

## **Municipal Development Cooperation In Germany**

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## Foreword

More than 500 municipalities in Germany are either twinned with cities in Asia, Africa or Latin America, have entered into limited-term project-based partnerships, or are part of an overarching North-South network of towns and cities. This brochure presents 15 examples of cooperation between members of the German Association of Cities, and their partners in 18 countries. The examples chosen illustrate the various opportunities available and possible forms of engagement.

Without the support of cities, the world's problems cannot be solved. Almost half of the global population live in urban zones, and this figure is expected to rise to as much as sixty per cent by 2015. Acting as partners in cooperation, cities in developing countries can help cities in industrialised countries cope with the unprecedented demographic shifts they face. The struggle against the negative impacts of climate change will also be won or lost in the cities.

The assignment opportunities for local government experts are enormous. Local government in Germany has an excellent reputation worldwide, and German municipalities are in demand as partners to help establish structures for self-government. Also in demand around the world is the sectoral expertise that local government experts possess, which ranges from energy supply, to solid waste management, to social care.

This brochure aims to highlight opportunities for cities that are not yet actively involved in municipal development cooperation, and would perhaps like to become so. Other cities are already implementing projects together with municipalities from developing and transition countries, but would like to shape their cooperation activities more actively and intensify them through sustainable projects. In the brochure these actors will find the contacts they need to network with others. Alternatively they will be able to profit from other actors' ideas by using them in their own work.

The brochure is also aimed at potential cooperation partners for municipalities such as implementing organisations of Germany's Federal Ministry for Economic Cooperation and Development (BMZ) that are planning to set up a municipal project. They will be able to obtain an overview of the local government expertise available that would enable them to integrate municipal work into their development cooperation activities.

Cities do not act purely in a spirit of global responsibility for our One World. When city administrations internationalise, they also profit as they become more competitive in attracting international resources. Municipalities with a global image are able to market themselves. This enables them to strengthen their position and boost their local economy. In the project examples we selected for the brochure we not only enquired what results the projects generated abroad. We also asked what benefits they produced here in Germany.

We would like to thank all our partners and the authors for their contributions to this brochure.



Dr. Stephan Articus



# 1. Introduction

## **Cities as actors in development cooperation**

Development policymakers are increasingly focusing on cities as actors in development cooperation. What are the tasks of municipalities in development cooperation? Municipalities have an important role to play in helping establish local self-government structures in developing countries that are democratic and responsive to citizens' needs. As international relations are no longer the exclusive preserve of national governments, cities are now even actively engaged in local diplomacy to promote peace in crisis regions. Citizen-to-citizen or municipality-to-municipality links often remain intact even when tensions arise at the national level. In the globalised world there is an overall trend toward greater decentralisation. This means that more tasks are being transferred down to the local level in accordance with the subsidiarity principle. In order for municipalities to be able to perform these tasks they require rights of autonomy and financial leeway.

A further unique selling point of municipalities is the continuous professional work carried out within local government administrations over long periods. Local government experts transfer their knowledge to all regions of the world, and cooperate with their international counterparts as equals. Projects cover various sectors including environmental protection, climate change mitigation and adaptation, delivery of general-interest services, urban and spatial planning, and social planning. This peer-to-peer approach is highly successful. Based on trust, it is often integrated into project-based partnership arrangements, and one of its distinctive features is its sustainability. These peer-to-peer links often remain in place once a project has been completed.

## **Recognition of the contribution made by local governments**

The contribution made by municipalities in development cooperation is increasingly being acknowledged by the United Nations (UN) and its development cooperation agencies. The importance of local governments for development cooperation was for instance expressly recognised at the High Level Forum on Aid Effectiveness held in Accra, Ghana in September 2008. In a memorandum in 2008 the European Commission also ascribed major importance to local governments in development cooperation. The United Cities and Local Governments (UCLG) world association calls upon its member associations – which include the German Association of Cities – to raise the profile of the municipal development cooperation that cities engage in. In its recommendations of June 2010 Germany's Federation-Laender Commission for Municipal Development Cooperation also expressly acknowledges the diversity and imaginativeness already shown by many German municipalities in their activities.

## **The organisation of local government assignments**

In principle the forms of municipal engagement in development cooperation are as manifold as the projects themselves. Whereas municipal development cooperation initially mainly took the form of city twinning schemes, more recently many project-based partnerships have also arisen. Many municipalities are reluctant to enter into formalised twinning arrangements, and are much more willing to embark on project partnerships. The forms of development cooperation vary widely, ranging from short-term assignments conducted together with the GTZ and other BMZ implementing organisations, to EU projects, to long-term partnerships involving the local population. The German Association of Cities maintains a list of around 140 experts from German municipalities who have taken part in assignments in developing countries around the world.

## **Financing municipal engagement**

Assignments to developing countries are costly, and usually cannot be readily financed from city budgets. The various levels of the state require the expertise that municipalities possess as institutions of local government, and as professional experts in their various sectors. Municipalities, which do not hold lead responsibility for development cooperation, require the professional expertise of the national government. In order to be able to bring their knowledge to bear, local government experts also require the financial support of the state. This is provided for instance where municipal cooperation projects are implemented together with the relevant partners, while the implementation costs are met (at least partially) by governmental implementing organisations. Other projects are financed through EU funding programmes, from donations or using funds provided by project actors themselves.

## **The advantages of development cooperation for cities**

When city administrations internationalise, they also profit as they become more competitive in attracting international resources. Municipalities with a global image are able to market themselves and strengthen their position. Some cities have succeeded in marketing themselves as 'global cities', enabling them to attract international companies and institutions.

Assignments abroad also offer benefits within city administrations. The individuals involved develop their professional expertise as they tackle the professional and organisational challenges and problems that arise in areas related to their own fields of work. When they returned from these assignments, staff bring back with them valuable experiences for their own municipality. These may include for instance progressive management methods, or intercultural and language skills.

Municipal development and project partnerships generate responsive relationships with citizens and foster coexistence within the municipality. Migrant communities from developing and transition countries have an important role to play as mediators between city administrations, partner municipalities in their home countries and the local population in their host cities. The responsive relationships that municipalities maintain with citizens create numerous opportunities for them to raise awareness of development issues among the population, and thus mobilise civil society for development cooperation. In this context it is important to closely link activities in the municipalities in partner countries and in Germany, so that development education work can be performed convincingly.



## 2. Best Practice Examples From Cities

Germany's municipal development cooperation projects are generating results around the world. The best practice examples included below show some of these achievements. This section will describe municipal development cooperation projects in 18 countries. These are located in South and East Africa, in regions such as the Caucasus (Azerbaijan, Armenia, Georgia), the Maghreb states (Morocco, Algeria, Tunisia), and the Middle East (autonomous Palestinian territories).

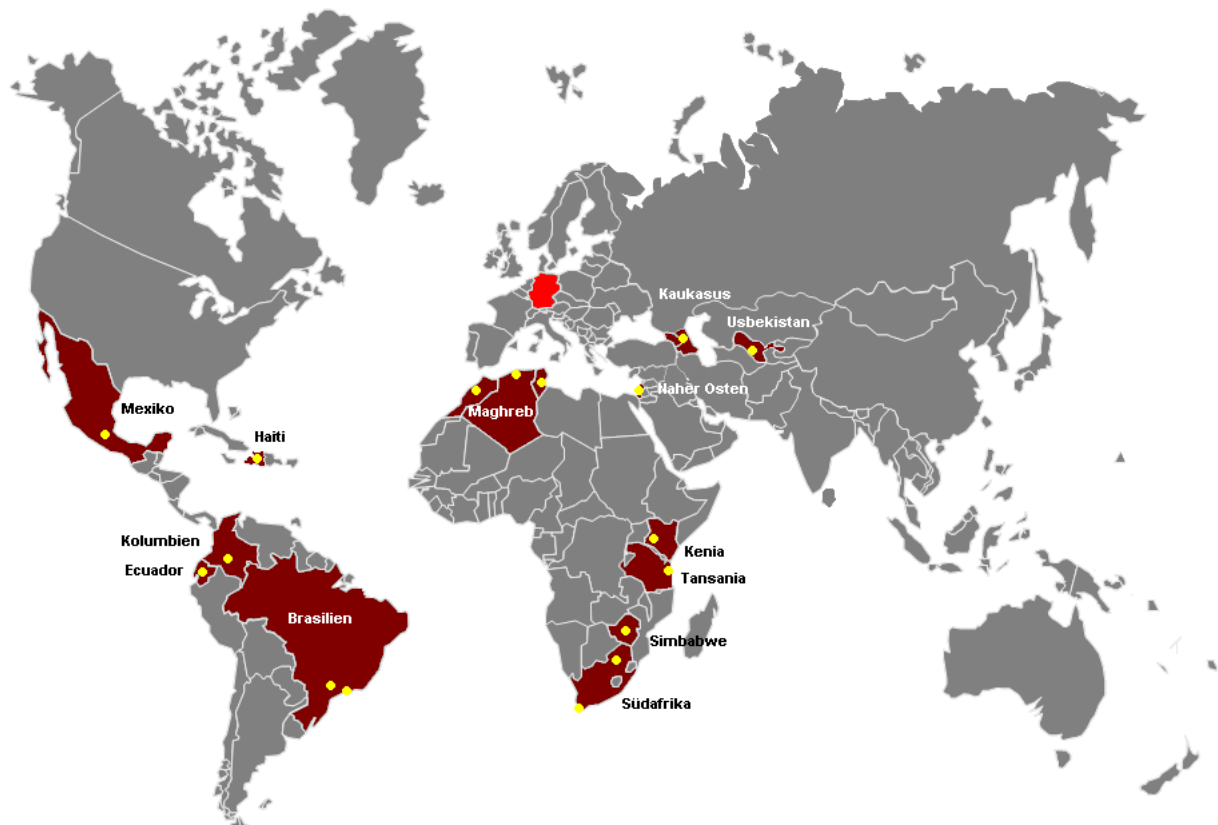


Fig. 1: Locations of the projects described in the brochure (source: the authors)

### 2.1 Aachen: The Cape Town-Aachen Climate Ticket

Climate change will also be one of the greatest challenges in development cooperation over the coming decades. Rising CO<sub>2</sub> emissions will cause increasing weather anomalies and severe natural disasters. This makes it all the more important to create links between environmentally aware conduct and development cooperation. This is the basis for the Aachen Climate Ticket, which was introduced as part of the Local Agenda (LA) 21 Partnership. The LA21 Partnership between Aachen and Cape Town arose in 1999 as part of the agenda process in Aachen. Non-governmental organisations proposed a partnership linked to development. The *Welthaus* association in Aachen already maintained links to a non-governmental organisation (NGO) in a township in Cape Town. The city council followed the proposal for a municipal development partnership. Since the year 2000 the two municipalities, various associations in the North and the South and committed individuals have been working together successfully.

The partnership is comprised of numerous individual projects that each link up various themes. In this way elements of Agenda 21 are made tangible at the local level. In Cape Town in particular climate change will have major impacts in the future. The city's coastal

location on the Atlantic means that it will be exposed to major changes caused by the rising sea level.

### **Project description**

Though it is important to take action to help mitigate climate change, it is not possible for everyone to do without their car or air travel. One approach which shows that climate conscious behaviour is nevertheless possible is the Aachen 'Climate Ticket'. This is based on the general idea of carbon offsetting. A token amount of money is designed to help offset the emissions caused (largely CO<sub>2</sub>, which is harmful to the climate). Large organisations (e.g. myclimate, atmosfair) invest in climate change mitigation projects worldwide. They have become professional organisations that work with leading travel companies.

Small is beautiful The Friends of the Cape Town-Aachen Partnership Association invented a local climate ticket. For each hour spent in the air, it is possible to donate to the association an offsetting fee of 5 euros. For a return flight to Mallorca an offsetting fee of 20 euros is due, which can then be used to create a vegetable garden of around 100 sq. m in Cape Town. The monies donated in Aachen are being put to direct use in the South in a special greening project. The *Abalimi Bezekhaya* association (which means 'planters around the house' in Xhosa, one of the official languages in South Africa) operates in the poorest quarters of the city and teaches people to compost, to plant and cultivate beetroot, and to process the crop.

Abalimi uses the donations from Aachen in the 'Harvest of Hope' project to bring about an immediate and lasting improvement in people's living conditions and food situation, as well as improving infrastructure and the microclimate. The donations are successfully transferred with virtually no losses at all, because the Friends of the Cape Town-Aachen Partnership Association makes all the arrangements and conducts all the transactions on an honorary basis. The figures for the first year of the Aachen Climate Ticket are highly positive: donations of over EUR 1,500 were received. This will secure food and income for at least 12 small farmers and their families (over 60 people) for one year. More than 700 kg of vegetables will be produced in the course of an entire year. What the farmers do not consume themselves they sell for cash.

### **Input by the municipality**

The city of Aachen provides organisational and structural support for the entire partnership (part of an administrative position, public relations, coordination and public presence).

### **Results in the partner country**

The Abalimi Harvest of Hope project is a social enterprise that permanently supports the community gardens on the local market. Harvest of Hope has been operating since 2008 in Khayelitsha and Nyanga. People receive training and assume responsibility for harvesting, packing and delivering the produce. The farmers generate a fair income, and the customers receive locally produced and organically farmed vegetables (with a low carbon footprint) – the vegetables are successfully marketed in green banks through schools and local markets. With the donations from Aachen Abalimi is able to expand its work activities, and the international support enhances the recognition it receives in its own country.

### **Results in Germany**

For 10 years, the cooperation between Aachen and Cape Town has brought together the work of associations, the administration and committed individuals for 'sustainability in practice'. The projects are supported by numerous individuals and well-known organisations (Capacity Building International Germany, gtz, Misereor, Sternsinger, Egidius Braun Foundation etc.). This form of practical development cooperation is exemplary. Many young

people in particular have taken part in exchange programmes, have undergone important experiences in their lives and remain committed to development. So far, two delegations of policymakers from Aachen have visited Cape Town.

## **Financing**

The Climate Ticket described here is financed entirely from private donations. A group takes care of fund-raising, a culture of recognition and public relations work. The city of Aachen meets some personnel costs.

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## **2.2. Bonn: The Bonn-Bukhara SPICE Project**

Bonn has a tradition of maintaining an international outlook. For almost 50 years Bonn was the federal capital and the seat of government of the Federal Republic of Germany. This left its mark, as the city was able to develop its international expertise in a special way. Bonn is now benefiting from this: since 1996 it has been Germany's UN City. Eighteen UN organisations with more than 850 staff members are based in Bonn, including the UN Climate Secretariat. Numerous governmental and non-governmental development organisations are also based in Bonn.

The city of Bukhara in Uzbekistan used to be a junction on the historic caravan route of the silk road. Here, the culture and architecture of two continents meet. The historic centre of Bukhara with its mosques and madrasahs is a UNESCO World Heritage Site. The city, located on the edge of an oasis in the middle of the desert, has been particularly hard hit by the impacts of climate change. Since 2000 it has maintained a partnership with the city of Bonn. Cooperation focuses on projects for environmental protection, climate change mitigation and the promotion of sustainable tourism.

### **Project description – SPICE**

The acronym SPICE stands for the Schools Partnership to Improve the Conservation of Energy. The project was implemented from 2005-2007 with financial support from the European Union. Its aim was to strengthen the awareness of young people in both cities with respect to the causes and impacts of climate change, and develop contributions toward climate change mitigation. These include stronger efforts to conserve energy (e.g. by installing energy-saving lamps) and the use of solar energy in schools. As part of the SPICE project an intensive exchange of school students and teachers from Bukhara and Bonn took place over a period of two years. Joint activities included the development of teaching aids, the preparation of information brochures and exhibitions, and the design and launch of a project website. The project was supported as part of the Bonn – Bukhara twinning scheme through the exchange of school and administration experts. Although the financial support expired in 2007, cooperation between the schools continues. The project has already received several awards, which included its being declared an official project of the UN

Decade of Education for Sustainable Development. From 19-25 September 2010 the SPICE project was presented at the EXPO 2010 world exhibition in the Urban Best Practice Area, under the slogan 'Better cities – better life'.

### **Inputs by the municipality**

The SPICE project arose directly from the Bonn – Bukhara twinning scheme. In 2003 a conference on youth and the future took place in Bukhara, which was attended by the then mayoress of the city of Bonn, Bärbel Dieckmann. On that occasion the idea was born of stepping up the exchange of young people from both cities on issues affecting the global future such as environmental protection and climate change mitigation. On this basis the idea of the SPICE project was developed, which was implemented with financial support from the EU. Beyond facilitating the exchange of experience, the project also helped establish a network of contacts between school students, teachers, administrative specialists and members of associations and organisations from Bonn and Bukhara that remains active to this day.

### **Results / changes in the partner country**

For a long time energy was treated as a relatively unimportant issue in Bukhara. This was due to the presence of large deposits of fossil fuels. It was only the rapid increase in energy prices in recent years that led to a process of rethinking here too. Moreover, Bukhara is particularly hard hit by the impacts of climate change. Today the region is already suffering the impacts of aridity and increasing salinisation of soils. The SPICE project thus came along at the right time. It was designed on the one hand to bring about a gradual shift in awareness especially among the young population of Bukhara, and on the other hand to deliver a specific contribution to education and training. Thanks to the installation of a solar plant on the roof of the partner school in Bukhara, the school students are now able not only to generate solar power for their own use, but also learn in the classroom how to handle solar technology and what its uses are. All schools in Bukhara and now participating in the SPICE project, which guarantees a broad exchange of experiences. Interest in the working groups offered is very high. The municipality (Hokimiat) of Bukhara is also supporting the project. There are plans in the future to further expand cooperation in the field of climate change mitigation. One approach to this is demonstrated by the model project 'Municipal climate partnerships' of the Service Agency Communities in One World (a unit of Capacity Building International, Germany). Bonn intends to get involved in this project together with its twin cities of Bukhara and Cape Coast (Ghana).

### **Results / changes in Germany**

The SPICE project has also generated results in Bonn too. At exhibitions, information events and press conferences school students have promoted climate change mitigation. The project has been presented at several events in Bonn such as the United Nations Day held in 2009 on the market square. SPICE has helped sustainably step up relations between Bonn and Bukhara, and made climate change mitigation the key issue for cooperation between the twin cities.

### **Financing**

Total: EUR 184,450

Contribution provided by the EU: EUR 143,000

Contribution provided by Bonn/Bukhara: EUR 41,450

## Outlook

The SPICE project is integrated into the twinning scheme between Bonn and Bukhara that has existed since 1999. The partnership between the two cities forms the framework for this and other projects – and will continue to do so in the future. There are plans for instance to expand cooperation particularly with respect to climate change mitigation issues. This will also include professional exchange on solid waste management and the promotion of sustainable tourism, e.g. by training experts from the catering and tourism industry.

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## 2.3 Dortmund: The Dortmund-Bondo Partnership

Kenya has caught up economically, as a result of which Nairobi has emerged as the dominant business and trade centre in East Africa. However, Kenya is an emerging economic power which also has another side that is not profiting from this economic growth. The current Human Development Index (HDI) for 2009 ranks Kenya 147 out of 182 countries. The country thus ranks more or less alongside Haiti, Bangladesh and Papua New Guinea. These enormous contrasts are illustrated very well by the problem of water supply in the westerly District of Bondo.

Although several regions of Bondo District border on Lake Victoria, there is a lack of safe drinking water. The salinisation and silting up of watering points, combined with contamination caused by a lack of sanitation facilities and separate watering for livestock, are causing further considerable problems that in turn lead to diseases such as diarrhoea, parasitic infection, and skin and eye diseases.

This makes Bondo District one of the most disadvantaged regions in Kenya. It also has comparatively poor infrastructure and a higher unemployment rate than other regions. Especially the working population, but also other sections of the population, display high rates of infection with malaria and HIV. A further problem results from the fact that providing drinking water is a task assigned to women and girls. This means that girls often miss important lessons at school, because they have to cover long distances during school hours. As a consequence, girls lose their equality of educational opportunity.

