

# akzente

The GIZ Magazine

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## Transparency – Out of the Shadows

### Other topics:

Occupational health in Oslo and Berlin  
Protecting Viet Nam's coast and climate



MY PROSTHETIC DEVICES HELP  
MINE VICTIMS GET BACK TO  
LIVING A NORMAL LIFE

JOSÉ HARRINSON ZULUAGA  
ORTHOPAEDIC TECHNICIAN IN COLOMBIA

JOSÉ HARRINSON ZULUAGA, who has a background in industrial design, was one of the first to graduate from a training centre for orthopaedic technicians. He is looking forward to creating custom-made artificial limbs. Landmine victims are currently given a standard-size prosthetic. 'They can be too tight and cause pain.'

You can find more 'Faces and Stories' at  
[www.giz.de/stories](http://www.giz.de/stories).



Scan the code with your smartphone to watch the video.

# INSIGHT, PERSPECTIVE, OUTLOOK

Why transparency pays off and what GIZ is doing to promote it.

DEAR READER, the best house is one that is open to everyone – so goes the saying from the famous story collection ‘One Thousand and One Nights’. And it’s true that life is brighter, more diverse and more interesting if we open ourselves up to the world. We expect our friends, partners and managers to adopt this attitude too, and the same goes for the politicians, business leaders and civil-society representatives responsible for making decisions. This is what we mean by transparency – systems that do not cut themselves off, but that let us in and take us with them; that do not build walls, but foster awareness and understanding. But transparency must also have its limits. If it paves the way for greater surveillance and becomes a means to restrict rights of the individual rather than strengthen them, then it has gone too far. After all, how many of us would want to be a ‘transparent citizen’? Even the best house has doors that need to be closed now and then.

OUR AUTHOR Christian Hiller von Gaertringen takes a closer look at when more transparency is desirable and when it does more harm than good. Ultimately, it is a judgement call and one that we need to keep reassessing. In this issue’s interview, Christine Hohmann-Dennhardt, member of the

Board of Management of Daimler AG, also discusses the fine line between the benefits and disadvantages of transparency in large enterprises.

OUR REPORTS from abroad take you to Norway, the Middle East and Asia. We follow a Mongolian delegation visiting Oslo and Berlin, and meet a young pastry chef in the Palestinian territories. We also talk to two people who are making a fresh start after surviving the collapse of the Rana Plaza building in Bangladesh and travel to Viet Nam, where mangrove forests are helping to mitigate the impact of climate change.

Returning to the topic of transparency, GIZ itself has taken another important step in this direction, recently launching a project data portal on the GIZ website to provide facts and figures about our activities. You can find out how it works on page 42.

I hope you enjoy reading this issue and find the articles interesting and inspiring.

*Dorothee Hutter*



DOROTHEE HUTTER,  
Director of Corporate Communications

## IN BRIEF

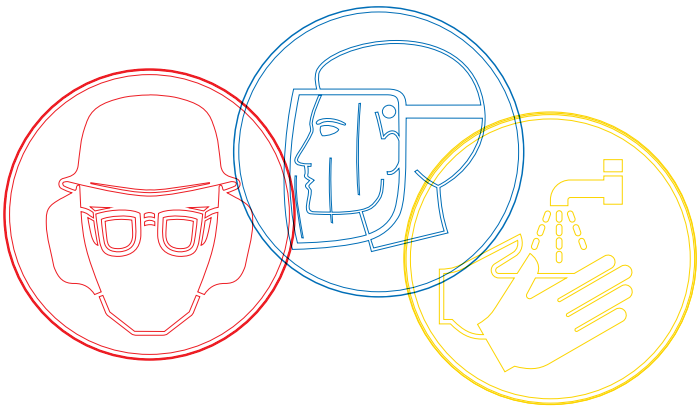
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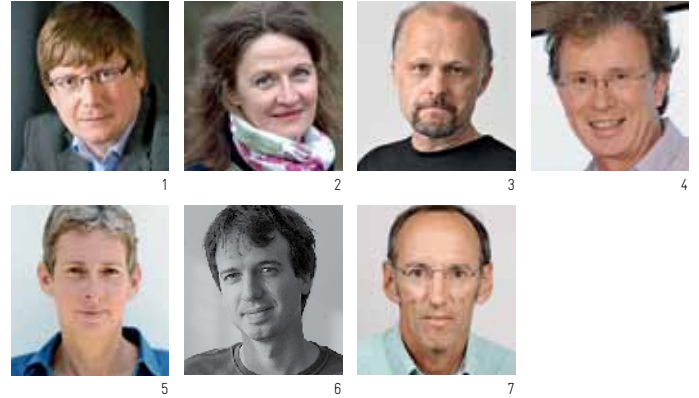
Survivors of the Rana Plaza disaster in Bangladesh recount how they have successfully built a new life.

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As an expert on Western Africa in Abidjan, she supports the authorities in training the Ivorian security forces.

## AUTHORS AND PHOTOGRAPHERS



**CHRISTIAN HILLER VON GAERTRINGEN (1)** is a business editor at the Frankfurter Allgemeine Zeitung. In his essay he explores the merits and limits of transparency. Equipped with pen, paper and camera, **BETTINA MITTELSTRASS (2)** and **THOMAS GRABKA (3)** accompanied a Mongolian delegation visiting Oslo and Berlin. **NAFTALI HILGER (4)** is a photographer living in Israel. Together with freelance correspondent **SUSANNE KNAUL (5)** from the Weltreporter network, he travelled to the West Bank where new job opportunities are opening up for young people. **RICARDO MORAES (6)** is a photographer in Rio de Janeiro. He took the impressive 'Through the lens' picture of youngsters playing football. **ROLF OBERTREIS (7)** met former textile workers who survived the collapse of the Rana Plaza building in Bangladesh and learned about their new lives.

## 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](http://www.giz.de/en)

## IN FIGURES

**144** million people now benefit from the fact that GIZ, on behalf of the German Government, has supported more than 450 water and sanitation companies worldwide. In doing so, GIZ is committed to ensuring a reliable supply of safe drinking water, the controlled disposal of wastewater and fair charges for consumers. Regular communication with water boards, technology companies and universities is also key to successful water management.

**5,000** companies were founded between 2012 and 2013 with support from GIZ. Another 60,000 or so have seen a marked improvement in their competitive position since receiving advisory services. For instance, they have improved the quality of their products or now use cutting-edge manufacturing technologies. Efficient institutions and well-functioning markets are also important prerequisites for encouraging investment from entrepreneurs.

**2015** is the European Year for Development. Through debates, exhibitions and various events, the EU aims to inspire Europeans to get involved in development. International cooperation organisations will also be presenting their work. There is a great deal of interest in the topic: according to a Eurobarometer survey, most Europeans – 85% of those surveyed – think that we should be providing more development assistance. They consider health, peace and security to be the most important challenges we currently face.

## Safeguarding peace



Kofi Annan at the 2015 Munich Security Conference

**PROSPECTS FOR AFRICA** Key figures from the international community came together during the 51st Munich Security Conference to discuss African approaches to safeguarding peace. At a GIZ event, entitled African and Global Perspectives on Peacekeeping and Peacebuilding, former Nigerian President Olusegun Obasanjo and former United Nations Secretary-General Kofi Annan examined the challenges facing international peace missions in Africa.

The discussion was opened by Vice-Chair of the GIZ Management Board Christoph Beier, who highlighted the impressive security architecture of the African

Union and other regional organisations. Nobel Peace Prize winner Kofi Annan talked about the progress which has already been made: 'Today, in many countries, elections are simply a matter of course, and this has done much to reinforce the legitimacy of governments. But solutions to the social challenges facing us are also indispensable for stability in Africa.'

The Munich Security Conference is an annual forum attended by those working in the field of international security. It aims to promote peaceful conflict resolution and international cooperation in addressing current and future security issues.

## Stopping the epidemic

**FIGHTING EBOLA** The Ebola epidemic in western Africa, which has claimed so many lives, is not yet over. On behalf of the German Federal Ministry for Economic Cooperation and Development, GIZ is therefore supporting efforts to stop the spread of the disease. For example, together with the non-governmental organisation Cap Anamur, it has built an isolation unit at a paediatric hospital in Sierra Leone's capital city, Freetown. Around 20 children can receive medical care

there during the three-week quarantine period. GIZ has also provided protective clothing for the hospital staff.

In Liberia, Sierra Leone and Guinea, it is supporting the efforts of non-governmental organisations to raise awareness among the population. In neighbouring Mali, it has helped to set up a mobile laboratory for diagnosing Ebola and has trained laboratory staff on behalf of the German Federal Foreign Office.

# Tackling climate change

**ENVIRONMENTAL PROTECTION** GIZ in Germany has achieved a key objective: it is now climate-neutral. Two strategies have made this possible. Firstly, prevention and reduction. Wherever possible, GIZ avoids producing greenhouse gas emissions. It adopts various methods to achieve this, for example using green electricity and increasingly replacing travel with video conferences. These steps have resulted in an 11% reduction in CO<sub>2</sub> emissions in the last four years. Unfortunately, it is not yet possible to prevent all emissions, so this is

where the second strategy, compensation, comes in. Where emissions cannot be avoided, GIZ pays a fee to protect the environment, which is used to finance renewable energy in developing countries and emerging economies. In 2015, GIZ is taking a new approach to this climate change mitigation instrument, which is recognised by the Kyoto Protocol. It will offset harmful emissions it produces through, among other things, climate certificates for one of its own climate change mitigation projects in Thailand.

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'NEVER IN HISTORY  
HAS PROGRESS  
IN HEALTH BEEN FASTER  
THAN DURING  
THE LAST FOUR YEARS.'

ERNA SOLBERG, Prime Minister of Norway, at a conference in Berlin organised by Gavi, the Vaccine Alliance, in January 2015

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## For better orientation

**PORTAL FOR LABELS** They are designed to help consumers recognise sustainably produced goods, but the huge number of labels sometimes makes things more confusing. The new portal 'Siegelklarheit.de' is providing better orientation. On behalf of the German Federal Ministry for Economic Cooperation and Development, GIZ has developed a rating method for the portal.

[www.siegelklarheit.de](http://www.siegelklarheit.de)

## THREE QUESTIONS FOR



MESSELE HAILE,

a construction engineer and director of MH Engineering in Addis Ababa. Haile is working with GIZ International Services on the construction of 13 new universities throughout Ethiopia. The project will be completed in 2015.

### How important is this construction project for Ethiopia?

Very important. Local subcontractors have now been trained to meet high standards. And the construction of the new universities has increased intake capacity by 150,000. Previously, universities were only able to offer 50,000 places.

### How can the success be measured?

We will be finished on time. And we have reduced construction costs by 48% compared with previous university building projects. What's more, universities were able to offer students places after the first year of construction. It used to take six or seven years before we reached that stage.

### Why was GIZ International Services brought on board to help build the universities?

The government wanted to build cost-effectively and quickly, and that required certain management expertise which no company in Ethiopia, either public or private, was able to offer. That is why the government brought GIZ on board. It took on many aspects of the process, from design to financial management.

[www.giz.de/international-services/en](http://www.giz.de/international-services/en)

# Windhoek, Bremen, Durban



**MUNICIPAL CLIMATE PARTNERSHIP** Since 2011, the city of Bremen has been working on establishing a development partnership for climate and resource protection with its partner cities, Windhoek in Namibia and Durban in South Africa. GIZ is supporting these cities in coordinating and implementing their plans. This involves, among other things, the joint implementation by Durban and Bremen of a project financed by the German Federal Ministry for Economic Cooperation and Development, which aims to restore an area of wetland to its natural state. The objective is to preserve biodiversity and to allow more water to be absorbed by the ground during periods of heavy rain, which helps to prevent floods.

[www.klimapartnerschaft.bremen.de](http://www.klimapartnerschaft.bremen.de)

# Respecting standards

**SUSTAINABLE PALM OIL** According to a new study by the Forum for Sustainable Palm Oil, German companies often use palm oil which has not been produced in line with minimum ecological and social standards. The study shows that the proportion of certified palm oil and palm kernel oil used at the end of 2013 was just 28%.

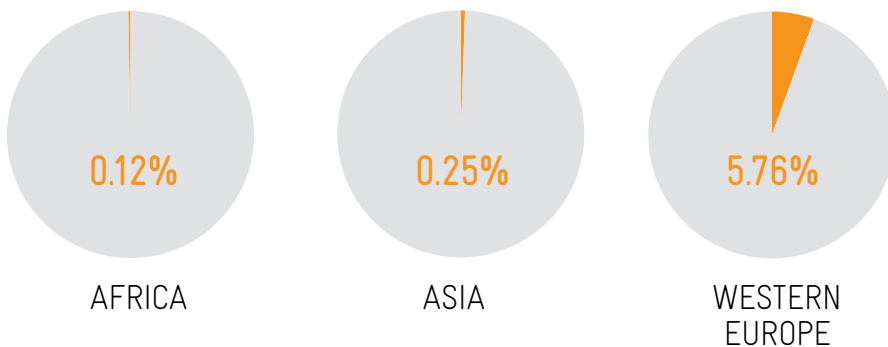
Palm oil is used mainly for the production of food. It has proved controversial, however, as rainforests and peat soil are often destroyed to make way for the palms.

The aim of the Forum for Sustainable Palm Oil is to significantly increase the proportion of certified oil used in the German, Austrian and Swiss markets. GIZ runs the Forum's Secretariat on behalf of the German Federal Ministry of Food and Agriculture.



[www.forumpalmoel.org/en/fonap.html](http://www.forumpalmoel.org/en/fonap.html)

## IN COMPARISON



Source: Bodenatlas (Soil Atlas) 2015

## Certified organic farming methods

Many farmers worldwide are now using organic farming methods – not least because they often cannot afford synthetic fertilisers or pesticides. Yet very few have the relevant certification. The figures show the percentage of total agricultural land in Africa, Asia and Western Europe which is managed as certified organic farmland.





# New chamber to promote economic development

**GROWTH IN THE PHILIPPINES** After four years of preparation, the German-Philippine Chamber of Commerce and Industry has been officially recognised as a German chamber of commerce abroad (AHK). This achievement is in no small part due to the work of an expert who was sent to Manila by the Centre for International Migration and Development (CIM) to support the process. The German Federal Ministry for Economic Cooperation and Development supports collaboration between German chambers of commerce abroad and CIM with the specific aim of, among other things, setting up new institutions such as the German-Philippine Chamber of Commerce and Industry.

