



The GIZ Magazine

akzente

Security

Overcoming conflict, fragility and violence

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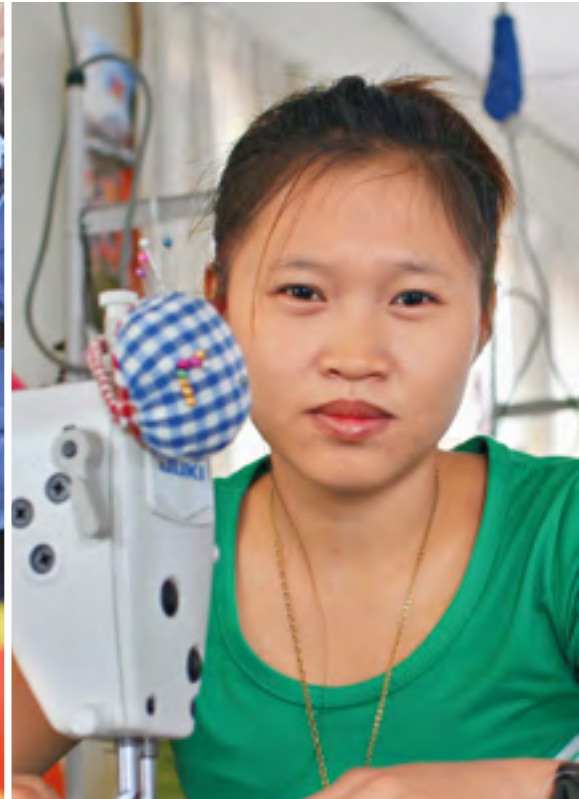
Creating transparency: Road building in Costa Rica
Casting nets: Mauritania capitalises on its abundance of fish.

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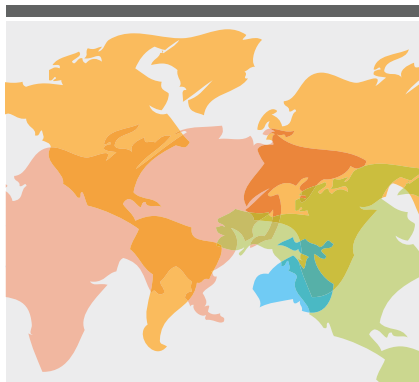




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giz COMPANY PROFILE

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH offers sustainable and effective solutions for political, economic and social change processes. GIZ is a federal enterprise that employs more than 16,000 staff members and operates in over 130 countries worldwide.

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DEAR READER,

People in countries like Germany can generally be confident about guaranteeing security for their own daily needs. We take our cars to be inspected, install smoke detectors in our homes, put security locks on our doors and take out fire insurance. A properly functioning civil society, trustworthy law enforcement officers and an independent judiciary take care of everything else. But for those living in regions of the world plagued by conflict and violence, things can be very different: the threats are too close to home and too omnipresent for people there to feel secure. In circumstances such as these, citizens first have to completely rebuild confidence in the state, its institutions and its security forces. The familiar cycles of conflict resolution through violence have to be broken. This is the focus of this issue's editorial article, which sets out to describe the underlying framework and offer real insights into the situation in Afghanistan and in the Democratic Republic of the Congo.



Costa Rica is improving its road network, thanks to substantial guaranteed loans from the Inter-American Development Bank. This credit is conditional upon a transparent distribution of funding and participation of the local population in planning and decision-making processes. But that is certainly no easy task, given the fragmentation and scope of the whole undertaking. The Government of Costa Rica commissioned GIZ to provide advisory services. akzente visited the country's Ministry of Transport and spoke to those who are set to benefit from the new transport links.

Other articles take us to Laos, which must meet the demands of an integrated ASEAN economic area by 2015, to Mauritania, where the abundance of fish is attracting the interest of foreign trawlers and simultaneously generating income for the local population, and to the emerging economy of Mexico, which is gradually making a successful transition from a one-time recipient of development aid to donor country.

I hope you find this issue both interesting and informative.

Dorothee Hutter
Director of Corporate Communications

Agreement with the Islamic Development Bank



Dr Ahmad Mohamed Ali Al-Madani and Tanja Gönner sign the Memorandum of Understanding.

COOPERATION The President of the Islamic Development Bank, Dr Ahmad Mohamed Ali Al-Madani, and Tanja Gönner, Chair of the GIZ Management Board, signed a Memorandum of Understanding in Jeddah, Saudi Arabia, which

opens the way for combined financing and direct commissions to GIZ. The agreement underlines the wish of both organisations to engage in a deeper professional exchange of information on social and economic development in

the Arab world, in sub-Saharan Africa and in Central Asia, and to develop joint strategic approaches. With an annual turnover of USD 9 billion, the supranational bank awards loans, as well as grants to finance infrastructure and aid projects. It is funded by 56 of the Organisation of Islamic Cooperation's member states. The recently signed agreement with GIZ lists priority fields of cooperation as microfinancing, youth employment, vocational education, energy and water.

GIZ already has extensive experience working with other Arab donors. For many years GIZ International Services has implemented water projects in several African countries on behalf of the Saudi Fund for Development. Since 2009, BMZ has been financing a regional programme to recruit Arab donors to co-finance ongoing German projects and programmes. This approach has already proved successful with projects to combat violence towards women in Yemen and to improve access to financial products for young people in Egypt and Morocco.

9,000

GIZ and the pharmaceutical company Merck have been cooperating for the last three years on a project to dispose of laboratory waste in Indonesia, Thailand and the Philippines in an environmentally friendly manner.

Overall, **9,000** people have been trained, **230** tonnes of chemicals disposed of appropriately, and a bottle cleaning facility for **150** companies has been built at the industrial park in Jakarta. The project is part of the BMZ's develoPPP.de programme.

Minister Aigner opens training centre

ETHIOPIA In May, German Federal Minister Ilse Aigner opened an agricultural training centre near Asella, 170 kilometres south-east of Addis



Ilse Aigner in Ethiopia

Ababa, where GIZ is providing advanced training for agricultural experts on behalf of the German Federal Ministry of Food, Agriculture and Consumer Protection (BMELV). Agriculture is the most important sector in Ethiopia's economy. Modern agricultural technology is the exception rather than the rule however. There is a general lack of business administration skills, and productivity is low. Consequently, classes at the centre cover crop rotation, crop protection, irrigation and the sustainable use of resources, as well as general business training, business management and marketing for example. Those present at the opening ceremony in addition to Minister Aigner included GIZ Managing Director Cornelia Richter and representatives of German agricultural machinery companies.



> BANGLADESH

FIRE SAFETY ALLIANCE

A growing number of companies have signed the Accord on Fire and Building Safety in Bangladesh.

Following the collapse of a building that housed a garment factory in Bangladesh on 24 April 2013, a disaster that resulted in the loss of well over 1,000 lives, a growing number of companies have signed the Accord on Fire and Building Safety in Bangladesh. This is a key step towards the adoption of a sector-wide approach to improving fire and building safety in the textiles industry in Bangladesh.

On behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), GIZ is to help survivors of the disaster, many of whom were left seriously injured and traumatised, by providing both medical assistance and introducing plans to secure individual livelihoods.

Since 2005, GIZ has supported over 2,000 enterprises and a total of 1.5 million employees on behalf of BMZ and the European Union in Bangladesh. In 2011 and 2012 alone, 350 garment factories significantly improved their social and environmental standards, and 170 factories are now certified to at least one international labour standard.

> NEW PROJECTS

Building hospitals

LIBYA The private investor Peaktrade Holdings Ltd. Benghazi has commissioned GIZ International Services to build, equip and manage a hospital. The contract will run until 2019. Construction was interrupted by the Libyan revolution. With increasing demand for the combined construction and management of hospitals, GIZ International Services is able to draw on previous experience in Ethiopia.

Statistical advice

AFGHANISTAN With funding from the World Bank, GIZ has been advising Afghanistan's Central Statistics Organization on capacity building and organisational development. Statistical information in Afghanistan was previously incomplete and unreliable, and collecting official data has proved a challenge. But GIZ is now working with its Afghan partners to ensure that processes run efficiently and to establish a dialogue between those who publish statistics and those who use them. Valid statistical data is of benefit to both national ministries and international donors.

Regional development

MACEDONIA A regional and municipal economic development programme commissioned by BMZ has received co-financing from the Swiss Agency for Development and Cooperation. This means the programme can now be expanded and the overall term extended. The programme provides support to Macedonia on its path to joining the European Union.

Africa at the heart of re:publica

BERLIN With over 5,000 participants, re:publica is now Europe's leading conference on the theme of society and the internet. As part of this year's re:publica, GIZ organised the first global meeting for innovation hubs. Over 30 of these hubs from Africa, Asia and South America attended the Global Innovation Lounge with a view to networking and exchanging experiences. Innovation hubs play a particularly important role in Africa's flourishing technology and enterprise scene. Hubs are being set up in a growing number of cities from Cairo to Dar es Salaam with a view to creating one-stop-shops for local IT and creative economies.



re:publica 2013, Berlin

👉 www.re-publica.de/en

PHOTOS: ROLAND ZIELEBAUER (4 TOP); MERON ESTIFANOS (4 BOTTOM); GIZ (5 BOTTOM)



GIZ stand and interactive exhibition at the Women Deliver 2013 conference

AIDS, love, sexuality

WOMEN Founded in 2007, Women Deliver is an international organisation which promotes the health of women and girls and seeks to reduce maternal mortality. The Women Deliver 2013 conference, held in May in Kuala Lumpur, was attended by 4,500 representatives of governments, civil society, the private sector, the United Nations, international organisations and the media. Many of those attending were young people, who played a committed and lively role in the debates. As part of the programme commissioned by BMZ and entitled 'Sexual and Reproductive Health and Rights, and Population Dynamics', GIZ organised a panel discussion as well as an interactive exhibition on AIDS, Love and Sexuality. Originally

developed by the Federal Centre for Health Education (BZgA) in Germany, this exhibition concept has been used successfully by GIZ in over 20 countries and adapted to meet specific cultural requirements in collaboration with local partners. The exhibition adopts a lively and interactive approach to experiential learning and behavioural change in order to raise awareness and increase the acceptance of modern family planning methods. 'If only sex education was always as fun as this!' read one post-it left on the bulletin board by a visitor to the exhibition.

👉 www.wd2013.org

👉 <http://german-practice-collection.org>

Impetus for Frankfurt businesses

COOPERATION AGREEMENT Frankfurt is one of Europe's top business locations. In June, the city's mayor Peter Feldmann and Christoph Beier, Vice-Chair of GIZ's Management Board, signed a cooperation agreement setting out joint activities designed to boost Frankfurt's international position and status as a business location, developing networking interfaces between chambers and compa-

nies, and implementing joint investment and cooperation projects. The agreement also aims to facilitate exchange on human resources, professional development and training, to promote the retention of experts, international dialogue events with the private sector, the internationalisation of science, and to generate and harness networks and contacts.

A focus on new markets

ANNUAL PRESS CONFERENCE 'Today, GIZ is not just involved in "traditional" development cooperation – and our services are in demand,' said Tanja Gönner, Chair of GIZ's Management Board, speaking before a group of media representatives assembled in Berlin on 24 June. This fact was also reflected in GIZ's figures, said Gönner, with reference to the latest annual report. GIZ's volume of business of EUR 2.1 billion made fiscal 2012 another record year for the company. BMZ remains the main commissioning party, with a share of 77%. Approximately EUR 209 million was provided by other German federal ministries, in particular the



Hans-Jürgen Beerfeltz (BMZ) and Tanja Gönner (GIZ) at the annual press conference

Federal Foreign Office and the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU). EUR 230 million comes from commissions and financing arrangements with private companies, foundations, multilateral organisations and foreign governments. Hans-Jürgen Beerfeltz, BMZ State Secretary and the Chair of GIZ's Supervisory Board, also expressed his delight at the positive developments: 'GIZ has a unique range of instruments which sets it apart from every other type of organisation providing consultancy services.' He went on to make reference to the latest GIZ report on monitoring and evaluation, which was also presented in Berlin. 'Effectiveness can be measured,' said Beerfeltz. 'And this report shows that good results have been achieved.'