The Dortmund-based 'Every drop counts' project is tackling these problems. The project has its origins in the year 1995, since when the Aplerbeck One World group of the Protestant parish of St. George in Dortmund has maintained close links to the GENO Development Community Initiative in Bondo (which became a recognised non-governmental organisation in 2007). GENO's continuous work focuses on AIDS prevention, malaria prevention and access to safe drinking water. GENO also endeavours to create small income-generating activities, conduct training in organic farming, provide refugee aid and perform peace-building work.

In 2007, cooperation within the Dortmund Action Alliance for Fair Trade led to contacts between the Catholic Secondary School in Husen and Nyangoma Boys' School in Bondo, from which a partnership between the two schools emerged. The city of Dortmund is supporting the project partnership through the work of the Dortmund Action Alliance for Fair Trade.

Partners in Kenya include the aforementioned Nyangoma Secondary School, the GENO Community Development Initiative, the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, which delivers advisory services in Nairobi, and the Bondo County Council.

The general objective of the project is to help guarantee the supply of safe drinking water, and thus improve people's quality of life. The project also always focuses on women's issues. Widows are given an opportunity to earn a small amount of money as 'water wardens', enabling them to lead independent and self-determined lives.

### **Project description**

So far the project has been broken down into two phases. For the first phase of the pilot projects the four regions of Central Sawaka, West Sawaka, Township and North Yimbo were selected, where a total of eight large and 12 small rainwater tanks could be installed. In each of the four regions two rainwater tanks with a capacity of 24,000 litres each were installed, one at a church and one at a school. In addition to these sites, rainwater tanks with a capacity of 6,000 litres were installed on three widows' properties in each region, enabling around 6,300 people to be supplied with safe drinking water. In the second step a further six rainwater tanks were built at schools.

### **Input by the municipality**

The municipality supports the project by seeking possible sponsors, by financing a water study and an advertising brochure, by performing public relations work and by networking the project with other actors from the Action Alliance.

### **Results / changes in the partner country**

Following the completion of the first two phases of the project the responsible actors succeeded in reducing water scarcity throughout the Bondo region. At the same time the safe drinking water is improving the quality of life of the inhabitants and protecting them against the causes of disease. Widows, who used to be looked down upon in Kenyan society, have been able to establish a new identity as water wardens. Girls in the participating schools are also receiving equal educational opportunities because they are able to attend lessons regularly.

The inhabitants of Bondo have also been helped from an economic point of view. Access to water is now allowing them to make better use of agricultural resources e.g. to cultivate medicinal herbs, expertise on the action of which is being transferred in workshops, and to establish a small goat herd. A further result was the establishment of the GTZ Ecosan project in the Bondo region. In this project waste water is treated so that it can be used to irrigate farmland, and faeces is treated so that it can be used to fertilise fields. These recycling activities are also leading to a reduction in water pollution burdens, and are strongly oriented toward sustainability.

## Results / changes in Germany

Thanks to the work performed in the Dortmund Action Alliance for Fair Trade Dank, in 2007 links were established between the Catholic Secondary School in Husen and the Nyangoma Boys' School in Bondo. These links laid the foundation for a vibrant school partnership that remains active to this day.

Actions in Germany also moved the 'Every drop counts' project forward. In July 2010 form 8c of the Gertrud Bäumer Secondary Modern School held a 'fair car washing action', and served 'fairly traded' coffee, tea and snacks to people waiting. The proceeds were donated directly to the Bondo project. The proceeds of the annual 'hike against hunger' at the Secondary School in Husen benefitted the Nyang'oma Secondary School in Bondo. Lessons were also held on the project.

On the last Friday of every month the 'Karibu Bistro' run by the Aplerbeck One World group holds a benefit event for the AIDS awareness and prevention work performed by GENO in Bondo. The proceeds of other parish actions are also donated, e.g. EUR 50 per month for mosquito nets.

## Financing

So far the project has had a financial volume of around EUR 50,000. It is financed from funds of the federal state of North Rhine-Westphalia that are channelled through Capacity Building International, Germany (InWEnt), and from contributions made by the project partners in Dortmund.

## Outlook

The project intends to continue helping the Bondo region. There are plans to build additional rainwater tanks there. The responsible planners also intend to purchase a motor scooter that will enable the project workers to get to the various sites more easily and faster.

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#### **2.4. Dresden: The 'Dresden Helps' Alliance – Emergency Aid Following the Earthquake Disaster in Haiti**

The 'Dresden helps' alliance has been an established partner in development cooperation since 2004. The alliance arose in the wake of the tsunami disaster that occurred in the Indian Ocean on 25 December 2004. At that time Dresden (which is the capital of the federal state of Saxony) and the aid organisation 'arche noVa' joined forces to form the action alliance 'Dresden helps'. Other institutions, associations and citizens then joined the alliance, enabling it to draw on a broad base of support. Since Dresden had been hard hit by the flooding of the river Elbe in 2002, a feeling of solidarity and a desire to take action emerged within the population. Members of the Dresden aid organisation 'arche noVa - Initiative For People in Need' therefore travelled to the areas affected by the tsunami in order to initiate emergency aid measures. Since then, as well as emergency relief measures the initiative has also carried out development cooperation projects and education work, for instance in Asia, Central Africa, the Balkans and Central America.

The expertise of arche noVa was required for an emergency aid assignment once again in 2010. On 12 January 2010 an earthquake measuring 7.3 on the Richter scale shook Haiti. This quake hit the poorest country in the Americas with full force. Haiti, which suffers from weak state institutions and poor infrastructure, was inadequately prepared for the earthquake. The capital Port-au-Prince, which is home to some 2.2 million of Haiti's population of 9 million, was almost completely destroyed by the earthquake. It is estimated that up to 220,000 people lost their lives in the earthquake. For some time The Failed States Index has ranked Haiti among the weakest countries in the world. Within a few weeks the international community organised an unprecedented emergency aid effort. The city of Dresden was also involved in these activities through the 'Dresden helps' initiative.

##### **Project description**

Immediately following the earthquake six members of arche noVa travel to Haiti, where they established a drinking water treatment facility at the particularly hard hit location of Léogâne, directly over the epicentre of the main shock. This provided the local population with around 12,000 litres of drinking water a day. Food was also distributed locally, and a field hospital was set up at which around 1,500 patients were treated over a period of two weeks. To improve the hygiene situation washing areas and temporarily toilet facilities were set up. A second drinking water purification plant was installed in Carrefour, a city not far from Port-au-Prince with a population of 500,000, which is considered one of the largest and most dangerous slum areas on the island. Following these emergency aid measures, the support now being provided by arche noVa is of a more long-term nature.



In the medium term, the focus will no longer be on emergency aid but on sustainably improving living conditions on the island. arche noVa is now engaged in Petit Goâve, which is around 60 kilometres west of Port-au-Prince. This town, which has a population of 120,000, and its environs were without aid for a long time, and lacked a supply of the most basic of goods. In cooperation with other aid organisations, and the US and Spanish armed forces, arche noVa has a supply strategy for the region. With Australian support, 30 water filtration plants that operate without electric power are being installed throughout the region. Thanks to these new plants, the drinking water purification plants have now been transferred from Carrefour to Petit Goâve. In the municipalities of Charlemagne and Lacule, not far from Petit Goâve, arche noVa attached storage systems to existing wells, thus creating a new source of water for the area. This means that the drinking water supply bottlenecks of the past can now be prevented. To improve the disastrous hygiene situation, washing areas were set up for household purposes and for personal hygiene. This is preventing the spread of infectious diseases.

### **Inputs by the municipality**

Dresden, the capital city of the federal state of Saxony, supports the aid organisation arche noVa through joint public relations work and appeals for fundraising campaigns. The city helps people find the right contacts and provides financial support. At the Dresden Environmental Centre citizens can find out about the uses to which their donations are put. The city's power and water utility company DREWAG Stadtwerke Dresden GmbH also supports the alliance.

### **Results / changes in the partner country**

The emergency aid measures implemented by arche noVa are largely complete. In the cities and towns hardest hit in the greater Port-au-Prince area, the organisation has succeeded in helping establish a basic water supply. The alliance is now focusing its engagement on sustainably improving the situation on the island.

This engagement is taking place in close cooperation with the other international development cooperation organisations on the island. The population are also being involved in the reconstruction work through hygiene training measures and courses, which are designed to sustainably improve living conditions. Involving the population in this way is especially important in Haiti because it raises their awareness of what they can achieve through positive action. This is the only way to achieve sustainable change in this country, which has been afflicted by mismanagement and civil war-like conditions for decades.

### **Results / changes in Germany**

The campaigns of the Dresden alliance are able to draw on a broad base of support within the population. This is because the alliance involves the population and keeps them informed about the problems it addresses. One example of this is the education project 'One World = Your World' held at schools in the city. Various themes are also offered as thematic modules for school curricula. These are individually tailored to suit the group concerned. In the 'Water – out of the tap, out of mind' module, for instance, pupils learn how to manage with eight litres of water a day. This enables them to empathise with the situation of people in developing countries, in a playful setting. Other projects are also implemented to raise the awareness of the population. The 'Swim for water' campaign, for instance, took place in cooperation with Dresden's sports facilities and swimming pools association. The participants took part in charity swims to raise donations, which were used to install water supply and sanitation facilities in the village school in Ajethiyamalai in the south-east of Sri Lanka. The Dresden Environmental Centre explains to the public how donations are used in crisis regions, and helps educate citizens on development issues.

## Financing

The projects of the 'Dresden helps' alliance that are implemented jointly with the arche noVa Initiative for People in Need are financed largely from donations generated from a range of campaigns. Within two months of the disaster, EUR 230,000 was raised for the emergency aid mission. The total budget for the work on Haiti will probably reach EUR 700,000 by 2012.

## Outlook

The projects of the 'Dresden helps' alliance implemented in cooperation with the arche noVa initiative are emergency aid projects designed to enable people to help themselves. The projects are always based at locations where help is needed very urgently. These can be regions hit by natural disasters, such as Myanmar following the cyclone or Haiti following the earthquake, or states affected by civil wars such as Sri Lanka or the Republic of the Congo. An emergency aid mission, which is designed to restore basic infrastructure, is usually followed by a long-term engagement designed to bring about a sustainable improvement in living conditions in the region concerned. The 'Dresden helps' alliance will continue to pursue this goal in the future.

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## 2.5 Hamburg: Cooperation between the Municipal Waste Management Company of Hamburg and the Department of Solid Waste Management in Dar es Salaam

Trade links between the seaports of Hamburg and Dar es Salaam have existed since the late 19<sup>th</sup> century. The former German colony of 'German East Africa' was Germany's gateway to the continent of Africa. Today Dar es Salaam, which has a population of 3 million, is Tanzania's largest city and its seat of government. Rural-urban migration also makes it one of the fastest growing cities in the world, which in turn causes problems that are typical of a tropical mega-city. These include sluggish infrastructural growth, poor sanitation and a low literacy rate. In light of the longstanding trade links, over the last few years various institutions in Hamburg (churches, schools, museums, waterworks and the Waste Management Company) have established contacts with their counterpart institutions in Dar es Salaam. In most cases the institutions concerned established these links in order to transfer knowledge and expertise to their partners in Dar es Salaam. This is enabling the Tanzanian partners to improve the infrastructure in their three million-strong metropolis by introducing either improved management practices or enhanced technology, in most cases on very tight budgets.

The Waste Management Company of Hamburg (*Stadtreinigung Hamburg* – SRH) has been in touch with the Dar es Salaam City Council – Department for Solid Waste Management

(DCC) since 2004. During several reciprocal visits the two sides sounded out each other's interests and discussed goals of cooperation. In March 2007 the mayors of the two cities signed a joint Memorandum of Cooperation. This provided for an exchange of experts on solid waste management, support for the technical and organisational optimisation of waste collection and disposal, and the development of a fee system. Agreements of this kind were entered into for eight different areas. In June 2009 this Memorandum was broadened to cover 14 areas, and for solid waste management the construction of a pilot plant for composting organic waste was added. On 1 July 2010 the two mayors officially signed the twinning agreement.

The enormous potential of the organic waste components, which account for well in excess of 80 per cent of the total, already became apparent during the first visits to Dar es Salaam. Since the waste has so far been disposed of at only rudimentary landfills, huge environmental burdens are being created. These include groundwater contamination and the production of noxious methane gases. The efforts made by the SRH over many years to persuade the DCC to seal the bottom of the new landfill in Pugu Kinyamwezi before commissioning it were to no avail. The SRH therefore focused its activities on developing the composting of organic waste, which it made the key objective of its solid waste management measures in Dar es Salaam. This keeps the organic substances out of the landfills, protects the groundwater, avoids methane emissions and allows the manufacture of organic fertilisers (compost) as a substitute for the mineral fertilisers that are very expensive in Tanzania.

### **Project description**

In October 2007 three waste management experts from Dar es Salaam attended a 14-day workshop at the SRH, at which they received detailed instruction on the fundamentals of composting. During the two weeks a joint composting manual was prepared in which the experts from Dar es Salaam described how a pilot project for composting could be launched in their city. The concept was deliberately designed such that it could be implemented and a composting plant commissioned with little technical assistance and low investment input. Although the land needed for the composting plant was available in Dar es Salaam several months later, it was not possible to locate the plant until November. Due to a shortage of financial resources the size of the envisaged plant was reduced several times. It was completed in February 2010, and has a concrete slab 100 m<sup>2</sup> in size. A building measuring 12m<sup>2</sup> was also constructed for the composting shredder, which has a 25 HP engine. The plant was commissioned at the beginning of March 2010.

### **Inputs provided by the SRH**

Right from the outset the SRH considered it important to provide support not only in the form of material or money transfers, but also in the form of knowledge transfer. In recent years a wheel loader, a compactor and three small lorries had already been shipped to Dar es Salaam independently of the composting project. These shipments were made in close cooperation with THW, the fire brigade and GTZ, and were partially financed by GTZ. The vehicles were made available by the SRH.

### **Results / changes in the partner country**

Although the SRH had an excellent promoter for their projects in the honorary consul of Tanzania (who lived in Hamburg until 2009), which meant that its voice was always heard at the top level (ministers, mayors), it took two and a half years to set up a composting plant for approximately EUR 5,000. This was also due to the frequent change of managerial personnel at the DCC. As the SRH sees it, not enough work has been done to address environmental problems within the DCC, and despite the new landfill, uncontrolled dumping will continue. Higher priority has been accorded to other investments, for instance to achieve food security. The SRH takes the view that composting is one element to help establish

sustainable food security for the city of 3 million inhabitants, because it reduces the level of groundwater contamination surrounding landfills, while at the same time allowing the production of a nutrient-rich soil ameliorant for agriculture. It is also possible to achieve economic results through the sale of compost as a fertiliser.

### **Results / changes in Germany**

Procedures in Dar es Salaam are lengthy, which calls for stamina. The SRH is convinced that composting is a very good way of placing solid waste management in the metropolis on a much better footing. The project partnership between Dar es Salaam and Hamburg has since resulted in a permanent partnership. The twinning arrangement was sealed on 1 July 2010.

### **Financing**

The composting project generated costs for implementation of the composting workshop of around EUR 12,000, which were initially met by the SRH. EUR 10,000 of that was covered by the Senate Chancellery of the Free and Hanseatic City of Hamburg, Department for International Development. The SRH did not contribute any money or equipment for the construction and accoutrement of the composting plant; it is envisaged that contributions by the DCC will strengthen partner ownership.

### **Outlook**

The SRH is currently adopting a wait and see approach, and is for the time being confining itself to composting. It offers support (transfer of expertise) whenever problems arise in this context.

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## **2.6 Cologne: Education Projects in Pretoria**

Pretoria, the capital of the Republic of South Africa, is a city of extremes and upheaval, as are the other cities in the country. This city is one of South Africa's economic centres, and together with Johannesburg forms part of the most important economic region on the entire continent of Africa – Gauteng. The city has a well-developed education system, and its universities are among the most renowned institutions in the country. Yet at the same time there is also another side to Pretoria. A large proportion of the population live in townships where criminality is pronounced, infrastructure is inadequate, the rate of HIV infection is high and educational opportunities remain low. South Africa thus has a literacy rate of around 80 per cent. Despite the country's positive economic development in recent years, too many people remain excluded from participation in these new opportunities. These stark contrasts are also reflected in development cooperation in Pretoria.

These problems and discrepancies in participation have been taken up by the Youth Welfare Office and a number of schools in the City of Cologne. Since 1997 there has been an exchange programme involving the Youth Welfare Office of Cologne, the Blücher Grammar

School in Cologne and the German School in Pretoria. This school has a long tradition going back to the year 1897. In 2003 these links led to the emergence of a partnership between the Stenzelbergstrasse Primary School in Cologne and the Pula Difate Primary School in the township of Mamelodi. The positive experiences that resulted also led the primary school in the Weiden district of Cologne to get involved and begin cooperating with the Makgatho Primary School in the township of Atteridgeville. The various cooperation arrangements are being supported by the Local Education Authority and the Youth Welfare Office in Cologne, and the Department of Education in Pretoria. Responsibility for coordination and ensuring the smooth running of things rests with the Office for Children, Youth and Family Affairs in Cologne. The activities themselves are designed by schoolteachers, the Directorate of the Local Education Authority and the Department for Children's Affairs.

### **Project description**

The partnership between the grammar school in Cologne and the German school in Pretoria, and the partnership between the primary schools, differ basically in terms of their target groups. Whereas it is school students who participate in the exchange programme for the secondary schools, in the programme for primary schools it is experts from the school and youth support authorities. Since 2008, volunteers from the BMZ *Weltwärts* programme have also been involved in the cooperation activities.

Within the school student and professional exchange programmes meetings are held every year, alternating between Pretoria and Cologne. While the student groups are involved in school activities, the professionals focus on strategies to improve teaching, programmes to promote poorly performing or particularly gifted pupils, extra-curricular school activities and measures to improve infrastructure.

On the school grounds in Mamelodi, for instance, a brownfield used as a football pitch was cleaned up and rolled, and goalposts sponsored by the German School in Pretoria were erected. On another piece of land containing fallen trees, project participants created a climbing area. Since the school students are exposed to the sun when events are held in the school courtyard, a shade sail was installed. A section of building used as a storage room was converted into a canteen, an unkempt school garden was replanted, and a new vegetable garden was created.

Teaching aids were supplied for maths and reading lessons. New musical instruments were purchased, while old ones were repaired and maintained. Balls and tyres for PE lessons were purchased. The school library was rearranged, and seating for it was ordered. In the course of the expert exchange, teaching methods for English and maths were discussed. Special support groups were set up in the two partner schools, run by the *Weltwärts* volunteers. These volunteers are also responsible for extra-curricular programmes taking place on the school grounds.

### **Changes in Germany and in the partner country**

One aim of these activities is to help participants gain a sharper focus on South Africa. During their project activity week, for instance, primary school pupils in Cologne focused on 'Africa'. A permanent photo exhibition also provides visitors with information on the partner school in South Africa. Both primary schools in Cologne are strongly committed to developing their partnerships. The benefit gained by the school communities is their active involvement in a concrete development project, and its integration into the daily life of the school. Thanks to the partnerships, both the school students and the staff now no longer see Africa as something abstract, but as something with a face. The participants' experience of meeting their counterparts has inspired feelings of solidarity among them. Cooperation with

the African partner schools assumes a variety of forms in the classroom, and turns things that once seemed strange into something familiar.

### **Financing of the project**

The costs of the partnership are shouldered by several actors. The Office for Children, Youth and Family Affairs provides the organisational and logistical framework for the expert visits, and participates in the *Weltwärts* volunteer programme. The schools in Cologne make their financial contribution through sponsored runs and other school activities. The participating experts on both sides make a contribution to the travel and accommodation costs out of their own pockets, while experts on the Cologne side are involved in financing the provision of teaching aids. Third-party funds, when approved, are acquired through Germany's Federal Youth Plan. The average annual expenditure on visits to South Africa totals EUR 10,000, while the figure for visits to Germany is EUR 5,000. It should be strongly emphasised that the transfer of cash to the partner schools is avoided. Any necessary installations or supplementary purchases are handled locally.

