

The GIZ Magazine

akzente

Transformation

Shaping complex change processes

OTHER TOPICS:

Drought in the Horn of Africa: Emergency measures with long-term effects

Entrepreneurial spirit: Business women help stimulate Macedonia's economy

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Dorothee Hutter,
Director of Corporate Communications

Dear reader,

Transformation is a concept that can be viewed from several different angles. In this issue, we consider it from the perspective of urban development. Megacities like Tokyo, Mexico City and New York are subject to constant change. In addition to the political, economic and social tensions present in every major city, these metropolitan conurbations also offer enormous creative potential as centres of social life – potential that is there to be exploited by the economy, state and citizens alike.

In our IN FOCUS section you can learn about the changes that have taken place in the Columbian capital Bogotá in recent years. During his term in office in the mid 1990s, the city's former mayor Antanas Mockus resorted to unconventional methods to raise awareness among his co-citizens of the need for more responsible, more peaceful and more tolerant coexistence. He succeeded in stemming many problems and significantly enhancing the quality of life in the capital. But change processes such as this are never-ending. Transformation is an ongoing, multifaceted process which requires constant active intervention.

In this issue of 'akzente' you will also discover how a university in Saudi Arabia is benefiting from the GIZ's many years of experience in vocational education and why women in Macedonia have a very special role to play as entrepreneurs in regional and municipal economic development.

A handwritten signature in blue ink that reads "Dorothee Hutter". The signature is fluid and cursive.

Dorothee Hutter



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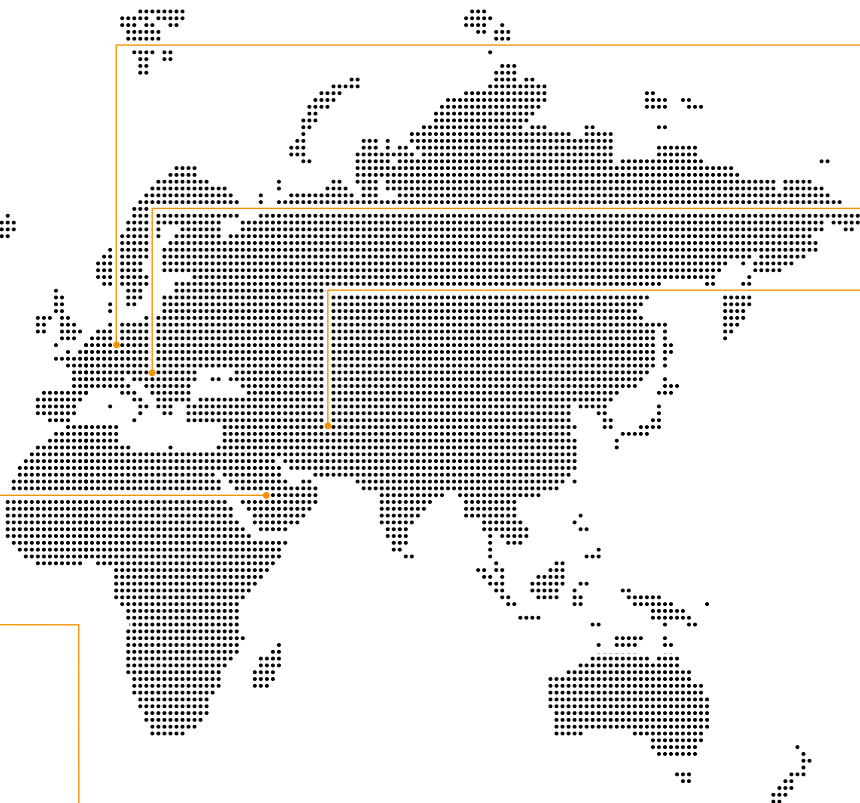
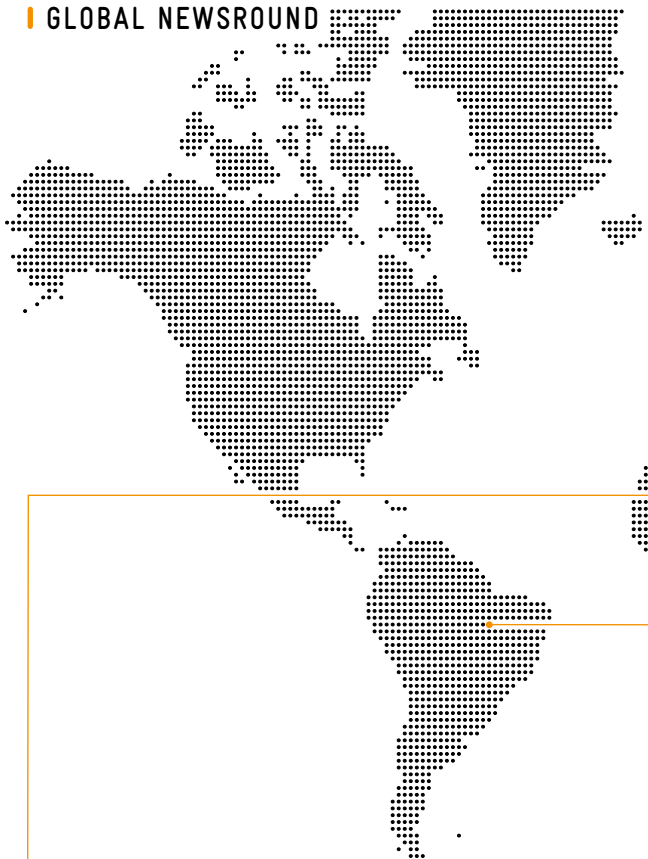
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BRAZIL

Solar power for favelas



Social housing in Mangueira benefits from solar hot water systems.

A pilot project is currently underway in Rio de Janeiro to equip social housing with solar hot water systems. On behalf of the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) and the German Federal Ministry for Economic Cooperation and Development (BMZ), GIZ is collaborating with the Caixa Econômica Federal, the national development bank, and the Brazilian Ministry of the Environment to promote the use of solar thermal systems for producing domestic hot water. All new social housing in the favela of Mangueira is equipped with solar thermal installations. For occupants, this means a reduction in energy costs of around 25%. GIZ deployed its own experts to closely monitor construction work, set high quality standards when tendering and trained residents to use the systems. The project also served as the model on which Brazil's national programme was based. This programme is to fund over 400,000 solar installations in social housing by 2014.

SAUDI ARABIA

Organic label for foodstuffs

'Healthy food for healthy families' is the new campaign slogan that has been used since the start of the year to boost sales of organic products in Saudi Arabia. The Saudi Ministry of Agriculture asked GIZ International Services to promote organic farming practices throughout the Kingdom (see also report in 'akzente' 03/11). With funding totalling around €7 million, the project is scheduled to run for five years. One approach used is to boost demand for organic foods, in order to increase the incentive for producers to switch to organic farming. The national action plan for organic farming developed by GIZ targets sustainable development of the sector with a view to producing a wider range of

healthy, pesticide-free food. At the same time, it is hoped the national publicity campaign will also raise awareness among consumers of organic products and raise the profile of the national organic label. Organically produced food has been carrying the label since February 2011.



The Saudi Arabian organic label

GERMANY

Dialogue on the future



GIZ Managing Director Christoph Beier (second from right) was appointed a key expert in Chancellor Merkel's working group on the future.

Germany's image in the world has a key role to play when it comes to the level of trust foreign decision-makers place in Germany. In its day-to-day work in more than 130 countries, GIZ sees how important it is to know how partners perceive Germany. So as part of her 'Human and Successful – Dialogue on Germany's Future' initiative, Chancellor Angela Merkel has set up a working group called 'Germany in the Eyes of the World'. Christoph Beier, GIZ Managing Director, has been appointed as one of 18 key experts in this working group. The dialogue is intended to seek answers to a number of questions: How do we want to live together? How do we want to sustain ourselves? How do we want to learn? Over 100 experts from a range of disciplines will be developing recommendations for action on behalf of the Chancellor. 'Finding out how others see us not only helps us attain a greater understanding of ourselves, it also opens up opportunities for understanding how we are going to shape our future together,' explains Christoph Beier. GIZ is conducting interviews with leading figures in 20 countries and will introduce into the discussion its findings regarding the opportunities and risks for international cooperation.

AFGHANISTAN

Improved administrative training

Since early 2012, GIZ has been promoting the development of standardised training for Afghan administrative staff on behalf of the German Federal Foreign Office. This has helped to strengthen staff's administrative capacity to act and to improve public services for citizens. Only an efficient and transparent administration can win the trust of citizens.

WESTERN BALKANS

Transnational criminal prosecution

Financed by the EU and the German Federal Ministry for Economic Cooperation and Development (BMZ), GIZ and the Dutch-based Center for International Legal Cooperation (CILC) are jointly implementing a project to combat organised crime and fraud in the Western Balkans. The focus is on joint transnational criminal prosecution and development of a network of prosecutors. For countries in the Western Balkans, for example, the Balkan route for international drug trafficking is an obstacle to EU accession. As candidate countries, they are required to demonstrate that they are tackling the problem with every means at their disposal. Often, however, they lack appropriate structures. 'We have been working in the Balkans for 20 years. Being awarded this commission shows that the EU sees us as a well-connected regional actor,' says Thomas Meyer, project manager at GIZ.

GERMANY

Strategic partnership

The German Academic Exchange Service (DAAD) and GIZ are planning to cooperate more closely in the future and to continue to optimise synergies in the higher education sector. Dorothea Rüländ, DAAD Secretary General, and Christoph Beier, GIZ Managing Director, have signed a framework agreement to this effect. Rolling out joint projects funded by Germany's Federal Ministry for Economic Cooperation and Development (BMZ) is not a new idea for DAAD and GIZ. A successful example of such cooperation is the German-Arab Master's Course for experts and managers in Education and Development Cooperation at the University of Education Ludwigsburg and Helwan University in Egypt. The programme was set up and is jointly run by the DAAD and GIZ.



The German-Arab Master's Programme starts in July.

👉 Latest news at www.giz.de/news.

EMERGENCY AID WITH LONG-TERM EFFECTS

People living in the Horn of Africa are suffering droughts with increasing frequency. During the last famine in the region, GIZ worked with its partners on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) to implement many emergency measures. The question is whether emergency aid can also act as a catalyst for sustainable processes.

Text Philipp Hedemann

Artificial water storage systems give people and animals a better chance of surviving extreme periods of drought in the Horn of Africa.

Every other day, Firtale Berhe from Hawelti in northern Ethiopia does not attend school and instead heads to the nearest watering place. It takes the 14-year-old six hours to make the round trip. During this whole time she carries a large yellow jerry can on her back, which weighs 25 kilograms when full. But soon Firtale will no longer have to carry out this chore. A few weeks ago she and the other villagers of Hawelti helped build a dam on the outskirts of the village from tightly packed soil. At the moment there is just a muddy pool behind the dam wall, which is 40 metres in length, 13 metres wide and nine metres high. But come the next rainy season, the barrage will be transformed »

THE 2011/2012 DROUGHT

Dry periods are a normal phenomenon in the Horn of Africa. The period of drought that began in summer 2011 is the worst for over 60 years. Although the United Nations recently declared the famine in southern Somalia to be over, local people still depend on aid for survival.



Somalis at a glance

Fled the country: **0.62 million**

In critical need: **2.34 million**

Infant mortality rate: **10.4 %**

Sources: UN, CIA – The World Factbook

into a large reservoir with a surface area of one square kilometre. Enough water to secure the supply for humans and animals and to irrigate the fields. No wonder that people are investing great hope in construction: 'In previous years we've sometimes lost our entire harvest to the drought,' says Kahsay Tsafehla, one of the elders from Hawelti. 'Thanks to the reservoir we'll be able to achieve up to three harvests a year.'

The dam is just one of many measures both large and small supported by the €20 million emergency programme financed by the German Federal Ministry for Economic Cooperation and Development (BMZ). The measures, implemented by GIZ in collaboration with a range of partners, are designed to help mitigate the effects of the worst drought to affect the Horn of Africa for 60 years. The special measures are part of three ongoing development programmes which were implemented in the drought-hit areas of Ethiopia and Kenya even before the crisis situation arose. This meant immediate action could be taken to provide over a million people with rapid aid.