Leading the world

ACHIEVING EXCELLENCE Georgian web designer Ucha Gviniashvili scooped two awards at the WorldSkills 2013 competition held in Leipzig: the Best of Nation Award, presented to the most outstanding participant from Georgia, and the Excellence Award, presented to the ten best of the 1,000 entrants. Gviniashvili had previously received support from Vocational Education and Leadership Training South Caucasus, a programme supported by GIZ on behalf of BMZ. The aim is to reform and modernise the vocational education systems in Georgia, Armenia and Azerbaijan. WorldSkills 2013, the world championships for professional skills held in Leipzig, attracted entries from the world's best trainees and young professionals aged 22 or under. Gviniashvili successfully fended off opposition from the USA, Germany and Russia.

GIZ in the USA

NEW LOCATION In late June, GIZ opened an office in the city of Charlotte, North Carolina. The office will handle tenders for US grants and foundation funding in the states of North and South Carolina and will also accept direct orders from companies. GIZ is looking to market its decades of experience in vocational education, working in particular with community colleges seeking to bring their training courses further into line with the needs of the private sector and the labour market. The range of services is also set to include provision of advisory services on inter-company training, as well as information campaigns to promote vocational training as an attractive career option. Charlotte and its surrounding areas have played a pioneering role in vocational education in the United States.



EXCHANGE PROGRAMME FOR YOUNG TALENT

Young Mexican and German experts feel the benefit

- **Project:** German-Mexican Scholarship Programme for Sustainable Business Management
- **Commissioned by:** German Federal Ministry for Economic Cooperation and Development (BMZ)
- **Overall term:** until 2009

THEN For almost 30 years Mexico and Germany participated in an exchange programme to promote practical training in sustainable business management for young professionals from the manufacturing sector. In addition to individually funding scholarship recipients and improving competitiveness at the enterprises in which they were employed, the programme's objective was to initiate innovation and change in participants' companies and organisations.

NOW A tracer study carried out by external evaluators among the Mexican experts of the 700 or more participants revealed that for 86% of those questioned, their stay in Germany had led to improvements both in terms of individual jobs and the professional working environment. Key contributors in this respect were the professional and intercultural skills they acquired in Germany, in addition to a newfound knowledge of the German language. The study also shows that the alumni actively foster exchanges among themselves, as well as with interest groups and organisations outside their companies. They transfer their knowledge into society through their work in educational institutions and universities, for example, or through involvement in HR development, or as GIZ sub-contractors or expert partners.

TRANSPARENCY IS A MUST

GIZ is helping Costa Rica's Ministry of Transport to efficiently handle a loan for hundreds of small-scale road-building projects.

Text Toni Keppeler



BUDGET OVERVIEW

IDENTIFYING PRIORITIES

INVOLVING
CITIZENS

Costa Rica is known as a tropical paradise, with rain and cloud forests, active volcanoes and beaches where giant sea turtles lay their eggs. The Central American country is beautiful and secure, a haven of stability in an otherwise troubled region. The state has invested a great deal in recent decades in its citizens' education and health system. By comparison, however, infrastructure has been neglected: multi-lane highways are few and far between, and even the two-lane roads linking the major towns and cities are mostly long and winding – meaning progress is slow. And when you turn off one of these you are fortunate if you find a gravel road, for most are simply overgrown earth tracks. In the dry season these are covered by a layer of dust several cen-

timetres thick; in the rainy season they turn into slippery mud tracks. Often the only river crossings are single-track bridges made of rotten wooden planks with no railings, which leave you breathing a sigh of relief when you reach the other side safely. As far as its road network is concerned, Costa Rica is at best on a par with its much poorer neighbours: according to the global competitiveness index published by the World Economic Forum, Costa Rica's road infrastructure is ranked 133rd out of 144 countries. But all that is set to improve in the years ahead. The country was awarded a loan worth over USD 200 million by the Inter-American Development Bank to improve the municipal road network. That sounds like a lot of money for a small

SUPPORTING PLANNING

country with a population of just 4.3 million. But it will be divided up into hundreds of small projects: a few kilometres of asphalt roads here, a stretch with compacted gravel and a new bridge there. Demand is huge, choices are not easy. The Ministry for Public Works and Transport in the capital San José has to reach agreement with 89 local governments, who in turn have hundreds of neighbourhood committees breathing down their neck with demands of their own. It requires a huge effort in terms of planning and organisation.

High environmental and social standards

'But the development bank also puts considerable pressure on the ministry,' says Katja Kammerer, project manager at GIZ International Services for Latin America and the Caribbean. The bank is exacting where environmental and social standards are concerned, and it attaches great importance to the transparent and rapid handling of loans. Costa Rica sought assistance and found it at GIZ. The Costa Rican road builders had already dealt with GIZ advisors in an earlier project, in which a loan from the German development bank KfW had financed the construction of over 1,100 kilometres of rural roads between 2004 and 2010. Prior to this, the German Federal Ministry for Economic Cooperation and Development (BMZ) also financed advisory projects during the 1990s in the transport and infrastructure sectors. On this occasion, however, GIZ was brought on board as a direct contract partner without financing from Germany.

Today, Costa Rica is seen as a middle-income country – too wealthy to be considered as a partner for development projects financed by Germany. 'But there is still a need for advisory services,' says Kammerer. Particularly »

» INTERVIEW

Building trust



Pedro Luis Castro, Minister of Transport for Costa Rica

Minister, you sought advice on how to handle a USD 200 million loan from the Inter-American Development Bank to improve the local road network. Why did you turn to GIZ?

We have been working with GIZ for many years now and have always found the experience to be a positive one. It sends us experts with a great deal of knowledge and experience – qualities that are difficult to find elsewhere. In 2010, we successfully completed a project – financed by KfW and with the help of GIZ advisors – to improve over 1,000 kilometres of local roads.

This project is not just about building roads: it is also about the participation of mayoral offices and the local population. What role do GIZ advisors play in that respect? Decentralisation is a key topic for Costa Rica. The mayoral offices have been getting more money in recent years, and with that comes increased responsibility. If they are to exercise that properly they require training – and that is what this project gives them. The advisors know the mayors and the people living in rural areas. That is very useful, particularly for those of us working here at the ministry.

So, it is a complex project, involving many different stakeholders with a wide range of individual interests. Is it possible for something like that to run smoothly?

Germany has experience in decentralisation and stakeholder participation. In previous projects, they helped us to establish new standards. Of all the projects we are currently financing with the Inter-American Development Bank, this road construction loan is causing the least problems.

The Inter-American Development Bank is considered to be demanding not only in terms of environmental and social standards. It also attaches great importance to the rapid and transparent processing of loans.

That's true. But GIZ is also aware of that. And that's a great advantage to us. As a federal enterprise, GIZ is also committed to transparency. That builds trust both with the lender and among our own citizens.

Interview: Toni Keppeler

ENGINEERS IN THE FIELD

ENSURING ACCOUNTABILITY

with complex projects like the road-building loan from the Inter-American Development Bank. The local media are watching the Ministry of Transport and its activities with eagle eyes, absolute transparency is key: every two weeks GIZ provides a report on the progress of work to the Costa Rican client and the development bank. Transport minister Pedro Luis Castro values such support: 'As an international development organisation, GIZ enjoys a high degree of credibility.'

The GIZ team, comprised of nine engineers, a sociologist and administrative staff, works side-by-side with the client: their small offices are housed in the labyrinthine building of the Ministry of Transport in San José. Even when they are not seeing each other at scheduled meetings, they bump into one another in the corridors and quickly reach informal agreements on issues. Often enough, however, the engineers are out in the field. That is what gives the project its charm, says Eduardo Barquero, leader of the GIZ team at the ministry. 'Every kilometre of road and every bridge has its own character: they quite literally find concrete solutions to problems for the people who live here.' These residents are the ones who put pressure on the mayoral offices. 'I got all the neighbours on the bus to take part in a local council meeting,' says Ana Iris Ramírez, chair of the neighbourhood committee on Valverde Road in the small town of San Ramón. The road of compacted earth winds out of the town to a gravel plant, further out there are chicken farms and coffee plantations. Around 4,000 people live along this road. In the dry season, they are plagued by dust from the gravel trucks. 'Many people here suffer from asthma,' explains Ramírez. The residents have been asking for the road to be tarmacked since 2008. But the response from the town's

MANAGEMENT OF INFRASTRUCTURE PROJECTS

GIZ advises commissioning parties, clients and partners on the transparent handling of major loans provided by development banks for use with infrastructure projects. It can act as a trustee or fund manager on behalf of governments or donors, so that all funding is used quickly and efficiently in line with international standards.

For more information, go to www.giz.de/en > Our services > Products > Management services

lady mayor was always the same: the budget would not stretch. 'Here you have to be patient and not take no for an answer,' says Ramírez. Now Valverde Road is being widened and tarmacked using funds from the loan. Construction work has already started, Ramírez is keeping a close eye on progress. 'If work is slow or something doesn't seem right, I give Hazel a call.'

Hazel Cisar is a social worker in the municipality's construction authority. If Cisar requires advice, she rings Auxiliadora Cascante, the sociologist in the GIZ team at the ministry. Cascante conducts tailored training sessions for the municipality's social workers and advises them on any issues to do with citizen participation. As Cisar says, it cannot move fast enough for the local

GUARANTEERING SUSTAINABILITY

CAPACITY DEVELOPMENT

CONSIDERING ENVIRONMENTAL NEEDS

MEETING DEADLINES

neighbourhoods. 'More often than not, my job is to dampen expectations if they get too high and make it clear that there are rules to be observed, regarding the involvement of residents, for example.' As one of the conditions of the loan, Costa Rica has to provide 25% of the funding for the building measures. This contribution includes materials supplied by the municipality and the participation of residents in construction.

Involving local residents

Cristian Rodríguez, a social worker in the municipality of Sarapiquí, went from house to house encouraging and persuading the residents. In order to widen the road, many of them were required to give up a strip of land. And since the municipality is simultaneously laying more robust water pipes, they will have to pay a little more for their drinking water in future. But Rodríguez' efforts bore fruit: whenever people are needed to clear the side of the road or lay water pipes, there are always a dozen residents on hand to help. Alfredo Cordero, mayor of the neighbouring town of San Carlos, has nothing but praise for the project. 'It is a model for Costa Rica. It forces us to establish order and teaches us how to plan correctly.' His colleague Maureen Fallas from Desamparados agrees: 'Our country is highly bureaucratic.' It needs help if it is to meet the terms and schedules set down by international creditors. 'Perhaps next time we will be able to do it by ourselves.' Both national and local governments in countries like Costa Rica used to focus mainly on implementing public works projects, explains GIZ team leader Barquero. 'Often too little thought was given to planning and organisation.' Planning, the involve-

ment of the local population and respect for the environment as well as transparency and accountability are among GIZ's strengths, and that is precisely what is required by lenders like the Inter-American Development Bank. 'For our partners, it is continuous training among peers,' says Katja Kammerer. The GIZ engineers work shoulder to shoulder with those responsible at the ministry and at the local level, without influencing or anticipating decisions. At the same time, the focus is very much on capacity development, for this is the only way to guarantee the sustainability of ma-

major public-sector investments. In countries where publicly financed development cooperation is no longer an option, this service is becoming increasingly popular. In Costa Rica's southern neighbour Panama, for example, GIZ is assisting the Ministry of Trade and Industries to process a USD 100 million loan for small and medium-sized enterprises. ■

› CONTACT

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› AT A GLANCE

Improving infrastructure

Project: Advisory services to the Costa Rican Ministry of Transport on the Rehabilitation and Maintenance of the Cantonal Road Network

Commissioned by: Ministry of Public Works and Transport (Ministerio de Obras Públicas y Transportes, MOPT) of Costa Rica, with support from the Inter-American Development Bank

Overall term: 2011 to 2016

Costa Rica has experienced continuous economic growth in recent decades and has renovated and expanded its rural road network. To enable populations in regions where transport links remain poor to take part in the economic development process, the government continues to promote public and private investment in the road network. The Inter-American Development Bank is providing a total of USD 850 million to finance this expansion.