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## **2.7 Leipzig: The Leipzig-Addis Ababa Twinning Scheme**

The city of Leipzig has been home to the oldest trade fair in the world, also sometimes referred to as the mother of all trade fairs, since 1165. The city has become known around the world not only as a trade fair centre, but also as a place through which a whole range of visitors pass, bringing with them national and cultural diversity from all corners of the globe. Foreign representations, including for instance a Greek House, and a good 200 years of diplomatic missions from Russia and the USA, are part of the tradition of this international city. The structures of totalitarian rule that arose during two German dictatorships constrained this tradition for almost 60 years. But they were unable to prevent it continuing.

Following the Second World War the idea of bottom-up partnership, of people at the grassroots of societies getting to know each other, which was virulent in the Western world and was geared to reconciliation with former wartime adversaries, also took root in the East. Today Leipzig has 13 twinning arrangements with cities on four continents, and maintains close and informal contacts in many parts of the world.

In the German Democratic Republic (GDR) it was Leipzig, in its capacity as a city of trade fairs and home to the largest university in that part of Germany, which became a driving force for the idea of internationalism. Africa's emergence from colonial rule in particular was supported both by scholars and ideologically at the then Karl Max University. The Institute of African Studies founded there took over this section of oriental studies, which had always maintained a strong focus on contemporary history and current affairs. African languages have long been taught here, including up until 1992 Amharic, the official language of Ethiopia.

Under an agreement based on a political accord, between 1979 and 1990 some 4,000 Ethiopians completed degree courses in the GDR. The majority of them also learned German as a foreign language at the Herder Institute, which was specialised in this kind of language teaching. After returning home many Ethiopians maintained close links especially with Leipzig, and many East German specialists, particularly medics, held on to their memories, some of which were highly personal.

Prompted by a group of well-organised alumni of German universities in Addis Ababa, the mayor of the Ethiopian capital and the ambassador of the Federal Republic of Germany approached the city of Leipzig to request closer cooperation.

On 11 December 2004 the then Mayors Wolfgang Tiefensee and Arkebe Oqubai signed the twinning agreement. Visiting Ethiopia at the same time, Federal President Horst Köhler praised this grass-roots cooperation arrangement for its forward-looking approach.

### **Project description**

Although usually vibrant, twinning arrangements between 1961 and 1990 were politically opportune and therefore also tended to be top-down. By contrast, fundamental requirements for an envisaged twinning arrangement today are citizen engagement, existing contacts and interest within both municipalities. Positive prerequisites also include existing political contacts, and cooperation in regional and international committees.

Two of the mayor's staff with experience in Ethiopia, a specialist in African studies and an urban planner, explored the possibilities for linking up various actors to create a supporting network. Their focus was on the key development region of the city of Addis Ababa, and sound urban planning, which can only be achieved with an efficient municipal administration. At the same time, in Leipzig many experts who had previously worked in Ethiopia called on the city of Leipzig to step up its engagement. In 2003 they formed the Leipzig-Addis Ababa Twinning Association as a platform on which to advance the partnership agenda.

The twinning 'project' has since split into several separate projects in which the city of Leipzig is involved either indirectly or directly.

#### **1. Twinning association and school partnerships**

Two school partnerships exist between the Friedrich Schiller Grammar School in Leipzig and the Menelik II High School in Addis Ababa, and between the 24th Primary School and the Sefere Selam Primary School. As well as encouraging school students to study the respective partner country, and developing pen-friend relationships, under these partnerships the option of attending lessons held in Amharic is also offered in Leipzig. Both partnerships are supported by the city of Leipzig, and are coordinated chiefly by the twinning association.

After the first trip for citizens of Leipzig to Ethiopia was initiated in 2007 by the city of Leipzig, Office for International Affairs, in 2009 the twinning association organised the second trip itself. The official motif is the Ethiopians' love of running and the Great Ethiopian Run held every autumn. Its initiator, the several times world marathon champion Haile Gebreselassie, is today the ambassador for the twinning scheme.

#### **2. Situation of the lion enclosure and the 'Zoo of the Future' concept in Addis Ababa**

In late 2006 a global press campaign publicised the killing of cubs in the lion enclosure. Although this was performed for understandable zoological reasons and due to lack of space (animals born in zoos cannot be returned to the wild because they become accustomed to humans during the first generation), this practice was incorrectly linked to famine. In early 2007 the twin city of Leipzig was invited to subject the animals in the lion enclosure in Addis

Ababa to a veterinary examination and determine their pedigree. This was so the vets could provide independent expertise to the world press demonstrating the actual condition of the lions.

The lion enclosure in Addis Ababa houses 18 adult lions whose pedigree at this point in time remains unclear. There is some indication that the lions may belong to a separate subspecies, or that they may belong to a species that has already become extinct in the wild (Barbary lion/ Cape lion). The protection of these animals enjoys supreme priority among the government authorities. They are a national symbol of outstanding importance for the entire country. In a TV interview with the German channel MDR the mayor of Addis Ababa, Berhane Deressa, explained that lions are held in particularly high regard in Ethiopia. He pointed out that even in times of need, measures were always taken to ensure the lions' survival.

While zoo director Dr. Junhold, zoo veterinarian Prof. Eulenberger and representatives of the city of Leipzig were in Addis Ababa, it was suggested to the Leipzig side that they might support Addis Ababa in establishing a new zoo. This was because although the present facilities do meet sufficient minimum requirements, they do not enable the animals to be kept under species-appropriate conditions in accordance with modern standards. What the twin city of Addis Ababa had in mind was the internationally recognised 'zoo of the future' concept that has been successfully implemented in Leipzig.

Addis Ababa currently does not have a zoological garden in the European sense of the term that would help raise the population's awareness of the natural beauty of their homeland, its landscapes and its fauna. Ethiopia possesses endemic species that are valuable for the whole of humankind and that it would be especially important to protect. Particularly in times of economic growth, therefore, zoo planning in Addis Ababa is now focusing on issues of ethical and biological education of the local population and the protection of endangered animal species. This project has a unique opportunity to enter into close links with the country's national parks, and make an important contribution toward the reintroduction into the wild of endangered species. It can also make a key contribution to international scientific programmes in which Leipzig Zoo and the research institutions based in Leipzig are already playing a leading role.

The establishment of a new zoo is also an urban development project that presents the relevant local actors with management challenges. The zoo project can therefore become a particularly illustrative pilot project providing a holistic perspective on sustainable, resource-friendly and socially balanced urban development. The zoo will act as a green oasis in the heart of the city and, together with the Peacock Park, will preserve a green public space in the face of the enormous pressure generated by urban development. Implementation of the project with inputs from the city of Leipzig will support the development of efficient planning capacities and increase the management capability of the local city administration, which has to cope with one of the fastest urbanisation processes anywhere in the world under difficult conditions.

The city of Addis Ababa is also seeking

- contacts in the key areas of general-interest public services: local public transport, solid waste management, water supply and sanitation
- the establishment of a land information system (cadaster and land registration system).



## **Inputs provided by the city of Leipzig**

The zoo project has been the focus of cooperation so far. The Leipzig project team comprises staff members of the zoo, the Office for International Affairs and the City Planning Office, and is responsible for the following areas:

Zoological/scientific concept, species protection:  
Leipzig Zoo (Prof. Eulenberger)

Funding/ liaison with partners in Addis Ababa: REIZ (Mr Krakow)

Urban development/project management: City Planning Office (Mr Loebner)

The working group is coordinated by the City Planning Office. When required, further members of staff from Division VI and Leipzig Zoo are assigned.

To prepare the development study the project team needed the support of external experts. To perform this work, external architects were recruited. Peter Rasbach for example is the author of the 'Zoo of the Future' master plan for Leipzig, and an experienced and internationally recognised zoo planner.

As is customary in international projects, the city of Leipzig will make its contribution in the form of the personnel costs incurred for the staff assigned.

For the initial phase of the project (design of project steps/structure/ strategic study 'Zoo of the Future – Addis Ababa') costs were incurred for the support provided by the external consultants. Half of these costs were met by Division VI and half by the Office for International Affairs.

Talks on the aforementioned thematic focuses of the city of Addis Ababa have already been held. This took place during high-level visits of the city government of Addis Ababa to Leipzig, and the secondment of experts to Ethiopia.

## **Results / changes in the twin city**

For the Ethiopian side, the experience gained is extremely significant. The actors concerned are aware of the fact that they must perform the work in Addis Ababa self-reliantly and assume ownership of the management of these tasks. To this end the experts from Leipzig will be providing advisory support to serve the partnership on an altruistic basis, at the request of their Ethiopian counterparts.

New experiences for the Ethiopian side include the holistic approach to the issues addressed, and the long-term planning and organisation of the relevant steps of work. In this context the Ethiopian side will be able to draw on and utilise the procedures and structures of an administration that has grown up in Germany over a very long period of time, and gain experience with our way of working in a way that suits their needs.

In the course of the democratisation process now taking place, the Ethiopian side will recognise the importance of and make use of the increasing participation by citizens in project planning and implementation at an early stage. It is now broadly recognised that in this way potential for conflict can be identified and avoided. First experiences indicate that this process of good governance is seen as a major opportunity. Stringent implementation, however, will be dependent on the will of policymakers, the administration and citizens. To this end, representatives of the city government and of sub-cities have already undertaken trips to Leipzig. Experiences with citizen participation in planning procedures, and general responsiveness to citizens' needs in the form of citizens' advice bureaus, have been explored and in some cases taken up.

## Results/changes in Germany

By the very nature of things neither politicians, staff of the city administration nor the citizens of Leipzig are familiar with the history, tradition and cultural and social development of Ethiopia and its people. This generates a range of tasks both for the relatively small number of administration staff who possess the requisite intercultural expertise, and for the members of the twinning association. Their public relations work and events will make a major contribution toward developing an appropriate awareness and sensitivity among the population with respect to the problems, opportunities and challenges both in Ethiopia itself, and in the cooperation between the two cities and countries.

The range of contacts and cooperation activities has gradually broadened. For example, the Protestant parish of St. Thomas and a parish of the Mekane Yesus Church in Addis Ababa now maintain productive and vibrant links. The network of actors and interested parties is thus gradually becoming larger and larger.

The city administration sees great value in the following effects, which will extend beyond the cooperation itself:

- International networking and involvement in key areas of the German Government's foreign policy
- Initiation of business contacts (VCL, Leipziger Leuchten, Sachsenwasser) in emerging markets
- Profiling and prestige within international organisations (e.g. WAZA) and programmes (species protection)
- Human resource development of staff through assignments to Ethiopia.

## Financing

The upkeep and development of the twinning scheme is financed from various budget centres of the Office for International Affairs in the Mayor's Department. When the City Council approved the twinning agreement, it already placed emphasis on the ideas of partnership and reciprocity.

For business travellers of both cities, and for trips made by politicians, the principle of reciprocal funding of accommodation, board and local transport applies. For this purpose, within its budget the Office for International Affairs can draw on the budget centres for twinning schemes, official journeys and fees. At the same time, these budget centres are also used to finance the city's remaining 12 twinning schemes and other international work. To promote the work of associations, and thus the engagement of the citizens of Leipzig, 'project funds for external agencies' are being granted that cover the entire range of international work and twinning activities.

The twinning arrangement between Leipzig and the Ethiopian capital Addis Ababa is thus only one of the city of Leipzig's external relationships, albeit a very important one.

## Outlook

The overall situation is conducive to the continued development and prosperity of the twinning scheme. Over the years the policymakers and administration have developed a relationship of trust that forms a healthy foundation for further cooperation. Developments over the last 18 years have played a major role in this. Ethiopia's outstanding economic development, including average growth rates of 11 %, combined with the country's domestic political stability, have enabled self-sustaining development to take place that is conducive to a national democratisation process.

The Leipzig side is far from measuring processes in Ethiopia and in its twin city by German standards. The two countries and societies look back on fundamentally different processes of

cultural history and development. They now aim to put the wealth of experience which these processes have brought to good and meaningful use.

This project is not about anybody teaching anybody else a lesson. It is about offering advice and peer-to-peer cooperation. The actors concerned possess the requisite intercultural expertise. Examples of best practices are available that can be further developed and applied. Both sides possess a strong will to continue cooperating – also in other fields. In March 2010 in Addis Ababa the twinning agreement between the two cities was extended indefinitely by mayors Burkhard Jung and Kuma Demeksa Tokon.

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 Internet: <http://www.leipzig.de/international>

## **2.8 Stuttgart: INTEGRATION – Integrated Urban Development German-Latin American Cooperation for Brownfield Revitalisation**

Today, more people live in cities than in rural areas. Experts assume that by 2015 the figure will rise to around 60 per cent. In South America too, many people live in sprawling megacities with populations well in excess of ten million. These megacities include Mexico City, São Paulo, Buenos Aires, Rio de Janeiro and Bogotá. Yet 'smaller' cities such as Guadalajara, Chihuahua or Quito already have around two million inhabitants. In the urban agglomerations of Latin America urban growth, industrialisation and population concentration have left their traces in the soil and groundwater, especially in regions of intensive raw material exploration and industrial production. The management and protection of soil as a key natural resource are closely linked to the sprawl of metropolitan regions. This is where the conflicts generated by the growing demand for urban living space are manifested. Social conflicts arise as a result of uncontrolled settlement in periurban zones by poor sections of the population, and by the settlement of contaminated sites, which entails health hazards.

Among the poorer sections of the population in Latin America, soil and groundwater contamination leads to the following problems:

- Social exclusion, resulting from (among other things) a lack of opportunity for poor groups to articulate their interests
- Difficulties in communicating environmental and health risks to the responsible authorities
- Lack of experience in judging the relevance of soil contamination within planning and supervisory authorities (also due to a lack of a register of contaminated sites)
- Lack of legal foundations for the revitalisation of inner-city building land, especially where the soil in the brownfield areas is assumed or known to be contaminated
- Lack of interest among private investors in implementing economically and ecologically acceptable (social) housing projects for poor sections of the population.

To remedy this situation an integrated approach is required that encompasses urban planning, housing construction, health protection, environmental and the private sector. This can be achieved by optimising the technical and organisational capacities of the public actors involved. It is possible to build on the experiences of European cities, which underwent

similarly rapid urban growth during the 19<sup>th</sup> century and which have achieved an impressive track record of revitalising brownfields in recent decades. The lessons learned in the European context are valuable, but require a great deal of adaptation to local conditions before being applied in Latin America.

This is where the INTEGRATION project assumes special importance. INTEGRATION (integrated urban development) aims to bring about sustainable inner-city development and brownfield recycling. It incorporates ecological and social aspects into integrated urban planning strategies. The creation of healthy conditions in which to live and work on urban brownfields is being supported as an important contribution toward achieving appropriate urban environmental quality. This includes supporting the capacity development of municipal authorities for environmentally sound and social urban development. Where necessary, the project will offer recommendations for appropriate government regulation in the sphere of environmental and health protection. It is envisaged that social housing construction in brownfield areas will involve public participation and the inclusion of disadvantaged sections of the population. The project aims to strengthen public awareness of environmental issues, landscape fragmentation and the need for sustainable inner-city development that meets minimum standards for urban quality of life.

### **Project description**

Partners from five nations are participating in the INTEGRATION project: Brazil, Germany, Ecuador, Colombia and Mexico. The partners include six cities, one state of Mexico and two non-governmental organisations (NGOs). These are the state capital of Stuttgart, Guadalajara in Mexico, the Brazilian cities of São Paulo and Rio de Janeiro, Bogotá in Colombia, Quito in Ecuador, and the Mexican state of Chihuahua with its Secretariat for Urban Planning and Ecology. The NGOs participating in INTEGRATION are the Centre for Ecology & Development (KATE) and Local Governments for Sustainability (ICLEI).

The INTEGRATION project will break down into several steps. First of all existing national legal foundations and administrative strategies and structures for urban brownfield management in Latin America and Europe will be analysed. Where necessary, recommendations for optimising legislation at the national level will be developed on this basis in cooperation with existing Latin American networks. Recommendations will be developed for optimising legislation at the national level. Projects completed by partners will be documented, such as the management and conversion of brownfield areas formerly used for military purposes in Stuttgart. Each partner will analyse the administrative procedures applied, and prepare proposals to help optimise sustainable inner-city development on brownfield land.

Under the INTEGRATION project, each Latin American local authority will implement a pilot project, i.e. a local urban development and environment project that is suited to the application of an exemplary integrated planning approach. The partners will select suitable local projects and prepare implementation of appropriate planning and investigation measures within the pilot projects.

The INTEGRATION project will support specific measures that form part of the pilot projects:

- Communication measures to prevent damage to health, especially among poor sections of the population
- Identification of contaminated land and initial hazard assessment for land use
- Examination and evaluation of soil contamination at the pilot locations
- Urban and infrastructure planning for integrated brownfield revitalisation at the pilot locations

- Measures to mobilise private capital for social housing construction and the rehabilitation of contaminated sites
- Solid waste management at brownfield and old landfill sites
- Public policy approaches to brownfield recycling in inner-city areas.

Results, lessons learned and strategies identified will be published in brochures and presented at workshops and at the final conference. At a one-week workshop in Stuttgart, for instance, representatives of the partner cities heard all about the lessons learned in Stuttgart and the approaches to integrated inner-city development. Furthermore, a lively exchange of experiences is taking place between Stuttgart and the partner municipalities through short-term assignments and work experience placements.

### **Results in Germany**

The INTEGRATION project helps achieve the Millennium Development Goals 'Ensure environmental sustainability' and 'Develop a global partnership for development'.

In November 2008 the mayors of Stuttgart und Bogotá, Dr. Wolfgang Schuster and Samuel Moreno Rojas, agreed on this basis to a development partnership in the field of 'Environmentally sound urban development on contaminated land'.

Public acceptance and public awareness are being strengthened through announcements in the local press, through films and through articles in professional journals. In Germany alone, for instance, 35 articles were published on the INTEGRATION project in 2009.

There are also plans to include private businesses from Stuttgart in the INTEGRATION programme. This will involve inner city planning, social housing construction, environmental assessments, project management, geographical information systems and waste management technology (collection, transport and disposal of waste and landfill monitoring).

### **Financing**

The European Commission has recognised a budget of EUR 3.6 million for INTEGRATION as eligible for support, and has granted a subsidy of 80 per cent of the eligible costs. INTEGRATION will run for a term of 48 months. It was launched on 1 December 2008 and is scheduled to end on 30.11.2012.

### **Outlook**

The partners have completed selection of their pilot projects. In Quito, Guadalajara and Chihuahua the first investigations and planning activities have commenced, and citizen participation is underway in Quito and Guadalajara. The survey of the legal and organisational situation of the municipal partners and their project experiences to date should be completed in 2010. It is envisaged that the lessons learned within the project will be used by the participating city administrations to put their experiences to good use in future inner-city development projects, to align their organisations with the new demands of integrated inner-city development, and to develop existing or new strategies to promote inner-city development.

A workshop on 'The compact city' is planned to be held from 13 to 17 September 2010 in Sao Paulo and Rio de Janeiro (Brazil).

## **Contacts and partners involved in INTEGRATION**

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### **Description of the partners and associated partners:**

Partners from five nations are participating in the INTEGRATION project: Brazil, Germany, Ecuador, Colombia and Mexico. The partners include six cities, one state of Mexico and two non-governmental organisations (NGOs).

- State Capital of Stuttgart, Department for Environmental Protection, Germany (application, project coordination and administration of the EU promotional funds)
- City of Guadalajara, Directorate of Political Cooperation (Dirección de Vinculación Política), Mexico
- City of São Paulo, Secretariat of Green Areas and Environment (SVMA – Secretaria Municipal do Verde e do Meio Ambiente), Brazil
- City of Quito, Office for Territorial Coordination (Coordinación Territorial), Ecuador
- City of Bogotá, Environmental Office (Secretaría Distrital de Ambiente), Colombia
- City of Rio de Janeiro, Environmental Office (Secretaria Municipal de Meio Ambiente), Brazil
- State of Chihuahua, Secretariat for Urban Planning and Ecology (Secretaría de Desarrollo Urbano y Ecología), Mexico
- KATE (Centre for Ecology & Development), Stuttgart (NGO)
- ICLEI (Local Governments for Sustainability) Sao Paulo (NGO).