The new chamber is tasked with representing the economic interests of both countries and their companies. The chamber is part of the Association of German Chambers of Commerce and Industry's global network, which coordinates more than 130 offices in 90 countries. In future, the German-Philippine Chamber of Commerce and Industry will be able to represent Germany's federal states and raise awareness in Germany of local business requirements in the Philippines.

In cooperation with GIZ, the new chamber also plans to incorporate strategies designed to improve sustainability into economic development activities. As a step in this direction, a German Solar Training Week has already been held in the Philippines.

## PHILIPPINES WIKI

OFFICIAL LANGUAGE: FILIPINO (TAGALOG) /  
CAPITAL CITY: MANILA / FORM OF GOVERNMENT: PRESIDENTIAL SYSTEM BASED ON THE 1987 CONSTITUTION / HEAD OF STATE/ GOVERNMENT: PRESIDENT BENIGNO AQUINO III / SIZE: 300,000 KM<sup>2</sup> / POPULATION: 98.4 MILLION [1] / POPULATION DENSITY: 322.4 INHABITANTS PER KM<sup>2</sup> [2] / GROSS DOMESTIC PRODUCT: USD 272.1 BILLION [3] / CURRENCY: PHILIPPINE PESO (PHP)

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

## NEW PROJECTS

### For major events

**GERMANY** GIZ is supporting the German Government throughout its Presidency of the G7 and in its preparations for the conclusion of the Paris climate change agreement in 2015. This involves preparing studies and plans for climate finance on behalf of the German Federal Environment Ministry. It is also helping with the preparations for the G7 summit to be held at Schloss Elmau in Bavaria in June. On behalf of the German Federal Ministry for Economic Cooperation and Development, GIZ is laying the groundwork for discussions on topics such as vocational training and standards for supply chains, which will feature on the summit's agenda.

### For refugees

**SOUTH SUDAN** As a result of the conflict in South Sudan, around two million people have been displaced, three quarters of whom are classed as internally displaced persons. On behalf of the German Federal Ministry for Economic Cooperation and Development, GIZ began to improve the living conditions of returnees, local people and internally displaced persons in 2014. It is also supporting efforts to fight the causes of refugee movements. By the end of 2017, GIZ wants to facilitate access to safe drinking water and boost livestock farming in the three states of Equatoria and the area around the town of Pibor.

### For professionals

**TUNISIA** The new German-Tunisian Mobility Pact aims to reduce unemployment among young academics in Tunisia and showcase their potential to German employers. GIZ is implementing this pact on behalf of the German Federal Foreign Office. It is working with the Federal Employment Agency's International Placement Services and the Tunisian Employment Agency. Among other initiatives, up to 150 Tunisian academics are set to complete an internship in Germany. 100 Tunisian engineers have already taken part in a previous project. More than 75 of them were subsequently offered a permanent job.



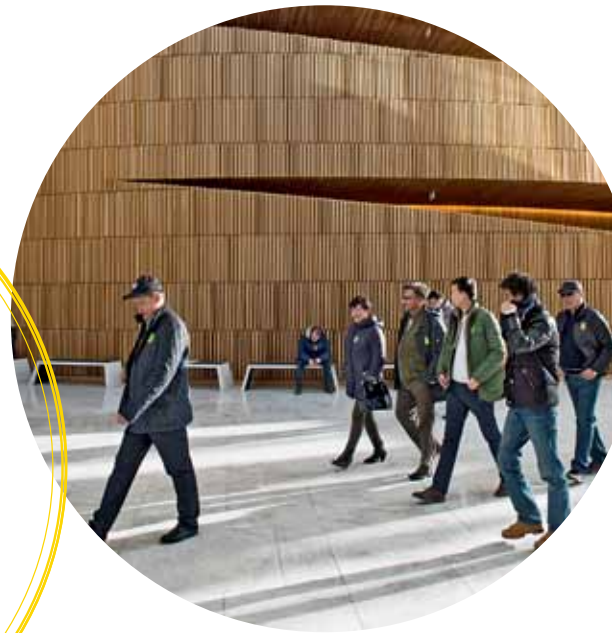
# OCCUPATIONAL HEALTH AND SAFETY IN OSLO AND BERLIN

The Mongolian Government wants to make jobs in its country safer and healthier. Mongolian politicians, inspectors, trade unionists and employer representatives therefore travelled to Europe to find out how things are done there.

TEXT BETTINA MITTELSTRASS PHOTOS THOMAS GRABKA



Engrossed:  
Luvsandanzan Urgamal (left)  
and Boris Buyannemekh (cen-  
tre). She advises the Mongolian  
employers' association; he works  
for the inspection authority.



Back-to-back appointments: ten  
jam-packed days awaited the  
delegates in Oslo and Berlin.

Norway's rugged landscape is blanketed in snow when the Mongolian delegation arrives. Boris Buyannemekh, a safety inspector who works for the government, sees the snow glistening in the low-lying sun as their plane approaches Oslo. 'Finally! We've all been missing the snow at home,' he says, after stepping foot on European soil for the first time. He explains that there has been no snow in Mongolia this winter. 'Finding some here in Europe is a good start to our trip.'

But even as they embark on their first tour of the Norwegian capital, the thrill of being a tourist quickly fades as the nine experts for occupational health and safety cast a critical eye around the city. Buyannemekh and the other members of the delegation are surprised by the ice on the pavements, which have only been strewn with coarse gravel: what happens if someone slips? Who is liable? Doesn't the state have to spread salt on the pavements to keep pedestrians safe, as is the case in the Mongolian capital of Ulan Bator? Two women jog past the group over the ice – and the spikes on soles of their shoes offer a clue to help solve the mystery. The Norwegian people set great store by decisions negotiated by society as a

whole: because it is better for the environment to use less salt, they accept responsibility for their own safety underfoot.

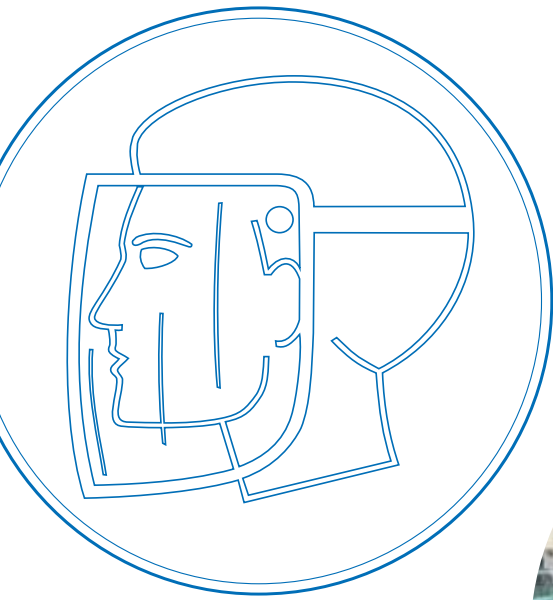
The delegation, led by Mongolia's Deputy Minister for Labour Jamiyandorj Batkhuyag, encounters this basic principle everywhere they go, be it Norway's largest employer association, the umbrella organisation for trade unions or the national research institute for occupational health and safety. Government, employer and employee representatives form a kind of trinity and base their negotiations on scientifically determined facts. Decisions on occupational health and safety are also made using this process.

### Getting employers on board

For more than 100 years, rights and obligations have also been determined through a process of negotiation between employers and employees – once accepted, all parties abide by these decisions until the next round of negotiations, and Norwegian employees are not permitted to strike. Norwegians believe that this is the key to a productive working environment.

Norwegian safety standards are based on the guidelines of the International Labour Organization and the EU. However, as explained to the guests, since 1977 the right to a safe working environment has been more firmly embedded in Norwegian employment legislation than anywhere else in Europe. Moreover, the Norwegian system is based on knowledge and information: through a national monitoring body, a research institute, company doctors, safety managers and training courses, efforts are made to continuously raise awareness of the relationship between work, illness and health.

Luvsandanzan Urgamal is especially interested in what the Norwegian employers' association has to say. Urgamal, an engineer, advises the Mongolian employers' association on occupational health and safety matters. She is curious to know which occupational safety regulations are negotiable and which are not. Do Norwegian employers readily engage in efforts to raise awareness and improve safety management and, if so, how is this funded? She discovers that the umbrella association is proud of its high safety standards and, as such, provides funding from its own budget. As a result, if Norwegian employ- »



Exchange: Jamiyandorj Batkhuyag, Mongolia's Deputy Minister for Labour, with Susanne Hoffmann from the German Federal Ministry of Labour and Social Affairs



Photographic evidence: Luvsandan-zan Urgamal takes a photo to share back in her country.



Standards: members of the delegation find out about the emergency plans on a large-scale construction site.

ees fall ill, they continue to receive 100% of their salary for up to a year. This is generous, but also expensive for employers, which is why they strive during the negotiation process to ensure that the proportion they need to pay is not too high.

Urgamal herself has many years of experience as an occupational health and safety inspector, including in the state inspection authority where Boris Buyannemekh works. 'I want to convince employers in Mongolia to adopt an approach which benefits society as a whole,' she says. Instead of issuing official instructions and monitoring their implementation, her job is to persuade people of the advantages. When accidents occur, employer representatives and trade unions in Mongolia usually try to pass the blame back and forth, and it is the victim who ultimately loses out.

'It is therefore very important for me to find out how other societies legislate their responsibilities, and what arguments and measures they use to ensure everyone remains committed to safety and abides by the rules.'

The boom in mining in Mongolia has seen a rise in the number of occupational health and safety problems. As a result of the intensified extraction of raw materials, Mongolia's construction sector is growing rapidly. More infrastructure is needed, and towns and cities are expanding. Unfortunately, this has also led to an increase in the number of serious accidents, according to Buyannemekh, who is head of the department for labour and social security at the state inspection authority. 'Last year, more than 50 deaths were recorded as a result of accidents



Visibility: Boris Buyannemekh approves of the fact that he must don a helmet and safety vest to access a German construction site.



in the various sectors,' he says. 'Almost every day, I find myself comforting distraught relatives who have lost loved ones in workplace accidents, such as falling from scaffolding,' he reports, clearly moved by these unfortunate events. All too often, there is nothing he can do to help since there is no legislation to indicate who is responsible for paying benefits to surviving dependants in the event of fatal accidents. These stories deeply affect the dedicated occupational health and safety expert. 'The economic upturn is supposed to benefit society. That's why we have to make sure accidents don't happen in the first place.'

The trip to Norway and Germany supports this objective. Mongolian occupational health and safety legislation is currently being revised and this process is to be completed by late 2015. Before then, the delegation of politicians, inspectors, trade unionists and employer representatives wants to find out more about the high standards applied elsewhere and to gather new information and arguments to incorporate into the debate back home. 'The participants are interested in the Norwegian system because the country has already undergone a process of change similar to the one that Mongolia might have ahead of it,' says Batbold Otgonbayar from GIZ Mongolia, who is accompanying the group. 'Norway's thriving economy is based on the extraction of raw materials, and the country

> AT A GLANCE

## International delegations



Mongolia is one of many countries from which GIZ welcomes guests: every year, more than 300 delegations from all over the world travel to Germany. These visitors, often high-ranking government representatives, exchange ideas with other experts on political, reform and change processes in Germany and Europe to gain impetus for reform in their own countries. These trips also enable them to share their own interests and experiences with others in Germany. The trips can focus on any number of topics, ranging from dual education systems and renewable energy to legal and judicial reform.

has a great deal of experience in occupational health and safety in this sector.'

The delegation's trip was organised by GIZ on behalf of the German Federal Ministry for Economic Affairs and Energy. Germany has been Mongolia's key contact on occupational health and safety matters since the two countries entered into a raw materials partnership in 2011. Presenting positive examples is an important part of the advisory services offered by Germany.

### Visiting the construction site at Berlin City Palace

From Oslo, the group therefore continues its journey to Germany's capital city. This is also Urgamal's first time in Europe, and Berlin instantly wins her heart. 'Berlin has a spirit of optimism which reminds me of Ulan Bator,' she enthuses. Urgamal grew up in a rural province, but has a soft spot for bustling cities.

At the German Federal Ministry of Labour and Social Affairs, a representative of the Federal Institute for Occupational Safety and Health explains the special features of the German system: both the state and accident insurance companies are required by law to contribute to occupational health and safety. Buyannemekh approves: 'This provides a clear political framework for the public and private sectors' shared interest in protecting the working population.'

To conclude the trip, he and Mongolia's Deputy Minister for Labour experience for themselves the safety standards they hope to replicate in their own country at the construction site in the heart of Berlin, where the historical City Palace is being restored. There is an extensive array of safety features, which include helmets, safety vests and safety shoes for everyone, an independent on-site safety coordinator with authority over the construction company, clearly visible emergency plans, safe scaffolding and a dedicated container for first aid.

Buyannemekh says that he'll definitely be telling everyone about Berlin's impressive construction site when he's back in Mongolia – and also about the many young Norwegian men he saw pushing buggies along the street. He then intends to study German and Norwegian occupational health and safety regulations more closely and share his new-found knowledge with others at home. Urgamal hopes that the delegates will be able to work together to implement higher safety standards following their trip. The head of the delegation, Batkhuyag, is quick to give this plan the green light on behalf of the Ministry of Labour: 'This team has now collected a great deal of information first-hand and acquired important skills. The members will remain in touch.'

> CONTACT

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# TRANSPARENCY

## THEMES

**OUT OF THE SHADOWS:** Transparency plays a key role in politics and the economy. But it's important not to go too far. There is a fine line between full disclosure and confidentiality.

**OVERVIEW:** Examples of work at GIZ

**IN FIGURES:** Transparency pays off.

**'DO BUSINESS ETHICALLY AND HONESTLY':** Interview with Christine Hohmann-Dennhardt, member of the Board of Management of Daimler AG

**TRANSPARENCY IS VITAL:** A commentary by Fatuma Ndongiza





# Out of the shadows

Transparency builds trust and mitigates social, economic and political risks. But too much transparency – or the wrong kind – can do more harm than good. Sound judgement is the key.