Some USD 200 million of these funds have been earmarked to provide loans for the renovation of 1,500 km of rural roads. One condition for awarding the commission is that the roads are planned, constructed, operated and maintained in line with a transparent concept, with the involvement of the local population. GIZ is advising the government on meeting this condition.

Previous projects in the field of transport and infrastructure were implemented by the former GTZ for over 20 years using German funding or finance from KfW. Today, Costa Rica is able to finance the provision of advisory services by itself.



PELIGRO CAMPO
MINADO
DANGER MINE FIELD
GEFAHR MINENFELD





SECURITY

THEMES

IN FOCUS: Security above all else – sustainable development requires a secure framework.

INTERVIEW: 'Networked security' in operation in Afghanistan

OVERVIEW: Examples of GIZ's work

FACTS AND FIGURES: International security

Security above all else

There is a worldwide need to address the causes of conflict, fragility and violence and to improve people's capacity to deal with conflict by non-violent means. This establishes security and, as a result, creates the conditions for peaceful development.

Text Hauke Friederichs **Illustrations** Sabine Schiemann

Security is at the top of most people's wish list. We expect banks to look after our money securely. We want our children to make it to school safely. We want security in our workplaces and inner cities, our cars and homes, leaving no opportunity for thieves and burglars. Security is a priority not just in our private lives, however. In recent years the topic has become increasingly important in national and international politics. And the meaning of the term is becoming ever broader. Today, security is a regular issue when heads of state meet for summits. And when NATO defence ministers discuss measures to combat cyber attacks, the focus is on internet security. Or on the security of air traffic, when Russia and the EU debate how much personal information passengers are required to disclose. There is the issue of energy security, should Azerbaijan become a long-term supplier of gas to the countries of Western Europe. And security in the Middle East, when heads of state debate whether or not to supply Syrian rebels with small arms. And global security, when North Korea approaches the United States to negotiate on nuclear disarmament.

Food security, nuclear security, plant security, homeland security – the word is now everywhere. And yet there is no definition of security that is generally accepted worldwide. The Oxford English dictionary defines the concept as

'the state of feeling safe, stable and free from fear or anxiety'. But to what extent can statements about individual security be applied to society in general? And what meaning does the term have in politics? In political terms, 'security policy' is the term used for any measure designed to prevent conflict between citizens or states, and which serves to create or protect the integrity of people and objects or the inviolability of the state. It is a comprehensive definition. Nowadays, security is about much more than just the police, secret services and the military.

Flexible concept of security

Governments, including that of Germany, and the international community refrain from offering definitions of security, since the concept has proved too changeable in recent decades. Our understanding of security changed and broadened during the war on terror. Nowadays, even military strategists agree that to be successful in the long term, assignments in conflict regions must win over people's hearts and minds. This was the approach adopted by the Germans for many years, before it prevailed at the international level. Then in 1990, with the end of the Cold War and the tearing down of the Iron Curtain, the word security took on a »



HUB LALAMIA
GELI KARO GU



'No weapons allowed in this building' - the message, on the wall of a house in Somalia, is clear. In Somalia, like many other parts of the world, non-violent solutions to conflict cannot be taken for granted.

wider significance. The nuclear deterrent, which had once played a central role in many security strategies as a way of preventing the Cold War from spilling over into heated conflict, had become more or less obsolete. The conflict between East and West ended without the much-feared large-scale outbreak of war. But there was no peace dividend,

‘Any society that would give up a little liberty to gain a little security will deserve neither and lose both.’

Benjamin Franklin (1706–1790), North American natural scientist and statesman

hoped for by politicians, academics, peace activists and many people in crisis regions at the end of the Cold War. The world did not become a more secure place following the end of the East-West conflict. On the contrary. Although the number of interstate wars declined, there is now an increasing number of civil conflicts with international involvement, such as in Afghanistan and Somalia. New wars, they are often called. And in many cases, after a brief phase without fighting in war-torn countries, the next armed conflict follows. It has been shown that post-conflict countries have about a 40% chance of returning to civil war within a decade.

Today, every time we switch on the television there is a news report showing people fleeing their homes, combatants bearing arms, wounded civilians or soldiers advancing. In 2012, the Working Group for Research on the Causes of War (AKUF) at the University of Hamburg reckoned that there were 34 wars and armed conflicts that threaten the existence of millions of people worldwide. Many of these conflicts have persisted for decades. The state has forfeited its monopoly on power in some parts of its jurisdiction, in some cases throughout the entire country. Today, might is often exercised through the barrel of a gun.

The majority of the world’s population can only dream of security: there are currently 1.5 billion people living in crisis states alone. The Organisation for Economic Co-operation and Development (OECD) classifies 47 states as

fragile. These are particularly vulnerable to internal or external crises such as economic problems or natural disasters. These fragile crisis states include countries such as Afghanistan, the Democratic Republic of the Congo, Haiti and Somalia. Weak and failing states today pose one of the biggest international security problems. Current strategies adopted by the United States and the European Union therefore see them as high priority. In these countries it is relatively easy for terrorist groups or centres of internationally organised crime to find a safe haven. Weak and failing states threaten the security of individual people, other nations and entire regions.

The German Government has also identified fragile states as a key threat to international security. By adopting a networked approach in its foreign and security policy, Germany seeks to bring stability to fragile states. When crises escalate in certain countries, for example, the federal ministries responsible for security issues deploy task forces to enable a rapid response that is coordinated interministerially. Such task forces were most recently established to deal with situations in the Sudan, Syria and the Sahel.

Cooperation is governed by the new interministerial guidelines ‘For a coherent German Government policy towards fragile states’, which were presented by Federal Foreign Minister Guido Westerwelle, Defence Minister Thomas de Maizière and Federal Development Minister Dirk Niebel on 19 September 2012 in Berlin. They state that ‘Wherever lawlessness becomes the norm, there is nothing to stop the illegal trade in people, weapons and drugs. International terrorism can also easily find safe havens.’ The primary objective is to prevent violent conflict before it arises, say the three federal ministers. ‘Decades of experience with international crisis management have confirmed the inextricable nexus between security and development.’

Addressing the causes of conflict

Fragile states not only present a security problem, they are also seriously underdeveloped and fail to achieve the millennium goals of the United Nations. The incidence of malnutrition among inhabitants is over twice that of people in other developing countries, and more than three times as many children do not attend school. Without peace, development is unlikely.

The German Federal Ministry for Economic Cooperation and Development (BMZ) finances a wide variety of projects worldwide that are designed to address the causes of »

NETWORKING WORKS



Dr Philipp Ackermann, head of the Task Force Afghanistan/Pakistan and deputy to the Special Representative of the German Government for Afghanistan and Pakistan

Networked security is the concept behind German security policy. How effective is it proving to be in Afghanistan? Which ministries, authorities and institutions are working in tandem? The concept is proving to be increasingly effective in Afghanistan. All government ministries have gone through a somewhat difficult but extremely valuable learning process. I can say that with some confidence, as the former civilian head of the Provincial Reconstruction Team in Kunduz. There were some initial problems between military and civilian actors, but now interministerial cooperation at the local level is increasingly harmonious, as is cooperation with development organisations like GIZ. We in the Task Force work very closely with the German Federal Ministries of Defence and of the Interior and the Federal Ministry for Economic Cooperation and Development in particular. In addition to monthly discussions on Afghanistan

at the State Secretary level, my colleagues and I are in daily contact with colleagues in the other ministries.

What special role is played by the Federal Foreign Office's Task Force Afghanistan/Pakistan? The Task Force is one of the largest political divisions in the Federal Foreign Office and is directly answerable to the Minister. Our role is to support the Special Representative of the German Government for Afghanistan and Pakistan, the German Ambassador Dr Koch. The Task Force is also responsible for structuring bilateral and multilateral foreign policy towards Afghanistan and Pakistan. With funding from the Stability Pact for Afghanistan, we have at our disposal the largest bilateral project budget in the Ministry. GIZ assists us with the implementation of a large part of this budget. The interdisciplinary composition of my team is also rather unique. In addition to exchange diplomats from the United States and France and a liaison officer from the Ministry of Defence, our division also includes a representative from GIZ and one from KfW. Heading up this Task Force is without doubt one of the most exciting and challenging roles of my career to date.

Security is essential if people in Afghanistan are to recognise the legitimacy of the Government. Since 2008, GIZ has been involved with the 'Rebuilding the Police Force in Afghanistan' programme on behalf of the Federal Foreign Office. By 2014 it is expected that Afghan security forces will be able to take responsibility for security without international assistance. How would you sum up the situation? The Afghan security forces are better than they are portrayed by some of the German media. Their work is professional – in Kabul,

as well as in the provinces. This is an extraordinary achievement, since the Afghan security forces have only been established systematically in the last few years. The police force, in particular, has made enormous progress. The part we have played in rebuilding the police force has made a significant contribution, particularly in improving basic and further training in Kabul and in the north. The Afghan security forces have been responsible nationwide for security since June 2013, with the assistance of the ISAF. The way the transition of responsibility for security has gone so far gives me every confidence that the security forces will be in a position to safeguard the security of the population on its own by the end of 2014. At the same time, I am aware that the security situation in Afghanistan is problematic and unlikely to get any easier in future. We are still a long way from being able to apply European standards here.

What will German support in Afghanistan look like after 2014?

The German Government will continue the same scale of civilian involvement post 2014. One condition of this is the substantial reform steps required of the Afghan Government. At the 2012 Tokyo conference on Afghanistan, Germany fixed its current annual pledge at up to EUR 430 million up to 2016. EUR 180 million of this is to come from the Federal Foreign Office's Stability Pact for Afghanistan. The German Government has also offered to station between 600 and 800 German soldiers in Afghanistan after 2014 as part of the ISAF's follow-on mission 'Resolute Support'.

Interview: akzente



Good-quality training ensures that police officers, such as those seen here in Liberia, perform their duties in a professional manner and act in compliance with the law.

conflict, fragility and violence, improve capacities for dealing with conflict by non-violent means and create a framework for peaceful development. Former soldiers in Angola have been retrained as park wardens. In Liberia, schools, water pipes, roads and bridges have been rebuilt to enable people in former war zones to live in peace again. In Bolivia, BMZ promotes programmes aimed at resolving land disputes by peaceful means.

The Federal Foreign Office is also increasingly active in the field of security. It supports the training of police and the judiciary in Afghanistan, Pakistan and 16 countries of the African Union.

So for GIZ, as well, security is an increasingly important issue alongside its traditional areas of rural development, the environment, health, good governance and education. In immediate post-war situations, direct aid can often prevent a renewed descent into violent conflict. Here, it is not just a case of putting in place preventive measures, emergency aid and

reconstruction programmes. The rapid response has to be combined with long-term prospects.

For people living in fragile states, security is a valuable commodity. It is clear when you talk with the inhabitants of such crisis states that all share the same hope for security and peace. This also holds true for the people of Afghanistan and the Democratic Republic of the Congo, where GIZ is involved in the field of security on behalf of various commissioning parties and clients.

Devolving responsibility

Outside a police station in the province of Badakhshan, on the outskirts of the city of Faizabad, two guards bearing assault rifles stand watch. Inside the building, the district police commander is having tea with guests. He cheerfully reports on the security situation in his district and excellent cooperation with Germany. Situated in the north-east of the »

EXAMPLES OF GIZ'S WORK > SECURITY

Preventing conflict



Project: Pool of Experts for the EU's African Peace Facility
Commissioned by: European Commission
Overall term: since 2012

AFRICA In 2004, the European Union set up the African Peace Facility as a practical measure to help implement the Africa Strategy, adopted in collaboration with the African Union, and to finance African peace missions. Since then, the EU has provided finance worth over EUR 1 billion for many individual measures geared to conflict prevention, stabilisation and coordination of interstate agreements. Since 2012, GIZ has been working on behalf of the European Commission to support the selection, preparation, training and secondment of experts deployed in projects run by the African Peace Facility.