Five associated partners are involved in the project in a consultative capacity:

- Federal Environment Agency, Dessau, Germany
- Urban Planning Department of the City of Guadalajara (Ayuntamiento de Guadalajara, Comisión de Planeación Urbana), Mexico (Guadalajara)
- Coordination Office for Innovation and Development of the State of Jalisco (Coordinación General de Innovación y Desarrollo del Gobierno del De Estado Jalisco) Mexico (Guadalajara)
- Institute for Transportation and Development Policy, Mexico (Guadalajara)
- Municipality of Viña del Mar, Chile, together with the Catholic University of Valparaíso and the National Commission for the Environment (CONAMA).

## **2.9 The Caucasus Cities' Network: Learning Cities**

Since their independence the countries of the South Caucasus have pursued a course of reform for greater democracy and a market economy. The tasks delegated to the local level in this context are not yet being performed adequately. In a technical cooperation measure financed by the German Federal Ministry for Economic Cooperation and Development (BMZ) from 2002 to 2009, advisory support was provided to the partners in the municipal administrations of the cities of Tbilisi and Telavi in Georgia, Sumqait in Azerbaijan and

Vanadzor in Armenia. The exchange of municipal expertise between the countries is being promoted.

### **Project description / objectives**

In the South Caucasus it is by no means a foregone conclusion that citizens will receive improved services. The idea that citizens access the town hall to obtain services, and city administrations take an interest in the needs of their citizens, was largely unheard of. The project operates in the development-policy context of the BMZ Caucasus Initiative, across the region. Given that Armenia and Azerbaijan have not yet concluded a peace accord, contacts at the municipal level are also helping to stabilise peace in the region.

Since the governments of the South Caucasus signed the European Charter of Local Self-Government, they have sought to establish modern, transparent and citizen-friendly city administrations. Strengthening local self-government in a young democracy such as Georgia, and first steps toward local governance in Azerbaijan and Armenia, are key to the efficient delivery of public services by cities and sustainable urban development.

### **Inputs and results**

#### *Capacity development support*

To help the Caucasian partners achieve the standard of local government to which they aspire, for the first time in a technical cooperation measure existing twinning arrangements between German and Caucasian municipalities were used for development policy purposes. This led to cooperation in a spirit of trust between the partners, and to the immediate acceptance of the expertise required. Within the cities network, the German experts from the partner cities are providing peer-to-peer capacity development support to their Caucasian counterparts. New capacities are required here that in some cases were not present and indeed were considered undesirable in the old city governments based on the Soviet model. GTZ persuaded the German cities of Saarbrücken, Biberach an der Riß and Ludwigshafen to make their municipal expertise available for selected advisory themes in the Caucasus. The contacts between the city and the district of Leipzig and Armenia are based on a newly created municipal project partnership. The hands-on expertise from the German municipal administrations was swiftly absorbed by the Caucasian municipalities, mayors, heads of department and municipal officers, once they realised that their German colleagues were dealing with similar problems to them on a daily basis. Surveys of the inhabitants of Tbilisi show that these advisory inputs delivered on a peer-to-peer basis, having been applied immediately in municipal practice, have already generated noticeable positive effects for citizens.

The benefits for citizens quickly become evident. Positive developments in the twin cities in the Caucasus have been successfully facilitated through guest stays in the German municipal administrations by the respective heads of department, in conjunction with joint training measures held in the Caucasus on new ways of organising and managing applications submitted by citizens to the municipal administration in so-called citizens' offices. Employees at the citizens' office in the Georgian capital who are completely reorganising working procedures in accordance with the Saarbrücken model, and are doing so behind the scenes, with great commitment and in the face of fierce resistance, are also receiving improved remuneration from their municipal employers. Sitting in with their peers is just as much a part of the capacity development process as the development of exemplary municipal waste management strategies for Telavi, the Georgian twin city of Biberach. The experts from the Environmental Office in Ludwigshafen bring with them experience gained at a centre of the chemicals industry. They are able to put this to good use as they advise their counterparts from the city of Sumgait on using a land register for urban planning, and on learning to deal effectively with the contaminated sites created by the ex-Soviet industrial

combines and the various levels of hazard that they present. As a result, services are becoming not only more efficient, but also more responsive to citizens' needs.

Although neither the German, nor the Georgian, Azerbaijani or Armenian municipal experts share their counterparts' official language, they do share a common professional language, and the pooling of knowledge and experience works excellently. A key role in this process is played by the GTZ national experts from the three countries, who not only take care of the organisation and the translation work, but also disseminate the lessons learned. The integration of city twinning arrangements into a technical cooperation measure guarantees the development policy principles such as partner ownership and a participatory approach. Deciding when to carry out the respective capacity development activities, and jointly selecting the material to be covered, are also tasks of the technical cooperation measure. This enables the partners to apply the lessons learned in a way that is appropriate to the cities in the Caucasus, after due preparation and with due follow-up.

GTZ subsidy agreements for the German municipalities allow the joint planning and support of development processes with the partner cities in the Caucasus. The German local government expertise is delivered without a consultancy fee. The travel costs for the municipal experts of both sides are met by the German technical cooperation measure, to ensure that the exchange of knowledge and joint learning can take place in both the German and the Caucasian municipalities. The German local government experts are released by their respective municipal administrations so that they can perform their advisory assignments. These assignments to the partner cities usually last around 3 to 5 days.

### *Networking*

Municipal waste management in the cities was a key theme for all participants. During the bilateral guest stays in the German cities the range of issues on which advice was sought became broader, as more and more links to the work of the partner municipal administrations emerged. This provided greater leverage for joint learning in a forum for all participants. Also invited to this learning forum were representatives of the private sector, some of whom delivered services on behalf of the municipality. In this setting, one Armenian entrepreneur was for the first time able to compare notes with an Azerbaijani waste management expert, in a Georgian city that was being used as a 'neutral' venue for the event.

In the course of these learning events, other local government issues emerged that made the transfer of knowledge from a German city to its partner an attractive prospect for several municipalities. This mainly concerned new procedures and structures for administrative organisation, e.g. which offices should cooperate with each other in the future, and how. In light of the German examples, in cooperation with disadvantaged groups and civil society organisations innovative approaches within the city administration and new approaches emerged, e.g. for a municipal social policy that had not previously existed. This mutual peer-to-peer consultation increasingly cut across the bilateral city-to-city relationships, such that a genuine network of cities arose. This network of cities offers a learning platform for its members that the cities were not able to establish on their own in their own countries. It also taps into a willingness to engage in dialogue that is having a highly positive effect at the local level – despite all the national pronouncements concerning the Caucasus Mountains as a hostile neighbourhood. Annual business forums in the Georgian capital Tbilisi, which are actively prepared and implemented by all the partner cities in the network, are also an attractive event for municipalities that are not part of the network of cities. These business forums are also used by cities and international donors in Georgia and the neighbouring countries as a meeting place, from which further dialogue events emerge covering other issues than those addressed by the network of cities.

According to statements made by the participating mayoresses and mayors, the German cities also profit from this process of exchange and bring back with them innovations for their



own municipal administrations. These may involve anything from municipal integration policy to more simple, cost-saving solutions for responsive local government.

## **Outlook**

Networking cities in order to foster joint learning is a forward-looking approach, and fits the development policy principle of capacity development in an ideal way. The city twinning arrangements used for development policy purposes are an innovative mode of delivery in technical cooperation programmes. They are sustainable, because the twinning arrangements also continue to exist beyond the promoted measure. They are highly regarded by the partners because they ensure the provision of advice on a peer-to-peer basis. They are an inexpensive mode of delivery because the municipal expertise is provided as part of financial contributions without individual consultants' fees, and represent the state-of-the-art in local self-government.

Cities learning together and from each other holds considerable potential for technical cooperation that has not yet been exhausted in Germany. Triangular partnerships are also conceivable in which several partner cities would cooperate. Networking within the region, in the form of joint events with related programmes, guarantees that the learning cities will impact on other development projects.

We recommend that city twinning schemes be strategically integrated into technical cooperation measures. The assignments of German municipal experts require intensive preparation and follow-up with partners on the ground, so that they can be used effectively and at the right point in time. The lessons learned in this mode of delivery have a high public profile, and international networking is an attractive option for all concerned. Since municipal associations in many partner countries do not yet provide adequate services to their member cities, networking among cities that wish to learn from each other is a first step toward their mutual sharing of knowledge and experiences. Those responsible for the partnerships and the mayors of the participating German cities have indicated their willingness to continue making the municipal expertise of their cities available. This goes far beyond the activities of traditional twinning schemes, and is also supported in this form by the leading German municipal associations.

On the German side, city twinning schemes used for development policy purposes provide citizens with a clear and immediate demonstration of the effectiveness of development cooperation in their own municipalities. The vibrant twinning associations formed to support training schemes in municipalities have also provided many citizens with a clear illustration of the meaningfulness of development cooperation. Development decision-makers should make greater use of the opportunities offered by such 'learning cities'.

The partners in the municipalities have gained a great deal of self-confidence. With their newly achieved local government performance that meets European standards, they are helping bring about democratic governance that is more responsive to their citizens' needs.

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## **2.10 South Africa 2010: Partnership with a Kick**

In 2010 South Africa was the focus of international public attention as it became the first African country to host the world's largest global sporting event, the FIFA football World Cup. As with the 2006 World Cup in Germany – that much-vaunted fairytale-like summer experience – the success of this major event was crucially dependent on the planning, organisation and implementation activities performed by the municipalities at the host cities and team base camps.

### **Project description / objectives**

Against this background the four-year project 'South Africa 2010 – Germany 2006: Competence and Strengthening of Local Cooperation and Development – Partnership with a Kick!' supported peer-to-peer exchange of experiences between experts at the German and South African host cities and team base camps for the 2006 and 2010 World Cups. This was designed first of all to help make the 2010 World Cup in South Africa a success, and secondly to promote the sustainable local development of the South African cities beyond 2010. A third aim was to expand international experience and development education in German municipalities through the exchange. Fourthly the project provided an opportunity to strengthen German-South African municipal cooperation, deepen existing project partnerships and city-to-city twinning schemes, and lay the foundations for new ones.

The 'Partnership with a Kick!' World Cup project was implemented on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) by InWEnt – Capacity Building International, Germany, which is based in Bonn. A lead role was played by the Service Agency Communities in One World, which is a unit of InWEnt, and the InWEnt country office in Pretoria, South Africa, which is run in cooperation with the German Development Service (DED). From mid-2008 onward the project was also implemented in cooperation with the Detusche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH. The programme partners and target group of the project were the staff of local government administrations in Germany and South Africa (World Cup host cities and team base camps in 2006 and 2010), as well as the staff of regional and national agencies involved in preparing and implementing the World Cups in Germany (e.g. the Federal Office of Civil Protection and Disaster Assistance, the working group of professional fire service directors, the regional police force of North Rhine-Westphalia etc.) and in South Africa (e.g. the National Disaster Management Centre, South African Police Service). Also involved were the leading municipal associations in Germany (the German Association of Cities and the German Federation of Municipalities) and in South Africa (the South African Local Government Association [SALGA] and the South African Cities Network [SACN]), as well as the staff of national ministries in South Africa (the Department for Cooperative Governance and Traditional Affairs [COGTA] and the Department of Environmental Affairs and Tourism [DEAT]).

Furthermore, the German Embassy in Pretoria (coordination of German development cooperation programmes in the context of the World Cup 2010) and the South African Embassy in Berlin (strategic alliance to implement education and public awareness-raising measures in Germany, high-level panel debates and press conferences) functioned as strategic partners. The InWEnt country office in South Africa and the attached South African project office were also involved, as were InWEnt's regional centres, which mainly performed development education work in Germany.

### **Project description**

The 'Partnership with a Kick!' World Cup project was the subject of the German-South African intergovernmental agreements. On the basis of these agreements the mayors of the 2006 German World Cup host cities and team base camps signed a Letter of Intent (LoI) in

which they declared their willingness to participate. Only two cities made only loose declarations of intent.

More than 70 German World Cup experts from a total of 13 German World Cup cities took part in just under 200 consulting assignments in 9 South African World Cup host cities. All the consulting activities were demand-driven. The range of tasks covered by the German experts encompassed almost all areas of municipal work including transport and traffic, safety, energy supply, waste management, marketing and public relations work. These World Cup consulting activities helped align the working structures of the host city administrations with the challenges created by a World Cup. Rules were also drawn up for non-police-based civil protection, costs were saved in the construction of stadiums (e.g. in Port Elisabeth), awareness of the problems associated with the contractual obligations toward FIFA was raised, dialogue between the various host cities was launched, and much more.

### **Training measures for World Cup experts**

A one-week preparatory course especially designed for World Cup experts was held at the development cooperation training centre in Bad Honnef. This crash course involved a maximum of 8 participants, and provided country-specific, intercultural and language training to all first-time outgoing experts. The course extended the development and intercultural expertise of the participants, and facilitated their advisory activities in South Africa. Further supporting training measures (e.g. on the role of the advisor) were also held during the project. The consulting assignments were prepared in advance by the InWEnt country office in Pretoria so that they could already be assessed, and supplemented as required. During the in-country-assignments the InWEnt team in Pretoria were also available at all times to advise the local government experts.

The expert assignments were held on an alternating basis with regular network meetings in Germany, which gave the German municipal experts an opportunity to compare notes, express constructive criticism and change tack where appropriate. Feedback was also provided by the InWEnt South Africa office on the specific effects that the work already performed was having in the host cities.

From 2008 onward an increasing number of experts from the sphere of non-police civil protection, i.e. representatives of the Federal Office of Civil Protection and Disaster Assistance and of the working group of professional fire services (which had been specially revived for the World Cup), were integrated into the municipal network. Through regular consultation and coordination meetings, also with other expert partners, the outgoing experts were not only prepared for their assignments, but were also repeatedly sensitised to development issues. Furthermore, joint planning and evaluation workshops fostered networking and the intermunicipal exchange of expertise and experiences.

### **Information and education measures in Germany**

In Germany, information and education for development measures were conducted in cooperation with the German World Cup cities and other project partners. The measures deliberately focused on reaching new target groups for development education work. The array of formats was correspondingly broad. These ranged from specialised lectures, to panel debates, to training measures for journalists and teachers, to public viewing events for young people. Events of the latter kind were also staged at the FIFA FanFest in Berlin, which attracted more than 200,000 participants.

One key element of the communication work on the German-South African cities project was the 'Partnership with a Kick!' film, which was broadcast in a wide range of settings throughout Germany (e.g. at the 7<sup>th</sup> foreign trade congress of Lower Saxony in Hanover, the global dialogue forum in Bremen and the public viewing in the city of Nuremberg etc.). It was also

used in an education project of the *Frankfurter Allgemeine Zeitung* newspaper. The film thus brought the work of the experts from German cities to the attention of a wide audience.

### **Results / changes in Germany**

At least 4 municipalities have entered into longer-term arrangements that grew out of project-based partnerships. It remains to be seen whether and to what extent these partnerships can be institutionalised on a lasting basis. Moreover, the information and education work in Germany has succeeded in sensitising the football public to a wider range of issues revolving around the three themes of Africa, sport and development. It has also opened their minds to the idea of partnerships for German-South African development cooperation.

At the same time, first feedback meetings with the participating municipal administrations have indicated that the acceptance of and willingness to get involved in municipal development cooperation projects is increasing. Municipalities have successfully publicised and 'marketed' the expertise gained by their staff through participation in the project (through local newspapers, online newsletters, staff magazines etc.). We may take this as proof that the opportunities for municipalities to enhance their image and raise their profile through municipal development cooperation have been recognised.

### **Results / changes in the partner country**

South Africa staged a well-organised, professional World Cup, and the world enjoyed the games that went off peacefully and in a spirit of fair play. The 2010 World Cup thus succeeded in using this opportunity to strengthen both the international public's confidence in Africa's development and the continent's own self-confidence. The work of the German local government experts made a significant contribution to supporting the development of local municipal capacities and capabilities for preparing and implementing the World Cup. This capacity development helped underpin the sustainable strengthening of municipal structures.

### **Financing**

Over its entire lifespan from 01/2007 to 12/2010 the project had a total budget of around EUR 3.5 million. The German municipalities bore only the indirect costs incurred by releasing their staff for short periods.

### **Outlook**

The Service Agency project 'Partnership with a Kick!' will not be completed until the end of 2010. Documentation that would allow a final evaluation is not yet available. Nevertheless, given the successful trend and the positive outcome of the World Cup project, we may conclude that this municipal development cooperation project is an outstanding example of the opportunities that sport offers as a vehicle for development cooperation. Furthermore, it demonstrates that the genuinely local expertise that German cities possess in the delivery of general-interest services and urban development can make a key contribution toward supporting municipal capacity development in developing and emerging countries. In return, the dialogue between partners offers enormous potential for internationalising German city administrations.

International networking, the development of problem-solving approaches, and the additional expertise gained by their personnel (intercultural and language skills, deeper regional knowledge and advanced management methods) offer German municipalities major potential for political and economic growth.

The specific impacts of the project include the declaration of intent by the South African side to continue and broaden development cooperation with municipalities in Germany, chiefly in

rural areas. Furthermore, 'Partnership with a Kick!' has helped German cities gain an effective image around the world. In anticipation of the 2014 football World Cup in Brazil, for instance, representatives of Brazilian cities have already expressed their interest in holding an exchange of professional experience, and first talks have been held. With its megacities and huge potential for investment Brazil is an attractive prospect for German cities, and a process of exchange would present a wealth of development opportunities for German municipalities. 'Partnership with a Kick!' is a partnership with growth potential.

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## 2.11 Maghreb: Innovative Ideas for Urban Development

Some 60 per cent of people in Algeria, Morocco and Tunisia live in cities. With annual growth rates of three per cent and more, these countries will see their populations double in about 30 years. Poverty, housing shortages, environmental risks and social neglect are particularly prevalent in large towns and cities, which creates potential for political radicalisation. The very high percentage of young people within the population (50 per cent are younger than 20) places special demands on municipalities with regard to the provisions of housing and infrastructure, as well as educational and job opportunities. Local governments tend to serve as the long arm of the central government (as in Algeria and Tunisia), or must deal with its far-reaching control (as in Morocco). Their ability to influence political, technical and financial processes is thus very limited. Social and economic development is dependent on functional structures in the cities, and the efficiency and effectiveness of local government administrations and municipal service providers. Consequently, greater autonomy in local government including greater participation by civil society is key to the future development of these three countries. This relates to local development, but also includes the efficient implementation of national programmes at regional and local level, such as the process of harmonisation with the EU within the Union for the Mediterranean.

Given that the challenges faced by municipalities and the development trends are similar across the region, it was a logical step to promote a structured process of municipal policy dialogue and knowledge transfer for the three countries. It was also possible to build on

approaches that had already been introduced and examples of the appropriate management of local development processes. Commissioned by the Federal Ministry for Economic Cooperation and Development (BMZ), since 2008 the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ GmbH) has been supporting the establishment and use of a learning network of Maghreb countries for municipal and urban development policy, through the 'CoMun' programme. When supporting ongoing (Morocco) or planned (Algeria, Tunisia) decentralisation processes, the programme targets or will target both the local and the central levels of government.

### **Project description**

The approach of the CoMun programme comprises the establishment and subsequent facilitation of a regional learning network encompassing municipalities (Algeria and Morocco: pop. 150,000+, Tunisia: pop. 75,000+) as well as governmental and private actors involved in municipal and urban development in the three countries. Through an organised exchange of experience on current key municipal and urban development issues, cities gain access to proven practical knowledge and pro-development approaches from countries with similar contexts. Ultimately, the programme strengthens local government structures and supports their capacity development. Given the express interest of many Maghreb municipalities in the German model of local government, wherever possible German municipal expertise is also fed into the process.

The programme aims to achieve these objectives through two components:

**Direct inputs** for selected cities to support the design and implementation of development projects that are innovative in the regional context and hold promise of sustainability. These inputs may comprise specialist technical consultancy, financial subsidies and/or support in obtaining third-party funds (e.g. from international donor institutions or various foundations), or the arrangement of project partnerships with German cities, or a mixture of these inputs. Cities must either qualify for this support by entering a competition (Morocco, competition closes in September 2010), or are selected by the respective municipal associations (Tunisia) or the government (Algeria). This component ensures that the activities which form part of the learning network are up-to-date and demand-driven.