TEXT CHRISTIAN HILLER VON GAERTRINGEN

**B**russels: The free trade agreement currently being negotiated between the European Union and the United States of America is worrying many members of the public. Known as the Transatlantic Trade and Investment Partnership (TTIP), this ambitious project not only aims to harmonise tariffs on both sides of the Atlantic. The negotiators also want to include provisions on mutual recognition of standards, conformity assessment procedures and licensing. TTIP's opponents are demanding transparency – a difficult issue for negotiators, who claim that the talks are too complex to be conducted in public.

Qatar: In 2022, the emirate will host the FIFA World Cup. FIFA, football's international governing body, announced the decision in late 2010 – and triggered a wave of protest worldwide, which has still not receded. There are allegations of vote-buying during the crucial ballot,

and critics are calling for transparency. But FIFA refuses to submit to full public scrutiny.

Bangladesh: The collapse of a garment factory on the outskirts of the capital Dhaka in April 2013 led to more than 1,100 deaths – only months after a fire in another local garment factory claimed more than 100 lives. Both disasters could have been prevented. The two factories produced clothing for the European garment trade, which was criticised for using cheap labour. Consumer organisations promptly demanded transparency in the supply chain. Since then, around 180 clothing companies from more than 20 countries have joined the Accord on Fire and Building Safety in Bangladesh, a transparency initiative launched by the Geneva-based trade union federation IndustriALL. More than 50 German manufacturers, retailers and importers have signed up to the initiative, including major brands Aldi Nord, Aldi Süd, Lidl, Adidas, Puma, Otto, Rewe, s.Oliver, Esprit, Orsay, Takko and KiK.

Transparency is in demand nowadays. Some people even regard it as a cure-all. And that's correct, surely? It is easier to trust people who have nothing to hide. Transparency promotes trust, and trust promotes social cohesion. Compliance monitoring, reports and full disclosure »

Opening the door to the bigger picture: social relations thrive on openness. It's easier to trust people who have nothing to hide.



①

## SOCIAL STANDARDS

### PROJECT:

PRODUCING SOCIALLY CONSCIOUS AND ECO-FRIENDLY CLOTHING

### COMMISSIONED BY:

GERMAN FEDERAL MINISTRY FOR  
ECONOMIC COOPERATION AND DEVELOPMENT, EU

### LEAD EXECUTING AGENCY:

BANGLADESH MINISTRY OF COMMERCE

### OVERALL TERM:

2010 TO 2015

## BANGLADESH

GIZ is assisting Bangladesh in improving social and environmental standards in its garment industry. Among other things, the project provides training courses for companies and industry associations. Hundreds of firms have adopted a more transparent approach and certified their factories in accordance with at least one international labour standard.

[www.giz.de/textile-industry](http://www.giz.de/textile-industry)

②

## JUSTICE

### PROJECT:

INCREASED EFFICIENCY, ACCOUNTABILITY AND TRANSPARENCY  
OF COURTS IN MOLDOVA

### COMMISSIONED BY:

GOVERNMENT OF MOLDOVA

### PROJECT PARTNER:

CENTER FOR INTERNATIONAL LEGAL COOPERATION,  
THE NETHERLANDS

### OVERALL TERM:

2014 TO 2017

## MOLDOVA

The Government of Moldova aims to increase transparency and independence in its justice sector. GIZ is assisting justice sector agencies in building their human capacities, combating corruption and engaging in ongoing dialogue with civil society.

[www.giz.de/international-services/en](http://www.giz.de/international-services/en)

can reduce mistrust – although they can never overcome it completely. It was mistrust of the food industry which resulted in content labelling becoming a requirement. But who knows whether the information on the label is correct? More mistrust – so compliance checks by government agencies were introduced. But who can say whether they are reliable? No matter how detailed the checks, there is always a point at which trust is our only option.

Nonetheless, the transparency issue has been around for a very long time. Indeed, demands for transparency are barely younger than humankind itself, as the history of the handshake demonstrates. After all, extending your right hand to another person shows that you are not holding a weapon and that you come in peace. How trustworthy is a person who greets someone else with their hand concealed in their pocket or behind their back? Openness and a willingness to state one's intentions and purpose – these are things that build trust. So transparency is an indispensable part of human interaction. In commerce, businesspeople must be able to rely on each other, secure in the knowledge that their partners will abide by certain basic rules so that contracts are enforced, supply chains are clear, people are treated fairly and workforces are not played off against each other.

## The risk of blame is enough to change behaviour

But wherein lies the power of transparency? Why is information often enough to change real-world situations? Transparency on its own cannot really force anyone to behave differently. It merely creates the fresh air of publicity. Perhaps the fear of losing one's good reputation is enough to ensure good behaviour? Even if we cannot identify the reasons, there is plenty of evidence that due to the publicity that it creates, transparency has immense power to effect change. In the case of the garment industry, the information about supply chains has improved conditions for thousands of factory workers and done much to combat child labour. For example, the Accord not only publishes the names of purchasers of textiles from Bangladesh on the internet; it also identifies the factories in Bangladesh that have joined the initiative.

More than 1,600 companies are listed in a closely typed table, along with their telephone numbers and many other details. How many storeys does the building have? How many people work there? Do they sleep in the factory? The information is checked by the initiative's experts, who visit the factories regularly and publish their



Cover-up or clarity? On sunny days, dark glasses help us to see more clearly.

‘Transparency alone cannot solve complex conflicts, but without it the hope of resolution is dramatically diminished.’

KOFI ANNAN, former UN Secretary-General

findings on the internet. The transparency initiative itself is a model of transparency.

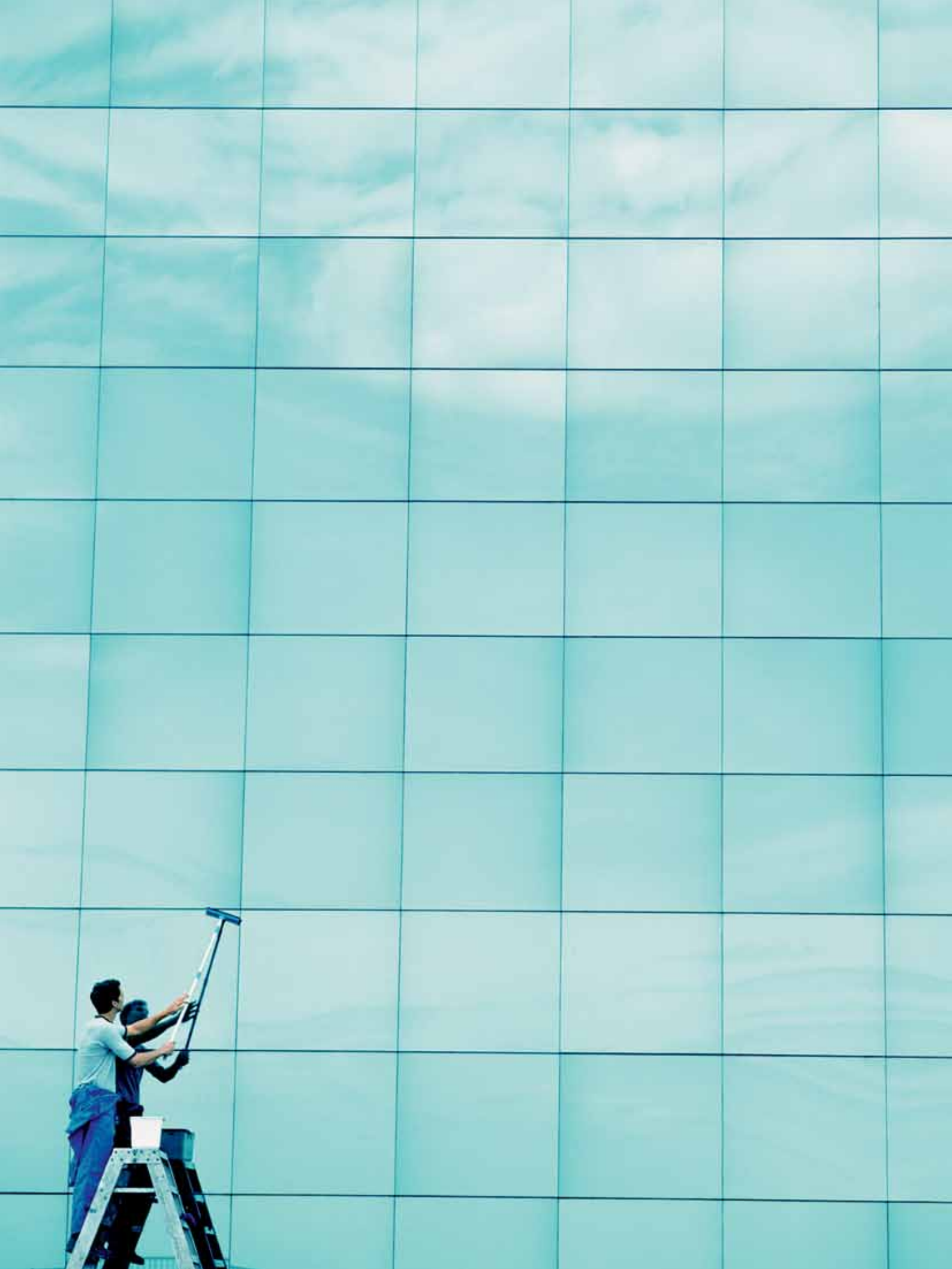
This is evidence of the power of transparency: it holds manufacturers and retailers to account if they fail to honour their commitments. This principle operates in many industries – in gold, gemstone and resource extraction, but also in agriculture, the food industry and commerce. Corruption, fraud and dishonest business practices thrive on darkness. In the light of transparency, they cannot survive for long. The risk of being held to account for their misconduct is often enough to change the behaviour of managers, businesspeople, politicians and industry association functionaries.

**‘Those in darkness drop from sight’**

The reverse also applies: a lack of transparency creates mistrust, undermines political systems and hampers economic development. The same applies to crime, as the poet and playwright Bertolt Brecht knew. In his song ‘Mack the Knife’, an international hit from ‘The »

65

countries have joined the Open Government Partnership, launched in 2011. Through their membership, these countries signal their commitment to greater openness and accountability towards citizens. [www.opengovpartnership.org](http://www.opengovpartnership.org)



# 'Talking much about oneself can also be a means to conceal oneself.'

FRIEDRICH NIETZSCHE, German writer and philosopher

Threepenny Opera' – which brought huge success for Brecht and caused a sensation in late 1920s Berlin – he used a shark as a metaphor for transparency: 'Oh, the shark has pretty teeth, dear / And he shows them pearly white / Just a jack-knife has Macheath, dear / And he keeps it out of sight!'

But transparency is not about honour among thieves. Its purpose is to promote fair and equitable social relations. One of democracy's great strengths is that politicians must justify their decisions and initiatives publicly before a parliament. In countries where democratic institutions are weak, transparency in politics is major progress in itself.

In the case of the TTIP, negotiators have made some concessions to the critics. Although the talks are still taking place behind closed doors, they have now published some of the original documents and various position papers on the internet and are speaking more openly and more often about their goals, assuaging some of the doubts about this free trade agreement.

Although the concept of transparency has existed since time immemorial, it was discovered fairly late in the day in the political context. Certainly, in the Greek city-states of antiquity, public debates helped to explain political decisions to citizens. And during the 500 years or so in which the Roman Empire was organised as a republic, there was a high level of political transparency.

Transparent architecture: glass offices and glittering façades are a symbol of modernity and openness.

But these initial attempts never really took hold on a permanent basis. One remnant of those times lingers on, however, in the word 'republic', which comes from the Latin 'res publica', meaning 'public matter'. In Rome, government matters were made public; in other words, they were transparent. Not enough people were involved in decision-making to qualify Ancient Rome as a democracy by today's standards. Nonetheless, this transparency was accompanied by some fledgling elements of citizen participation, although the term was not yet in use.

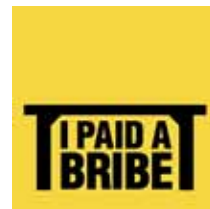
Up to the end of the 18th century, however, the term 'transparency' was used only in physics. In the natural sciences, an object is said to be transparent if light can pass through it. The word itself comes from the Latin 'trans', meaning 'through' or 'across', and 'parere', meaning 'to be visible' or 'to be evident'. The more transparent an object, the more light it lets through.

## A means for keeping politicians in check

During the French Revolution, bringing light into the dark corners of power – in other words, transparency – was the political order of the day. It was recognised that only if political decisions were clear to citizens would it be possible for them to have a say, voice their grievances, suggest improvements and submit their demands. It is no coincidence that the French call the Age of Enlightenment as 'le siècle des Lumières' – the century of light. And the reverse also applies: political transparency makes for better decisions. It compels politicians to take account of citizens' wishes and reins in politicians' power. Their decisions are then the outcome of a broader consensus.

Once the concept of transparency had entered politics, it made rapid headway in the nascent economic sciences as well. Perfect or full market transparency was soon accepted as one of the basic premises underlying the model of perfect competition: in a completely transparent market in which full information is freely available about all the traded goods, their quality, scarcity and all their other properties, the forces of supply and demand can operate unhindered, at least in theory.

In economic theory, then, transparency benefits the economy. Market transparency means that no market participant has an advantage over others. In politics and economics, the term 'transparency' never described a physical state but was always linked to the notion of »



An unconventional website on which India's citizens can share their personal bribe-related experiences. Publicising these cases is intended to fight corruption. [www.ipaidabribe.com](http://www.ipaidabribe.com)

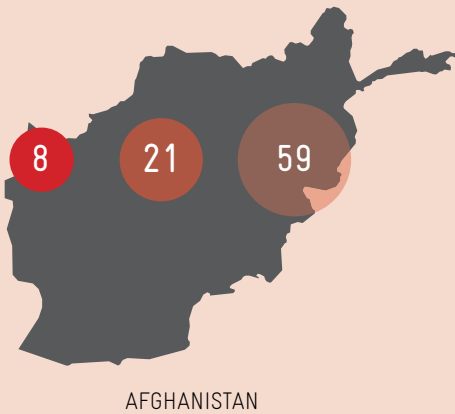
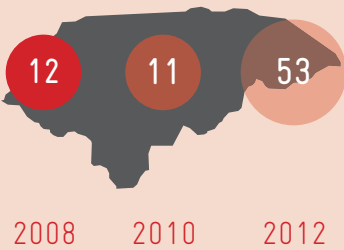
# TRANSPARENCY PAYS OFF

Corruption is not a minor offence. It has a serious impact on a country's political stability and economic development. Countries with flourishing economies generally attach great importance to transparency. What's more, living standards in open societies are often higher than in isolated countries where nepotism is rife. So there seems to be a correlation between the level of development and the level of corruption. And the reverse also applies: development needs transparency.