Citizen-oriented policing

Project: Strengthening the Capacity of the Police
Commissioned by: German Federal Foreign Office (AA)
Overall term: 2008 to 2015

BURUNDI After 12 years of civil war, Burundi is moving from a post-conflict phase to a phase of peace consolidation. Even though the security situation has improved considerably since the Arusha Peace Agreement, there are still problems with armed groups, particularly in the border regions. In 2004, various security organisations were merged to form a single national police force, the Burundi National Police (BNP), integrating demobilised combatants as part of the process. On behalf of the German Federal Foreign Office (AA), GIZ is providing advisory services to improve the integration process and to downsize and professionalise police structures with the overall objective of greater citizen orientation. The GIZ project in Burundi is part of an overall programme, which also includes other African countries. Closely coordinated with the United Nations and the relevant EU and UN police missions, the project sets out to strengthen cooperation between the police, local administrative structures and civil society.

country, Badakhshan is considered one of the most secure provinces in the whole of Afghanistan. The Taliban have never been successful in gaining a foothold here. Insurgents and terrorists are few in number.

The transfer of responsibility for security from the ISAF states to Afghanistan is well under way. In October 2012,

‘Security cannot be achieved by erecting fences, security is achieved by opening doors.’

Urho Kekkonen, President of Finland, 1956 to 1981

Germany handed over the buildings of its regional reconstruction team in Badakhshan. The team, comprised of soldiers from the German armed forces, diplomats from the Federal Foreign Office and representatives of BMZ, wound down operations. Now the Afghan security forces have sole responsibility for the region. Yet their training continues.

European police officers are responsible for the specific law enforcement aspects of training the Afghan security forces. GIZ is responsible for providing general training courses, including the necessary classrooms. On behalf of the Federal Foreign Office, GIZ has developed literacy programmes for police officers and commissioned local companies to build training centres. It also advises on tenders for the construction of office buildings by local companies.

So far, the Afghan National Civil Order Police and traffic police in Kabul have been provided with a new headquarters, and a border police department has been established at Kabul airport. A provincial headquarters has also been built for the police in Faizabad. In addition, there are now new training facilities in Kabul, Kunduz, Mazar-i-Sharif and Faizabad. ‘GIZ works closely with the European Union and German Police Missions and Afghan partners,’ explains Inga Niere, a GIZ Afghanistan expert. It is important that local police commanders support the advanced training of their lower ranks and recognise the benefits the programmes bring to their units. For this reason, local trainers also teach Afghan police how to read and write as part of ‘remedial basic education’. Around 70% of the police force is illiterate.

Measures are now underway in all 114 districts in the nine northern provinces to reduce illiteracy rates among the police. Some teachers face a day or two of travelling before they even get to their students. Classes also include a small but by rural standards significant proportion of women – around 2% – most of whom serve in the National Civil Order Police. By April 2013, training had been provided to a total of 27,000 policemen and women. The literacy courses are a key part of basic police training, which usually lasts just six weeks. Participants are also taught how to carry out their own research, and about the rule of law. In addition, police recruits are briefed on career opportunities within the security sector.

But the specially written teaching materials go beyond those created for the police literacy courses. They include, for example, training manuals on how to deal with domestic violence. The only other books available were those used by primary school children. ‘Teaching resources designed for children are of no use to the police,’ says Inga Niere. ‘These officers want to be taken seriously. When they see the benefits their training brings, they give it their full support.’ For example, one participant told the trainers at the end of his seminar that he was promoted by his superior as soon as he was able to submit written reports.

Local people will only have confidence in the state when the police force is able to guarantee security. In many areas of Afghanistan today the law of the jungle still applies, as the state does not yet have a monopoly on the legitimate use of force everywhere. But by 2014 it is hoped the police will be in a position to take care of internal security throughout the entire country, without having to rely on international support.

TV series offers solutions

In order to improve the public’s lack of trust in the police, GIZ convenes meetings between representatives of neighbourhood groups, elders, citizens’ representatives and police officers. Such community policing projects have been launched in over 20 districts with the aim of improving the security situation and ensuring greater justice. Now it is vital that uniformed officers are regarded by the population as part of the solution to security issues and not, as was previously the case, as their cause. The TV crime series Inspector Amanullah is an innovative approach to help improve the reputation of the security forces. In addition to providing suspense and entertainment for its viewers, the programme also reveals how a modern police force solves cases. The »



Every year, tens of thousands of people are killed by anti-personnel mines and other stray ordnance. Mine disposal, seen here in Cambodia, is a highly skilled task.



MF
02

Border disputes create insecurity and sometimes lead to years of conflict. Clear border demarcation provides a remedy.

Federal Foreign Office has been supporting the TV series since late 2011. Afghanistan's version of CSI: Crime Scene Investigation is filmed in Kabul. The Afghan head of the production company is herself a policewoman and plays the role of an inspector. The 20-part series shows Inspector Amanullah working to ensure greater security for the people of Kabul.

The people of Afghanistan dream of security for themselves as individuals and for society as a whole. Their hope is to lead a life without constant danger, without armed conflict. Greater security is the dream of market traders in Badakhshan, school children and their teachers, road construction workers, and the police, from the most junior officer right up to the district commander.

When it comes to the issue of security, Afghanistan remains the focus of attention. But people in many African countries also endure a life of violence. According to the most recent report published by the Working Group for Research

on the Causes of War (AKUF) at the University of Hamburg for 2012, Africa is the region of the world worst affected by organised fighting, with 13 armed conflicts currently ongoing. This is just one of the reasons why the continent remains a priority area for German international cooperation.

Germany plays a prominent role here in training police forces. Burundi, Côte d'Ivoire, Liberia, Rwanda, Sierra Leone, the Sudan and South Sudan, the Central African Republic and the Democratic Republic of the Congo are all involved in police training programmes. Most courses teach traditional policing skills, such as dealing appropriately with suspects, securing evidence, report writing and liaising with the judiciary. In addition, police units from various African countries are trained and prepared to participate in peace missions organised by the African Union. Without well-trained staff, successful peace missions would be unthinkable. Police training is not just a bilateral arrangement; it also takes place in training centres in West and East Africa. The long-term objective is that the »

EXAMPLES OF GIZ'S WORK > SECURITY

Civil Peace Service

Project: Peaceful conflict management in Guatemala
Funding: German Federal Ministry for Economic Cooperation and Development (BMZ)
Overall term: 2000 to 2016

GUATEMALA The civil war in Guatemala ended 17 years ago, but violence and social injustice still dominate the daily lives of its people. The indigenous population, although in the majority, is socially, politically and economically marginalised. Weak state structures and the influence of organised crime have eroded public trust in government institutions. Successive governments have done little to implement the social reforms envisaged in the peace agreements. GIZ's Civil Peace Service programme in Guatemala is assisting the country to come to terms with human rights violations and the experience of violence. It also supports non-violent conflict transformation through archive-based research, legal advice, psychosocial care, and support for social dialogue processes.

👉 www.ziviler-friedensdienst.org/en
 👉 www.giz.de/ziviler-friedensdienst

Building trust



Project: Gender-Responsive Community-Based Policing in Bangladesh
Commissioned by: German Federal Ministry for Economic Cooperation and Development (BMZ), with co-funding from the Netherlands Embassy and the Spanish Agency for International Development Cooperation (AECID)
Partner: Bangladesh Ministry of Women and Children Affairs
Overall term: 2007 to 2011

BANGLADESH In Bangladesh, women who are the victims of domestic violence or human trafficking – or who simply need assistance with more minor problems – rarely approach the police for help. This is due to their lack of trust in the police. On behalf of BMZ and the Netherlands Embassy, GIZ has supported the piloting of community-based policing in four districts around the country. GIZ facilitated dialogue between communities and the police, always with a particular focus on women's issues and gender equality. Women now feel safer, and trust in the police has noticeably increased.

African Union and African regional organisations will be able to resolve conflicts without outside assistance.

Long-running civil wars such as the conflict in the Democratic Republic of the Congo show how ambitious that objective is. Government troops have been fighting rebel groups there for decades. Last year, violence in the province of North

'The broader the spectrum of possible solutions, the higher the number of alternatives to violence.'

Johan Galtung, peace theorist, holder of the Right Livelihood Award

Kivu escalated once again, when M23 rebels actually took hold of the provincial capital Goma, before subsequently withdrawing. The parties to the conflict are accused of many war crimes and there are regular reports of systematic mass rape.

The Congolese Government has established a special unit to investigate such crimes, as well as to deal with cases of sexual abuse within families. The unit is supported by GIZ experts in North Kivu, neighbouring South Kivu and other provinces. In special training courses, the officers learn the correct way to deal with rape victims and how to question family members and witnesses. The advisory services are aimed at officers at police headquarters, as well as at the lowest ranks in remote provinces. In addition, funds from the Federal Foreign Office have been used to renovate and equip a police station in Goma for the special unit set up to combat sexual violence.

Police reforms in the Democratic Republic of the Congo are to receive funding to the tune of EUR 2.25 million from the German Government between 2013 and 2015. The money will also be used to train other police units. GIZ has also recently been helping to train an internal group that investigates offenders from within their own ranks. Given the security situation, that is no easy task, as Katrin Ladwig explains. 'There are days when it is as secure and beautiful there as other countries in East Africa. But then there are others when it turns back into a warzone.' Ladwig worked in the Democratic Republic of the Congo for almost nine years for the United Nations and GIZ. Today she is an expert on po-

lice reform at GIZ Head Office in Germany. But Germany's involvement in the field of security in the Democratic Republic of the Congo does not stop at rebuilding the police force. As part of its bilateral development cooperation activities, the German Government has been investing in Peace Funds since 2008. These funds are used to finance projects that help local people to earn money from road building or agriculture, and in so doing boost the local economy. The Peace Funds are designed in particular to benefit the mainly poor population in the provinces of North Kivu and South Kivu, Maniema, and the capital Kinshasa and surrounding area. These people therefore receive their personal peace dividend directly.

But peace will also benefit those taking part in the 'Re-integration of Refugees and Ex-Combatants' programme. In this way, Germany is helping to promote the national Congolese demobilisation and reintegration programme, which offers refugees and former soldiers the prospect of returning to civilian life.

In order to prevent armed conflict from arising in the first place, GIZ provides advisory services on behalf of the Federal Foreign Office to 16 member states of the African Union on the peaceful resolution of border disputes. At one time, borders were simply drawn across maps with a ruler by Africa's colonial masters at international conferences. The people of Africa had no say in the matter. Today, the states of the African Union are attempting to reach agreement on ambiguous borders. GIZ has been advising on this process since 2009. This border project is also intended to bring greater security to the people of Africa. The desire to live in peace is what unites people in the Democratic Republic of the Congo, Afghanistan and Germany. But nowhere can there be individual security without collective security. The desire to bring security to the majority of the global population remains one of the great challenges of the 21st century. ■

SECURITY IN FIGURES



34

In comparison to the previous year, 2012 saw a slight decline in **wars and armed conflicts**. The overall number of conflicts dropped by three to 34 while the number of wars decreased by one to 24.

SOURCE: WORKING GROUP FOR RESEARCH ON THE CAUSES OF WAR (AKUF), UNIVERSITY OF HAMBURG

68

68 **peacekeeping operations** have been deployed by the United Nations since 1948 to the present.

SOURCE: UNITED NATIONS, CORRECT AS OF APRIL 2013

60

More than 60 **disarmament, demobilisation and reintegration initiatives** have taken place around the world since the 1990s – most of them in African countries.

SOURCE: GERMAN FEDERAL AGENCY FOR CIVIC EDUCATION



141,000,000

From 2003 to 2011, USD 141 million were spent on disarmament, demobilisation and reintegration of **ex-combatants in Afghanistan** – including many child soldiers – under the Afghanistan's New Beginnings Programme (ANBP) launched by the United Nations.

SOURCE: UNDP AFGHANISTAN'S NEW BEGINNINGS PROGRAMME (ANBP)



No. 1

Iceland tops the list of the world's most peaceful nations, ahead of Denmark and New Zealand, according to the **2013 Global Peace Index**, with Germany ranking 15th. The Index is based on indicators such as military expenditure, the likelihood of internal conflict, and arms exports.

SOURCE: 2013 GLOBAL PEACE INDEX

124,118

is the number of civilian casualties of the Iraq war between 2003 and 2013. The highest number of civilian deaths – 29,114 – occurred in 2007. The actual figure is likely to be even higher, as not all deaths are recorded.