**Dialogue and learning network.** Initiation, establishment, and technical and organisational support of a regional learning network for sustainable urban development through dialogue events and an organised exchange of experiences, the development of training materials and work aids, study trips etc. In this context the programme cooperates closely with existing knowledge platforms and network institutions (especially the UCLG Mediterranean Commission, MedCities) in the Mediterranean region. In a first round the themes are selected from among the projects submitted for the competition. Further themes are added in the course of the dialogue process. All cities are invited to this dialogue that participated in the aforementioned competitions or were identified in the context of the respective country models. The dialogue provides for a possible exchange on the following themes:

- urban planning, integrated urban development
- infrastructure and housing
- climate change and the sustainable city
- organisation and modernisation of administrations, finance, transparency, efficiency
- services and responsiveness to citizens
- economic promotion
- security and order
- preservation and productive management of cultural heritage
- management and development of urban agglomerations.

The CoMun programme is supported by an advisory committee comprising representatives of the regional office of UCLG, a governmental organisation yet to be identified, the president of the Maghreb association of cities and towns (Morocco, Tunisia) and academic institutions.

### **Possible inputs by German municipalities**

Through contacts arranged by the CoMun, German municipalities are able to enter into project partnerships with selected Maghreb municipalities to address the aforementioned themes. These partnerships are tailored to a specific task/a specific project with a clear development objective, and are limited to a period that is defined in joint dialogue. The inputs made by the German municipalities can include:

- specialist technical consultancy, either in country or in Germany during visits by counterpart experts from the Maghreb
- presentation of relevant practices of the municipality during study trips made by Maghreb counterpart experts, or at thematic forums, conferences etc.
- induction/support of counterpart personnel on internships, for a limited period
- transfer of practical knowledge
- supply of equipment (computers, vehicles, devices etc.)
- possibly political support, and more.

Depending on the nature, theme and needs of the partnership, the German municipality is expected to provide an input of approximately 20 – 30 expert days over a total period of 2 – 4 years.

By prior agreement the CoMun programme can assume the costs of travel (flights, overnight accommodation) by experts of German municipalities to the respective partner country in accordance with the GTZ regulations. This also applies to costs for the shipment of vehicles and equipment. The GTZ CoMun project can provide specialist and organisational support to project partnerships. These partnerships are arranged in close collaboration with the German Association of Cities.

### **Anticipated results / changes in the partner country**

Economic development is dependent on functioning structures within the cities. These therefore also make a key contribution toward achieving national development goals. The Millennium Development Goals can only be achieved with – and in some cases in – cities. The German system of local government stands out worldwide as a prime example of local development expertise. The partner countries of the programme are undergoing a process of more or less rapid decentralisation, with Morocco being the furthest advanced. They are interested in the German model of local government and in practical solutions to urban development, where these are transferable. By cooperating directly with German cities, the partner municipalities in the three Maghreb countries gain access to this expertise. By using it, both citizens and businesses obtain better municipal services.

### **Anticipated results / changes in Germany**

For the German municipalities a project partnership in the CoMun programme can be interesting for the following reasons:

- Business interests in the three partner countries are promoted, and a contribution is made to image building and internationalisation of the municipality's profile.
- The intercultural and development expertise of the municipality's experts is strengthened.
- Experts' jobs are made more attractive by sporadic short-term assignments to the three partner countries.

- Innovative projects launched by the Maghreb municipalities may facilitate a South-North knowledge transfer.
- The understanding of and commitment to development among citizens is increased.
- A contribution is made to intercultural dialogue in the German partner cities, and thus toward the integration of migrants from the three countries.

Furthermore, orientation toward the specific project and its results help raise the profile of the municipality's commitment to development, thus providing it with sound arguments. Cooperating with an established German development organisation creates continuity and helps professionalise the municipality's engagement for development

### **Financing**

The German contribution toward CoMun is financed by BMZ. Inputs made by German municipalities are financed by the municipalities themselves (e.g. continued payment of salaries for municipal experts during their assignments). For limited term consulting assignments performed by experts from German partner municipalities in the three partner countries, the CoMun programme may by prior agreement assume the travel costs (flights, overnight accommodation) in accordance with the GTZ regulations.

### **Outlook**

The CoMun programme assumes that, depending on the progress of the programme and the interest among Maghreb municipalities, approximately 10 – 20 German-Maghreb project partnerships will be arranged and supported over the next four years. As things stand the programme will end in April 2014.

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## **2.12 Supporting the Association of Palestinian Local Authorities (APLA) Through Local Government Experts from Germany**

The APLA was founded in 1997 by personal decree of Yassir Arafat as the first municipal association in an Arab country. At the same time, the decree required all local authorities to become members. This history of the association's origins gives the APLA the special weight it has to this day. At the same time, it is clear both to those who hold political responsibility and to the NGOs working with the APLA that a functioning municipal administration founded on democratic principles and mechanisms will be the backbone of Palestine's planned state. The APLA has 527 member municipalities or associations. Its Chairman is the Mayor of Gaza City, Dr. Ramadan. APLA has a Chairman's Office, an Advisory Committee, four committees, an Executive Director and the meeting of members, each with their respective tasks and responsibilities.



The APLA is to be supported through the provision of municipal expertise, within the framework of a joint project with DED and GTZ. The APLA's staff in Palestine face an extremely difficult situation. They have not received any salary for quite some time. The member municipalities had not paid their membership fees. It was not possible to pay bills for telephones, the Internet, electricity and other necessary regular expenditures. The staff, including the Executive Director, were correspondingly demoralised, and were only to be found in the association's offices more or less sporadically. When member municipalities were called upon to pay their dues, this usually met with a cool response: why should they pay their membership fees? What would be the benefits of APLA membership? In other words the APLA had to demonstrate to its members that it had something to offer them.

### **Project description**

Supported by experts from Germany, together with the committees the APLA developed an extensive plan of work for 2009/2010 comprising events, projects and activities. These included the publication of a newsletter and other publications for mayors, councils and municipal partners, updating of the website, various learning days, a local government EXPO and much more. The plan focused on activities that could be implemented straight away and that would immediately generate visible and tangible results for the member municipalities and their representatives. In the work strategy for the APLA developed last year, three main areas and target groups were defined. The first concerned institutional and individual capacity development for the member municipalities and their full-time representatives. Secondly, measures were to be designed for the elected representatives of the cities and municipalities, i.e. the honorary personnel. The third area of work on the APLA agenda, which is at least as important for the democratisation process, was the inclusion of civil society, citizens and municipal institutions in local policy, strategy and conceptual development.

Thanks to these activities sources of funding were obtained that were used to restore the general operationality of the association. The APLA is currently very actively involved in providing organisational support and arranging contacts for German municipalities seeking a partnership with Palestinian municipalities.

Although the political situation makes work in the management committees of the APLA very difficult (for instance the Chairman, Dr. Ramadan, requires a special permit for each visit to the West Bank, which usually has to be applied for 14 days in advance and is not always issued), the consultative activities performed over the last few months have succeeded in placing the managerial work within the APLA on a permanent footing. The committees meet and adopt resolutions, which are then gradually implemented. Things that we would take entirely for granted in Germany represent significant progress in this region, which for a long time has lacked all political and institutional stability.

## Examples of selected activities of APLA

APLA		
Full-time municipal officials (mayors, staff)	Honorary representatives (councils)	Civil society (citizens, local institutions)
Capacity building	Handbook and annotations of the local government constitution and all relevant laws	Various handbooks and booklets (e.g. 'How do I obtain a building permit?')
Committee work	Learning days	Support of citizens' bureaus in the municipalities
Regular consultations	'Municipal driving licence'	Award for Civic Participation
Learning days	Newsletter	
Newsletter, information materials	Individual consultation	Application for EU funding for the establishment of a Palestinian Citizens' Academy
Handbooks		

In many respects the context for the work of a 'national' local government association in the occupied Palestinian territories is unique. Nevertheless there are quite a few parallels to the needed reforms and changes that had to be addressed in the wake of German reunification by the municipalities in former East Germany. In the case of Palestine too, there is a political will to bring about sustainable decentralisation and to introduce the subsidiarity principle by transferring responsibilities to local decision-makers. Within the Palestinian National Authority (PNA) – the government in the occupied Palestinian territories that is recognised by Israel as an interlocutor – it is generally accepted that this is the only way to democratise social structures and at the same time engender civic awareness. Of course, there are 'decentralisation sceptics' here too, just as there are in Germany. The municipalities themselves must continuously fight for and secure local self-government and unlimited responsibility for local affairs.

### Financing

The project is financed by the German governmental implementing organisations DED and GTZ. DED meets the personnel costs, while GTZ provides financial support for specific projects.

### Outlook

The APLA stands a very good chance of being able to promote and positively influence local self-government in Palestine, decentralisation and democratisation at the local level, on a sustainable basis. In this context APLA will face the same problems as similar associations when they insist on gaining a voice as partners who must be taken seriously by national policymakers with respect to local government concerns.

One shortcoming for local self-government and public administration as a whole is that the Palestinian territories do not have a vocational training system for administrative staff that would meet generally recognised standards. In those areas that we know as the middle and upper tiers of public service, in the Palestinian territories people are employed who are either overqualified, who have studied completely different subjects at university, or who have

gained these positions purely by chance. It is very often the case that staff seem to have no idea what their job actually involves. Therefore, one very important project of the APLA is to plan and implement the establishment of a comparable institution in Palestine, which it is doing in cooperation with the University of Applied Sciences for Public Administration in Cologne. The first actual missions will take place in the autumn of this year. The German support will be essential to the success of this undertaking.

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### **3. City Twinning Schemes in Municipal Development Cooperation**

#### **3.1 The Munich – Harare twinning scheme**

This partnership has existed since 1996. In the city of Munich it is based on three pillars. The official contacts and projects are coordinated by the Office of the Third Mayor. Secondly the 'Munich for Harare' association, which was founded by Munich city councillors, supports a non-profit initiative in Harare by collecting donations. Finally, links between citizens are supported by the Harare-Munich Partnership Team, a working group of volunteers based with the Munich North-South Forum Association.

Anyone who has followed the recent history of Zimbabwe will ask themselves how on earth a city twinning arrangement can be run under these conditions. In actual fact the relationship has developed differently than was originally planned. The cooperation projects between the two city administrations began with a great deal of momentum. Water supply and solid waste management experts exchanged their professional knowledge and received training in Munich. Refuse collection vehicles from Munich were sent to Harare, as was a solar power plant for a hospital and tools for the training centre. Work camps, encounter trips and youth exchange programme were held that enabled people from both cities to meet, and partnerships were initiated between schools and hospitals.

#### **The first 'ice age' (1999 - 2002)**

Unfortunately, however, due to political instability these cooperation activities and projects were repeatedly interrupted, and cultural and citizens' encounters had to be discontinued. The first interruption was forced to take place in 1999, when the Zimbabwean government had the city council and the mayor of Harare suspended and replaced by a government commission. The municipal by-elections were then delayed for years, in order to prevent the emerging political opposition in the capital from taking the reins of power. In protest against this undemocratic procedure and against the growing human rights violations by the Zimbabwean government, the city of Munich froze formal contacts with the city administration of Harare. It did, though, declare its express will to continue the partnership with the citizens of Harare.

During this period of frosty relations the partnership then shifted very much on to the level of cooperation between citizens. The Harare-Munich Partnership Team struck up links with human rights initiatives and citizens' organisations, the most important of which was the Combined Harare Residents Association (CHRA). CHRA, which has more than 5000 members and offices in all districts of the city, is an important interlocutor both for city district self-help projects and for citizen participation and political education at the municipal level. It is also thanks to this organisation that local elections could finally once again take place in 2002. CHRA fought a long-winded court battle to achieve this, which demanded a huge commitment from its members that was not without danger.

#### **A brief glimmer of hope**

When the new, democratically legitimated city government of Harare took up office – the residents of Harare had voted the then opposition party the Movement for Democratic Change (MDC) into the city council with a large majority – formal contacts between Munich and Harare could be resumed. In this setting it was very helpful to be able to deal with the same contact persons at CHRA. This meant that when we held our first talks with the new Mayor of Harare, Elias Mudzuri, we had already been briefed on key background information.

It was clear that the only way to cope with the political pressure from the government, and the social and economic challenges, was for all democratic elements to join forces and pull in the same direction. Nonetheless, relations between the CHRA and the mayor of Harare were

strained at the beginning. This was due to different expectations and ways of thinking on citizen participation and the executive. The city of Munich was able to make a major contribution toward significantly easing this relationship, both by means of persuasion and due to the fact that we always systematically included both levels of the partnership (both the official level and citizens). In this setting our track record of good cooperation in Munich was able to serve as an example, and as a result was transferred to Harare. In view of the extremely difficult overall conditions, mayor Mudzuri and his city council then performed considerable work, as a result of which the elected officials became duly popular among the citizens of Harare.

### **The second 'ice age' (2003 - 2008)**

Unfortunately, this is all too common an occurrence: even before the cooperation projects between the city administrations of Munich and Harare could get back under way, Mudzuri was overtaken by the same fate as his predecessor. Just under a year after being elected, he was suspended from office by the Minister of Local Government for 'disobedience'. This occurred, we might add, on precisely the day in April 2003 when a city council delegation from Munich was visiting Harare and had been welcomed at a gala reception staged by the city of Harare.

This was followed by the next 'ice age', which this time even lasted five years, until elections to the city council were finally held once again in March 2008. During this period the city of Munich had kept in touch with the deposed mayor, who was forced to spend periods living abroad because his life was under threat in Zimbabwe. The city also kept in touch with CHRA and other civil society partners in Harare. After political reprisals and acts of violence had risen sharply, the Harare-Munich Partnership Team and other actors in Munich shifted their focus onto solidarity and human rights work, and in that context also networked with other international human rights organisations. They regularly provided updates on developments in Zimbabwe, organised discussions and protest campaigns, initiated or supported urgent actions to protect people who had been arrested or abducted, and invited to Germany human and civil rights activists who needed breathing space and/or wished to report on events in Zimbabwe. The city of Munich – together with other partners such as the churches in Munich – also made repeated public protests against human rights violations in Harare, and declared their solidarity with those affected.

During this period the economic crisis reached a dramatic peak in the form of unimaginable (ten-digit!) inflation rates and an unemployment rate of over 90 per cent. Once a country that exported food, Zimbabwe was now threatened by famine. A large government 'clean-up' operation in 2005 to clear away slums in Zimbabwe's major cities left well over 1 million people homeless or unemployed. Overall, more and more people were becoming dependent on external systems. During this time the Munich for Harare Association stepped up its activities and included more social projects in its fundraising programme. Furthermore, many citizens of Munich who had formed links to Harare through the city twinning scheme developed fundraising initiatives of their own.

At the same time, though, 'normal' project activities also took place during this period of frosty relations. Cultural projects run jointly with private partners in Harare were implemented, artists from Harare were offered grants to come and stay for a time in Munich. Students from Munich worked as interns in the partner organisations in Harare, and staff from these organisations came to Munich to receive training. The Catholic youth organisation resumed the youth exchange programme, which had been discontinued in 2000 due to political unrest. To mark the 10th anniversary on 1 April 2006 the city of Munich organised among other things a birthday celebration in Munich's Marienplatz (St. Mary's square), at which serious issues were raised and the victims of human rights violations in our twin city were remembered.

## **The 2008 elections – and their bitter consequences**

In the spring of 2008 municipal by-elections were finally held once again, at the same time as the presidential elections. Due to the political terror that largely paralysed the country in the months that followed until the presidential run-off in July 2008, the newly elected councillors and mayors could not take up office until several months later. During this dreadful period many actors from Munich's partner organisations also had to lie low for a time. Some were arrested, tortured or terrorised. Unfortunately the deputy mayor, Emmanuel Chiroto, also became a victim of terror: his wife was murdered and his house burned down.

When Chiroto travelled to Munich just a few months later, he was still visibly marked by these dreadful experiences. He emphasised, however, that the struggle certainly could not be abandoned now, and speaking before the Munich city council made an impressive case for continuing the city twinning arrangement. Together with him and the chairman of the CHRA, who had also been invited to Munich, a first outline for resuming cooperation with the new city government of Harare was discussed.

### **Are cooperation activities possible once again?**

Only when the situation in Zimbabwe became somewhat calmer with the establishment of a coalition government in 2009 did it seem conceivable to resume concrete cooperation between the two city administrations. In the autumn of 2009 the mayor of Munich, Hep Monatzeder, travelled to Harare with a city council delegation to see for himself what the situation was like, and to assess whether and in what areas cooperation projects might be possible and appropriate.

The challenges in Harare are immense. The government commission that managed the city's business in recent years made virtually no investment, as a result of which public infrastructure is in a dilapidated condition. Waste water flows untreated into the drinking water reservoir. The 'fresh water' withdrawn from the reservoir is then inadequately purified due to the lack of funds for repairs and chemical agents. Many waste water pipes have burst and are inundating the streets. Waste disposal now barely works, mounds of refuse are piling up everywhere along the roads, and the fleet of street cleaning vehicles resembles a scrapyard. Resources in hospitals are so poor that it is very difficult to obtain treatment, and the most basic rules of hygiene are not being applied. A further problem is the brain drain of recent years. Many professionals have left the country due to the inadequate payment they receive. In the winter of 2008/2009 this dramatic situation led to a severe cholera epidemic, which can occur again at any time. This is compounded by the political straitjacket in which the new city council also finds itself. It has to deal both with its political opponents in the Ministry of Local Government, and with a city administration in which the government commission of recent years installed an increasing number of its own people, and in which corruption, nepotism and even political sabotage are rife.

It was clear that Munich could only make very small contributions toward solving these enormous problems. A cooperation agreement that the mayors of the two cities signed at the end of the visit lays down what these contributions might look like. They will include on the one hand technical cooperation, chiefly in the water, sanitation and solid waste management sectors. This could involve advisory support to help identify first measures and draw up longer-term master plans, support in locating sources of financing and in drafting applications for funding, training of expert personnel, and the delivery to Harare of equipment that has been withdrawn from service in Munich. It was also agreed that support would be provided to the new, largely inexperienced city councillors to help them perform their difficult task. This will involve training measures and guest stays in Munich, as well as the secondment of advisors from the Munich city administration whom the councillors can consult on specialist issues as required.

The cooperation agreement explicitly stipulates that citizens' organisations in both cities should also be involved in the projects. They are able to obtain information on the status of projects at any time, and most importantly their responses are taken into account when projects are evaluated. This is our way of responding to the danger of corruption and embezzlement that is still present in the city administration, as well as a way of strengthening cooperation between the city administration and citizens.

### **Outlook and résumé**

First steps toward implementing the cooperation agreement have been taken, and we very much hope that further political developments in Zimbabwe will enable the partnership to enjoy a little peace and stability. Strengthening civil society remains a key concern, and in our view is the only way of bringing long-term stability to Zimbabwe and Harare. Consequently, in February 2010 the city of Munich held an international conference on the role of civil society to which politicians, as well as civil and human rights activists from Harare, were invited. On that occasion it once again became clear that the twinning scheme with Harare is a highly valuable partnership, despite all the difficulties. The citizens of Munich who are involved in the twinning scheme learn a huge amount through their dealings with the committed and brave activists from Harare. They learn how quickly power can be abused, how important it is to remain vigilant with regard to the protection of human rights and preservation of democracy, and they learn that showing moral courage is easier said than done.

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## **3.2 Alliances for Peace in the Middle East: Cologne – Tel Aviv – Bethlehem**

### **Cologne – Tel Aviv**

On 25 December 1959 the newly consecrated synagogue in Cologne was defaced with swastikas. In the months that followed, hundreds of cases of neo-Nazi and anti-Semitic behaviour occurred right across Germany that led to vehement responses in the foreign press. All of a sudden, the economic miracle was being caught up by the history that had been repressed. A public debate began in Germany about the failure to deal with the Nazi past. Heinrich Böll wrote the essay 'Writing on the wall', which is still worth reading to this day.