## Making great strides forward

Honduras and Afghanistan have made major progress on the transparency of their public finances (Open Budget Index, scale from 0 to 100). They are now publishing more information more regularly in reports and on the internet.

### HONDURAS



### AFGHANISTAN



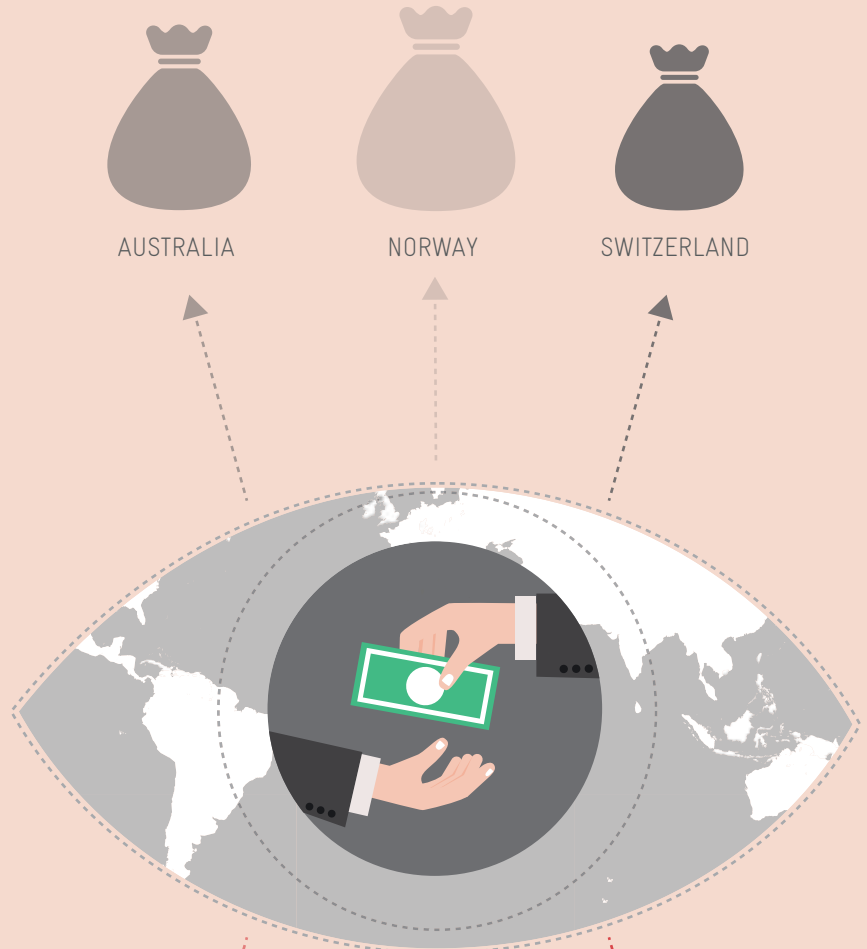
AUSTRALIA



NORWAY



SWITZERLAND



DEMOCRATIC REPUBLIC OF THE CONGO



NIGER



CENTRAL AFRICAN REPUBLIC



## Less prone to bribery

Which sectors are least prone to bribery in international business transactions? This was assessed by the OECD, which analysed several hundred cases. The extractive sector is worst affected, scoring 21 per cent.



2% WATER SUPPLY



2% EDUCATION



4% AGRICULTURE, FORESTRY AND FISHING



5% INFORMATION, COMMUNICATION



Openness pays off, as the size and transparency of the money bags show. They reflect the country's ranking in the Human Development Index and the level of corruption control, as determined by the World Bank.

## Curbing corruption

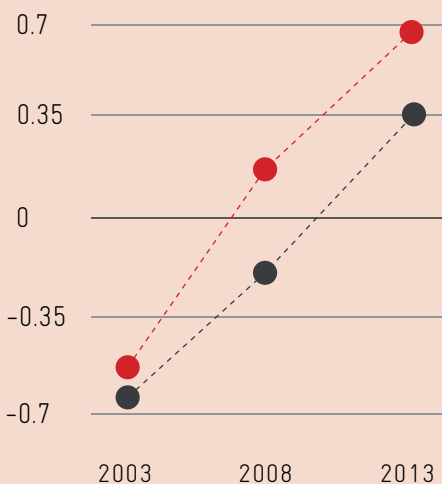
Many countries have started to combat bribery and corruption in recent years, as studies by the World Bank show. Rwanda and Georgia in particular have achieved notable successes.

### Rwanda

Thanks to its stringent anti-corruption policies in almost every area of public life, Rwanda is performing well compared with many other countries. This helps to attract foreign investment.

### Georgia

In less than a decade, Georgia has become a model of good practice in corruption control. Among other things, the country's notoriously corrupt traffic police has been replaced with a new patrol service.



Corruption control on a scale from -2.5 to +2.5

## TOP 5 – the most transparent multinational companies

Corporate transparency was assessed against 10 criteria, including where companies pay taxes. Germany's top company – BASF – ranks seventh.

- 1 
- 2 
- 3 
- 4 
- 5 

fairness. In both spheres, transparency has an ethical dimension and describes an ideal state which, in practice, is never completely attainable.

In the 18th and 19th centuries, the demand for transparency was confined to increasing the clarity of political decisions. Today, however, it operates in a much more complex field of interdependencies. The majority of people would surely agree that the decisions taken by local, regional or national parliamentary assemblies should be published. But how many of us would want to be a 'transparent citizen', with full disclosure of our personal affairs to the advertising industry or internet giants? And when it comes to politicians and industry leaders, where should the limits lie? To what extent should their lives be on public display? What about their privacy – where does it begin? What should they be allowed to conceal from the media and the public?

## Not a cure-all solution, but a source of new conflicts

The demand for transparency is not a cure-all, then. On the contrary, it can create new conflicts within society. One of the pioneers of transparency as a core concept in politics, the economy and society was the English philosopher and jurist Jeremy Bentham, who was born in 1748, one year before the German poet Johann Wolfgang von Goethe, and died in 1832, the same year as Goethe.

Bentham's interest in transparency was not motivated by a desire to promote the freedom of the individual. On the contrary, he saw it as a way of controlling people's behaviour non-violently. So he designed prisons built of glass and iron, making them so transparent that the inmates had to act as though they were being watched at all times. He called his model of transparent imprisonment – which deprived inmates of every shred of privacy – the Panopticon. Many prisons were constructed on the basis of Bentham's designs, albeit with various modifications; one example is the star-shaped prison in the Berlin suburb of Moabit, built in 1880, part of which is still in use today. The design enables guards stationed in the centre of the star to keep watch over the various wings of the prison with a minimum number of staff.

In line with Bentham's ideas, civil servants and members of parliament, too, should always make their decisions under the watchful eye of the public. And just as Bentham's concepts have been channelled into many prisons' design, so too has his concept of transparent power influenced architecture in Western Europe. The »



English philosopher Jeremy Bentham is regarded as a pioneer of the concept of transparency in politics and society. He saw it primarily as a means of changing people's behaviour, and set out his ideas in 'Panopticon', which was published in 1791.



3

## ADVICE CENTRE

### PROJECT:

A FAIR APPROACH TO SECURING SKILLED LABOUR –  
GERIATRIC NURSES FOR GERMANY

### COMMISSIONED BY:

GERMAN FEDERAL MINISTRY FOR ECONOMIC AFFAIRS AND ENERGY

### LEAD EXECUTING AGENCY:

MINISTRY OF LABOUR, INVALIDS AND SOCIAL AFFAIRS, VIET NAM

### OVERALL TERM:

2015 TO 2017

## VIET NAM

Germany needs geriatric nurses, while Viet Nam has a surplus workforce. The countries are working together to address these problems. Transparency has an important role to play in ensuring fairness in this exchange. GIZ has set up an advice centre which provides information about legal recruitment channels.

[www.giz.de/en/worldwide/18715.html](http://www.giz.de/en/worldwide/18715.html)

4

## GOOD GOVERNANCE

### PROJECT:

STRENGTHENING GOVERNANCE IN CENTRAL AFRICA'S  
EXTRACTIVE SECTOR

### COMMISSIONED BY:

GERMAN FEDERAL MINISTRY FOR ECONOMIC COOPERATION AND  
DEVELOPMENT

### LEAD EXECUTING AGENCY:

ECONOMIC AND MONETARY COMMUNITY  
OF CENTRAL AFRICA (CEMAC)

### OVERALL TERM:

2007 TO 2017

## CEMAC MEMBER STATES

GIZ is advising CEMAC member states on ways of achieving more transparency in the extractive sector. A geographic information system (GIS) records government revenue from the extractive sector and makes this information available to the public.

[www.giz.de/en/worldwide/15828.html](http://www.giz.de/en/worldwide/15828.html)

European Quarter in Brussels is just one example: after the decision was taken in the 1950s to locate key European institutions in the Belgian capital, a number of new buildings were constructed, including the European Commission's Berlaymont building and the European Parliament, where the MEPs hold their sessions when they are not convening in the main building in Strasbourg. The new political Europe was keen to signal its transparency and express this in its architecture as well, so the buildings in the European Quarter were built from glass and flooded with light: physical evidence of the new Europe's openness.

There was one area in which Bentham was unsuccessful, however. He was determined to purge language of every element that might create confusion, for as he rightly observed, language is the archenemy of transparency. But his efforts came to naught, as today's plethora of incomprehensible or confusing press releases, laws, regulations and business reports shows.

The fact is that in many cases, information simply creates the impression of transparency. What use to the average consumer are the detailed lists on food packaging of chemical components whose names and effects are understood only by highly qualified food technologists? Information is not the same as transparency.

### A precondition for, but no guarantee of, democracy

And yet Bentham's ideas show that demanding transparency can be much more effective than demanding democracy. Rare is the despot nowadays who makes the mistake of failing to cloak his unjust regime in at least a modicum of democracy. Parliaments are convened after supposedly free elections – but without any international observers able to check whether these assemblies can operate democratically. The extent to which members of parliament can exercise their mandate freely is often difficult to determine. But it is easy to see whether the records of parliamentary proceedings are published or simply vanish into an archive.

In Kenya, anti-corruption suggestion boxes can be found in many public spaces. Members of the public who believe that they have been the victim of corruption can submit their grievances anonymously. But is this really progress? Yes – provided that citizens are informed in a transparent manner about how their complaint has been dealt with. Otherwise, the suggestion box is useless. It is sometimes difficult to determine exactly how much democracy has been achieved by many developing »



# 'Do business ethically and honestly'

Christine Hohmann-Dennhardt has been a member of the Board of Management of Daimler AG since February 2011, with responsibility for Integrity and Legal Affairs. A doctor of law, politician and former judge at the German Federal Constitutional Court, she thus holds an unusual position in Germany's corporate world.

## **How important are compliance and transparency for a global company like Daimler?**

Both are very important, and their importance is increasing. Of course, our main aim is to provide our customers with excellent products. Safe and stylish cars are the hallmark of our brand. But how a company conducts itself in the marketplace is equally important in terms of its image. We know that misconduct can have economic consequences. So we aim to do business ethically and maintain decent standards of conduct.

## **Why is transparency becoming more important?**

Societies are becoming more sensitive to this issue, not only since the financial crisis. In many countries, the law has changed and more openness and stricter controls are now required. The new media play a key role in this context because people now have easier and faster access to information. If a company doesn't operate ethically, word gets around very quickly.

## **Have there been any cases of this at Daimler?**

Yes, there have been incidents of rule-breaking and corruption at Daimler. In 2010, we were called to account by the US financial regulator and the US Department of Justice and were fined 185 million dollars. In addition, former FBI Director Louis Freeh was appointed as an independent corporate compliance monitor for three years. We learned from this experience.

## **What has been your greatest challenge to date?**

Explaining compliance and restoring our workforce's faith in the concept across the company. Incidentally, we prefer to use the term 'integrity'. Compliance simply means

keeping to the rules, whereas we focus more on the values that should guide our conduct, such as fairness and decency in our cooperation with others. For us, it's about having a compass to guide our employees, even in difficult situations. And that's a huge undertaking. For example, we have developed a new transparent code of conduct and streamlined all our corporate rules.

## **Aren't compliance officers simply there for show?**

That would simply be about creating the right image. But that's not how we do business. And anyway, in our case, that would be too little, too late. At Daimler, compliance is not there for show. It's an important element of our corporate agenda. Since we were called to account, our watchword has been: let's step up – if we don't, who will?

## **Are these values practised throughout the company?**

We have made major progress, but there's always room for improvement. Because we involved the workforce in many of the innovations, our employees now identify with our integrity rules, so they are achieving a high level of compliance.

## **How much of a problem is corruption at Daimler?**

There are very few cases of suspected corruption, and most of those which do arise prove to be unfounded. But that doesn't make us permanently immune. On the contrary, we have an ongoing responsibility to tackle corruption, especially in countries where it is more widespread than it is here. In these countries, we have to provide our employees with guidelines explaining the forms of con-



Christine Hohmann-Dennhardt, member of the Board of Management of Daimler AG

duct that they should adopt to rule out any hint of misconduct on their part. On the other hand, we don't want comprehensive surveillance – we're not a police state.

## **Where do the limits to transparency lie, from your perspective?**

In data protection and privacy. So we maintain statistics about breaches but we don't name names: the data are anonymised. We don't simply take action against specific individuals. We follow clear rules of procedure that comply with fundamental rights. This ensures that breaches are investigated in an effective and transparent manner. For example, we only look at an employee's emails if there is a well-founded suspicion of misconduct. Personal rights are a sensitive issue and should not be confused with a misguided concept of transparency.

**Interview: Friederike Bauer**



Clear insights: sometimes, a rough impression is enough.