SOURCES: STATISTA.COM, IRAOBODYCOUNT.COM



» Outside view

REALITY IS AT HOME

Journalistic research in Afghanistan: Hans-Ulrich Gack talks about the security challenges.

The journey to the US forces in southern Afghanistan has been prepared for weeks. Everything has been discussed and planned meticulously. And yet here we are, sitting and waiting yet again at a dusty military base near Kandahar. We've been here for days. By now, we should be in Panjwai, a region in southern Afghanistan, but the US military transport helicopters that were supposed to be taking us there haven't appeared. Perhaps they're needed elsewhere or they've been grounded by sandstorms – whatever the reason, we're still here.

We're 'embedded' with the US forces. That means that we accept their rules. With no exceptions. That was made clear from the outset. And we make it clear in our reports. From now on, the only freedom we have is to pack our bags and leave.

The US military spokespersons have been here for more than 10 months – and some of them have developed an extraordinary attitude to danger, reality and time. They tell us to be patient; the helicopters to Panjwai will be here soon. Come on, they say, enjoy camp life while

you can – after all, there's fresh coffee on tap 24 hours a day and the security situation is relaxed. Nothing's ever happened here in camp, they tell us. Not that anyone asked. And you can rest easy at night – the sleeping quarters are in a container constructed from reinforced bullet-proof steel.

Security is a complex and weighty issue. The protective equipment for our four-man team alone tops out at 100 kilos. Every six months, there are first-aid courses to refresh or expand our skills. ZDF doesn't skimp on security. But 'embedded' status with the US military and our own approach to security are worlds apart. The Americans rely on steel. We rely on the knowledge and experience of our Afghan colleagues – people who have worked with us for years and maintain a network of trusted persons for us across the country. Their information is almost always more useful than any official travel warning. Even if all the professional security agencies give the go-ahead for travel to certain parts of the country, our Afghan colleagues have the final say. They keep their ears to the ground.

> PROFILE

Hans-Ulrich Gack is a journalist with the German broadcaster ZDF and is responsible for reporting from Afghanistan.



Over the past 10 years, our local colleagues have never got it wrong. Not once. Unlike others. Even when we have travelled through parts of the country where the situation was critical, nothing has ever happened. We have always felt relatively safe. Yes, we keep a low profile. Instead of driving around in flashy SUVs, we wind our way up and down the mountains in an old and rather battered Toyota Corolla. No one notices it – there are tens of thousands of them on Afghanistan's roads. But then we have never been a particular target for the rebels. Things start to look very different when you're with the military.

'We try to learn from these experiences and draw our own conclusions. If there's no other option, we abandon all our usual modes of behaviour.'

Time is trickling away. There is still no sign of the helicopters. Some of our team make use of the bomb-proof sleep-safe. Georges Nasser, our production manager and a crisis veteran, and I decide to head for the canteen, less than 100 metres from the container. On the way, we suddenly realise that we've left something behind. Nothing that really matters – to this day, we can't remember what it was. We head back, and just as we reach our sleeping container, we hear three loud detonations in quick succession. Mortar fire. Two grenades land in the camp some distance away. There's no danger, at least not for us. But a third lands very close to the canteen tent. If we had carried on, it could have end-

ed very badly. There was no real reason for us to turn back when we were so close to the canteen. Perhaps we were stir-crazy or simply wanted to kill some time while waiting. Perhaps it was simply luck – the good luck that is born out of absentmindedness. I don't know, and neither does Georges. We took a deep breath, talked about it, and put it out of our minds. No harm done.

We have had similar experiences time and again over the years. We ourselves or other people have narrowly escaped some very sticky situations because we acted in a way that was out of character. These events are always analysed by the team. We try to learn from them and draw our

own conclusions. If there's no other option, we abandon all our usual modes of behaviour. In those situations, we are often abrupt to outsiders, perhaps even rude and unapproachable, and perhaps have to drop the story. But that's a price we're prepared to pay.

It may sound incredible, but after our internal event analysis and the lessons learned, we file these close shaves away in our minds under 'life experience'. In fact, we do so fairly quickly. For example, none of our team has ever mentioned that they're sleeping badly, are preoccupied with an event or even suffering from flashbacks. And it's hard to keep that kind of thing quiet. We spend weeks together in the field, of-

ten under hair-raising conditions. We sleep alongside each other, drink from the same bottle, and sometimes even share a comb and razor. We know each other inside out – or we think we do.

It's always the same teams who accompany me to Afghanistan or some other crisis region. There's a pool of regulars – fewer than 10 people. Some I've known for 20 years. Every one of us is a father. And everyone's a professional to the core. All team players, no daredevils – no one has anything to prove. The youngest is in his mid-40s, and the oldest in his late 50s. To look at them, you'd think they were engineers at a high-tech company, or perhaps bank staff who spend their time selling savings products. You'd never think they were crisis specialists.

Of course the job has changed us. That's only natural – people are always shaped by their environment. And each of us deals with it – in their own way. When I'm in an extreme situation, I automatically create distance in my mind from what's happening. It's as if I'm looking at it through a filter. I only allow myself to absorb as many impressions as I need to write a sound and objective article. And once that's done, the experience fades. Somehow, it no longer seems real.

My reality is every-day life at home. And that's where the experiences will catch up with some of us, if at all. It often starts with an inability to cope with the little things – being unable to take out the trash or mow the lawn at the weekend, for example. If that happens, you need help. And ZDF is prepared for that as well. ■



NOT JUST A GAME

SPORT PLAYS AN IMPORTANT ROLE IN MANY COUNTRIES and cultures. Children learn how to obey the rules, celebrate a shared victory or take defeat in their stride. Major sporting events can leverage very large amounts of investment and create jobs. GIZ is harnessing football's potential as a teaching and learning aid in its youth development work in Africa and Latin America. In Brazil, in parallel to its other long-standing programmes, it is also engaged in projects, launched in 2012, for the run-up to the World Cup to be held there in 2014.

Photo: Caio Vilela





A SEAMLESS TRANSITION

Laos must increase its economic productivity and produce more goods for export if it is to avoid being marginalised within ASEAN's single market. Training and professional development have a key role to play in boosting its economy.

Text Diana Laarz **Photos** Sascha Montag

It's a misty day on the banks of the Mekong near Vientiane, the capital of Laos. A fisherman glides past in his boat. The air is filled with the chirping of cicadas. It could be idyllic – were it not for one of the main arteries of the Lao economy that runs across the top of the river bank. The Friendship Bridge straddles the Mekong for more than a kilometre, a promise of future prosperity in concrete form. Built in 1994, it connects Vientiane on one side of the river with Nong Khai province in Thailand on the other. Lorries roar over the bridge. Every now and then, a car crosses, its roof so heavily laden that the vehicle seems to stagger beneath the weight. For the Lao People's Democratic Republic, Thailand is the most important trading partner. It purchases a good 40% of Laos' exports and supplies 62% of its imports. Judging by the traffic here at the border, trade relations are flourishing – and that's what Laos wants to achieve with its other neighbours as well. In this vision of the future, Laos sees itself as a powerful member of the Association of Southeast Asian Nations (ASEAN).

But Laos still has some way to go before this future becomes reality. Admittedly, over the past few years, the country has made great strides in reducing poverty and its economic growth rates are steady at around 7 to 8%. But the United Nations still classes Laos as one of the world's Least Developed Countries (LDCs). With a population of just seven million, the country is about to attempt a major feat of strength: making its economy fit for global trade.

Laos has been a member of the World Trade Organization (WTO) since February 2013 and joined ASEAN in 1997. By the end of 2015, the ASEAN countries aim to create an economic community with a single market, modelled on the European Union. Most customs duties will then be abolished. Laos is bordered by two economic heavyweights: Thailand to the west, and Viet Nam to the east. Both are members of ASEAN as well, and when it comes to productivity, they have left Laos standing. Not to mention Laos' powerful neighbour China to the north. If Laos is to have any hope of prevailing against these rivals in a free trade system, it needs to improve its competitiveness. Better standards of education and training, and a shift from a centrally planned to a market economy are therefore priorities.

Certificates for seamstresses

We're in a low-ceilinged room in the centre of Vientiane. Light floods the room through the large windows. Electric cables hang from the ceiling. The room is filled with the rattling of a dozen sewing machines. Women in flip-flops sit at the machines, bent in concentration as they guide the fabric under the needles. One of them is 28-year-old Souphaphone Xayaphomma. She sews, pauses, sews some more, inspects the seam critically, then starts to unpick the collar that she has just attached to a shirt. In her class, she is regarded as a model student. Her trainers are lavish in their praise. 'A conscientious student who produces very neat work' is how they describe her.

The Garment Skills Development Centre (GSC) – the training centre of the Association of the Lao Garment Industry – was set up in 2011. Managers from the 110 garment factories around Vientiane come here to learn how to increase productivity in their companies and manage their staff. The Centre also runs 18-day courses which train young women like Souphaphone Xayaphomma to become certified seamstresses. Until the Centre opened, there were no accredited training courses for seamstresses in the whole of Laos. Women were often sent to work on the production line after just one week of induction – at the expense of quality and productivity. But alongside tourism, energy, and gold and copper exports, the garment industry is one of the drivers of growth in the Lao economy, with 75% of its output exported to Europe.

Laos' garment workshops may be smaller than their Thai or Vietnamese counterparts, but the skills are second to none. The country's seamstresses – if properly trained – have a reputation for being highly skilled, and are able to produce limited ranges of very high-quality garments. 'With fashions changing so quickly in Western client countries, this is a real advantage,' says Borivon Phafong, the Centre's director. The training is intended to help reduce the sewing workshops' production costs and convince even more clients from abroad to buy into Lao quality.

Souphaphone Xayaphomma is now working on the shoulder of the shirt. A note displayed at her work station logs her »



At the Garment Skills Development Centre (GSC), experienced seamstresses and new recruits learn how to operate modern sewing machines. The training increases product quality and improves the women's employment prospects. Besides the garment industry, agriculture has growth potential as well.

progress. At her first attempt, she needed 7.30 minutes to complete this particular task. The second time, it took her 5.10 minutes, and her final effort took just 2.17 minutes. In all, she repeats the exercise 10 times, closely observed by a trainer with a stopwatch. Borivon Phafong stands and watches as well. 'Some of our students have been working in the factories for 20 years, but this is the first time they've ever learned to use a hemming machine properly,' she says. 'Our Centre is helping to stabilise Lao product quality.' Borivon Phafong moves on to the next sewing machine and student, who has just attached a shirt pocket. There is a tiny mismatch – just a few millimetres – in alignment between the pat-

tern on the pocket and the pattern on the shirt. 'You'll have to unpick it,' says Borivon Phafong. Almost apologetically, she adds: 'For us, it's quality that counts.' Since mid-2013, the students have been able to work towards a certificate, awarded by the ASEAN Federation of Textile Industries, which is recognised throughout the ASEAN region.

A promotional tour of the provinces

The Government of Laos appreciates the Centre's work. A few weeks ago, the Education Ministry sent staff from the Centre out to schools in the provinces to talk about its work. Some of the female students signed up for a

workshop in Vientiane there and then. The Centre was set up with support from a multi-donor trust fund, with contributions to the fund coming from Germany, Australia, the European Union, and other donors. The German funding is channelled through the programme 'Supporting Laos' integration into regional markets', commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by GIZ in cooperation with the Lao Ministry of Industry and Commerce. 'Integration into the ASEAN region is a very courageous step for Laos,' says GIZ programme manager Armin Hofmann. But there's no alternative: 'Staying outside when everyone else is setting up a

single economic area is not an option.' The opportunities are immense, for Laos has a lot to offer its ASEAN neighbours.

Laos is considered to be a resource-rich country, but much of its mineral wealth is still untapped. That's why Laos has often been seen as the poor relation – rather like a peasant lad who's sitting on a treasure chest but can't find the key. But this seems to be changing. The country's gold and copper exports are increasing, and Laos is also harnessing the power of the Mekong and its tributaries to generate electricity for export. Agriculture has growth potential as well. In a joint analysis, GIZ and the Ministry of Industry and Commerce have identified the agricultural products with which Laos can score points. They include dried fruit, sesame, bananas, Job's Tears – a cereal crop that can be milled to produce a flour substitute – and timber from the mulberry tree, which can be processed into a variety of products, including lampshades. All these are encouraging signs, says Armin Hofmann. 'The Lao people are taking charge of their own development and we are supporting them.' At present, the partners are working on developing the country's first-ever competition law in order to encourage more private investors to take the plunge and invest in Laos.