To what extent, however, are such hastily implemented projects just like sticking a plaster over a wound? The next drought is never far away, so surely the aid agencies will soon be back to help with another emergency programme? 'That is not the case,' says Johannes Schoeneberger, the GIZ staff member responsible for the BMZ-financed programme for sustainable land use in the Ethiopian capital Addis Ababa. 'We had to respond to people's needs quickly and without red tape. This we achieved thanks to the excellent links we have with local partners and Welthungerhilfe. In particular, through mass mobilisation at the municipal level we have achieved considerable impact with large-scale projects such as dam construction. But we also introduced simple technologies which the communities will later be able to use by themselves without additional outside help,' explains Schoeneberger. This may help ensure that emergency

'Soon it will only take a few minutes to fetch water and I'll be able to go to school every day.'

Firtale Berhe helped to build the new dam. It was constructed as part of a cash-for-work project.



measures at these locations will either no longer be necessary in future or only on a reduced scale.

The drought hit the cattle-rearing nomads and semi-nomads particularly hard. Many grazing areas dried up and as traditional watering places ran dry, the goats, sheep and cattle perished. With the help of GIZ and its partners, people in the affected countries were able to drill wells, buy powerful pumps, dig irrigation channels, construct rainwater collection tanks, rebuild their decimated herds and stockpile feed. 'During the last drought three years ago many of our animals died of starvation, the cows could produce neither milk nor calves,' explains the state extension officer Tsehaye Sesen, unlocking the door to the grain store. Ten tonnes of concentrate feed are stored in this outhouse belonging to the training centre for the region's farmers. The available animal feed will help prevent major losses during the current drought.

But the goats, sheep and cattle in the north-eastern Ethiopia did not just perish from lack of food; they also died from diseases that could easily have been prevented or treated. Although state veterinary centres exist in this barren region inhabited predominantly by semi-nomads, the vets themselves were often literally powerless to do anything. 'Until recently my clinic had neither water nor electricity, sometimes not even medicines. I had to send the farmers back home with their sick animals,' says veterinary surgeon Haftu Seyoum. Now that his small clinic is connected to the electricity grid and local water supply and his cupboard restocked with medicines,

AT A GLANCE

ETHIOPIA AND KENYA ARE BENEFICIARIES of special funding from the German Federal Ministry for Economic Cooperation and Development (BMZ). In Ethiopia the money is being used to install rainwater collection systems to irrigate kitchen gardens and build wells and small dams. Livestock must be vaccinated and stock numbers increased. The farmers also receive feed to tide them over the dry period. This aid directly benefits 46,500 families which equates to 247,000 people.

AID FOR KENYA TARGETS 1.5 MILLION KENYANS and refugees in need of food and vitamins. Vaccination and hygiene programmes are being implemented to prevent epidemics. The aid is also being used to help the local population build water storage and irrigation systems, distribute drought-resistant seeds and buy up at-risk animals.

THE MEASURES ARE BEING IMPLEMENTED by GIZ together with its partners Welthungerhilfe, Vétérinaires Sans Frontières Germany, WHO, the African Medical and Research Foundation, the German Red Cross, national relief agencies and the UNHCR Partnership Program.

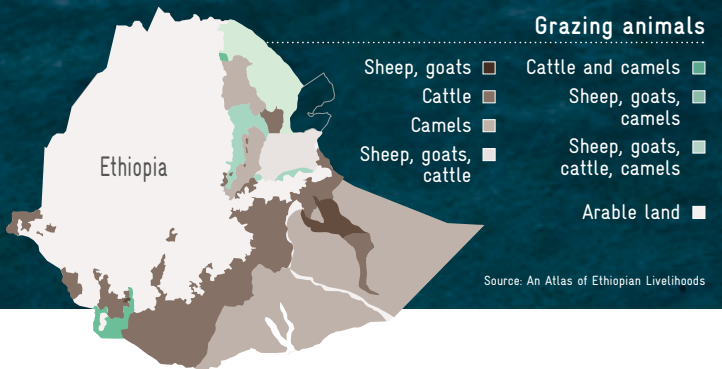


❶ With his new motorcycle, vet Haftu Seyoum can now reach his patients faster. ❷ Water often has to be carried over a considerable distance.



NOMADIC LIVESTOCK FARMING

Pastoral livestock farming is practised on 25% of the world's land mass. In East Africa 80% of the land is put to pastoral use, 90% of meat consumed comes from this livestock farming. The grazing areas used are bush and grasslands – regions particularly affected by droughts, as the map of Ethiopia shows.



the 34-year-old can once again start helping farmers and shepherds. Seyoum has also been able to expand his operating radius. The special funds were sufficient to finance an off-road motorcycle for his veterinary clinic. Now the vet can pack a rucksack full of medicines and instruments and ride out on rocky terrain to visit patients whose owners live several days' walk from the veterinary clinic.

Planning for after the drought

Ethiopia is not the only country to be affected by the worst drought in decades. In Kenya, over three and a half million people face starvation, disease and death. GIZ and partners such as Welthungerhilfe and Vétérinaires Sans Frontières Germany are helping to alleviate their plight by supplying food, medicines and medical equipment, improving access to projects for drinking water, rainwater collection and irrigation, purchasing threatened livestock numbers, distributing drought-resistant seeds, livestock vaccinations and providing training on health and hygiene issues. 'Our work has both short and medium term objec-

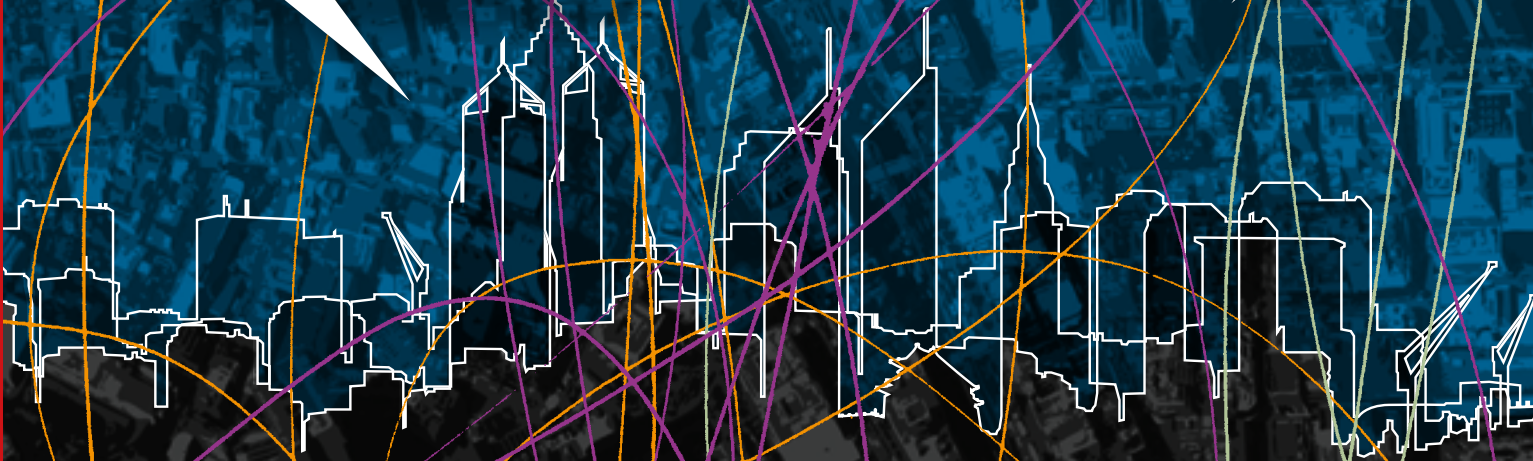
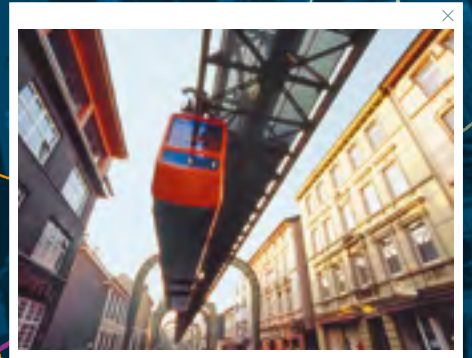
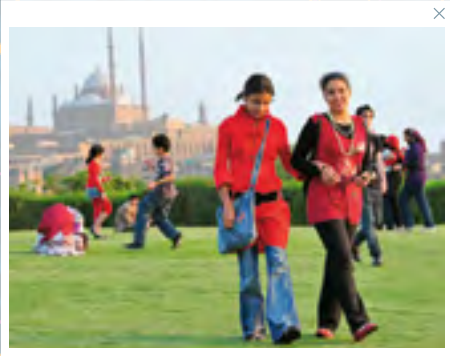
tives and we have already developed structures that can in future be used by the Kenyan population and government,' says GIZ officer Andrea Bahm, who heads the BMZ-financed programme Private Sector Development in Agriculture in Kenya. 'Of course, the plight of local people does not come to an end with the conclusion of the emergency programme, but the aid provided can be usefully continued by our existing programmes and by measures implemented by the government.'

Margaret Lojere is a nomad from northern Kenya, which has been very badly hit. She is one of thousands to feel the benefits of closely interlinking emergency measures with regular German development cooperation projects in the country. Ever since her husband was killed during a raid by cattle rustlers, the 48-year-old has had to provide for her eight children by herself. 'I have never experienced a drought like this one. But one of the health posts provided us with free medical supplies, food and hygiene and health training,' says the Kenyan, who now teaches others the know-how she has acquired – and in so doing helps ensure that the health of people in her region improves in the long term.

In other ways, too, emergency aid supplied to the Kenyan health sector is rather more than the proverbial drop in the ocean, according to GIZ officer Heide Richter-Airijoki, who runs the health programme commissioned by BMZ in Kenya: 'As part of our day-to-day advisory services, we will of course continue to work on improving the ability of the Kenyan health system to respond rapidly to public health crises – such as those that result from drought, flooding and epidemics.' Sustainable development of the health system is an investment in the future: 70% of those benefiting from the measures are pregnant or breast-feeding mothers and children under five. ■

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TRANSFORMATION

THEMES

IN FOCUS: Complex change processes are difficult to plan for and require active and constructive intervention.

OVERVIEW: Examples of GIZ's work

IN NUMBERS: Facts and figures about transformation

Shaping change

International cooperation today is about understanding and supporting complex transformation processes. One particular challenge in this context is the advance of urbanisation around the world.

Text Toni Keppeler **Illustrations:** Sabine Schiemann

Colombia's reputation has suffered over the years. It is responsible for over half the world's cocaine production and civil war has been waged in the country's hinterland for half a century. For many years, the capital Bogotá was considered one of the world's most dangerous cities. This urban expanse is home to around eight million people – a number that is rising daily as people flock to the city to escape the poverty and violence of rural areas. Bogotá is one of the fastest-growing cities in Latin America.

And yet in the city centre, shoppers stroll in safety around pedestrian precincts and sit at outdoor cafés in

the bustling squares. People can even cycle to work – probably no other major city in Latin America has as many cycle paths as Bogotá, and they are well used.

One of the people responsible for this is Antanas Mockus, 60. Twice mayor of the city, from 1995 to 1996 and again from 2001 to 2003, Mockus appears to deliberately play down the image of an eloquent, successful politician. His trademark features are a pudding bowl haircut – these days a little less unruly – and chinstrap beard. For this is no quick-fire orator with a ready answer to every question. On the contrary. He spends so long thinking before he speaks, it often seems he has not heard the question. He »





India: Industrialisation and democracy pave the way for prosperity

Dynamic economic reforms and recent growth rates of seven and eight per cent hold great promise for development in India. The country may have a long way to go in terms of leveraging its economic potential, as measured by the World Bank's Doing Business

Index, which evaluates the underlying conditions for business activity in 183 countries. The subcontinent is ranked 132nd – well behind China (91st). But India is using some of its productivity to improve living conditions for its citizens

and balance the social and political consequences of growth and modernisation. The strength of the Indian approach lies in the way it links democratic structures with economic change. Together with Taiwan and South Korea, the Indian subcontinent forms Asia's

'democratic trio' as measured by the Bertelsmann Index for political transformation. The index ranks political transformation in 21 out of 47 Asian countries, not including Japan.

quotes philosophers, particularly German ones such as Wittgenstein and Habermas. He studied mathematics and philosophy and as a former rector of the National University of Colombia believes passionately in education. When elected mayor, he set about transforming Bogotá.

'Profound and powerful forces are shaking and remaking our world. And the urgent question of our time is whether we can make change our friend and not our enemy.'

