

akzente

The GIZ Magazine

Youth – a time of dreams,
a time of uncertainty

Other topics:

Social workers in the US

Climate change mitigation in Mexico



A TOOLBOX IS NOT JUST FOR MEN

SYLVIE ABAGAYIRE
CAR MECHANIC IN KIGALI, RWANDA

SYLVIE ABAGAYIRE works in a car repair shop in Rwanda's capital, Kigali. She took part in the Upgrade Your Skills initiative, and now has a leadership position in her role as a technician. Her dream is to set up her own business.

You can find more 'Faces and Stories' at
www.giz.de/stories.



Scan the code with your smartphone to watch the video.

GENERATION HOPE

The issues affecting young people around the world and how GIZ is creating prospects

DEAR READER, everything was better in the good old days. Who hasn't heard this said once or twice, or looked back with fondness at the past? But why? Perhaps because, back then, we were young and the world was full of exciting opportunities. While the transition to adulthood shatters some dreams, it creates many others. There are more young people now than ever before – over 1.8 billion worldwide. They all want to participate, and should have the chance to do so. They need the freedom to shape their own lives. However, in many regions, this record-breaking generation is fighting the crushing feeling of not being needed, of having no hope of contributing to society and the economy.

OUR AUTHOR Uta Rasche visited young people from Spain and Afghanistan. In the cover story, we discover how Muzhda Homa Bari plans to help her country and why Héctor Piedrafito moved from Villanúa to Otzberg. Despite facing tough conditions, both of them are trying to build a future for themselves. Dhieu Williams is also looking for recognition and prospects. His commentary examines what it means to come of age in crisis-hit South Sudan.

IN THIS ISSUE, the reports from abroad will whet your appetite with their focus on cream

cakes, organic tomatoes and vanilla. In cooperation with private companies, we are strengthening vanilla farmers in Madagascar. The report from Mexico shows how climate change mitigation can work on a small scale. We also talked to farmers in India who are now growing organic bananas, peppers and tomatoes.

And we have another savoury treat for you – the launch of an akzente app for tablet computers. In addition, akzente has a fresh new look and some editorial innovations. So now you can experience all of this in both printed and digital form.

I hope you enjoy reading, leafing, clicking and swiping through this issue.

Dorothee Hutter



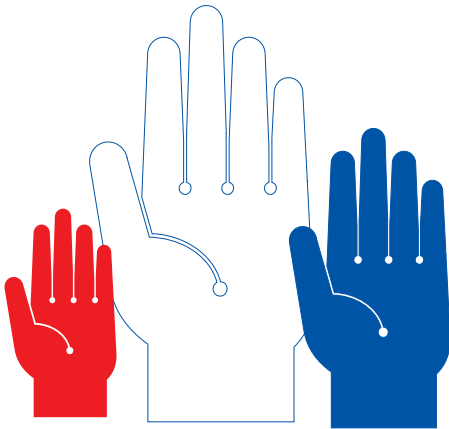
DOROTHEE HUTTER,
Director of Corporate Communications

IN BRIEF

6 News

The Charter for the Future is presented in Berlin, and other news from the world of international cooperation.

IN THE SPOTLIGHT



10 New horizons – new insights

A US-German exchange programme for social workers is helping to broaden horizons.

OTHER SECTIONS

- 3 Editorial
- 28 Through the lens
- 43 Special: What makes for successful cooperation?
- 44 Info: Events and publications
- 47 Sustainability, preview

IN FOCUS



14 Youth: a time of dreams, a time of uncertainty

Young people are seekers – and drivers of change. What it means to become an adult across the globe.

22 In figures

We are many – youth and demographics.

25 'What's lacking, above all, is work'

Interview with Ahmad Alhendawi, the United Nations Secretary-General's Envoy on Youth

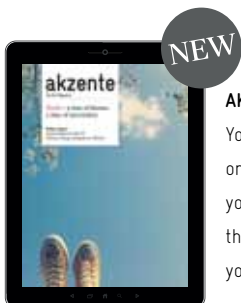
27 Survival of the fittest

A commentary by Dhieu Williams, a journalist in South Sudan

BACKGROUND

30 Clients around the world

Varied work in the thick of the competition – the ins and outs of GIZ International Services



AKZENTE APP

You can now read akzente on your tablet whenever you want. Simply download the new app for free from your app store.

COMMITMENT



32 Finest vanilla for a better life

In collaboration with GIZ, Symrise AG supports farmers in Madagascar in exchange for top-quality vanilla.

36 Saving electricity, boosting profits

Replacing old refrigeration units in Mexico is helping companies and the environment. Business owners are saving real money.

40 The new farmers of Bangalore

Soils can be replenished and yields increased without chemicals. Organic farmers in India show how it's done.

AUTHORS AND PHOTOGRAPHERS



UTA RASCHE (1) is an editor at the Frankfurter Allgemeine Sonntagszeitung. Her 'In focus' article examines the topic of youth. **MAX HERMAN (2)** is a photographer living in the US. Together with journalist **CHRISTINE MATTAUCH (3)** from the Weltreporter network, he visited German social worker Ingrid Bethge during her exchange trip. **CHRISTINE MÖLLHOFF (4)** talked to farmers in India about the advantages of organic farming. **TIMOT SZENT-IVANYI (5)** normally reports from Berlin. For this issue, he travelled to Madagascar to see how the goals of German companies and the interests of local vanilla farmers complement each other. **SOE ZEYA TUN (6)** lives and works in his home country, Myanmar. He photographed women producing a newspaper in Rangoon. **JOACHIM WILLE (7)** is an energy expert and visited climate change mitigation projects in Mexico.

INTRODUCING

46 Stephan Lidsba

As a refugee expert, he fosters peace in the Afghanistan-Pakistan border region.

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.

www.giz.de/en

IN FIGURES

3,101 young managers, more than ever before, have applied for the scholarship programme 'Afrika kommt!'. The programme, which GIZ has been running on behalf of the German private sector since 2008, offers highly qualified young managers from sub-Saharan Africa the chance to experience the workflows and management methods of leading German companies. The initiative sees itself as a bridge for sustainable German-African economic cooperation.

125 years of German state pensions. The pension system introduced by statesman Otto von Bismarck is becoming a model for an increasing number of other countries. A large proportion of the world's population have either no or only very inadequate pension provisions. In 2050, over two billion people worldwide are expected to be over the age of 60. International cooperation in this area is therefore even more important.

25 years ago, the UN Convention on the Rights of the Child was adopted by the General Assembly of the United Nations. The anniversary year puts a spotlight on both its successes and the challenges that still exist. Nearly every country in the world has ratified the convention of 20 November 1989, which initiated an unprecedented change in the way children are viewed, i.e. as human beings with their own rights rather than simply passive objects of care from adults. However, in many countries the rights of children and young people have still not been sufficiently realised.

Charter for the Future



Forum for the Future: Chancellor Angela Merkel and Federal Development Minister Gerd Müller

GLOBAL RESPONSIBILITY Entitled 'ONE WORLD – Our Responsibility', the Charter for the Future contains recommendations for sustainable action. It was presented by Federal Development Minister Gerd Müller to Federal Chancellor Angela Merkel at the Forum for the Future, held in Berlin in late 2014. 'There is no longer a first, second, third world,' said Müller. 'There is just ONE WORLD, for which we are all responsible.' The Charter is the result of a Germany-wide dialogue between various sections of society, non-governmental organisations, the private sector and politicians. Throughout the country, anyone in-

terested in the Charter was able to voice their ideas and participate in creating it. This impressed the Federal Chancellor, who considered it important that the Charter 'emerged from the grassroots'. At the same time, however, she cautioned that 'our international credibility will depend on whether we actually live out these goals'. The Charter heralded the start of the European Year for Development 2015, which is aimed at informing EU citizens about EU development cooperation work and increasing their involvement in it.

www.zukunftscharta.de



Alternative energy

HORIZON 2020 GIZ has been awarded funding from Horizon 2020, the EU Framework Programme for Research and Innovation, for the development of a sustainable bioenergy market in Serbia, Croatia and Bulgaria. This is just one expression of the increased cooperation between the EU and GIZ. Further partners in the energy project are the Climate Protection and Energy Agency Baden-Württemberg and the Bavarian energy network C.A.R.M.E.N.

Innovative democracy

ENGAGING YOUNG PEOPLE In November, the Council of Europe in Strasbourg awarded the Democracy Innovation Award for 2014 at its World Forum for Democracy. The prize recognises initiatives that work to get citizens more involved in democratic processes. The approximately 1,500 delegates at the World Forum voted Youth Create Change into third place. This initiative is being implemented by GIZ in the Palestinian territories on behalf of the German Federal Ministry for Economic Cooperation and Development. It aims to increase youth participation in local decision-making processes, and is working in 11 municipalities in the West Bank and Gaza Strip to promote local self-governance and develop civil society. Among the results already achieved, a budget purely for youth work has been allocated to each of the 11 municipalities, and youth centres have been established in 10 of them. 180 youth organisers are working to ensure that municipal services also address the needs of young people. In a clear sign of the initiative's effectiveness, the Ministry of Local Governments is currently drafting a national guideline to anchor youth participation in the municipalities.

'AN EXPRESSION OF OUR SOLIDARITY WITH THE REFUGEES, BUT ALSO AN EXPRESSION OF OUR SOLIDARITY WITH THE HOST COUNTRIES'

FRANK-WALTER STEINMEIER, Federal Foreign Minister, speaking about the message of the Syrian Refugee Conference, held in Berlin in October 2014

Pioneer university

AFRICAN EXPERTS A new university has been established in the Algerian city of Tlemcen. The Pan African University Institute of Water and Energy Sciences (including Climate Change) opened its doors in October 2014 with its first two study programmes. Both programmes lead to a Master's degree in engineering science with a specialisation in either water or energy. On behalf of the German Federal Ministry for Economic Cooperation and Develop-

ment, GIZ has been advising the African Union on setting up the university since 2011. A distinguishing feature of this institute, which is one of the Pan African University's five regional institutes, is its links to partners in industry and the scientific community. The 26 students on the pioneer course will not be alone for long, as another 80 Master's students are set to join them in 2015, and the first doctoral students are expected in 2016.

THREE QUESTIONS FOR



AIMEE ONGESO,

Programme Coordinator at Kituo Cha Sheria in Kenya. With support from GIZ's Civil Peace Service, the organisation is running a project to promote peace in Kenya. The Civil Peace Service recently celebrated its 15th anniversary.

Why is peace work needed in Kenya?

Since the first multi-party elections in 1992, there have been repeated outbreaks of violence in connection with elections. A lack of criminal prosecution and insufficient investigation have further fostered aggression. There were a series of rapes, displacements, lootings, murders and instances of police brutality following the parliamentary and presidential elections in 2007.

What has Kituo Cha Sheria achieved?

So far, Kituo Cha Sheria has made contact with 3,000 victims of the 2007 post-election violence. We have also helped over 1,500 people file compensation claims for the victims with the International Criminal Court in The Hague.

What is the nature of your cooperation with the Civil Peace Service?

We are a human rights organisation. The Civil Peace Service has contributed its expertise in peacebuilding. Together we can succeed in bringing the victims together, creating opportunities for dialogue and strengthening the victims' rights.

www.ziviler-friedensdienst.org/en

Masters of tax reform



COVETED QUALIFICATION They are already professionals with responsible positions in the tax authorities of their respective countries. Yet 27 experts from 13 African countries decided to return to school at the start of this semester. Their goal is to graduate as an Executive Master in Taxation from the new course of the same name. By studying in Germany and South Africa, the graduates will be enabled to help design necessary tax reforms. GIZ is coordinating the training course on behalf of the German Federal Ministry for Economic Cooperation and Development, in conjunction with the Berlin School of Economics and Law, and the African Tax Administration Forum.

www.emtaxation.org

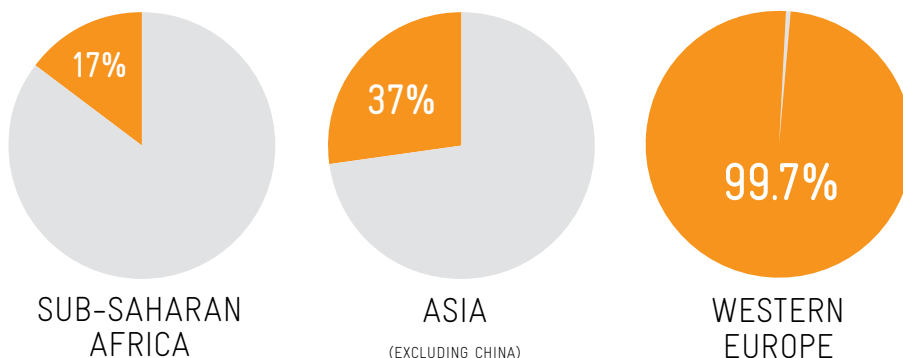
Map of woods

ONLINE FOREST MONITORING The Central American virtual environmental monitoring system, through which forests can be monitored in detail, has gone online in El Salvador. Its tools include a map that uses satellite technology to analyse changes in forest cover and issue a warning. Different types of forest can be identified and their CO₂ storage displayed. The monitoring system is part of a project to reduce emissions in Central America and the Dominican Republic. GIZ is implementing the project on behalf of the German Federal Ministry for Economic Cooperation and Development.

www.reddccadgiz.org/bancodedatos



IN COMPARISON



Health insurance

Health insurance is by no means something that is a standard for everyone, as the figures on the left reveal. They show the proportion of the population insured against illness through a national, social, private or microinsurance health insurance policy.

Source: World Social Protection Report 2014/15



Sustainable for man and beast

TAJIKISTAN During the Tajik civil war and its aftermath, heavy poaching decimated the populations of many wild animal species. A project for the conservation and sustainable use of wild animals in Tajikistan has now been awarded a prestigious international award, the CIC Markhor Award 2014.

The project, which GIZ is implementing on behalf of the German Federal Ministry for Economic Cooperation and Development, has been integrated into the local municipalities and has achieved success on several levels: the income of local citizens has risen, while in five municipalities, the populations of some important wild animals such as the Marco Polo sheep, ibex and markhor have increased. Another of the project's priorities is to strengthen the legal basis in this area. For example, new hunting laws have been adopted that form the framework for future nature conservation initiatives.

The CIC Markhor Award was presented to the project at the Conference of the Parties to the Convention on Biological Diversity in Pyeongchang. The award is conferred every two years and recognises conservation projects of multinational relevance that seek to conserve both biodiversity and human livelihoods by applying principles of sustainability.

