



Developing Security – Securing Development

:GTZ worldwide

- GTZ Head Office, Eschborn, Germany
- GTZ Berlin, Germany
- GTZ Bonn, Germany
- GTZ Brussels, Belgium

GTZ local presence

- 1 Mexico City, Mexico
- 2 Guatemala City, Guatemala
- 3 San Salvador, El Salvador
- 4 Tegucigalpa, Honduras
- 5 Managua, Nicaragua
- 6 San José, Costa Rica
- 7 Quito, Ecuador
- 8 Lima, Peru
- 9 Bogotá, Colombia
- 10 Pétienville, Haiti
- 11 Santo Domingo, Dominican Republic
- 12 Santiago, Chile
- 13 La Paz, Bolivia
- 14 Asunción, Paraguay
- 15 Buenos Aires, Argentina
- 16 Brasília, Brazil
- 17 Dakar, Senegal
- 18 Nouakchott, Mauritania
- 19 Conakry, Guinea
- 20 Rabat, Morocco
- 21 Bamako, Mali
- 22 Abidjan, Côte d'Ivoire
- 23 Ouagadougou, Burkina Faso
- 24 Accra, Ghana
- 25 Algiers, Algeria
- 26 Lomé, Togo
- 27 Cotonou, Benin
- 28 Niamey, Niger
- 29 Abuja, Nigeria
- 30 Tunis, Tunisia
- 31 Yaoundé, Cameroon
- 32 Zagreb, Croatia
- 33 Luanda, Angola
- 34 Sarajevo, Bosnia and Herzegovina
- 35 N'Djaména, Chad
- 36 Windhoek, Namibia
- 37 Belgrade, Serbia
- 38 Podgorica, Montenegro
- 39 Kinshasa, Dem. Rep. Congo
- 40 Pristina, Kosovo
- 41 Tirana, Albania
- 42 Skopje, Macedonia
- 43 Bucharest, Romania
- 44 Sofia, Bulgaria
- 45 Lusaka, Zambia
- 46 Kigali, Rwanda
- 47 Bujumbura, Burundi

- 48 Pretoria, Republic of South Africa
- 49 Cairo, Egypt
- 50 Harare, Zimbabwe
- 51 Ankara, Turkey
- 52 Kiev, Ukraine
- 53 Al-Bireh, Palestinian territories
- 54 Kampala, Uganda
- 55 Lilongwe, Malawi
- 56 Maputo, Mozambique
- 57 Moscow, Russian Federation
- 58 Damascus, Syria
- 59 Amman, Jordan
- 60 Nairobi, Kenya
- 61 Dar es Salaam, Tanzania
- 62 Addis Ababa, Ethiopia
- 63 Tbilisi, Georgia
- 64 Yerevan, Armenia

- 65 Baku, Azerbaijan
- 66 Sana'a, Yemen
- 67 Riyadh, Saudi Arabia
- 68 Antananarivo, Madagascar
- 69 Abu Dhabi, United Arab Emirates
- 70 Tashkent, Uzbekistan
- 71 Kabul, Afghanistan
- 72 Dushanbe, Tajikistan
- 73 Islamabad, Pakistan
- 74 Astana, Kazakhstan
- 75 Bishkek, Kyrgyzstan
- 76 New Delhi, India
- 77 Colombo, Sri Lanka
- 78 Kathmandu, Nepal
- 79 Dhaka, Bangladesh
- 80 Ulan Bator, Mongolia
- 81 Bangkok, Thailand

- 82 Vientiane, Laos
- 83 Phnom Penh, Cambodia
- 84 Hanoi, Viet Nam
- 85 Jakarta, Indonesia
- 86 Beijing, PR China
- 87 Manila, Philippines

○ GTZ local presence

● GTZ local presence in German Development Cooperation Houses



GTZ Head Office, Eschborn near Frankfurt am Main



GTZ Representation Berlin



GTZ Representation Bonn



GTZ Representation Brussels, Belgium



GTZ Office, Sana'a, Yemen



GTZ Office, Dakar, Senegal



GTZ Office, La Paz, Bolivia



GTZ Office, Vientiane, Laos



GTZ Office, Tbilisi, Georgia



:GTZ at a Glance

	2007 in EUR million	2008 in EUR million	Changes on previous year in %
● Turnover	1,057.3	1,224.0	+ 15.8
– of which public-benefit sector	860.0	985.0	+ 14.5
– of which GTZ International Services	197.4	239.0	+21.1
● New contracts	1,060.6	1,554.0	+46.5
– of which public-benefit sector	886.4	1,161.0	+31.0
– of which GTZ International Services	174.2	393.0	+ 125.6
● Contracts in hand	2,636.2	2,887.1	+9.5
– of which public-benefit sector	2,065.9	2,180.7	+5.6
– of which GTZ International Services	570.3	706.4	+23.9

Personnel	Number of persons 2007	Number of persons 2008	Changes on previous year in %
● Public-benefit sector in Germany	1,358	1,571	+ 15.7
● Public-benefit sector abroad	879	1,058	+20.4
● GTZ International Services in Germany	127	124	-2.4
● GTZ International Services abroad	310	333	+7.4
● National personnel in partner countries	9,231	9,913	+7.4
● Integrated Experts (CIM)*	789	767	-2.8

* employed by local employers in partner countries

Turnover

GTZ can look back on an extremely successful fiscal year. Total turnover reached **EUR 1.224 billion**, a **15.8%** increase relative to 2007.



New Contracts

The figures for new contracts received by GTZ in 2008 rose in all business sectors. The company received new contracts worth a total of **EUR 1.554 billion**, a **46.5%** increase on the previous year's figure.

GTZ Personnel

The number of employees is keeping pace with the rapid growth in business. On 31 December 2008, **12,999 persons** were employed by GTZ – **1,094** more than in the previous year.



Integrated Experts (CIM)

The Centre for International Migration and Development (CIM), a joint operation of GTZ and the Federal Employment Agency's International Placement Services, placed **221 professionals and managers in 63 countries** in Asia, Africa, Latin America, and Eastern and South-Eastern Europe in 2008. At the end of 2008 CIM was providing assistance to a total of **767 Integrated Experts**.

: Contents



32 SUB-SAHARAN AFRICA

More and more countries are respecting human and civil rights, and good governance is gaining ground. The major challenges now faced by sub-Saharan Africa involve energy supply, food security and peace-building.



38 ASIA

Regional cooperation pays off. It makes national development results more effective, and regions more competitive in the global arena. GTZ makes its expertise available to its Asian partners both bilaterally and through regional channels.



44 LATIN AMERICA

In the 1990s countries placed their faith in the free play of market forces. Yet since the turn of the millennium, many governments have sought alternative ways forward. International cooperation's work agendas are geared to the overarching goal of creating greater social justice.



50 MEDITERRANEAN AND MIDDLE EAST

The systematic removal of constraints to development creates new prospects for people – which is why improved energy and water supply promise to provide major leverage in the Mediterranean and Middle East region.



56 EUROPE, CAUCASUS, CENTRAL ASIA

Heterogeneity and dynamic change in the region call for a high degree of flexibility from international cooperation – yet at the same time consistency. Support for the rule of law for instance remains a key issue on the ground.

-
- 01** GTZ at a Glance
 - 05** Message from the Chair of the Supervisory Board
 - 06** Well equipped for the future
Report by the Managing Directors
 - 08** Developing Security – Securing Development
 - 14** Services for Sustainable Development
GTZ's Modes of Delivery
 - 24** Climate Change – a Global Challenge
-

- 32** **SUB-SAHARAN AFRICA**
Continuity, Trust, Development



- 38** **ASIA**
A Regional Community



- 44** **LATIN AMERICA**
Democracy – a Driving Force for Development



- 50** **MEDITERRANEAN AND MIDDLE EAST**
Energy and Water – a Double Act



- 56** **EUROPE, CAUCASUS, CENTRAL ASIA**
The Rule of Law – a Success Factor



-
- 64** Fiscal 2008
 - 70** GTZ Highlights 2008
 - 72** Art in the Annual Report
 - Organisation Chart
 - Imprint
-

'People have realised,
if they hadn't done so before,
that they are living
not only on just **one planet**, but have
also long been living in the
'one world' that
development policy has been
speaking about for years.'

Message from the Chair of the Supervisory Board

Erich Stather



..... **Looking back**, few years could be so accurately described in just six letters. The word 'crisis' sums up what weighed on people's minds in various guises all over the world. The real estate, food, financial and economic crises were and continue to be painful and far-reaching. The core development message that they conveyed to the world was no less emphatic. Serious changes and imbalances in specific sectors and regions will inevitably lead to palpable consequences in other parts of the world.

Despite the many new challenges, 2008 also created a huge opportunity for international cooperation. Events have made people realise, if they hadn't done so before, that they are living not only on just one planet, but have also long been living in the 'one world' that development policy has been speaking about for years. We live in a single biosphere, which is so interconnected that the global community can only make it fair and sustainable for all through concerted action.

In this spirit, the German Government once again significantly increased its volume of funding for development cooperation in 2008. Together with numerous other actors, it also continued to press ahead with the international debate on aid effectiveness. Through the Accra Agenda for Action the international development community has committed to greater transparency and mutual assessment reviews. There is also considerable emphasis on the importance of partner-country ownership for development and on the need for measurable results.

This generates a wealth of constructive opportunities for German development cooperation and GTZ. The company's many years of experience in the field of capacity development make it eminently well qualified to help develop the partner capacities and structures required. This means, for instance, providing support for enabling structures that allow greater use of country systems in public financial management, and promoting the development of government and civil society capacities for dialogue on accountability.

The major tasks that the international community now finds itself confronted with will lend international development projects further complexity. Over the past year, the professionalism and commitment displayed by GTZ's staff demonstrated once again that the company is well equipped to meet these challenges. My heartfelt thanks for last year's excellent work.

Erich Stather, Chair of the Supervisory Board
State Secretary in the German Federal Ministry for Economic Cooperation and Development





Dr Bernd Eisenblätter

: Well equipped for the future

Report by the Managing Directors

For GTZ, 2008 was an extremely successful year. The impressive growth in the company's business is a testament to the strong demand for our services worldwide. The growing number of new clients likewise reflects the high esteem enjoyed internationally by German technical cooperation. We are also gratified by our partners' profound satisfaction with our advisory services on the ground, and with the effectiveness of our work as attested by independent evaluations and international donor committees – such as the Consultative Group to Assist the Poor in the microfinance sector.

In 2008 GTZ succeeded in continuing the positive trend in business seen in the preceding years, achieving a turnover of more than EUR 1.2 billion, a 15.8% increase over the previous year's figure. This can largely be attributed to business with the Federal Ministry for Economic Cooperation and Development, which rose from EUR 802 million in 2007 to EUR 894 million in the year under review. Strong growth was also recorded in cooperation with other federal ministries, which are increasingly availing themselves of GTZ's advisory services in their international activities. The Federal Foreign Office and the Federal Ministry for the Environment were the major clients for the new contracts received in this segment, which were worth almost EUR 200 million – a sign of trust in our expertise as a service provider to the German Government in international cooperation for sustainable development. The trend in turnover for GTZ International Services was also highly positive, rising by 21.1% to EUR 239 million.

Alongside German federal ministries, bilateral and international donors, and national governments, in 2008 major foundations also stepped up their co-operation with GTZ. With the support of the Bill & Melinda Gates Foundation, for instance, we are organising a global network of decision-makers in the financial systems development sector, thus promoting access to innovative financial services for the poor.

More personnel

These dynamic trends in turnover and clients are also reflected in our personnel statistics. On 31 December 2008 12,999 staff members were employed by GTZ worldwide, a 9.2% increase on the previous year's figure. To equip ourselves for the manifold demands encountered, we are investing intensively and systematically in developing the capacities of our staff. Since mid-2008, our new e-recruiting system has been facilitating the application process. This instrument now



Wolfgang Schmitt

enables us to fill vacancies more quickly and efficiently. And in 2008 we also made further progress on the issue of reconciling work and family responsibilities. Support for staff members providing care to relatives with special needs is now an established corporate policy principle.

Diverse range of services

Our environment is changing rapidly, and the demand in our partner countries varies greatly. Our diverse range of services enables us to respond to a multitude of challenges and needs, and offer viable solutions. The volume of budget support being delivered to developing countries is growing. This is considerably increasing their demand for our core service, capacity development, because they need additional skills to meet the more exacting demands placed on them in the context of budget and management issues. Also in extremely high demand are Integrated Experts placed by CIM, German development cooperation's service provider for human resources. Contracted by local employers, these experts are increasingly occupying high-ranking positions – such as advisor to the President of Afghanistan.

In Capacity Works we have developed a management model that is especially suited to steering and supporting complex projects. Nationally and internationally, interest in our experience with this instrument is strong. Successful models for scaling up approaches initially developed in pilot projects are also included in our services. One example is the training of pavers in Ethiopia, which since 2007 has not only helped ensure that roads re-

main intact, but is now also providing 27,000 people with jobs and income.

Outlook

These good results for 2008 enable us to look to the future with confidence. Our expertise in promoting socially balanced, economically viable and environmentally sound development in our partner countries will continue to be in demand. However, the growing number of crisis-related developments in many countries and regions also presents us with a particular challenge. Through its spotlight of the year 2009 'Developing security – Securing development' GTZ is focusing on the link between the two aspects, and promoting dialogue on the sustainable stabilisation of societies.

The success of GTZ's work cannot be measured in terms of turnover alone. It must also always be measured in terms of our overarching corporate objective of sustainable development. To achieve results GTZ relies on its highly motivated staff – who in 2008 once again worked toward this goal with extraordinary professionalism and creativity, and outstanding commitment. We would like to express our most sincere thanks to them, and we look forward to many more successful years of cooperation.

Dr Bernd Eisenblätter

Wolfgang Schmitt

Managing Directors

: Developing Security – Securing Development

Security is an absolute must for development. Where people's daily lives are blighted by crises or conflicts, little scope remains for the rule of law, political participation or respect for human rights. Conversely, development is a fundamental prerequisite for security. In a society where poverty and social injustice prevail, crises and conflicts are often a virtual inevitability. The inextricable links between security and development are also becoming increasingly important in the work of GTZ. This is why our spotlight of the year 2009 is 'Developing security – Securing development'.

..... **Although** the number of international conflicts is steadily declining, worldwide a large number of violent conflicts do persist that weaken states and societies to such an extent that sustainable development is no longer possible. In many parts of the world lack of security therefore remains a major constraint to development. Be it economic, religious or ethnic differences, financial or governmental crises, unrest caused by rising food and energy prices, or disputes over resources such as water, land or oil – the causes of conflicts are manifold. Since the early 1990s there has been a significant change in the structure of conflicts. Whereas during the Cold War conflicts usually occurred between states, in most cases today the global community is faced with domestic crises, or the impacts of natural disasters.

Security – a global challenge

At first glance, these facts conceal the reality that security has become a global task. Globalisation now means that apparently remote crises and conflicts are impacting far beyond the borders of a single country, and can often escalate into regional or in some cases even global threats. Refugee flows from Africa, for instance, are creating major social and economic problems for the countries of southern Europe, while elsewhere terrorist groups often retreat to locations in fragile states. There can be no doubt that when industrialised nations promote security in developing countries and emerging economies they are also acting in their own interests.

Obviously, security cannot be established on a sustainable basis by military means alone. Trends in countries threatened by failure of the state, famine or civil war demonstrate one thing: civilian

**: Crises and conflicts can only be prevented
by addressing their structural causes –
primarily poverty and social injustice.**

measures are needed in order to create secure and sustainable conditions. Crises and conflicts can only be prevented by addressing their structural causes - primarily poverty and social injustice. This is why international cooperation faces major challenges, and why its portfolio increasingly includes crisis prevention, post-conflict reconstruction and the long-term stabilisation of weak societies.

Security through continuity

As an enterprise for international cooperation, GTZ is responding to these changed conditions. Knowing that sustainable development depends on a secure and stable environment, together with our partners we are tackling the causes and impacts of violence and instability. We act on behalf of the Federal Development Ministry, as well as other federal and Länder ministries, international clients such as the European Union, the World Bank, national governments and the private sector. Our work is always centred on the individual. No human being should have to fear for their personal safety. This is also part of our 'broader understanding of security'. Our understanding takes account not only of military threats, but also of non-military ones - ranging from the failure of the state and natural disasters, to human rights violations.

Experience has taught us a lesson. Only continuous commitment creates security and trust. In our partner countries we help ensure the security of the population and stabilise their society before, during and after a crisis. Our work covers a broad and diverse spectrum - which approaches have priority will depend on the situation of the country in question. For instance the security situation in the Philippines remains fragile, and in parts of the country conflicts might flare up again at any time. GTZ therefore not only focuses on helping establish state

... ..

'The Ministry of Finance, which chairs the Saudi side to the **Joint Saudi-German Commission**, makes considerable efforts in the economic, trade, investment and technical areas, so that the commission can contribute to development of these sectors. It gives me **pleasure**, within **this framework**, to commend the role played by the **GTZ** which has been pursuing **technical and technological cooperation** with a number of agencies in the Kingdom for some 30 years. This underscores the desire of both sides to continue this **cooperation.**'



IBRAHIM AL-ASSAF

Minister of Finance
of the Kingdom of
Saudi Arabia



ROBERT ZOELICK

President of the World Bank

'Germany has a **rich tradition** in development assistance and a **comprehensive public aid architecture**. As part of this framework, GTZ is widely known all over the world for its **effective project implementation**.'

..... structures, but also takes special care to ensure that its work is conflict-sensitive and always geared to preventing crises. In the east of the Democratic Republic of the Congo, a different situation prevails. Conflicts remain virulent, and many people have taken flight. Here, GTZ is helping ensure the survival of these refugees and supporting the reintegration of returnees into

: Only continuous commitment creates security and trust.

In our partner countries we help ensure the security of the population and stabilise

their society before, during and after a crisis.

society. In countries such as Guatemala that are suffering the impacts of a past conflict, GTZ is devoting its energies to long-term measures such as helping establish the rule of law, and developing social security systems.

Regardless of the situation in which we support our partners, GTZ's work is governed by the 'do no harm' principle. This means that our activities must not inadvertently fan the flames of conflict. To ensure that it does not, we need to understand conflict potentials in our partner countries and take them into account from the outset. This is why we value the sensitivity of

our staff members to conditions on the ground, and relationships nurtured in a spirit of trust with our local partners in cooperation. In our projects, for instance on poverty reduction, we involve all parties to the conflict who seek a constructive solution, because experience shows that excluding them is likely ultimately to ignite fresh outbreaks of violence.

Working in insecure environments

More and more often, GTZ is now operating in environments where peace and security are not guaranteed. In 2008 alone, 70 crisis situations arose that affected our staff members either directly or indirectly. To keep the potential hazard as low as possible we ensure comprehensive security and risk management. Our Crisis Desk gathers information on risks, measures to avert danger, critical events and emergencies, and takes initial protective measures where appropriate. Through security training and personal stress management measures our staff members learn how to deal with threats. In GTZ offices in countries such as Nepal, Afghanistan, Kenya and Honduras security officers are employed to keep an appropriate security strategy in place, and act as advisors.