The Lao people have a saying that they use whenever they are confronted with a challenge: 'Bor peng jang!' Roughly translated, this means: 'No problem, we'll do it!' Integrating its economy into the ASEAN region is probably the greatest challenge faced by the country in the last 20 years. But for the Lao people, that's no reason to lose heart. As they would say: 'Bor peng jang!' ■

> CONTACT

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> LAOS



> VITAL STATISTICS

Capital: Vientiane
Population: 6.7 million
GDP per capita: USD 3,100
Percentage of population living below national poverty line: 26%
Industrial production growth rate: 17.7%
Human Development Index ranking: 138 (out of 187)

Sources: CIA – The World Factbook; Germany Trade & Invest

Developing Laos' trade potential

Project: Supporting Laos' integration into regional markets

Commissioned by: German Federal Ministry for Economic Cooperation and Development (BMZ)

Partner: Lao Ministry of Industry and Commerce

Overall term: 2011 to 2013

By 2015, the Association of Southeast Asian Nations (ASEAN) countries aim to create an economic community with a single market, modelled on the European Union. This will open up opportunities for Laos but also poses certain risks. On behalf of BMZ, GIZ is providing advice to the Government of Laos so that local companies and the Government itself are able to capitalise on the opportunities afforded by regional economic integration. The significant role that the ASEAN region plays in socio-economic development in Laos features prominently in the Trade Facilitation Strategic Plan adopted in May 2012. The Lao Ministry of Industry and Commerce has also set up a unit to coordinate activities and monitor compliance with ASEAN commitments. GIZ is advising the unit on issues relating to trade in goods and services, and is also supporting capacity development. Identifying trade potential in the ASEAN region forms an important basis for the diversification of exports. Private sector interest groups review these findings and make them available to the business community with the project's support, thus promoting public-private sector dialogue. Together with the World Bank, the EU and AusAID, Germany also contributes to a multi-donor trust fund, which assists Laos in building the trade-related capacities of selected government departments and dismantling barriers to trade.



GOLD FROM THE SEA

Although Mauritania, on the north-west coast of Africa, has some of the continent's most abundant fishing grounds, the profits from fishing have mainly gone to other national fleets. But this is about to change: Mauritania is keen to utilise more of its fishing potential – a move which could create many new jobs.



At the fish market in the Mauritanian capital Nouakchott, the women traders are busy showing off their wares. In front of them, squid, mackerel, gilt-head bream and grouper are displayed in polystyrene boxes on melting layers of ice. The smell of fish assails the senses of the afternoon customers, here to buy for their restaurants, hotels and shops. The traders place the fish on large wooden blocks and fillet them deftly, wielding their long knives with ease. Outside, just a few steps from the market hall, countless boats are pulled up in long rows on the beach. Waves crash on the shore. Fishing boats, large and small, can be seen out on the Atlantic. They're still fishing and won't return to Nouakchott until nightfall.

The wage depends on the catch

Today, there's less fish for sale than usual. Many of the fishermen have had to remain on shore. Djibi Ba is one of them. Most days, he goes out on one of the boats – brightly painted simple wooden pirogues, rather like canoes – so long as the weather holds. But today it's too windy; the waves are too big, he says. So he and his friends are hanging out around the boats, killing time. Djibi Ba wears tattered light grey jeans, battered flip-flops, and a black T-shirt with a Prada logo. It's a fake, of course – he doesn't have the money to buy the genuine article. He's simply an extra pair of hands on board and he doesn't earn very much, unless they bring in a particularly large catch. He learned his fishing skills from his older crewmates. He has no navigation skills, he says – he simply provides some muscle power. His dream is to have a boat of his own one day. Tomorrow, the weather should improve, so he'll be setting out to sea at dawn – with 25 other men, all crammed into the slender boat like sardines. Why so many? It takes a large crew to haul in the nets when they're full of fish – if they catch anything.

Mauritania's fishermen face growing competition. Their government has signed fisheries agreements with Japan and China, and there's also an agreement with the European Union; negotiations on the catch quotas are still ongoing. The local boats look as small as nutshells

alongside the large trawlers from the international fishing fleet. Mauritania does not have a long tradition of fishing, and fish has never really formed part of the national diet.

In this north-west African country, average annual per capita fish consumption amounts to around four kilos – compared with 16 kilos in Germany. For centuries, the nomadic tribes depended on livestock. They were never drawn to the sea. It was not until the major drought in the Sahel in the 1970s killed thousands of herds that people moved to the coasts and fishing became something of a growth industry. Mauritania has some of the most abundant fishing grounds in Africa, for the water here is particularly rich in nutrients. But there are signs that stocks of some species, such as octopus, are already overexploited. It's mainly the local fishermen who catch squid, either with trawl nets or with locally manufactured plastic pots. Since the 1990s, licences have been granted under the fisheries agreement with the EU. However, there was a reduction in the number of licences under the last Protocol, and the new Protocol does not specify any total number of licences.

Satellite surveillance

The Mauritanian coastguard now uses a satellite-based vessel monitoring system (VMS) to ensure that only licensed trawlers operate in waters under Mauritanian jurisdiction. The VMS and its onshore monitoring stations were established with funding from the German development bank KfW.

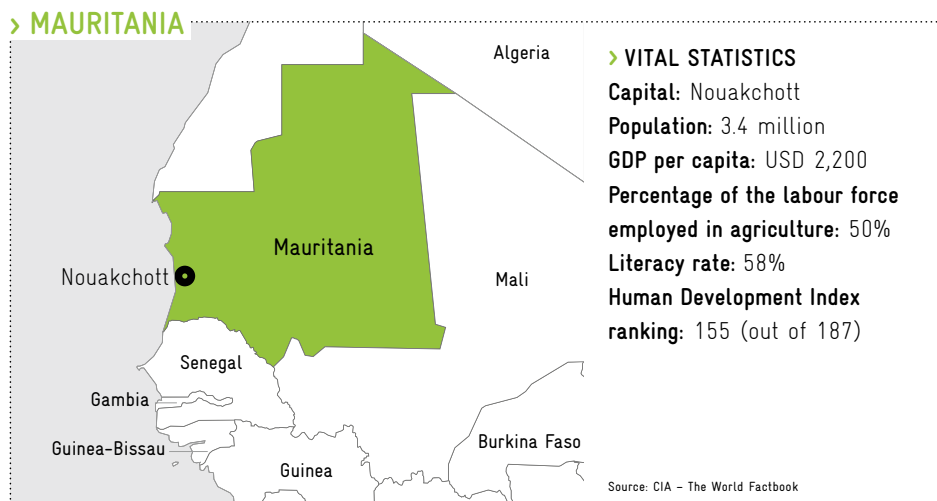
At a monitoring station, an ochre-coloured two-storey building in Nouakchott, three uniformed men gaze at their screens. A map of the coastline is displayed. Flashing dots appear, with the names and coordinates of the vessels. As Lieutenant Sidi Mohamed Némame explains, illegal fishing is not a problem. With the aid of the technology, he and his colleagues are alerted to vessels that are fishing in prohibited areas. If any of the dots on the digital map looks suspicious, speedboats are sent out to check the vessel in question.

Just one kilometre from the monitoring station and the main fish market, a women's »

cooperative runs a small fish-processing facility. Female workers in white overalls are busy at a long table, gutting gilt-head bream and other types of fish. Forty-five-year-old Nedwa Nech is the director of Mauritanie 2000, a development NGO which runs the fish-processing plant and 11 shops in Nouakchott. The cooperative is so

successful that it now operates its own fishing vessels, crewed by male employees. To qualify for support from Mauritanie 2000, women must meet a number of criteria: for example, they must send their children to school. The women have the chance to set up their own businesses: Mauritanie 2000 provides micro-

loans for budding female entrepreneurs – with a 100 per cent repayment rate so far, says Nedwa Nech. On some of its projects, Mauritanie 2000 cooperates with other organisations, such as Oxfam and, indeed, GIZ. ‘Without us women, the fish would never get to market,’ says Nedwa Nech. She and some of her colleagues came up with the project idea in response to the dearth of fish in local markets. For years, almost the entire catch was exported. Anyone wanting to buy fish in Nouakchott would usually only get remaining catch that was not fit for export – even though Mauritania’s coastal waters are teeming with fish.



Rich in resources

‘The country is incredibly rich in resources,’ says Ulf Löwenberg. A fisheries expert for GIZ, he works for the ‘Sustainable management of fishery resources’ project, commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ). His task is to advise Mauritania’s Ministry of Fisheries and several of its subordinate authorities on issues such as the development of management plans and the installation of a fisheries information system. The aim is to make fishing more sustainable and safeguard transparency in the granting of access rights.

Ulf Löwenberg has worked in fisheries for decades. He studied marine biology in Hamburg, writing his dissertation on eel populations in the North Sea. But afterwards, he was drawn to more distant waters. He worked in the Seychelles for many years, and also in Mauritania on a previous occasion, from 1993 to 1998, when he was seconded to the Ministry of Fisheries. He has a good network of contacts around the country. He knows the fishermen, the officials in the ports and the markets, as well as the business people who are setting up an oyster farm with GIZ’s support.

Modern fishing vessels are floating factories. The catch is often processed on board, or prepared for use in the food industry in Asia, Europe and Africa before it is landed. ‘Processing and the generation of value-added don’t take place here in Mauritania,’ says Löwenberg.

Sustainable management of fisheries

Project: Sustainable management of fishery resources
Commissioned by: German Federal Ministry for Economic Cooperation and Development (BMZ)
Partner: Ministry of Fisheries and Maritime Economy of Mauritania
Overall term: 2010 to 2013

The fishing industry is a major employer in Mauritania. However, national and international fishing fleets are overexploiting the fishing grounds, jeopardising marine ecosystems and, above all, economic development. With international support, Mauritania has developed a sustainable management strategy for its coastal waters with the aim of achieving a better balance between the conservation and use of its resources. On behalf of BMZ, GIZ is advising the Government of Mauritania on drafting management plans that stipulate quotas and when and where each species can be fished, and establish closed seasons to protect the most important and endangered species. A database has been set up to network all the available information, and a national advisory council promotes dialogue between fisheries authorities, companies and private individuals engaged in fishing.

In addition, the German development bank KfW is funding a satellite-based vessel monitoring system (VMS) with patrol boats and radar stations to enforce no-fishing zones and catch quotas. By using its fish stocks sustainably, Mauritania can secure around 40,000 jobs for the long term, including jobs in artisanal fishing, thus helping to reduce poverty.

There are very few canneries, and ready-meal manufacturers are also in short supply. At present, the fishing industry provides around 40,000 jobs, but this could increase if more of the catch were processed in Mauritania itself. Under the new Protocol with the EU, all foreign bottom trawlers must land their catch at Nouadhibou, where the fish are sorted and placed on ice. This will give Mauritania more opportunity to check whether international partners are keeping to the catch quotas and should create more jobs in Mauritania itself.

In Iwik, a few hours' drive from Nouadhibou, almost all the local people depend on fishing. The village, located in Banc d'Arguin National Park, enjoys a special privilege: only local people are permitted to fish here in the Park, and the number of boats is restricted. Overfishing shouldn't be a problem.

A small fishing fleet sets out from Iwik. As the wind fills the sails, Iveco Mohammed stands on deck and turns his face to the breeze. Fishing is his life. He has worked on large fishing vessels, but he also has the skills needed to fish with small nets in the National Park. The 52-year-old worked on fishing boats in the GDR and was employed on the French and Spanish fleets. Now he works for the Park. A young fisherman makes tea. Another fries some dried fish on a charcoal grill. The smell of the barbecued fish wafts across the boat. As soon as it's ready, Iveco Mohammed hands the plate around. Gold from the National Park, he calls it. 'Once you've tasted it,' he says, biting into the white flesh, 'you can't get enough of it.' And that doesn't just apply to the Park's visitors. The busy fish market in Nouakchott where some of the catch from Iwik lands, with its hustle and bustle and the haggling between traders and customers, and the hundreds of fishermen waiting for their next voyage are clear signs that the Mauritians are starting to value their gold from the sea. ■



❶ Local business people have set up an oyster farm. ❷ Satellite-based monitoring ensures that only licensed trawlers operate in waters under Mauritanian jurisdiction. ❸ Fish is now far more readily available in local markets, like this one in the capital Nouakchott.