This occurred in exactly the same period during which a visit to Israel had been planned by members of the Cologne Association for Christian-Jewish Cooperation, in which the then head of the schools department of the city of Cologne, Johannes Giesberts, took part. In Tel Aviv he sought out his counterpart there, Scha'ul Levin. Levin originated from Germany, and following a period of detention by the Nazis had emigrated to Palestine in good time. As Levin later explained, following a long and intensive discussion the two officials agreed that the encounter between young Germans and young Israelis was the most effective method for



preventing anti-Semitism. Together, the two of them thus became important pioneers of German-Israeli youth exchange, despite the prevailing reservations of the day concerning personal encounter between children of the generation of victims and perpetrators.

The first encounter between young people from Cologne and Tel Aviv took place as early as 1960. For 50 years now this youth exchange has formed the major constant point of reference in the close relations between the two cities. Nor was it interrupted during times of political crisis. It was finally placed on a broader footing in 1979 when the official twinning scheme between the two cities was established. This was the outcome not least of the 'Writing on the wall'.

At that time, the political interests of the young Federal Republic of Germany vis-à-vis Israel were thoroughly ambivalent. By adhering to the Hallstein doctrine the Federal Government at the time blocked the establishment of diplomatic relations, even as the former lord mayor of Cologne and Federal Chancellor Konrad Adenauer was seeking rapprochement and reconciliation with Israel. The fact that cities are sometimes able to act and move more freely than states was also reflected here. Whereas the Federal Chancellor wanted first of all to institutionalise a German-Israeli exchange programme in an international treaty, his son Max Adenauer, mayor of the city of Cologne from 1953 to 1965, created a *fait accompli* by actively supporting youth exchange between Cologne and Tel Aviv. The establishment of official diplomatic relations between the two states followed five years later in 1965.

### **Cologne – Bethlehem**

The database on municipal partnerships of the German Section of the Council of European Municipalities and Regions lists 87 official partnerships and friendships between German and Israeli municipalities. The picture is quite different with regard to the number of German-Palestinian partnerships: just two. These are between Cologne and Bethlehem, and Bergisch Gladbach and Beit Jala.

The twinning arrangement between Cologne and Bethlehem was established in 1996, several years after the Oslo Peace Accord and during a phase of infectious confidence. As well as the goal of supporting the establishment of local government structures in the autonomous Palestinian territories, and improving the social and economic situation of Bethlehem, through this twinning scheme Cologne sought from the outset to make a municipal contribution to the Middle East peace process. Seen in this light the relationship is a logical development of the close friendly relations with Tel Aviv, to which Cologne donated a Jewish-Arab peace kindergarten for the district of Jaffa in 1988. Both twinning schemes not only help understand the complexity of the Middle East and avoid one-sided interpretations, but also place the idea of city twinning schemes as 'Europe's largest peace movement' in the context of political reality there.

### **Bethlehem – Cologne – Tel Aviv**

In the early years two three-way youth encounters took place between Bethlehem, Cologne and Tel Aviv. Things went promisingly. In September 2000 two hundred young people set off from Germany to Bethlehem and Tel Aviv-Yafo filled with expectation. Included among them were the St. Stephen's youth choir, the Bläck Föös music group and other well-known performing artistes from Cologne, who came with a suitcase packed full of cultural entertainments. On 29 September the group landed at Ben Gurion airport. The day before that the then opposition leader Ariel Sharon had visited the Temple Mount, which was under Arab administration. The political outcome is well-known: the Al-Aqsa intifada erupted, the second – and this time violent – uprising by the Palestinians against the Israeli occupying force. The Oslo process had failed irrevocably. Even on the first night, people on the Palestinian side lost their lives. President Yassir Arafat imposed a period of official state mourning. All public events were cancelled. Bethlehem was gradually sealed off, and the

mood of pent-up violence in the city became increasingly menacing. What followed was the crisis within the crisis: no sooner had the trip begun than it had to be abruptly called off, and the entire group had to be evacuated to alternative accommodation in the Israeli city of Netanya, before being gradually flown out. Two days after the whole group had returned home a bomb exploded in a waste container next to the makeshift accommodation in Netanya. None of those involved have ever forgotten the experience.

### **Twinning relations during the second intifada**

Despite escalating political developments, bilateral links were continued. These include the school and youth exchange between Cologne and Tel Aviv-Yafo, as well as the exchange of youth and social work experts jointly organised on the Cologne side by the Youth Welfare Office, the Jugendring Association and the Cologne – Tel Aviv-Yafo Twinning Association, which has continued uninterrupted since 1993. In 2004 the two cities celebrated the 25th Jubilee of their twinning scheme. Since the year 2000 numerous arts and culture projects have been implemented, and exchange programmes organised between council members and administrative staff on issues of urban development, integration work, services for senior citizens, and cultural activities etc. The number of school partnerships is growing. Since 2006 the annual ILI congress has been held in one of the squares in the centre of Cologne, organised under the patronage of the lord mayor of Cologne together with the Jewish community, the city twinning association and many other associations. Since 2008 there has also been a lively exchange between the gay and lesbian scenes. The Tel Aviv Centennial has also been celebrated in Cologne with an extensive programme. Following the premiere last year, the twinning association also organised a traditional Cologne Carnival party at this year's Purim celebration on the beach in Tel Aviv, which is enjoying growing popularity.

The Cologne – Bethlehem City Twinning Association has organised numerous humanitarian aid campaigns since 2000. It launched the 'Bread for Bethlehem Campaign', for instance, so that bread and milk could be distributed to children in need through the Salesians. It also supported senior citizens' homes and hospitals in the twin city, and held numerous benefit, cultural and information events. In Bethlehem the city of Cologne is for instance helping establish and develop health care facilities, especially the Caritas Baby Hospital and the Guidance and Training Centre for the Child and Family, which so far is the only centre for treating traumatised children and youths on the West Bank. With support from the German Football Association (DFB), the 1st FC Cologne Football Club and the GTZ, in 2007 and 2008 the city sports' office successfully conducted two training courses for football trainers from Bethlehem and the West Bank, the most prominent among them being Honey Thalijeh, who is captain of the Palestinian women's national football team and originates from Bethlehem. Together with the University of Applied Sciences for Public Administration of North Rhine-Westphalia, the city of Cologne will also be involved in helping establish the local government academy planned by the Association of Palestinian Local Authorities (APLA) (see also section 2.12 above). Lord mayor Jürgen Roter is planning to visit Bethlehem and Tel Aviv-Yafo in December 2010. Parallel to that the Cologne – Bethlehem Twinning Association is planning a large trip for citizens. This will be the first of its kind since 2000.

### **Resumption of three-way encounters and projects**

At the express request of the city of Tel Aviv, in 2007 Cologne once again stepped up its efforts to implement trilateral measures designed not to replace, but to complement bilateral relations. This is no simple task, given that repeated outbreaks of violence, mutual recriminations, prejudice and political developments make the realisation of trilateral projects anything but straightforward. Nonetheless, a first exchange between school students from Bethlehem, Cologne and Tel Aviv did take place in March 2009. Impressed by the visit of a delegation to Bethlehem and Tel Aviv, the council of the city of Cologne, where there had been a broad consensus on the twinning activities throughout the years, had made additional

special funds available for this purpose. What barely anyone would have dared to believe one year previously, became reality on 11 March 2010. School students from all three schools met in Tel Aviv, including nine from Bethlehem. Thanks to the insistence and perseverance of the Tel Aviv city administration, the Israeli security authorities had issued the necessary approval. Something that normally is only possible outside the two countries and involving third-party mediation, namely a direct interpersonal encounter, suddenly took place in the centre of Tel Aviv-Yafo. Nor was this a clandestine measure. It took place with the agreement of the children's parents, and with full official approval.

On the initiative of the city of Cologne the 'Football for Peace' project, which had hitherto been confined to Israel, was extended to Palestine for the first time in 2010 through a pilot project with Bethlehem. In May a course was held at the Cologne College of Physical Education that was attended by female and male trainers from Bethlehem and Tel Aviv-Yafo, once again including Honey Thalijeh, who then travelled on to a training camp in Bremen together with some fellow members of her team. On the occasion of the Women's World Cup in 2011 the city of Cologne is planning a tournament with women's football teams from Bethlehem, Tel Aviv-Yafo and other cities twinned with Cologne.

Further projects are under preparation. These include a conference of mayors of Israeli, Palestinian, European and Arab cities, which is planned to be held in Cologne in May 2011 under the motto 'Cities as Peacemakers'. The conference is designed to raise public awareness of existing cooperation activities between Israeli and Palestinian municipalities, and prompt new bi-, tri- and multilateral cooperation projects between European, Israeli, Palestinian and Arab cities. The conference will be co-organised by several of Cologne's twin cities, the German Section of the Council of European Municipalities and Regions (CEMR), and the municipal associations of Israel, Palestine, France and the Netherlands.

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## **4. German Public Service and Labour Law: Municipal Staff Members on Assignments Abroad**

### **Public service and labour law issues affecting foreign assignments**

For municipalities as employers, the issue of foreign assignments undertaken by staff raises questions: is there a legal basis for these assignments? What happens with regard to payment during this period? How long can assignment last? Does the staff member have insurance cover during the assignment abroad? From the public service and labour law perspective, the answers to most of these questions are relatively uncomplicated. First of all a distinction needs to be drawn between short-term and long-term assignments.

### **Short-term assignments**

A legal basis for a civil servant to undertake a short-term assignment abroad is provided by the regulations governing travel expenses. Pursuant to Section 23 Paragraph 3.1 of the Wage Agreement for the Public Sector (TVöD), the regulations governing travel expenses for civil servants also apply to individuals employed under the wage agreement. To make things simpler, all the citations below are taken from the national regulations. The regional travel expense regulations that apply to municipalities and their staff also include the same regulations, though there are some minor differences.

Pursuant to Section 2 Paragraph 1 of the Federal Travel Costs Law (BRKG), in the intendment of this law official journeys are '...journeys made to conduct official business outside the place of work. They must have been ... ordered all approved in writing or electronically ...' Pursuant to Section 14 BRKG this includes official journeys abroad.

If the staff member's assignment is in the interests of the municipality, for instance because it supports a project that is part of a city twinning arrangement or project-based partnership, or because it is considered appropriate as a human resources development measure, the official journey will usually be ordered or approved by the employer. During the assignment the staff member is entitled to continued payment of their remuneration/salary, and reimbursement of their travel costs. These include the costs of the outward and homeward journeys, accommodation and subsistence. The amount of these costs is determined by the stipulations of the BRKG in conjunction with the regulation governing the payment of travel costs for assignments abroad (foreign travel costs regulation). If an official journey abroad last four more than 14 days, then according to Section 14 BRKG in conjunction with Section 5 of the foreign travel costs regulation a reduced per diem rate is granted from the 15<sup>th</sup> day onward.

If the individual undertaking the official journey receives benefits from third parties (organiser, project executing agency etc.), then pursuant to Section 3 Paragraph 2 BRKG these are to be taken into account. In other words if a third party pays the staff member their travel and accommodation costs and/or a fee, these may be deducted from the travel costs that the staff member is entitled to have reimbursed by their employer.

With respect to insurance law, official journeys do not differ in any special ways from the normal performance of duties at the normal place of employment. This is the case with respect to accident insurance, because the official journey involves the performance of approved official business, the only difference being that this business is carried out at another location. Having said that, the individual concerned should make enquiries with their personal health insurance provider to determine what private supplements to the normal health insurance cover may be necessary and appropriate.

It is of course also conceivable that the assignment is not in the immediate interest of the employing municipality, but is in the personal interest of the staff member. In these cases the granting of special leave is an option. The national regulations governing special leave (SUrIVO) and the corresponding legal regulations for the federal states contain specific provisions for such cases (such as Section 9 Paragraph 3 of the national SurIVO). According to this the supreme administrative authority (the local assembly) can grant a staff member unpaid leave to perform development cooperation tasks, provided there are no work-related reasons preventing this. There is no time limit on this special leave. In other words, according to this regulation it is left to the discretion of the municipality concerned to decide whether or not to grant unpaid leave for the duration of the assignment abroad in cases where the assignment is not in the municipality's own immediate interest. This exercise of discretion is limited, however, by the fact that work-related reasons may entitle the municipality to turn down a request for unpaid leave. This is the case when the professional duties that the civil servant is employed to perform would be very difficult or impossible to perform if the individual concerned were not there. Other work-related reasons would include low staffing levels, shortage of staff due to holidays or illness, or backlogs of work. However it is not sufficient, for instance, to ensure that deputisation arrangements are put in place for the duration of the individual's absence.

The regulation also clearly states that for the duration of the special leave the individual concerned is not entitled to the continued payment of their salary or remuneration. In other words if staff members take special leave for their assignment abroad, then they themselves must ensure that during this period the project executing agency assumes responsibility for paying their salary/remuneration. Since the individual's civil-servant or employee status remains in place during the period of special leave, in the case of employees the entitlement to remuneration paid by the third party includes the payment of health, social and pension insurance contributions. Whether or not the health insurance cover needs to be supplemented for the duration of the foreign assignment carried out during a period of special leave is a matter that the individual concerned will need to establish in dialogue with their health insurance provider. For civil servants, entitlement to an allowance is governed by the national special leave regulations (SUrIV Bund) or the legal provisions for the federal state in question. According to SurIV Bund, for instance, unpaid leave of no longer than one month does not affect the allowance entitlement (Section 17 Paragraph 3 SurIV Bund). In North Rhine-Westphalia allowances are granted for the duration of these periods of leave, provided that one or several periods of special unpaid leave do not exceed a total of 30 days within a calendar year (Section 74 Paragraph 1 Sentence 2 of the civil servants' law of north-Rhine Westphalia). Any gap in insurance cover can be covered by the employing municipality paying the allowance, but agreeing with the third party (project executing agency) that the latter will reimburse the costs incurred. A further option is for the staff member to take out fully private health insurance for the duration of the assignment abroad, while reaching agreement with the third party that the latter will meet the (additional) costs for health insurance.

Of course it is also appropriate to bear in mind the pension law aspects of assignments abroad. Pursuant to Section 6 Paragraph 1 No. 5 of the civil service pensions act, periods of unpaid leave (Section 9 Paragraph 3 SurIVO Bund) normally do not count towards a civil servant's pension. However, not later than when the leave comes to an end the employer can acknowledge the time as pensionable if the leave serves public or official interests. In the case of leave granted for the performance of development cooperation tasks (Section 9 Paragraph 3 SurIVO), though, the former alternative is usually likely to apply. This is particularly likely in the case of a short-term assignment abroad. As a rule this kind of acknowledgement of leave by employers is usually tied to agreements with the respective project executing agencies to the effect that these reimburse on average 30 per cent of the existing salary costs as a pension contribution. For employees the pension issue is more straightforward because the responsibility assumed by the third party for paying the employee's salary also includes the pension insurance contributions. These are paid by the

project executing agency either directly to the responsible pension insurance provider, or as a reimbursement to the existing employer, provided that the employer is continuing to pay them during the assignment abroad.

### **Long-term assignments**

There are two possible legal rationales for a long-term assignment abroad. First of all here too the possibility exists of enabling a foreign assignment to take place by granting special leave in accordance with the regulation governing special leave. This is because this regulation does not impose any time limit on leave granted for the performance of development cooperation tasks. The aspects explained at 4.1.1 apply to civil servants and employees alike. The granting of special leave is therefore as a rule the legal basis of choice for long-term leave for assignments abroad.

A further conceivable option for both civil servants and employees is an assignment pursuant to Section 20 of the Civil Servant Status Act (BeamtStG)/Section 4 Paragraph 2 of the Wage Agreement for the Public Sector (TVöD). Both regulations permit assignment to institutions that do not fall within the material purview of the Civil Servant Status Act or the TVöD, and that do not have employer status. In development projects, the institution concerned will not normally possess employer status. One precondition for this kind of assignment is that the staff member concerned agrees to it. In other words, it cannot take place against his or her will. However, if staff members wish to become personally involved in a development cooperation project, meeting this condition will usually not present a problem. A further precondition is that the assignment serves public interests. This 'public interest' may derive from any interest of the German state and its institutions. The involvement of the Federal Republic of Germany in development cooperation is therefore sufficient grounds on which to define the activity as being in the public interest pursuant to Section 20 BeamtStG/Section 4 Paragraph 2 TVöD. Neither the Federal Civil Service Framework Act nor the Federal Collective Bargaining Agreement for Public Employees stipulates a time limit for these assignments. It is generally assumed that any such assignment will be temporary. According to case law this requirement is met if the assignment does not last longer than five years.

During the assignment the assignee remains a civil servant or employee of their home municipality. This means that the staff member retains all entitlements and rights arising from their original employment status. With regard to salary/remuneration there are two options. Either the municipality continues to pay the salary or remuneration. At the same time it enters into a contractual agreement with the project executing agency stating that the latter will reimburse these costs. The other option is that the staff member retains their entitlements vis-à-vis the municipality, while the actual payments are made directly by the project executing agency.

Employees who are assigned in this way also retain their entitlement to health, social and pension insurance contributions. Depending on the agreement reached, these will continue to be paid either by the municipality or by the project executing agency. This may also include the (additional) costs for supplementary health insurance cover.

For civil servants the assignment to another institution has the advantage over the granting of special leave that no special measures have to be taken with regard to the suspension of the allowance entitlement or the protection of pension rights. This is because these entitlements still remain effective vis-à-vis the employing municipality during the period of assignment. Here too, the staff member concerned should carefully establish whether they need to take out supplementary health insurance cover. However, as in the case of special leave, the employing municipality can have the actual costs reimbursed by the third party.

**Preparation for the stay abroad**

Foreign assignments for development cooperation place high demands on those involved. People often face unforeseen problems that they had not anticipated. Before going abroad they should therefore prepare well for their assignment. And they should do so not only in order to make sure that before leaving they are as well prepared as possible for dealing with possible situations and any problems that may arise in-country, but also to avoid jeopardising the success of the assignment. It is therefore highly conducive to the success of the work if the individual concerned undergoes country-specific preparation, and acquires a basic knowledge of development-policy issues.

**Country-specific preparation:**

Things that people should find out more about before their assignment include: the culture of the country, language, local political and social conditions, country-specific circumstances such as the climate, health issues, currency, accommodation, and entry and visa formalities. (An overview of the key sources of information is published on the website of the Council of European Municipalities and Regions ([www.rgre.de](http://www.rgre.de)) under the heading 'municipal development cooperation'.)



## **5. The Implementing and Supporting Organisations – In Brief**

### **5.1 Deutsche Gesellschaft für internationale Zusammenarbeit (GIZ) GmbH**

Since 1 January 2011, GIZ has brought together under one roof the long-standing expertise of the Deutscher Entwicklungsdienst (DED) gGmbH (German Development Service), the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH (German Technical Cooperation) and InWEnt – Capacity Building International, Germany.

The former implementing organisations that were merged to form GIZ are described below.

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

#### **5.1.1 Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH (German Technical Cooperation)**

The Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH is a federally-owned international cooperation enterprise with worldwide operations. Its Head Office is in Eschborn, Frankfurt. The company employs around 15,000 staff in Germany and abroad, more than 11,000 of whom are national personnel. GTZ operates in 128 countries, and maintains its own offices in 88 countries.

#### **GTZ's mandate**

GTZ 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. GTZ works on a public-benefit basis. Its 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, nutrition, and security, reconstruction and peace. In all its activity areas GTZ helps enhance the capabilities of individuals and organisations.

#### **Cooperation with municipalities**

GTZ acts at local, regional, national and international level in order to achieve maximum impact. With its wide spectrum of services, the most part important of which is capacity development, GTZ translates sustainable development into practice. Municipalities are important partners especially in the fields of decentralisation, urban and municipal development, and environment (including climate change). One example is the South Caucasus Cities Network, which is based on city-to-city partnerships. The network makes systematic use of the expertise of municipal staff, who support the capacity development of their counterparts in the region. On returning to their home municipality they also bring back with them valuable cooperation experiences.