The safety of our staff is paramount. Nonetheless, even under difficult conditions we continue to pursue the goal of promoting sustainable development in our partner countries – not least in order to help improve security.

For further information please visit: www.gtz.de/spotlight



**MIGUEL SOLDATELI
ROSSETTO**

President of Petrobras Biocombustível,
former Minister of Agrarian
Development, Brazil

'For Petrobras Biocombustível SA, GTZ is a fantastic partner for integrating rural agriculture into our programme for sustainable biofuel production.'

Focus on Results:

FOOD SECURITY

Global food security is one of the major challenges of our age.

In **51 countries** GTZ is currently implementing **95 projects** that directly or indirectly fight hunger – for instance in **Ethiopia**, where over **40,000 farmers** are now using a **more resistant grain variety** and more than **15,000** have been **trained** in sustainable, resource-conserving crop farming practices.

GTZ is implementing the Sustainable Utilisation of Natural Resources for Improved Food Security project in Ethiopia on behalf of Germany's Federal Development Ministry.



FORKASTINO EVARISTE KAMBALE: Tropical birds, with the national colours (detail), enamel paint on canvas, 60 x 40 cm

: Services for Sustainable Development

GTZ's Modes of Delivery

GTZ offers a wide range of services, which are always tailored to the situation in the partner country and the mandate. All have one aim in common – to support the development of partner capacities. Whether it be bilateral projects, networking services, event management or development-oriented emergency and transitional aid, measures are always geared to the needs of people in the countries concerned. We respond swiftly and flexibly to the needs of our environment by combining different services and by developing innovative formats. And throughout these processes, we focus on the goals of our clients and on the interests and needs of the people in our partner countries.

The mandate: place the health system on a sound foundation. The objective: provide primary health care for the population. Malawi does not yet provide health care for all. Hospitals are overcrowded, and professional management, medicines and trained personnel are in short supply. In a nutshell, there is a lack of organisational structures. GTZ is supporting the development of these structures on behalf of the Federal Development Ministry (BMZ), and in close collaboration with other organisations of German development cooperation. The German contribution is an integral component of a programme of action launched by the Malawian Government, donor countries and partner organisations to pool all strategies and measures for health system reform. In the long run the Malawian Ministry of Health aims to provide the entire population with affordable primary health care. To help achieve this goal we are supporting comprehensive capacity development at the level of human resources, organisational structures and the health policy formulated within the Ministry. In other words, we are delivering our core service – capacity development support.

The basic idea behind capacity development support is to help our partners to manage change processes such that they can analyse the key problems and develop appropriate solutions themselves. Apart from delivering long-term advisory services on human resource and organisational

EVERY MINUTE COUNTS

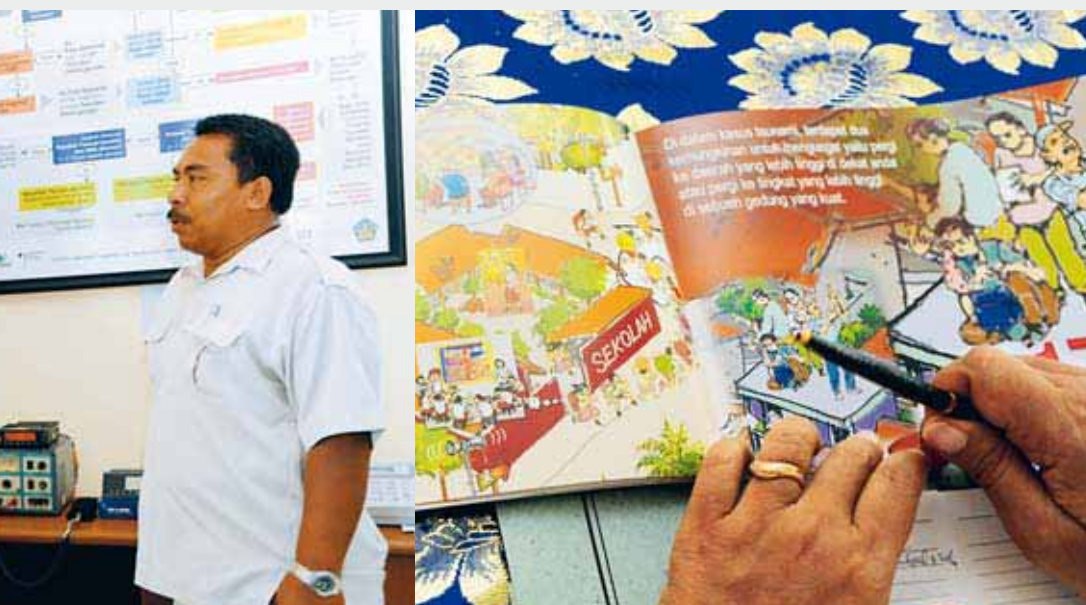


issues, this involves making expert advisors available to the Malawian Ministry of Health on a flexible basis. To this end a technical assistance pool of funds for advisory services has been incorporated into the comprehensive technical cooperation structures on the ground. Donors make funds available to the pool, and together with the Ministry of Health decide on their use. Experts placed through the Integrated Experts Programme of the Centre for International Migration and Development (CIM) are taking up senior positions in hospitals and are involved in the training of medical professionals.

Capacity development and sustainable development

Which modes of delivery GTZ employs depends on the type of country, the clients' expectations and the partners' needs. The modes can range from long-term capacity development programmes, as in the case of Malawi, to the CIM Integrated Experts Programme, to complex dialogue and event management (e.g. the Federal President's Africa Forum), to the procurement and distribution of medicines on behalf of the World Health Organization. GTZ's concept of 'orientation towards sustainable development' is at the heart of our corporate identity - whether we are supporting the fund for reform in Chile, helping establish the tsunami early warning system in Indonesia or promoting a solid waste management project in Mexico. The concept applies to all contracts and all modes of delivery, from development-oriented emergency aid to capacity development support. This is how we help advance political, economic, ecological and social development worldwide, and thus improve people's living conditions. We are convinced that sustainable development is the key to a more equitable globalisation.

How does GTZ manage to put sustainable development into practice in an environment that is changing before our very eyes? Clearly, various trends in partner countries are causing increasing differentiation in the demand for our services. Partners in anchor countries and emerging economies wish to work together with us to address global problems, and tap potentials and opportunities in our mutual interest. What is important to them is high flexibility and speed, as well as close links to the German private sector and research institutions. By contrast, in the low-income countries that are heavily dependent on external aid, new forms of



GTZ International Services (GTZ IS) personnel and CIM Integrated Experts are working in Indonesia to protect the local population against future tsunamis. Commissioned by the German Research Centre for Geosciences in Potsdam, GTZ IS is conducting training and preparedness measures for the 'last mile'. Using a model, even very young children learn how the early warning system works and how to behave in an emergency. To make sure that every member of the local population has access to the right information, GTZ IS staff member Harald Spahn and his team have prepared an easy-to-understand brochure.

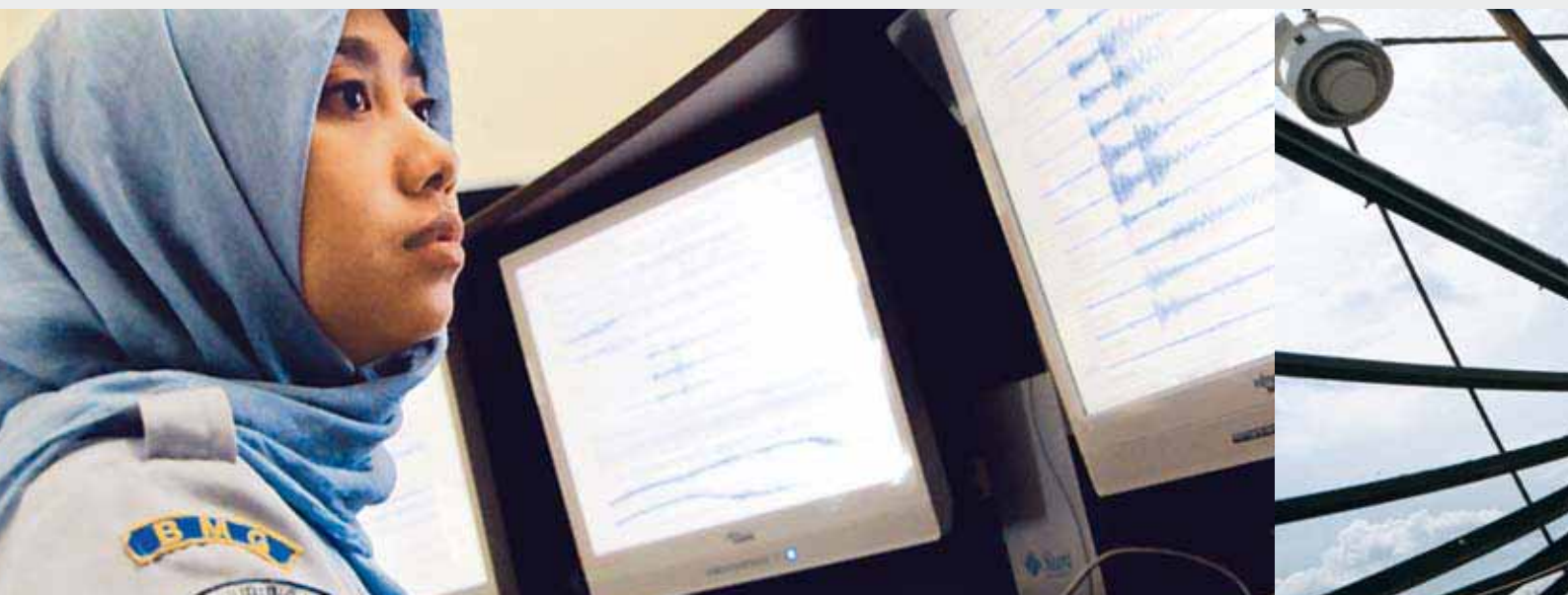
donor coordination are emerging, along with an increase in development financing and a growing demand for capacity development. Finally, in fragile states and countries where conflicts sometimes erupt into violence, state capacities often need to be substituted - at least temporarily - without compromising the autonomy of the society concerned or the sustainable development of its own capacities.

In addition to our main client BMZ, more and more international cooperation actors now wish to avail themselves of GTZ's services or are seeking new forms of cooperation. These actors include a large number of German federal and Länder ministries, municipalities, the Bundeswehr, private foundations, the private sector, research institutions, and last but not least partner governments themselves. GTZ has responded swiftly to this new situation and diversified the form and content of its modes of delivery accordingly.

Capacity development support always focuses on helping enable individuals, organisations and societies to manage their own development process, which itself involves a number of processes of seeking, negotiating and learning. We at GTZ promote these processes - sometimes in cooperation with the private sector. We initiate cooperation measures that contribute to economic, social and ecological development in partner countries, as in the case of our public-private partnership with the Swiss cement manufacturer Holcim. After all, in many emerging economies and developing countries there is another side to the growth of industrialisation. When goods are manufactured, large amounts of waste are often produced, some of which is highly toxic. Yet what should be done with this waste in countries where even conventional domestic refuse is often dumped on unauthorised rubbish tips?

For six years Holcim and GTZ have been working jointly in a strategic alliance to develop an environmentally sound solution to the problem of hazardous waste. First of all we identified an alternative to the expensive fossil fuels used in the manufacture of cement - substitute fuels such as used tyres and oils, and non-recyclable components of domestic refuse. Cement manufacturers in Europe now already cover around 50% of their energy requirement with these substitutes. Secondly, residues from other sectors of production, some of which are highly toxic, are

READING THE SIGNS



also being disposed of on an environmentally sound basis at the same time. The practice is more complicated than the theory, however, because the procedure requires a great deal of technical expertise. The GTZ-Holcim alliance set out to develop internationally recognised guidelines, and to make this knowledge available to developing countries and emerging economies. We were so successful that we actually went far beyond our original targets. The jointly developed recommendations for use describe both technical solutions and legal requirements. They already exist in seven languages, and fifteen countries, including Chile, Morocco and the Philippines are using them for instance in their waste management legislation. The United Nations Development Programme and the World Business Council for Sustainable Development also consult the recommendations.

**: We are convinced that sustainable development
is the key to a more
equitable globalisation.**

Sustainable development and capacity development can also be promoted through the placement of experts in partner countries by CIM, as in Indonesia for instance. There, a German Integrated Expert is employed in Banda Aceh to advise the mayor on all aspects of post-tsunami reconstruction. He now has support from a returnee, who was placed with her new Indonesian employer under the CIM Returning Experts Programme. The advantages of this cooperation arrangement include the fact that the returning expert speaks the language, is at home in both cultures, and possesses state-of-the-art technical expertise, having recently received a master's degree in environmental engineering in Germany. It is no longer the exception that tandem arrangements of this kind involving one integrated and one returning expert are promoting innovation and generating joint results. The tandem partners may work for the same employer, or alternatively may cooperate on a cross-institutional basis.



The Meteorological and Geophysical Agency of Indonesia (BMKG) is the national nerve centre of the German-Indonesian Tsunami Early Warning System (GITEWS). BMKG receives seismographic data from across the region by satellite in real time, and in the worst case broadcasts warning signals using radio, television, loudspeakers, fax machines and text messaging. Within a few minutes the population and emergency units are informed of the impending threat, and can respond as planned.

Networks, alliances and partnerships

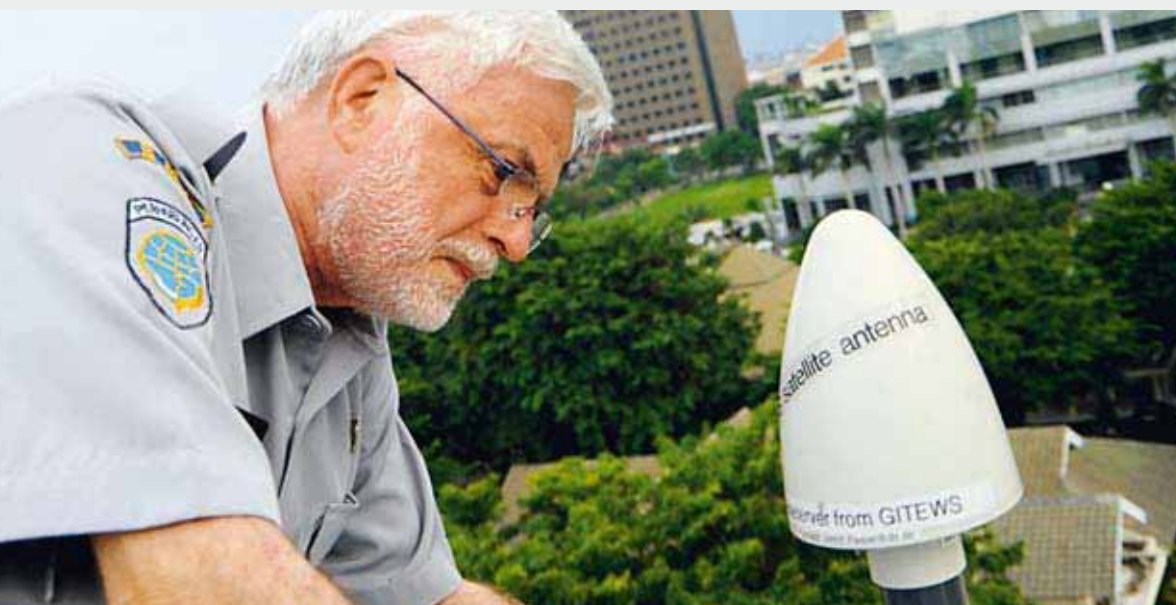
GTZ is increasingly working with networks, alliances and other cooperative structures – for instance in its successful collaboration with KfW Entwicklungsbank, DED and Inwent, as well as with faith-based agencies, universities and the private sector. Moreover, we cooperate especially closely with political foundations, UN organisations, the EU and bilateral donors. All stakeholders benefit from this kind of cooperation and knowledge exchange. Research institutions gain access to practical work on the ground, businesses are able to build on GTZ's contacts, experience and global network of experts, and when transferring knowledge we ourselves benefit from the multiplier effect generated by alliances.

More than capacity development

GTZ utilises its technical, regional and management expertise to create networks among various partners and organise dialogue. This includes both supporting the management of international twinning arrangements between public administrations – for instance in public institutional development – and promoting international dialogue processes. Through the Africa Forum for instance we have organised a number of events on behalf of the Office of the Federal President, which function as platforms for dialogue between African heads of state, representatives of the private sector and members of non-governmental organisations from Germany and Africa. A further core service of GTZ is the delivery of advisory inputs to our clients. We support research and pilot projects as a basis for advising BMZ, other ministries, foreign governments and research institutions.

Fragile states require support of a quite different kind. These countries often need development-oriented emergency and transitional aid, as was the case with Sierra Leone. Eleven years of civil war have left a trail of chaos and destruction in the country. Half the population were displaced, and after returning to their home villages had practically no way of securing their own livelihoods. BMZ contracted GTZ to support people in the districts of Kono and Kailahun, which were particularly hard hit, in rebuilding the agricultural sector. Here too, the objective was to

SUSTAINABLE KNOWLEDGE TRANSFER



: GTZ utilises its technical, regional and management expertise to create networks among various partners and organise dialogue.

help lay the foundations for sustainable development, but by other means. Emergency and transitional aid measures are designed to create a bridge between short-term humanitarian assistance and long-term cooperation.

To promote peace and stability in this West African country, a further aim was to support the social reintegration of returnees in their home communities, and enable people to become self-sufficient in food production in the future. In the insecure post-war environment, young returnees in particular were suffering. Many saw no future for themselves in their rural home, and migrated to urban zones or diamond prospecting regions. Identifying prospects for them was the declared objective of peace initiatives for youth, jointly promoted by three BMZ-financed projects in the border regions of Sierra Leone, Guinea and Liberia. The young people received micro credits, tools and other materials, and helped carry out communal village restoration, toilet construction and road repair work. This earned them the recognition of the village elders, who rewarded their efforts with access to land.

Here too, capacity development support plays a role. In both project districts the traditional form of handing down agricultural knowledge from generation to generation had been interrupted by the war. Returnees had to attend training courses and workshops in order to learn how to produce foods such as rice, fruit and vegetables themselves. In the long term there are plans to enable them to boost the local economy with export products such as cocoa, palm oil and coffee. In the course of the project the foundations for sustainable agricultural production were already successfully laid.