34%

of Americans think their education system is corrupt or even very corrupt. Source: Global Corruption Report: Education, published by Transparency International.

countries. Transparency, on the other hand, has certainly increased all over the world in recent years. In many countries, civil society structures have become well-established, even in countries with a question mark over their democratic decision-making processes. The internet, satellite TV and global interconnectedness make it more difficult for authoritarian leaders to suppress information about corruption or bad governance.

In the West, too, there are many areas where transparency is urgently needed. One lesson learned from the financial crisis – which began with the collapse of the Lehman Brothers investment bank in the US in 2008, with devastating effects that reverberated around the world – is that the major banks in Europe and North America lacked transparency. In developing and emerging countries, too, economic transparency is always a work in progress: supply chains, product components and corporate decision-making are often obscure. Admittedly, some things initially work better if they are hidden from sight, but sooner or later, whatever has been concealed will come to light.

However, there are limits to transparency. Too much of it can generate a flood of information that obscures the message. It is also an expensive undertaking. Business representatives often complain about the heavy financial and administrative costs resulting from companies' numerous reporting obligations. And simply demanding more transparency as a reflex response whenever abuses occur can overwhelm the individuals and organisations responsible for creating this transparency, as well as those whom this flood of information is intended to enlighten. However, societies' value systems and attitudes towards transparency change over time, resulting in greater clarity on where transparency should begin – and where it should end, bearing in mind its potentially harmful consequences. The boundary is fluid and it changes over time. Ultimately, transparency is a judgement call.

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[www.giz.de/good-governance](http://www.giz.de/good-governance)  
[www.giz.de/anti-corruption](http://www.giz.de/anti-corruption)  
[www.giz.de/extractives](http://www.giz.de/extractives)



# TRANSPARENCY IS VITAL

A commentary by Fatuma Ndangiza

**A**frica is a resource-rich continent and home to oil, diamond, gold, timber, name it. However, depending on the way these natural resources are managed, to some countries, specifically those that lack transparent governance, the wealth has turned into a curse. While to the countries that practice transparent and effective governance like Botswana, their wealth has been a source of citizens' well-being.

Transparency and accountability are twin concepts and important pillars to democratic governance and socio-economic transformation in Africa. Development is about getting politics right and transparent and accountable governance fosters citizen participation, service delivery, effective functioning of the economy, inclusive growth and also conflict prevention. This explains why governance matters when it comes to resource management. If governance means the exercise of authority in managing resources of a given country, then good governance is about making sure that this exercise of power helps improve the quality of life enjoyed by all citizens.

Africa's story of the past decade has been a tale of high economic growth, with an average GDP growth rate of 5.4 per cent. About 35 per cent of Africans are now considered middle class. This improved performance of

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## PROFILE

FATUMA NDANGIZA, former Rwandan Ambassador to Tanzania, is Deputy Chairperson of the Panel of Eminent Persons established by the African Peer Review Mechanism, which promotes good governance in Africa.

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the economy can be attributed to a number of reforms: multiparty elections are now firmly established across the continent and many countries are holding elections that are largely credible. We have also seen the transformation of the Organization of African Unity to the African Union. This is a major step in the evolution towards achieving the ideals of Pan-Africanism and African leaders being more responsive to domestic accountability and embracing good governance as an enabler to sustainable peace.

We have also seen the establishment of adequate legal frameworks, such as anti-corruption and money laundering laws, in a good number of countries. In addition, many have improved their financial management systems, have introduced tax regulations and do practice greater fiscal and budget transpar-

ency. And these are but a few examples of the progress achieved lately.

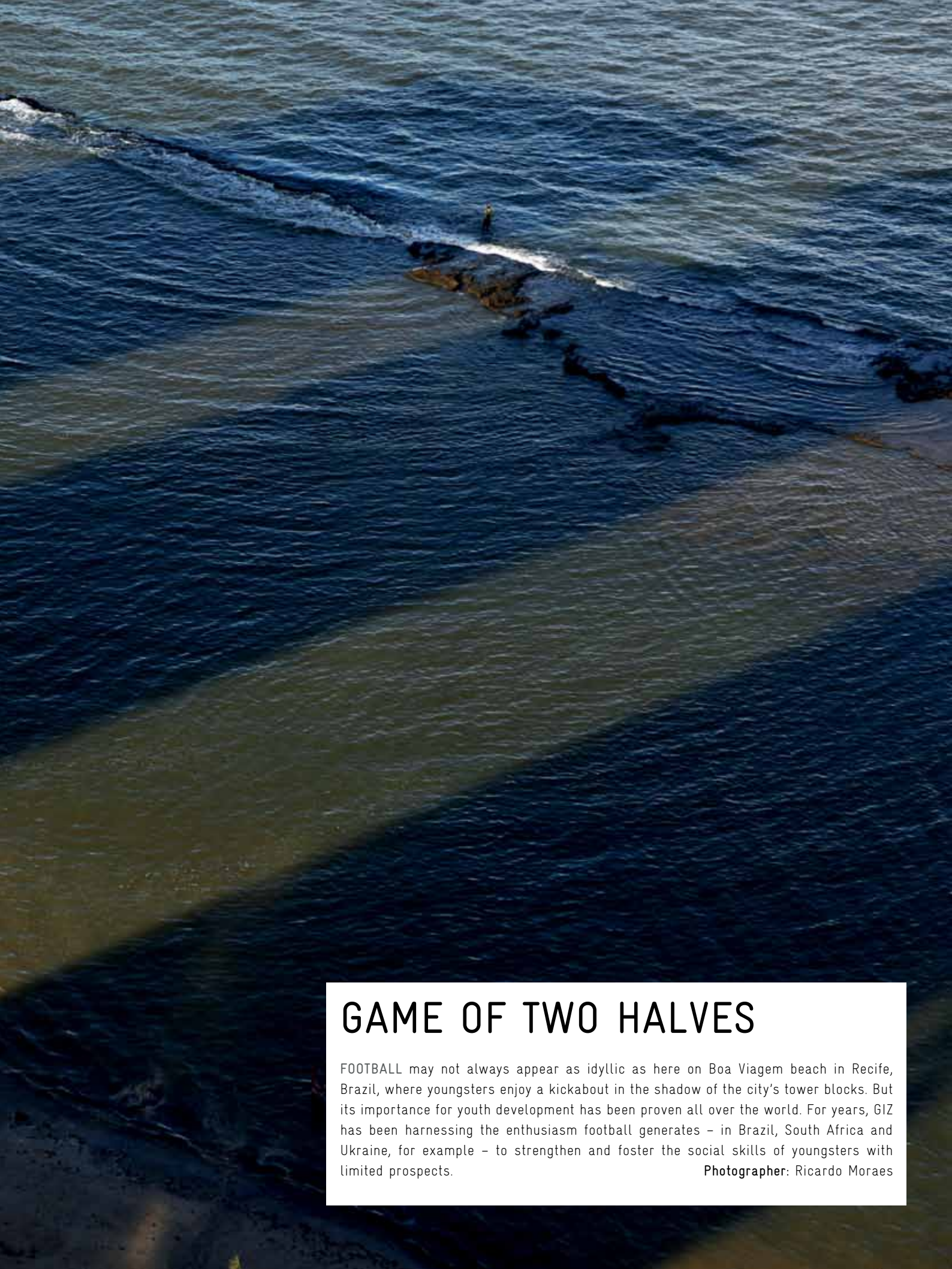
However, the beautiful narrative of 'Africa rising' comes with a number of challenges: our high economic growth rates must translate into high levels of poverty reduction. The young people must get jobs to become real drivers of economic development. And the democratic governance which is taking root in our countries has to be supported by effective, transparent and well-functioning institutions as for instance promoted by the African Peer Review Mechanism to which 35 countries have voluntarily acceded by now in order to observe each other.

For the continent to be at peace with itself requires more than the absence of war. It requires embracing respect for human rights and constitutionalism, effective resource management and accountable governance. Our resources must be a source of wealth for citizens and not a resource curse.

Africa has undoubtedly made significant progress, but more needs to be done to stem the loss of revenues through tax evasion, illegal transfers of profits and money laundering. Greater transparency in governance as well as citizens' participation are essential for Africa to consolidate the gains of the last two decades and to continue on the positive growth path it has entered so well.

THROUGH THE LENS





## GAME OF TWO HALVES

FOOTBALL may not always appear as idyllic as here on Boa Viagem beach in Recife, Brazil, where youngsters enjoy a kickabout in the shadow of the city's tower blocks. But its importance for youth development has been proven all over the world. For years, GIZ has been harnessing the enthusiasm football generates – in Brazil, South Africa and Ukraine, for example – to strengthen and foster the social skills of youngsters with limited prospects.

**Photographer:** Ricardo Moraes

# LIVING COMPLIANCE

Transparency, integrity, accountability – three values championed by GIZ worldwide. Heinz-Michael Hauser explains how the company puts these principles into practice.

Imagine the scenario: a GIZ member of staff, who needs to get her car cleared by customs, is asked for a ‘tip’ to speed up the process. Instead she pays the official sum and is made to wait three days for her vehicle.

This is just one of the many situations encountered worldwide by GIZ employees in the course of their everyday work. Not all such circumstances are as obviously corrupt, however. Corruption can also be found where it is least expected. If we are to work efficiently and remain credible in what we do, we must guarantee compliance with laws, regulations and international standards.

My job is to work with new members of staff before they take up a post and to familiarise them with situations that potentially harbour such risks. By signing their employment contract, every GIZ employee undertakes to comply with our Code of Conduct. But this does not contain a set of instructions that covers each individual case. So I’m constantly explaining how important it is to be vigilant and conscious of one’s actions. Integrity advisors are on hand as neutral contacts should a specific issue arise or where clarification is needed. Whistleblowers who wish to remain anonymous can also get in touch with GIZ’s external ombudswoman.

Many of the rules and regulations that are already part of everyday life at GIZ are required by our clients and commissioning parties. A prime example is invoice transparency. GIZ carries out regular internal audits at all its offices in order to identify potential weak spots at an early stage and prevent errors. In line with international standards, we also conduct additional audits that are certi-

fied by the German Institute of Internal Auditing (DIIR). It costs time and resources to send control and audit teams to places like



HEINZ-MICHAEL HAUSER is the Integrity Advisor at GIZ.

Timbuktu, Manila or Lima – but when it comes to fulfilling our responsibility to our business partners it is certainly worth the effort.

Since the majority of our work is financed by the taxpayer, our policy is always to run further external checks – both for public and private contracts. The German Federal Audit Office inspects all organisations and bodies that receive funding out of the federal budget, including the German Fed-

eral Ministry for Economic Cooperation and Development (BMZ) and the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) – and therefore GIZ too. The auditors have unrestricted access to all documents, records and data. In similar procedures, we submit ourselves to inspections from the European Court of Auditors, the state audit offices and external auditors. On top of all this, BMZ is also subject to an annual external quality control, which looks at the economic viability of 50 projects worldwide. We implement all recommendations from the auditors immediately.

It is a challenging task, since GIZ is now broader based than ever before: our commissions come from the private sector, governments and the European Union. Each of our clients or commissioning parties has different requirements. But this is where we see compliance as a competitive advantage. Because we act responsibly, abide by the rules and allow ourselves to be measured against international standards such as those of the Global Compact, our work as a professional service provider is increasingly in demand. I am certain that compliance will become an increasingly important part of our work in the years ahead. Our guiding principle is to deal openly with challenges, exercise sound judgement, and take responsible, transparent decisions.

Previous ‘Background’ articles on GIZ’s work can be found on: [www.giz.de/magazine-akzente](http://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 Viet Nam, Bangladesh and the Palestinian territories.



## SWEET VOCATION

**PALESTINIAN TERRITORIES** A confectioner's tale illustrates how GIZ is improving prospects for young people – and ultimately preventing conflict and violence. **Page 32**

## BACK ON SOLID GROUND

**BANGLADESH** Two survivors of the Rana Plaza disaster recount how, with German support, they have built a new life. **Page 40**

## THE FOREST IS RETURNING TO THE MEKONG DELTA

**VIET NAM** How coastal inhabitants are learning to arm themselves against increasingly extreme weather and its consequences. **Page 36**

# Omar Bakery

بَئْرُومَاقِ

قائمة	
رقم	اسم المنتج
1	خبز توتون
2	خبز عيش
3	خبز برغل
4	خبز حنظل
5	خبز كراوية
6	خبز زعفران
7	خبز لوز
8	خبز زباد
9	خبز زبادي
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# SWEET VOCATION

Skilled jobs for young people are in short supply in the Palestinian territories. The story of a confectionary worker illustrates how GIZ is helping to improve their prospects.

TEXT SUSANNE KNAUL PHOTOS NAFTALI HILGER

The halawi croissant is where East meets West. The sweet halwa filling made with sesame seeds and wrapped in flaky filo pastry is a speciality of Omar's bakery in the centre of Hebron. Baking here starts at seven o'clock in the morning. The croissants filled with strawberry jam and chocolate are already finished, the caramel biscuits are just missing a sprinkling of coconut chips. The business is run by Omar Sider, whose confectionery products add a new twist to the traditional pastries on offer in Hebron, where Arabic baklavas are the norm. Even his shop is a little unusual by the standards of this conservative city, situated just 30 kilometres south of Jerusalem. Opened just a few months ago, the glass-fronted confectionery shop is decked out with bright green shelves and tables. 27-year-old Renal Qawasmeh has been a part of the enterprise from the outset. She works upstairs, cutting out biscuits before baking, filling and decorating them. She is the professional heart of the business – and the only woman in a team of four.

Qawasmeh is one of the first female pastry chefs in this city of over 200,000 inhabitants. She wears an apron over her dress and a black-and-red headscarf. Her bakery is spot-

less: plastic containers filled with coloured candy sprinkles, chopped nuts and chocolate chips are lined up ready and waiting. It is a job the young woman clearly enjoys. Just now she is testing the consistency of a white chocolate mousse slowly warming on a stove; at the same time, she instructs a colleague to take a finished tray-load down to the shop. You would never guess she was a newcomer to the confectionery trade. Her oven produces up to 30 kilograms of biscuits a day – not to mention a wide range of tarts, cakes and special orders. 'I love to work with my hands,' says Qawasmeh. 'At the end of the day you can see what you have achieved.'