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### 5.1.2 InWEnt – Capacity Building International, Germany

InWEnt is an organisation with global operations dedicated to human resource development and advanced training. The company's Head Office is located in Bonn. It employs around 815 staff. Alongside Bonn, InWEnt has a further 16 regional offices located in almost every federal state in Germany. InWEnt's services abroad are implemented by 14 country offices that are maintained jointly with other German development cooperation organisations. The company's turnover is around EUR 142 million.

#### InWEnt's mandate

InWEnt is mandated to promote sustainable global development and reform by providing capacity development support to experts and executives. The tools of capacity building include workshops, dialogue events, HRD counselling, networking and e-learning. InWEnt trains and advises partners in developing, transition and industrialised countries. The company provides advisory services to experts who wish to spend time abroad, offers foreign language training, and provides support through management courses. In order to perform its task effectively InWEnt is organised into nine departments:

- Planning and Monitoring the Work of InWEnt
- International Agreements/Good Governance/Economic Policy
- Social Development
- Sustainable Business Development
- Environment, Natural Resources and Food
- Industrialised and Transition Countries
- Cooperation with the Federal States, Education for Sustainable Development
- Training Centre for Development Cooperation
- Administration

#### Cooperation with municipalities

InWEnt trains municipal experts from developing countries in Germany, in which connection it cooperates closely with the German Association of Cities and its members. It organises professional seminars for municipal policymakers both in Germany and abroad, for instance, and holds mayors' dialogues.

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### 5.1.3 German Development Service (DED)

The German Development Service (DED) is one of Europe's leading development services for personnel cooperation. Since its formation in 1963, some 16,000 experienced and committed technical advisors have helped improve the conditions under which people live in Africa, Asia and Latin America. By cooperating with national experts DED strengthens local capacities and partner ownership. The DED operate on behalf of the Federal Ministry for Economic Cooperation and Development (BMZ), and is currently operating in 48 countries with approximately 3,000 staff.

#### DED's mandate

DED is mandated to place technical advisers upon request by governmental and non-governmental organisations in partner countries. More than half these experts (55 %) are seconded to Africa. This is followed by Asia and the Middle East with 25 % each, and Latin America, receives 20 % the advisers seconded. The main focus of activity is on poverty reduction and partner-driven sustainable development. By providing technical advice the DED supports the capacity development of local civil society organisations and local governments.

One important thematic area of DED's work is supporting local governments and strengthening civil society.

In the course of decentralisation processes, local governments in DED partner countries gain new responsibilities and tasks, which local politicians and administrators are often not yet able to cope with. To meet the criteria of good local governance, local governments must ensure that citizens participate in their planning and decision-making processes, deliver services that are responsive to citizens' needs, guarantee transparency in administrative procedures, and discharge their duty of accountability to the population.

#### Cooperation with municipalities

There are opportunities for municipal experts to support the measures of DED's partner organisations either as a technical advisor, peace expert or coordinator. DED systematically recruits municipal experts for assignments by advertising vacancies. The minimum length of contract is usually two years. Successful applicants must have completed professional training, and must possess professional experience and the skills required. DED pays a maintenance allowance that is the same for all countries. The allowance is paid at three different rates, depending on the number of years of service of the individual concerned. Young people who are just embarking on their careers can gain experience in a partner country through the DED Young Professionals Programme. Young volunteers can acquire intercultural expertise by joining the *weltwärts* programme.

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### 5.1.4 Centre for International Migration and Development (CIM)

The Centre for International Migration and Development (CIM) is the human resources recruitment and placement organisation for German development cooperation. As a joint operation of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and the Federal Employment Agency's International Placement Services, CIM combines development and labour market expertise. CIM is based in Frankfurt am Main. The bulk of its funding is provided by the German Federal Ministry for Economic Cooperation and Development (BMZ). However, other ministries, state and parastatal institutions, non-governmental organisations and private sector companies also contribute to financing CIM programmes. Municipalities can also get involved in development cooperation together with CIM by co-financing expert assignments and through other contributions.

#### CIM's mandate and services

##### *The Integrated Experts Programme*

In the Integrated Experts Programme CIM places qualified and experienced experts and managers with employers in Asia, Africa, Latin America, and Eastern and South-Eastern Europe. Over 700 integrated experts are currently on assignment in more than 75 countries, working in a wide range of sectors. Municipal experts are also assigned in numerous areas of activity such as energy, water and solid waste management, the development of municipal administrations, and urban development. CIM's partners in the countries concerned are employers in the public and private sectors, and civil society, with a link to development. These employers approach CIM when they are unable to meet their demand for highly qualified experts in their own country at the local going rate. The German and European experts recruited by CIM on the German labour market are firmly integrated into the local employer's structures through a local contract of employment and jointly agreed objectives. As part of the network that includes the GTZ offices and German embassies, these experts help achieve the German Government's development-policy objectives. CIM supports the assignments of integrated experts by providing various services, and by making topping-up payments to the local salary that cover the financial difference between that salary and the going market rate of remuneration. CIM also pays the experts' travel and transport costs, and a share of their insurance contributions.

### ***The Returning Experts Programme***

Every year the Returning Experts Programme enables more than 600 highly-qualified university graduates and experts from developing, emerging and transition countries who have gained professional experience, and are employed in Germany but wish to return home, to reintegrate into working life in their home countries. The programme focuses on placing professionals in important areas for development, as well as in contexts of economic cooperation and international scientific and technical cooperation. As well as making arrangements for the experts' return and providing them with counselling services, the programme also offers financial support to those wishing to return home. Municipalities can make a contribution to development cooperation for instance by providing training programmes or work experience for the foreign graduates before they return to their home countries.

### ***An example of the assignment of integrated and returning experts to a municipality***

Following the tsunami in 2004, reconstructing the city administration of Banda Aceh in Indonesia was one of the central challenges. CIM supported this process in a first step by placing two local government experts from Germany to advise the mayor and deputy mayor. The two integrated experts were later reinforced by the placement of three experts for municipal development, women's rights and economic promotion who were returning from Germany to their home country of Indonesia. The combination of their various areas of professional and cultural expertise enabled the integrated and returning experts to achieve more together in tandem, and to sustainably institutionalise the capacities developed within the city administration (see the CIM case sheet in the annex).

### ***Cooperation with the diaspora***

From January 2011 onward CIM will also be using funds of the BMZ to promote development projects that the migrant organisations based in Germany (referred to as the 'diaspora') implement in their home countries. Here too there are interesting points of contact for municipalities. Institutions in Germany that are involved for instance in community-based or municipal development cooperation (e.g. Agenda 21 initiatives, city twinning schemes) can get the diaspora communities on board as additional civil society actors in Germany, and can also win over the migrants as partners for their activities in the migrants' home countries. Through dialogue with diaspora communities in Germany they can add the diaspora perspective to their initiatives, and enrich them through new forms of cooperation.

### ***Pilot project on the temporary migration of labour***

Right now everyone is talking about the threat of a skilled labour shortage in Germany. In its latest project CIM is placing experts from developing and emerging countries with employers in Germany for temporary employment purposes. In so doing CIM is meeting the requirement among German employers for qualified specialists in selected sectors, while at the same time promoting the further vocational training of foreign experts in Germany. When these experts return to their countries with CIM's support, CIM will ultimately be making a contribution toward the transfer of expertise for development. Municipal employers too, for instance in the health sector, might in the medium term profit from the placement of nursing staff, while at the same time making a contribution toward development cooperation by further training these nurses.

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## 5.2 Service Agency Communities in One World

The Service Agency Communities in One World supports local actors in realising sustainable, municipal development cooperation. In 2002 the Service Agency became part of InWEnt – Capacity Building International, Germany (which in 2011 was merged with DED and GTZ to form the Deutsche Gesellschaft für Internationale Zusammenarbeit – GIZ). The Service Agency is funded by means of the Federal Ministry for Economic Cooperation and Development (BMZ), and the federal states of Baden-Württemberg, Bavaria, Berlin, Bremen, Hamburg, Mecklenburg-Western Pomerania, North Rhine-Westphalia, Rhineland-Palatinate, Saarland, Schleswig-Holstein and the city of Bonn. The Service Agency was established in 2001 to strengthen local development cooperation in the spirit of Agenda 21, and support local contributions toward achieving the United Nations Millennium Development Goals by 2015. Since the Service Agency's ownership structure covers the entire range of local actors and important sector ministries and institutions at the national and regional levels, it presents a unique opportunity to support municipal development cooperation in Germany.

### The Agency's mandate and services

The Agency provides services for three themes of the future:

- building intermunicipal partnerships with developing countries
- migration and development – which means cooperating with local diasporas
- fair procurement – the municipal contribution to expanding fair trade.

The Service Agency is mandated to provide municipalities with information, and make them aware of opportunities for launching activities in these three areas. The goal is to strengthen local and municipal development cooperation as a whole. This means that the services provided are targeted primarily at municipal policymakers and administrators, but also include municipalities' partners in civil society, academia and the private sector. The Service Agency also draws municipalities' attention to the manifold opportunities for municipal development cooperation. For instance, it promotes the exchange of expertise between municipal experts and their counterparts in developing and transition countries. It also supports effective municipal education work for development, and efforts to integrate municipal development cooperation into German development cooperation.

The Service Agency provides local actors with numerous sources of information. These include a series of specialised publications entitled *Dialog Global*, the Service Agency's own series of information materials, the monthly 'One World Newsletter' (only available in German), and the extensive online platform [www.service-eine-welt.de](http://www.service-eine-welt.de), which contains up to date information. All the Service Agency's publications can be downloaded or ordered as print media through the website. One feature of the website that is used particularly frequently is the section offering advice on how to finance projects.

## **How the Service Agency works and cooperates with municipalities**

As well as producing publications, the Service Agency also supports local and municipal actors by providing personal advisory services free of charge. Numerous workshops, network meetings and conferences are held to foster intermunicipal exchange. Competitions such as the 'Fair Capital City' contest acknowledge and support exemplary cases of municipal engagement. Through the federal conferences of municipalities and initiatives, international mayoral forums and Germany-wide conferences on intermunicipal partnerships (which for the first time included Africa in November 2010, and Latin America in 2011), the Service Agency offers local and regional decision-makers a forum for dialogue and networking on sustainable development and municipal development cooperation.

The Service Agency acts as a matchmaker for projects and partners. It tries to find ways and means of turning what may perhaps be short-term projects into long-term partnerships. This can be achieved for instance through innovative projects such as '50 Municipal Climate Partnerships by 2015' or 'Triangular Municipal Partnerships'. Examples include the municipal World Cup partnerships project, in which the South African host cities of the FIFA World Cup 2010 profited from the experiences of the German host cities of the FIFA World Cup 2006. At the same time, though, German cities also learned from the experiences of their South African counterparts. The Service Agency is also committed to harnessing the development opportunities created by migration, which involves actively integrating the knowledge and experiences of migrants. This is designed to foster a culture of diversity and cooperation between migrants who are actively committed to development, and local actors engaged in One World work.

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### 5.3 Working Group of the Regional One World Networks in Germany (agl)

One World organisations and initiatives in all 16 of Germany's federal states have joined forces to form regional One World networks for each state. These One World networks represent joint positions of their member groups vis-à-vis policymakers and administrators in the respective federal states. By providing consultancy and training services they help upgrade and professionalise One World work in their state. At the national level the regional One World networks cooperate in the Working Group of the Regional One World Networks in Germany (agl).

The work of the agl and the regional One World networks aims to professionalise and develop local One World activities in the regions. The agl and regional networks encourage and support civil society actors in making a committed and professional contribution to shaping sustainable global development that is ecological and socially sound. The distinctive feature of the One World regional networks is their direct contact with grassroots groups. They are consulted on North-South issues by Germany's regional governments, municipalities and other societal groups and institutions, they provide forums for debate on development issues, and network citizens and organisations committed to One World work as partners at the local level.

#### Topics and services

Through the agl or the individual One World regional networks, regional governments, municipalities and other social groups are able to find professional and committed interlocutors on One World-related topics such as partnerships and twinning schemes, fair trade, global learning, the inclusion of social and ecological criteria in public procurement, migration and development the 'bio – regional – fair' campaign, human rights, or youth participation in the fight against the impacts of climate change. Through publications, exhibitions and online resources the agl provides comprehensive information on One World topics and One World work ([www.agl-einewelt.de](http://www.agl-einewelt.de)). Several selected examples of municipal One World work shown below are designed to give you some ideas for municipal projects and activities of your own. For further information on projects or activities, please get in touch with the One World network in your region (see list of contacts in the annex).

#### Fair trade and municipalities...

...e.g. the 'Rhine Affair' campaign. Committed individuals from city governments, associations, One World shops, and the One World networks of Rhineland-Palatinate (ELAN) and North Rhine-Westphalia campaigning for the introduction of fairly traded city coffee varieties along the Rhine. <http://www.die-rheinische-affaire.de/>. Numerous examples of fairly traded city chocolate and city coffee varieties in Bavaria are described at [www.fairerhandel-bayern.de](http://www.fairerhandel-bayern.de). These projects offer good opportunities for cooperation for local tourist agencies and One World shops.

...e.g. 'BUY FAIRLY. ADDED VALUE. FOR ALL:' This is a three-year project in North Rhine-Westphalia providing advisory and training services to retailers, One World shops and municipal purchasers on the topic of fair trade. [www.fairkauffennrw.de](http://www.fairkauffennrw.de)

...e.g. projects for socially and ecologically responsible purchasing such as 'We can do it differently!' in Bremen ([www.ben-bremen.de](http://www.ben-bremen.de)) or 'Saxony buys fairly' ([www.sachsen-kauft-fair.de](http://www.sachsen-kauft-fair.de)). These projects press for the inclusion of ecological and social criteria in public procurement decision-making.



### Global learning in municipalities...

...e.g. twinning schemes involving cities and municipalities in Germany and Nicaragua: Frankfurt am Main – Granada [www.ffm-granada.org](http://www.ffm-granada.org), Berlin-Kreuzberg – San Rafael del Sur [www.staepa-berlin.de](http://www.staepa-berlin.de) or Wuppertal – Matagalpa [www.matagalpa.de](http://www.matagalpa.de). Together with actors in the twin municipalities, friendship associations organise school and cultural exchange activities and implement joint projects in areas such as health, education or human rights. In some German federal states the One World regional networks maintain Internet portals providing information on twinning arrangements and partnerships between municipalities, schools, church parishes and non-governmental organisations, and their partners in so-called developing countries (see for instance [www.bayern-einewelt.de](http://www.bayern-einewelt.de)).

...e.g. support in finding speakers and materials for One World activities at municipal adult education centres.

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Please refer to the annex for contact details of the regional networks.

### **5.4 Political foundations**

In Germany – since the year 2000 – six organisations with close links to the political parties represented in the German Bundestag have been classified as political foundations. These are the SPD-based Friedrich Ebert Foundation (FES), the CDU-based Konrad Adenauer Foundation (KAS), the CSU-based Hanns Seidel Foundation (HSS), the FDP-based Friedrich Naumann Foundation (FNS), the Green Alliance-based Heinrich Böll Foundation (HBS) and the Party of the Left-based Rosa Luxemburg Foundation (RLS). The political foundations have established dedicated departments for their international work. The projects of the political foundations are always implemented in cooperation with partner organisations. This means that the foundations can only undertake activities if they have identified partners in the developing countries concerned that are 'committed to the objectives formulated in these principles, and have a chance at least in the future of their actions generating structural impacts'. These partner organisations can be political parties, trade unions, municipal associations and other self-help organisations. The establishment of local government structures also plays an important role here. Like implementing organisations, political foundations can engage local government experts or implement joint events and projects.

### **5.4.1 Konrad Adenauer Foundation (KAS)**

In Germany the Konrad Adenauer Foundation operates through two main and 16 secondary education centres. Its Head Offices are in Sankt Augustin near Bonn, and Berlin. Seventy-eight country offices around the world are currently supporting 200 projects in over 100 countries.

#### **The Konrad Adenauer Foundation's international cooperation activities**

Guided by a sense of Christian responsibility, the Foundation is engaged worldwide in promoting democracy and the rule of law, supporting the creation of social and market economy structures, and realising human rights. It conducts training measures, in particular to help develop political parties and civil society groups. It operates numerous advisory and dialogue programmes to promote the establishment and development of local and regional self-government structures. Over the decades it has built up networks that include political and social elites in its countries of assignment, as well as long-standing links to partner organisations. This enables it to sustainably influence policy-making around the world. It complements the foreign policy of the German Government and the latter's official development cooperation, and in so doing helps build security and peace worldwide. In view of the new, regional challenges emerging in a globalised world, the KAS is now broadening its regional expertise, which has hitherto been based on traditional country programmes, to also include a sectoral dimension. Through regional programmes on the rule of law and the media, and through the 'Global Governance' sector programme coordinated by its Head Office in Berlin, the KAS is now addressing cross-cutting themes such as energy and resource security, the dialogue of values and religions, and global risks such as terrorism and climate change.

#### **Development cooperation for local self-government**

As a German political foundation the KAS knows how efficient and effective regional and local authorities are, how vibrant democracy works at the subnational level, and how mechanisms can be established to reconcile the interests of different territorial authorities. This makes it a professional and trustworthy partner around the world in situations where federalism and/or local self-government are at stake. Today, many states face the challenge of making political decentralisation effective in order to stimulate social and economic development and improve people's living conditions. In its local government work the foundation does not only address the transfer of administrative functions to downstream administrative units in the regions, provinces and municipalities. It also focuses strongly on a political decentralisation of power and the promotion of political participation in all parts of the country, especially at the local and regional levels. This is why the Konrad Adenauer Foundation has been promoting the organs of local self-government and their national associations for decades.

#### **Projects and programmes**

The 'visit Germany' programmes for local politicians from around the world have proved particularly successful. These visits organised by the KAS are designed to enable the guests to experience for themselves the principles, processes and procedures of political decentralisation and regional development in Germany. The individuals concerned are then able to return to their countries equipped with new ideas on how to strengthen regional and local institutions and processes. KAS Senegal, for instance, initiated a visitors' programme enabling mayors and elected local officials to come to Germany. The programme focused on the delivery of municipal general interest services, municipal marketing and local economic promotion. Together with their interlocutors from German local authorities, the local government association, the working party on local government in the German Bundestag and a leading municipal association, participants were able to develop ideas for their work in

their own municipality, and discuss ways of articulating and asserting local interests at the national and parliamentary level. In order to profit from German experience of local government, in March 2010 twelve mayors from Brazil came to Germany by invitation of the KAS. This programme focused on exchange with German practitioners in areas such as economic promotion, environmental protection, efficient administration and municipal cooperation. The pronounced culture of civil society engagement left a particularly strong impression on the visitors from Brazil.

Since a partnership can only be successfully maintained through close personal contact, the KAS also supports visits by delegations of municipal decision-makers. A further example of the successful work of the Foundation is the special advisory assignments carried out in this context. In response to requests made by partners, public institutions or other interested decision-makers the KAS organises expert assignments to promote effective administration work at the local level. Advisory measures have been implemented for instance on federalism, constitutionalism, administrative reform and anti-corruption, as well as on practical issues such as transport, health, poverty reduction and environmental protection.

The Konrad Adenauer Foundation not only assigns international experts, but also networks these within the regions themselves. For several years the KAS partner in the Philippines – LOGODEF – has brought together a group of 15 renowned academics, local government experts and representatives of municipal associations in a special study group that every year conducts an ambitious programme of study and publication on problematic issues of the day. To ensure that their findings are also fed into the political debate, round table debates and professional seminars are held regularly with the Senate Economic Planning Office and the Congressional Planning and Budget Office to discuss possible legislative initiatives that might help strengthen local self-government and improve local good governance. In South Africa the KAS helped initiate an expert working group that studied the future of regional policy in the country. The group's conclusions and recommendations were documented in a publication that was presented in parliament and disseminated through a series of workshops.

### **Opportunities for cooperation with municipalities**

To guarantee sustainable exchange at the municipal level, the Konrad Adenauer Foundation does what it can to support the emergence and further development of city twinning schemes and cooperation activities.

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### 5.4.2 Friedrich Ebert Foundation (FES)

The international work of the Friedrich Ebert Foundation (FES) aims to promote democracy worldwide, and build security and peace. It also aims to help make globalisation democratic and socially sound, and to expand and deepen the European Union. Through projects in more than 100 countries the Foundation is actively supporting the establishment and consolidation of municipal, civil society and state structures to promote democracy and social justice.