On behalf of the German Research Centre for Geosciences in Potsdam, CIM placed an Integrated Expert with the Meteorological and Geophysical Agency of Indonesia (BMKG). Horst Letz is employed by BMKG as a technical coordinator. His task is to pass on his technical expertise relating to the early warning system on a daily basis to his Indonesian colleagues at BMKG. For staff of GTZ International Services and other CIM experts in-country he is also a key resource person for technical issues concerning the early warning system.

Yet it was not only in agriculture that people developed their capacities. They also tackled cross-cutting issues such as health, food and gender equality.

Always focusing on results

In project practice, the manifold modes of delivery that we offer need to be combined so as to meet and serve partner and client needs as precisely as possible and address the situation in the partner country. For instance in Afghanistan, a country that faces fragile statehood. On BMZ's behalf, GTZ is operating there in the priority areas of economic reconstruction and vocational training, water sector reform, improved energy supply and the rule of law. We are also supporting a development-oriented emergency and transitional aid programme in the Kunduz region. In the German-led Provincial Reconstruction Team, GTZ is active not only on behalf of BMZ, but also on behalf of the Federal Ministry of Defence and the Federal Foreign Office. Furthermore, our presence includes the CIM Expert Programme, while GTZ International Services is implementing projects for reconstruction, rural development, economic promotion and refugee aid for the World Bank and the EU.

: As a partner for the future, worldwide,
 we have harmonised our services with the needs
 of our clients and partners in the
 interests of identifying viable solutions for political,
 economic, ecological and social development
 in a globalised world.

EXCELLENT SIGNS



Combinations of this kind demonstrate that not everything that GTZ does is capacity development. Having said that, a large proportion of contracts do involve support services of this sort. GTZ possesses a special wealth of experience in this field, and has established an impressive track record of development results, sometimes achieved under extremely difficult conditions. Since capacity development has emerged as a key challenge in the implementation of complex reforms, the demand for corresponding professional support is continuing to grow.

In all our international cooperation activities we do of course focus on the results achieved. Furthermore, our clients, partners and the public at large now need to be supplied with more differentiated information than in the past on the results of development-policy interventions. We have therefore introduced a results-based monitoring system that enables us to provide a reliable account of our activities, identify lessons learned and build a platform for high quality.

All services - regardless of whether they involve stand-alone projects or closely networked cooperation arrangements; whether they are delivered on behalf of BMZ or another client, or by the public-benefit sector or GTZ IS - are always oriented toward the goal of sustainable development. As a partner for the future, worldwide, we have harmonised our services with the needs of our clients and partners in the interests of identifying viable solutions for political, economic, ecological and social development in a globalised world. And always with a clear promise to achieve a sustainable improvement in the living conditions of the people in our partner countries. . . .



As an Integrated Expert employed by the Indonesian Ministry of Culture and Tourism, Alexander Kesper (first photo on left) developed a manual that now enables hotel operators to be better prepared for possible flood waves. It includes standardised guidelines for tsunami warning signs, and forms the core of an initiative designated by the United Nations as a best practice for disaster reduction. Following its recommendations, participating hotels mark emergency exit routes and provide assembly points for hotel guests and inhabitants of the immediate area.

Focus on Results:

SOCIAL SECURITY

Sickness, unemployment, crop losses – these are major risks for poor people with no social protection that can also constrain the development of their countries. GTZ is currently implementing **45 projects** in **26 countries** to promote human and social security, including a public-private partnership for development that is already protecting **75,000 families** in Indonesia with **life insurance**. In case of death, cover is provided for outstanding credit instalments and short-term income losses.

GTZ is implementing this public-private partnership in Indonesia and India together with Allianz AG and the United Nations Development Programme (UNDP), on behalf of Germany's Federal Development Ministry.



LEWIS STEPHEN MSEZA: African wildlife, enamel paint on canvas, 120 x 80 cm

: Climate Change – a Global Challenge

Climate change is a global reality. Over the last one hundred years the Earth's temperature has risen by an average of 0.74 °C. Today, the concentration of greenhouse gases in the atmosphere is significantly higher than at any time over the past 650,000 years. It has been proved that humankind has caused this. The impacts are enormous. The habitats of large numbers of people, animals and plants are being destroyed. By the year 2100, rising sea levels alone could affect around 600 million people in coastal regions. This trend can still be influenced and brought under control, but it is time to act now. As an enterprise for international cooperation with worldwide operations, GTZ is aware of its global responsibility. Today there are already numerous projects supporting climate protection and their numbers will continue to grow in the future. Our efforts to develop innovative instruments and solutions for all the challenges posed by climate change are not confined to project countries – we also set high standards for ourselves as we move toward becoming a climate-neutral company.

Climate protection and adaptation – two pillars of our work

We are already a leading international cooperation service provider for climate protection and adaptation to climate change. On the one hand we support people in adapting to those impacts of climate change that can no longer be averted. On the other hand our work aims to contain the further warming of the planet. This is because increasing droughts, flooding and the migration of climate zones are jeopardising the development results already achieved by our partners. In all our actions we are guided by our vision of sustainable development. Just under one third of our climate-related projects are located in Asia, one third in Africa, and one fifth are supranational. The remainder focus on Latin America, Europe and Central Asia. More or less half of all these projects tackle climate change, and half deal with adaptation.

How we work: internationally connected and strengthened through alliances

Our strength is bringing local partners, political decision-makers and leading technical and research institutions together and developing joint solutions to the challenges posed by climate change. The range of services we offer is wide. It includes improved energy efficiency for buildings, as well as the promotion of renewable energies and avoided deforestation, to give but a few examples. Our work is embedded into the framework created by the international community with the 1992 Framework Convention on Climate Change and the 1997 Kyoto Protocol. In our capacity as a service provider to the German Government and other clients, we deliver innovative and effective inputs to the implementation of these agreements. We combine our many years of worldwide experience with extremely capable alliance partners such as the Potsdam Institute for Climate Impact Research. This means we can be certain of always being up-to-date, and enables us to participate in the international debate. On behalf of BMZ we are for instance helping actively shape the follow-on agreement for the period after Kyoto beginning in 2012, which is to be adopted at the United Nations Climate Change Conference in Copenhagen at the end of 2009. An important step in this direction was the preparatory conference held in Poznań, Poland in December 2008, which we advised via an expert delegation. Furthermore, we are advising our partner countries and equipping them for future challenges. One example is the

five CIM experts placed in Argentina who took up their appointments in 2008. Today they are in Buenos Aires advising the National Institute for Agricultural Technology, the National Institute for Industrial Technology and the Ministry of Energy on issues relating to biogas technology, water management, renewable energies and climate change.

Our way forward: promoting dialogue and implementing innovations

We take the issue of climate change seriously. This is reflected in our framework for action on climate, which we adopted in December 2008. This vision sees our partners bringing about sustainable development that is adapted to climate changes and independent of further emissions. As we move forward in this direction, innovative approaches and instruments mean more than just lip service. In cooperation with the Potsdam Institute for Climate Impact Research for instance we have developed the 'climate check', which is already being utilised for ongoing projects. We have also pledged voluntarily to use this tool to review all climate-related projects from 1 January 2010 onward. Essentially the climate check asks two questions of any project: Does climate change entail any risks that might jeopardise the project's objectives or the sustainability of its results? And how can the project help reduce rising greenhouse gas emissions in partner countries? Both questions are answered through a multi-stage procedure. A further innovation is the new climate blog on our intranet. It can be accessed by all GTZ staff members and CIM Integrated Experts, and facilitates swift, uncomplicated and open exchange. This is important because in the case of climate change, problems are often new and unforeseen.

A dynamic market seeking solutions

Since as early as 1993, GTZ has been implementing projects and programmes on behalf of the Federal Development Ministry (BMZ) devoted exclusively to the challenges of climate change. In recent years, though, the international debate on these issues has followed a dynamic trajectory – and this has been accompanied by a demand for new services. As a result, GTZ is now operating not only on behalf of various federal ministries such as BMZ and the Federal Environment Ministry (BMU), but also for numerous other clients such as the European Union, the World Bank and governments of other countries. We also cooperate closely with the private sector in Germany. One example is the Clean Development Mechanism (CDM) that emerged from the Kyoto Protocol. The

'The Federation of German Wholesale and Foreign Trade (BGA) and GTZ have been cooperating extremely successfully in China since 2004. Our jointly established foreign trade association in Anhui for instance demonstrates once again that development and economic policy goals can be mutually highly complementary. The association is promoting dialogue between Chinese and German medium-sized enterprises, as well as further cooperation between the chambers and associations – generating positive impetus on both sides. BGA is therefore particularly pleased to have such a reliable and professional partner as GTZ on board.'



ANTON F. BÖRNER

President of the Federation of German Wholesale and Foreign Trade (BGA)

CDM provides for trading in certified emission reduction credits (CERs). Its objectives are to mobilise additional capital for investment in climate protection in developing countries, and to reduce greenhouse gas emissions wherever conditions are most conducive to doing so. German companies can promote CDM projects in other countries that are then eligible for certified emission reduction credits. This might involve a new hydropower plant that operates on an emission-free basis. The CERs thus obtained can then be acquired by German companies, who can subsequently use them to meet their own emission reduction obligations under the provisions of the Kyoto Protocol. Here, GTZ is active in India, where it has helped set up the Carbon Procurement Unit on behalf of the German private sector. This unit identifies possible projects, appraises their economic and technological viability, and advises the project proprietors. The results have been good. During the first 18 months the unit has already facilitated the conclusion of over a dozen purchase agreements between Indian project owners and German industry worth a total of around EUR 60 million – and covering a total of more than six million tonnes of carbon dioxide, roughly as much as all 50,000 computing centres in Germany put together generated through their power consumption in 2007.

China: greater energy efficiency, fewer greenhouse gases

The combustion of fossil fuels is one of the major causes of climate change. In China 2.5 billion tons of coal are mined every year, and 80% of power is generated by coal-fired power plants. Furthermore, on average Chinese power plants consume 15% more coal and significantly more water than plants in Germany. A further challenge is created by the fact that every year, 10 million tonnes of coal are burned as a result of spontaneous coal seam fires – with damaging effects on the environment and the climate. Consequently, improved and more environmentally friendly power supply has become a major political issue in China. Together with our in-country partners, GTZ is helping modernise China's coal-fired power plants and fight coal seam fires. On BMZ's behalf it has already reviewed around 200 power plant blocks, and optimised their efficiency and environmental performance. As a result, an annual saving of 800,000 tonnes of coal is now being made – which means 1.5 million tonnes of carbon dioxide, 30,000 tonnes of nitric oxide and 7,000 tonnes of sulphur dioxide less every year. New water saving measures in two pilot power plants in Shandong province have reduced water consumption by around 16 million cubic metres per annum. This is equivalent to the annual amount consumed by the 390,000 people in this region, which suffers from chronic water shortages. Furthermore, the more rapid extinguishing of coal seam fires has successfully saved around 1.9 million tonnes of high-quality coal – which is not only protecting the environment in China, but is also good for the global climate.



ESPERANZA MARTINEZ

Minister of Health, Paraguay

'I really was fortunate in being able to work in a GTZ regional health programme. There I became familiar with many aspects that are helping me today as Minister of Health to develop a health policy for all. I am delighted to be able to put much of that experience to good use now. This will guarantee the success of our health programmes.'

Tunisia: dealing with the impacts of climate change

Even if humanity were to reduce greenhouse gas emissions to zero today, climate change would in many cases still be unavoidable. According to a study commissioned by Tunisia's Ministry of Agriculture and GTZ, Tunisia will be feeling those impacts over the next few years. The study concludes that by the year 2050 the average temperature in the north will rise by 1.7 °C and in the south by 2.7 °C. The consequences will be dramatic. According to predictions, there will be an increase in flooding in the north and heat waves in the centre and south of the country. Water reserves will shrink by more than a quarter. The simultaneous rise in sea level – according to this scenario – will also affect the country's idyllic holiday locations. Around one third of the Kerkennah island chain will disappear by 2030. On BMZ's behalf, GTZ is advising Tunisia on adapting to these changes, especially in the highly vulnerable sectors of agriculture, health and tourism. One first step was to inform and train decision-makers in the ministries, in order to create an awareness of the scale of the change. We also promoted dialogue among experts from the sectors concerned. As a result essential adaptation measures were identified, such as making the country-wide water rate system fairer. There are now plans to remove subsidies, and those who consume the most will also have to pay more in the future – a first step toward encouraging the economical use of this resource. Yet our advisory services also go beyond adaptation to climate change, in that they are also designed to help reduce overall carbon dioxide emissions. To this

**: We are bringing local partners, political decision-makers
and leading technical and research institutions
together and developing joint solutions to the
challenge posed by climate change.**

end we are supporting the establishment of a national agency to approve CDM projects, and training project providers. This has also led to the compilation of rules for appraising CDM project ideas, which are designed to ensure the sustainability of project results. Today, providers can obtain precise information on the requirements by consulting a manual or by visiting a new website. The number of recognised projects has now risen from two to twenty-five – equivalent to a reduction of around 46 million tonnes of carbon dioxide for the entire project period.

Afghanistan: decentralised power supply

Climate protection and economic development are not mutually incompatible. In the Afghan province of Badakhshan, GTZ – on BMZ's behalf – has been supporting the establishment of three micro hydropower plants. These are supplying over 35,000 Afghans with clean electricity, and making economic development possible. Also connected to the grid are the public administration of the district capital Jurm, and a total of seven schools. Life in the municipality of Sangab changed virtually overnight as a result. This is not only because the electricity is environmentally friendly, but also because it makes people's lives more pleasant and leads to economic development. Children are able to continue reading their school books in the evenings, and both the quantity and the quali-

ty of the electricity generated are sufficient to power small-scale industrial machinery. Carpenters can now work with an electric bench, and tailors with electric sewing machines. This is boosting the economy in rural areas, which means jobs are being created and income generated. The process that

**: We support our partners in bringing about
sustainable development that is adapted
to climate change and independent
of further emissions.**

is beginning here at isolated locations will in the long term grow into a dense network covering the entire province. We aim to help ensure that by 2010, a quarter of the inhabitants of Badakhshan are supplied with electricity. This is how we are helping protect the climate and at the same time promoting sustainable development.

Post-Kyoto: stopping deforestation, halting climate change

Forests cover around 30% of the earth's land surface area, and are home to around 70% of all flora and fauna. They store more carbon dioxide than is contained in the entire atmosphere. Yet every year, logging destroys 13 million hectares of forest land, an area larger than Austria and Switzerland put together. Tropical forest destruction alone is responsible for 17% of all global greenhouse gas emissions. In the international debate on a follow-on agreement for the Kyoto Protocol after 2012, avoided deforestation is therefore playing an increasingly important role. GTZ is supporting forest conservation worldwide, and participates in the international debate. We are also already helping prepare partner countries for new international mechanisms. We would for instance like to help slow down global forest destruction and promote sustainable forest management. One example of our work is the support we are providing on behalf of BMZ to help establish the Brazilian Government's Amazon Region Protected Areas Programme (ARPA). By the year 2012, over 50 million hectares of forest in Amazonia are to be under protection. Today, sustainably managed protected areas here have already saved around 30 million hectares of forest. Some 4.6 billion tonnes of carbon dioxide are stored in the region as a whole – of which at least 1.1 billion tonnes would find their way into the atmosphere by 2050, were it not for the ARPA programme.

Climate protection begins on our doorstep: GTZ's environmental management

As a federal enterprise we believe it is our responsibility to set a good example on climate change. Environmental management is therefore firmly and systematically mainstreamed within our company. This is reflected in the fact that we designated an Environmental Affairs Officer way back in 1988 with a view to ensuring responsible corporate environmental and natural resource management. Since 1999 GTZ has prepared an annual environmental audit for Head Office in Eschborn, alongside a detailed environmental report every two years since 2004. Furthermore, since 2004 we have specified explicit environmental targets. This strengthens our protection of the environment and enables us to

evaluate precisely the progress we have made. We aim to become a climate-neutral enterprise. To this end we are reducing our energy consumption, and wherever possible substituting fossil fuels with renewables. And we are moving in the right direction. Since 2003, for instance, annual heating energy consumption at Head Office in Eschborn has fallen from just under 6.8 million kilowatt hours to around 5.3 million kilowatt hours – a reduction of 20% achieved despite the fact that the number of employees rose over the same period. Furthermore, our Head Office in Eschborn and our representation in Berlin today procure only climate-friendly green electricity – and we have decided to switch all our German offices to this source of supply in the future. The environment is not just of concern to us in Germany, though. On the basis of a number of pilot projects in Ecuador, Nicaragua, Peru and Chile we have prepared a set of guidelines for environmental audits in our field structure. The guidelines include checklists for environmentally-friendly management. Users can systematically check where potential savings can be made, draw up environmental targets and implement measures. By the end of 2009, we aim to ensure that at least 30% of our in-country offices also prepare environmental audits.

**: We take our responsibility seriously –
both within our company and when
working with our partner countries.**

The international community will only be able to master the global challenge of climate change if we all pull together. The selection of innovative ways of working and effective projects presented here clearly demonstrates one thing. We take our responsibility seriously – both within our company and when working with our partner countries. This is how we go about fighting climate change and promoting sustainable development. Worldwide.

For further information please visit: www.gtz.de/climate



WEI LIQUN

Vice President of the China National
School of Administration

'Last year we were hit very hard by the earthquake in **Sichuan**. In this situation of crisis we were deeply impressed by the **speed and professionalism** with which our **long-standing partner GTZ** acted. Within weeks GTZ introduced **specialists and know-how from other earthquake areas** around the world and laid the basis for a **professional Chinese crisis management.**'

Focus on Results:

ENERGY SECURITY

Energy is a driving force for development. GTZ is currently implementing **83 projects** in **40 countries** to support efficient natural resource management and sustainable energy supply.

Three micro hydropower plants in Afghanistan, for instance, are now supplying more than 35,000 people with electricity.

GTZ is implementing the Promotion of Renewable Energies in Rural Areas programme in Afghanistan on behalf of Germany's Federal Development Ministry.



OMARI ADAM ALLY: Group of giraffes, enamel paint on canvas, 120 x 80 cm

: Continuity, Trust, Development

: SUB-SAHARAN AFRICA



For sub-Saharan Africa, the 2008 annual review could barely contain more diverging trends. A large number of national and regional initiatives for good governance are gaining ground. More and more countries are respecting fundamental human and civil rights, and holding free elections. Economic growth is also impressive. Since 2003, the gross domestic product of sub-Saharan African countries has grown by five to seven per cent a year. On the other hand, last year demonstrated very clearly that if development is to progress on a sustainable basis, Africa must respond even more resolutely to numerous challenges – for instance in energy supply, food security and peace-building.





..... Planning courses: The Kofi Annan International Peacekeeping Training Centre (KAIPTC) in Ghana trains personnel for peacekeeping missions.