TAJIKISTAN WIKI

OFFICIAL LANGUAGE TAJIK / CAPITAL CITY DUSHANBE / FORM OF GOVERNMENT PRESIDENTIAL REPUBLIC WITH A TWO-CHAMBER PARLIAMENT / HEAD OF STATE PRESIDENT EMOMALI RAHMON / HEAD OF GOVERNMENT PRIME MINISTER QOHIR RASULZODA / SIZE 142,000 KM² / POPULATION 8.2 MILLION [1] / POPULATION DENSITY 56 CITIZENS PER KM² [2] / GROSS DOMESTIC PRODUCT USD 8.5 BILLION [3] / CURRENCY SOMONI (TJS)

Sources: [1] [3] World Bank 2013; [2] UN Data 2012

NEW PROJECTS

Greater security

BURUNDI Twelve years after the end of the civil war, the security situation in Burundi continues to be unstable. The army and police force are disproportionately large, while governmental institutions have been weakened. GIZ is therefore working on behalf of the Dutch Ministry of Foreign Affairs to support the country in reforming its security sector. This does not just involve the army and the police, but also core institutions for good governance such as the parliament and civil society. Among other things, GIZ provides programme, finance, procurement and IT management services as well as technical advice.

Better energy policies

NIGERIA The European Union has contributed EUR 15.5 million in financing to a programme supporting the Nigerian energy sector. GIZ is implementing the programme on behalf of the German Federal Ministry for Economic Cooperation and Development. Despite the country's large oil reserves, its capacity for hydropower and its great potential for renewable energy, Nigeria is unable to meet the increasing demand for electricity. The programme's objective is therefore to improve the conditions for investing in and using renewable energy, energy efficiency and rural electrification.

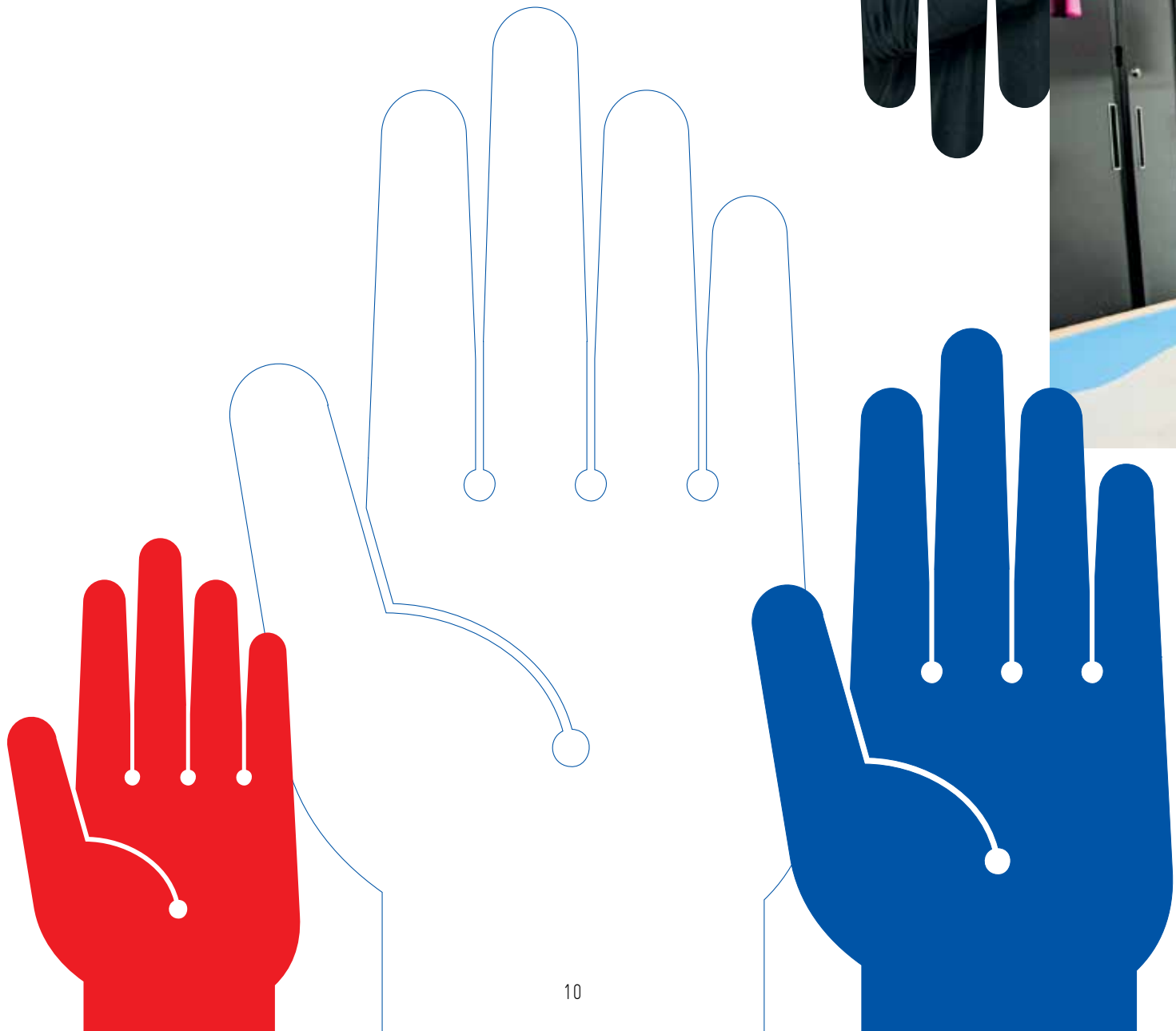
High level of transparency

GERMANY The international Extractive Industries Transparency Initiative aims to make revenues from natural resources transparent. Germany is seeking membership in the initiative. To facilitate the country's application, GIZ is managing the Secretariat for implementing the initiative on behalf of the German Federal Ministry for Economic Affairs and Energy. The Secretariat coordinates the different roles played by Germany's private sector, civil society and the German government, and is preparing Germany's candidacy. The German government would like to apply for candidate status in June.

NEW HORIZONS – NEW INSIGHTS

In social work, a skilled workforce with wide-ranging experience is the make-or-break factor. A US-German exchange programme is helping to broaden horizons.

TEXT CHRISTINE MATTAUCH PHOTOS MAX HERMAN





'You're asking some very good questions.' A foster mother (centre) welcomes Ingrid Bethge (left) and her colleague Kelly Allen.



New techniques: Ingrid learns how traumatised children can be encouraged to replay their family dynamics in the sandpit, aided by toy animals.

A home visit to a foster family: the two social workers' dark brown SUV pulls into the driveway of a small detached house on the East Side. The foster mother is already waiting on the veranda. 'She's looking after a young boy who's been let down by the adults in his life – first his mom and then his grandmother,' Kelly Allen explained to her colleague Ingrid Bethge on the journey. 'But with this family, he seems to be thriving at last.'

The living room is simple but homely, with a deep sofa, a framed antique map of the world on the wall, and a pot of bright yellow asters on the window sill. Ingrid, a motherly woman with a mass of short brown curls and red spectacles, settles into a cosy grey armchair, leans forward and starts on her list of questions. What's it like, suddenly having a six-year-old in the house? Is there a support network when the going gets tough? The foster mother answers patiently. Then she suddenly bursts into laughter. 'You're asking some very good questions,' she says. 'And I love your accent!'

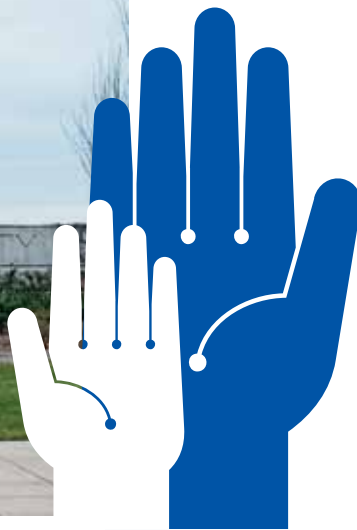
It's day 59 in Ingrid Bethge's new life in the city of Kalamazoo, located halfway between Chicago and Detroit, with a population of 75,000. A social worker from Germany, Ingrid is spending three months on an exchange on this side of the Atlantic, with the aim of broadening her professional horizons. She is currently an intern with Bethany, a non-profit organisation which provides fam-

ily support services. She accompanies her US colleagues on home visits and to court, attends seminars at Western Michigan University, and lives with host families. The set-up is reminiscent of a school exchange – but Ingrid is 55 years old and a senior manager.

After qualifying as a nurse, Ingrid took time out to have a family and then trained as a social worker. For the past seven years, she has worked for KarLa, a non-profit organisation providing family support services in Weingarten near Karlsruhe.

From boardroom in Germany to classroom in the US

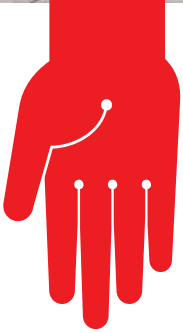
At home, Ingrid is a team leader and a member of KarLa's management board. It's a highly responsible job – but it also involves a great deal of routine work. Last year, Ingrid started feeling restless. 'The excitement of the early days had vanished. I didn't want to leave KarLa, but I needed a new challenge.' So she applied to join the transatlantic professional exchange programme, which GIZ has been organising on behalf of the German Federal Ministry of Family Affairs, Senior Citizens, Women and Youth since 2013. The programme is designed for experienced social workers and offers 10 internships in the US every year. Some of the interns come to Kalamazoo, while others go to Chicago or Columbus, Ohio. They are placed with health authorities, homes for disadvantaged »



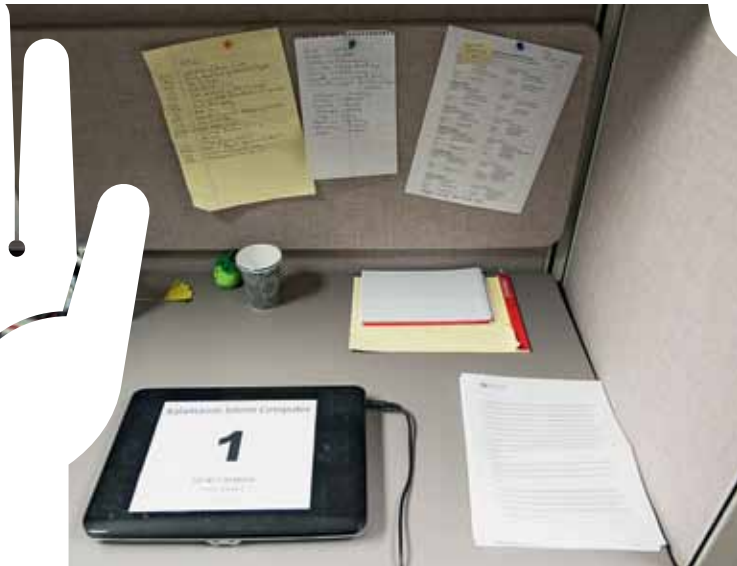
young people, or advice centres for immigrants. 'The programme broadens their horizons and gives them insights to facilitate change in their own workplace,' says Barbara Vogt-Seeliger, GIZ's programme coordinator. 'After all, a 40- or 50-year-old still has many years of working life ahead.'

For an experienced professional, slipping back into the role of student is no easy task. 'It's taking every ounce of energy!' says Ingrid. But with her positive and unflappable manner, people soon warm to her, and that helps her wherever she goes – whether she's on a home visit to foster parents or settling into a new host family every three weeks.

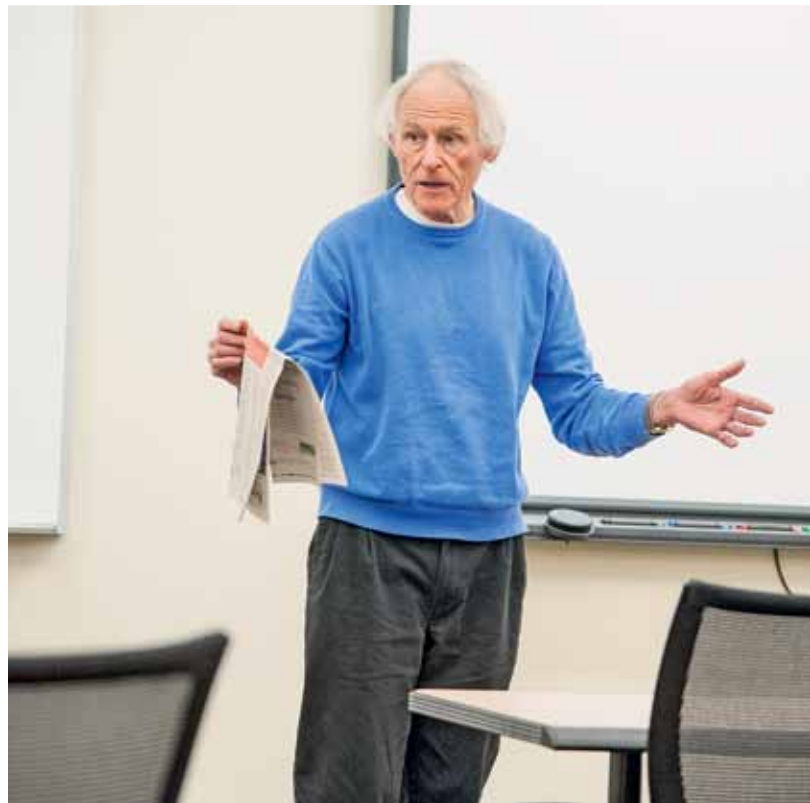
Every morning, she takes the number 14 bus as far as Walmart and then crosses the car park to Bethany's headquarters, housed in a long, low brick building. Ingrid works in the Foster Care Department in the basement, where around 30 staff are crammed together in a tiny space, often with little more than a screen between them. Ingrid's desk is festooned with handwritten notes: 'Truancy = Schulverweigerung', 'CSP = Case Service Plan'. 'Even after two months, I still can't remember everything,' she sighs. Then she walks over to the windowless office of team leader Jamie Prewozniak. The team meeting begins. Her colleagues fold their hands and pray.



Top: On the way to the weekly seminar at the University. **Right:** Team meeting with colleagues at Bethany.



Top: Ingrid's tiny desk: her notes help her to remember the many acronyms. **Right:** Activist Don Cooney talks about social justice.



Religion plays a far more important role in the Midwest of the United States than in Germany. And while she herself is a Protestant, Ingrid was surprised to see that in the rehabilitation of offenders, attendance at church carries equal weight to an hour of therapy. She shrugs. 'That's just the way it is.' During the preparatory workshop organised by GIZ, it was made very clear to participants that they were not on a mission to change the US. 'That was an important message,' says Ingrid.

'Social work' can mean different things in different countries – as Ingrid is constantly finding here in Kalamazoo. Long-term foster care, which is common in Germany, is unknown here: generally, a decision is taken after just 12 months on whether the biological parents have managed to get their lives back on track so that their child can be returned to them. If not, the child is put up for adoption. When Ingrid heard this, she was stunned that such a momentous decision could be taken so quickly. But when she explained the German system to her US colleagues, they were shocked. 'They couldn't understand why we keep the children in limbo for so long. After all, a child needs stability.'

Offering a new perspective on one's own attitudes and allowing scope to challenge and question – that is, perhaps, the greatest benefit of the programme. 'Ingrid has a wealth of experience to share,' says Jamie Prewozniak, her mentor. 'We talk a lot about the differences between the US and the German systems. And that helps us as much as it helps her.'