➤ CONTACT

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The Palace of Fine Arts
in the historical centre
of Mexico City

A SHARED RESPONSIBILITY

Emerging economy Mexico is piloting new forms of cooperation together with Germany.

Text Toni Keppeler

Over the last few years, Mexico has hit the headlines for the wrong reasons – mainly drugs and violence. More than 60,000 people have died in just six years in the armed conflict among rival drug cartels and against the Mexican government forces. There were times when the desert city of Ciudad Juárez, once a symbol of the country’s booming manufacturing industry, was the most dangerous place on earth – ahead of Kabul and Baghdad. But there are some positives as well: thanks to innovative social programmes, violent crime has fallen dramatically over the last two years. To the southeast, less than two hours by plane from Ciudad Juárez, tourists sunbathe on Yucatán’s white sand beaches and visit the Mayan ruins in the jungle. According to the statistics, the peninsula, between the Gulf of Mexico and the Caribbean Sea, is as safe as Belgium.

Mexico is a land of extremes. It is Latin America’s second largest economy after Brazil, ranking 14th in the world. It is oil-rich and has joined the Organisation for Economic Co-operation and Development (OECD), membership of which is generally confined to countries with high per capita incomes. But there’s little evidence of this in the states of Oaxaca and Chiapas in the south of the country, where the Maya culture still thrives today. They are more reminiscent of Mexico’s impoverished neighbour Guatemala, and have little in common with the capital Mexico City, a pulsating metropolis with 20 million people, high-rise buildings, and double-deck six-lane urban freeways.

As an emerging economy, Mexico presumably has the economic and intellectual resources to solve its own problems. Is there still a need for bilateral development cooperation?

‘Definitely!’ says Jan Peter Schemmel, Country Director at GIZ’s office in Mexico City. As he points out, Mexico is a key strategic partner for Germany. GIZ has been working here for more than 30 years, initially almost entirely through ‘classic’ development projects commissioned and funded by the German Federal Ministry for Economic Cooperation and Development (BMZ). Now, however, projects for the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety

(BMU) make up around half the portfolio. ‘Mexico is one of Germany’s important allies in shaping international agendas relating to the environmental conventions and in honouring the related commitments,’ says Jan Peter Schemmel.

As an emerging economy with international ambitions, whose political influence extends beyond Latin America, Mexico is a welcome partner in a good two dozen trade agreements, for example with the European Union. It is integrated into the global economy and, as a member of the North American Free Trade Agreement (NAFTA), is an important link between the north and the south of the continent. Its constructive, sensitive and common-sense diplomacy is appreciated by north and south alike, making Mexico an important mediator between the blocs and a key driver of agreements aimed at protecting global environmental goods.

Now a donor country

Mexico has a middle class of consumers and successful poverty reduction programmes. What’s more, it is now becoming a donor country in its own right and is engaged in development cooperation, mainly in Central America but also in the south of the continent. ‘This south-south cooperation consists of more than just a handful of small-scale projects,’ says Jan Peter Schemmel. ‘Mexico is willing and able to assume international responsibility.’

Cooperation with Germany therefore focuses not only on local and regional but also on global challenges. One example is the development of ‘Nationally Appropriate Mitigation Actions’ – known to the experts as NAMAs. These are a follow-up to the emissions reduction mechanisms established under the Kyoto Protocol. NAMA refers to a set of policies and actions that developing countries and emerging economies undertake as part of a voluntary climate commitment, with support from industrialised nations, which in turn have an obligation to assist these countries in their endeavours. The NAMA concept was developed under the United Nations Framework Convention on Climate Change (UNFCCC), adopted in 1992,



Pulsating cities, breath-taking landscapes and archaeological treasures: when it comes to diversity, Mexico is hard to beat. Developing the tourism industry tops the list of government priorities.

and the Kyoto Protocol, adopted in 1997. Moreover, at the United Nations Climate Change Conference in Durban, South Africa, in late 2011, it was agreed that a Green Climate Fund (GCF) should be set up to provide support to developing countries and emerging economies to limit or reduce their greenhouse gas emissions and to adapt to the impacts of climate change. The goal is to mobilise USD 100 billion annually by 2020 for climate change mitigation in developing countries. This can consist of »

PHOTOS: KEITH DANNEMILLER/CORBIS (38); ANDRES BALCAZAR/ISTOCKPHOTO (39 TOP); ANEESSE/ISTOCKPHOTO (39 MIDDLE); SIMON PODGORSEK/ISTOCKPHOTO (39 BOTTOM)

government funding from donor countries, mainly in the form of loans, but also contributions from the private sector. Germany has already taken initial steps towards fulfilling these commitments with the BMU's International Climate Initiative (IKI) and Energy and Climate Fund, which finance climate change mitigation and adaptation projects all over the world.

'The concept and model of Nationally Appropriate Mitigation Actions are still being developed,' says Andreas Villar, Programme Manager of the BMU-funded Mexican-German Climate Alliance and the Mexican-German NAMA Programme. The mechanisms that are appropriate and necessary for monitoring, reporting and verifying NAMAs have not yet been defined; the same applies to the international financing procedure. Germany is therefore working with its partner Mexico to develop and pilot possible options. Mexico 'is a pioneer among the emerging economies and developing countries in this respect,' says Villar. Six months ago, Mexico passed landmark climate change legislation which contains binding provisions to develop a national climate change strategy and a climate action programme.

More energy-efficient buildings

On behalf of BMU, GIZ is working with its Mexican partners to develop national emissions reduction measures, with a particular focus on energy efficiency. Here, 'Germany is a step ahead of the others,' says Andreas Villar. Together with the Mexican National Housing Commission (CONAVI), which faces the challenge of adding more than half a million new social housing units to the national housing stock every year by 2020, 'the world's first model for energy efficiency in new housing has been created, and it is also one of the first that is ready for application.' Solar panels and energy-saving light bulbs have been available in Mexico for a long time. 'The Mexican NAMA for Sustainable Housing is based on the whole-house approach, not focusing on isolated energy efficiency, but on the total energy performance of a building.'

For each of Mexico's main climate zones, the basic energy requirement for the three most com-



With German support, energy-efficient housing developments are being set up all over Mexico (top).

Cooperation with Germany also plays a key role in supporting the conservation and sustainable use of Mexico's biodiversity.



mon types of building was identified. Ambitious energy efficiency standards were then defined on this basis. To ensure that these standards can be applied on a broad scale, the funding of the additional costs for private housing developers and homebuyers must be covered in the advisory and support programmes set up by the major housing finance providers. 'There is a substantial need for practical energy efficiency training for the major property developers,' says Andreas Villar. The private construction sector and its contractors are

still not entirely familiar with modern energy-saving construction methods. One option being considered is to bring Mexican decision-makers, businesses, academics and property developers together with their German counterparts for shared learning, in parallel to the provision of policy and technical advice.

Andreas Villar spends some of his time dealing with funding issues as well. The concept of energy efficiency in new housing 'has a social component, a climate component and a

financial component,' he says. Germany and the United Kingdom have already launched a joint NAMA Facility to provide funds for the implementation of measures based on the NAMA model, and other countries are encouraged to follow suit. 'This is where technical and financial cooperation converge,' says Andreas Villar, referring to the collaboration between GIZ and Germany's government-funded development bank KfW in the delivery of the housing project. The two organisations' offices are located on the same floor of a high-rise building in Mexico City and maintain a close working relationship.

Other projects also focus on issues concerning the future of the planet – and again, money comes into it. Andreas Gettkant, for example, is working with Mexican partners on the implementation of the Nagoya Protocol, adopted in October 2010 as a supplementary agreement to the UN Convention on Biological Diversity. The Protocol provides a transparent legal framework for access to genetic resources and the fair and equitable sharing of benefits arising from their utilisation. It aims to ensure that it is not only the major corporations in the industrialised countries which profit from tropical countries' genetic resources; the countries which provide these resources should share in the benefits too, with a proportion of the profits being reinvested in the conservation of biodiversity.

When it comes to biological and cultural diversity, Mexico is 'a real heavyweight,' says Andreas Gettkant. Here too, Mexico is leading the way internationally: it has already ratified the Nagoya Protocol – indeed, it was one of the first countries to do so. 'Now we need a set of workable rules.' The fact is that the process of discovering, researching and developing a herbal substance for commercial use is highly complex and can take years – and a lot can be covered up in that time. But the Nagoya Protocol is not just about flora and fauna. It also affords protection to indigenous knowledge of healing and other traditional knowledge held by local farming communities, which corporations in the West are keen to develop into pharmaceutical, agricultural and cosmetic products. The sources of this knowledge are rarely recog-

nised or rewarded, however. And until a clear set of rules is in place, environment ministers in species-rich countries tend to withhold export and research licences for genetic resources. 'If we can identify workable international solutions together with Mexico, this will create incentives for the research community in Germany too.' This would facilitate scientists' access to the subject of their research and, in return, leverage funds for sustainable development in Mexico's often marginalised but species-rich rural regions.

From Mexico to its neighbours

German-Mexican cooperation is a win-win scenario – and the benefits are increasingly being felt in other countries in the region as well. 'Together with our Mexican partners, we are developing triangular cooperation arrangements,' says Pablo Heredia, a GIZ advisor working for the BMZ-funded Urban-Industrial Environmental Management in Mexico programme. 'Mexico shares its experience and shows how concepts from industrialised countries can also work in developing and emerging country contexts, and because of its cultural proximity to the third countries, it presents a convincing case. Germany adds to this with its technical and project management expertise.'

Based on these triangular cooperation arrangements, various schemes have been piloted in Mexico since 2006 to adapt the projects to third-country settings. After phase one, the German and Mexican advisors take a step back and

the projects are handed over to the partner institutions in the third country. 'That's been very successful so far,' as Pablo Heredia points out. 'For example, through our triangular cooperation arrangement, we have successfully established a model, developed in Mexico since 2003, for a network of municipal environmental advisors in Guatemala, the Dominican Republic and Ecuador. And based on the intensive cooperation between Mexico and Germany, we are now advising Peru's Environment Ministry on managing its pollution legacy. Germany has developed state-of-the-art remediation techniques and technologies, and these will be shared with Peruvian partners through triangular cooperation.'

Within the last year or so, Mexico has set up its own development agency – Agencia Mexicana de Cooperación Internacional para el Desarrollo (AMEXCID) – to support these and other projects. GIZ was commissioned by the German Government to support the establishment of its organisational structure and works with the Agency on joint projects in third countries. This is helping to embed the concept of triangular cooperation within Mexico's institutions and in its foreign and development policy. Mexico and Germany are now working together in six Latin American countries – making Germany the Mexican Development Agency's most important industrial-country partner for triangular cooperation at present. ■

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EMERGING ECONOMIES AND INDUSTRIALISED COUNTRIES

GIZ increasingly provides services in the field of international cooperation to newly industrialising and industrialised countries such as Brazil, Russia, South Africa, India and China, and to emerging economic powers such as Mexico, Indonesia and Turkey. These countries are important allies and partners for Germany in the international arena, which has changed over recent years, and they are also future markets for German businesses. Over the next 10 years, an estimated 60% of global growth will be generated in emerging economies. For GIZ, this offers opportunities, for example, to engage in innovative forms of cooperation in various policy fields, reconciling the interests of developing, emerging and industrialised countries.

MINIMISING RISK

GIZ works in many countries where there are security risks. Over the last few years, it has systematically expanded its security and risk management systems.

Text Maximilian Kurz **Illustration** Katrin Kemmerling

Mali, March 2012. Renegade soldiers advance on the capital Bamako and surround the presidential palace. The President flees and the constitution is suspended. A civil war erupts, and the Tuareg in the north of the country declare independence. In early 2013, France begins military intervention to halt the rebels' march southwards.