William 'Bill' Clinton, US politician

He became known for his spectacular campaigns: he sent clowns into the streets as a light-hearted way of teaching chronically ill-disciplined motorists the need to observe traffic laws and to respect pedestrians. For this particular campaign he dressed up in a skin-tight Superman costume and took to the streets with a billowing cape. 'Of course you run the risk that people don't take you seriously,' he says. 'But I got my message across.' And that is all that matters to him. According to Antanas Mockus, a city cannot be changed through regulations, legislation and investments alone. A city can only change if its inhabitants change with it.

Bogotá's most pressing problem was crime. Over ten murders every day was just the tip of the iceberg. Underlying this was a general loss of civic spirit for civil coexistence. In Bogotá it was the survival of the fittest – and in too many cases each to their own. Mockus is convinced that legislation and policing achieve little in such situations. He speaks of 'three levels of regulatory systems' and only the last of these concerns the authority of the state. But the basis of self-regulation is that everyone knows right from wrong, and that – in the words of Mockus – people abide by 'moral standards'. In cases where individuals do not observe such standards, it is necessary for the

limits to be pointed out by others from their immediate environment – as in the case of the clowns and the motorists. In other words, 'social standards' have to be seen to work. Only when these fail does Mockus see a role for the 'norms of the police and judiciary'.

If this all sounds rather idealistic, then perhaps it is in part because Mockus tackled the problem in a rather lighthearted way: with the ley zanahoria, the 'carrot law'. Officials at the mayor's office noticed that most problems occurred during the night at weekends and were generally alcohol-related – from bar brawls that developed into shootings because those involved were drunk, to straightforward traffic accidents. Mockus banned the serving and sale of alcohol after one o'clock in the morning on Friday and Saturday nights, the peak times for such incidents. He called the law his 'carrot law', since in Colombian slang a 'carrot' is a well-balanced person who never loses self-control. He awarded prizes for the best carrot juice recipes, students sold the drink on street corners. Suddenly everyone was talking about carrots and the law itself was quickly accepted. And almost incidentally the city developed a collective sense of social sensitivity.

Awareness and personal involvement drive urban development

Bogotá is today considered a model of modern urban development. Thanks to a whole raft of coordinated measures, Mockus and his successors have succeeded in shaping a megacity bursting at the seams into the kind of community that local people see as their own. For example, Bogotá now has an exemplary metro-like bus-lane system for faster transport. New arrivals from the countryside are housed in settlements with basic infrastructure to avoid slums. And poorer areas have been equipped with arts centres to provide a focus for social life in these city neighbourhoods. In Mockus' second term of office, as many as 30,000 families paid a voluntary tax for public investment in their neighbourhood. Bogotá's water consumption was cut by over ten per cent – without the introduction of any regulations, purely through an increase in awareness.

For many years urban development has been seen as purely a planning task, the sum of individual construction projects, from water mains to giant office complexes, says Günter Meinert, a policy advisor for urban development at GIZ. This 'selective additive understanding' is still »



Brazil investing in urban peace

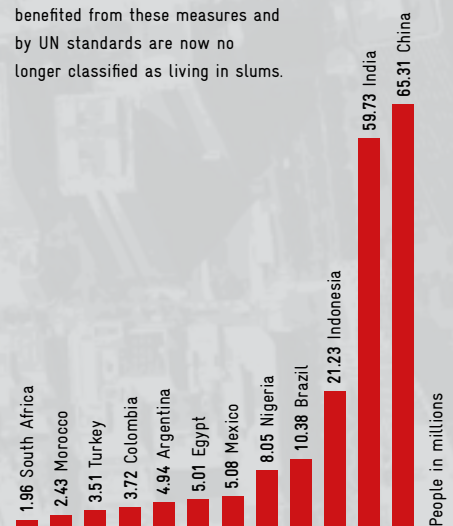
The number of people living in slums is on the rise worldwide – UN sources put the figure at well over 800 million. At the same time, millions of people are successfully escaping from wretched living conditions thanks to the transformation of slums into developed housing areas. Brazil, host of the recent World Urban Forum in 2010, is an example of the remarkable transformation of poor neighbourhoods through political will and large scale invest-

ment. The Brazilian Government is currently implementing phase two of its Growth Acceleration Program, worth more than US\$870 billion in total. Investment in areas such as water supply and wastewater disposal, violence prevention, basic health and education, residential housing and electrification alone accounts for US\$213 billion. One initiative that has attracted international attention is the 'Unidade de Polícia Pacificadora' implemented by the Brazilian state of Rio de Janeiro,

in which graduates from the police academy are deployed as peace workers and conflict managers, to show a strong presence in the favelas. Their role is part of measures to promote urban and economic development, democratisation and education. The outcome of the initiative is that local residents can once again move about their neighbourhoods, use public facilities and appreciate a reasonable quality of urban life.

BETTER CONDITIONS

Many states improved living conditions in poor neighbourhoods between 2000 and 2010. The graphic shows how many people in the countries listed have benefited from these measures and by UN standards are now no longer classified as living in slums.



SOURCE: UN-HABITAT - 6.10. 2009



Security and environmental protection improve the quality of life

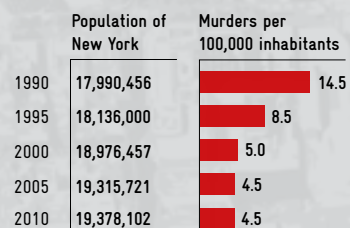
For an almost completely urbanised country such as the USA – 81% of people live in urban environments – it makes a huge difference if towns and cities do not adapt to the needs of their inhabitants and the requirements of the age. Based in New York, the Green Codes Task Force put forward proposals to make

buildings more climate friendly and neighbourhoods greener. Against competition from twelve other cities in the US and Canada, the megacity reached the number three spot on the Green City Index. And in another key area, violent crime, New York City successfully transformed itself into an urban area worth living in: in less than 20 years, the number of murders was cut by 79%, more than in any

other major US city. This transformation was grounded in more focused police operations, a crackdown on drug dealing and the introduction of neighbourhood programmes.

GETTING A HANDLE ON VIOLENT CRIME

More focused measures resulted in a dramatic fall in the murder rate in New York City between 1990 and 2010.



SOURCE: NEW YORK LAW ENFORCEMENT AGENCY

widespread in international cooperation today. And yet it is about much more than buildings and the pipes and cables that run beneath them underground: 'A city is a constructed society,' says Meinert. Economic, social and cultural changes have an impact on the way a city looks and the living conditions it offers. A city in the USA, for example, is fundamentally different from a European city. Even at first glance, the former industrial sites of Germany's Ruhr Valley are very different to Hamburg, the city of commerce and trade, or Berlin, the country's cultural hub. And all this is subject to constant change.

Cities have enormous creative potential: 80% of worldwide economic growth comes from cities. Half of all goods and services alone are produced in the 600 communities worldwide with around one million inhabitants. Without cities, humankind would be poor.

Many problems are too complex to be solved by planning

At the same time, cities generate problems: they consume 70% of all non-renewable resources and emit 75% of all CO₂ emissions. 'Cities are powerhouses and poorhouses in one,' says Meinert, 'giant laboratories of a modern age in upheaval.' Their development involves linking a wide range of policy and action areas such as administration, economy, finance, water, energy, climate, health care, population growth, migration, mobility, education, and security. The list is endless.

Such a complex process cannot be tackled by identifying individual problems or deficits and then setting up a project to deal with them, says Meinert. Urban development has to be seen as a transformation process, in which social, cultural and economic factors are interconnected and have to be shaped and controlled through policy.

In Germany, the term transformation is above all used in connection with the process that began in countries of the former Eastern Bloc following the collapse of the Soviet Union: the complex transition from bureaucratic socialism to a democratic social state geared to a market economy. The term has also existed for a long time in development policy. After the 'lost decade' of the 1980s and the ever-widening gap between rich and poor, in 1990 the United Nations Economic Commission for Latin America and the Caribbean (ECLAC) called for a 'productive transformation with equity' for the countries of Central and South America. By adopting this approach, ECLAC waved goodbye to poli-

cies that sought to advance development with a blueprint or grand plan. The problems, their causes and conditions were much too complex to be tackled with a single plan of action, however coherent it might be. Given the many knock-on effects – both expected and unexpected – the path to greater prosperity and social equity had to be revised continuously and the strategy adapted accordingly.

'The challenges facing cities are enormous and no public or private, government or non-government, academic or implementing authority can master them alone.'

Dr Joan Clos, Executive Director, UN-HABITAT

Albrecht Stockmayer, governance advisor at GIZ, knows from personal experience in the field the kind of surprising side effects that can occur. He remembers a decentralisation project in an area of Colombia's hinterland afflicted by civil war. A series of selected municipalities were each given the opportunity to decide on a local self-government project which was to receive funding. One small town, occupied by paramilitary troops, wanted a transparent accounting system with elements of a participatory budget. 'Lots of people were interested in the idea and came to the town hall to look at the figures and join in the discussions,' Stockmayer recalls. The paramilitaries saw that the town could now no longer be controlled through intimidation, corruption and commands, that the local population had taken affairs into their own hands. The illegal armed troops withdrew without a murmur – a positive side effect which ultimately meant more to the municipality than the original project objective.

'At one time we thought we just had to do this or that to achieve a particular objective,' says Stockmayer, reflecting on his own learning process. 'Today we know that such processes are much more complex, that many »

stakeholders have ideas and interests of their own, and that sometimes the outcome is not what was expected.' He argues for a more modest approach, for international cooperation to be seen as a 'reflective action process' with a common guiding vision and an ongoing readiness to review and make changes to the long road ahead.

Development cannot be seen as the outcome, a precisely defined final state that is planned and implemented from start to finish in line with a road map. The challenges facing international cooperation today are about much more than just finding technical solutions to individual problems. The transformation of urban conurbations to environmentally compatible urban economic structures with low CO₂ emissions cannot be achieved using innovative environmental technologies or greater investment alone. The same is true for the social integration of migrants or the growing social par-

ticipation in the democratisation processes of Arab countries long-governed by authoritarian regimes. All these transformations are complex socio-political processes which may succeed, but might also fail. Success comes only if the interests of all stakeholders are taken seriously – the interests of state and municipal institutions as well as those of the private sector and civil society. These interests may be conflicting, but they may also leverage new potential and lead to outcomes one had never even considered.

Transformation as a central paradigm of international cooperation

For this reason, Stockmayer believes the best approach is to focus not just on the achievable desired situation in line with a planned development process, but equally on

EXAMPLES OF GIZ'S WORK – TRANSFORMATION

> MAGHREB

Learning from one another



Project: Strengthening Municipal Structures – Maghreb
Commissioned by: German Federal Ministry for Economic Cooperation and Development (BMZ)
Countries: Algeria, Morocco, Tunisia
Overall term: 2008 to 2014

The region's major cities are hotbeds for poverty, a lack of housing and environmental problems. At the same time, there is also potential here for climate protection and sustainability. Municipalities, associations and organisations in Algeria, Morocco and Tunisia are given the opportunity as a network to exchange experiences on sustainable grassroots approaches to urban development and the practice of good municipal governance. The programme promotes innovative urban development projects and partnerships with municipalities in Europe. Municipal democratic structures in Tunisia will be promoted until 2013 on behalf of the German Federal Foreign Office.

> WORLDWIDE

Making social change work

Project: Transformation Thinkers
Partner: Bertelsmann Stiftung
Overall term: since 2003

The key to the success of social change lies in the international exchange of knowledge and experience and in the systematic examination of transformation processes. Developing personal links between young managers who take a personal interest in the transition to democracy and a market economy simultaneously supports a global community of democrats. As part of the Transformation Thinkers initiative, the Bertelsmann Stiftung and GIZ work closely on organising regular conferences geared to networking leading transformation actors from developing and transition countries. Here, they have an opportunity to discuss experiences, approaches and reform strategies with former transformation practitioners and renowned academics. The network is made up of over 120 people from 70 countries.

👉 www.agenz.de/transformation-thinkers.html

👉 www.bti-project.org

the process of change itself, in which an organisation like GIZ can engage with its knowledge and expertise. In other words, transformation should be a central paradigm of international cooperation.