A scene in court is a good example. Every Thursday, Ingrid accompanies one of her colleagues to child custody proceedings. She was accustomed to going through security and being checked for weapons, and the video surveillance was nothing new to her. And the courtroom looks much as it does in the films, with the judge presiding over the proceedings from the bench – a dark wooden desk on an elevated platform, designed to inspire respect. But then the mother was finally led into the courtroom – handcuffed and in shackles. She was in detention awaiting trial for drug abuse. Ingrid's colleague Kelly Allen from Bethany recalls the scene: 'For me, it was nothing out of the ordinary, but Ingrid was ashen. It made

> AT A GLANCE

Transatlantic professional exchange programme



On behalf of the German Federal Ministry of Family Affairs, Senior Citizens, Women and Youth, GIZ and its US partner, the Council of International Programs USA, are delivering an exchange programme in the US, aimed at professionals working in social services for children and youth. This transatlantic programme aims to deepen the already diverse relations between Germany and the US through the exchange of social workers specialising in child and youth services. It offers the participants themselves, and the profession more generally, new insights, motivating them to adopt fresh approaches to the delivery of social services for children and young people.

me stop and think – am I really so desensitised?'

On the other hand, Ingrid is also witnessing a great deal of good practice. She is impressed by the standard of trauma counselling provided for abused children, who receive intensive therapy from specialists. She's learning new techniques, such as ways of encouraging children to replay their family dynamics in the sandpit. She also appreciates the efficient organisation of the work. And she in turn is adding to her colleagues' skills portfolio by introducing the concept of video-supported counselling for parents.

Returning home with new ideas and a fresh perspective

Although her internship is progressing well, it doesn't always run smoothly. 'Sometimes, people forget that they have arranged to meet me,' she says, and her voice drops. But no offence is meant – it's simply that in the US, commitments are not always as binding as they are in Germany.

Her husband Klaus, an engineer, and her four adult children supported her venture into the unknown. But her friends in Stutensee, a rural community halfway between Heidelberg and Karlsruhe, found it quite unsettling. 'Here we are, thinking about retirement, and you're going abroad!' said one of her friends, somewhat reproachfully. As In-

grid has learned, anyone who explores new avenues challenges the others' status quo.

Every Wednesday evening, she attends a social policy seminar led by Don Cooney, a city commissioner and charismatic activist. The 77-year-old sparks heated debates among his students on issues such as police brutality, educational opportunities, and the exodus of white residents to the suburbs. She finds the unexpectedly emotional tone of the seminars profoundly unsettling. 'Sometimes I can't sleep at night.'

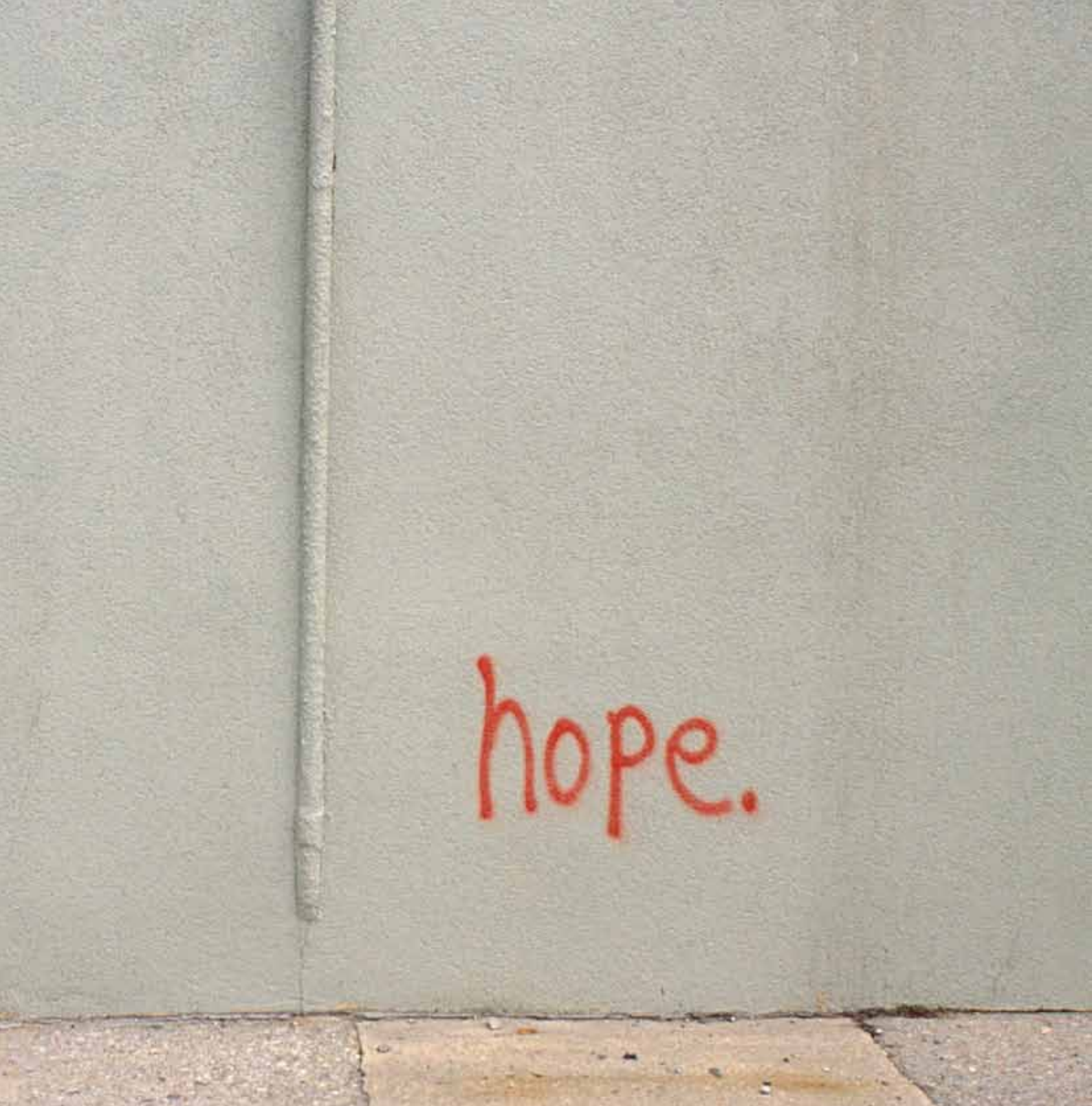
So what will she take home with her to Germany? A great many practical tips, such as checklists to simplify her routine work. More digital training material – she is impressed by Bethany's online courses. And the intention to create a more welcoming culture for visitors to KarLa, which will also have a positive impact on donations. But she has also pinpointed the gap in family service provision in the US: what is lacking is prevention – in other words, programmes which take effect before a conflict escalates. In Germany, families actually have a legal entitlement to this type of intervention. 'I'll be going home with a sense of gratitude,' says Ingrid. 'It's only now that I can truly appreciate everything that our social service system enables us to do.'

> CONTACT

Barbara Vogt-Seeliger

> barbara.vogt-seeliger@giz.de





hope.

YOUTH

THEMES

A TIME OF DREAMS, A TIME OF UNCERTAINTY: Young people are seekers – and drivers of change. What it means to become an adult across the globe.

OVERVIEW: Examples of work at GIZ

IN FIGURES: We are many – youth and demographics.

'WHAT'S LACKING, ABOVE ALL, IS WORK': Interview with Ahmad Alhendawi, the United Nations Secretary-General's Envoy on Youth

SURVIVAL OF THE FITTEST: A commentary by Dhieu Williams

Handwritten text on a pink note, possibly a name or subject, located in the upper left corner of the image.



Handwritten text on the left wall, possibly a name or subject, written in Arabic script.

A time of dreams, a time of uncertainty

Whether they live in a developing or an industrialised country, young people everywhere are intent on gaining an entry ticket to the adult world. And wherever there is poverty, there are high expectations of the young generation.

TEXT UTA RASCHE

In a vocational college in Kabul, Muzhda Homa Bari and three of her colleagues sit side by side on a worn brown sofa. There are broad smiles on the young women's faces. They've obviously made an effort to look smart, especially Muzhda, who's wearing skinny jeans, a tailored black jacket and a black scarf draped loosely around her hair. Her make-up is carefully applied. Her colleagues' outfits are more traditional – long dresses or skirts, worn with gleaming high-heeled shoes. The women have spent the last six months completing a vocational teacher education programme, and today they are being presented with their certificates. Prior to that, they themselves attended a vocational college for two years. Aged just between 20 and 22, they will soon be training other young women. They have been studying bookkeeping, accountancy and management.

Now it's time for them to pass on their skills. These four young recruits to the teaching profession are among

Afghanistan's educated elite. It is their generation that has the task of rebuilding this ruined country. There are high expectations of them, as they are well aware: 'We want to help our country,' says Muzhda.

A good education requires a high level of commitment

Héctor Piedrafita realised a long time ago that self-motivation was his key to the future. The 25-year-old from Spain sits in his host family's dining room in Oetzberg in Hesse. Behind his smiling face, there is shyness: he still can't speak German as fluently as he would wish. In August 2014, he began his training as a chemical technician with Merck in Darmstadt – although he already holds a degree in chemical engineering. 'I am happy to have this opportunity,' he says. In Spain, youth unemployment stands at around 55 per cent. Some of Héctor's school friends have moved to the UK, but he opted for Germany. His classmates who stayed in Spain have only been offered internships and low-paid temporary jobs so far. 'That became clear to us while we were studying,' says Héctor. 'There's simply no work in Spain.' »

Girls still find it difficult to access education. After years under the Taliban, the situation in Afghanistan is only gradually improving.



①

PARTICIPATION

PROJECT:

STRENGTHENING LOCAL DEMOCRACY –
YOUTH PARTICIPATION AT MUNICIPAL LEVEL

COMMISSIONED BY:

GERMAN FEDERAL FOREIGN OFFICE, GERMAN FEDERAL MINISTRY
FOR ECONOMIC COOPERATION AND DEVELOPMENT

LEAD EXECUTING AGENCY:

TUNISIAN MINISTRY OF THE INTERIOR, DIRECTION GÉNÉRALE
DES COLLECTIVITÉS PUBLIQUES LOCALES DU MINISTÈRE
DE L'INTÉRIEUR, MUNICIPALITIES

OVERALL TERM:
2012 TO 2017

TUNISIA

GIZ is promoting dialogue between municipalities and civil society in order to strengthen civil engagement and to increase involvement of young people.

www.giz.de/tunisia

②

VOCATIONAL TRAINING

PROJECT:

TECHNICAL ASSISTANCE AND SUPPORT SERVICES IN
ESTABLISHING VOCATIONAL TRAINING CENTRES FOR THE TRIBAL
YOUTHS OF GUJARAT STATE

COMMISSIONED BY:

GOVERNMENT OF GUJARAT

OVERALL TERM:
2010 TO 2015

INDIA

GIZ International Services has established five skills development centres in the Indian state of Gujarat. The training provided by the centres is improving the social and economic status of the tribal youths of Gujarat. The first cohorts of graduates have already found work and are earning significantly higher wages than they could have expected to achieve without the training.

www.giz.de/international-services/en/html/1748.html

More than 6,000 kilometres separate Muzhda and Héctor. But while their countries are very different, their situations are similar. They are young and full of hope, and gaining an education has required a high level of commitment from both of them. Héctor left his home country because he knew it could not offer him a future in his chosen career. One of Muzhda's colleagues comes from Herat, at the other end of the country, more than a day's drive away. To attend each of the training weeks in Kabul, she had to be accompanied by her father, her grandfather or one of her brothers, for women are not allowed to travel on their own in Afghanistan. Neither Héctor nor Muzhda belongs to a generation of 'gilded youth' who can spend their time pleasure-seeking at their wealthy parents' expense. These two young people have no option but to be self-motivated and create the conditions for their future financial security. And despite the difficult economic circumstances, they are determined to have a good life, earn a decent wage and live in dignity.

Years of dependence on parents or relatives

Youth as a carefree existence, long on pleasure and short on commitments and responsibility, is a familiar scenario, but mainly in Western industrial societies, and only for the educated elite. The reality is that even in the midst of prosperity, it is difficult for many young people to gain a foothold in the highly specialised adult world of work. As a result, most young people spend their teenage years preparing for working life, gaining qualifications and 'entry tickets' to adult life. They have hopes and dreams, but they are often beset by doubts as well. Economic dependence is lasting longer and longer for young adults, even in many Western countries. At the same time, they yearn for independence. This dichotomy can cause problems for parents and young people, for there is a high rate of youth unemployment, especially in southern Europe. But in Germany too, the 'internship generation' is all too familiar with the uncertainty caused by precarious employment.

Yet it is often the young who are drivers of change. In Germany, the student movement broke open the intellectual and moral constraints of the post-war era. In Egypt and Tunisia, many of the protesters who forced autocrats Mubarak and Ben Ali to resign were the young unemployed, women and men alike. Student demonstrators lined the streets and waved their diplomas, venting their frustration at the fact that despite their qualifications, they were unable to find work. In Egypt, the mass protests were not only an expression of fury at the state's security appa-



Your best friends around you and all the time in the world: some young people have a carefree existence – but only in a few Western countries.