Mali is an example of how quickly the security situation in a country can change. Crises like this can spill over into neighbouring countries, with refugees streaming across the border and warring factions using these countries as a supply base and fallback area. 'We are increasingly seeing national crises radiating out into the wider region. Mali is a case in point: the cri-

sis here has affected the Niger and Burkina Faso and even Algeria, Chad and Nigeria. And this has a direct impact on the security of our staff in these countries,' says Cornelia Schomaker, Head of GIZ's Crisis Desk.

Working in fragile states

In recent years, the German Federal Ministry for Economic Cooperation and Development (BMZ) – GIZ's main commissioning party – along with other commissioning parties such as the Federal Foreign Office have increasingly focused on fragile states or countries with a high level of violent crime. There has also been an increase in the number of humanitarian projects in regions where the security situation remains tense, such as Libya, the Sudan and South Sudan. 'In crisis settings, we now remain engaged for longer and operate in fragile regions where, at one time, we would not have had a presence or would have withdrawn our staff. We can do so because we have developed professional security management strategies and procedures that anticipate and minimise risk,' says Ms Schomaker.

These security strategies focus initially on risks that are part and parcel of daily life, such as unsafe roads, natural



disasters, crime and the increased risk of disease. But they also address situations such as violent conflict, civil war, attacks and civil unrest. With its preventive approach, GIZ is fulfilling its particular duty to ensure the safety and security of staff, for example by recommending specific types of behaviour and offering post-incident psychosocial care, assistance in acute crisis situations, and support for staff experiencing work-related problems.

However, it is equally important to look ahead and create a generally safer environment for projects in the field. In this context, the Crisis Desk provides advice to GIZ's country offices and, in some cases, to individual projects. The challenge is to align the security strategies to local needs. The advice always starts with a detailed individual risk assessment, focusing on the local situation. Which threats to security exist? What is the best preventive response? To answer these questions, the Crisis Desk has a number of tried and tested instruments and methods at its disposal. For crisis management, security guidelines are at hand as a basis for developing country-specific security strategies.

It often becomes apparent that security management cannot be dealt with as a secondary activity alongside the normal work routine. In particular in countries with a higher risk potential, external advice may be required; there may even be a need to appoint full-time risk management advisors.

In 2012, the Crisis Desk, which is open 24 hours a day, logged around 150 security-relevant incidents or country-wide crises – more than double the average for the previous years. However, this is not only due to a general deterioration in security. GIZ's staff are now more alert to potentially critical situations. Furthermore, in 2012, a new re-

porting system was introduced which allows more systematic recording of security-relevant incidents.

When assessing risk, external networks play an important role as well. GIZ attends events organised by the Global Player Initiative set up by the Federal Criminal Police Office, where it regularly shares security-relevant information with around 50 major German companies also operating abroad. There is good cooperation with the Federal Criminal Police Office during the preparation of liaison officers working in German embassies abroad. Before departure, they visit GIZ in order to find out more about GIZ's work in-country and to discuss cooperation before and during potential crises.

GIZ's security and risk management systems will continue to evolve in future – that much is certain, according to Ms Schomaker. 'There will never be 100% security, and acute crises generally escalate very quickly. But we do everything we can to minimise the risks to our staff in acute crisis situations and in daily life as far as possible, and in a worst-case scenario we are there to give them our support.' ■





> EXHIBITION

Homeland 2.0

Artists from many different countries of origin are making their mark on the arts world in Germany nowadays. Starting in December, an exhibition at GIZ's Head Office in Eschborn near Frankfurt offers an insight into the way they span the cultural divide.

The dozen or so artists come from GIZ partner countries, but they live and work in Germany. Their work draws on and reflects their experience of living through change and shows how they have developed ways of combining both cultures in their art. Around 100 works – paintings, drawings and sculptures – will be on display in Eschborn, representing various genres, styles and approaches. GIZ hosts an art exhibition in Eschborn every year. The painting shown above, entitled *Meine Heimat 2 (My Homeland 2)*, was created in 2013 by Nijat Hushur – born in

Turpan, China, in 1969 – in mixed media on canvas. The artist, who speaks fluent Uyghur, Mandarin, English, German and Turkish, came to Berlin as a student in 2005.

Duration of exhibition: 5 December 2013 to 28 February 2014

Venue: GIZ Head Office in Eschborn
Dag-Hammarskjöld-Weg 1–5
Building 1, foyer and 1st floor

Open: Monday to Friday, 9 am to 7 pm

Further information: kunst@giz.de



> RECOMMENDED LISTENING

Y'akoto: Babyblues

Y'akoto is the new voice in German soul – powerful, charismatic and authentic. In the best soul-pop tradition, the young German-Ghanaian singer penned the songs on her debut album *Babyblues* herself. They're intelligent lyrics which don't just scratch the surface. Sensitive produced by Max Herre and his team, the album delivers well-crafted raw soul that is pared down to the essentials. Supported by some outstanding backing musicians, it's proving popular with radio and live audiences. Y'akoto's appearance at the Rheingau Music Festival in July 2013 was supported by GIZ.

<http://en.yakato.de/news>

GIZ PUBLICATIONS

These publications can be downloaded or ordered free of charge from www.giz.de/publications.



Islamist and Jihadist Actors in Germany's Partner Countries
Available in German.
Dr Oliver Schlumberger, Dr Peer Gatter, Danaë Panissié

GIZ works in 40 out of the 50 countries worldwide with a predominantly Muslim culture. In cooperation with the University of Tübingen,

the authors analyse the political positions and methods of key Islamist groups in the societies of Afghanistan, Egypt, the Gaza Strip, Lebanon, Morocco and Tunisia.



A human rights-based approach to disability in development
Available in English.
Ilse Worm

An estimated 15% of the world population aged over 15 have a disability, and 80% of them live in developing countries. They often face discrimination and have particular difficulties in accessing clean water, education, and social inclusion. This brochure offers guidance and gives examples of how equal rights and integration can be achieved.



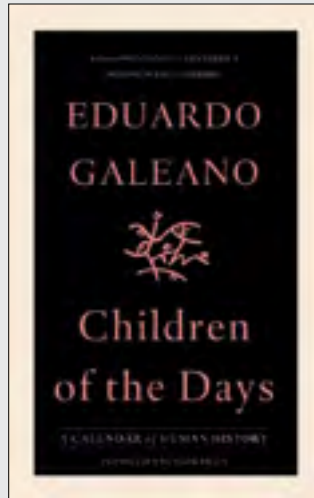
> RECOMMENDED READING*

Broken Glass

Alain Mabanckou, Republic of the Congo
Translated from French by Helen Stevenson.

A squalid bar in Brazzaville, which goes by the name of Credit Gone West, serves as a microcosm of Congolese society. The satirical and somewhat reluctant narrator – the eponymous Broken Glass – spins a tragi-comic tale that sums up all that’s good and bad about Africa.

Claudia Kramatschek, literary critic and arts journalist



> RECOMMENDED READING*

Children of the Days: A Calendar of Human History

Eduardo Galeano, Uruguay
Translated from Spanish by Mark Fried.

365 vignettes, a story for each day of the year, some closely, others loosely connected to the date, mostly just two or three paragraphs long. Eduardo Galeano recounts long-forgotten events – revolutions, crushed uprisings – in a mosaic of stories shaped like a calendar, inspiring the reader every day of the year.
Karl-Markus Gauß, writer, critic and publisher



> RECOMMENDED READING*

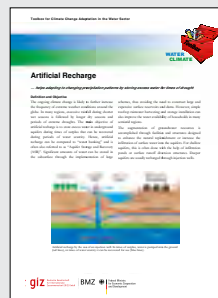
Monnew

Ahmadou Kourouma, Côte d'Ivoire
Translated from French by Nidra Poller.

A historical novel from an African perspective – a daring legend of conquest in an imagined nightmarish landscape, tragic and satirical, offering a fresh, witty and sometimes challenging perspective on figures and events from colonial times. A literary masterpiece.

Ilija Trojanow, author, translator and publisher

* 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 list of best new novels. www.litprom.de

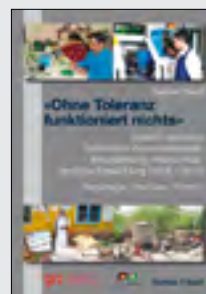


Toolbox for Climate Change Adaptation in the Water Sector
Available in English.
Dr Lisa Oberkircher

Climate change is likely to cause heavier rainfall or longer droughts, depending on the region. This dossier, comprising 22 topic sheets, identifies the actions that countries can take to prepare

for these challenges. Examples range from technical solutions, such as underground reservoirs and waterless sanitation systems, to climate monitoring and training programmes.

OTHER PUBLICATIONS



A Strong Partnership – Indo-German Technical Cooperation in Vocational Training, Tertiary Education and Rural Development (1959-2010)
Available in German.
Sabine Preuß
ISBN: 978-3955580063

India and Germany have set up the Indo-German Institute of Advanced Technology and the Indian Institute of Technology Madras in Chennai and are engaged in joint research on sustainability issues. This publication looks back on the experience of cooperation and its successful outcomes.

YANN LE BEUX,

BUSINESS START-UP ADVISOR

'MY EMPLOYER is one of the leading business start-up centres for the IT sector in Africa,' says Yann Le Beux. Two years ago, the Centre for International Migration and Development (CIM) placed the 28-year-old engineer with the Senegalese non-profit organisation CTIC, which works in the ICT sector. 'Senegal, Kenya and Ghana are the most active countries in Africa as far as the development of the IT industry is concerned,' says Yann, who comes from France. CTIC is funded by the public and private sector and provides support to new businesses in the IT industry. Until 2011, Yann worked in Great Britain and the United States, supporting business start-ups on behalf of the French Embassy. In 2012, 11 of the companies receiving advice from CTIC increased their earnings by 85%. Yann's daily routine in Senegal is extremely varied: he meets partners, clients and journalists, and organises workshops with universities and events for the IT community. He coordinates his work with a BMZ-funded project which aims to improve the competitiveness of small and medium enterprises in the microfinance sector. 'Dakar is an exciting place to live, I love it!' he says. 'And Africa is changing incredibly fast.'

Text and photo: Sumi Teufel

👉 The Centre for International Migration and Development (CIM) is run jointly by GIZ and the German Federal Employment Agency. It places technical experts and managers in positions worldwide. Check out our vacancies at: www.cimonline.de/en

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HAUKE FRIEDERICHS is a freelance journalist. He reported on security in the editorial article (page 12) and from Mauretania (page 34).



THOMAS IMO has been a photographer for 25 years and owns 'photothek', a press and PR photography agency (page 34). www.photothek.net



TONI KEPPELER is an author specialising in Latin America. For *akzente* he travelled to Costa Rica and Mexico (pages 8 and 38). www.latinomedia.de



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SABINE SCHIEMANN is an art director at muehlhausmoers corporate communications. She provided the illustrations on security (page 12).



CAIO VILELA lives in São Paulo. The journalist and photographer has taken shots of street footballers in 53 countries (page 28). www.artefutebol.com.br



MANUEL HAUPTMANNL is a photographer focusing on South-East Asia and the Middle East. He photographed Hans-Ulrich Gack (page 26). www.hauptmannl.com



KATRIN KEMMERLING is an art director at muehlhausmoers corporate communications. She illustrated the 'Background' section (page 42).



MAXIMILIAN KURZ described how GIZ protects its staff (page 42). He works for GIZ's Corporate Communications Unit.



SASCHA MONTAG is a freelance photographer focusing on development and social affairs. He took photos in Laos for *akzente* (page 30). www.saschamontag.de



SUMI TEUFEL works for GIZ's Corporate Communications Unit. She visited Yann Le Beux in Senegal, who advises business start-ups (page 46).

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PREVIEW

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CONSUMPTION, TRADE, RESPONSIBILITY Many consumers are aware of where their food, clothing and electronic devices come from. But do they also know that goods are not always produced and traded in a way that is fair and straightforward for all people and in all

countries. What information do labels, certificates and tags provide? How does an economy with a globalised division of labour function? What role does sustainability and corporate social responsibility play in an internationalised economy?





Food is unloaded at the port of Ziguinchor in Senegal and prepared for transport to markets.

Photographer: Jan Stradtman/OSTKREUZ