Large-scale transformation processes of the past, such as industrialisation and the urbanisation that came with it, were until now largely 'the result of gradual evolutionary change,' according to the German Advisory Council on Global Change (WBGU) in its 2011 Flagship Report on the UN Rio+20 Earth Summit, which will take place in June this year. The document entitled 'World in Transition – A Social Contract for Sustainability' looks for ways to move towards a climate-friendly society. Although it sees this process as an 'open search process', it is one that can and must be steered politically: 'The challenge, unique in history, with regard

to the upcoming transformation ... has never before been encountered and involves advancing a comprehensive change for reasons of understanding, prudence and providence.' To this end, the Council identifies three strategically key fields of transformation: urbanisation, energy and land use.

In Brazil, host country of the Rio+20 Conference, 'climate change is top of the agenda for GIZ,' says country director Ulrich Krammenschneider, and in two out of three of the key fields identified by the WBGU: energy and land use. Simply by virtue of having the world's largest rainforest reserve, Brazil has a major contribution to make in the field of climate change. Cooperation geared to the protection and sustainable use of this forest does not just concern its capacity to absorb CO₂; it is also about the preservation of biodiversity. »

> UKRAINE

Climate-friendly mobility



Project: Climate-Friendly Concepts for Urban Mobility

Commissioned by: German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) as part of the International Climate Initiative
Lead executing agency: City of Lviv
Overall term: 2009 to 2011

Ever-increasing numbers of private vehicles in Ukraine's towns and cities are causing traffic jams, accidents and air pollution and contributing to climate change. Most local public transport systems are in a poor state and offer no real alternative to the car; cycling is not an attractive option. In the run-up to the European Football Championships, funding has been provided for preliminary measures to implement a traffic concept for bicycles, to speed up bus transport and develop urban mobility concepts. Various publicity measures are serving to raise awareness of environmental and sustainability issues among decision-makers in the population.

👉 www.mobilnlist.org.ua/home

> SOUTH AFRICA

Creating leverage

Programme: Strengthening Local Governance
Commissioned by: German Federal Ministry for Economic Cooperation and Development (BMZ)
Partner: Department for Cooperative Governance and Traditional Affairs; local authorities association, municipalities
Overall term: 2004 to 2012

South Africa still faces a crucial transformation problem: the development of state structures that are capable of creating a suitable framework for generating urgently needed jobs. The German Government supports local agencies that provide an umbrella structure for municipalities to jointly implement in a professional manner infrastructure projects such as business centres and link roads, and to work with citizens to promote business locations. The agencies help leverage development, meaning that even large-scale investment can now be used effectively to promote economic development and job creation and improve basic municipal services. The lessons learned are analysed by networks of administrative practitioners and experts.



The link between education, prosperity and democracy

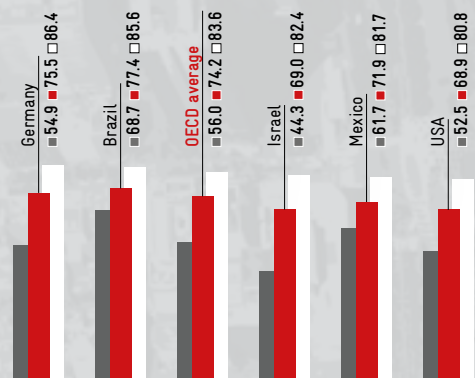
South Korea has enjoyed steady growth over the past three decades. The young industrialised nation has already overtaken the average level of development of OECD countries, and at fifteenth in the Human Development Index ranks as one of the world's most developed nations – ahead of Denmark, Belgium and Austria. In the OECD Programme for International Student Assessment (PISA) study on education, South Korea

performed best out of all OECD participants. The high level of education in South Korea is seen as one of the reasons for its economic upturn – and this in turn has provided a sound platform for political transformation. In the late 1980s, the country began to put past authoritarian regimes behind it. As a top-transformer, it now ranks seventh out of 128 in the Bertelsmann Transformation Index – with a broad democratic consensus in both institutions and public life, as well as a flourishing civil society.

GOOD TRAINING IMPROVES EMPLOYMENT PROSPECTS

All around the world, opportunities for those in the employment market increase in line with their level of training. The following graph shows the employment rates for 2009 as a percentage of the population segment between 25 and 64, based on educational qualifications.

- First and second step of basic education*
- Upper secondary and post-secondary non-tertiary education**
- Tertiary education***



* INTERNATIONAL STANDARD CLASSIFICATION OF EDUCATION (ISCED) LEVEL 1 AND 2; ** ISCED LEVEL 3 AND 4; *** ISCED LEVEL 5 AND 6. SOURCE: OECD, EDUCATION AT A GLANCE 2011

In terms of the second transformation field, renewable energy, Brazil may be a leader in large-scale hydroelectric power and in the production of biofuel derived from sugar cane. But the ecological side effects of these technologies place restrictions on growth – and Brazil has barely begun to exploit its enormous potential where other forms of renewable energy are concerned.

Cooperation in this field, says Krammenschneider, is also of benefit to Germany. Since Brazil is not just a major market for German-made energy and environmental technology, it is also a location where specific challenges can generate new ideas for technology developments in German industry. It is not simply about a one-way transfer of knowledge, therefore, ‘it is about scientific and technological cooperation.’ The side effects of this could well be beneficial for the German economy – ‘as long as sustainable development remains the primary focus.’

The revolutions in North Africa have opened the door for new development approaches

And one other thing is now clear: as far as the Brazilian transformation process is concerned, ‘we might be able to put fuel in the tank, but the Brazilians are doing the driving.’ The partner decides the direction – and that will sometimes mean being at variance with the outcome. This is what Meinolf Spiekermann discovered in Tunisia. Here, and in Algeria and Morocco, GIZ was to implement the project ‘Strengthening Municipal Structures – Maghreb’ on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). Spiekermann was fobbed off in Tunis for three years. In the country then under the autocratic rule of President Zine el-Abidine Ben Ali, the Ministry of the Interior had no interest in promoting strong and self-aware towns and cities.

‘The door for this project did not open until the revolution in spring last year,’ Spiekermann recalls. Then the Interior Minister asked Germany to help develop democracy at the municipal level. Today the project is anchored in twelve towns and cities around the country, five of them twinned with partners in Germany, seven in structurally weak regions. Suddenly the process cannot move quickly enough, for the revolution began in towns and cities such as these. Now the urban populations want to see tangible administrative change, first and foremost at

the local level. Municipal councils represent the first rung of state administration that citizens come into contact with. But the process is not as straightforward as that. It may seem a relatively minor step to set up a citizens’ bureau to handle all the affairs and processes that directly concern the population. But for this to happen there first has to be comprehensive administrative reform.

‘People aspire for change and improvement in their lives. They see cities giving that opportunity to them more than rural areas.’

Sheela Patel,
Director of the Society for the Promotion of
Area Resource Centers (SPARC)

A network of cities in Tunisia, Algeria and Morocco is being developed in order to create the opportunity to share and replicate lessons learned at the regional level on issues ranging from municipal development, local administration and waste disposal to energy efficiency, transport and urban renewal. Morocco quickly bought in to the network concept, having recognised at an early stage the challenge posed by rapidly growing cities and the need for comprehensive management. Tunisia is now rapidly following suit, although it is showing at least the same level of interest in an exchange with German cities or bodies such as the German Association of Cities as in the regional network. The Algerian Government is still hesitant, while the cities themselves seem eager to participate in the learning network. Such discrepancies are difficult to predict. ‘The more momentum of their own they develop, the more surprising the results may be,’ says Spiekermann. ‘And the greater the success.’

Urban developer Meinert agrees: ‘You need critical mass to support such momentum.’ And you need ‘people who acknowledge their responsibility – at all levels, from the mayor right down to the man or woman in the street.’ In this respect, Bogotá had a stroke of good fortune in »

finding its mayor, Antanas Mockus – a man who had a vision for his city and the means and methods to encourage citizens to participate voluntarily.

GIZ has also studied the work of the unconventional Colombian and followed his lead. In South Africa, for example, where Joachim Fritz looks after a programme commissioned by the BMZ to strengthen local governance. A part of this complex project involved working

help citizens understand how to use the city and its public spaces as their own. Achieving this generates a momentum that can be supported and guided by international cooperation. What outcomes have been achieved? How can various interests be balanced? What additional support measures are necessary to reinforce the momentum and channel it into other fields? 'The know-how for technical solutions to problems is already available in South Africa,' says Fritz. 'What we bring to the table is systematic, socially inclusive, process-oriented thinking.'

University professor Antanas Mockus created a scale on which the success of the Bogotá transformation process can be measured. At one time, academics at the National University used to look at the country as a whole, studying and writing papers on its problems. 'But in recent years the city itself has increasingly become the focus of student research papers and Masters theses. Bogotá has turned the spotlight on itself and is seeking solutions to its own problems.' The inhabitants have taken possession of their city and are constantly striving to make it a better place to live. ■

'We are in the middle of a profound transformation of our model for civilisation. We need new forms of democratic participation and global cooperation.'

Prof. Claus Leggewie,
Member of the German Advisory Council
on Global Change

with a group of young 'peace workers', whose task is now to mediate in conflict resolution before disputes have a chance to escalate. Their roles range from school crossing and traffic controllers to arbiters in classroom discussions on violence. They are called upon by people who have a problem with neighbours, but do not wish to go immediately to the police. Mockus would see them as an institutionalised social norm that is more important than police intervention, since its effects are lasting.

But for South Africa's townships, originally built under the apartheid regime purely as housing colonies and now often dangerous hotspots for violent crime, such measures are not enough. The inhabitants here need safe and well-lit paths, supervised if necessary by citizen watch patrols. They need places of welcome, commercial, religious and cultural meeting points, and public transport links to the centres. In short, 'cities have to be designed so that their inhabitants can live together,' says Fritz.

In many cases, a concrete project that targets a key strategic area is not much more than a starting point to

Cities and transformation are the subjects of this year's GIZ Eschborn Dialogue.

www.giz.de/eschborn-dialogue

FOTOS: BEEVEY (P. 10-11), SATELLITE IMAGE, ISTOCKPHOTO/JOEL CARILLET (P. 10), GIZ/FOLKE KAYSER (P. 10), DIRK OSTERMEIER (P. 10), ISTOCKPHOTO/FOREST WOODWARD (P. 11), STEPHAN ELLERINGMANN/LAIF (P. 12/13), EMILIANO MANGUSO/CONTRASTO/LAIF (P. 15), AFTON ALMABAZ/AURORA/LAIF (P. 16), GIZ (P. 18, 19), ELLIOTT ERWITT/MAGNUM (P. 20), GIZ (P. 23), ISTOCKPHOTO/ALINA SOLOVIOVA-VINCENI/MICKYSWISWEDEL/RYI INSEA (P. 23)

FACTS AND FIGURES

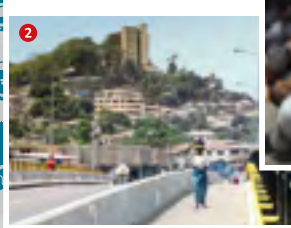
Up 40 places

Up 30 places

No. 1

56.3%

Number one



1 Uruguay – with a population of 3.4 million – is achieving very high scores for its democratic culture, economic framework, governance and education, putting it right at the top of the Transformation Index for Latin America and the Caribbean. It also ranks 3rd on the Human Development Index for South America. A well-established multi-party system and broad democratic consensus are key factors driving its strong and sustained transformation performance.¹⁾

2 Liberia, a post-conflict country, has improved its performance on the Ber-

telsmann Transformation Management Index dramatically since 2008, moving up 40 places. It now ranks 26th out of 128 countries. When it comes to democracy, Liberia is one of the strongest performers in West and Central Africa.²⁾

3 Tunisia rose 30 places in the 10th Press Freedom Index for 2011/12, published by Reporters Without Borders. Before dictator Zine el-Abidine Ben Ali was ousted in January 2011, the North African country ranked 164th out of 179 countries. Now it has jumped to 134th place. The organisation paid tribute to the greater diversity of opinion

in the media, the cessation of government harassment of journalists, and the end of massive and systematic censorship of the internet. However, it expressed concern that representatives of the old regime are still in control of state-run media.³⁾

4 The proportion of women in national parliaments varies between 56.3% in Rwanda – ahead of Sweden (45%) and South Africa (44.5%) – and 0% in 10 of the world's countries.⁴⁾

5 Accra, with 2.3 million people, ranks number 1 on the African Green City Index. The Index measures the performance of cities all

over the world in eight categories: Energy and CO₂, Land Use, Transport, Waste, Water, Sanitation, Air Quality, and Environmental Governance. In an assessment of 14 African cities, Ghana's capital was the best-performing city for environmental governance, with strong policies and high rates of public participation. Cape Town, Casablanca, Durban, Johannesburg and Tunis were other above-average performers.⁵⁾

SOURCES: 1) HDI 2011, BTI 2012 (OVERVIEW OF REGIONAL FINDINGS), BTI 2010 URUGUAY COUNTRY REPORT; 2) BTI 2012; 3) PRESS FREEDOM INDEX 2011/2012; 4) DATA.UN.ORG; 5) DATA.UN.ORG; SIEMENS GREEN CITY INDEX



» Outside view

THE TIDE OF GLOBAL CHANGE

Transformation processes are the expression of a universal aspiration for a better life.