‘... and I remember my youth and the feeling ... that I could last for ever, outlast the sea, the earth, and all men’

JOSEPH CONRAD, in his short story ‘Youth’ (1902)

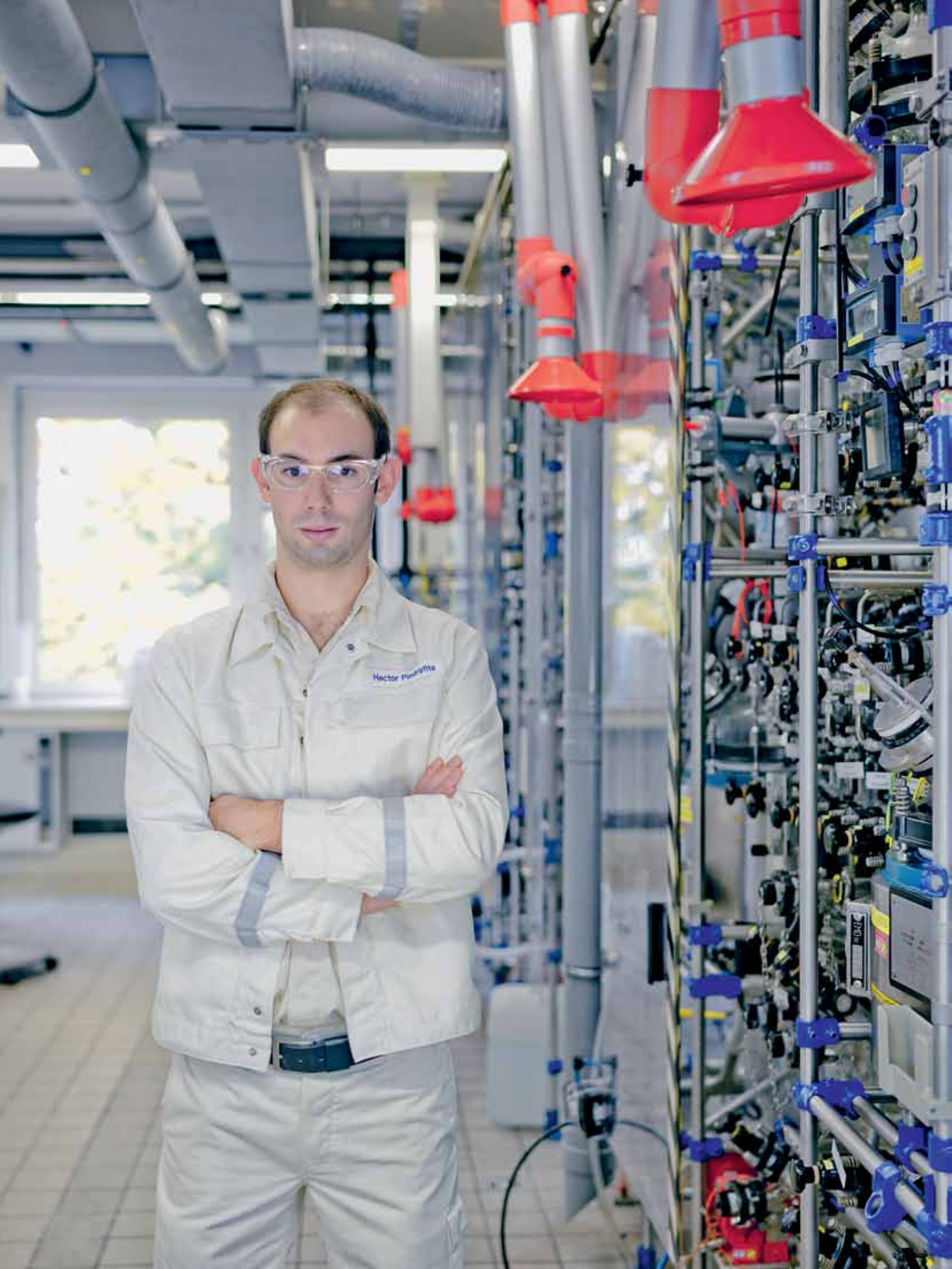
ratus, the lack of freedom of opinion and widespread corruption. They were also triggered by anger at the supply bottlenecks affecting bread and flour, and the poor quality of state education. Rising prices and poor job opportunities were an explosive mix. Young adults with no economic prospects and little hope of ever achieving independence and starting a family were the driving forces behind the Arab Spring in Egypt.

One young man in particular was the trigger for the protests across the Arab world: Mohamed Bouazizi, a 26-year-old Tunisian street vendor. After the death of his father, it fell to him to support his family by selling fruit and vegetables from a cart. But Mohamed was often harassed by the police because he had no permit, and then they confiscated his wares and scales. He complained to the municipal authorities – to no avail. He was arrested and beaten by the police. In protest at these humiliations, Mohamed set himself alight. His self-immolation in December 2010 was a rallying cry.

Mohamed Bouazizi’s act inspired others in Tunisia, Morocco, Algeria, Mauritania and Egypt. Researchers have identified the ‘youth bulge’ – meaning that young »

90%

of 10- to 24-year-olds live in developing countries.



'I am happy to have this opportunity. There's simply no work in Spain.'

HÉCTOR PIEDRAFITA (25) is a trainee chemical technician with Merck in Darmstadt.

people make up a disproportionately large share of the population – as one of the causes of the protests. In the Maghreb countries, around two thirds of the population are under 30 years of age. In a prosperous country, a very young population can stimulate additional growth, but if training opportunities and jobs are in short supply or food is scarce, the 'youth bulge' can become a catalyst for social upheaval instead of boosting the economy. In the past 40 years, the populations of Egypt, Tunisia and Morocco have doubled, while Libya has experienced a staggering threefold increase in population numbers.

Worldwide, 75 million young people are seeking work. According to a recent report by the International Labour Organization (ILO), the youth labour market for the 15 to 24 age group has worsened in almost every re-

gion of the world, with young people three times more likely than adults to be unemployed in 2013. This situation, ILO suggests, is partly a consequence of the economic and financial crisis. The rise in youth unemployment is highest in the Middle East and North Africa, where around one in three young people are out of work. There are gender differences in the youth employment situation as well, with young females experiencing particular difficulties compared with young males. Young women who find employment tend to be concentrated in low-skilled, low-paid jobs.

Around 5,000 young Spanish trainees in Germany

In the European Union, too, the number of young people not in employment, education or training has recently increased. In May 2013, Germany and Spain therefore agreed to give 5,000 young Spaniards per year, over four successive years, the opportunity to undertake training in Germany. Héctor is one of them. He found out about the programme, which is run by the German Federal Employment Agency, on the internet. When his letter of acceptance dropped through the letterbox at his home in the Pyrenean village of Villanúa, his parents and friends celebrated with him. Around 500 people live here, at an altitude of almost 1,000 metres, earning a living from tourism and agriculture. Héctor's mother manages a youth hostel; his father works for a municipal cleaning company.

Héctor knew that as a chemical engineer, he had no future in Villanúa. Before leaving for Germany, he attended a three-month language course in Zaragoza. In parallel, he completed internships with a motor industry supplier, a sewage treatment plant and a research institute. He and four other Spaniards are now working for Merck. 'We were given a very warm welcome,' he says. For the first six months, the apprentices are living with Merck employees' families, and have attended a four-week induction course to familiarise themselves with the company. Héctor goes swimming every day or spends the evening playing volleyball with co-workers. He stays in contact with his friends and family via Skype and by email. 'I don't have time to be homesick!' he says. He plans to use Darmstadt as a base from which to visit the European capital cities one by one, starting soon. He misses the mountains, but that's all. After completing his training, he hopes to stay in Germany and work as an engineer. »

40%

Young people accounted for 40% of the world's 197 million unemployed in 2012.

Focusing on the future: Héctor Piedrafita's search for career prospects has taken him away from his home country to Germany.

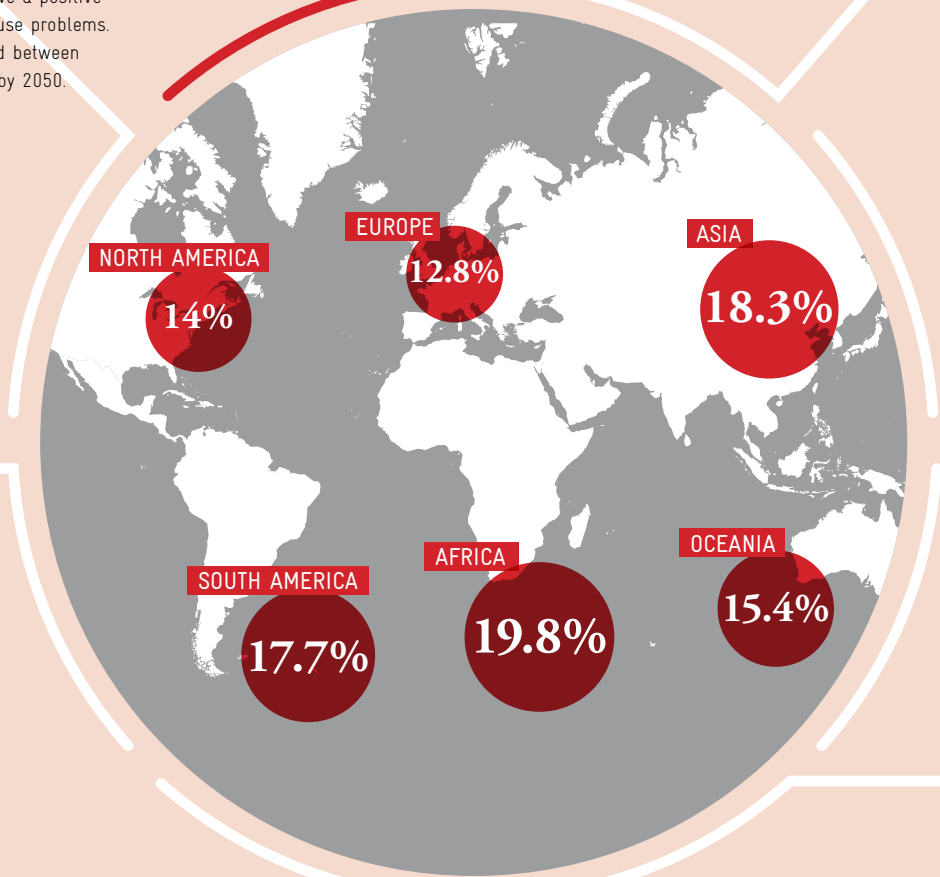
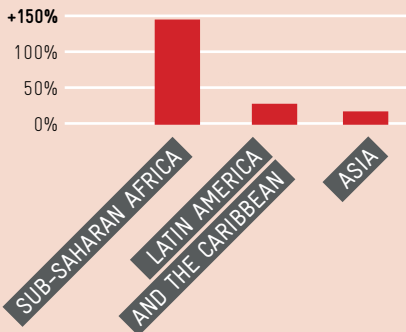
WE ARE MANY

Never before has the world had such a high youth population. The percentage of 15- to 24-year-olds is particularly high in developing and emerging countries. This group accounts for just 12.8 per cent of the population in ageing Europe, compared with almost 20 per cent in Africa. Researchers talk about a 'youth bulge', meaning that young people make up a disproportionately large share of the population.



Growing demand for jobs

A high proportion of working-age persons can have a positive effect on a country's economy, but it can also cause problems. In sub-Saharan Africa, the number of people aged between 15 and 64 will increase by around 150 per cent by 2050.



TOP 5 youngest and oldest countries

Niger has the youngest population in the world on average. Around two thirds of its people are under 25 years old, and the population is growing rapidly. The supply of food, jobs and education cannot keep pace.

Youngest countries (based on average age)

- NIGER – 15.0 YEARS
- UGANDA – 15.8
- CHAD – 15.8
- ANGOLA – 16.3
- MALI – 16.3

Oldest countries

- JAPAN – 45.9
- GERMANY – 45.5
- ITALY – 44.3
- BULGARIA – 43.0
- GREECE – 42.8

A strong entrepreneurial spirit in South America

A lack of career prospects and an increase in independent business initiatives often go hand in hand. This is evident from a survey conducted in 2014, which asked 6,700 women and men aged between 18 and 30 what they want to achieve by 2024.

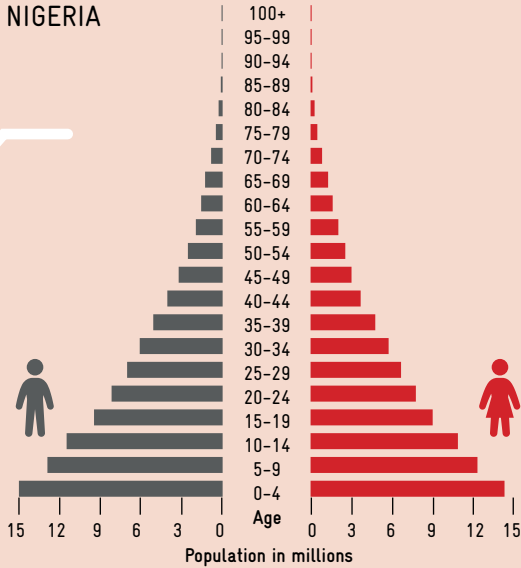


■ United States ■ Western Europe ■ South America

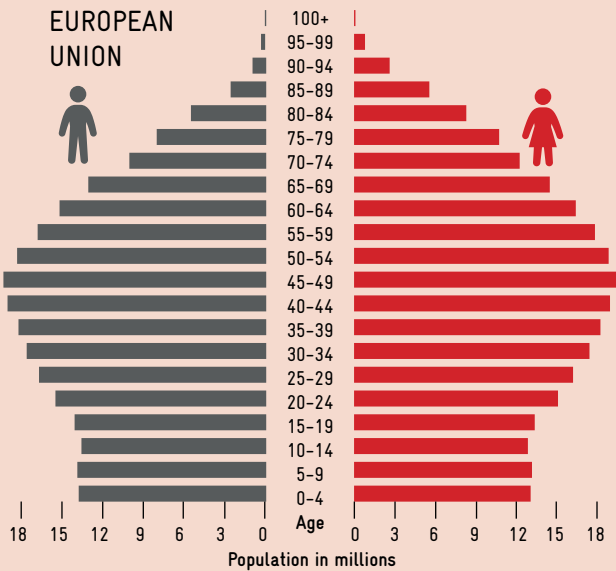
Africa's demographic challenge

Like many African countries, Nigeria's age structure is tilted sharply towards the younger generations. This offers opportunities as well as challenges, and contrasts with the European Union, which has a declining birth rate.

NIGERIA

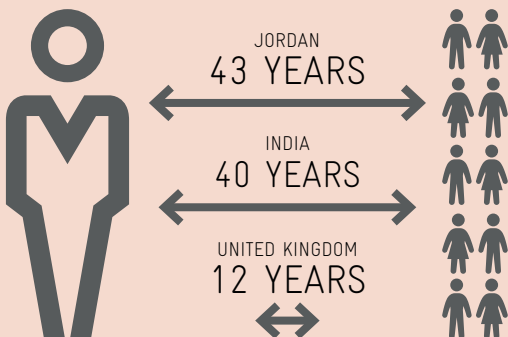


EUROPEAN UNION

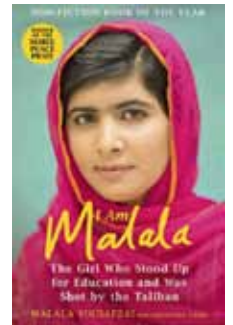


Politicians and their young constituents

The difference in the average age of politicians and the electorate is immense – and can cause social discord.



For Muzhda in Kabul, training as a vocational teacher was merely an interim step. 'I would like to work more hours, not only in the mornings,' she says. She hopes to get a job in a bank some day, so she is attending evening classes at a private university. Her aim is to obtain a Bachelor's degree. And she is prepared to move abroad to take a Master's – Afghan universities do not offer postgraduate courses. Jobs in Afghanistan's public sector are not particularly well-paid, but at least it's a regular wage. With support from international donors, the country is now in the process of expanding its network of vocational colleges. The aim is to ensure that by 2020, 20 per cent of young people in each year group have access to vocational training; at present, the figure is just 4 per cent. But in Afghanistan, a vocational college is very different from its German counterpart: the teachers lack practical skills, there are no training workshops, and many schools don't even have an electricity supply. Cooperation with industry is an alien concept. Technical standards in businesses are often very low as well. As the owner of a car repair shop in Kabul explains: 'We can only repair cars built before 1995. With the newer models, we fix one part and ruin three others.'



Malala Yousafzai stood up for her right to an education – and almost paid with her life. The Nobel Peace Prize laureate from Pakistan tells her story in 'I Am Malala'. Published by W&N, 320 pages.

A potential solution: vocational training

Muzhda comes from a privileged family. Her father works at the Ministry of Education and her mother is a teacher. More than two thirds of the Afghan people work in agriculture. While the Taliban were in power, Muzhda's parents arranged for her to be educated in secret. It was only in 2014 that Afghanistan celebrated its first cohort of girls to complete a full course of schooling: the fall of the Taliban regime meant that they were able to attend school for 12 years relatively unhindered. Over time, this will reduce the country's illiteracy rate, currently one of the highest in the world – around 50 per cent of men and 90 per cent of women in Afghanistan cannot read or write. Occupations requiring formal training are now being established with international support.