In 2008, experience in sub-Saharan Africa proved that a coin can sometimes have two very different sides. While positive developments in the global economy in previous years – combined with many emerging economies' keen demand for raw materials – brought a boom to those states in the region rich in resources, precisely the same trend made things extremely difficult for many poorer countries. Ultimately it was this strong demand for resources that helped fuel the rapid rise in local energy and food prices, which experts believe pushed around 30 million more people in Africa below the poverty threshold of USD 1.25 a day.

Not losing sight of the right to food

This trend once again illustrated emphatically to the international cooperation community just how much importance must be attached to realising the human right to food in sub-Saharan Africa. This is why GTZ has for many years been helping reduce poverty and build food security not only through its work in the agricultural, water and natural resources sectors, but also through sustainable economic development. In

Security is imperative ...

Benin, Burkina Faso and Zambia we are supporting, on BMZ's behalf, cooperation with retail companies such as Quelle, Tchibo and the Otto Group, thus promoting African cotton production on several levels. 'Cotton made in Africa' is the title of the public-private partnership that has already trained 60,000 farming families in Zambia in sustainable cropping methods. Their profits have since risen as high as 250% of the average profit made by farmers not involved in the scheme.

Energy for development

Helping develop a broad-based energy supply system at affordable prices is a major feature of our cooperation with our African partners. Ultimately, the energy sector in sub-Saharan Africa promises to generate far-reaching impetus for development. Sixty to ninety per cent of the population lack access to modern energy services, which are a key prerequisite to dynamic economic growth. Within the scope of the



Capacity development at KAIPTC: The Kofi Annan International Peacekeeping Training Centre in Accra, Ghana offers courses on election monitoring, and the demobilisation and reintegration of ex-combatants. Both military and civilian personnel learn to deal with the trauma and psychological impacts suffered by former combatants.

Energising Development partnership between BMZ and the Directorate-General for International Cooperation of the Dutch Ministry of Foreign Affairs, GTZ is supporting energy projects in 13 countries in sub-Saharan Africa alone. Since 2005, together with our partners we have helped provide more than 3.81 million people there with access to modern, sustainable energy services delivered at affordable prices.

Whether they address food security, energy supply or good governance, our projects and programmes always aim to help improve people's lives sustainably. The better we succeed in achieving that aim at the various levels of intervention, the more we help strengthen social stability. And conversely, the security that this brings is the basic prerequisite for the lasting success of any development measure.

A new peace and security architecture

This is why we accord high priority to peace and security in sub-Saharan Africa. Hardly any event is ultimately such a constraint to development as an escalation in armed conflict within or between states. Conflicts often impact across borders through refugee movements or illegal trade in raw materials or arms, thus impeding the development of the entire region.

... for the sustainable
development of any society.

This makes the key progress made by the African Union (AU) last year with its new Peace and Security Architecture for Africa all the more significant. As well as a Peace and Security Council, a Continental Early Warning System and a Panel of the Wise, the architecture includes an African Standby Force and a Special Fund. Implementation of the African Peace and Security Architecture rests on five regional pillars. On BMZ's behalf, GTZ is supporting the AU Commission and several of the pertinent subregional institutions in establishing early warning systems and strengthening civilian components of the Standby Force, among other activities.

Take West Africa as an example: today, decision-makers in the region are becoming increasingly aware of the fact that peace and development go hand in hand. The Economic Community Of West African States



(ECOWAS), for instance, is now convinced that effective conflict management is a key precondition for creating an investment-friendly climate, and for fully harnessing the economic growth potential of member states.

Capacity development for peace

Here, one avenue used by ECOWAS is the Kofi Annan International Peacekeeping Training Centre (KA IPTC) in Accra, which since 2004 has been training military and civilian personnel for peacekeeping missions of the 15 ECOWAS member states. On BMZ's behalf, we are supporting the training centre, helping it develop its management structure, and cooperate with civil society networks and the ECOWAS Commission. We have noted how important it is for civilians to play an active role in crisis prevention and peace-building measures, in order to achieve sustainable results for peace: in cooperation with the Berlin-based Center for International Peace Operations, KA IPTC has, since 2004, conducted seven training courses for election monitoring, in which it prepared 152 civilians for their assignments in West Africa. Furthermore, since 2007 almost 100 individuals have completed courses on the demobilisation and reintegration of ex-combatants.

Several projects that we are implementing on behalf of the Federal Foreign Office run under the overall title 'Strengthening the capacity of police structures in Africa'. In conjunction with the UN and EU missions these projects are helping develop police forces in post-conflict countries, as well as promoting the police component of the African Standby Force. On behalf of the Federal Foreign Office, we are also providing the construction management services for a new building that is to house the African Union's Department for Peace and Security. Within the scope of a border programme we are assisting with the definition and visual demarcation of national borders. This too makes a significant contribution toward a more stable regional security situation.

Generally speaking, when promoting the Peace and Security Architecture our actions are governed by the conviction that Africa can only achieve sustainable solutions if African ownership is maximised. The fact that our partners are on the right path to achieving this is amply demonstrated by the examples of Burundi, Somalia and the Darfur region. Although the problems there may not have been resolved, the fact that our African partners themselves have assumed a lead role in managing these difficult conflicts – and that the international community accepts this – is a major milestone.



Networked: The Kofi Annan International Peacekeeping Training Centre in Ghana opened its doors in 2004. GTZ is helping the training centre develop its management structures, and cooperate with civil society networks and the Economic Community Of West African States (ECOWAS) Commission. GTZ staff member David Nii Addy (centre) and colleague Emily Häusler (second from left) at a meeting with Thelma Ekiyor and Charles Kojo Van Dyck of the West African Civil Society Institute.

When supporting peace and security in individual partner countries GTZ focuses on crisis prevention, the stabilisation of fragile societies and post-conflict reconstruction. In sub-Saharan Africa our bilateral activities in these areas involve 16 countries and a total of 33 projects and programmes. We are also involved in 11 international projects. Furthermore, we are supporting the UNHCR-BMZ Partnership Program in East and Central Africa and in the Great Lakes region in eight different states.

Sustainability remains the measure of all things

The crises and conflicts that occurred in Africa in 2008 reminded the international community once again of just how fragile development success stories can be. This is why the sustainability of measures remains our supreme priority. We believe in cooperating in a spirit of partnership and trust, and in a methodology based on strong continuity that can bring about solutions which are African – and therefore viable. We are convinced that this can only work through broad-based popular participation and strong partner-country ownership. Establishing or developing the capacities needed for this remains the key to success. The Paris and Accra declarations on international aid effectiveness confirm that our core service of capacity development is more important and relevant than ever before for delivering appropriate support to Africa as it pursues its path toward stability for development.

For further information please visit: www.gtz.de/africa ::::

The region at a glance

In 2008 our operations in sub-Saharan Africa covered 41 countries, where 556 seconded and 4,865 national staff members were supporting our partners. Support was also delivered by Integrated Experts placed by the Centre for International Migration and Development (CIM), a unit we established jointly with the Federal Employment Agency's International Placement Services. In the year under review, 191 CIM experts were employed in sub-Saharan African countries, where they were under contract to local employers, for instance in the water sector in Uganda and the health sector in Malawi. In many cases they provide inputs that supplement GTZ projects and programmes. Apart from BMZ, we are increasingly being contracted to work in Africa by other German ministries. On behalf of the Federal Foreign Office, for example, we are operating in the fields of governance, as well as peace and security, while under a contract awarded by the Federal Environment Ministry (BMU) we are dealing with energy and climate issues. Our projects are often suited to supporting interministerial goals. In South Africa we are operating on behalf of both BMZ and BMU in the newly formed priority area 'climate and energy'. Furthermore, since 2002 GTZ International Services has been operating in Africa on behalf of various national and international organisations. The agenda has included water, energy and governance, as well as the management of road and social housing construction programmes.

: A Regional Community

: ASIA



Be it in business, politics or the private sphere, cooperating with partners has proved its worth a thousandfold. One reason that the Asian states have been able to continuously increase their international competitiveness is because they have opened up their markets to more intensive mutual trade. Furthermore, the heads of state in the region are convinced that challenges such as the global financial crisis, religious, political and ethnic conflicts, and climate change can be addressed with more sustainable results through a stronger regional community. The ratification of the ASEAN Charter by the member states thus marked a milestone – the Association of Southeast Asian Nations now has the status of a legal subject.





Unsafe home: Cambodian Chhanh Sarin lives very close to an unsafe ammunition dump that is now being cleared.



..... **In order** to remove development constraints and thus permanently reduce the existing potential for conflict, the Asian nations are committed to sustainable poverty reduction. Just how daunting this task has become today is revealed by a glance at the statistics: 1.7 billion Asians have on average no more than two US dollars a day at their disposal, with 600 million of them living below the poverty threshold of 1.25 US dollars. In view of an estimated population growth in Asia of 750 million people by 2025, poverty alleviation and other development-related issues such as universal energy and food supply are becoming challenges of enormous complexity that require countries to adopt a concerted approach.

ASEAN: sights set on common objectives

With the onset of the global financial crisis, 2008 added another issue to the Asian countries' agenda that they need to address together. Although the region has the largest foreign exchange reserves and highest rates of saving worldwide, the global economic slump will make itself felt in Asia's hitherto

Conflicts know no borders. ...

booming economies if for no other reason than their dependence on exports. In order also to avert the anticipated decline in North-South investment as effectively as possible, a wide range of efforts will be required. ASEAN is a good example. The ten countries that belong to the association wish to make themselves even more attractive for foreign direct investment, and in the future present themselves even more convincingly to potential and current investors as the centre of Asian growth. This can only succeed if they guarantee a stable environment with reliable frameworks, and their cooperation runs smoothly.



Explosive neighbourhood: Chhanh Sarin is concerned for the safety of the children in her village in Kampong Speu region. Not far from their homes are containers in which obsolete weapons and ammunition are inappropriately stored.

On behalf of the Federal Foreign Office, GTZ is helping the Cambodian army to ensure the safe storage and disposal of the old stocks of ammunition. Jürgen Schilling, Director of the GTZ Office in Cambodia, heads a team that is working closely with the Bundeswehr Verification Centre on this problem.

GTZ is supporting ASEAN both supranationally and nationally. On behalf of the Federal Development Ministry (BMZ) we are advising the ASEAN Secretariat, and at the same time are operating in various member countries. We are thus promoting close international cooperation, and helping our partners tap synergies. In the energy sector we are advising ASEAN on small hydropower technology. When building ecologically sound small hydropower plants Viet Nam, Cambodia and Laos intend to use technologies already successfully tested by Indonesia. GTZ is supporting this process of technology transfer between the countries, and promoting further development of enabling environments. We are also assisting our partners in institutionalising political and professional dialogue at the regional level.

... Transboundary initiatives secure development that is sustainable.

For this project too, the fact that we have already been operating in all the participating countries for years, and are familiar with both their common and distinctive individual features, is advantageous. Ultimately it is crucial to the sustainability of any supranational development measure to tie the planning and implementation of activities into regular feedback loops with the experiences of bilateral cooperation. In other words we think and act regionally, but without losing sight of the national and local specifics. The more diverse our respective operational practice and the longer its history, the more realistically we are able to assess what is actually feasible at the regional level – and the more productive are our efforts to identify and exploit potential sectoral and institutional synergies.

A reliable partner for Cambodia

Our bilateral and regional expertise complement each other in Cambodia too. Following decades of armed conflict, since 1993 the country has been a constitutional monarchy with a democratic multi-

... ..



party system. For fourteen years we have been supporting the government in its goal of leading the country out of the post-conflict and transition phase into a modern democracy, in which its 13.4 million inhabitants can live in peace and security under the rule of law. Here we are working primarily on behalf of BMZ, and in close coordination with other donors' projects are focusing on the priority areas of decentralisation and good governance, rural development and health.

Given Cambodia's history of conflict, it is especially true that measures there can only generate broad-based and sustainable results if the country can achieve visible and reliable security on all levels. An important contribution to this is being made by a project for small arms control and improved storage of ammunition and explosives, which GTZ is implementing on behalf of the Federal Foreign Office. Because major explosions were a repeated occurrence in the past, we are training the Cambodian army in the management, handling and destruction of weapons, ammunition and explosives, some of which are obsolete. We are cooperating closely on the ground with the Bundeswehr Verification Centre, which specialises in arms control tasks.

Since August 2007 ninety Cambodian munitions experts have undergone training that is highly complex and time-consuming. Eighty people have been equipped with basic skills in the demilitarisation and reuse of munitions. Twenty-three participants are now able to carry out controlled explosions themselves, and two are training to become instructors who will later train other members of the army in basic munitions technology. And in this project too we attach high priority to the regional exchange of experience. An ASEAN forum organised by GTZ brought together representatives of 18 countries, and of national and international non-governmental organisations, in order to create an awareness of the threat that munitions which are produced, stored and distributed on an unregulated basis can pose to countries' security, and thus ultimately their development.

Many actors, one goal: environmentally sound urban development

Another example of successful regional cooperation is the Cities Development Initiative for Asia (CDIA), which was launched jointly by the Asian Development Bank (ADB) and the German Government. To date, agreement has been reached to cooperate with nine cities in China, India, Indonesia, Mongolia, the



Disposing of the danger: Bundeswehr lieutenant Stefan Krasenbrink trains Cambodian munitions experts. Since August 2007, the Bundeswehr has been training the Cambodian army in the management, handling and destruction of weapons, munitions and explosives. The new containers guarantee appropriate storage of the remaining weapons and explosives. Now Chhanh Sarin and her neighbours can feel safe again.

Philippines and Viet Nam, and in four cities activities are already under way. As well as water supply and sanitation, issues being tackled include professional solid waste management and urban transport. The long-term goal is to promote the environmentally sound development of Asian cities on the basis of participatory planning processes, and to help bring about a vital improvement in living conditions. To this end GTZ is supporting the establishment of the CDIA Secretariat in Manila, and delivering professional advisory services to the cities. In the long term it is envisaged that CDIA will establish itself as a self-reliant institution, and be funded largely from regional sources. Alongside GTZ, KfW and Inwent (Capacity Building International, Germany) are also involved on behalf of BMZ; other donors include Spain, Sweden and ADB.

Local, national, regional – striking a chord for sustainability

Through our engagement at the local, national and supranational levels we are able to bring our consultancy experience to bear for the benefit of our partners, and support the sustainability of development processes. The sound relationships of institutional trust that we have built up in many countries over the years, and our detailed knowledge of the various reform processes that this inevitably produces, are a resource that we put to constructive use in regional consultancy. Ultimately we use it to help enable our partners manage their regional community for maximum synergy and development results.

For further information please visit: www.gtz.de/asia



The region at a glance

GTZ is active in a total of 16 countries in Asia, where 285 seconded and 2,026 national staff members are delivering support to its local partners. CIM also places experts from the German labour market with local employers in positions relevant to development. In 2008, 170 CIM experts were under contract to local employers in Asia. Our main client in the region is the Federal Development Ministry (BMZ). For about a decade we have also been operating on behalf of various national and international organisations, as well as national governments in Asia – with GTZ International Services delivering the services requested primarily in the fields of vocational training, health and renewable energies. In 2008, energy and environment were also two fields marked by rapid change in the sphere of international cooperation in Asia. Within the scope of its Climate Initiative, the Federal Ministry for the Environment (BMU) for instance commissioned GTZ to implement numerous projects in China. As well as technical expertise and country-specific know-how, our working relationships built up over many years of work on a BMZ-financed environmental policy programme were a crucial factor here.



..... A new vision: In the name of her cooperative, tailoress Diana Ocampo is helping develop strategies for a peaceful future for Colombia.

: Democracy – a Driving Force for Development

: LATIN AMERICA



Creating more social justice – that is the major challenge in Latin America. Although countries there placed their faith in the free play of market forces in the 1990s, many have been seeking alternative paths since the turn of the millennium. Despite a number of success stories – for instance on issues of participation by indigenous populations – many problems have remained unsolved for decades. It is vitally important that countries overcome political blockades, strengthen institutional capacities, find new recipes for economic policy and enable democratic practices to take root. Citizen security and social stability likewise remain highly topical and important issues for the sustainable development of the region.



In the five years leading up to 2008 the Latin American economy grew continuously, achieving its longest period of growth for forty years. This impressive achievement was built on a strong demand for raw materials, not least in the hitherto booming economies of Asia. The dwindling of many world-wide financial and goods flows, and the impending cooling of the global economy, are now making it more difficult to finance more socially balanced development. However, the democratic traditions in place and the will of key political actors to create equitable and secure living conditions offer an opportunity to accomplish this despite adverse global circumstances.

Working through the past and achieving reconciliation takes time

The basic prerequisite for this is comprehensive stability that gives all citizens the opportunity to unfold their potential, and make a contribution to the sustainable development of their country and the entire region. For the Central American states in particular, creating a security framework of the quality required is an ambitious goal. Even more than fifteen years after the end of the civil wars,

Respect for human rights leads ...

people there still face the after-effects of violent situations. In many cases, post-civil-war processes of coming to grips with the past to achieve reconciliation remain incomplete. Youth gangs and organised crime are presenting new and additional challenges. And the gulf between rich and poor is further exacerbating this fragility. One in three people in Central and South America – a total of around 182 million – currently live in poverty.

Strengthening human rights and the will for peace

In order to establish a reliable and secure environment throughout the region, GTZ is supporting its partners in key processes of social reform. Tackling the structural causes of poverty is an essential



A new livelihood: In La Dorada in Caldas province, women from San Diego in Colombia have founded a tailoring cooperative and established a new livelihood for themselves. In 2004 their rural homeland became the stage for conflicts between the guerrillas on one side, and the army and paramilitary groups on the other. The women were caught up in the unrest, and fled. Diana Ocampo is manageress of the cooperative, and is working to put the experiences of local women to good use in building a more peaceful future. This goal is also being pursued by Padre Jorge Tovar, director of a local peace programme that GTZ is supporting by providing strategy advice and training in methods and facilitation.

step toward establishing social peace. We are also advising the state and civil society in identifying lasting and peaceful solutions to conflicts, which in turn helps secure the sustainability of the development results achieved. The establishment of legal systems based on democratic values also promotes legal certainty. When planning and implementing projects, we take heed of the fact that development, security and human rights are closely linked and mutually conducive.

One example is Colombia. As in Latin America as a whole, here too we operate primarily on behalf of the Federal Development Ministry (BMZ). In the priority area 'crisis prevention and peace-building' we devote our energies to helping strengthen the rule of law, and to promoting cooperation between the state and civil society. To back up these activities, on behalf of the Federal Foreign Office GTZ is also advising the Office of the Public Prosecutor of the Nation, and is thus helping strengthen Colombia's transitional justice system now that 35,000 illegal combatants have laid down their weapons.

... to security, which underpins development.

Furthermore, we are focusing our efforts in Colombia on helping to overcome the structural causes of conflict, and on supporting our partners with targeted capacity development measures aimed at peaceful conflict transformation. Only through such measures to promote partner ownership can we help secure sustainable peace processes – even if the persistent armed conflict does present an additional challenge and a burden for all stakeholders.