Transformation is in vogue – no question about it. Although the term may not mean much to many people, most have encountered it in some form or other, if only in the media. Because societies around the world are in a state of flux. The images of the Carnation Revolution in Portugal and the end of dictatorship in Spain and Greece may have all but disappeared, but the transition process in Eastern Europe, the striking dock workers in Gdansk, the protest movement in Hungary, the Monday demonstrations in Leipzig, and the image of Boris Yeltsin in front of the tanks that laid siege to the White House in Moscow are all very much a part of the collective memory of our times. The world's attention was also drawn to other upheavals such as the end of Pinochet's rule in Chile or Nelson Mandela's triumphant release from prison following the end of apartheid in South Africa.

And the process of transformation continues – from China's emergence as a market economy to the Arab spring in 2011 – virtually no region in the world has been left untouched by the will to change.

However different all these events may be, transformation is the common denominator of the change towards greater opportunity, greater justice, self-determination and freedom. It is widespread because the world has become increasingly interwoven and the impact of this is felt not only in the markets. Much like economies, societies too are ever more interlinked. Not only do we have a flow of goods, but we are also flooded with information, images and eyewitness accounts. They allow access to different parts of the world, different lives and realities, allow us to draw comparisons, and arouse in us the desire and hope for a better future. Physical distances and political boundaries no longer separate people like they once did and ideological divides are blurring.

In a situation such as this, more and more people are aware that they are poorly governed and that those in power have no satisfactory answer to the needs of growing populations and stagnating economies. They also realise that many of their everyday demands and rights are ignored or violated. In most cases, years of pent-up frustration and expectation erupt, of-

› PROFILE

Josef Janning is a political scientist and expert on international policy. He is Director of Studies at the European Policy Centre (EPC) in Brussels.

PHOTOS: DIRK OSTERMEIER



ten triggered by the symbolic actions of an individual.

It would be wrong to interpret the winds of change simply as the adoption of the Western or European model. While the allure of life in a free market democracy can hardly be overestimated, many transformation processes are not guided by a vision of a society that adopts a particular model or a set of codes or laws on rights. There is convergence at best in the fact that people everywhere strive for a better life, the definition of which, however, includes much of what constitutes a democracy and social market

a strategy for change for a better public order, for better governance and for a more efficient public and private sector. Although transformation, at its core, is a normative concept based on the vision of democracy and a socially responsible market economy, it is a concept that remains open to all the possible individual steps, the various paths and changing priorities during the transition process. This understanding of systemic change is illustrated by the conceptual rationale for the Transformation Index, compiled by the Bertelsmann Stiftung and leading academics over several years, and published every

European models, but on a direct exchange of best practices among themselves.

This dialogue, commonly referred to as South-South communication in the past, illustrates one of the strengths of the concept of transformation: change doesn't just happen – it is created. Transformation is based on decisions, forethought and planning. It is an actor-centred strategy based on the premise of the possibility and necessity of shaping systemic change. It highlights the role of actors in politics, the economy and society. Change management is therefore an independent assessment basis in the Bertelsmann Stiftung's Transformation Index, and creates an incentive for actors to invest their skills and political capital in reform strategies.

Nevertheless, neither the Index nor the international discourse have simple blueprints for success – transformation is not a one-way street but a complex process without a built-in mechanism for driving progress. This is illustrated in the Transformation Atlas, available online free of charge. A comparison of the data in the Atlas compiled over the last ten years for Thailand, Mali, Bolivia and Hungary, to mention only a few examples, underlines the importance of inputs that actors make to shaping change, inputs that also draw on failures, mistakes and oversights.

In the long run, no country, perhaps not even North Korea, will be able to swim against the tide of global integration with all its social and political consequences. The strategy for transformation provides the tools for the job but does not determine the outcome. The story of the struggle for a good and just public order does not end here, but merely opens another long chapter. ■

Transformation is a concept that remains open to all the possible individual steps, the various paths and changing priorities.

economy in Europe. Transformation is expected to create new economic opportunities and offer families opportunities for the future. Access to education is expected to be the gateway to a better life. People have a sense of dignity and want to be respected. They would like to have rules that apply to all and are observed by all; a life without corruption, without the whims of the powerful, but with social justice. This convergence includes the desire for consensus between the governing and the governed and the desire for a role in the economic and political process.

Transformation is the constructive political response to these expectations – it is the attempt to honour the needs and demands of a society. In this sense, transformation stands for

two years for the past decade. The discussion of the Index in vastly different regional and national contexts, and consultations among the network of Transformation Thinkers, brought together by the Bertelsmann Stiftung and GIZ since 2005, have highlighted its broad applicability. A qualitative and comparative global analysis of transformation strategies lends impetus to reform, identifies best practices and opens up comparative prospects also for the countries that only follow part of the transformation agenda or are focused on a pluralist, representative democracy along the lines of the European model. The most interesting debates among young transformation actors have therefore not drawn on the relative similarity of their ideas to

THROUGH THE LENS





ON THE WAY TO SCHOOL

IN THE CHINESE PROVINCE of Sichuan, children walk for up to five hours along the steep slopes of the Dadu River gorge to reach their primary school. China is a country of great contrasts. It is currently engaged in a rapid process of transformation and recently became an international development donor. In China, GIZ works on behalf of several German ministries and other public-sector commissioning parties, as well as for the European Union and the Asian Development Bank, often with the involvement of the private sector. Priority areas of activity are economic development, the environment, climate, energy, and natural resources.

Photo: Tao ge/ImagineChina

TRAINING THE TRAINERS

Faced with a shortage of skilled workers, the Kingdom of Saudi Arabia is investing heavily in education and training. At the Technical Trainers College in Riyadh, young Saudi Arabians are studying for a Bachelor's degree to qualify them for a future career in vocational training.

Text: Stefan Maneval **Photos:** Andreas Wolf



Khalifa Bin Badia (left) explains a CNC lathe to his classmates.

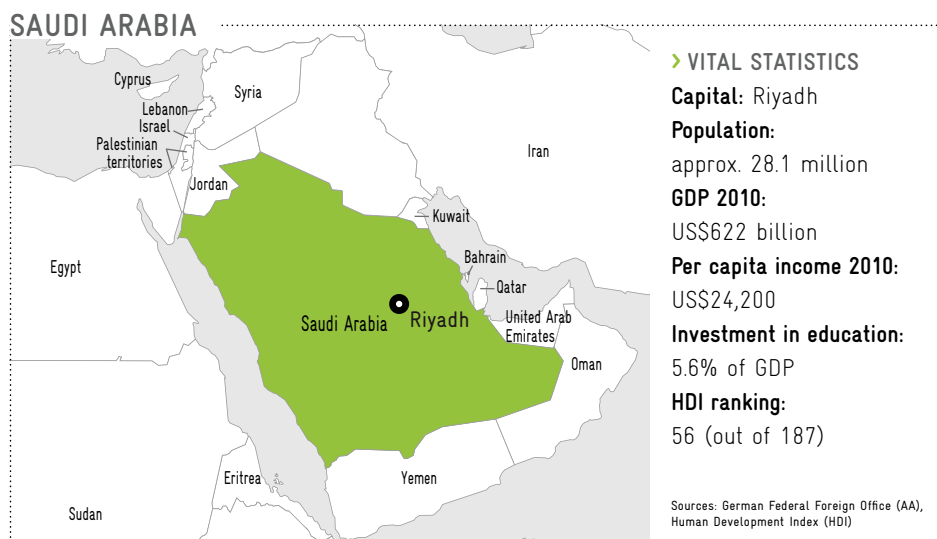
Khalifa Bin Badia and Nayef Yar are among the first intake of students at the Technical Trainers College (TTC) in Riyadh, which opened in 2009. At present, they are busy writing their Bachelor's theses, attending courses and also teaching classes of their own once a week, either as teaching assistants at the TTC itself or at other vocational colleges. The two students attend and evaluate each other's teaching sessions. Their lecturers then grade their performance. 'We all learn from each other. It works really well,' says Khalifa.

The Technical Trainers College was established by GIZ on behalf of the Government of Saudi Arabia and qualifies young men like Khalifa for a career in vocational training. Theoretical, practical and teaching skills are delivered as a holistic package. 'Our students train for a technical occupation – but they also learn how to pass on their technical skills. The teaching language is English,' says Yousef al-Harbi, Vice-Dean of the College. 'The combination of theoretical and practical skills is what makes our institution unique in Saudi Arabia, if not the entire Middle East.' The students qualify both

as highly skilled craftsmen and also as trainers. The aim is for them to teach electrical engineering, mechanical engineering or information and communications technologies (ICT) at vocational colleges in future, helping Saudi Arabia to close its local skills gap.

Training a local workforce

At present, Saudi Arabia depends on foreign labour migrants to perform many skilled jobs. By investing in education, however, the country is preparing for the future – a future »



AT A GLANCE

- Technical Trainers College (TTC)
- **Commissioned by:** Technical and Vocational Training Corporation (TVTC)
- **Overall term:** 2008 to 2013

In order to give young people in Saudi Arabia access to the vocational training that the economy so urgently needs, the Government has initiated an impressive package of educational reforms. Improving the vocational training system is intended to reduce unemployment among young Saudi Arabians. 'Training the trainers' is the key to success. Saudi Arabia's Technical and Vocational Training Corporation therefore commissioned GIZ International Services to establish the new Technical Trainers College in Riyadh – the first of its kind in Saudi Arabia. Graduates are awarded a Bachelor of Engineering Technology. GIZ is responsible for delivering the training strategy in line with international standards, as well as for the general management of the College and the teaching programme. The training content is aligned to the needs of the Saudi Arabian economy, so the College works closely with local enterprises.



of dwindling oil reserves, when Saudi Arabia will be increasingly reliant on economic sectors other than oil. Under King Abdullah, who ascended the throne in 2005, the Saudi Government is boosting its investment in education and especially in the teaching professions. The Technical Trainers College in Riyadh is one of the new training institutions established within this framework. Since the start of the new semester in January 2012, around 130 staff at the College have been providing training and support for more than 1,000 students. The first year-groups are about to complete the three-year training programme and will graduate with a Bachelor's degree in June 2012.

At present, Khalifa Bin Badia spends most of his time working on a computer numerical controlled (CNC) lathe, which machines metal into precisely shaped parts. This particular lathe has a defect, however. That's deliberate: for his Bachelor's thesis, Khalifa is

investigating the damage and will then produce an operation and maintenance manual and show other students how to use the machine. In other words, it's not just about repairing the machine so that it is available for use in practical training at the College. Khalifa must also work out how to train his classmates to operate and maintain the equipment – and deliver this training in a clear and comprehensible way.

65 lecturers from Europe

Linking theoretical and practical content with teaching skills is something that Khalifa and Nayef have learned at the College – especially in Stephan Plichta's electrical engineering classes. Plichta is one of 65 lecturers from Europe – mainly from Germany. In his classes, the trainee teachers are surrounded by electric circuits and motors. 'Saudi students are accus-

tomed to learning everything that the lecturer tells them by heart,' says Plichta. 'We have a different approach: we give them problem-solving skills. What's more, we develop the training skills that they will need in their future careers by incorporating them into the classes that they take here in the College.' Plichta's students perform experiments on various items of equipment and explain the processes to each other. 'They are constantly switching between the roles of student and teacher.'

For the Technical and Vocational Training Corporation in Saudi Arabia, which commissioned the project to set up the College in Riyadh, GIZ was the obvious choice. German technology has an outstanding reputation in Saudi Arabia and GIZ has been implementing vocational training projects there for more than 35 years. But at the College in Riyadh, GIZ is exploring new avenues: 'Giving such a



❶ Practice is key: students work on a three-phase motor. ❷ Nayef Yar in the library.