Political parties and trade unions are therefore important partners in these social policy areas of the Friedrich Ebert Foundation's cooperation activities, but not the only ones. Associations, independent media, educational institutions and organised civil society interest groups and NGOs are also included among the Foundation's partners in international cooperation.

Support for democratisation at the national level in the countries concerned is complemented by cooperation activities between states and civil society organisations in the regional and international context. The Friedrich Ebert Foundation's tasks of international cooperation include enabling states and civil society organisations not only to build democratic coexistence within their own borders, but also to participate in 'global policy' processes. Through its worldwide network of in-country offices and partners the Friedrich Ebert Foundation possesses a range of instruments that enable it to contribute to political and other important debates, and to incorporate local government expertise.

The promotion of local self-government and decentralisation are themes that the FES today addresses to varying degrees in its project work worldwide. In the 90s there was a period during which certain development cooperation project activities focused much more strongly on local self-government/decentralisation than is the case now.<sup>1</sup> Although there are now projects that address this area, they are not subject to any centralised conceptual framework or coordination, but are implemented by individual FES units in-country. For further details on the activities and partners concerned please therefore refer to the country-specific pages of the Foundation's international website: [www.fes.de](http://www.fes.de).

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<sup>1</sup> For a review of these activities, see: 'Dezentralisierung und kommunale Selbstverwaltung: zur kommunalpolitischen Projektarbeit der Friedrich-Ebert-Stiftung in Afrika, Asien, Lateinamerika' [German only], 2000; the full text can be accessed at <http://library.fes.de/fulltext/iez/00650toc.htm>.

### 5.4.3 Heinrich Böll Foundation (HBS)

Protecting democracy and human rights, tackling environmental destruction, guaranteeing social participation for all, resolving conflicts by civil means, defending the liberty of the individual – these are all goals that guide the actions of the Heinrich Böll Foundation. The Foundation sees itself as an agency for green ideas and projects, as a think tank for reform policies and as an international network. It has close links to the Alliance 90/The Greens party, and promotes the development of a democratic civil society both in Germany and abroad. The work of the Foundation is modelled on Heinrich Böll's call for civil society to get involved in politics.

The prime task of the Foundation is **political education in Germany and abroad**. To realise its objectives the Foundation has developed a broadly accessible education and training offering that encompasses a wide range of forms (conferences, seminars, congresses, websites, publications, studies and lectures). The Heinrich Böll Foundation cooperates with **160 project partners in over 60 countries** and maintains offices in 28 countries.

The **Scholarship Department** of the Heinrich Böll Foundation promotes gifted, socially committed undergraduates and graduates both in Germany and abroad who actively engage with the Foundation's basic values, which are ecology, nonviolence, solidarity and democracy. There are currently around 750 scholars per year, roughly 3/4 of whom are undergraduates and 1/4 doctoral students.

The Foundation's guiding vision for internal cooperation and for public activity in all areas is **gender democracy**, which is to say a society built on gender relationships that are free from dependency and domination. The Gunda Werner Institute (GWI), which is part of the Heinrich Böll Foundation, is a focal point for gender policy issues, and continues to develop the dialogue concerning feminism and gender democracy.

#### Local policy

The Heinrich Böll Foundation maintains an online local policy information desk that provides the latest news and thematic dossiers (<http://www.kommunale-info.de/>), organises Germany-wide local policy congresses and publishes studies.

In 2010 the Foundation published the following document on international municipal cooperation: 'Kommunale Partnerschaften und Netzwerke – Ein Beitrag zu einer transnationalen Politik der Nachhaltigkeit' [*Municipal twinning schemes and partnerships – A contribution toward a transnational policy for sustainability*]. The Foundation will be holding further conferences and expert meetings on this topic. For further details please go to <http://www.kommunale.info/staedtepartnerschaften>, where the aforementioned publication can be downloaded (German only).

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 Homepage: <http://www.boell.de>

#### **5.4.4 Hanns Seidel Foundation (HSS)**

The CSU-based Hanns Seidel Foundation (HSS) is a German political foundation that performs political education work both in Germany and abroad 'in the service of democracy, peace and development'. This work of persuading people of the desirability of democracy, and of a liberal and social order based on the rule of law, is about winning the hearts and minds of citizens and convincing them that the basic political values and norms of our society are the right ones.

##### **Development cooperation activities**

The HSS has been engaged in development cooperation for over 30 years, through what is now called the Institute for International Contact and Cooperation (ICC). It is currently supporting some 90 projects in around 60 countries worldwide. These international activities are based on Christian and social ideals. They aim to promote decent living conditions, and make a contribution to sustainable development by strengthening peace, democracy and a social market economy. Together with its local partners the HSS implements projects for policy advice, political education, and civil society and rule of law structures.

The German political foundations are a unique formation. Barely any country has similar institutions that engage in development cooperation worldwide. The fact that there are several foundations reflects the plurality of the liberal democratic system, and the political approach pursued in development cooperation. The international cooperation activities of the HSS focus on the following areas:

- strengthening civil society structures in urban and rural areas
- promoting local, participatory administrative structures
- advisory services to decision-makers in the spheres of policy-making and business
- development of rural areas and structurally weak regions
- gender democracy
- support of economic progress through vocational training and management training
- overcoming social and ethnic divisions
- raising environmental awareness among the population

##### **Possible support**

Since the Hanns Seidel Foundation itself is a recipient of funding from the Federal Ministry for Economic Cooperation and Development (BMZ), it cannot subsidise projects of third parties. The only option that exists in certain cases is to integrate individual measures into existing project frameworks.

On the other hand, through its partner structures and bureaus in countries the Foundation can provide advisory and administrative support to promote municipal project ideas.

##### **How the Foundation works**

All activities in foreign countries are based on project requests approved by the BMZ for a country or a region. Funding is usually granted for a period of three years, with the option to extend. These BMZ project funds are used to finance the Foundation's office infrastructure in partner countries, and the project activities implemented jointly with the partner organisations. Educational events are held in close cooperation with the local partner organisations.

## Opportunities for German municipalities to participate in development cooperation

The HSS is currently implementing activities at the municipal level in the following countries:

Albania	Improving administrative performance, and institution-building	Training of local decision-makers in local government law on issues of decentralisation and local self-government; events with the Association of Albanian Cities
Argentina	Sustainable social development	Training of decision-makers and civil servants at the municipal level (themes: municipal/financial management, economic development, welfare programmes, environmental impacts of projects, municipal associations, citizen participation and accountability)
Kazakhstan, Kyrgyzstan, Tajikistan	Improving management and administrative performance	Training of officials from local government and public administration
Morocco	Legal and administrative reform in the Maghreb region	Training of regional and local officials on the practical application of laws and administrative regulations in the context of administrative decentralisation
Philippines	Human and organisational development	Training measures for selected representatives of the municipal sector (mayors, local councillors) and high-ranking administrative personnel on governance and administrative management
Tanzania	Democratisation	Training and awareness raising measures for local leaders and civil society on good local governance
Tunisia	Legal and administrative reform in the Maghreb region	Training of regional and local officials on the practical application of laws and administrative regulations in the context of administrative decentralisation

### Contact

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## 6. Money Makes the World go Round? – EU Support for Projects with Third Countries

In its numerous programmes the EU supports exchange, cooperation and the development of innovative approaches for scaling up good ideas and practices in European countries. Increasingly, though, the EU also sees itself as an important actor for development cooperation. In 2007 it raised considerably its funding for projects in and for partner countries, reformed its programme structure and improved its support for project applicants.

The European Union's development cooperation measures are based on the following principles: aid effectiveness, coordination with member states and international actors, and guaranteed coherence between European policy and development goals.

The European Consensus on Development defines the general framework for measures by the EU and its member states in this area. The EU is also strongly committed to achieving the United Nations Millennium Development Goals (MDGs). To this end it has created various instruments that are also designed to raise the effectiveness of EU measures.

The EU cooperates with partner countries in the following regions:

- the African, Caribbean and Pacific (ACP) Group of States
- Asia
- Latin America
- the Middle East
- the southern and eastern neighbouring states of the European Union.

The programmes listed below support the implementation of projects in which municipalities can also be involved. For the new programme period 2007-2013 the entire programme structure has been streamlined in order to make the programmes more transparent and generate better synergy effects. The current framework programmes thus form the architecture for numerous individual programmes. The framework programmes in question are described below.

### ***The European Neighbourhood and Partnership Instrument 2007–2013***

The European Neighbourhood and Partnership Instrument (ENPI) supports the EU's neighbourhood policy vis-à-vis the southern and eastern riparian states. The ENPI recipient countries include certain states in the Mediterranean region and the Commonwealth of Independent States.

The ENPI focuses on sustainable development and gradual convergence with EU policy and community law. In particular, it focuses on implementation of the respective Action Plans put forward by each of the recipient countries. This involves for instance promoting sustainable development or poverty reduction, but may also include measures for gradual integration into the EU single market. A further element is cross-border cooperation (ENPI CBC). This involves funding joint programmes in which regions within member states and partner countries that share a common border are brought together. Cross-border cooperation as a component of the ENPI is co-financed by the European Regional Development Fund (ERDF).

In principle any legal entity from an EU member state, an EFTA/EEA country or an ENPI country is eligible to apply for funding. These include municipalities, regions (and their associations), commercial enterprises, non-governmental organisations, associations, universities, churches, media and international organisations. Which applicants are eligible in any given case is dependent on the actual call for proposals and thematic focuses. Websites: [http://ec.europa.eu/world/enp/index\\_de.htm](http://ec.europa.eu/world/enp/index_de.htm) ; [http://ec.europa.eu/world/enp/funding\\_de.htm](http://ec.europa.eu/world/enp/funding_de.htm)

### ***The Development Cooperation Instrument 2007–2013***

The Development Cooperation Instrument (DCI) promotes EU cooperation with those countries in Latin America, Asia, Central Asia and the Near and Middle East (plus South Africa) that are not covered by the European Neighbourhood and Partnership Instrument or the Instrument for Pre-Accession Assistance (see below). EU development aid is delivered through geographical and thematic programmes. The supreme objective is to eliminate poverty in partner countries and regions while maintaining sustainability (i.e. to achieve the Millennium Development Goals), and to promote democracy, good governance, respect for human rights and the rule of law.

The DCI also encompasses thematic programmes whose objectives are defined more precisely. The thematic programmes are: 'invest in people'; 'environment and sustainable management of natural resources including energy'; 'non-state actors and local authorities in development'; 'food security' and 'migration and asylum'. Applications can be submitted by local authorities, public institutions, businesses, non-governmental organisations, international organisations and legal entities from the EU member states, partner countries or third countries.

Website: [http://ec.europa.eu/europeaid/what/delivering-aid/funding-instruments/index\\_en.htm](http://ec.europa.eu/europeaid/what/delivering-aid/funding-instruments/index_en.htm)

### **The European Development Fund (EDF)**

The European Development Fund (EDF) is the main instrument for delivering EU development cooperation with the ACP states and the Overseas Countries and Territories (OCTs). The current 10th EFD covers the period 2008-2013. Funds of EUR 22.682 billion have been made available for the EDF. Of this total, EUR 21.966 billion is earmarked for the ACP states, EUR 286 million for the OCTs and EUR 430 million for the Commission for support tasks in the context of EDF programme planning and implementation.

The amount allocated for the ACP states breaks down as follows: EUR 17.766 million to finance national and regional indicative programmes, EUR 2.7 million to finance cooperation within the ACP Group of States and inter-regional cooperation, and EUR 1.5 million to finance the investment facility. The large majority of funds benefit the regional programmes, reflecting the importance of regional economic integration as a basis for national and local development.

The specific instruments of the EDF include

- the ACP-EU Water Facility
- the ACP-EU Energy Facility
- the African Peace Facility
- the ACP-EU Microfinance Programme.

In this connection the EU Commission publishes regular calls for proposals. Both non-government organisations and public institutions may submit project proposals.

### **The Instrument for Pre-Accession Assistance 2007–2013**

The EU's Instrument for Pre-Accession Assistance (IPA) covers the period 2007-2013. IPA supports the current candidates for access in Croatia, the former Yugoslav Republic of Macedonia and Turkey, and the potential candidate countries Albania, Bosnia and Herzegovina, Montenegro, Serbia and Kosovo.

IPA comprises five components: support for transition and institution-building, cross-border cooperation, regional development, human resources development and rural development. It focuses on strengthening democratic institutions and the rule of law, protecting and upholding human rights including gender equality, administrative and economic reform, the

development of civil society, social integration, reconciliation, trust-building measures and reconstruction, as well as regional and cross-border cooperation.

In principle any natural person or legal entity based in the countries eligible to participate is eligible to apply for support. Eligibility may be defined more precisely to match the profile of the call for proposals.

Website: [http://ec.europa.eu/enlargement/index\\_de.htm](http://ec.europa.eu/enlargement/index_de.htm)

### **The European Instrument for Democracy and Human Rights (EIDHR) 2007–2013**

This instrument is designed to promote democracy and human rights worldwide. It is a horizontal programme, i.e. in contrast to the aforementioned programmes it focuses less on a geographical area and more on supporting a thematic focus.

The funding granted by the EU is used for grants to finance projects, programmes or operating costs, public contracting, employment contracts or financing agreements. Priority is accorded to measures implemented at the national and regional levels. However, the instrument does provide for grants at the local level to support small initiatives of local civil society organisations. This is designed to provide small organisations with access to this funding instrument.

On the basis of multiannual programming the EU Commission accepts annual Action Programmes that define the specific objectives, the paramount measures to be supported, the anticipated results and the indicative amounts.

Website: [http://ec.europa.eu/europeaid/what/human-rights/index\\_en.htm](http://ec.europa.eu/europeaid/what/human-rights/index_en.htm).

Some EU programmes that do not explicitly target third countries also include elements of international project cooperation. These include for instance the Culture, Youth in Action, MEDIA and Erasmus programmes.

The **Culture** programme with strand 1.3 'Cooperation projects with third countries' promotes cooperation between cultural organisations from participating countries and cultural actors from so-called third countries. These third countries change, and are defined anew every year.

Through Action 3.1 'Cooperation with EU neighbours' the EU programme **YOUTH IN ACTION** supports both youth encounters, and training and networking projects with neighbouring partner countries. These include countries from the Euro-Med region (partner countries from the Mediterranean area), Eastern Europe/Caucasus, and South-Eastern Europe.

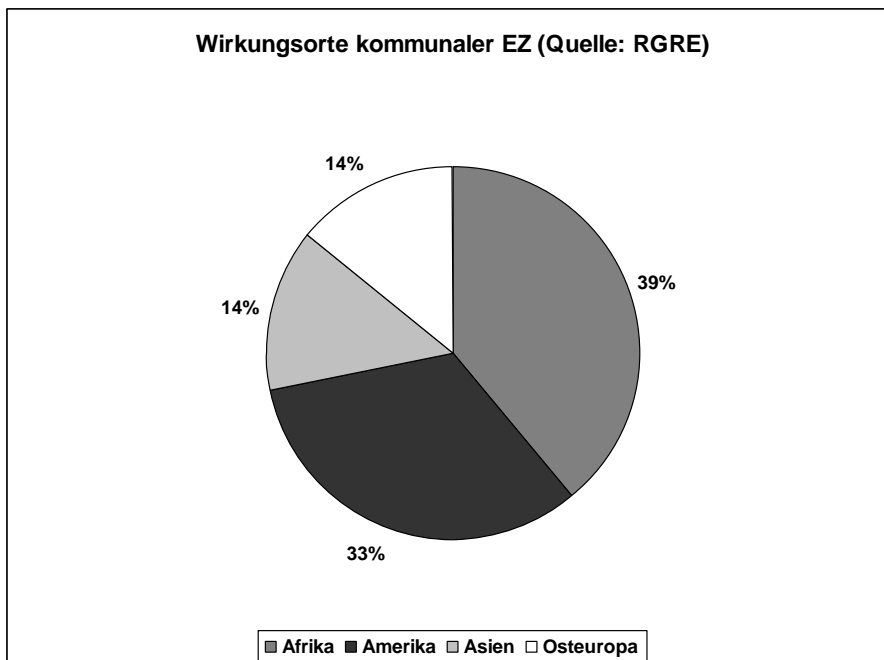
The **MEDIA** programme aims to strengthen the European audiovisual industry. The new MEDIA Mundus sub-programme (2011 – 2013) is designed to promote the exchange of information between experts from Europe and third countries, to improve competitiveness and the cross-border distribution of audiovisual works around the world, to improve the global dissemination and presentation of audiovisual works, and to increase public demand (especially among a young audience) for culturally diverse audiovisual products.

**ERASMUS**, the EU university programme, also includes a strand focusing on cooperation with third countries. Under the title 'Erasmus Mundus', projects are initiated and implemented that are designed to help improve the quality of university education and promote intercultural understanding through cooperation with third states.



## 7. CEMR Database on Municipal Development Cooperation Projects and List of Local Government Experts

The German Association of Cities has maintained the database on 'Municipal Development Cooperation' since 2004. This database, which can be found on the website of the Council of European Municipalities and Regions (CEMR), is based on a survey of municipalities across Germany conducted using a questionnaire. The database reflects the engagement of German municipalities in our 'One World'. It shows interested municipalities and other actors how they can take municipal development cooperation further. This municipal engagement can take place in the context of a city twinning scheme – a partnership or a friendship. Increasingly,



though, municipal development cooperation projects are being implemented for a limited period. Furthermore, the database also provides information on how the projects are financed, which actors are involved, time frames and focal areas covered. A short description of each project provides a brief outline of what the project is all about.

Contact addresses are included, enabling users to get in touch with the right people directly. In early 2010 the database was comprehensively updated. It currently contains 142 projects. It is being continuously updated and expanded. Municipalities interested in providing the German Association of Cities with information on their development cooperation activities are kindly requested to download the form ([www.rgre.de](http://www.rgre.de)), complete it and return it to us. We would then be glad to include the information in the database.

As well as the database on municipal development cooperation, the German Association of Cities also keeps a list of local government experts who are willing to go abroad for a limited period of time. This list includes individuals from a whole range of areas of local government. These include both serving and elected officials, as well as experts and officers from a variety of fields. The range of expertise that these individuals are able to bring to development cooperation is also broad. It encompasses power and water supply, sanitation and solid waste management, health care, economic promotion and finance, building and administrative law, and urban development. Most of these local government experts already possess experience abroad and a command of either English or French. The duration of possible assignments for these experts would usually be limited to several weeks. For data protection reasons this list is not publicly accessible. The German Association of Cities is glad to provide a selection of suitable individuals in response to specific enquiries.

## 8. Annex

### One World Regional Networks:

#### Baden-Württemberg:

The Umbrella Organisation for Development Cooperation in Baden-Württemberg (DEAB)

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70197 Stuttgart

Germany

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Email: [info@deab.de](mailto:info@deab.de)

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

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The One World Network of Bavaria

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

#### Berlin:

Berlin Advisory Network for Development (BER)

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Germany

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Fax: +49 (0)30 / 49855381

Email: [buer@ber-ev.de](mailto:buer@ber-ev.de)

[www.ber-ev.de](http://www.ber-ev.de)

#### Brandenburg:

The Association of Development NGOs in Brandenburg (VENROB)

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Email: [info@venrob.org](mailto:info@venrob.org)

Internet: [www.venrob.org](http://www.venrob.org)

#### Bremen:

The Bremen Development Cooperation Network (BeN)

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Internet: [www.ven-nds.de](http://www.ven-nds.de)

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Email: [info@Eine-Welt-Netz-NRW.de](mailto:info@Eine-Welt-Netz-NRW.de)  
Internet: [www.Eine-Welt-Netz-NRW.de](http://www.Eine-Welt-Netz-NRW.de)

Rhineland-Palatinate:

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Email: [info@elan-rlp.de](mailto:info@elan-rlp.de)  
[www.elan-rlp.de](http://www.elan-rlp.de)

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Fax: +49 (0)681 / 938 35-64  
Email: [info@nes-web.de](mailto:info@nes-web.de)  
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