of the State Council (DRC) ...

... of China have participated in the MGG programme. All the participants benefit greatly, with improvement in their global vision, intercultural communication and network. This programme also helps the DRC to enhance mutual understanding and collaboration with the major organizer, the DIE. I believe that MGG is one of the leading programmes on global governance. Looking forward, the MGG programme will continue to play a unique role in promoting global governance in the form of knowledge sharing and capacity-building."

Cheng Guoqiang
Secretary-General and Senior Fellow, Academic Committee/Department of International Cooperation;
Development Research Center of the State Council (DRC) of China



"My first interaction with the MGG programme was in Pretoria in 2006 ...

... when Thomas Fues was visiting South Africa to see which organisations might be interested in participating. Confession: a mix-up in my diary meant that I forgot and thus missed the first meeting we scheduled. Since then the South African Institute of International Affairs has been a very active partner of the network. Not only have some of my colleagues attended the courses, but we have built up an exceptional network of partnerships and outputs, bridging what has historically divided North and South, establishing understanding where previously there was ignorance... or disinterest. The world needs more engagement of this type. Congratulations to DIE for imagining the possibilities of this network. Viva the #MGGNetwork!"

Elizabeth Sidiropoulos
National Executive Director, South African Institute of International Affairs (SAIIA)

#MGGNetwork



"Bridges and dialogue ...
... are the best way to achieve sound
and feasible policies. Proud to be part of
#MGGnetwork."
Juan Carlos Mendoza @JCooperante



"Thank you all for your commitment ...
... and devotion to make #MGGNetwork
an invaluable asset of global governance!"
CAO Jiahua @jiahua_cao



"On my 1st day at @DIE_GDI, ...
... I never thought how much my life would
change through #MGGnetwork"
Lilia de Diego @dediegoli



"A course at #MGGnetwork ...
... equals a very powerful MA program.
MGG has changed my approach towards
IR for the better."
Dilshad Muhammad @Dilshadmd



"I'm proud to be part of #MGGnetwork ...
... Beautiful learnings and memories of this
experience! #sustainablefriendship"
Thays Venturim @thays_venturim



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May/June 2017

- The MGG co-hosts workshops in Brazil and China to inaugurate national platforms on voluntary sustainability standards, cooperating with the United Nations Forum for Sustainability Standards and national standard bodies.



August 2017

- The MGG Academy broadens the European participation to intensify the dialogue between change makers from rising powers and Europe to support transformational change.

MGG – transnational space for learning, research and dialogue

MGG has changed the lives of course participants and transformed the capabilities of participating institutions. The network has provided highly sought-after analysis and advice to policy-makers in governments and multilateral institutions. Today, MGG is widely admired as a beacon of excellence and high impact in global cooperation.

Digitalisation has enabled the MGG network to create and present its work in matter of minutes to its partners, friends and alumni. Social Media Platforms serve as con-

nective tool to present the pillars of the network to the global community.

We can say that MGG has evolved into an unparalleled transnational space of mutual learning, joint knowledge creation and face-to-face policy dialogue. As outside observers have attested to time and again, the MGG network has grown into a dynamic, creative and multi-dimensional partnership with exceptional appeal to its members and a wide range of stakeholders. ● ● ●



Managing Global Governance

November 2017

- The global alumni conference celebrates 10 years of MGG with alumni and partners in Bonn, Germany.



"MGG has evolved into an interesting platform to not only add to the capacity-building process for ...

... young scholars from partner countries, but to also effectively contribute to the global debates on overseas development assistance and development cooperation architecture. The consistent commitment of the MGG team has immensely added to the great convening power that the initiative has acquired over the years. I have been associated with MGG since its pre-conception meeting and have seen its evolution. I can confidently say that though it is funded by the Government of Germany, it has emerged as a truly independent and neutral programme. This is an impressive global public good created by Germany and it should be further nurtured with more support, not only with more training slots but to enable more substantive academic output. I wish MGG all the best."

Prof Dr Sachin Chaturvedi
Director General, Research and Information System for Developing Countries (RIS), India



"Instituto Mora has collaborated with MGG for more than a decade ...

... Researchers and students have joined different MGG generations to work on various issues, including South-South cooperation, the role of the private sector in global governance, sustainable development and international security, among others. This has increased the international visibility of Instituto Mora and expanded its network of strategic partners in Germany and around the globe. Thanks to MGG, Instituto Mora has strengthened its positive image as a leading think tank in social sciences and international cooperation. We are looking forward to more years of fruitful collaboration with MGG."

Dr Diana Guillén
General Director of Instituto Mora, Mexico



"Flexibility to adapt its activities to the more important contemporary world change ...

... is the most interesting characteristic of MGG. Who participates in its undertakings could be sure that he/she will have access to the more updated information on the situation of each country – particularly those gathered in the G20 group –, each international region and the world as a whole. Therefore, MGG contributions became an indispensable element for understanding the social, political and economic problems of the world."

Prof Dr Enrique Saravia
Federal University of Rio de Janeiro-UFRJ, Brazil



"Through 10 years of its unstinting work, the MGG programme has provided a global platform ...

... for young leaders to enable them to manage a better world through global governance. The MGG programme is also consistent in ensuring equal opportunities for global citizens to be involved in world development by taking participants from many corners of the world, including from the developing world and the rising powers."

Dr Medelina Hendytio
Deputy Executive Director, Centre for Strategic and International Studies (CSIS), Indonesia



"In my various interactions with MGG, I have come to view it through two interactive prisms: ...

... one that is bold in design and innovative in conception; the other that is enriching in knowledge brokerage and discursive leadership. As such, MGG brings together young leaders to jointly think about those difficult vagaries and problematic uncertainties of our interdependent age. Here they wrestle with many first-order normative questions and conceptual conundrums in an enabling learning environment. Most crucially, this resonates powerfully with the challenges of making global governance a more meaningful policy intervention and stronger strategic calculus of change, particularly at a time of greater vulnerability and asymmetry among peoples and regions. Its current alumni thus make up a tightly knit epistemic community whose future impact is bound to be profound and far-reaching."

Prof Dr Garth le Pere
University of Pretoria, South Africa



"The MGG programme is a valuable asset that is unique in the world. With its ...

... stellar operational record, the programme deserves kudos as a German initiative when network power is so highly privileged. But it has been highly beneficial also to both the individual young professionals and their countries as participants. Conceptual advances in global governance have been combined with instrumental forms of application. In my own activities I have come across many talented MGG alumni who are quick to tell me how much they owe to the programme, in terms of their world views and problem-solving skills!"

Prof Dr Andrew F Cooper
Balsillie School of International Affairs and
the Department of Political Science,
University of Waterloo, Canada



"Since the beginning of the new century, the world has witnessed great geopolitical changes ...

... The simple dual structure of developed and developing countries has been replaced by a much more complex world, characterized by the rise of the developing world, particularly the Southern powers. We can call this a new pattern of global governance. The MGG programme was born exactly at the right time to develop the new concept of global governance and support capacity development for the new world. As one of the beneficiaries, we at the China Agricultural University were privileged to become part of the MGG network, where we have shared our visions and experiences on the new era of global development. MGG has had significant impact in reshaping global development governance and will continue to do so in the future."

Prof Dr LI Xiaoyun
China Agricultural University



"The Managing Global Governance network allows us to better understand and shape cooperation relationships of the future. In the network we engage in joint analysis of pressing problems and in mutual learning on how to solve them – this horizontal approach is key for equitable pathways for sustainable development and peace."

Dr Imme Scholz

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