❸ Stephan Plichta, a German, is one of 65 lecturers from Europe. ❹ The Technical Trainers College in Riyadh.



high priority to the development of vocational training skills as part of a degree in Engineering Technology is an innovative approach, and one which we have pioneered,' says the Dean, Michael Klees from GIZ. Students starting at the College tend to have less prior knowledge than at German institutions, says Klees, but 'the effort that goes into learning and teaching here, and the outcomes being achieved, are very impressive.' Securing so many teachers for the project within just two and a half years was no easy task for Klees and his team, and even now, they are always on the look-out for new staff.

For Andreas Reinholdt, who has been teaching education at the College for around a year, the work with the students is one reason why he has no plans to leave the College or the country in the foreseeable future: 'We get to know the students very well and build up a close relationship with them. We give them the help

they need and the students appreciate that.' And indeed, the combination of what is, by Saudi standards, a relatively informal relationship between lecturers and students and the focus and commitment of the staff are resonating very positively with students: 'It's an excellent learning environment,' says Khalifa. Even after classes are over, the lecturers devote a great deal of time to answering questions – offering the ideal conditions for learning that every student wants, not only in Saudi Arabia.

A job for every graduate

As His Majesty the King has guaranteed a job for every graduate, demand for places at the College is extremely high. The College receives around 2,000 applications per semester, but only around 10% of applicants are offered a place. Those who are accepted on the course are expected to achieve a very high standard of

performance. 25 students started the course in Khalifa's and Nayef's class in 2009, but two and a half years later, only 12 are left. For some students, studying in a foreign language – English – proved to be too much of a strain, even though they passed the entrance examination in English and language tuition is provided. Others found that there was simply too much coursework. Nayef Yar puts a positive spin on the heavy workload: 'The assignments are structured in such a way that it is impossible for one student to complete them on his own. We have to work on the assignments together, in groups – so everyone benefits.' ■

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Droben is currently the only company in Morocco to manufacture modules for photovoltaic systems - with a local workforce.

A BRIGHT FUTURE FOR MOROCCO

Morocco is keen to shrug off its status as North Africa's largest energy importer and become self-sufficient and even a green energy exporter in the medium term. It's an ambitious goal – but the country's natural attributes, solid economic growth and firm commitment to innovation are lighting the way to success.

Text: Claudia Altmann **Photos:** Carolin Weinkopf

In Oujda in north-eastern Morocco, the winters are harsh and cold. In summer, the city bakes in sweltering heat. These are difficult conditions for the 140 special needs children and teenagers between four and 18 years of age who are cared for by Samia Kaouachi, chair of Safaa, a local NGO, and her team at the centre for educational psychology. Gas heating is too dangerous, and electricity is almost unaffordable for the centre. But a solution is at hand: 'First of all, we installed thermal insulation in three of our rooms. Then we put in a solar-powered hot water system,' Samia Kaouachi explains. 'Now, we have 1,200 litres of hot water available every day, which means that our children, many of whom come from very poor families, can shower regularly.' The resources and advice for the project came from the Moroccan Agency for Development of Renewable Energy and Energy Efficiency (ADEREE) as well as from Spain and from GIZ, which provided financing from a BMZ-funded project in Morocco.

Now Samia Kaouachi has made a further visit to Rabat to discuss the next phase of the project with GIZ. 'We want to install a solar-powered water pump in the garden so that we have our own water supply for our vocational training courses. We are also planning to install an air conditioning system for our classrooms, powered by photovoltaics, so that they are warm in winter and cool in summer at last!'

This may be a small project, but Samia Kaouachi's concept is right on trend.

Morocco's vision for the future is supported at the highest level, with King Mohammed VI himself taking a personal interest in the development of renewables. This not only reflects his role as the country's Commander of the Faithful, with His Majesty providing spiritual leadership by obeying the commandment to preserve the integrity of Creation. It is also his practical response to the realities facing his country. On the face of it, Morocco is energy-poor: unlike other Maghreb countries, it has virtually no fossil resources of its own and meets 97 per cent of its energy needs with costly imports of oil, gas and coal. What's more, with the country achieving strong economic growth of 5-7% annually for many years, demand for electricity has soared by 7% per annum. The power supply has become increasingly unaffordable and requires a major injection of investment.

Massive potential

But there are alternatives – and Morocco has them in abundance. For Morocco, solar and wind power are the obvious solutions. Indeed, these resources could provide enough power for Morocco to meet its electricity needs 1,500 times over. This impressive statistic comes from a feasibility study carried out by GIZ for the BMZ-funded German-Moroccan programme 'Promoting Renewable Energy Sources and En-

ergy Efficiency for Sustainable Development in Morocco', which provided the Moroccan partners with strong arguments in favour of renewables. The Moroccan Government has already achieved its target of supplying around 8% of total primary energy from renewables by 2012; this includes energy generation, conversion and distribution. By comparison, the renewables share for Germany in 2011 was 10.9% of total primary energy. Morocco also aims to improve energy efficiency by 12% by 2020, and to have installed capacity of 2,000 MW each from wind, solar and hydro power by the same date. This would generate around 18 terawatt-hours (TWh)/year, providing a basic electricity supply for around nine million Moroccan households based on low consumption (= an average of 2,000 kWh/year). The target is for renewable energy to account for approximately 42% of installed power plant capacity in Morocco by 2020.

'If these ambitious plans are to come to fruition, Morocco needs know-how – for the development of legislation and technologies, in industry, at the universities, and in other training facilities,' says Dieter Uh from GIZ, who heads the Moroccan-German energy programme. His team is assisting Morocco to set up the energy agency ADEREE, and is also helping the Moroccan partners to train experts and managers, develop legal frameworks and regional strategies, and establish a network for training and applied research in the »



❶ A local worker uses a stringer machine to interconnect solar cells. ❷ A primary school near Ifrane has a power plant on its roof. ❸ A wind farm near Essaouira

renewable energies and energy efficiency sector. The initial outcomes stand up to scrutiny: in 2010, the Moroccan Parliament adopted a Renewable Energy Act and approved the establishment of the national energy agency. A number of feasibility studies have already been submitted, and links with Germany established. Saïd Mouline, Director-General of ADEREE, is convinced that Morocco has made the right choice. ‘Solar and wind are the energies of the future. We’re aiming for self-sufficiency today – and that will translate into exports tomorrow.’

Energy supply and jobs

The task now is to establish a robust legal and regulatory framework as soon as possible, particularly for solar power, where Morocco has already initiated a number of major projects. In Ouarzazate in the south of the country, a project is under way to establish the country’s

first solar thermal power plant with 150 MW of installed capacity. The 700 million euro complex is the first project to be implemented under the Moroccan Solar Plan launched in November 2009, and is one of several power plants of this type currently on the drawing board. The Moroccan Agency for Solar Energy (MASEN) was set up specifically to implement these projects.

The Ouarzazate Solar Complex, with a total capacity of 500 MW, will come on-stream in 2015 and produce an estimated output of 1.2 TWh/year to meet local demand. The international Desertec Industrial Initiative – a private industry consortium which builds systems to generate power from solar and wind energy from the deserts of the Middle East and North Africa – is planning to install a further 500 MW of power plant capacity in the region, with 80% of this electricity destined for export. The Moroccan Solar Plan is regarded as a milestone

on the country’s path towards a secure and sustainable energy supply which is clean, green and affordable. The Solar Plan is backed by Germany, with funding being provided by BMZ and the German Environment Ministry (BMU). KfW Entwicklungsbank is also involved in financing, while GIZ is engaged in skills and capacity building for industry.

The investment costs for solar power plants are still high compared with conventional power plants, but these additional costs are justified, says Obaid Amrane from MASEN: ‘Coal-fired power plants would undoubtedly be the cheaper option at present. But in 10 years’ time, we would be faced with the question of how to deal with the emissions and how to meet the costs of energy imports. Morocco has decided to take a long-term view and support the development of a clean energy industry. This is also creating jobs – not just in Morocco’s traditional

industries, tourism and textiles, which have always been strong, but also in the solar power sector.'

In Amrane's view, the Government is providing a clear mandate to industry to make solar technologies competitive. Together with GIZ, he is planning to set up a nationwide network on solar energy issues for training and research institutions and industry, in order to create significant impetus for future development.

Highly skilled workers

Pioneering companies such as the Spanish SME Mega Hissotto and its subsidiary Droben are benefiting from this far-sighted approach. They are currently the only firm in Morocco to produce photovoltaic modules with a skilled local workforce. Company director Jaime Camps has been working in Morocco for 12 years and has a wealth of experience. 'I have access to a more highly-skilled workforce here in Morocco than in Spain,' he says, glancing at three young female workers in white lab coats, who are bent in concentration over illuminated glass tables in the centre of the wide factory floor and handling the fragile solar cells with great care. The solar panels are used to supply power for off-grid telecom systems in Morocco or are exported. Jaime Camps is confident that a larger market for these panels will develop in Morocco over both the short and long term.

Besides its national dimension, the Moroccan energy strategy has international significance. Morocco is now a key player in the Mediterranean Solar Plan adopted by the Union for the Mediterranean, founded in 2008, and in the Desertec Industrial Initiative. With the high voltage power transmission line between Morocco and Spain, a direct link to Europe has already been established. For Morocco, the switch from being North Africa's largest energy importer to the region's first exporter of green energy is well under way. ■

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MOROCCO



> VITAL STATISTICS

Capital: Rabat
Population: 32.3 million
Share of workforce employed in industry: 19.8%
Industry's contribution to GDP: 32.3%
Education spending: 5.6% of GDP
HDI ranking: 130 (out of 187)

Sources: Human Development Index 2011, CIA - The World Factbook

LONG-TERM PARTNERSHIP

German-Moroccan cooperation on renewable energies

The Moroccan Government's ambitious programmes for the development of wind and solar energy offer numerous opportunities for the national and international energy industry. The German Government is providing German know-how, advising the Moroccan Government and local companies on making an active contribution to the industry's development, and is securing opportunities for participation by German firms and investors, among others.

Special Energy Programme Morocco: This transnational programme, which was commissioned by BMZ back in 1988 and implemented by GIZ, laid the bases for Morocco's current ambitions. It focused on professional training and development, the establishment of wind measuring stations, data analysis, advice on the construction of Morocco's first wind farms in cooperation with KfW Entwicklungsbank, and pilot projects for a photovoltaic-powered electricity supply for rural communities.

Promoting Renewable Energy Sources and Energy Efficiency for Sustainable Development in Morocco: With the emergence of a firm political commitment to renewable energies, BMZ increased its support with the launch of this new programme.

Implementing the Solar Plan: In 2011, BMZ commissioned GIZ to assist the Moroccan Agency for Solar Energy (MASEN) with the delivery of the Solar Plan. This has raised Morocco's profile in the industry and generated interest from initiatives such as Desertec.

Partnership with the Ministry of Energy: An institutional twinning project has been launched between the German Federal Ministry of Economics and Technology (BMWi) and the Moroccan Ministry of Energy under the EU's Twinning Programme. The aim is to set up a system for Morocco's energy statistics. GIZ is acting in an advisory capacity.

Mediterranean Solar Plan: With funding from the International Climate Initiative set up by the German Federal Ministry for the Environment (BMU), GIZ is assisting the Union for the Mediterranean to develop the Mediterranean Solar Plan. GIZ's task is to promote dialogue among the countries of the Middle East and North Africa (MENA region), provide policy support for initiatives such as Desertec and the activities of the French consortium, Medgrid, which is responsible for laying submarine power cables, and promote networking and cooperation among numerous other stakeholders. In 2012, BMZ and BMU commissioned GIZ and KfW Entwicklungsbank to carry out an appraisal of a further project under the Moroccan Solar Plan, to be funded by the German Climate Technology Initiative.



Suzana Naumovska runs a spa and wellness centre in Ohrid, a popular tourist destination.

WOMEN GET DOWN TO BUSINESS

Promoting equal participation by women has a key role to play in regional and local economic development in Macedonia. But women in business still face numerous challenges.