The Afghan Government has a very positive attitude towards these initiatives, for it considers that better vocational training also offers an opportunity to close young people's ears to the siren call of extremism. Around one million young Afghans scrape a living as casual labourers. However, a young person who acquires technical and commercial skills and takes citizenship classes has no reason to join the Taliban – at least, that's what policy-makers hope. The Ministry of Education even broadcasts advertisements for vocational schools on TV. »



3

SKILLS DEVELOPMENT

PROJECT:

PROMOTING VOCATIONAL TRAINING AND THE LABOUR MARKET

COMMISSIONED BY:

GERMAN FEDERAL MINISTRY FOR ECONOMIC COOPERATION
AND DEVELOPMENT

LEAD EXECUTING AGENCY:

PALESTINIAN MINISTRIES OF EDUCATION, HIGHER EDUCATION
AND LABOUR

OVERALL TERM:

2011 TO 2015

PALESTINIAN TERRITORIES

GIZ has developed strategies for vocational training and employment in order to equip more young Palestinians with skills that match the region's labour market needs. The programme is receiving additional support from the European Union and the Swiss Agency for Development and Cooperation.

www.giz.de/en/worldwide/18117.html

4

SPORT

PROJECT:

PROMOTING GIRLS AND YOUNG WOMEN THROUGH SPORT
AND SPORTS COACHING IN SCHOOLS

COMMISSIONED BY:

GERMAN FEDERAL MINISTRY FOR ECONOMIC COOPERATION
AND DEVELOPMENT

PARTNER:

AFGHANISTAN FOOTBALL FEDERATION

OVERALL TERM:

2013 TO 2015

AFGHANISTAN

In cooperation with the German Football Association, national sports bodies and the Afghan Ministry of Education, GIZ is training female sports teachers. The aim is to improve the opportunities for girls to participate in sport. The school day currently offers girls little scope for physical activity.

www.giz.de/expertise/html/9915.html

In this way, Afghanistan is attempting to replicate a model espoused by Georg Kerschensteiner in Germany in the late 19th century. Kerschensteiner, who served as Munich's Director of State Schools, was one of the founding fathers of Germany's network of vocational schools, which in his day were still known as 'industrial schools' (Arbeitsschulen). He believed that career prospects, combined with civic education, would protect young men from 'moral decay'.

But what can be done today to tackle the high rate of youth unemployment? Even in Europe, the under-25s now account for around one third of the long-term unemployed. According to the Bonn-based Institute for the Study of Labor, the under-25s are the weakest group in the European labour market, lacking experience, business expertise, and adequate protection from dismissal. Regardless of whether the economy was booming or in recession, young people have always found it more difficult than adults to find work. In August 2014, youth employment in the Eurozone averaged 23 per cent. However, it was below 8 per cent in Germany.

Economic stability is not the only reason why Germany is ahead of the game. A key factor is its dual education system, which combines workplace and classroom-based training and is one of Germany's most successful exports. Global management consulting firm McKinsey conducted a study in 2014 entitled 'Education to Employment: Getting Europe's Youth into Work', for which it surveyed 5,300 young people, 2,600 employers and 700 education providers from eight countries: France, Germany, Greece, Italy, Portugal, Spain, Sweden, and the United Kingdom. The aim was to evaluate the quality of vocational training and university education, and the results were sobering. The study found that Germany and the UK were the only countries where training providers consulted with employers regularly. This kind of dialogue was lacking in all other countries. While around 74 per cent of vocational training providers believed that they were preparing their students adequately for professional life, only 35 per cent of the employers agreed.

Young people must become more mobile

The young unemployed are all too familiar with the crushing feeling of being rejected. And the experience has a lasting effect throughout their careers, according to the Institute for Employment Research in Nuremberg: on average, every day of unemployment during the first years on the labour market increases unemployment »

‘What’s lacking, above all, is work’

Ahmad Alhendawi, born in Jordan in 1984, is the first UN Envoy on Youth in the history of the world organisation – and as such, living evidence of the changing demographic landscape. He talks about the pressing issues affecting his generation.

You are the Envoy of some 1.8 billion young people around the world. That sounds like a massive responsibility. How do you manage to represent this diverse group in a fair manner?

Being the Envoy of the largest generation of young people ever is indeed a great responsibility. I do not claim to represent all of the 1.8 billion because it’s technically impossible. But I try to represent their interests because this generation should receive more recognition, be better represented and better heard. My job here is to make sure their issues are included in the work of the United Nations. I see myself as megaphone, helping to get their messages across. And in turn I am opening up venues to increase their participation in international affairs. For example, we have just hosted the First Global Forum on Youth Policies, bringing together 700 ministers and youth experts from 165 countries. Before that we developed a Global Youth Call, to which 1,700 youth organisations subscribed. They endorsed a consensus on what they would like to see included in the Post-2015 Development Agenda. That has never happened before.

Young people are struggling with unemployment and a lack of economic opportunities. Do you agree with the idea of a ‘lost generation’?

Yes I do. This is a lost generation in the sense that young people nowadays are denied the opportunities they need to realise their full potential. They particularly suffer from a lack of employment opportunities. And they are struggling everywhere with the transition period from pursuing education to gainful employment. Globally we have 75 million unemployed young people, but we estimate that

around 500 million are underemployed. So, in the next 15 years we need around 600 million jobs for young people. This is a big number – and a big challenge.

Some see education as a possible solution, others entrepreneurship. How could we provide young people with better prospects?

There is no single solution to this. The profile of unemployment is different from region to region. If you talk to education experts they will tell you the solution is education. If you talk to financial experts they will talk about access to credit. If you talk to labour representatives they will talk about the need to restrict labour laws. If you talk to the investment community they will talk about the need to support small businesses, etc. And I think: It’s all of that but it has to be adapted to different unemployment situations. In Africa, for example, more investment in agriculture and infrastructure could create millions of jobs. Thus, governments all over the world must take the lead here. They have to prioritise youth and investment in youth.

In Germany we tend to think that vocational training could be a solution.

I truly think that the German model is one of the best in the world. You have one of the lowest youth unemployment rates, also because of that dual system. I am convinced that this model could be replicated in other places. However, it’s not about copying-and-pasting, but rather requires a lot of hard work. It entails strong investment and a long-term commitment from the public and the private sector, but it’s definitely worthwhile.



Ahmad Alhendawi was appointed the United Nations Secretary-General’s Envoy on Youth in 2013.

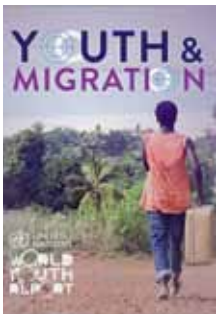
What are some other challenges young people are facing around the world?

Next to education and employment, the third big challenge is participation. The young are interested in politics but not necessarily in political institutions. They are living in the digital era while the political institutions often remain in the analogue age. Their lifestyle is so different from those in power. Just to give you one example: they feel it’s a waste of time to stand in line for eight hours to vote when they could do it electronically within a few seconds. So the tools should be modernised in order to get young people engaged. They are drivers of change, and we need change to meet the diverse global challenges.

Interview: Friederike Bauer



Staying in touch: the digital revolution keeps young people connected all over the world.



Youth on the move:
the latest United Nations
World Youth Report
focuses on migration.
www.unworldyouthreport.org

by an additional day in later life. And researchers in the UK report that 42-year-olds who were jobless when young are still earning less than their continuously employed peers. So there are good reasons why young people should be spared this experience. But the question is, how? According to labour market researchers, there is an urgent need for a vocational training reform in many countries. But until that takes effect, they recommend that young people leave their home countries, at least temporarily, and move to wherever jobs are more plentiful and training is a better match for business needs – just as Héctor has done.

Courage and enthusiasm in the face of adversity

Despite the numerous challenges they face, young people are still willing to stand up for their rights. They are courageous and enthusiastic, and some are quick to turn the spotlight on suffering and injustice. One of them is Malala Yousafzai, a young woman from Pakistan who, in Decem-

ber 2014, became the youngest person ever to win the Nobel Peace Prize, which she shared with Kailash Satyarthi, a children's rights activist from India. Malala became a symbolic figure in young women's struggle for the right to education after she was shot by a Taliban gunman on her school bus for opposing the local ban on girls attending school. Although critically injured, she successfully underwent treatment in Pakistan and the UK city of Birmingham. Today, she lives in Birmingham with her family and continues her advocacy for girls' right to an education. On her 16th birthday in July 2013, Malala delivered an address to the United Nations Youth Assembly, in which she called for a global struggle against illiteracy, poverty and terrorism, a struggle in which education is the most powerful weapon. 'One child, one teacher, one book and one pen can change the world,' she said. This young woman has already inspired many other people with her dream of a better future.

www.giz.de/youth-empowerment
www.giz.de/vocational-education-training



SURVIVAL OF THE FITTEST

A commentary by Dhieu Williams

I was born in 1987 but of course I have no memories of the exact date. But I do remember the small village I lived in: situated in a narrow, grassy valley, crisscrossed by clear streams and overlooked by green hills. It is called Piol and belongs to Jonglei state in South Sudan.

I completed primary school in the bush during the liberation struggle, my secondary schooling under the trees, and finally university in the streets of Juba city, the capital of South Sudan. I lived between the poor and the rich. When I started working I was not able to save anything because I had family relying on me for most of their basic needs. And the pay was so little, roughly 500 Sudanese pounds, which equals about 100 dollars. So supporting my siblings and other relatives often dried up my salary before the next month ended.

We had very high hopes when we became independent from Sudan in 2011. But the youth here are still the poorest. The country is now in the hands of former fighters who do not want to listen to other voices, in particular to those who did not participate in the war of liberation.

So, young men and women are floundering about, without being able to get their hands on anything tangible to earn a living. They are stuck with few perspectives in a coun-

PROFILE

DHIEU WILLIAMS is a South Sudanese journalist who lives in Juba. He currently works for Classic FM, a leading radio station in the country. He studied mass communication at the University of Juba.

try they overwhelmingly voted for independence; a country they had hoped would change for the better in the hands of their liberators. But the dependence on working parents, relatives and friends continues to dominate the lives of youth in the independent country they believed would be their own.

A new phenomenon among young people has emerged: opportunism. Instead of raising their voices collectively about their concerns, they try to benefit from a system that in reality denies them services. Individualism also greatly affects their efforts to fight off corruption which is happening in broad daylight. When a relative is appointed to a government position, young people of that extended family celebrate because it opens up job opportunities. And if individual youth representatives secure themselves a seat closer to the govern-

ment, they shut their mouths. In my case, I don't need to be an opportunist to survive. I prefer to use the skills I acquired in school in order to get a job.

Unfortunately the youth here, including myself, have a preference for white collar – office – jobs, leaving other jobs to foreigners. We are too blind to see new opportunities, like starting a small business. If you walk around Juba you will always find youth gathered around tea shoppes talking politics, rather than engaging in business activities.

Many young graduates in the country are abandoning their real careers and grabbing any available job they can get their hands on. Medical doctors, who are supposed to be in a hospital treating patients, are working in hotels as security guards. Teachers have deserted their profession because the pay is so low. To earn a university degree is one thing, but to get a job in South Sudan is another. It is not the degree that decides whether you get a job, but rather if you support a certain political party or individual politicians.

For me it seems that even if oil is flowing abundantly underneath our country and could possibly benefit all citizens, it is the law of the survival of the fittest that actually applies here.





ON THE MOVE

INTERNATIONAL NEWS was once a rarity in Myanmar. For approximately 50 years of military rule the people lived in virtual isolation. But since the elections of 2010, there have been changes in the media – including at 'The Voice' newspaper in Rangoon – and in cooperation with German partners. On behalf of the German Government, GIZ is involved primarily in Myanmar's vocational education and training system. It is also promoting development of the finance system and strengthening the private sector.

Photographer: Soe Zeya Tun

CLIENTS AROUND THE WORLD

GIZ International Services carries out projects exclusively on behalf of international institutions, the governments of other countries and companies.

Martin Hansen gives some current examples and talks about the ins and outs of this work.

From developing a sustainable energy strategy for Central Asia to providing logistical support for EU election observers in Chad and managing vocational training colleges in Saudi Arabia – the activities of GIZ International Services are as varied as the work carried out by GIZ as a whole. Unlike other GIZ departments, however, we don't implement commissions from the German Government; we work exclusively on behalf of international institutions, the governments of other countries and the private sector.

We bid for new contracts through the international tender process and also take on commissions directly. GIZ International Services operates many projects in collaboration with national or international partners. Since 2002 we have successfully acquired and implemented around 2,000 programmes and projects worth over three billion euros on behalf of international clients.

As part of the federal enterprise GIZ, we offer our clients a high degree of transparency, professionalism and integrity. GIZ International Services is able to meet the specific requirements of our diverse range of clients, while at the same time implementing the values of the German Government and the standards of GIZ. Although this demands great tact and sensitivity, the benefits are enormous. Both for our clients and for GIZ itself.

We are a part of GIZ's global network. All our teams are made up of experts drawn from the local area, from Germany and from other countries. This combination of local and international know-how enables us to achieve outcomes that are tailored both to the specific situation and to the requirements of our clients.

The range of services provided by GIZ International Services is broad – with a major focus on vocational education and training. Here is



MARTIN HANSEN is Director General of GIZ International Services.

just one example: on behalf of the Government of Saudi Arabia, we support development of the country's vocational education system. We run a training institute for vocational school teachers in Riyadh, which has been accredited in line with European standards since 2012. We also carry out activities in the region on behalf of Abu Dhabi's state water and energy provider. In the first project of its kind worldwide, we are coordinating the construction of an underground drinking wa-

ter reservoir, which is fed with desalinated seawater. Now there are enough drinking water reserves to supply Abu Dhabi's almost one million inhabitants for 90 days, rather than just three days as before. The new reservoir is equipped with technology supplied by medium-sized German companies and sets a benchmark for the entire Gulf region.

GIZ International Services implements over half its projects on behalf of the European Union. Another example of our current activities is a project in Turkey, in which we work with local authorities to draw up strategies to promote women's rights and protect women from domestic violence. As part of this project we are coordinating the development of a network of women's hostels and advice centres, which women can turn to in an emergency.

In all its programmes and projects, GIZ International Services upholds the values of the German Government. As a service provider for the German Government, we help it to achieve its global objectives. In so doing, we make a substantial contribution in international cooperation towards sustainable development – without using money from German taxpayers.

Previous 'Background' articles on GIZ's work can be found on: www.giz.de/magazine-akzente

COMMITMENT

Where GIZ is active, how it approaches new challenges, what its projects achieve:
three examples of GIZ's current work – in Mexico, Madagascar and India.