## University studies popular, despite meagre job prospects

A short while later Qawasmeh pays a visit to her former training college. She belongs to the third class of students to have graduated from the training course for pastry chefs. Part of an initiative to promote job opportunities in the Palestinian territories, the course is implemented by GIZ on behalf of the German Federal Ministry for Economic Cooperation and Development. The vocational training college, which also offers a range of other courses, is housed in a partially converted orphanage. Next door to Qawasmeh's former classroom, where confectionery skills are being taught to a new generation of pastry chefs, a second group of young Palestinians is learning the art of

cookery, while a third is acquiring the skills needed to wait tables.

Rania al-Musleman gives her former student a warm welcome when she enters the kitchen. Just over a year ago, Qawasmeh was still practising her baking skills here. The teacher wears a baker's cap embroidered with a red letter 'R' over her headscarf. The cap confers additional authority on a woman already bursting with charisma. 'Come on, give me a hand,' she urges Qawasmeh. The younger woman borrows an apron and together the pair demonstrates how sugar water is ladled onto freshly baked baklava. By the time they take their examination, the trainees will have mastered both traditional Arabic confectionery and western-style pastry skills. In addition, they will have learned about hygiene and nutrition.

Divided up by gender, the classes of would-be pastry chefs, cooks and waiting staff are still undersubscribed. This has nothing to do with course fees, however. Trainees pay a token amount for the entire course, equivalent to around 300 euros. 'Working in the service industry just isn't considered an attractive career,' explains teacher Islam Abu Alfilat with a sigh. Service is his area of responsibility. 'Most people don't consider waiting tables a profession.' In terms of manual jobs, Hebron is better known for glass-blowing, handmade ceramics and leather products. And those who can scrape enough money together in Hebron prefer to send »

Right choice: after completing a degree in graphic design, Renal Qawasmeh retrained to become a pastry chef. Not only does she now enjoy her job, she also takes home more pay.



their children to study at a university, despite the fact that job prospects for academics are poor. This attitude has much to do with Hebron's character, which is more conservative – less western-influenced – than cities such as neighbouring Bethlehem, just 20 kilometres away. But the service industry is generating lots of new jobs, for as Abu Alfilat explains: 'New restaurants are opening up all the time. More and more tourists are coming to the city these days.' And Palestinian cooking – which is comparatively cheap in Hebron – is becoming increasingly popular among Israel's Arab population. Around 20% of Israeli citizens are Arabs, who have freedom of movement in the Palestinian territory of the West Bank. But for Palestinians, the end of the road is the checkpoint outside Jerusalem.



### Vocational training also prevents conflict

This restricted movement obstructs economic development and is one of the factors that accounts for the high rate of unemployment. According to the International Labour Organization, unemployment in 2013 was at 24.5%. Moreover, as one of the strongholds of the Islamist Hamas organisation, the city is a theatre of regular violent conflict. Hebron is a sacred site, venerated by both Jews and Muslims as the burial place of their forefather Abraham or Ibrahim. Central Hebron is home to a few hundred radical Israeli settlers, who live under heavy surveillance by the occupying forces and provoke violent confrontation



**Top:** Good for business: Omar's bakery is on a busy street in Hebron.

**Centre:** Renal Qawasmeh (left) works in the bakery upstairs. She learned all her skills from teacher Rania al-Musleman (right).

**Bottom:** Learning by doing – teacher and former student pass on their skills to the new intake of would-be pastry chefs.

on a regular basis. Conversely, Palestinian demonstrations against the occupation often escalate into stone throwing aimed at the settlers and the soldiers stationed there to protect them. For GIZ, there is a direct correlation between vocational education and conflict mitigation. ‘The lack of prospects quickly leads to violence,’ explains GIZ Country Director Rudolf Rogg. For this reason, young people are always a focus for joint activities with Palestinian partner ministries in the Palestinian territories.

## Better opportunities and a higher wage

The case of Renal Qawasmeh shows what can be achieved through vocational education and training. In addition to the manual skills trainees acquire, the support measures aim to improve both opportunities for course graduates on the labour market and their wage prospects. Qawasmeh, for example, had already completed a degree course in graphic design before she decided to retrain as a pastry chef. ‘Even after two-and-a-half years working as a graphic designer, I was still only taking home around 1,000 shekels (about 230 euros),’ she says. At Omar’s bakery her starting salary is 1,500 shekels per month. ‘And I’ve had other job offers as a pastry chef,’ she says proudly. ‘Society is slowly beginning to respect and appreciate professionalism.’

In the months between graduating and starting work, she baked at home and sold her produce at bazaars or to her neighbours. ‘Word soon got around,’ she laughs. Then one day, one of her neighbours told Omar Sider about her confectionery. Her boss is full of praise: ‘She is amazing.’ And Qawasmeh has hopes of owning her own shop one day. ‘Then I will only employ trained pastry chefs.’

### › CONTACT

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## PALESTINIAN TERRITORIES



POPULATION:  
4.2 million<sup>1</sup>

GROSS DOMESTIC PRODUCT (GDP):  
USD 11.3 billion<sup>2</sup>

ECONOMIC GROWTH:  
1.9 per cent<sup>3</sup>

HUMAN DEVELOPMENT  
INDEX RANKING:  
107 (out of 187)

Source: <sup>1,2</sup> World Bank 2013, <sup>3</sup> World Bank 2012

## JOB PROSPECTS

### PROJECT:

PROMOTING VOCATIONAL TRAINING AND THE LABOUR  
MARKET IN THE PALESTINIAN TERRITORIES

### COMMISSIONED BY:

GERMAN FEDERAL MINISTRY FOR ECONOMIC  
COOPERATION AND DEVELOPMENT

### LEAD EXECUTING AGENCY:

PALESTINIAN MINISTRY OF  
EDUCATION AND HIGHER EDUCATION,  
PALESTINIAN MINISTRY OF LABOUR

### TERM:

2011 TO 2015

GIZ is improving vocational opportunities for young people in the Palestinian territories. It receives additional financial support from the European Union and the Swiss Agency for Development and Cooperation. GIZ is responsible for implementing measures that promote vocational education and training and for coordination with the Palestinian ministries involved. Objectives include the development of new curricula and training programmes, as well as the higher-level qualifications to which these lead. For example, GIZ provides young Palestinians between the ages of 17 and 30 with courses that enable them to acquire basic skills in a trade. In the West Bank these courses range from agricultural production, animal husbandry and motor mechanics to fashion design, carpentry, service provision and food processing. In the last four completed classes, 282 out of 558 graduates found employment right after completing the course.

[www.giz.de/palestinian-territories](http://www.giz.de/palestinian-territories)



# THE FOREST IS RETURNING TO THE MEKONG DELTA

Viet Nam is one of the countries worst affected by climate change. GIZ is helping coastal inhabitants to arm themselves against increasingly extreme weather.

TEXT AND PHOTOS DANIEL BECKER

**T**he bamboo walkway is just half a metre wide. It creaks and rocks a little with every step. Thach Soal walks along it, pointing to the ground beneath. ‘Until 1992 there were houses here,’ says the 66-year-old farmer, ‘but one bad storm destroyed the lot.’ Nothing remains to suggest there were once buildings on this site. The area is now covered by a dense forest of mangroves up to two metres in height. Their fan-like root systems are buried deep into the soil. The knee-high walkway is there to prevent villagers from damaging the roots on their way down to the sea.

The village of Au Tho B in Viet Nam’s Mekong Delta is now the site of a field study. Mangroves are being used to stop the advance of the sea and protect the hinterland. The project involves national and local authorities, as well as those living in the coastal villages affected.

The region faces a particular threat from climate change. The Intergovernmental Panel on Climate Change has identified Viet Nam

as one of the countries that is most vulnerable. Large parts of the Mekong Delta lie less than a metre above sea level. Rising sea levels and ever more regular extreme weather events pose additional threats to the region. When high tides or storms wash seawater onto the fields, the land becomes unusable for years – a serious problem for Viet Nam’s third most important economic region and a key area for rice production. The population density is also high: approximately 17 million people live here – one fifth of the country’s total population.

## The protective mangroves were often used as firewood

Viet Nam’s authorities have been aware of the problem for a long time. In the 1990s they began a programme to restore the destroyed mangrove forests along the coastline. In Au Tho B at this time there was virtually nothing left of the natural forest, which once stretched along almost the entire coast in this part of Viet Nam. But it was not easy for newly planted mangroves to gain a foothold. ‘People didn’t take much care,’ says Thach Soal. Even though it was illegal, many people simply cut down the mangroves and used them for firewood or sold them at market. As a result, the mangrove forest remained sparse and did little to counter the advance of the sea.

The authorities achieved a great deal, says Christian Henckes from GIZ in Hanoi, ‘but a few things were not as good as they could have been.’ They planted the wrong species of mangrove, for example. And there was not enough money to plant mangroves in all the vulnerable areas along the coast. Most important of all, perhaps, local people were not made aware of how important the mangrove forests are for their habitat. These factors exacerbated the problem.

So since 2011, on behalf of the German Federal Ministry for Economic Cooperation and Development and with additional funding from the Australian Government, GIZ has been taking a different approach: the local population is now involved directly in managing the mangroves. ‘The people here have a vested interest in ensuring the forest remains intact,’ says Henckes, ‘since they are the ones who benefit.’ Inhabitants of the coastal villages involved in the afforestation project are given privileged access to the mangrove forest. They alone are allowed to collect dead wood and catch shrimp, fish and other marine creatures. At the same time, this is the most economically efficient way to manage the forest.

## The sea is once again being kept at bay

In Au Tho B the approach is clearly working. The 450-metre bamboo walkway now »

The colour of optimism: green mangroves are everywhere – the plants grow rapidly upwards and outwards towards the sea. Farmer Thach Soal is content.



**Left:** Long road ahead – complete afforestation of the coastline is a laborious process. **Centre:** A fair deal – Thach Soal (left) and Duong Mienh are both custodians and beneficiaries of the mangrove forest. **Right:** A secure harvest – thanks to the mangroves, the onion fields are much better protected against flooding this season.

stretches more than 50 metres into the flat alluvial land beyond the mangrove forest. Here, too, individual mangroves can be found growing naturally. At one time, the sea reached as far as the walkway. Now a sandbank is visible around 200 metres further out. The sea only comes up as far as the mangrove forest at very high tides or during severe storms. ‘Today, we really understand what it means for all of us to look after the forest. That’s why we do the work ourselves,’ says Thach Soal, who, like many farmers in the region, grows onions and chilli peppers. He is the spokesman for a group, set up with GIZ support, that coordinates management of the mangrove forests.

The group is open to all villagers. However, anyone interested in becoming a member must undertake to attend regular meetings and abide by regulations governing mangrove conservation. These rules include only entering the mangrove forests at low tide, when the water is clearer. This reduces the risk of treading on seedlings or small creatures. Around one third of the village’s 3,500 inhab-

itants have now joined the group. If members find someone cutting wood in the mangrove forest, Thach Soal explains, they tell him he is breaking the law. In serious cases they may also call in the authorities. Thach Soal even got together with other villagers to buy mangrove seedlings out of their own money; these are now being planted in bare patches of forest. ‘Because the day there is no more forest here,’ he says, ‘our village will die.’

### Strong roots, increased optimism

The results of the intervention are tangible: now knee-high, the bamboo walkway was over 20 centimetres higher at the start, says Thach Soal. ‘The mud brought ashore by the sea stays where it is washed up. The mangrove roots hold onto the soil – and gradually the ground rises.’ In two or three years he hopes to extend the walkway by several hundred metres, so it reaches out across the reclaimed land to the sea. By then he hopes the mangrove forest will have become more extensive.

Today there is a great deal of activity in the fields that border the other side of the forest. It is almost time for the onion harvest. Diesel generators rattle into action. All over the fields farmers are busy watering neat rows of crops. In the field in front of Duong Mienh’s house it is the same scene.

Duong Mienh is another member of the mangrove conservation group. He has turned his veranda into a kind of meeting place. Once a month, group members meet here to share their experiences and discuss plans for the future. GIZ helps villagers to collaborate with local authorities on issues of forest management. The legal basis of this cooperation is an agreement reached between the group from Au Tho B and the local government.

Duong Mienh has also built a small wall on one side of his veranda. Banners hang from the veranda roof with drawings illustrating core messages behind the mangrove plantation. They say things like: ‘We need your ideas for our plans to protect the forest!’ and ‘Say NO to destructive practices. Save our natural resources!’ The last drawing in the series de-

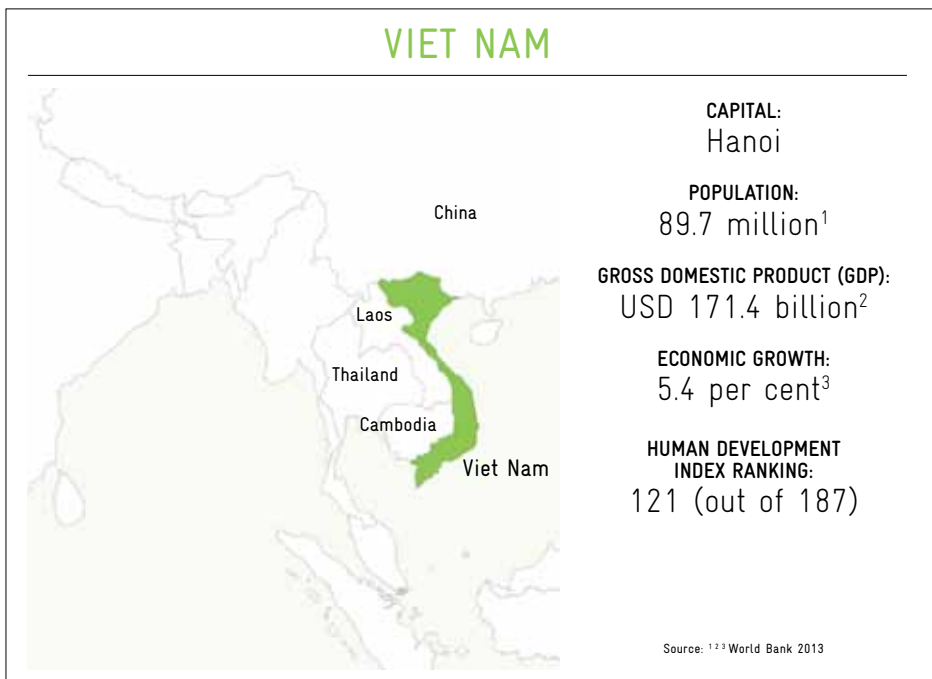
picts villagers reporting on their joint activities to representatives of the local authority.