The name says it all: CERCAPAZ

Our largest programme in Colombia's portfolio is called CERCAPAZ, which is made up of three Spanish words that mean 'to be close to peace and to be capable of creating peace'. To support our partners as effectively as possible in achieving this overarching goal, on BMZ's behalf we help tackle the issues on several levels simultaneously. This includes working to help strengthen trust between the



government and the population, for instance in regions where there are barely any established democratic mechanisms for cooperation between the state and civil society. There, we help people get involved in shaping their municipalities. They might participate in preparing a development plan, help their mayor or mayoress to prioritise the agenda for the future and plan the necessary expenditure. Alongside traditional areas such as education, health and economic development, issues of reconciliation, integration and peaceful coexistence are being included in the planning process for the first time. Furthermore, the needs of women, youth and indigenous groups are taken into account.

CERCAPAZ supports various peace initiatives – which also tackle issues of ‘business and human rights’. This initiative, launched by the United Nations Global Compact Office in Colombia, utilises the political, economic and social influence exerted by business to build a broader base for human rights, which are paramount to development and peace. It blends e-learning with face-to-face instruction, and includes hands-on exercises and case studies of conflict prevention and mediation to show company directors how they can take a stand against human rights violations, displacements and corruption, and promote the peaceful development of their communities.

Protecting the global climate and species diversity: avoiding deforestation

GTZ’s work in Latin America as a whole focuses on three priority areas. Alongside ‘democracy, the rule of law and participation by the poor’, the agenda includes ‘urban water supply and sanitation’ and ‘environmental and climate protection’. The impacts of climate change in the region have already made themselves felt in the form of extreme cyclones, floods and droughts, and are constraining development. Furthermore, the protection of the region’s huge forests and conservation areas, as well as its species diversity, is an issue of global significance – not only with respect to climate change.

It is therefore no coincidence that GTZ, together with its Latin American partners, is implementing numerous projects and programmes for energy security and efficiency, as well as for climate, forest and species protection. On behalf of BMZ and the Directorate-General for International Cooperation of the Dutch Ministry of Foreign Affairs, we are devoting our efforts for instance to the protection and sustainable management of forests and biodiversity in Amazonia. We are supporting the process of negotiating a regional natural resource policy currently being pursued in the eight member states of



A new peace: 'Mesa subregional' is the title given to the meetings at which civil society groups develop strategies for a peaceful future in the region, within the framework of a dialogue with government representatives. GTZ is supporting these under the CERCAPAZ project, which it is implementing in Colombia on behalf of the Federal Development Ministry.

Above (left to right): GTZ staff member Javier Moncayo and Padre Jorge Tovar in conversation with Jaime Londoni Sapata of the ISAGEN power utility. Due to its impacts on the Rio Magdalena, the ISAGEN dam is at the centre of various conflicts in the region, and is therefore an important factor in the GTZ-supported conflict transformation processes.

the Amazon Cooperation Treaty Organization (ACTO). We are also advising the partners involved on issues such as knowledge management, technology transfer and the sustainable management of renewable energies.

Various clients, common objectives

In the field of environment and energy, the Federal Ministry for the Environment is availing itself of GTZ's expertise with growing frequency. It is doing so in Brazil for instance to help disseminate solar-powered water heating technology, and to establish a recycling system for old energy-inefficient fridges. Whether in Brazil, Colombia or other Latin American partner countries, wherever GTZ works for more than one client it ensures that implementation of the various projects and programmes is coherent, which enables it to tap synergies for all stakeholders.

Measures to help promote the rule of law and peace-building in Colombia being implemented on behalf of BMZ are thus an excellent complement to the support we are providing for the Justice and Peace Law on behalf of the Federal Foreign Office – and to the work of an integrated expert placed with Colombia's National Reconciliation Commission by CIM. Ultimately, we see the systematic orientation of our projects and programmes toward human rights as a means to improve the quality and results of our work, and thus as a real driving force for development – for both Colombia and Latin America as a whole.

For further information please visit:
www.gtz.de/latin_america

The region at a glance

GTZ is active in 19 countries in Latin America, where it currently employs 131 seconded and 834 national staff members. CIM also places experts from the German labour market with local employers in positions relevant to development. In 2008, 136 CIM experts were under contract to local employers in Latin America. Apart from BMZ, we are increasingly operating in the region on behalf of other federal ministries – the Federal Foreign Office in Colombia, for instance, and the Federal Ministry for the Environment in Brazil, Mexico and Chile. Through GTZ International Services (GTZ IS) we act on behalf of national and international organisations – in the case of Latin America largely in the spheres of private sector promotion and natural resource management. Furthermore, in 2008 GTZ IS and the EU entered into a Delegation Agreement to support the reconstruction of those regions in southern Peru hit by the earthquake in 2007. International cooperation in the region as a whole is highly dynamic. In countries such as Ecuador and Brazil public-private partnerships are very often the instrument of choice, while in Brazil, Chile and Mexico tripartite cooperation arrangements are gaining ground. And more and more often, other donors are also participating in projects and programmes implemented by GTZ on BMZ's behalf within the scope of combined financing arrangements, which helps successful projects increase their reach.

• Energy and Water – a Double Act

: MEDITERRANEAN AND MIDDLE EAST

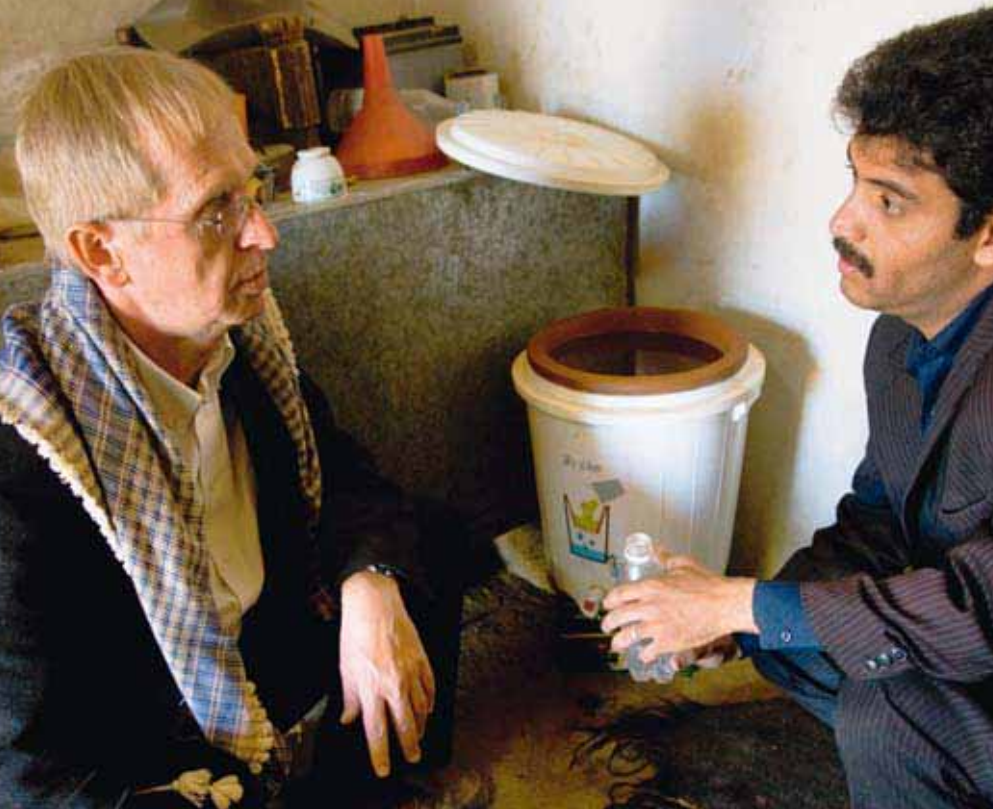


Emphasising commonalities rather than contrasts is a crucial step towards rapprochement. From a political perspective, this makes regional integration a key instrument for conflict transformation. Where countries join forces under the umbrella of a regional organisation in order to cooperate more closely, they identify common economic, political and cultural interests – and in doing so build mutual trust. This is one very important reason why the Union for the Mediterranean, established in 2008, promises to generate vital impetus for development of the Mediterranean and Middle East region. The forty-three member states intend to make a concerted effort to promote the energy and education sectors, and support the peace process between Israelis and Palestinians.





In short supply: The Republic of Yemen is one of the most water-poor countries in the world. In Azzafin women fetch water from the local cistern.



The Union for the Mediterranean is a community embracing the EU, the Mediterranean riparian countries and two states bordering the latter, Mauritania and Jordan. Through this alliance, which was established in July 2008, the EU intends to make its policy for the Mediterranean a cornerstone of its external relations policy. It is the will of all member states that the Union for the Mediterranean should also make a key contribution toward peace and stability in the region. Despite the positive signs that have now

Tackling the structural causes of conflict together ...

emerged, such as the direct dialogue between Israel and Syria and the assumption of diplomatic relations between Syria and Lebanon, the region still faces huge challenges in the sphere of conflict reduction and prevention. The escalation of the Israeli-Palestinian conflict that broke out toward the end of 2008 is a further demonstration of this.

Energy – generating prospects for life

The systematic removal of constraints to development creates fresh prospects for people, and thus generally helps de-escalate conflicts. One thematic area that is therefore very important for the Union for the Mediterranean – and especially for the Mediterranean and Middle East region – is energy. Although fossil fuels remain the major source of income for several countries in the region, resources are becoming scarcer as the demand for energy is growing. Experts believe that in the coming decades, economic and population growth will generate a fivefold increase in demand for energy in the region. Furthermore, substitution of fossil fuels with renewable sources of energy has so far been negligible in the region. Depending on the country concerned, the contribution of renewables to primary energy supply ranges from zero to just thirteen per cent.

A whole range of efforts will be required to significantly redress this ratio and increase the proportion of renewables. In Cairo, for instance, the Regional Center for Renewable Energy and Energy Efficiency, which is supported by GTZ on BMZ's behalf, opened its doors in mid-2008. The Center has a total of ten member states from the Middle East and North Africa, and aims to establish itself as a regional think tank for



Focusing on water management: In Azzafin near Thula in Yemen GTZ staffer Gerhard Lichtenthaler discusses the use of water filters with Bashir al Nasiri, coordinator of a water committee. GTZ is promoting the manufacture and distribution of the water filters. It is also helping the municipal water authority in Sana'a to make more efficient use of water. To achieve this, staff from the agency regularly read the pre-installed water meters and interview residents on their consumption behaviour. On this basis a digital map is produced covering each and every water user.

energy issues. Its objective is to develop and exchange policies for renewable energies and energy efficiency, improve frameworks for research and strengthen the role of the private sector. Alongside cooperation among the regional actors, a further focus is on collaboration with the EU and the Union for the Mediterranean.

Increased demand for renewable energies, education and water

The Center is linked in numerous ways to a project being implemented in the region by our business area GTZ International Services (GTZ IS). Given that the countries of North Africa and the southern Mediterranean plan to rely increasingly on solar power plants in order to obtain a more balanced energy mix, it is now anticipated that a Euro-Mediterranean electric power market will exist by 2020. As well as importing solar power into Europe, the EU partner countries also envisage generating an increasing amount of solar power from their own sources. Key to the success of this vision is the clarification of a wealth of details and the precise definition of enabling conditions. On behalf of the EU, GTZ IS is therefore devoting its energies to issues of grid harmonisation and electricity rates, as well as the development of regulatory frameworks, and bilateral agreements.

... promotes the peaceful reconciliation
of interests – including between nations.

Alongside the EU and other multilateral donors, more and more national governments in the region are availing themselves of direct cooperation with GTZ IS. Last year, for instance, in the vocational education and water sectors Libya, Yemen and Algeria became clients of GTZ IS for the first time. Traditionally, both these sectors have played a major role in our business with international clients throughout the Mediterranean and Middle East region. GTZ IS has for instance already been active for many years in the education sector in the United Arab Emirates, and is conducting an extensive water resource study in Saudi Arabia.

H₂O: a resource for development

It is no coincidence that water tends to be a common denominator in our portfolio of cooperation across the region. The Middle East and North Africa are, after all, among the most water-scarce regions in the



..... world. Today, existing water resources are already heavily over-utilised in almost all countries in the region – a dangerous situation not only with respect to people’s immediate water needs, but also for food production. Given its prevailing arid climate the region is not productive enough without irrigation, and the resulting shortfall in food production is being further exacerbated by high population growth.

Growing water scarcity therefore poses a major challenge for the development of the region, as well as increasing the risk of conflicts between various population groups. Together with its various partners, within the scope of its water projects GTZ is therefore seeking to help improve water resource management, make it more efficient and promote people’s access to urban water supply and sanitation.

Decentralisation comes up trumps

One good example is Yemen. Although this is one of the most water-poor countries in the world, those water resources that do remain are often utilised on an uncontrolled and inefficient basis. On BMZ’s behalf GTZ is therefore supporting capacity development in ministries, public authorities and water supply and sanitation utilities by delivering technical, organisational and in-process consultancy services. In arid regions we are helping develop the capacities of local actors for sustainable water management at municipal level – for instance by setting up water committees and water user groups. We are also advising the Ministry of Water and Environment on developing and implementing water sector reforms, and promoting the training of relevant personnel. Furthermore, we are supporting water supply and sanitation utilities in decentralising and commercialising their operations. As a result, the former national water supply and sanitation utility has now been broken up into a number of efficient, independent and commercialised providers.

The establishment of companies of this kind, and their integration into civil society and state structures – a process that we help facilitate through extensive dialogue with water users and administrations – have led to a significant improvement in operational management. The companies covered by German development cooperation in Yemen are now reaching some 1.5 million people, between 30% and 85% of whom are poor, depending on their particular location. In other words, essentially we are supporting long-term processes of structural change, and helping establish capable organisations in the water sector. To this end we are cooperating closely with other German organisations such as KfW and DED – as well as with international donors such as the World Bank and UNDP.



Water – a factor for development: GTZ staff member Ammar al Edlah converses with Khaled Beleidi (at left) of the Yemen National Water Resources Authority. On behalf of the Federal Development Ministry GTZ is implementing a comprehensive water sector programme in Yemen. Essentially this programme is designed to promote long-term, structural change processes and establish capable institutions in the water sector. It cooperates closely with other German organisations and international donors. In Yemen, safe drinking water is among the key factors for sustainable development.

Investing in trust

In addition to water, these days trust is counted among the key resources worldwide. Traditionally, it has been GTZ's conceptual and operational practice to develop and maintain trust, which is so crucial to development. Especially in countries in the Mediterranean and Middle East region, where the security situation is tense, we attach top priority to trust-building measures. To this end we are including our national staff members in partner countries more intensively as mediators in intercultural consultative processes – and involving cultural and religious institutions in an even more structured way that is in harmony with traditional values, wherever acceptance for change needs to be nurtured on the ground.

We respond flexibly when confronted with new situations and wherever possible, adjust our activities even when the going gets tough on the ground. Our aim is to keep up our commitment for the sake of sustainability. Given that during the ceasefire in the Palestinian territories the parliament does not meet, and economic decision-making processes cannot be moved forward appropriately, we are expanding our activities to advise small and medium-sized enterprises directly. These businesses are after all the local backbone of private-sector development, and as such a crucial parameter for the sustainable improvement of people's lives.

For further information please visit:
www.gtz.de/mediterranean



The region at a glance

GTZ is active in 17 countries in the Mediterranean and Middle East region, where it currently employs 188 seconded and 549 national staff members to support its local partners. CIM also places experts from the German labour market with local employers in positions relevant to development. In 2008, 64 CIM experts were under contract to local employers in the region. Apart from the Federal Development Ministry (BMZ), increasingly we are operating in the region on behalf of other federal ministries – the Federal Foreign Office for instance in the Palestinian territories in the education sector. On behalf of the Federal Ministry for the Environment we are working in Jordan to help improve the energy efficiency of the country's water pumping stations. GTZ International Services is operating chiefly in the water, vocational training and health sectors, as well as in renewable energies and energy efficiency. More and more often we are supporting twinning arrangements between EU and partner administrations: in Egypt and Morocco in the spheres of traffic safety, solid waste management, consumer protection and export control. GTZ is helping implement a growing number of public-private partnerships (PPPs) for development in Jordan and Morocco – where water supply and the energy efficiency of the water sector, as well as the environment, climate change and sustainable economic development, are high on the agenda. Overall, the strengthening of regional integration and transboundary economic areas is also becoming more important for international cooperation in the region.



..... Broadcasting rights: Radio Zohrah keeps listeners up-to-date on rights and obligations in the Afghan rule-of-law system, and on judicial sector reform.

: The Rule of Law – a Success Factor

: EUROPE, CAUCASUS, CENTRAL ASIA



From development-oriented emergency aid to support in connection with EU membership – Europe, the Caucasus and Central Asia make up an extremely heterogeneous region for the actors of international cooperation. On the one hand, the work agendas reflect the concerns of young states such as the Republic of Kosovo, whose state structures are still developing, and for whom the creation of legal certainty and the integration of minorities are current challenges. On the other hand, the wide range of activities in the region often involves countries that aspire to join or have already joined the European Union. New EU members and candidates for accession are primarily concerned with translating EU legislative requirements into national law, and establishing more efficient and effective public institutions.



..... **This heterogeneity** combined with the pronounced dynamic change processes calls for a high degree of flexibility from both partners and implementing organisations, with a fluctuating security environment presenting an additional challenge. In post-armed-conflict situations, laying the first foundations for sustainable development requires many years of experience in contexts of crisis. Georgia is one example. Only a few days after the devastating acts of war in August 2008, GTZ – together with a delegation from the Federal Foreign Office and UNHCR – set out to obtain a clear picture of the situation on the ground. By early October the Federal Foreign Office had already commissioned GTZ, in cooperation with the Government of Georgia, to build up to 300 housing units.

Development-oriented reconstruction

By mid-2009 the housing units should be available to more than 1,200 displaced persons and their relatives, who will then be able to move out of their emergency accommodation and build a new home. Wherever possible, we are contracting local firms to undertake the required construction work, in order to boost the local economy. Providing these refugees with a new roof over their heads is the essential first step toward their social and economic reintegration. The measures are also linked to a local private-sector promotion programme that GTZ is implementing on behalf of the Federal Development Ministry (BMZ), which focuses on in-service training, micro-credit financing and business start-ups.

The rule of law promotes democratic interaction between ...

The example of Georgia clearly demonstrates how important it is to gear reconstruction toward development early on – and that to achieve sustainability this must involve more than just rapidly erecting accommodation and reconstructing physical infrastructure that has been destroyed. It is also imperative to rebuild social institutions, as well as economic and political structures, in order to provide people with clear prospects as quickly as possible, and stabilise the state.