SAVING ELECTRICITY, BOOSTING PROFITS

MEXICO Replacing old refrigerators is helping small enterprises to cut their electricity bills. That is both good for the climate and good for business. **Page 36**

FINEST VANILLA FOR A BETTER LIFE

MADAGASCAR Vanilla is valuable – yet profits remain modest. The partnership between Madagascan farmers and Symrise AG is set to change all that. **Page 32**

THE NEW FARMERS OF BANGALORE

INDIA Organic farmers in southern India are showing how to increase profits without using chemicals – and with GIZ support. **Page 40**



FINEST VANILLA FOR A BETTER LIFE

Madagascar is the world's leading supplier of the 'queen of spices'.

In collaboration with GIZ, Symrise AG provides support to small farmers and their families in exchange for top-quality vanilla.

TEXT TIMOT SZENT-IVANYI PHOTOS GUY STUBBS

René Totoantsarika finds the question highly amusing. 'Vanilla ice cream?' He wrinkles his brow. No, he says, he has never tried anything like that before. But he must have eaten something made with vanilla, the astonished visitor enquires. Totoantsarika thinks for a moment, leaning on his machete. A broad grin breaks out across his face: yes, of course, biscuits! He once tried biscuits made with vanilla. They tasted good, he recalls. The Madagascan, who is in his mid-forties, moves nimbly through the undergrowth towards a tree covered in pea-green creepers. He checks their roots, gives the leaves a careful stroke, trims a few tendrils. This plant and others growing in this part of the forest are his treasure: René Totoantsarika is a vanilla farmer. And he is taking part in a programme set up by GIZ to improve the living conditions of small farmers in Madagascar. The GIZ programme is run in cooperation with Unilever and Symrise.

Vanilla is not only one of the world's favourite spices, it is also one of the most expensive: as the 'queen of spices', it is second only to saffron in value. Today around 80 per cent of natural vanilla sold worldwide comes from Madagascar, and most of this is produced in the fertile Sava region in the north-east of the

country. This is where Totoantsarika lives, in the village of Maroambihy.

Totoantsarika patiently explains the labour-intensive process involved in vanilla production. The climbing plant grows best in the dense jungle and takes three years to produce its first flowers. Each flower has to be individually pollinated by hand, since the species of bees and hummingbirds specialised in the vanilla orchid only exist in Central America. The plant produces its yellow-green flowers one by one – and one by one these blossoms wilt after just a few

hours. 'The pollination process alone keeps me busy for weeks,' Totoantsarika explains. He demonstrates how it is done: using a splinter of wood, he carefully lifts the rostellum and gently presses the pollen onto the tip of the stigma. The green pods he will eventually harvest only get their characteristic flavour and black colour much later, after fermentation.

Business without the middleman

Despite the time he invests in growing vanilla, it is barely enough to provide a livelihood. Totoantsarika invites us into his home: a wooden hut measuring perhaps nine square metres and containing two beds for him, his wife and their five-year-old son and two-year-old daughter. A table and bookcase, a small radio, a torch and two suitcases with clothing. Not far from the house is a small rice field, which Totoantsarika inherited from his parents. 'But I can't feed my family from that alone,' he says.

Totoantsarika generally sells the vanilla pods he harvests to intermediaries. But since prices fluctuate widely – in 2004 one kilogram of vanilla soared to 500 dollars on the world market, before crashing to just 20 dollars shortly afterwards – he never knows until market day how much he will get for his work. Many farmers are even forced by difficult »

SOUND INVESTMENT

develoPPP.de was set up by the German Federal Ministry for Economic Cooperation and Development to foster the involvement of the private sector at the point where business opportunities and development policy initiatives intersect. develoPPP.de targets companies that invest in developing and emerging countries and provides them with financial and technical support. GIZ has been involved in more than 700 such partnerships since the year 1999.

www.develoPPP.de

The fruits of labour: farming vanilla is a long and labour-intensive process – which explains why it is the world's second most expensive spice.



Top: Hoping for improvements: René Totoantsarika, pictured here outside his house, has given careful thought to Symrise's offers.

Bottom: It takes three years for the vanilla creeper (left) to produce its first flowers. Harvested when green, the vanilla pods turn black after drying and fermentation (right).

financial circumstances to sell unripe pods at very low prices.

Based at Holzminden in Lower Saxony, Symrise AG is the world's fourth-largest manufacturer of scents and aromas and a supplier to Unilever. Symrise has been buying vanilla from Madagascar for years. But the company was growing increasingly dissat-

isfied. 'We were never sure we could buy enough high-quality vanilla from the intermediaries,' says Clemens Tenge, one of Symrise's vanilla experts. So in 2006 the company decided to adopt a hands-on approach. 'We put together our own team and we now buy directly from the small farmers,' Tenge explains. That was easier said than done. For with so many intermediaries involved, competition is fierce. And the small farmers are not accustomed to making permanent arrangements with just one company and instead decide who they will sell their vanilla to from one year to the next. As Tenge puts it, there's only one long-term strategy that really works in the company's favour: 'We build trust.'

Symrise uses some of the money it saves by cutting out the middleman to train farmers in better production methods, thereby making a sustained improvement in quality.

But the company has also undertaken a social commitment. It provides cash advances, subsidises health insurance and pays teachers in the region's primary schools. All this is based on a simple principle: we help you, and you sell us your high-quality vanilla.

And that is where GIZ comes in. Commissioned by Symrise, GIZ may have a different motivation, but the two parties share identical objectives. 'Our aim is to achieve a better life for small farmers,' says Alan Walsch from GIZ. 'If we can do that through partnerships with companies in which ultimately both sides benefit, then it's a genuine win-win situation,' he continues. GIZ and Symrise currently cooperate with 4,000 farmers. 'We are seen as honest brokers,' Walsch explains.

Training fields for a wide variety of crops

With advisory services provided by GIZ, Symrise supports the creation of cooperatives to enable small farmers to divide up their work better and represent their interests jointly, for example in negotiations on vanilla prices. At first sight that would seem to run contrary to the interests of the company. But it is clearly less efficient for Symrise to negotiate separate deals with each farmer individually. Vanilla farmer Totoantsarika also belongs to a cooperative, and he sees that as having one major benefit: 'We help each other to keep watch over the fields,' he says, adding that their plantations in the depths of the jungle are occasionally visited by thieves.

GIZ uses training fields to teach farmers how to cultivate vegetables, nuts and fruit. The aim is to enable families to grow a range of their own produce throughout the year and not rely solely on vanilla and rice. So what's in it for Symrise? 'If I don't know where my next meal is coming from, I'm certainly not going to be concerned about the quality of my vanilla plants,' says Walsch from GIZ. Another argument against excessive rice cultivation is the leaching effect it has on the soil. It is also important to strike a balance because farmers are clearing areas of

jungle to make way for new rice fields. This land is then no longer available for vanilla plants.

Fair market prices for vanilla?

Earning the trust of the farmers is not easy. Vanilla farmer Totoantsarika, for example, has taken part in training courses and learned a lot about growing vanilla. Despite this, he sold only a few kilograms of vanilla pods to Symrise this year. 'We've heard lots of promises before,' he says. First he wants to see how things will go from here. 'The health insurance is fantastic, of course,' he says, since doctors are extremely expensive. 'If Symrise is serious and what they are offering is long term, then I'll make a partnership with them, no question,' he says.

But one complaint comes up again and again. 'The price we get for our vanilla is far too low,' says Edward Todisoa, leader of one cooperative. Symrise says this remains tied to the international market price due to competition. The current price for one kilogram of black vanilla is around 80 dollars. For the unprocessed green pods, the farmers get about half that amount. In general, fermented vanilla is more valuable, but the process is too costly and labour-intensive for most farmers. So how fair is the price they receive? Nobody really knows. With a view to rectifying this situation, GIZ is currently undertaking a study to look into farmers' financial circumstances and how much vanilla production actually costs them. For like René Totoantsarika, very few farmers keep records of income and expenditure. He is unable or unwilling to say how much he earns. 'Too little,' is all he offers. But he is aware of the importance of putting money aside: 'I want my children to have a chance to study.'

> CONTACT

GIZ Madagascar > giz-madagaskar@giz.de

MADAGASCAR



CAPITAL:
Antananarivo

POPULATION:
22.9 million¹

GROSS DOMESTIC PRODUCT (GDP):
USD 10.8 billion²

ECONOMIC GROWTH:
2.1 per cent³

HUMAN DEVELOPMENT INDEX RANKING:
155 (out of 187)

Source: ^{1,2,3} World Bank 2013

SUPPORTING SMALL FARMERS

PROJECT:

IMPROVING LIVING CONDITIONS FOR VANILLA FARMERS

COMMISSIONED BY:

GERMAN FEDERAL MINISTRY FOR ECONOMIC COOPERATION AND DEVELOPMENT

PARTNERS:

UNILEVER AND SYMRISE

START:

2014

Four fifths of natural vanilla traded worldwide comes from Madagascar. Although the country's Bourbon vanilla fetches high prices on the world market, those who invest a great deal of time and effort in producing the spice receive only a small share of the profits. In order to improve the living conditions of vanilla farmers, GIZ has set up a partnership with scent and aroma manufacturer Symrise and food giant Unilever. Around 4,000 farmers currently supply vanilla pods to Symrise. One of the objectives of the project is to improve vanilla quality, so that farmers can negotiate higher prices. At the same time the project sets out to reduce farmers' dependency on vanilla by diversifying the range of arable crops grown.

www.giz.de/madagascar

SAVING ELECTRICITY, BOOSTING PROFITS

Replacing old refrigeration units is helping entrepreneurs and the environment. It is also enabling Mexico to achieve its ambitious climate targets. And business owners are delighted, because they are saving real money.

TEXT JOACHIM WILLE PHOTOS CHRISTIAN PALMA

Salvador Morales is proud of his sugary cream cakes decorated with a red, light blue or green glaze and candied fruit. The owner of the small grocery store in the Mexican town of Toluca goes to the head-high refrigerated display containing the colourful treats and carefully lifts down a red one. 'These are very popular,' he says.

Cream cakes must be kept well chilled. 'Otherwise they quickly go bad,' Morales explains. He knows his business: he once owned a bakery in this street, which he has now turned into a small supermarket selling a wide range of produce. But chilling his cakes requires a lot of electricity because he displays

them in an open chilled cabinet that is already over ten years old. Morales knows that the cold air generated at great cost simply spills out of the open refrigerated units stacked one on top of the other. 'It really isn't very efficient.'

Rather more efficient, on the other hand, are three new chilled display counters, the latest addition to the twelve units in his store. They form the focal point of his business: this is where customers wait to be served, where Morales and his staff sell chilled foods. Yoghurts and milkshakes are displayed behind a glass door – for improved insulation. Since Morales had his old refrigerated cabinets replaced a year ago, the electricity he uses in his store has been cut by one fifth.

Morales' electricity bill accounts for over a quarter of all overheads – for the refrigeration, lighting and computers in his store, which employs around 35 staff. But the shopkeeper would never have been able to switch to cost-saving refrigerated units without some assistance. The investment involved was simply much too high. A chilled cabinet costs around 30,000 pesos, equivalent to around EUR 1,800 – an impossible sum to finance on such slender profit margins. Then one day a man came into Morales' store and told him about a state programme that issued loans to small and medium-sized businesses to upgrade refrigerated appliances, air conditioning and lighting systems. 'I found the idea in-

teresting and agreed to try out three new units,' Morales explains.

The new chilled cabinets are miracles of efficiency compared to his old units. Electricity consumption is so low that the savings accumulated over just four years are enough to refinance their acquisition. After that, the new refrigerators will belong to small entrepreneurs like Morales – who from that point on will be saving real cash. The programme behind all this was developed by GIZ on behalf of the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety in collaboration with relevant Mexican ministries and several companies, including state energy providers.

Energy costs leave some facing bankruptcy

Alexandra Garcia, one of Morales' employees, is responsible for keeping the books. She produces the electricity bills she receives every two months. In 2012 the monthly bills came to 25,000 pesos. During the first year of the refrigerator replacement programme, payments fell to 24,800 pesos. 'But 5,600 pesos of each bill counted towards repayment of the »

Left: Salvador Morales' cakes are displayed in energy-wasting open refrigerated display cabinets. Right: The new chilled counter now forms the store's focal point.





ANIMADA
DIVERSION



EL POSTRE DE
TODA LA FAMILIA

loan,' Garcia explains. In three years those repayments will cease. 'Then the fridges will be paid for and we will spend a lot less – and it's also better for the environment.'

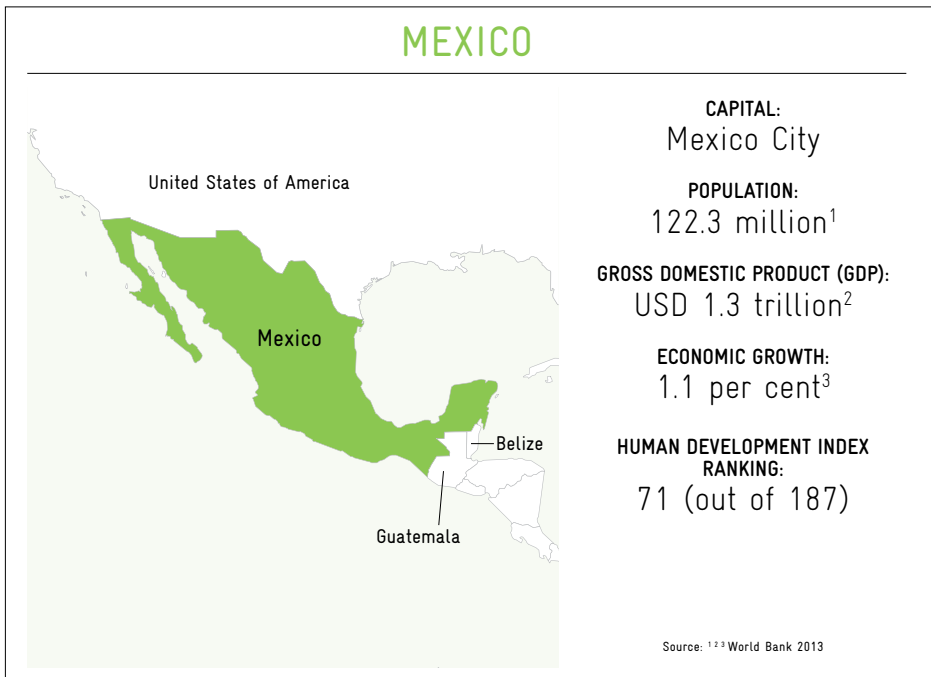
Ernesto Feilbogen from Mexico City coordinates the programme for GIZ and knows of many small businesses that have benefited. For example, the barkeeper in Hidalgo who was probably saved from bankruptcy by the electricity savings. Feilbogen remembers how Armando Villalobos, the owner of 'Las Palomas' bar, told him: 'Our energy costs were so high we were at risk of going under.' Today, after replacing his refrigerators, Villalobos saves over one third on electricity bills, equivalent to around 816 euros each year.

Huge potential for savings

Feilbogen can back up the success stories with hard figures. By the end of 2013, within the space of about a year, almost 6,000 appliances had been upgraded. A system set up by GIZ to measure the reduction in greenhouse gas emissions showed that this campaign had prevented around 9,000 tonnes of CO₂ emissions. 'The potential for savings is enormous,' says Feilbogen. As an emerging economy, Mexico has 5.1 million micro, small and medium-sized enterprises which lack the capital for investment in modernisation. 'The country is full of Salvadors and Armandos,' says Feilbogen.