‘Since the start of the project, our income has risen by around 60%,’ says Thach Soal. Revenues from the sale of fish, shrimp and collected firewood have risen considerably. Moreover, there is now a greater volume of seafood to be caught. The lack of conflict over the use of these natural resources has much to do with the fact that the village’s higher earners – such as the teachers or rice farmers – have no intention of making a living from the mangroves. However, they can still use the walkway to get to the sea.

### Know-how translated into legislation

Soc Trang Province, which includes the village of Au Tho B, is one of several Mekong provinces trialling the concept of mangrove afforestation. GIZ shares its experiences with the government in Hanoi, which in turn is already busy translating the lessons learned from mangrove management into current legislation. ‘That is a major success story,’ says Christian Henckes from GIZ.

Success which promises a little more security in the years ahead. For the challenges resulting from climate change are unlikely to be resolved that easily. ‘Although there hasn’t been a really severe storm in the region since 1997,’ Thach Soal explains, ‘we get major flooding on a regular basis.’ Today the farmers are much less anxious about saltwater reaching the fields and contaminating the soil. ‘Sometimes we hear the waves crashing against the mangroves at night – it can be really loud. But we’re no longer afraid of the sea.’



## STRENGTHENING THE COASTLINE

**PROJECT:**  
INTEGRATED COASTAL MANAGEMENT PROGRAMME

**COMMISSIONED BY:**  
GERMAN FEDERAL MINISTRY FOR ECONOMIC COOPERATION  
AND DEVELOPMENT

**LEAD EXECUTING AGENCY:**  
MINISTRY OF AGRICULTURE AND  
RURAL DEVELOPMENT OF VIET NAM

**TERM:**  
2011 TO 2017

GIZ has helped put up inexpensive and environmentally friendly protective structures along almost eleven kilometres of coastline in five Mekong provinces. These measures have helped to save around ten hectares of flood plain and prevent erosion of up to 15 metres per year. Approximately 320 hectares of mangrove forest have been restored. Many inhabitants of the provinces now have secure livelihoods, around 60% of beneficiaries are women. And biodiversity in the region has increased by 70% in just four years. Today there are 30% more birds living in the U Minh Thuong National Park. The project is cofinanced by the Australian Government.

#### › CONTACT

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[www.giz.de/viet-nam](http://www.giz.de/viet-nam)



# BACK ON SOLID GROUND

The collapse of the Rana Plaza building changed everything. Two victims explain how they set about building a new life.

TEXT ROLF OBERTREIS    PHOTOS THOMAS L. KELLY

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The cracks in the walls were conspicuous, yet everyone was back working in the factory. The day before the disaster, the building had had to be cleared on account of problems, ostensibly with the electricity supply. Even then, many of those who worked at the textile factory in the Rana Plaza building began having doubts. Everything is OK, they were assured. But on the morning of 24 April 2013, the building in Sabhar, 25 kilometres northwest of the centre of Dhaka, collapsed in a heap of rubble. 1,127 people lost their lives, around 2,400 were injured. Many of the victims were extremely low-paid workers, some producing garments for German textile companies. The owner of Rana Plaza, who had illegally increased the building's height, has since been sent to prison along with several of his managers.

GIZ actively promotes the interests of workers in Bangladesh's textile industry. On behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and the C&A Foundation, GIZ has been working since 2009 with ministries and authorities in Bangladesh and companies, trade unions and non-governmental organisations to guarantee fair wages for workers, and to establish codetermination opportunities and compliance with labour, safety and environmental regulations. 18.5 million euros are available for this purpose until 2017. The project receives financial support from the EU.

BMZ also contributed a further 2.5 million euros immediately after the disaster to help those affected. Assistance was also provided to those no longer able or willing to work in a textile factory and with an interest in becoming self-employed. Applications were received from over 520 men and women; these applicants subsequently took part in a variety of courses over several weeks. Here they learned how to run their own shop, use a computer or set up business as a tailor or dress-maker. Most of them now have successful small businesses, says Bettina Schmidt from

Top: Today, Munnaf Khan is a small entrepreneur in the textile industry. Bottom: Runa Akhter owns a shop selling everyday groceries.

GIZ, which range from keeping dairy cattle or owning grocery stores to running a mobile phone business or a tailor's workshop.

One of these business start-ups is owned by Runa Akhter, who was sitting at her sewing machine on the seventh floor of the Rana Plaza building when the floor gave way beneath her. She found it difficult to come to terms with what happened: she spent six hours waiting to be rescued; buried with her in the rubble was a young girl, who died later. 25-year-old Akhter suffered a badly broken arm. But the long physical scar is not her only reminder. 'Even now, I get panic attacks when I think about what happened.'

### Retraining also made a difference financially

And yet just two years on, this woman with friendly eyes and a sparkling nose piercing can look to the future with optimism. After her time in hospital, she was sent to a rehabilitation centre in Dhaka, where in addition to receiving further medical and psychological treatment, she attended the course that enabled her to switch jobs. Now she owns a small store. She sells rice, sugar, cakes, cola, water and other everyday necessities. Her brother lends a hand. The shop is open seven days a week. But is it not all a lot of stress? Akhter shakes her head. 'Sure, in the factory we worked regular hours from eight until five o'clock, sometimes until eight in the evening with overtime. But now I'm in charge. My brother and I take turns.' And business is good: Akhter turns over up to 4,000 taka (around 45 euros) every day. She pays a monthly rent equivalent to around 20 euros and about 10 euros for electricity. Her profits at the end of the month amount to approximately 10,000 taka – about 115 euros. Her last pay packet at the textile factory was equivalent to 89 euros.

On that fateful day, Munnaf Khan, who also worked for a textiles company in the Rana Plaza building, fell from the seventh to the first floor. Today, the father of three children can barely climb stairs and he has only limited use of his left hand. Like Akhter, he is sure of one thing: 'I never want to work in a factory again.'

## BROADER MEASURES

Following a fire-related disaster at the Tazreen Fashions factory in 2012 and the collapse of the Rana Plaza building in 2013, BMZ expanded the funding it provides to improve social and environmental standards in Bangladesh's textile industry. Victims now additionally receive support in the form of medical, psycho-social and professional rehabilitation. The funding is also used to help reintegrate those forced to live with physical disabilities as a result of the disasters into the labour market.

Today, Khan is a small businessman – in the textile industry. Under his previous employer he had worked his way up, becoming responsible for producing samples. So at the rehabilitation centre he consolidated his knowledge by taking a course in tailoring and learning how to become self-employed. Now located near the site of the former Rana Plaza building, his company is called Etcetera Tailoring. It was funded out of Khan's state compensation, equivalent to 959 euros, and a payment of 450 euros from textiles chain Primark. The rehabilitation centre provided a sewing machine.

Khan now owns five sewing machines and has five employees. His customers ask him to create typical Bangladeshi clothing: brightly embroidered dresses for women, long white shirts for men. He pays a reasonable wage, Khan assures us. Allowing for rent and electricity costs, he takes home 15,000 taka at the end of the month, equivalent to almost 180 euros. 'Even if I work harder than before, I have more freedom as an entrepreneur.' His aim now is to expand his business, although he lacks the necessary capital at present. 'I don't want to take out a loan. I want to remain independent.'

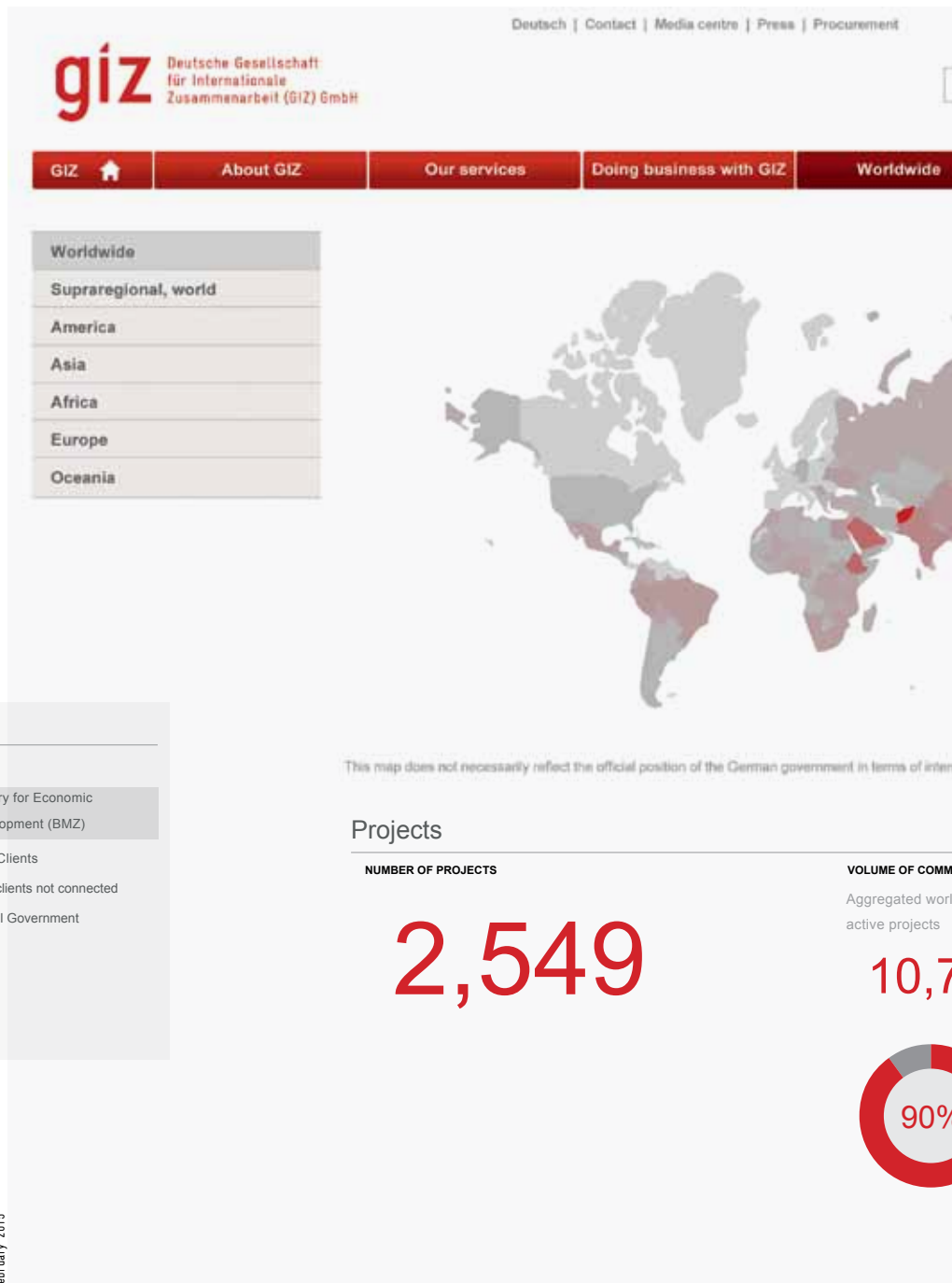
### ➤ CONTACT

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# GIZ now more transparent than ever

A new internet portal for project data provides extensive information on GIZ activities – clearly presented and with facilities for in-depth research.

Public access to information promotes the exchange of knowledge and experience. That's why GIZ is not only committed to making political and economic processes around the world more transparent, it is also very keen to facilitate scrutiny of its own activities. GIZ does this out of a sense of conviction – and because transparency facilitates the implementation of projects and makes them more effective. Key information about GIZ's activities is now available on the internet, with data presented in many easy-to-understand graphics. In addition, the portal affords opportunities for individual research into a wide range of issues of a regional or thematic nature. It is worth checking the portal regularly – the volume of data is expanding on a daily basis.



## Projects and volume of commissions by clients

NUMBER OF PROJECTS PER CLIENT



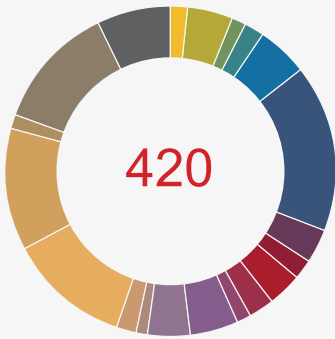
- German Federal Ministry for Economic Cooperation and Development (BMZ)
- German Public Sector Clients
- Commissioning parties/clients not connected with the German Federal Government

**WHO ARE OUR CLIENTS?** In addition to the German Federal Ministry for Economic Cooperation and Development, GIZ is also working increasingly for the EU and companies from the private sector. The portal provides information on how projects and funding are distributed among the various client groups.

February 2015

## Projects and volume of commissions by sector

NUMBER OF PROJECTS PER SECTOR



- Education, level unspecified
- Secondary education
- Health, general
- Population policies/programmes and reproductive health
- Water supply and sanitation
- Government and civil society, general
- Conflict prevention and resolution, peace and security
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- 

WHAT TOPIC AREAS DO WE COVER? From education and energy to environmental protection: the areas of work covered by GIZ are wide-ranging and constantly changing. The database shows users the sectors in which GIZ is active and the extent of its activities – both world-wide and in individual regions.

A partial screenshot of the GIZ website. It shows a search bar with the text 'SEARCH' and a magnifying glass icon. Below it is a red button labeled 'Jobs and careers'. To the right, there are zoom controls with '+' and '-' signs. A world map is visible on the left side, with a red dot indicating a location. At the bottom, there is a 'national law' label and a 'min Budget max' slider.

A screenshot of the GIZ project data website. The header includes the GIZ logo and navigation links: 'Home', 'About GIZ', 'GIZ services', 'Doing business with GIZ', 'Microsites', and 'Jobs and careers'. A search bar is present. Below the header is a world map with a red dot over India. To the left of the map are filters for 'Worldwide', 'Supranational world', 'Africa', 'Asia', 'Country selector', 'Africa', 'Europe', and 'Oceania'. Below the map, there are two statistics for India: 'Projects' with a value of '50' and 'VOLUME OF COMMISSIONS IN EURO' with a value of '206,520,159'. A legend indicates 'Share of cofinancing' with three categories: 'volume of commissions without cofinancing' (red), 'cofinancing' (grey), and 'cofinancing' (black).