Rights in practice: Citizen information, education and communication work like that performed by Radio Zohrah is a key component of Afghanistan's judicial sector reform, which GTZ is supporting on behalf of the Federal Development Ministry. To this end it is cooperating with Afghanistan's Ministry of Justice, its Ministry of Women's Affairs and local non-governmental organisations. Pictured here: The director of Radio Zohrah advising a family on legal matters. Top: The Ministry of Women's Affairs also offers legal advice for young women who were child brides.

In these situations a key role is played by the promotion of good governance – and with it the establishment and continuous development of a system based on the rule of law. By guaranteeing rights and liberties, the rule of law ultimately lays the foundations for the self-determined personal development of each and every individual, and forms the enabling framework for peaceful co-existence within society. Since the rule of law therefore helps underpin socioeconomic development as countries move toward democracy, it is also an important activity area for international cooperation in the Europe, Caucasus and Central Asia region.

Caucasus Initiative: reducing conflict and preventing crises

In the southern Caucasus GTZ is pursuing a strongly regional approach. Within the scope of BMZ's Caucasus Initiative we are helping the republics of Azerbaijan, Armenia and Georgia reform their legal and judicial systems, and promoting cross-border cooperation. We are supporting these countries in drafting and applying new legislation, in training legal personnel, and not least in publicising new laws – for instance through information pamphlets or free advisory services. This helps create greater legal certainty and trust – also between the states – and generates additional development impetus for the economy and the population.

... the state and society,
which in turn fosters security.

The Caucasus Initiative forms the conceptual framework for German development cooperation with and within the three countries. As well as helping develop the democratic legal system it strengthens local democracy and civil society, promotes the private sector and energy, and focuses on the protection of biospheres. The regional programmes build on the experiences of bilateral projects and further consolidate their results. All in all, the measures make a significant contribution toward economic and social stabilisation, and thus toward reducing conflicts and preventing crises in the region.

Central Asia: focusing on the rule of law

The latter also applies to international cooperation in Central Asia. Alongside the ecological market economy, high priority is attached to promoting the rule of law, and regional approaches. On BMZ's behalf, GTZ is for instance supporting a regional project to remove administrative trade barriers and



..... thus boost the competitiveness of the Central Asian economy. Also on BMZ's behalf and with a regional emphasis, we have for many years been supporting legal and judicial reforms in various countries of Central Asia – including Kazakhstan, Tajikistan and Kyrgyzstan. The fact that the EU similarly attaches high priority to the rule of law in the region is demonstrated not least by its Rule of Law Initiative for Central Asia, which it is promoting within the scope of its Central Asia Strategy. This provides for stronger cooperation with the constitutional courts, and aims to help modernise the training of legal professionals in Central Asia.

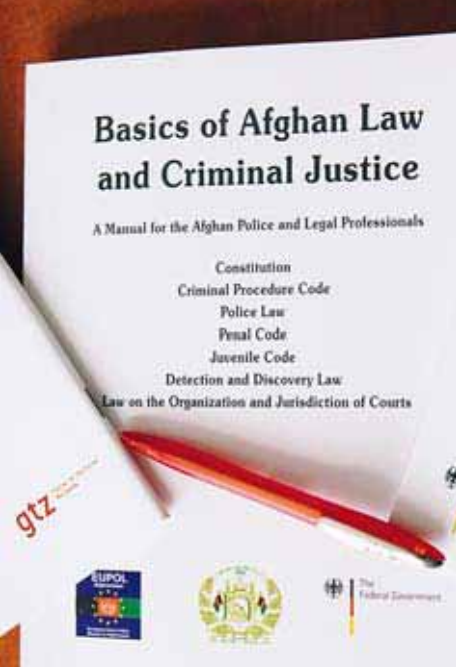
Measures of this kind foster Central Asia's stability and security, which is crucial both for the region's development and for European and international policymaking, not least because of the region's geographical proximity to Afghanistan. Without stability in Central Asia, it is unlikely that a sustainable peace can be achieved in this country. Conversely, the stability of the entire region does of course depend heavily on the success of direct cooperation with Afghanistan.

Afghanistan: the rule of law a stabilising force

Our agenda in Afghanistan has thus always been manifold. It ranges from development-oriented emergency aid, to economic reconstruction and vocational training, to improved power supply and water sector reform. Promoting the rule of law also plays a vital role in contributing towards stabilisation in the country. Together with our partners in Afghanistan, GTZ is working on BMZ's behalf to help improve the frameworks that enable the state to base its actions on the rule of law, and enable the legal professions, police force and civil society to apply corresponding principles.

In alignment with the Afghanistan National Development Strategy, we are implementing activities on several levels to support the development of an independent judicial system. As well as helping devise a strategy for judicial sector reform, we are devoting our efforts to supporting the work of the police, raising public awareness of legislation in force and legal rights, and facilitating the delivery of concrete legal assistance. At all times we aim to support the sustainable development of state and civil society capacities, and attach top priority to partner country ownership of these issues.

To place the work on as broad a basis as possible we are cooperating with the Afghan Ministry of Justice, Ministry of the Interior and Ministry of Women's Affairs, the Supreme Court, the Chief Public



Dialogue on rights: Together with the Ministry of Justice and Ministry of Women's Affairs, GTZ is promoting open dialogue on the forced marriage of women and child marriage – a key prerequisite for effective judicial sector reform. Shown here in the project office (from left to right) Burhan Kamal and Hirbod Aminlari, both GTZ, discuss future measures with Fawzia Amini, director of the legal affairs division at the Ministry of Women's Affairs, and Nafisa*, director of an Afghan non-governmental organisation. Photo above: Hirbod Aminlari and his colleague Deborah Nonhoff in conversation with a representative of the Ministry of Women's Affairs. (*name altered by the editors)

Prosecutor, numerous non-governmental organisations, and international partners such as EUPOL, the EU police mission in Afghanistan. The various project activities make a key contribution toward the training of male and female police officers, and female legal professionals – a total of more than 2,200 individuals are now either undergoing or have already completed training. The measures also help sensitise village and municipal councils, students, and individuals employed in the police force, public administration and the legal system to human rights violations, which are still a regular occurrence in Afghanistan. They also highlight appropriate responses to these violations.

From fragile states to EU members – the country portfolio for the region

A glance at our cooperation with candidates for EU accession and countries that have recently joined highlights the thematic breadth and heterogeneity of our country portfolio in the Europe, Caucasus and Central Asia region. Now that Romania and Bulgaria have joined the EU we are continuing to operate there on BMZ's behalf, advising state institutions in both countries on the utilisation of monies from EU Structural Funds. Moreover, we are supporting candidates for accession in the Western Balkans in their preparations to implement the *acquis communautaire* – which means assuming all the rights and responsibilities that are binding for EU membership.

For further information please visit: www.gtz.de/europe

The region at a glance

GTZ is active in a total of 35 countries in the Europe, Caucasus and Central Asia region, where it currently employs 215 seconded and 1,589 national staff members to support its local partners. CIM also places experts from the German labour market with local employers in positions relevant to development. In 2008, 173 CIM experts were under contract to local employers in the region. Apart from the Federal Development Ministry (BMZ), increasingly GTZ is operating in the region on behalf of other federal ministries. We are working for instance on behalf of the Federal Foreign Office within the scope of its Central Asia water initiative, and in the spheres of reconstruction and the rule of law. On behalf of the Federal Ministry for the Environment we are principally concerned with activities pertaining to climate and environmental protection, and energy efficiency. GTZ has been active in the region on behalf of various multi-lateral and bilateral organisations since as early as 1994 – with GTZ International Services delivering the inputs required to help modernise the state, which include advice on legal issues and public financial management, as well as services for private-sector promotion, health and the environment. The highly dynamic change processes unfolding in the region regularly lead to new forms of service delivery. In the Western Balkans, for instance, on behalf of BMZ we have set up an open regional fund through which partners across the region can apply for inputs in the fields of energy, municipal development, law and foreign trade promotion.

Putting Performance to the Test

How successful are we? This is exactly what GTZ wanted to find out for 74 projects in 2008 – and here is the result:

92% of the development measures evaluated were rated as **'successful'** – with **just under 60%** being classed as **'very good' or 'good'**.

By regional comparison, the 17 projects evaluated **in Asia** did best – **around 65%** of them being rated as **'good' to 'very good'**.

Rating of the five DAC evaluation criteria invariably produced **similar results**, regardless of whether performance was measured by independent (28) or self-evaluation (46). **With respect to 'relevance'**, for instance, partners **rated 90%** of the GTZ-evaluated projects as **'good' to 'very good'** – a trend confirmed by independent evaluators, who gave **80% of projects** the same rating.



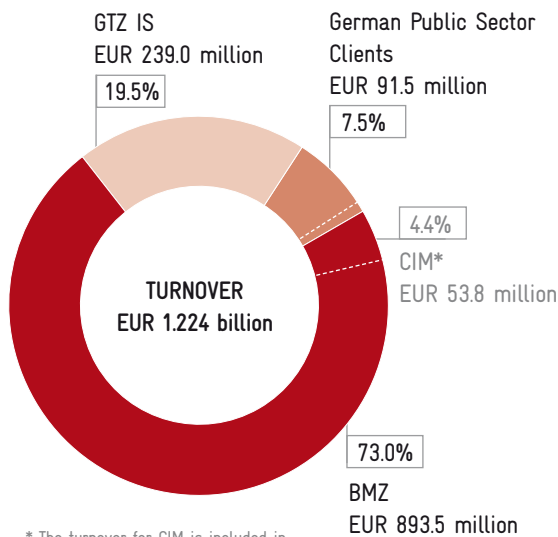
DAVID MZUGUNO: Evening, enamel paint on canvas, 120 x 80 cm

: Fiscal 2008

TURNOVER

Fiscal 2008 was another extremely successful year for GTZ. Corporate turnover was up, this time rising 15.8% to reach a total of EUR 1.224 billion. The bulk of this was accounted for by the Federal Development Ministry (**BMZ**), our main client. Turnover in this business sector increased from EUR 802 million to around EUR 894 million. Contributions were also made by the business sectors GTZ International Services (GTZ IS) and German Public Sector Clients (GTZ IS) and German Public Sector Clients. Turnover for **GTZ IS** rose from EUR 197 million

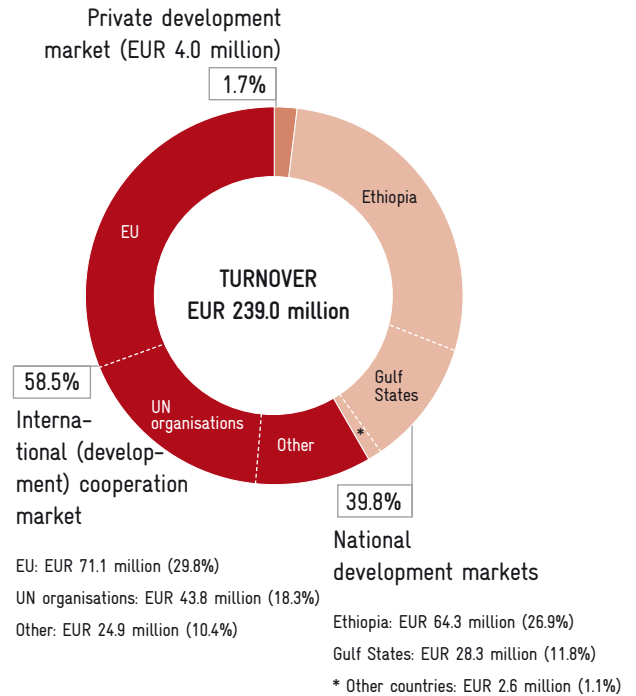
Turnover by business sector 2008



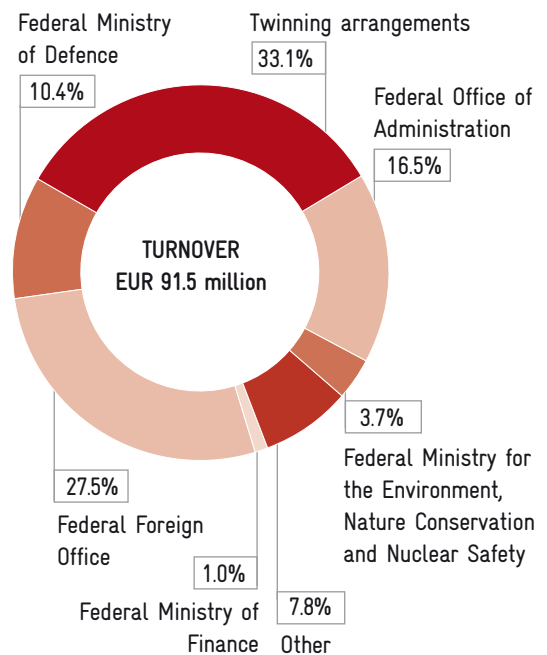
* The turnover for CIM is included in the turnover for BMZ and German Public Sector Clients

to 239 million, chiefly due to growth in the volume of business received from the European Union, UN organisations and national governments, especially Ethiopia and the Gulf States. Turnover in the business sector **German Public Sector Clients** climbed from EUR 58 million to around EUR 92 million. In this sector, growth was strongest in business conducted with the Federal Foreign Office, the Federal Environment Ministry and the Federal Defence Ministry.

GTZ IS, turnover by client 2008



GTZ German Public Sector Clients, turnover by ministry 2008

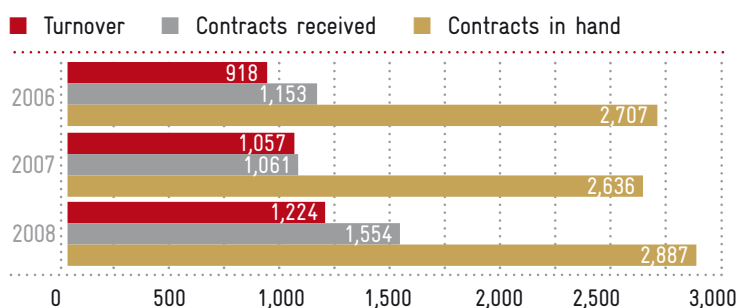


CONTRACTS

The figures for new contracts received were also positive in all GTZ's business sectors. The company received new contracts worth a total of EUR 1.554 billion, an increase of 46.5% on the previous year's figure. The value of new contracts received from **BMZ** went up from EUR 742 million to 850 million, while third-party donors for **cofinancing** arrangements provided additional contracts worth EUR 35 million, taking the value of contracts in hand here to EUR 112 million in 2008. **GTZ IS** was clearly the major beneficiary of the development of business in percentage terms, receiving new contracts worth EUR 393 million - roughly EUR 219 million or 125.6% more than in the previous year. Contracts received from the governments of Ethiopia, Saudi Arabia, the United Arab Emirates and the European Union were particularly significant here. The latter awarded GTZ a follow-on contract to implement the Technical Assistance and Information Exchange (TAIEX), which supports candidates for accession in adapting to EU legislation. The year under review saw an extraordinarily sharp increase in GTZ's cooperation with **German Public Sector Clients**. New contracts worth EUR 199 million were received, which was well in excess of the previous year's figure of EUR 67.5 million. One reason for this is that since 2008, alongside BMZ other federal ministries have also been deploying development cooperation funds on a major scale. The major players here were the Federal Foreign Office and the Federal Environment Ministry. The latter is utilising GTZ's expertise in areas such as climate protection and energy security - for instance by entrusting GTZ to coordinate the newly launched International Climate Initiative.

The healthy state of the order books meant that GTZ was able to place contracts with the German **consulting sector** worth EUR 314.4 million, an increase of 17.6% on the previous year's figure. The fact that the volume of new contracts received by GTZ in 2008 rose more

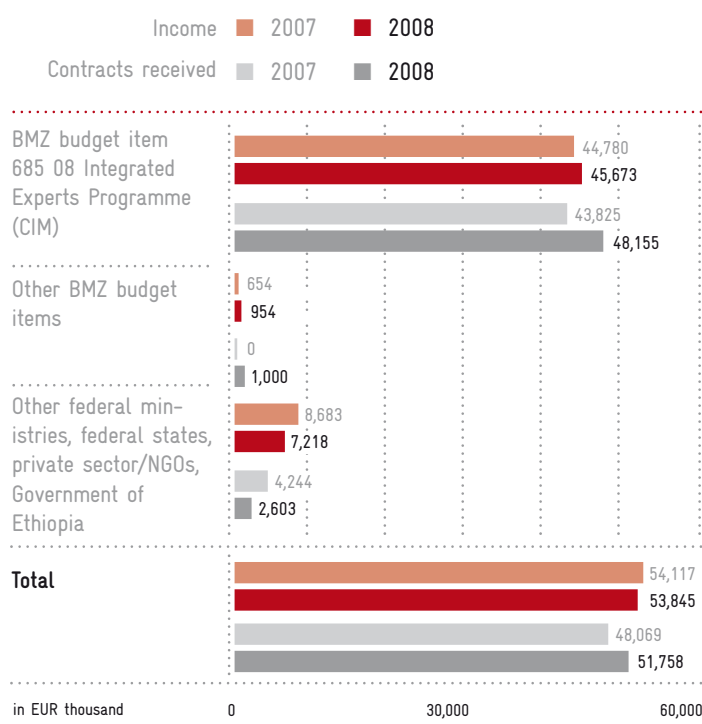
Turnover, contracts received and contracts in hand 2006 to 2008, GTZ total (in EUR million)



Orders placed with the consulting sector

	Value of contracts in EUR million		Changes in %
	2007	2008	
Consulting companies	178.0	200.0	+ 12.4
Consulting institutions	39.2	59.4	+ 51.5
Appraisers	50.2	55.1	+ 9.8
Total	267.4	314.4	+ 17.6

Income and contracts received through the Integrated Experts Programme (CIM)



sharply (46.5%) than turnover (15.8%) also meant an increase in the value of **contracts in hand**. This figure climbed 9.5% to reach EUR 2.887 billion.

PERSONNEL

GTZ can only assure the quality of its work if the size of its workforce keeps pace with the rapid development of its business. As at 31 December 2008, GTZ was employing 12,999 staff - 1,094 (9.2%) more than in the previous year. A total of 1,391 **seconded experts** were employed in partner countries, an increase of 17%. The company also employed 9,913 individuals locally as **national personnel** - 7.4% more than in 2007. In Germany 545 staff members were employed to work in supranational projects or deliver professional advisory services - which meant a 23.6% increase on the previous year's figure for **project personnel in Germany**. The number of **staff members employed at Head Office** to perform head-office tasks of steering and service delivery was 1,150 - an increase of 10.2%. Furthermore, in 2008 GTZ and the International Placement Services of the Federal Employment Agency placed 221 professionals and managers in 63 countries via the Centre for International Migration and Development (CIM). Hence, as 2008 drew to a close, CIM was assisting 767 **Integrated Experts** (2007: 789).