Text: Klaus Sieg

This will be our new shop,' says Mimoza Thaçi, with an expansive gesture. Behind her, two workmen are putting up shelves. The smell of paint and plaster hangs in the air. 'Over there by the window, we're planning to create a play area for children, so that their parents have some peace and quiet to buy their furniture and household goods.' The new store – called 'Family Dollar' – will be the 16th in a chain of shops opened by the 39-year-old Albanian businesswoman from Tetovo in Macedonia. She has already opened an outlet for second-hand clothing upstairs. The store is part of the 'Sun & Stars' chain, which Mimoza and her husband set up together. So what's the secret of their success? 'We have always re-invested our profits,' she explains. Her business career started around 10 years ago, when she opened a small internet café for KFOR soldiers. Today, she employs 50 staff. She negotiates with Danish second-hand clothing suppliers, travels to China to purchase stock, and visits her branches in Macedonia – on her own. 'My husband backs me one hundred per cent,' says Mimoza.

That's not something that can be taken for granted in Macedonia: many of Mimoza's friends don't have jobs because their husbands won't let them go out to work. 'That's often still the case even in educated families,' Mimoza explains. She herself is living proof of the contribution that women can make to the country's economy. In this former Yugoslav republic, women manage hotels, food companies, building firms and spas. But it's a constant struggle to overcome the constraints imposed by this still very traditional society, to say nothing of the restrictions created by the country's economic and administrative structures, where reforms following the wars in the former Yugoslavia are making slow progress. 'To move things forward, we need to organise!' says Mimoza Thaçi.

That's where GIZ comes in. It is helping to support women's participation via the 'Regional and local economic development in Macedonia' programme commissioned by BMZ. Since 2005, when the former Yugoslav Republic of Macedonia was granted the sta-

tus of candidate for accession to the European Union (EU), regional development has featured on the country's political agenda. Regional development is intended to help improve the precarious economic situation of

this Balkan country and its population of just two million. With an unemployment rate of more than 30% and an average monthly income of just 300 euros per capita, entire communities in Macedonia are dependent on »

MACEDONIA



> VITAL STATISTICS

- Capital:** Skopje
- Population:** 2.06 million
- Urban population:** 59.4%
- Unemployment rate:** 31.1%
- Female-to-male employment ratio:** 42.9%/65.2%
- HDI ranking:** 78 (out of 187 countries)

Sources: Human Development Index 2011, GTAI

AT A GLANCE

- Regional and local economic development in Macedonia
- **Commissioned by:** German Federal Ministry for Economic Cooperation and Development (BMZ)
- **Lead executing agency:** Macedonian Ministry of Local Self-Government
- **Overall term:** 2008 to 2012

Since 2005, when the former Yugoslav Republic of Macedonia was granted the status of candidate for accession to the European Union (EU), regional development has become an increasingly important item on the country's political agenda. Institutional structures are now being established at national, regional and local level which conform with the principle of balanced regional development and therefore meet the requirements of the EU's structural and cohesion policies. To that end, the requisite legal and institutional framework needs to be put in place. On behalf of BMZ, GIZ is helping to ensure that the new institutions are able to successfully implement balanced regional development policies which conform to EU standards. Key areas of activity include the provision of strategic advice to the new regional development councils and assistance to the regional development centres in developing a range of services for local authorities, the general public and the private sector.

Promoting employment among women with ambitions to become entrepreneurs has a key role to play in regional economic development. The long-term aim is to increase women's participation in economic life and utilise their business potential more fully.



At just 39, Mimoza Thaçi is already a successful businesswoman, running a chain of 16 second-hand shops with 50 employees. She and other female entrepreneurs are profiled in a photographic exhibition (see photo-montage above).

remittances from the diaspora. Besides advising the national ministries and authorities on shaping the new legal and institutional framework at local and regional level, GIZ is also supporting economic development. Promoting equal participation by women has a key role to play in this context. Campaigns and photographic exhibitions are helping to raise public awareness of women's role as entrepreneurs. Various conferences have been held, bringing together policy-makers and businesswomen, and training courses for women have been designed in conjunction with the new regional development centres.

'There are some very able women in our society – but they rarely have the chance to prove it,' says Gzime Fejzi. In 1987, she and her husband emigrated to Italy, where they opened a cheese factory in 1996. But their

two children wanted to come home. Gzime's husband stayed in Italy at first, while Gzime herself returned home and opened Macedonia's first mozzarella factory. She purchased equipment in Italy, found production space, recruited staff and travelled the length and breadth of the country to negotiate with milk suppliers. Until her husband came home, she ran the factory single-handedly – for a whole eight years. 'You should never forget your homeland, where the mud is sweeter than honey,' the 52-year-old businesswoman says, quoting an Albanian proverb to explain her decision to return. Their investment – amounting to half a million euros – has paid off: their factory in Gostivar produces around 600 kilos of mozzarella and other types of cheese every day. Gzime Fejzi now employs 23 staff, and 200 farmers from the region supply her

factory with milk. 'In the past, there was virtually no market for their milk,' she says. She recently set up a loan scheme for farmers, to enable them to expand their herds. She deducts the repayments from the money they receive for supplying the factory with milk.

Young women: a skilled workforce

Gzime Fejzi has encountered plenty of opposition on her journey to success. Whether she was negotiating with the bank, the administration, politicians or milk suppliers, she was always asked about her husband and his role in the business. Whereas Gzime had to teach herself almost all the skills she needs to run a successful business, young women in Macedonia are better educated today. Gzime's daughter, for example, speaks four languages and is adept



Теодора Бошковска Серафимоска, Млечен ресторан "Кастело"

Сопственик / Менџер

"Работата ја надолголума жената во секој аспект од животот и ја прави да биде посвесна за тоа колку вреди како личност."

"Пана е плетисон граван нѐ цдо аспект тѐ јетѐ дѐе е бѐн атѐ тѐ јетѐ мѐ е ветѐдѐјшѐне пѐр атѐ се са влен си нѐри!"

**Мерр иницијативѐ!
Превзѐми иницијативѐа!**

With her 'Café Castello', Teodora Boskovska Serafimovska is heading for success. Work is vital to boost women's self-confidence and independence, says the entrepreneur.

at using modern technology. She's currently living in the capital Skopje and working on her Master's thesis in financial management. 'But she still wouldn't get a business start-up loan from the bank!' says her mother.

Suzana Naumovska agrees. The owner of the Izida Spa employs 12 staff – but she had to borrow the start-up capital from her parents. Her small business in Ohrid in southwest Macedonia offers spa and health facilities and cosmetic treatments. Ohrid is a UNESCO World Heritage site and – until the collapse of Yugoslavia – was a very popular tourist destination. The visitors are slowly drifting back, and tourism now provides the main source of revenue for Ohrid and the neighbouring town of Struga. 'But the season's much too short,' Suzana complains. For that reason, she has to let half her employees

go once the summer has ended. 'Ohrid has great potential but this needs to be exploited and marketed more professionally.'

GIZ has therefore set up a Tourism Cluster Working Group as a means of organising regional stakeholders: from sports clubs to rural food producers, cafés, restaurants and hotels, and tour operators. It has already held meetings with representatives of the Ministry of Economy and Skopje University's Faculty of Tourism, which is now based in Ohrid. The region's first marketing brochure was recently published and a database to link up the various offers is being set up. 'Women are making a major contribution to the development of tourism,' says Suzana.

But not every woman in Macedonia has quite so much self-confidence. 'Encouraging and motivating the women who participate in

our workshops is an ongoing task,' says 37-year-old Jasminka Popovska from the Local Development Agency, an NGO. Jasminka runs business planning workshops and job application training in conjunction with the regional development centre and GIZ. 'Attitudes among the younger participants are gradually changing and they are becoming more confident,' she says. This is evident, she says, in the 'Women crossing borders for change' project, which promotes dialogue among women in the Macedonia-Albania cross-border region around Lake Ohrid. The problems facing the regions transcend national borders – but so do the solutions. ■

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Nellys Heredia believes Haitians and Dominicans must work together.

OUT AND ABOUT

CONSERVATION WITHOUT BORDERS

'WELCOME TO THE DOMINICAN REPUBLIC AND HAITI!'

Nellys Heredia and I are standing on a bridge watching the clear, fast-flowing waters of the Artibonite, the longest river on the island of Hispaniola. Her words of greeting reflect the binational ethos of the GIZ project in which she works. But they also point to the fact that the river - known as Latibonit in Haitian Creole and Río Artibonito in Spanish - not only divides the island: it also unites it. On behalf of BMZ, the project is advising partner organisations and smallholders in the cross-border river basin on the sustainable use of natural resources. In doing so, it is making an important contribution to boosting yields from agriculture and forestry and increasing the availability of clean water in the region. 'Haitians and Dominicans have to work together,' says Heredia. 'That's the only way we can overcome the enormous challenges of poverty, environmental degradation, soil erosion and water pollution.' Heredia, who has a degree in social sciences, has been working for GIZ for 13 years. In the Artibonito project she is combining two of her passions: the natural world and Haitian-Dominican friendship.

Alex Bradbury visited Nellys Heredia in Hispaniola.



The Artibonite is 320 km long. It flows from the Cordillera Central in the Dominican Republic to the Golf of Gonâve in Haiti.



On the border: the river divides and unites the two halves of the island.

ONE QUESTION, FIVE PEOPLE

WHAT CHANGED YOUR LIFE?

External influences or inner convictions? Five members of GIZ's staff talk about their formative experiences.

1

CLETUS GREGOR BARIÉ
is an advisor in conflict transformation and peacebuilding in Colombia.



Art and culture against violence

I used to be fixated on problem-solving. Now, I'm convinced that art and culture also have a role to play in peaceful community relations. Committed and creative projects – whether they focus on hip-hop on the margins of the city, young people's involvement in community radio, or local non-violence initiatives – can help reduce conflict.

BARBARA KLOSS-QUIROGA
Project Manager, Sexual and Reproductive Health and Rights, Population Dynamics



Changing perspectives

I was involved in the student movement, so overcoming global inequalities became an issue which shaped my life. Later on, after working in Nicaragua and Cuba, the world seemed more complex and I realised that it is more difficult for one individual to make a difference. I came to recognise different perspectives and their synchronicity – and learned to accept them.

2

3

ATUSSA ZIAI
works in the Basic Education Programme, Pakistan.



My colleagues in Pakistan

The dedication shown by my Pakistani colleagues constantly inspires me to look to the country's future with optimism. Without their commitment, contacts and local expertise, our project work would be impossible. Working with them has changed my view of Pakistani society.

SOFIA GARCIA-CORTES
works on environmental issues, resource efficiency and waste management.



Change has to start with me!

Change doesn't start with international negotiations; it starts with every individual. Global processes are important but their progress is often very slow. What matters is how we deal with our environment and society in our daily lives, because that has an immediate impact. I am learning to live a more sustainable life and am part of the change process every day.

4

5

WINFRIED MENGELKAMP
works in corporate development.



Believing in people's inner strength

If people take charge of their own destiny, for example by setting up small businesses and creating jobs, they turn poverty into economic momentum. Working for GIZ, which harnesses these strengths, has made me more positive and boosted my belief that people have the capacity to bring about change.



SKILLS FOR INTERNATIONAL COOPERATION

For a successful international career you need to be able to communicate and cooperate effectively with people from other cultures – and to work in fragile and conflict-prone environments.

Text Adelheid Uhlmann, Nina Kühnel



The Learning Landscape at the German Academy for International Cooperation is an innovative learning experience that combines intuitive and cognitive elements.

The German Academy for International Cooperation in Bad Honnef is GIZ's training centre, delivering the qualifications required for international cooperation.

Its extensive programme is designed for all professionals working in this field:

- advisors, experts, executives and national personnel working on international programmes,
- experts and managers from civil society, representatives of the business community and international donor institutions,
- key personnel from partner organisations of German international cooperation.

Course participants learn with and from each other. Tailor-made courses are also available for family members. For example, education specialists work with children through the medium of play and in an age-appropriate

way to help them adjust to life in another country.

Learning as a biographical process

'Our concept of professional training and development for today's world builds on people's lifelong learning and personal development capacities by fostering a positive response to new challenges. We rely on self-reflection and holistic learning, and encourage participants to set themselves personal development goals and identify their own pathways to achieving them,' says Bernd Krewer, the Academy's Director.

The courses available at the Academy support participants through every stage of their international deployment: from preparing to work abroad to project-related activities and debriefing. »



› AWARD-WINNING WORK

In 2011, the Academy for International Cooperation was awarded the Innovation Prize in Continuing Education for its Learning Landscape by the German Institute for Adult Education – Leibniz Centre for Lifelong Learning.



The Academy's Information and Learning Centre offers visitors a learning landscape with interactive work stations that are intended to support self-study. A total of 15 specially designed subject rooms, equipped with the latest educational technology, encourage participants to read, listen and discuss.