WHERE IS GIZ ACTIVE? The database enables users to move from looking at an overview of worldwide data to focusing in greater depth on key facts. These include the number of ongoing projects, financial volumes, distribution by topic or commissioning party – and even by individual countries, as shown here in the case of India.

A partial screenshot of the GIZ project data website. It shows a large number '793,402,017' in red. Below it is a legend for 'Share of cofinancing' with three categories: 'volume of commissions without cofinancing' (red), 'cofinancing' (grey), and 'cofinancing' (black). A red circle with a percentage sign is partially visible on the left.

## IN LINE WITH INTERNATIONAL STANDARDS

The German Federal Government has committed itself to implementing the international transparency standard by the end of 2015. This is part of the International Aid Transparency Initiative (IATI), an amalgamation of state and non-state organisations to which Germany is also affiliated. Its objective is to make cash flows linked to international cooperation more transparent and improve the efficiency of interventions. GIZ already complies with the IATI standard by publishing project data online and supplying weekly updates. The new project data website takes GIZ a step further towards greater transparency.

GIZ's new project data website can be found under: [www.giz.de/projectdata](http://www.giz.de/projectdata).



> FORUM

## Important days in the European Year for Development 2015

The European Development Days will have a prominent role in 2015, serving as the flagship event of the European Year for Development. This is the first time the European Union has dedicated a year to such a wide-ranging topic.

On 3 and 4 June, the European Development Days will once again provide a platform for discussing burning issues such as the development agenda after 2015 – the deadline for achieving the Millennium Development Goals. Exchanging information on cutting-edge projects will also play a role. The organisers in Brussels are expecting around 6,000 delegates and representatives from 1,500 organisations working in international cooperation. Alongside heads of state (the photograph shows Liberia's Presi-

dent Ellen Johnson Sirleaf) and Nobel laureates, practitioners and experts from development cooperation organisations, the private sector and civil society will highlight the issues that are most important to them.

GIZ has supported the European Development Days from the outset, organising events such as workshops and panel discussions with high-level experts. Drawing on its skills and knowledge in the field of international cooperation, GIZ will once again be strongly involved.

.....  
European Development Days 2015

3 and 4 June 2015

Tour & Taxis, Brussels

www.eudevdays.eu, Twitter: #EDD15

> RECOMMENDED READING\*

## The Past Ahead

**Gilbert Gatore, Rwanda**

Translated from French by Marjolijn de Jager  
Indiana University Press, 138 pages  
ISBN: 9780253006660

A novel about the genocide in Rwanda 20 years ago – not about the bloodshed, but about its consequences. Enigmatically, almost as if in a trance, the author Gatore narrates the silence that followed, and explores the mental and emotional scars of a victim and a perpetrator. His dream-like novel about universal questions of what it means to be human and to survive as a human is philosophical, intelligent, vexing and unique.  
*Cornelia Zetzsche, literary editor, critic and broadcaster*

## GIZ PUBLICATIONS

These publications can be downloaded or ordered free of charge from [www.giz.de/publications](http://www.giz.de/publications).



### Assessing and Monitoring Climate Resilience

Available in English  
Jörn Birkmann, Michael Brossmann,  
Torsten Welle, Maximilian Witting

The concept of 'resilience' is becoming more important, particularly within the context of climate change. It describes the ability of

socio-ecological systems to withstand crises and successfully adapt to new conditions. The authors of this discussion paper propose a method for assessing and classifying this resilience.

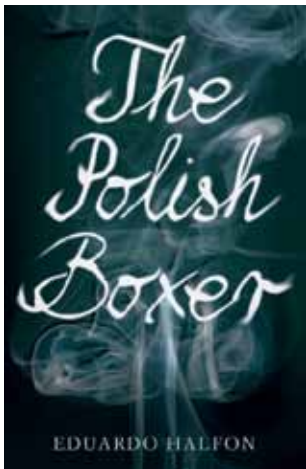


### My Home, Your Business

Available in English  
Sara Ballan, Stig Tackmann,  
Hans Uldall-Poulsen

This guide provides an overview of the market opportunities that exist for companies that provide affordable housing. Studies conducted in 2014 showed that in that year, the billions of

people around the world living at the base of the economic pyramid spent about USD 700 billion on housing. The guide shares the experience of companies and describes the particular pitfalls of this market.



> RECOMMENDED READING\*

## The Polish Boxer

Eduardo Halfon, Guatemala  
Translated from Spanish by Thomas  
Bunstead, et al.  
Pushkin Press, 192 pages  
ISBN: 9781908968074

Eduardo Halfon's book – part-novel and part-memoir – relates the experiences of a series of individuals, yet deals with a universal story, speaking of the comfort brought by literature and the powerlessness of words. The starting point for his narrative is the number tattooed on his grandfather's arm.  
*Andreas Fanizadeh, culture editor, Tageszeitung (taz)*

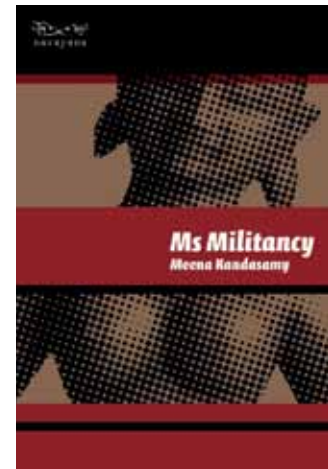


> RECOMMENDED READING\*

## Sangre Kosher – Ruth Epelbaum und die Zwi Migdal

María Inés Krimer, Argentina  
Available in German; translated from Spanish by Peter Kultzen  
Diaphanes, 200 pages  
ISBN: 9783037344927

As an archivist, Ruth Epelbaum was familiar with the Jewish Zwi Migdal organisation, which trafficked women for prostitution in Argentina in the 1930s. Now, as a private investigator, she is forced to conclude that this organisation is still in existence. The narrator describes a shocking case, while at the same time keeping the reader smiling.  
*Anita Djafari, Chief Executive, Litprom*



> RECOMMENDED READING\*

## Ms Militancy

Meena Kandasamy, India  
Navayana, 64 pages  
ISBN: 9788189059347

The young Indian poet does not shy away from breaking taboos. In her poems, which are at once wonderfully acerbic and yet gentle and tender, she addresses the issues of violence against women, suppression of the lower castes and exploitation of the poor. Anger and wit are skilfully balanced. This is passionate stuff.  
*Claudia Kramatschek, literary critic and arts journalist*

\* 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](http://www.litprom.de)



**Financing Green Growth**  
Available in English  
Roland Gross, Daniel Philipp

This study examines the role played by the financial sector in the transition towards resource-efficient economies in emerging and developing countries. The authors conclude that the process to form a green economy must

involve the entire financial system. Using case studies from ten countries, they analyse the influence that national strategies, legislation and policy instruments have had on the behaviour of financial institutions.



**Resource Wealth and Sustainable Economic Development**  
Available in German  
Hasso Anwer, Stefanie Reiher, Uwe Weihert

As a result of the recent commodities boom, German development cooperation organisations have been looking more closely at natural resources and associated issues. Extracting resources can have a major impact, both positive and negative, on a country's development. This guide shows how this process can contribute positively to the creation of a sustainable economy.



**KORA GOURÉ BI,**

## EXPERT ON WESTERN AFRICA

**SOCIOLOGIST KORA GOURÉ BI** has been committed to Western Africa ever since her first visit to the region; as a student she spent time in Ghana and Burkina Faso, and her career has taken her to Mali, Benin, Togo and Côte d'Ivoire. She loves the 'warm, open attitude of the people here and their positive approach to life.' She describes herself as a generalist, saying 'I've had a lot of different jobs, ranging from development worker to country director. Being able to speak French makes it easy for me.' Since 2012 she has been living and working in Abidjan in Côte d'Ivoire, a city she knows well from a previous post. As project manager, she works with her team to support the authorities in collecting illegal weapons, registering legal firearms and training the Ivorian security forces. The country is part of the Economic Community of West African States, which has comparatively strict regulations regarding weapons imports. This is one of the issues that Gouré Bi and her colleagues report on to international organisations such as the United Nations in New York; she considers international exchange to be 'an important factor in arms control.' Back in Abidjan, she is delighted by the progress that Côte d'Ivoire has made over the last few years, noting that 'the hospitals here are well-equipped, and there are no power or water outages. Life in Abidjan has become safer, easier and more comfortable.'

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



# SUSTAINABILITY

A LOOK BACK AT A PROJECT AND ITS RESULTS

**PROJECT:**  
HEALTH CARE AND THE FIGHT AGAINST HIV/AIDS IN RWANDA

**COMMISSIONED BY:**  
GERMAN FEDERAL MINISTRY FOR ECONOMIC COOPERATION  
AND DEVELOPMENT

**TERM:**  
2004 TO 2013

## THEN

The civil war and 1994 genocide left Rwanda's economy and society in a disastrous state, which in turn impacted on the health care sector. Since many people had fled the violent conflicts, there was a lack of administrative and medical staff. Infant, child and maternal mortality rates were high, and diseases such as malaria were widespread. HIV prevalence exceeded 4% in 2001. There was no comprehensive health insurance, and poorer families in particular ran the risk of losing their livelihoods through the high cost of treatment.

## NOW

Access to health care services has significantly improved. A solidarity-based health financing system means that poorer families can also receive vital treatments and therapies. Over 90% of the population now have health insurance. Between 2005 and 2015, infant mortality decreased from 86 to 28 births per 1,000, while maternal mortality fell from 750 to 325 births in every 100,000. Malaria is now less common than illnesses such as the flu and measles. HIV prevalence has dropped to below 3%, and the number of new AIDS infections fell by more than half between 2001 and 2011.

[www.giz.de/rwanda](http://www.giz.de/rwanda)

## AKZENTE

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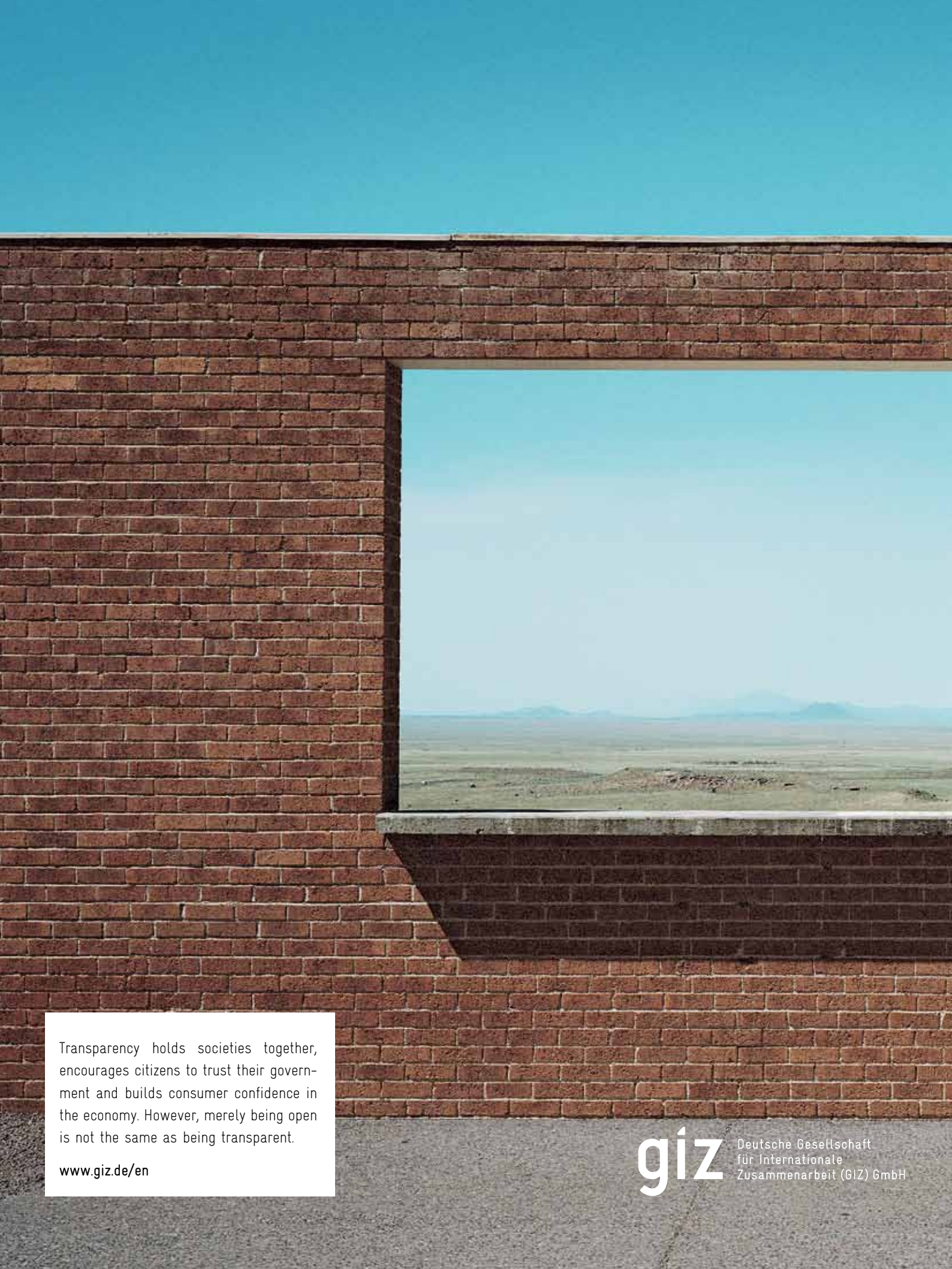
## PREVIEW

akzente issue 3/15

**CLIMATE** At the end of 2015, the international climate negotiations in Paris will reach a crucial stage. The countries that are already feeling the effects of climate change will be looking to France with real expectations. Which countries are they? How are their gov-

ernments and citizens adapting to the changed environmental conditions? And what signals and specific political steps can they expect from the summit in Paris? Answers to these and other questions will be provided in akzente 3/15.





Transparency holds societies together, encourages citizens to trust their government and builds consumer confidence in the economy. However, merely being open is not the same as being transparent.

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