AREAS OF ASSIGNMENT AND SECTORS

There was very little change in the distribution of seconded experts by **area of assignment** compared to the previous year. Most seconded experts (40%) were employed in the sub-Saharan Africa region, followed by 20.5% in Asia. The proportion of experts working in the Europe, Caucasus and Central Asia region rose from 13.4 to 16.6%. This is largely due to the fact that the number of seconded experts employed in Afghanistan (65) was almost double the previous year's figure. The sectoral distribution of staff also remained constant. GTZ's

Project personnel by sector (as at 31 December)

	2007	2008
Economic development and employment	20.8%	20.8%
Governance and democracy	30.2%	29.7%
Health, vocational training, social protection	12.7%	13.0%
Water, energy, transport	- *	11.8%
Agriculture, fisheries and food	11.0%	10.5%
Environment and climate change	- *	12.2%
Other	2.2%	2.0%

* The previous year's combined total for the sectors water, energy, transport, and environment and climate change was 23.1%.

Structure of responsibilities within the workforce

(as at 31.12.2008, not including national personnel)

	Number	Men in %	Women in %
Executive management	11	63.6	36.4
Upper management	69	71.0	29.0
Management/leading professionals	404	74.3	25.7
Professionals	1,681	60.0	40.0
Junior professionals	375	33.6	66.4
Senior administration professionals	483	16.8	83.2
Administration professionals	63	28.6	71.4
Total	3,086	51.5	48.5

Structure of responsibilities among national personnel

(as at 31.12.2008)

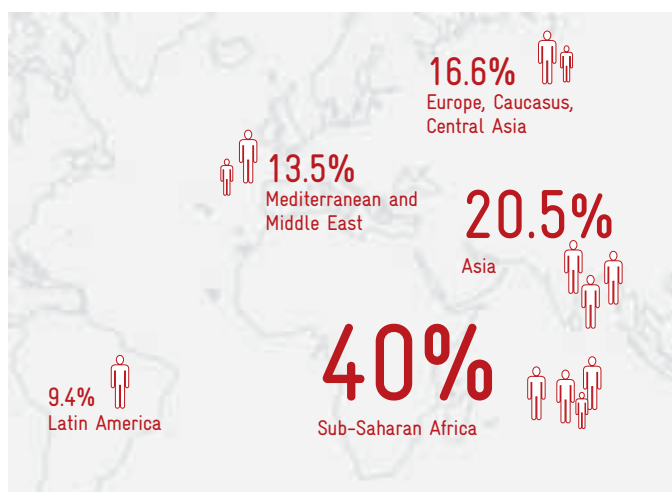
	Number	Percentage
Principal advisors with responsibility for contracts and cooperation	21	0.2%
Team leaders with managerial responsibility	150	1.5%
Senior administration professionals	119	1.2%
Professionals in advisory positions	800	8.1%
Professionals in projects	2,134	21.5%
Administration professionals	1,649	16.6%
Administrative personnel	1,711	17.3%
Auxiliary personnel	3,329	33.6%
Total	9,913	100.0%

project personnel are distributed across six **sectors**, with just under a third of them being employed in the priority area 'governance and democracy', followed by 20.8% in the priority area 'economic development and employment'. One new feature is the division of the 'environment and infrastructure' sector into 'water, energy, transport' and 'environment and climate change'. This will enable GTZ to respond even more appropriately to the growing importance of issues of climate protection, energy security and access to water.

TRAINING OF JUNIOR EMPLOYEES

As a federal enterprise we endeavour to help young people begin their professional careers, and to make a contribution toward their training. In 2008, 70 trainees at GTZ received training in one of six professions. Furthermore, development cooperation professionals often require qualifications that they cannot always fully acquire in other professional occupations. This is why it is essential for GTZ, as the largest employer in the field in Germany, to train and nurture talented young individuals. In 2008, on BMZ's behalf we prepared 39 development cooperation trainees for an assignment in development cooperation. We also employed a total of 375 junior professionals, who were able to gain relevant professional experience and acquire additional qualifications. The company's commitment is appreciated by our junior employees. According to the results of a survey conducted by the trendence Institut on behalf

Deployment of seconded experts by region in % (as at 31.12.2008)



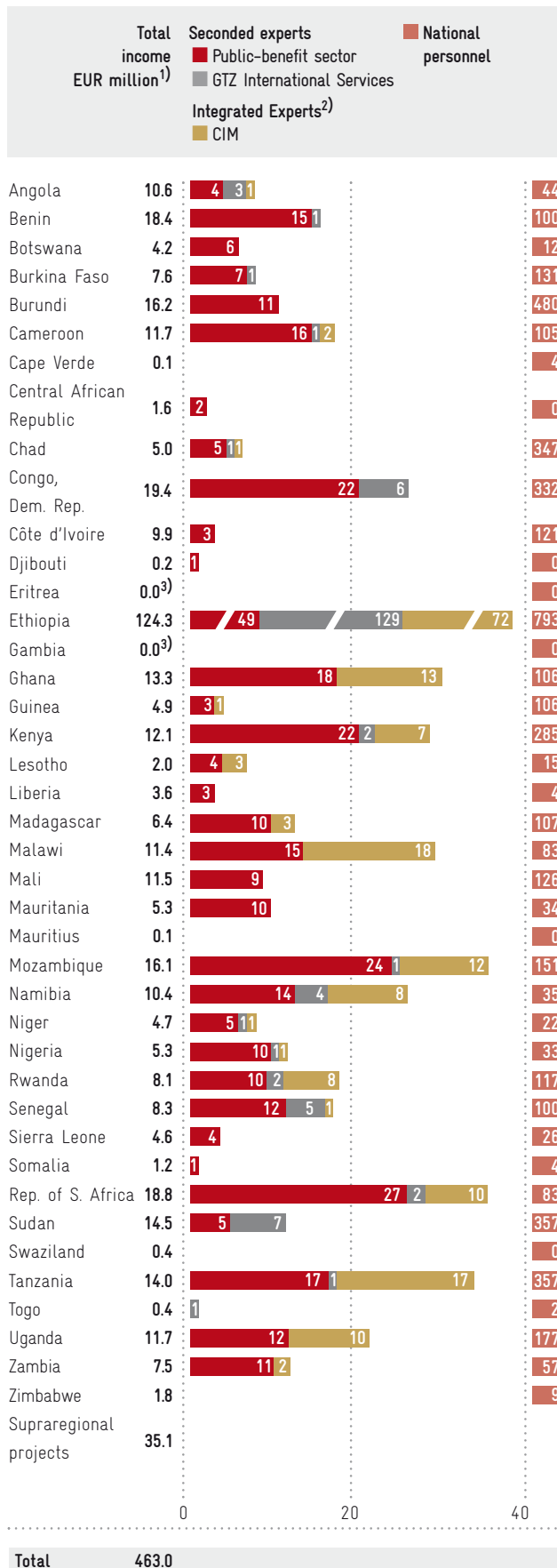
Training 2008

Training course	Number
Clerical officer	28
Media and information services specialist	1
Public relations volunteer	1
Business administrator Frankfurt academy	9
Business administrator Mannheim academy	29
IT specialist for application development	2
Total	70

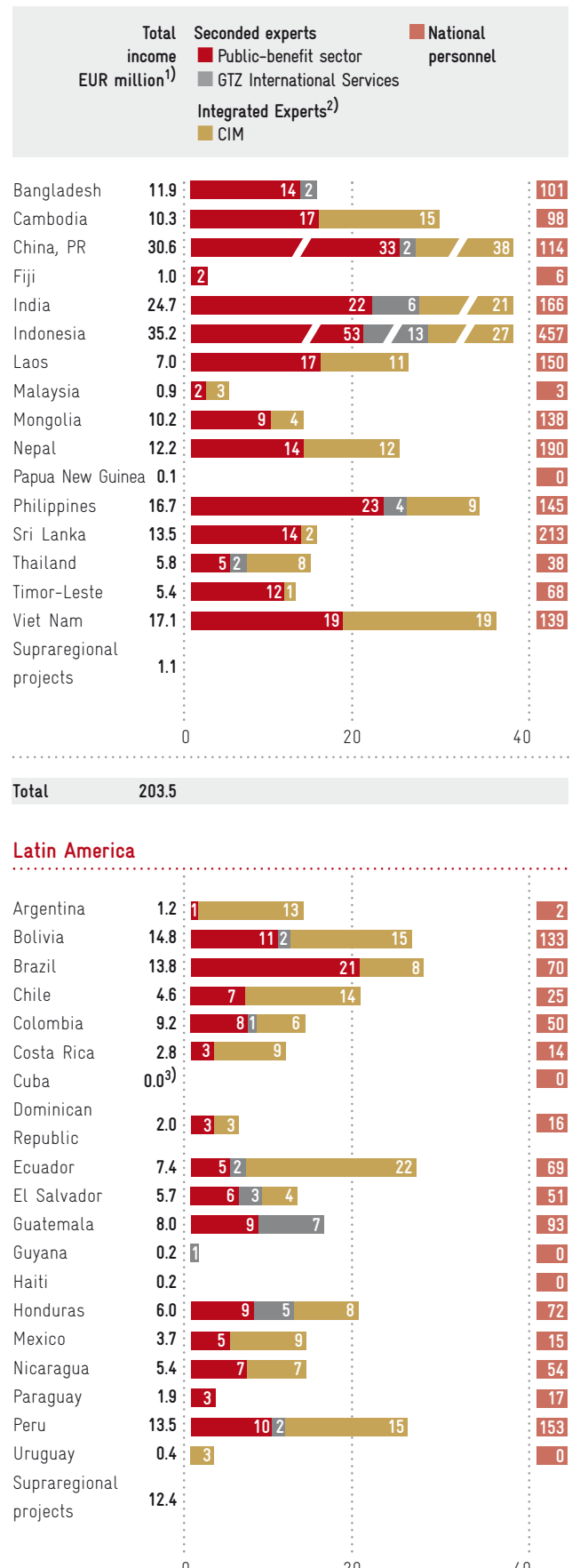
of manager magazin, in 2008 GTZ was once again rated by young graduates employed in managerial positions among the top 100 most attractive employers in Germany.

Numbers of seconded experts, Integrated Experts, national personnel and income by country (as at 31.12.2008)

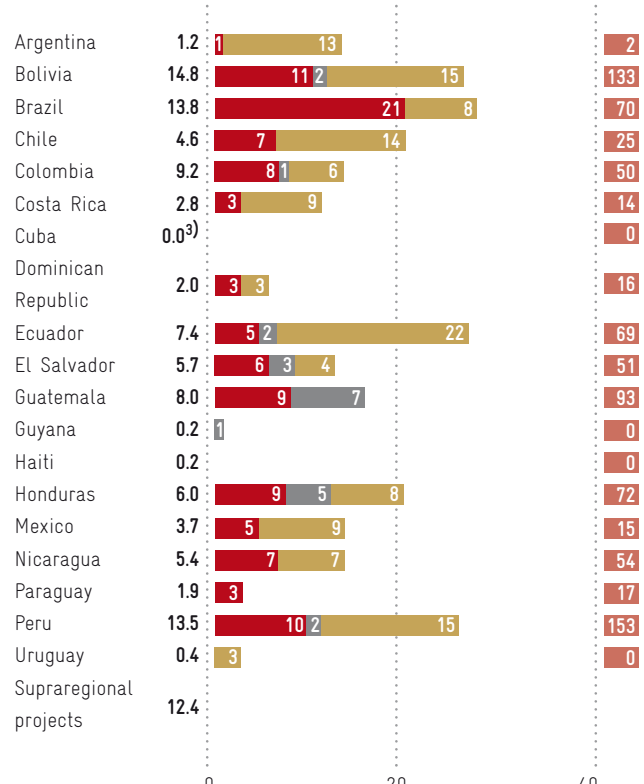
Sub-Saharan Africa



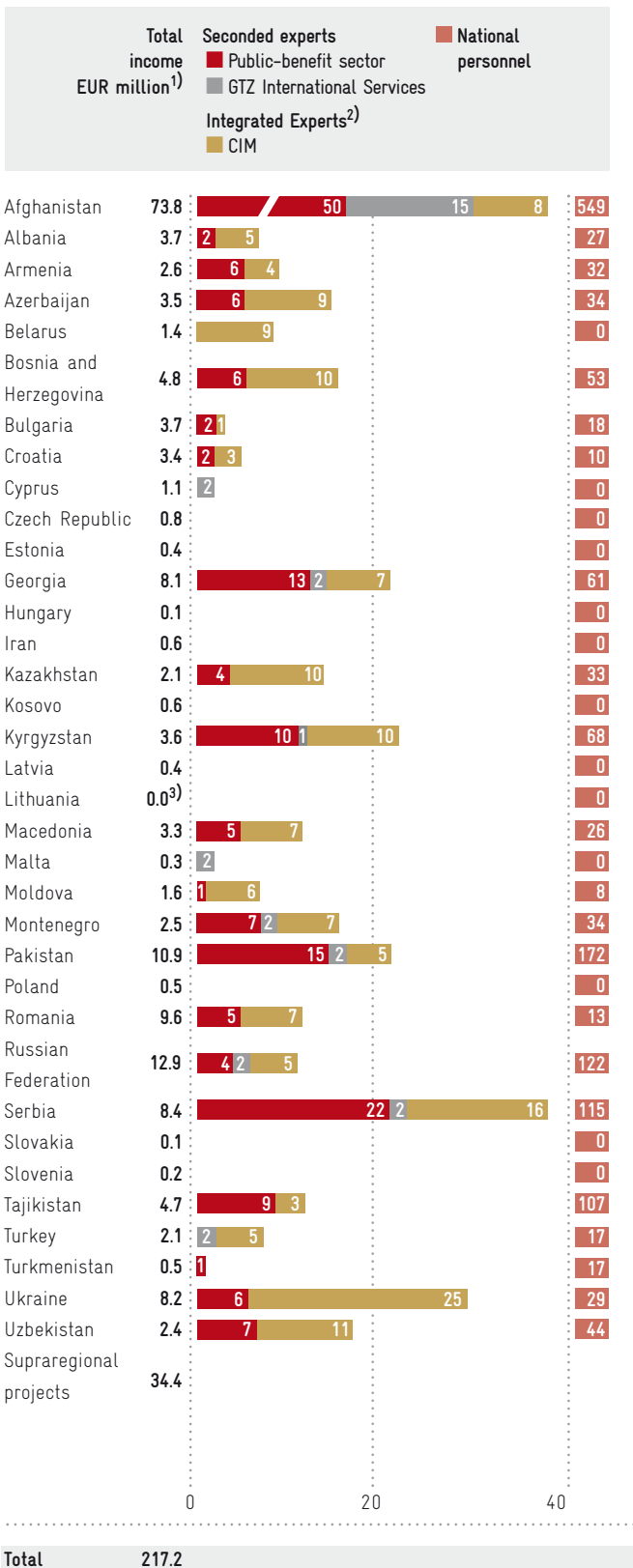
Asia



Latin America



Europe, Caucasus, Central Asia

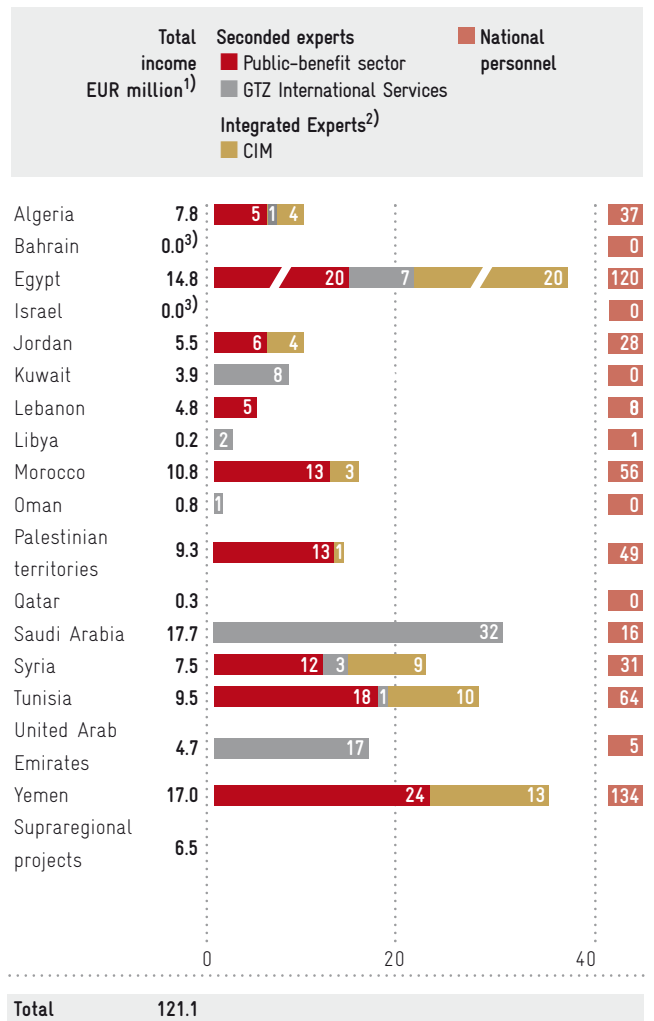


1) income per country (rounded off)

2) under contract to local employer in the partner countries

3) less than EUR 50,000

Mediterranean and Middle East



: GTZ Highlights 2008

10.– 12.02.08

West Africa in focus

On his trip to West Africa, Germany's Foreign Minister Frank-Walter Steinmeier visited Ghana, Togo und Burkina Faso. He was accompanied by members of the German Bundestag, business experts and guests from the worlds of the arts, sport, and development cooperation, including GTZ Managing Director Bernd Eisenblätter.



24.02.08



Building bridges

On his visit to Guatemala, Vice-President of the German Bundestag Wolfgang Thierse (left) took the opportunity to find out more about GTZ's work on the ground. As Country Director Peter Luhmann explained, work in this Latin American country aims to help build bridges after 36 years of civil war, and to support the establishment of a peaceful state.