Modern approaches to human resource development for international settings and intercultural skills development for adult learners ensure that the courses have a lasting impact and

establish the basis for effective international cooperation.

The Academy offers learning opportunities in the following formats:

- individual learning support
- structured self-study
- web-based learning, communication and networking
- modular training courses
- intensive preparation immediately prior to deployment

- information and research services
- ongoing training in the partner country with 'joint training' at local level
- international 'exchange of experience' sessions
- assisted self-assessment (skills benchmarking)
- leadership development programmes
- training advice for individuals and organisations seeking to operate in an international context.

The E-Academy and Leadership Workshop play a particularly important role in the Academy's portfolio. Both these offers are designed primarily for students from partner countries engaged in international cooperation with Germany. E-learning can be utilised specifically for skills development for managers in the partner countries. With these offers, the Academy is fulfilling its aspiration to provide services to all international development actors, regardless of their country of origin, and sees learning and skills development not as a one-way street but as a form of intercultural dialogue.

The Academy also contributes to the current debates about adult education and organisational and human resource development in an international context. ■

> COMPREHENSIVE SKILLS DEVELOPMENT

The learning and advisory services provided by the Academy for International Cooperation cover the following areas:

- **Cooperation skills worldwide:** a practical course focusing on specific aspects of international cooperation in 130 countries
- **Fostering communication skills:** reflective communication techniques – around the world in 80 languages
- **Management and consultation for international cooperation:** planning and development of a practice-oriented, systemic approach to consultation work in an intercultural context; development of consultation skills
- **Leadership development:** learning and building sustainable and innovative leadership skills
- **Introduction to development policy:** locating the individual's own task within the broader context of development cooperation; current issues in development policy
- **Working in fragile and conflict settings:** scope for action in fragile situations, stress management, dealing with trauma, conflict management
- **Transformation skills, organisational and human resource development:** supporting organisational developers and HR professionals in organisations responsible for deploying international personnel; human resources management for international projects
- **Capacity development for training institutions:** including advice on e-learning

.....
www.giz.de/academy
www.giz.de/globalcampus21

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RECOMMENDED READING

LITERATURE FROM ALL OVER THE WORLD

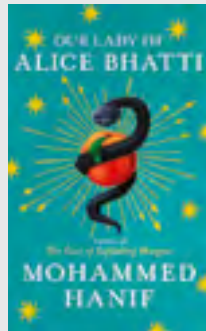


MIKE NICOL TELLS the story of two South African ex-gunrunners. Like the rest of the country, all they want is a quiet life, but yesterday's struggles and today's problems stand in everyone's way. A political thriller with a dash of history: complex, atmospheric and witty, it really packs a punch.

Thomas Wörtche, literary critic and expert on crime writing

Thomas Wörtche, literary critic and expert on crime writing

Mike Nicol, Payback. Published by: Old Street Publishing. ISBN: 978-1906964160

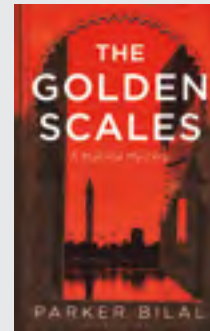


NURSE ALICE BHATTI, a Christian and the daughter of an untouchable, falls in love with Muslim body-builder Teddy Butt. In a country like Pakistan, what could go right? A black comedy about a nation deeply divided by religion, class

and background.

Claudia Kramatschek, writer and literary critic

Mohammed Hanif, Our Lady of Alice Bhatti. Published by Knopf. ISBN: 978-0307958310



THE LATEST THRILLER from Parker Bilal, a.k.a. Jamal Mahjoub, is an evocative portrayal of Cairo in the late 1990s. Private eye Makana is an ex-cop on the run from Islamists in his native Sudan. Hired to track down a missing footballer, he finds himself thrust into a dangerous underworld in his adopted city, where he stirs up more and more mysteries. Bilal's style is laconic and low-key, but he ratchets up the tension to the last page.

Anita Djafari, Chief Executive, litprom

Parker Bilal, The Golden Scales. Bloomsbury Publishing PLC. ISBN: 978-1408824894

www.litprom.de litprom – the Society for the Promotion of African, Asian and Latin American Literature – provided the reviews for akzente. The titles were selected from litprom's 'Weltempfänger' list of best new novels.

GIZ PUBLICATIONS

To order these recent publications, send an email to i-punkt@giz.de.



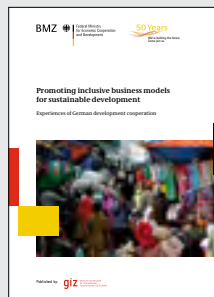
The German Approach to HIV Mainstreaming
Karen Birdsall and Stuart Adams.
Available in English.



Sustainable economic action – a driver for development
Dr Peer Gatter, Thomas Sprinkart, Gabriele Rzepka et al.
Available in German.



Water-spreading weirs for the development of degraded dry river valleys – Experiences from the Sahel
Dr Dieter Nill et al.
Available in English and French.



Promoting inclusive business models for sustainable development
Andrea Hahn. Available in German and English.



Livelihoods analysis in fragile contexts
Nadine Günther, Dr Thomas Hartmanshenn, Daniel Brombacher, Dr Linda Helfrich and Christine Mialkas.
Available in German.



Addis Ababa, captured on camera: 'Retrospectives' by Leikun Nahusenay Fentahun (left); 'Markets' by Edson Chagas (right)

THE FUTURE IN FOCUS

PHOTOGRAPHERS' WORKSHOP 2012. Capture an abstract concept in celluloid and act fast to create an exhibition summarising the key thematic and artistic issues raised: this was the challenge set for six well-known photographers from Kosovo, Angola, Ethiopia and Germany. The resulting exhibition opened at GIZ Representation in Berlin in February 2012 and will run for one year. The artists had a week to come to grips with the theme of 'Future-mak-

ers'. Addis Ababa offered the photographers an exciting setting and allowed them to transcend the clichés and put together a thought-provoking exhibition that will trigger discussion around the globe. The result is a collection of photographs that illustrate all aspects of this multi-faceted, complex topic and translate the abstract into the specific. But visitors don't have to travel to Berlin to visit the exhibition: it will also be on show in the National Museum

in Addis Ababa, in Angola and in the LVR State Museum in Bonn.

Event: Photographers' Workshop 2012 –
Exhibition: Spotlight of the Year 2012 –
'Future-makers'

Where: GIZ Representation Berlin

When: February 2012 to March 2013

👉 www.giz.de/jahresthema

PREVIEW

akzente-issue 03/2012

THE ROLE OF FINANCIAL SYSTEMS. The economic and financial crisis has caused considerable anger. However, a responsible finance sector has a vital contribution to make to environmentally friendly and socially inclusive growth. It is, for example, crucial to agricultural development, which in turn is essential for food security; green growth also relies on investment. GIZ works on behalf of the German Government and other commissioning parties, advising governments, central banks, financial institutions and industry associations on creating the legal and regulatory environments needed for financial markets to flourish and on developing financial services that are accessible for everyone.



PHOTOS: PHOTOGRAPHERS' WORKSHOP/GIZ, DIRK OSTERMEIER/GIZ

AUTHORS AND PHOTOGRAPHERS FEATURED IN THIS ISSUE



Claudia Altmann is a freelance journalist. In this issue of *akzente*, she reported on the energy revolution in Morocco.



Alex Bradbury works in GIZ's Language Services and met Nellys Heredia during a working visit to the Dominican Republic.



Philipp Hedemann is a freelance journalist living in Ethiopia. In this issue, he observes developments in the drought-stricken regions of the Horn of Africa.



Toni Keppeler is an author specialising in Latin America. In this issue of *akzente*, he reported on the topic of transformation. www.latinomedia.de



Nina Kühnel works in GIZ's Corporate Communications and co-authored the article about the Academy for International Cooperation.



Stefan Maneval is a specialist in Islamic studies. He visited the Technical Trainers College in Riyadh, Saudi Arabia.



Dirk Ostermeier is a freelance photographer. For this issue, he took the portrait photos of guest writer Josef Janning in Brussels.



Klaus Sieg reports from all over the world. For this issue of *akzente*, he visited successful businesswomen in Macedonia. www.agenda-fototext.de



Adelheid Uhlmann works at the Academy for International Cooperation, where she is responsible for innovation in education.



Carolin Weinkopf is a freelance photographer. For this issue, she photographed developments in Morocco's green energy sector. www.carolinweinkopf.de



Andreas Wolf is a freelance photographer living in Saudi Arabia. He photographed students at the Technical Trainers College in Riyadh. www.andreaswolf.at

AKZENTE

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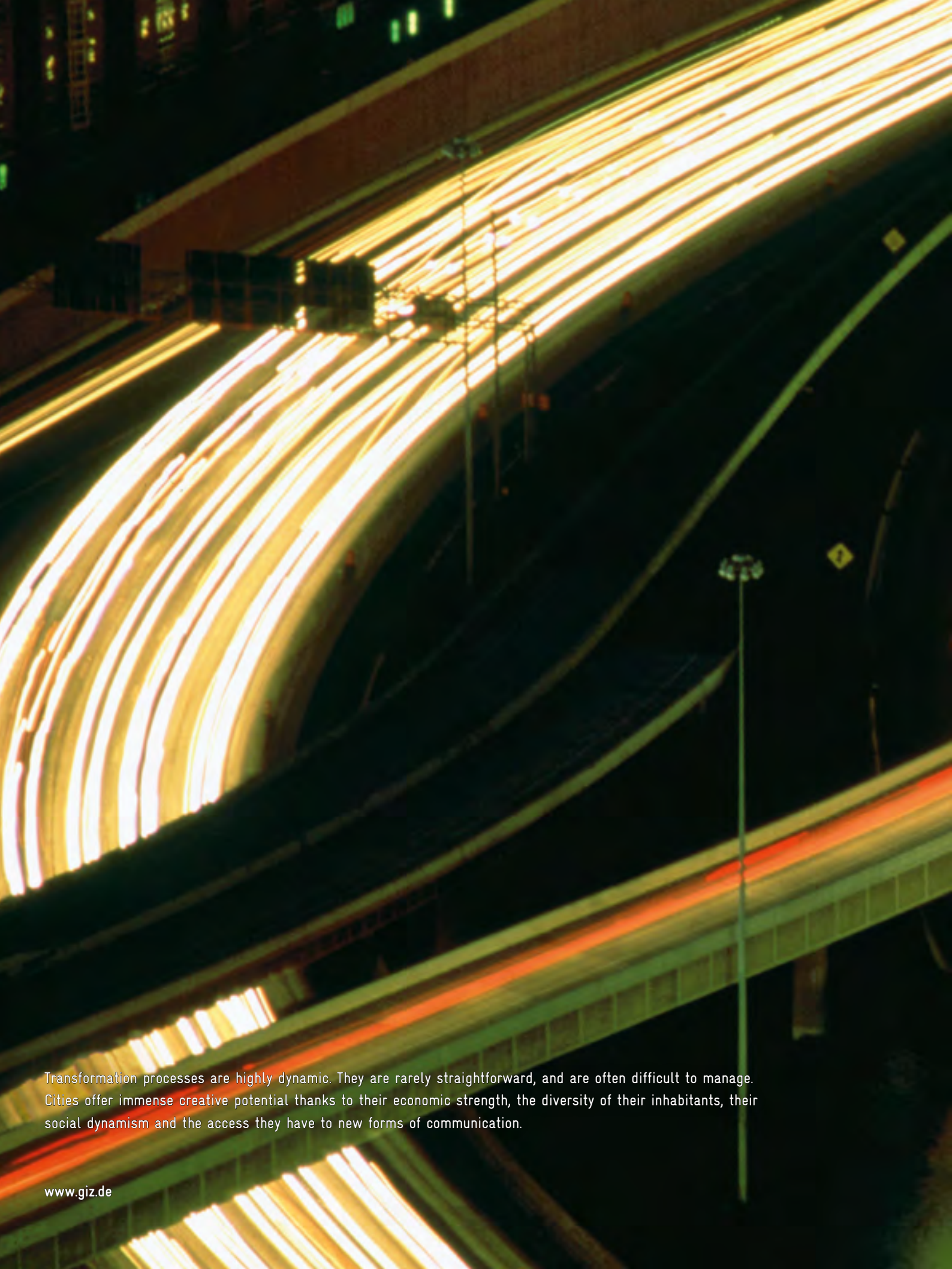
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