Germany is supporting Mexico with its climate policy. In 2010, the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety and its Mexican counterpart set up the Mexican-German Climate Change Alliance. Since then the country, which has a population of more than 122 million, has set out ambitious climate targets – the most ambitious of any of the world's emerging economies. In 2012, for example, Mexico introduced legislation which aims to cut greenhouse gas emissions by 50 per cent by 2050, as measured against the base year 2000.

But if the country is actually to achieve these objectives, the instruments for steering,



FOR ENTERPRISES AND ENVIRONMENT

PROJECT:

MEXICAN-GERMAN NAMA PROGRAMME

COMMISSIONED BY:

GERMAN FEDERAL MINISTRY FOR THE ENVIRONMENT,
NATURE CONSERVATION, BUILDING AND NUCLEAR SAFETY

PARTNERS:

MEXICAN MINISTRIES OF ENVIRONMENT, ENERGY, COMMUNICATION
AND TRANSPORT, MEXICAN NATIONAL HOUSING COMMISSION,
ELECTRIC ENERGY SAVINGS TRUST FUND (FIDE)

OVERALL TERM:

2011 TO 2015

Mexico's many small roadside stores are filled with the familiar buzz of old refrigerators. The owners face high electricity bills. Now, thanks to a system developed jointly with GIZ, small entrepreneurs can save both energy and overheads – by seizing the opportunity to replace their old refrigerators, lighting systems and air conditioners with energy-efficient appliances. The special feature of the arrangement is that entrepreneurs are given a 10 per cent price reduction and then pay for new appliances with savings on electricity. After four years at most, the appliance becomes the property of the business. For entrepreneurs, the scheme involves a one-off investment that pays for itself. For nature and the environment it means fewer emissions.

www.giz.de/mexico



Left: Ricardo Mendiz, who works in a disassembly workshop, recovers CFC gases from an old refrigerator.

Right: An end-of-life refrigerator is carefully disassembled into its individual parts (top). Mendiz marks a refrigerator that has been disposed of correctly. The supplier receives his money only on production of photographic evidence (bottom).

planning and monitoring climate change mitigation activities will need to be made more effective. The German Federal Environment Ministry is therefore supporting Mexico with developing voluntary climate protection measures, or NAMAs (Nationally Appropriate Mitigation Actions). The concept was established at the 2007 Climate Change Conference in Bali and targets countries like Mexico which are not subject to any CO₂ reduction commitments as part of the UN Framework Convention on Climate Change. It also enables industrialised countries to finance these voluntary climate change mitigation actions or provide support by means of technology transfer.

Mexico's efforts to improve energy efficiency did not start from scratch, however. Several years ago a programme was introduced offering private households the chance to exchange old refrigerators for new ones. Around two million appliances were replaced. Nevertheless, despite the impressive success in reducing CO₂ emissions, getting individuals to upgrade appliances is not as easy as it might seem. The reason is that Mexico's Government heavily subsidises electricity prices for private households. 'That's why businesses benefit more quickly from replacing energy-inefficient appliances, because they have to pay much higher electricity prices by comparison,' explains Feilbogen.

Ingenious disposal system for end-of-life refrigeration units

The replacement programme attaches great importance to disposing of old refrigerators in an environmentally friendly way. Every effort is made to ensure that these energy-wasters are removed from the market and do not reappear for resale. Furthermore, all chemical refrigerants used in the appliances – including the cli-

mate-damaging chlorofluorocarbon R134a – are disposed of correctly and any metallic components recovered are sent for recycling. The supplier of the new refrigerator only receives payment for his work after submitting an appropriate confirmation from a certified disassembly plant. The significance of this approach is highlighted by Ricardo Mendiz, who works at a disassembly plant in Toluca. 'The old refrigerators are usually collected by scrap merchants,' the young man explains. 'And since they are only interested in scrap metal, they simply let the refrigerants escape.' If that happens, the gases go straight into the atmosphere and become climate-killers. 'That's something we have to prevent at all costs,' says Mendiz emphatically.

Business owner Morales is so impressed with the refrigerator programme that he is now planning to replace the rest of his old appliances. Even if that means his cream cakes will have to sit behind a glass display case, Morales is sure his customers will not be put off buying his brightly coloured sugary treats.

➤ CONTACT

Ernesto Feilbogen > ernesto.feilbogen@giz.de

THE NEW FARMERS OF BANGALORE

Soils can be replenished and yields can even be increased without the use of chemicals. Organic farmers in the Indian state of Karnataka show how it's done.

TEXT CHRISTINE MÖLLHOFF PHOTOS MONEY SHARMA



Boxes of vegetables, lettuce and fruit are piled up beside the entrance to the sandy yellow courtyard. It is a bright winter's day, the green fields and palm trees stand out against the soft blue sky. Helpers are busy loading up a small truck, which will later transport the goods 40 kilometres to Bangalore. The men are wearing lungis, a type of sarong common in India's warm south.

N. R. Shetty is on a visit from the neighbouring farm. He points with pride at the stacks of bananas, peppers, tomatoes and cauliflowers. 'All of them are organic,' says Shetty excitedly, who like many Indians abbreviates his first names. His eyes sparkle as he talks enthusiastically about cow urine, earthworms and the benefits of the Neem tree.

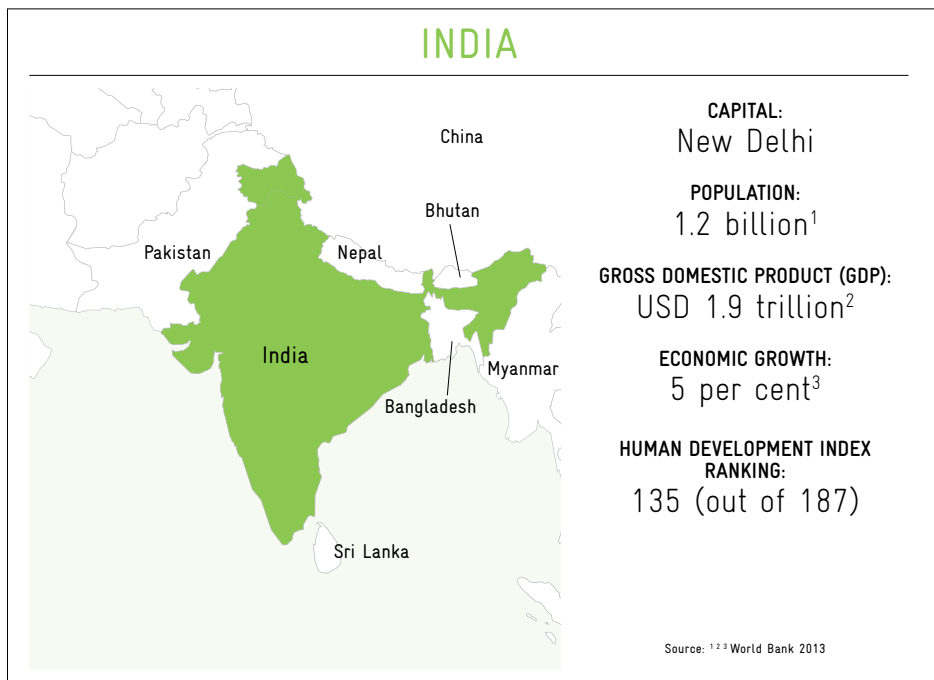
He was once an engineer working for the state-owned telephone company. Today the 71-year-old is president of the farmers' cooperative Sahaja Samrudha ('rich nature'), which has been campaigning for more environmentally friendly agriculture for ten years.

Prosperity boosts demand

Shetty runs a small model farm which passes on organic farming techniques to other farmers. In the Bangalore region, between 600 and 1,000 farmers have now converted their farms to organic crops. Germany has been supporting this move. Alongside NABARD, the Indian development bank, which has made funding available, KfW Development Bank has been providing interim loans and GIZ advises borrowers on behalf of the German Federal Ministry for Economic Cooperation and Development. GIZ also provides farmers' cooperatives with expertise on growing and selling organic produce.

As in Europe, the market for organic goods is also increasing in India. Although business involving chemical-free produce »

Rich pickings: farmers in southern India have switched to organic vegetable farming. This has also brought financial benefits.



KNOW-HOW FOR FARMERS

PROJECT:

SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES

COMMISSIONED BY:

GERMAN FEDERAL MINISTRY FOR ECONOMIC COOPERATION AND DEVELOPMENT

PARTNER:

NATIONAL BANK FOR AGRICULTURE AND RURAL DEVELOPMENT, INDIA

OVERALL TERM:

2007 TO 2015

The project comprises over 190 different measures, which aim to conserve India's natural resources and simultaneously improve living conditions for the rural poor. GIZ supports various approaches, including new farming methods such as drip irrigation, the use of renewable energy and ecotourism. These measures have so far directly benefited around 300,000 people. The basic idea behind the project is to promote investment in rural areas, through companies, development banks or the farmers themselves. In the state of Karnataka in southern India, GIZ is working with its Indian partners to promote organic farming. The Sustainable Management of Natural Resources project not only seeks new approaches to financing development projects, it also supports the fight against poverty and encourages a more responsible use of natural resources – which is extremely important in a resource-poor country such as India.

www.giz.de/india



Left: Organic produce ready for shipping to Bangalore, India's third largest city. Right: Former engineer N. R. Shetty is today an enthusiastic organic farmer.

still represents less than one per cent of total sales in India, a growing number of Indians, particularly those from more prosperous backgrounds, now want to eat organic food. 'We can only satisfy about ten per cent of the demand,' says Shetty, who is strongly committed to organic farming. 'I'm a farmer's son. We used organic methods when I was a child,' he says. 'The food we eat today is not healthy.' Worse still, he continues, with artificial fertilisers destroying the soils, farmers need to use more and more fertiliser and water.

The harmful effect of chemicals on the environment and health is one of the principal arguments against their use. Others include inadequate pesticide legislation and improper use. In the summer of 2013, 23 children in the state of Bihar died as a result of eating a school dinner, because the cooking oil had been stored in an old pesticide container. And yet India believes it cannot feed its population of 1.2 billion without pesticides. Half of all children under the age of five are considered malnourished, and every day hundreds die of starvation and its consequences. But the politicians responsible in New Delhi continue to give assurances that pesticides are safe when used correctly.

Organic farmers like Ramaiah HG prove that success can be achieved without pesticides – in fact sometimes the outcome is even better. Like many southern Indians, the 60-year-old

does not have a family name as is common in western countries. H stands for his village, Halehalli, in the south of Bangalore, G for the name of his father, Gundappa.

Ramaiah HG has lived from agriculture for 30 years. He has converted half of his farmland to organic crops and now grows beans, cauliflowers, potatoes and tomatoes in compliance with organic standards. Instead of artificial fertilisers he uses compost made from cow manure that is wriggling with earthworms. He substitutes pesticides with a mixture of cow urine, Neem leaves and other natural substances.

Lower costs means more money for a happier life

It works just as well, he says. More importantly, he only needs half the volume of water, now an increasingly scarce resource in India. In addition, instead of farming monocultures, he produces a wider range of fruit and vegetable varieties. And he has shifted milk production from 'turbo' cattle back to the traditional breeds, which are much better suited to the climate.

Ramaiah HG is happy. He used to spend 30,000 rupees per season on fertilisers, pesticides and seeds. Today he gets by on just 15,000 rupees. While yields have remained

unchanged, he earns 30 per cent more for organic produce. According to his calculations, his bottom line is around 60 per cent more as a result of the switch to organic farming. He has a mobile phone, a refrigerator, a television – and a year ago he built himself a nice new house. 'I am happy with my life,' he says. And he is not alone: other organic farmers in the Bangalore region have similar stories to tell.

Yet many farmers are still reluctant to make the switch to organic farming. One reason is the difficult conversion phase: soil that is accustomed to fertilisers takes several years to recover, and farmers face losses during this period. 'Profits are down during this transition phase, which lasts three to four years,' says Hansjörg Neun, a GIZ expert in New Delhi. That's why KfW Development Bank provides small loans to help farmers make ends meet.

Not just in Bangalore in Karnataka state, but also elsewhere in India, the country's farmers are rethinking their ideas and turning to natural farming methods. The small state of Sikkim has particularly ambitious plans: it aims to switch completely to organic farming by 2015.

➤ CONTACT
GIZ India > giz-indien@giz.de

What makes for successful cooperation?

Managing partnerships is one of the core challenges of international cooperation. A new GIZ publication explains how to put this into practice.



'Cooperation must be systematic in design if we are to bring about successful change processes,' says Christoph Beier, Vice-Chair of the GIZ Management Board.

What is the philosophy behind the GIZ management model Capacity WORKS?

Addressing most social problems in the world today requires cooperation between various organisations. Capacity WORKS provides answers to the question of how partnerships can be designed so that all parties jointly contribute to finding the optimum solutions to a social problem. The strength of Capacity WORKS lies in asking the right questions and not simply imposing answers. Each project manager approaches tasks in a different way and is highly motivated. Capacity WORKS embraces this potential. The focus is on creativity, strategy and flexibility. The concept succeeds in helping everyone to

find their own individual path, but also to achieve the same goal: that of successfully implementing change and cooperation. The universal solution is that there is no universal solution.

Every partnership is unique. So how has it been possible to develop a transferable concept?

Our day-to-day business involves a variety of different roles and responsibilities, countries, partners and clients. Our hallmark is achieving high quality and clear outcomes despite the wide range of contexts. This cannot be done using templates or ready-made answers; instead we have a toolbox to help us arrive at intelligent solutions which may differ very widely.

How relevant is Capacity WORKS to GIZ's work on the ground?

Based on years of experience using the model, we have now decided to make Capacity WORKS a binding model for managing our projects. Our cooperation projects cannot simply be run in a hierarchical way like organisations, they require intelligent steering. Capacity WORKS offers the methodological tools needed to do this. A holistic approach to planning and steering greatly simplifies quality assurance. The model enables everyone to find their bearings, regardless of professional background, nationality, cultural identity or age. Defined criteria for success, a checklist, a methodological toolbox and practical examples guarantee quality and flexibility in equal measure. And of course, Capacity WORKS forms the basis of GIZ's standardised commitment to deliver services to its clients, partners and commis-

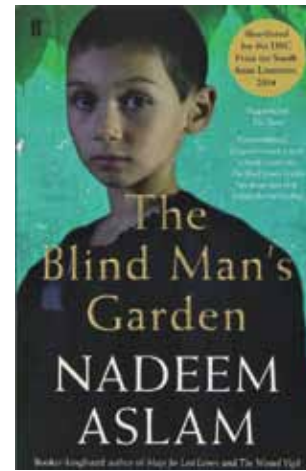
sioning parties. The way GIZ goes about planning and implementing its projects is in its DNA.

What does the concept offer other organisations and companies?