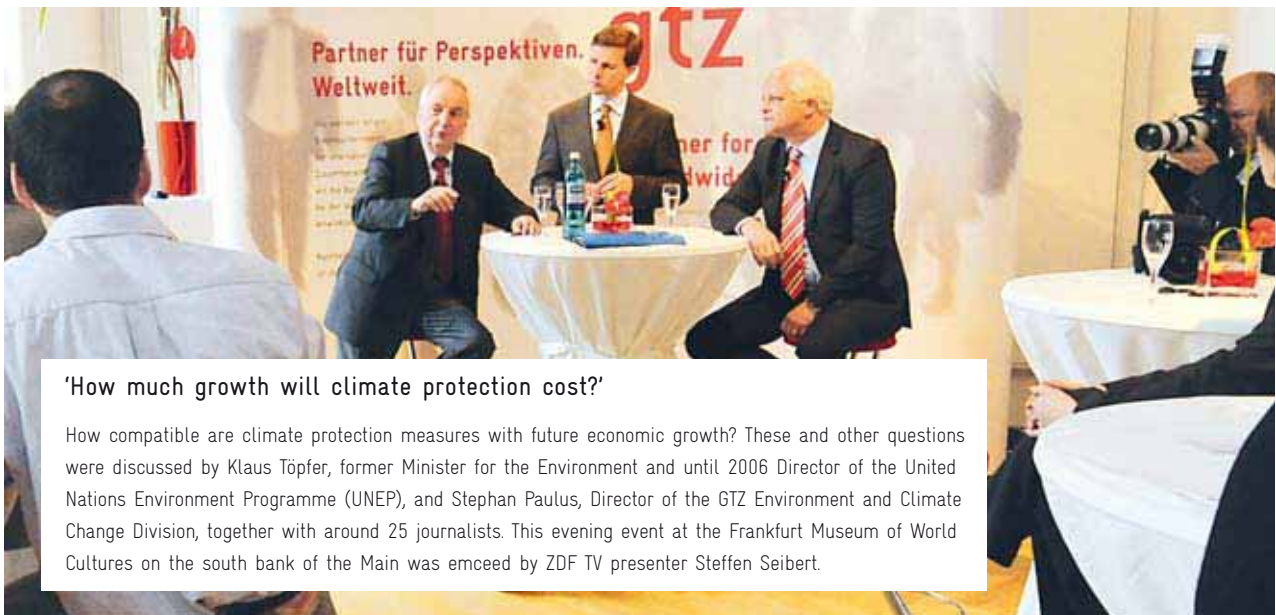
07.03.08



'No battle is won for all time'

When awarding the GTZ gender prize, Germany's Development Minister Heidemarie Wiecek-Zeul emphasised that the gender equality battle had not been won for all time. In her role as a member of the jury, she is seen here presenting the awards to the two winning projects, Good Governance in Indonesia's Population Administration and the Banda Aceh Reconstruction Programme.

16.04.08



'How much growth will climate protection cost?'

How compatible are climate protection measures with future economic growth? These and other questions were discussed by Klaus Töpfer, former Minister for the Environment and until 2006 Director of the United Nations Environment Programme (UNEP), and Stephan Paulus, Director of the GTZ Environment and Climate Change Division, together with around 25 journalists. This evening event at the Frankfurt Museum of World Cultures on the south bank of the Main was emceed by ZDF TV presenter Steffen Seibert.

18.05.08



Justice returns to the villages

On her visit to Colombia, German Chancellor Angela Merkel handed over three mobile 'hearing rooms' to the responsible authorities in the presence of Public Prosecutor Mario Iguaran (left) and GTZ Country Director Barbara Hess. The mobile hearing rooms enable civil war victims from remote villages to take part in the trials against paramilitary groups. This donation is part of a project that GTZ is implementing on behalf of the Federal Foreign Office.

04.-06.06.08

eschbornertage
eschborndialogue 2008

Zukunft mit Mehrwert – Sozial

More than one road to a future worth living for

'Adding value to the future - applying sustainable economic principles' was the banner under which some 500 experts discussed the opportunities for and limits to sustainable economic growth at the Eschborn Dialogue 2008. Managing Director Wolfgang Schmitt summed things up by saying that there was 'more than one road to a future worth living for'.



16.06.08



Winning through fairness

'Winning through fairness' was the slogan under which GTZ, on BMZ's behalf, organised a football tournament to mark National Youth Day in South Africa. At the tournament, held in one of Cape Town's poorest townships, girls and boys learned important rules such as fair play, team spirit and mutual respect. Thabo Mbeki - South African President at the time - and GTZ Country Director Peter Conze are seen here presenting the trophy to the captain of the winning team.

15.07.08



In the inner sanctum

Jochen Borchert, Member of the German Bundestag and the GTZ Supervisory Board, GTZ Managing Director Bernd Eisenblätter and numerous Mongolian guests of honour together inaugurated the new inner courtyard of the Gandan Monastery in Ulan Bator. Within the scope of BMZ's Integrated Urban Planning Project, GTZ has supported the city in redesigning the courtyard of Mongolia's most important Buddhist sanctuary.

10.11.08



Guest of the Economic Community

The state visit to Nigeria made by Federal President Horst Köhler (second from left) was hosted by the Economic Community Of West African States (ECOWAS). President of the Commission Mohamed Ibn Chambas (left) used the occasion to praise the work of GTZ, which has been advising the Commission on management and organisational issues since October 2006, on behalf of BMZ. Seen on the right: Monika Pottgiesser and Florian Bernhardt of GTZ.

03.12.08

Fair prices for cotton farmers

The support provided by the Bill & Melinda Gates Foundation to the 'Cotton made in Africa' project marks the beginning of the foundation's partnership with German development cooperation in Africa. Pictured here at the official launch (left to right): Johannes Merck, Executive Director of the Aid by Trade Foundation; Andreas Proksch, Director General for Africa, GTZ; Adolf Kloke-Lesch, Director General at BMZ; Vamissa Diomandé, Executive Director of Ivoire-Coton; Michael Otto, Chairman of the Supervisory Board of the Otto Group and founder of the Aid by Trade Foundation; Carsten Frigge, Senator for Economics and Labour Affairs in Hamburg; Richard Rogers, Bill & Melinda Gates Foundation.



Agostino Samweli Karani was born in 1979 in Ameru district (northern Tanzania). He has been a member of the Tingatinga group of painters since 2001. He specialises in depicting people.



Omari Adam Ally was born in 1956 in Dar es Salaam. He joined the Tingatinga Arts Cooperative Society in 1974. Today he works independently and teaches art students. His depictions of animals have brought him fame reaching far beyond the borders of Tanzania.

David Mzuguno was born in 1951 in the Kilimanjaro region (Tanzania). He joined the Tingatinga Arts Cooperative Society in 1979 and became one of its most successful members. Today he works alone. He is famous for his paintings of ornamental vegetation.



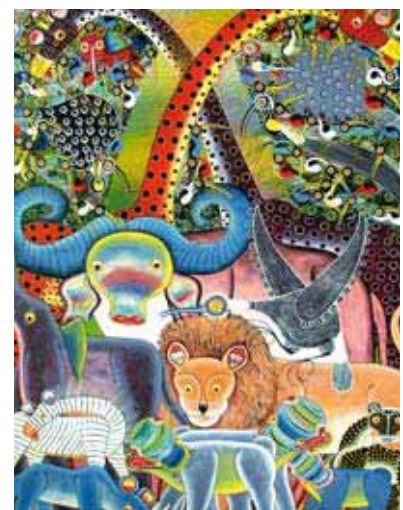
Tingatinga painting

Tingatinga is a painting tradition that grew up in Tanzania and was named after its founder, Edward Saidi Tingatinga (1932 to 1972). In the 1960s Edward Tingatinga began painting animals, plant motifs and village scenes on square masonite boards using enamel bicycle paint. Relatives and friends took up the art form and began developing it in ways of their own. Following Edward Tingatinga's sudden death in 1972, the group of artists formed the Tingatinga Arts Cooperative Society. Their goal was to continue developing this form of painting as its founder would have wished. Tingatinga painting then came to be used as a synonym for painting from Tanzania. To this day, everyday scenes, ornamental plants and animals continue to be popular motifs. The creative reworking of these motifs to produce a cornucopia of variations lends Tingatinga painting its unique visual language.



Forkastino Evariste Kambale was born in 1984 in Tanzania. He began studying Tingatinga technique in 2001. He paints mainly plant and animal motifs.

Lewis Stephen Mseza was born in the Korogwe District in 1964 to Mzigua tribe parents. In 1996 he started to paint in the Tingatinga style in Dar es Salaam under the guidance of Bwana Miraji ('Milo').





Our organisation

As an international cooperation enterprise for sustainable development with worldwide operations, the federally owned Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH supports the German Government in achieving its development-policy objectives. It provides viable, forward-looking solutions for political, economic, ecological and social development in a globalised world. Working under difficult conditions, GTZ promotes complex reforms and change processes. Its corporate objective is to improve people's living conditions on a sustainable basis.

Our clients

GTZ is a federal enterprise based in Eschborn near Frankfurt am Main. It was founded in 1975 as a company under private law. The German Federal Ministry for Economic Cooperation and Development (BMZ) is its major client. The company also operates on behalf of other German ministries, the governments of other countries and international clients, such as the European Commission, the United Nations and the World Bank, as well as on behalf of private enterprises. GTZ works on a public-benefit basis. All surpluses generated are channelled back into its own international cooperation projects for sustainable development.

Worldwide operations

GTZ has operations in more than 130 countries in Africa, Asia, Latin America, the Mediterranean and Middle Eastern regions, as well as in Europe, Caucasus and Central Asia. It maintains its own offices in 87 countries. The company employs nearly 13,000 staff, almost 10,000 of whom are national personnel. About 1,700 people are employed at Head Office in Eschborn near Frankfurt am Main and at various locations within Germany.

Experience and competence

GTZ can draw on over 30 years of experience in international cooperation for sustainable development. It maintains a local presence of expert and managerial staff in the partner countries. GTZ operates nationally, adapting its approaches and solutions to the conditions in the individual country. Together with its partners, it develops and implements concepts and measures tailored to the prevailing situation. For this, it relies on a combination of sectoral, regional and managerial competence.

Open to alliances

International cooperation for sustainable development needs alliances. GTZ has a worldwide network of partnerships in civil society and in the economic and cultural spheres. It has always cooperated closely with national and international development cooperation organisations. Wherever technically and financially expedient, GTZ avails itself of the knowledge of the private consulting sector, independent experts and specialist public institutions both in the Federal Republic of Germany and in other countries.

Our concept

GTZ takes on tasks in the field of international cooperation and implements them in line with its concept of sustainable development. We help realise this concept with our holistic, value-based and process-oriented approach that secures the participation of all stakeholders. We take account of economic, social and environmental issues in our work and support our partners when it comes to negotiating solutions in the broader societal context. We act at local, regional, national and international level in order to achieve maximum impact. With our wide spectrum of services, the most important of which is capacity development, we translate sustainable development into practice. We promote capacity development at individual, organisational and societal level so that our partners are able to articulate, negotiate and implement their own concepts of sustainable development. In doing so, we often assume the role of facilitator between state and society and of mediator in societal conflicts of interest. Whenever possible and expedient we involve the private sector.

Our activity areas

GTZ's services span a wide range of activity areas, from economic development and employment promotion, through governance and democracy, health and basic education to environmental protection, resource conservation, agriculture, fishing and nutrition. In all our activity areas we help enhance the capabilities of individuals and organisations. Government advisory services are a high priority area of work, and in many partner countries we are assisting comprehensive reform processes and the necessary changes to the political, economic and social framework conditions. Where acute need is jeopardising human survival, GTZ also responds with emergency aid and refugee programmes. Here too, our concept is geared to strengthening people's capacity to help themselves and promoting development that is self-sustaining in the long term. In recent years, GTZ has further extended its services, for example in organising major events.

: Organisation Chart

Published by: Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH
 Dag-Hammarskjöld-Weg 1-5, 65760 Eschborn, Germany
 Telephone +49 (0)6196 79-0, Fax +49 (0)6196 79-1115,
 Email: info@gtz.de, Internet: http://www.gtz.de

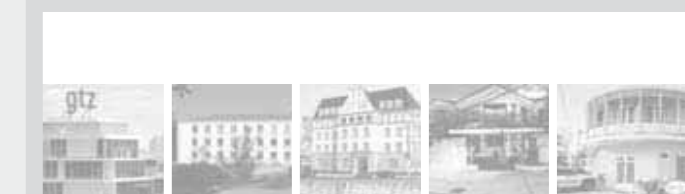
Officer responsible: Dorothee Hutter,
 Director of GTZ Corporate Communications
 Text and editing: Irene Genzmer, Maximilian Kurz, Dr Felix Sommer,
 Lars Spilger, Anne Wortberg
 Concept and project management: Daniele Lovens, Lars Spilger
 Design and production:
 Claudia Becker, Jens Neumann
 Artistic consultant: Dr Petra Skiba
 Translation team: John Cochrane, Lynne Jagau,
 Melinda Leong, Alex Bradbury
 Layout: Iris Christmann, Susanne Knieriemen, Christian Mentzel,
 65203 Wiesbaden, Germany
 Litho: Andreas Groß, 60316 Frankfurt, Germany
 Printed by: Universitätsdruckerei H. Schmidt GmbH & Co. KG,
 55129 Mainz, Germany
 Printed on: cover cardboard: Arctic Volume 300 g/m²
 Inside: Arctic Volume 115 g/m²
 Copy deadline: May 2009

ISSN 0173-511X

PHOTOGRAPHS:
 Cover image and back cover (from top to bottom): Michael Tsegaye,
 Ursula Meissner, Florian Kopp, Markus Kirchgessner, Travis Beard;
 GTZ Office photos (from top to bottom): Eschborn and Berlin: Dirk Ostermeier,
 GTZ Bonn, GTZ Brussels, GTZ Yemen, GTZ Senegal, GTZ Bolivia,
 GTZ Laos, GTZ Georgia; page 1 (from top to bottom): Markus Kirchgessner,
 Florian Kopp (2x), Ursula Meissner; page 2 and page 3 (from top to bottom):
 Michael Tsegaye, Ursula Meissner, Florian Kopp, Markus Kirchgessner,
 Travis Beard; pages 5, 6 and 7: Dirk Ostermeier; page 9: Ministry of Finance,
 Saudi Arabia; page 10: World bank; page 11: Petrobras Biocombustivel;
 page 14 to 21: Ursula Meissner; page 25: BGA; page 26: Ministry of Health,
 Paraguay; page 29: China National School of Administration; pages 32 to 37:
 Michael Tsegaye; pages 38 to 43: Ursula Meissner; pages 44 to 49: Florian Kopp;
 pages 50 to 55: Markus Kirchgessner; pages 56 to 61: Travis Beard; page 70
 (from left to right and from top to bottom): Grabowsky, GTZ Guatemala,
 Straßburger, Ostermeier, GTZ Colombia; page 71 (from left to right and from top
 to bottom): Ostermeier; GTZ South Africa, Batbayar/GTZ Mongolia,
 Steins, Otto.

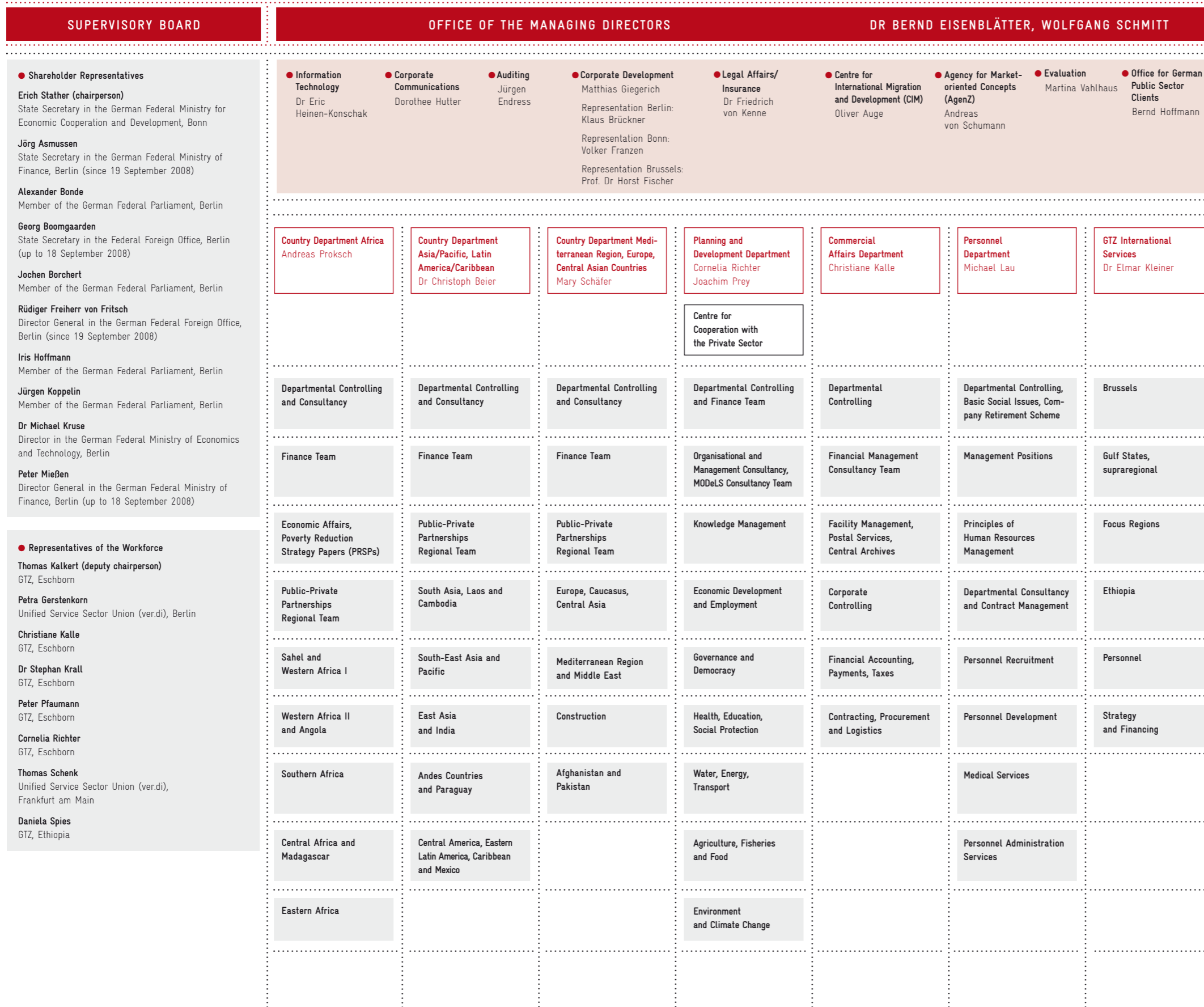
: GTZ Addresses

In this directory you will find the addresses of all GTZ offices together with the names of the respective contact persons.



GTZ-Adressen ●●● GTZ Addresses ●●●
 Direcciones de la GTZ ●●● Les Adresses de la GTZ

gtz Partner for the Future.
 Worldwide.



- Representatives of the Workforce**
- Thomas Kalkert (deputy chairperson)**
GTZ, Eschborn
- Petra Gerstenkorn**
Unified Service Sector Union (ver.di), Berlin
- Christiane Kalle**
GTZ, Eschborn
- Dr Stephan Krall**
GTZ, Eschborn
- Peter Pfaumann**
GTZ, Eschborn
- Cornelia Richter**
GTZ, Eschborn
- Thomas Schenk**
Unified Service Sector Union (ver.di), Frankfurt am Main
- Daniela Spies**
GTZ, Ethiopia



Deutsche Gesellschaft für
Technische Zusammenarbeit (GTZ) GmbH

– German Technical Cooperation –

Dag-Hammarskjöld-Weg 1-5
65760 Eschborn, Germany
T +49 61 96 79-0
F +49 61 96 79-11 15
E info@gtz.de
I www.gtz.de