The book is the distillation of 30 years of GIZ management experience. This experience has been pooled, studied within the context of recent approaches to theoretical system analysis and prepared in such a way as to make it usable in practice across all fields – such as the energy transition, digital change or structural policy challenges. As a federal enterprise, GIZ of course also takes great interest in sharing its knowledge with others. For all those involved in providing targeted support for social change processes, the management model shows how challenging goals can be achieved in a complex and unpredictable world through systematic cooperation management. Capacity WORKS provides the orientation and structure for practical action.



'Cooperation Management for Practitioners' pools the experience gathered over 30 years of GIZ activities. Published by Springer Gabler, the book is available in German (2014) and in English, French and Spanish (2015).



> FORUM

New conference for pioneers of sustainability

Change begins in the mind. The United Nations Post-2015 Development Agenda is designed to anchor sustainable action in the minds of every person across the globe. How can a process like this succeed? Where should we start? What can we learn from each other? And how can we ensure that actors in politics, business, academia and civil society all pull together? These are the central questions behind a new, international conference series that will take place every two years in Bonn. It will bring together all those who are committed to changing the world: people from companies, research institutions, banks, international cooperation, civil society, culture and the media. At the Bonn Conference for Global Transformation, organised by GIZ and the Federal State of North Rhine-Westphalia,

the delegates will discuss different ways of implementing sustainability. At the heart of the conference are the workshops, which offer space for exchanging ideas and forming new networks.

The series is being supported by several strong partners: the United Nations University, the World Business Council for Sustainable Development and the Sustainable Development Solutions Network.

.....
Bonn Conference for Global Transformation
12 and 13 May 2015
World Conference Center Bonn
 Registration: www.bonn-conference.net

> RECOMMENDED READING*

The Blind Man's Garden

Nadeem Aslam, Pakistan
 Faber and Faber, 480 pages
 ISBN: 9780571287949

October 2001: two brothers in Pakistan secretly run away to fight against the Americans in Afghanistan. Aslam asks: 'How can you live through a war while remaining true to your principles?' And: 'What does war do to people when it is transported into their country?' One of the best novels you could read about the time following the 9/11 attacks in 2001.

Claudia Kramatschek, literary critic and arts journalist

GIZ-PUBLICATIONS

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



Green jobs: the effects of a green economy on employment

Available in German
 Klaus Jacob, Rainer Quitzow, Holger Bär

This study provides an overview of the international discussion about the green economy. It introduces a number of green job concepts and relates them to key questions concerning labour

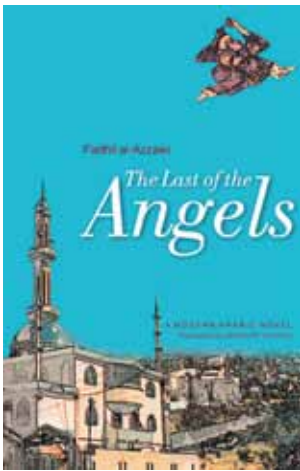
market policy. The authors also make a series of recommendations for promoting employment within the context of green economy strategies and development cooperation.



Building up Land Concession Inventories - The Case of Lao PDR

Available in English
 Nike Affeld

Foreign investment in land is a particularly clear trend in Laos. The population all too frequently loses out as a result of this development. Since 2007, data on the extent and effects of the investments in land has been collected as part of a project supported by GIZ. This publication compiles the results and highlights the potential consequences. It therefore contributes to increasing transparency in this field.



> RECOMMENDED READING*

The Last of the Angels

Fadhil al-Azzawi, Iraq/Germany
Translated from Arabic by William M. Hutchins
Free Press (Simon & Schuster), 304 pages
ISBN: 9781416567455

In Kirkuk in the 1950s, the adventurer Hameed – known as ‘Hameed Nylon’ – is a symbol for the hope and desire for freedom felt by the Iraqi people. He stands between idyllic scenery and oil fields, demons and modern nightmares, British colonial powers, communists and weapons dealers. This literary view goes deeper than the daily headlines. Incredible Arabic literary narrative – satirical, poetic, fantastic!

Cornelia Zetzsche, literary editor, critic and broadcaster



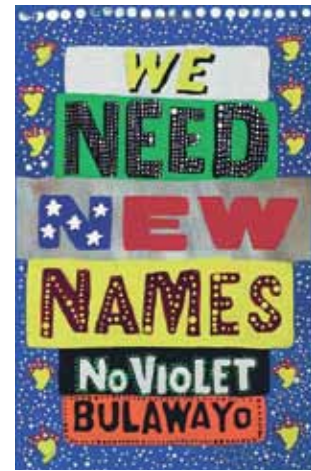
> RECOMMENDED READING*

The Secret Lives of Baba Segi's Wives

Lola Shoneyin, Nigeria
Serpent's Tail, 256 pages
ISBN: 9781846687495

Baba Segi is a Nigerian man of stature. He has four wives and a horde of children. But wife number four has been to university, which makes for considerable turmoil in the household. An acerbic yet highly witty social satire that tells the story of the four women, culminating in a grotesque finale.

Katharina Borchert, literary critic and editor



> RECOMMENDED READING*

We Need New Names

NoViolet Bulawayo, Zimbabwe/USA
Chatto & Windus, 304 pages
ISBN: 9780701188047

At once ebullient and sad, this novel traces Darling's journey from a slum in Zimbabwe to Detroit. The young, first-person narrator (Darling) is a cool yet sensitive girl who combines and reflects the two different worlds.

Karl-Markus Gauß, author and literary critic

* 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



Non-governmental vocational training – approaches for German bilateral international cooperation

Available in German
Notes from an expert workshop

From a German perspective, companies are an important part of any successful vocational training system and should be actively involved in the implementation, steering and financing of technical and vocational education and training. The workshop documented in this publication facilitated an exchange of ideas concerning these aspects between GIZ and KfW.



Manual for tourism planning in development cooperation

Available in German
Matthias Beyer

This manual provides strategic, technical and methodological recommendations for overcoming the challenges that exist in tourism planning in developing countries and emerging economies. It is intended for local and international advisors, those working in tourism projects as part of development cooperation, governmental organisations in the target countries, and companies and associations in the sector.



STEPHAN LIDSBA,

REFUGEE EXPERT

BASED IN ISLAMABAD, Stephan Lidsba heads a programme supporting the peaceful coexistence of Afghan refugees with the Pakistani population along the border with Afghanistan. 'Working here allows me to utilise my expertise in providing emergency aid in crisis zones and in civil-military cooperation,' says Lidsba, who holds a degree in peace and conflict studies. He joined GIZ after taking part in various UN peacekeeping missions. In Pakistan, his focus is on the border region, where one fundamental resource is particularly scarce: water. The fact that Afghan refugees also use the little water available for their needs is a frequent source of conflict between them and the Pakistani host population. Lidsba coordinates and monitors various projects designed to prevent these conflicts, 'for example to irrigate fields and set up watering points.' He lives in Islamabad with his wife and three children aged eight, five and two. 'In terms of infrastructure, Islamabad has everything that a family with small children could wish for. There are playgrounds and sports clubs.' He spends a quarter of his time travelling the country; the rest is spent in Islamabad. 'My office is in the Ministry of States and Frontier Regions and I can discuss my work directly with the Minister.'

GIZ is always looking for experts for its projects. Interested? Why not visit our 'Jobs and careers' page: www.giz.de/careers.

THEN AND NOW

A look back at a project and its results

PROJECT:

GERMAN-UKRAINIAN PARTNERSHIP INITIATIVE FOR HIV/AIDS PREVENTION

COMMISSIONED BY:

GERMAN FEDERAL MINISTRY OF HEALTH

TERM:

2008 TO 2011

THEN: Ukraine has the highest HIV rate in Europe, and the percentage of the population classed as HIV positive is one of the fastest growing in the world. In 2009, around 161,000 people were officially registered as HIV positive, and nearly 20,000 new infections were recorded. By comparison, the number of new infections in Germany in 2013 was a little over 3,000. Against this background, the German Federal Ministry of Health commissioned GIZ to oversee the German-Ukrainian Partnership Initiative for HIV/AIDS Prevention. The large-scale initiative aimed to improve access to as well as the availability and quality of services offered in Ukraine to those affected by HIV/AIDS. The services it provided included prevention, diagnosis, treatment and care as well as mitigating the effects of the disease.

NOW: The German-Ukrainian Initiative has made great progress in many areas. One of these areas is prevention in schools, which those involved in the project supported by offering a teacher training course. There have also been improvements in clinical treatment as well as in prevention and in screening for risk groups. Modelled on the German campaign 'Gib Aids keine Chance' (Don't give AIDS a chance), run by the German Federal Centre for Health Education, 1,075 posters were placed alongside busy roads in Ukraine and 1,480 illuminated adverts were installed in Ukraine's cities. Awareness-raising campaigns were held at concerts, through which the project reached around 10,000 young Ukrainians; television coverage of the topic reached approximately ten million viewers.

www.hiv-initiative-ukraine.org

AKZENTE

Publisher: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Registered offices: Bonn and Eschborn

• Friedrich-Ebert-Allee 40, 53113 Bonn, Germany
Tel.: +49 228 44 60-0, Fax: +49 228 44 60-17 66

• Dag-Hammarskjöld-Weg 1-5, 65760 Eschborn, Germany
Tel.: +49 61 96 79-0, Fax: +49 61 96 79-11 15

Dorothee Hutter, Director of Corporate Communications

Email: akzente@giz.de

Internet: www.giz.de/en/mediacenter/akzente.html

Responsible: Anja Tomic, Deputy Director of Corporate Communications (GIZ)

Content concept and editing:

GIZ: Heidi Beha (editor), Kerstin Nauth, Jenny Fuhrmann
Frankfurter Societäts-Medien GmbH: Helen Sibum (project management), Judith Reker, Oliver Hick-Schulz (layout), Corinna Potthoff (photo editing)

English translation: Laura Ball, Hillary Crowe, Alan Seaton, Gill Lester; Karl Stellrecht (GIZ Language Services)

Proofreading: textschrittmacher, Lübeck, Germany

Graphic design/lithography: Frankfurter Societäts-Medien GmbH, Frankfurt, Germany

Printed by: SZ-Druck & Verlagsservice GmbH, Troisdorf, Germany

Printed on: Arctic Volume, certified to FSC standards

Maps: GIZ/Ira Olaleye

The maps are for information purposes only and do not constitute recognition under international law of boundaries and territories. GIZ does not guarantee in any way the current status, accuracy or completeness of the maps. All liability for any loss or damage arising directly or indirectly out of their use is excluded.

Cover: Getty Images/Paula Daniëlse

All images: GIZ unless otherwise stated

Published: Quarterly

Current issue:

February 2015

ISSN: 0945-4497

Articles by individual authors do not necessarily reflect the opinions of the publisher.



akzente was honoured with a Gold and a Silver Fox Award 2014.

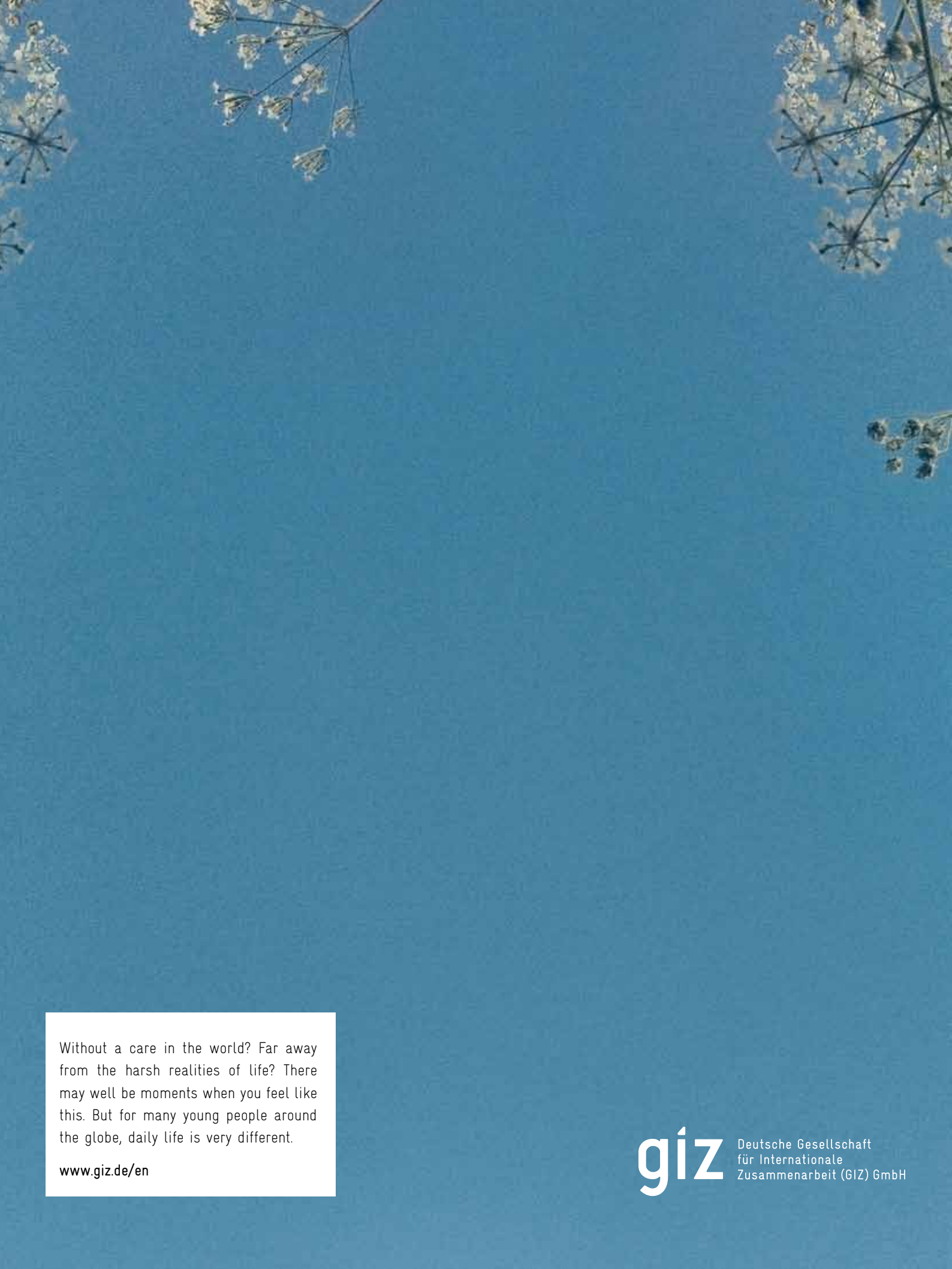
PREVIEW

akzente issue 2/15

TRANSPARENCY Governments, institutions, associations and even companies are increasingly coming under critical public scrutiny. Around the world, the fight against corruption and abuse of power is seen as one of the top priorities, while greater transparency is considered essential for

progress, growth and development. What kind of formulas are available for achieving a balance between viability und confidentiality? What solutions can create enhanced transparency for the good of society? Answers to these and other questions will be provided in akzente 2/15.





Without a care in the world? Far away from the harsh realities of life? There may well be moments when you feel like this. But for many young people around the globe, daily life is very different.

www.giz.de/en

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH