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**SERVICE AGENCY** ● ● ●  
COMMUNITIES IN ONE WORLD



## **MATERIAL**

THIRD CONFERENCE ON  
MUNICIPAL PARTNERSHIPS WITH AFRICA  
SUSTAINABLE PARTNERSHIPS ON EQUAL TERMS

**19 to 21 October 2016 in Erfurt | No. 85**

**The Service Agency Communities in One World**

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# INTRODUCTION

Around 150 delegates from Germany, France and twelve African countries took part in the third conference on 'Municipal Partnerships with Africa' at the Erfurt Comcenter. The conference was organised and hosted by the Service Agency Communities in One World together with the City of Erfurt – capital of the federal state of Thuringia.

Participants included municipal policymakers and administrators, as well as partnership associations and non-governmental organisations (NGOs). The slogan for this year's conference was 'Sustainable Partnerships on Equal Terms'.<sup>1</sup> The event offered participants a varied agenda including presentations, discussions and group work. It set out to develop concrete ways of achieving sustainable cooperation. It also aimed to give participants an opportunity to establish new contacts, strengthen joint ownership of their projects, and reflect on the understanding of partnership and what it means for both sides to give and receive at the same time.

Every three years, local policymakers and civil society actors who are linked to municipalities in Africa through partnerships have an opportunity to meet up at our conference. Here they are able to discuss with their partners from the African municipalities topics that currently affect their joint activities. Often this involves highly practical issues such as how project planning and financial management work in Germany and Africa, how to manage regular communication given the geographical distance, how civil society be closely integrated into the partnership, and how communication can be made culturally sensitive. It often emerges that many municipal partnerships face the same challenges, and that sharing ideas and lessons learned on these challenges can generate fresh solutions and opportunities for further development.

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<sup>1</sup> Burkina Faso, Cameroon, Côte d'Ivoire, Ethiopia, Ghana, Mali, Rwanda, Senegal, South Africa, Tanzania (including Zanzibar), Tunisia and Zimbabwe.

## DAY 1 – WEDNESDAY, 19 OCTOBER 2016

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The bilingual moderation team comprising Marie Ganier-Raymond and Dr. Moussa Gueye welcomed the participants, and guided them through the agenda throughout the entire conference. In their opening speeches Tamara Thierbach, Mayoress and Councillor for Social Affairs, Education and Culture, City of Erfurt, and Dr. Doris Witteler-Stiepelmann, Head of Division, Federal states; local authorities; development education, German Federal Ministry for Economic Cooperation and Development (BMZ), underlined the major importance of cooperation with African municipalities. Although the problems faced in Africa, often dominate what we see in the media, both speakers emphasised the continent's great potential and opportunities that need to be harnessed and promoted. This is where municipal partnerships are making a key contribution towards sustainable development.

This was followed by a discussion between two representatives of the partnership Oldenburg (Germany) – Buffalo City (South Africa) and the Director of the Service Agency, Dr. Stefan Wilhelmy, concerning the importance of partnerships on equal terms, and putting this into practice. In the afternoon, participants continued by discussing good practice examples from the work of their partnerships at themed round tables. In the evening the exhibition 'Mensch Mali!' ('Mali People!'), which showcases the work of photojournalist Vera Dähnert, was ceremonially opened at the Erfurt City and Regional Library.

# 1. OFFICIAL WELCOME ADDRESSES

## Welcome address by Ms Tamara Thierbach, Mayoress and Councillor for Social Affairs, Education and Culture, City of Erfurt



Tamara Thierbach

,Ladies and Gentlemen,

I'm especially delighted and honoured to welcome you to Erfurt. For your Third Conference you have chosen the most beautiful of Germany's regional capitals. As you can see, it is brimming with self-confidence. And I think that's appropriate here, because anyone dealing with the topics covered by this conference knows how much self-confidence is needed for this cooperation. The fact that such concrete and likeable partnerships with the continent of Africa emerge in the first place is not self-evident. Here in Europe there is a prevailing sense of mystery about Africa. Many cultures we do not understand, because often we lack **knowledge of Africa's traditions** and the different countries that vary so widely from region to region. I think this conference acknowledges not only that municipal partnerships exist, but also that they make a contribution towards jointly addressing major challenges in the world.

Considering how many people have been **displaced**, Europe – and the World – needs to ask itself why that is the case. It is important to reflect on what role the Western countries and the European or international community is playing with respect to its **responsibility** towards Africa, bearing in mind that they were the ones who

created many of the problems in the first place. In this connection, the question also arises as to democratic development, or how we should deal with the freedom of religions in a setting of pluralist coexistence around the world, in the context of the spread of Islamist terrorism. The fact that we need to find joint responses to Islamist terrorism therefore means this is not an African problem. Responsibility begins here with us, and is also the responsibility of states.

This conference has not yet achieved a sufficient profile among people here in Erfurt. We have only few foreign citizens amongst our population – approximately five per cent. It is remarkable, however, that the City of Erfurt decided as early as 1991 to be a **city of peace**. This decision was taken by members of the city council across all political parties. It resulted in numerous activities to develop tolerance and cultural diversity. Today, we have a very broad range of offerings in the cultural sector that reflect diversity. Many people who have arrived here after having been displaced have been received with a real culture of **welcome**. Nevertheless, there are people who believe that they can solve problems by making threatening gestures and unpleasant noises. However, there are many robust initiatives that are opposed to racism and violence. Twenty-five of them are currently on show in the Town Hall.

Our **partnership with Kati** exists not just on paper. Through our projects, which we implement together with the partnership association, senior experts or Engagement Global's Service Agency, we seek to inject vitality into the partnership and tackle specific issues, such as solid waste management, or the women's centre – which is approaching completion. With the latter, together with our twin city we intend to give the women of Kati an opportunity to articulate their interests more vigorously and with a stronger sense of self-determination, while at the same time further developing their educational aspirations. Furthermore the Friends of Kati are supporting the children's home, and both private citizens and

professional experts are engaged in sharing ideas and experiences.

We got to know Kati through the **Malian ambassador** Fatoumata Siré Diakit . I met her myself, and entered her in the Golden Book of the City of Erfurt. And although I have to say that she ‚was‘ a woman from Kati who also developed projects in Mali outside the sphere of her responsibility as ambassador, she was a very strong partner who initiated our twinning scheme. We have her to thank for much of what has happened in the field of municipal partnerships with Africa. Unfortunately she passed away, so I’d like to ask you to stand for a minute’s silence.

Ms Diakit  is no longer able to tell us what her hopes were. But I’m sure she would have wanted you to feel comfortable here in Erfurt. She would have wanted us to get to know each other better, and you to discover new things, continue developing ideas for projects, and take home with you from Erfurt plenty of inspiration so that you can further consolidate our cooperation.

I personally hope that you will like Erfurt very much and keep us in your memories. The centre of Erfurt is a mediaeval city that was not destroyed, yet is nevertheless modern. The fact that it is home to both a university and a university of applied sciences has made the city so attractive to young people that we are one of the few growing cities in Thuringia. I can recommend to you the summer school at the University of Erfurt, which is also attended by African students every year. We have a lot to offer and we’d like to learn from you too. I wish you a very successful conference indeed. Thank you very much.’

## Welcome address by Dr Doris Witteler-Stiepelmann, Head of Division, Federal states; local authorities; development education, German Federal Ministry for Economic Cooperation and Development (BMZ)



Dr. Doris Witteler-Stiepelmann

‚Ladies and Gentlemen,

On behalf of the Federal Ministry for Economic Cooperation and Development (BMZ), I’d like to extend a warm welcome to this Germany-wide conference. I’d also like to convey the warm regards of our Minister, Dr. Gerd M ller. As a former mayor himself, municipal cooperation is particularly close to his heart. I’m delighted to be here to discuss with you sustainable partnerships with Africa on equal terms.

Before we begin with our actual topic, allow me to also express my regret that the former ambassador of Mali, Ms Fatoumata Sir  Diakit , is no longer able to be with us today. She was committed to our topic, as Ms Thierbach already explained so impressively. She was also committed to women’s rights in Mali and Africa. Municipal partnerships need dedicated and competent personalities like her. Without a doubt, we will very much miss her experience and her input today. She would certainly have been pleased to see how much attention Africa has recently been receiving here in Germany. Only two weeks ago Federal Chancellor Angela Merkel travelled to Africa.

Today we’re here to talk about opportunities offered by our neighbouring continent and municipal partnerships on equal terms. **Africa is above all a continent of opportunity!** At the German

Development Ministry we never tire of passing on this message. Here are a few facts in this regard:

- Africa is a **young continent**. Africa is home to 1.2 billion people with an average age of 19. By 2050 there will be twice as many. These people represent a huge potential.
- Africa is a **continent of economic growth**, with an average annual growth of five per cent. This means it has tripled its economic output since 2000. That's three times as much as in the Euro-zone.
- Africa is a continent with an **expanding middle class**, because this growth is also beginning to reach people. According to forecasts, the African middle class will grow from 100 million people today to a figure of 1.1 billion people by 2060. Africa is thus transitioning from a supplier of raw materials to a consumer market. This is important for taking economic development forwards.

We need to harness the potential associated with that, and translate this opportunity for development into sustainable development. To achieve this we need fresh and more intensive approaches that are tailored to fit each specific region.

What about German engagement – **what does the BMZ's engagement for Africa look like?** The continent of Africa is a **focus of our cooperation**. In this context we and our partners in the countries of Africa work together on equal terms. We want **genuine, living partnership** that extends right from the top level down to person-to-person links. **Municipalities** are an important link in this chain. They play an important **mediating role**. It is crucially important that we understand each other better and learn to work together. This also includes getting to know the setting in which people live, in order to avoid setting the wrong incentives based on our own way of thinking.

People's life setting is shaped by their culture, religion and world view. We intend to take even greater account of this fact in our cooperation with Africa. In order not to overstretch each other we will require patience and honesty on both sides. We intend to be patient and honest, and indeed we must be, because Africa's development is crucial for many issues that concern the future. It is crucial for peace and security, and for protecting both the climate and the vital natural resource base on which our lives depend. It is therefore

not without reason that our strategy for Africa is entitled 'The BMZ's New Africa Policy. From a continent of crises to one of opportunity'.<sup>2</sup>

We at the BMZ wish to make a contribution to Africa's growth processes being used for the benefit of its people. In our policy for development with Africa we focus on five key areas:



Participants in plenary

1. Preventing violence and displacement, and supporting host communities (a quarter of displacement worldwide takes place within Africa)
2. Creating prospects for Africa's youth and investing in education
3. Improving health
4. Building food and nutrition security
5. Promoting diverse partnerships on all levels.

We have translated these priorities into more than 50 concrete initiatives. With respect to the fifth point we attach special importance to **municipal partnerships**. Municipalities are hubs for the opportunities and challenges of sustainable global development. They are people's key life spaces and centres of dynamic growth. They are of central importance for sustainable development and for the protection of global public goods such as the climate. In this context, reliable solid waste management and renewable energy development are absolutely essential. Municipalities possess expertise in these areas, and hold responsibility for them. **Municipalities must therefore be drivers of**

2 BMZ (2014): The BMZ's New Africa Policy. From a continent of crises to one of opportunities (BMZ Strategy Paper 6). [www.bmz.de/en/publications/type\\_of\\_publication/strategies/Strategiepapier344\\_06\\_2014.pdf](http://www.bmz.de/en/publications/type_of_publication/strategies/Strategiepapier344_06_2014.pdf) [last accessed on 7 March 2017].

**sustainable development.** This is precisely where municipal partnerships come in. By sharing their knowledge they help solve global problems. This is why we as the BMZ would like to play our part in ensuring that action for global sustainability and municipal development cooperation become the norm in local authorities.

Many German-African partnerships have recognised this and are tackling issues together – and we are supporting them in doing so by providing advice and grants. We are currently supporting a total of 150 partnerships, 46 of them involving municipalities all over Africa. We would like to see this figure become even higher. This is why we have now increased our **budget allocation for municipal development cooperation** to 15 million euros for 2017 (in 2012 the figure was 2.5 million euros). Together with you the municipalities, and Engagement Global's Service Agency Communities in One World, over the last few years we have developed an interesting programme in our 'Municipal Workshop', as well as new instruments that the Service Agency will be presenting to you later on. Without your input we would not have been able to develop any tools for practitioners. Thank you very much for that. Now these tools are ready, and I have no doubt that they will spur on the African-German partnerships. Africa is a dynamic continent. There is development progress, and we want to continue taking this forward at the local level with the municipal partnerships.

I am certain that the conference will be extremely interesting, and I look forward to the outcome. I wish you successful discussions, as well as new impressions and ideas that you can take away with you and translate into practical activities. My sincere thanks to the Service Agency and the City of Erfurt for organising the conference.

## 2. EXPERT DISCUSSION – WHAT ARE SUSTAINABLE CLIMATE PARTNERSHIPS ON EQUAL TERMS?



Marie Ganier-Raymond (moderator), Neermala Gounden, Dirtje Gradtke, Dr. Stefan Wilhelmy (from left to right)

**Panel:** Ms Dirtje Gradtke (*Officer for International Affairs, City of Oldenburg, Germany*), Neermala Gounden (*Project Manager, Head of International Affairs and Development Cooperation, Buffalo City, South Africa*), Dr. Stefan Wilhelmy (*Director, Service Agency Communities in One World*)

Before embarking on the expert discussion, the moderators began by providing a brief input on the 2030 Agenda and its importance for future cooperation in partnership.

**Marie Ganier-Raymond (moderator):** „In the 1950s, the prevailing opinion was that it would be possible to create the same level of prosperity throughout the world within a few years. Yet that was not the case. In the years that followed, **Technical Cooperation** was designed to solve the problems, and shortly after that the Millennium Development Goals were formulated. Yet none of that really worked. The gap between rich and poor, and the level of poverty, were not reduced as envisaged. To put it bluntly, ‚North helps South‘ was not the right approach. The **2030 Agenda for Sustainable Development**, which the BMZ also describes as a contract for the future, represents a

**paradigm shift.** For the first time we are looking at the world and the global challenges from a truly global perspective. Both the countries of the Global South and those of the Global North need to develop so that we can pass on a sustainable world for the benefit of future generations.’



Dr. Moussa Gueye

**Dr. Moussa Gueye (moderator):** „The 2030 Agenda is an expression of the **new awareness** that growth must be linked to quality of life, fairness and environmental responsibility. A global agreement of this kind is entirely new, and points to the fact

that the fight against poverty concerns not only the Global South. Sharing this awareness means that we **share responsibility** for the future, and will tackle the global challenges together. National governments set the frameworks that make it easier to put the principle **think global, act local** into practice. Municipalities in the Global South, for instance, face the task of working in a more practical way that is geared to achieving results. In response to international declarations, people at the local level are demanding concrete and innovative solutions for their life setting, be it in the fields of health, energy, access to water or jobs. But this practical orientation presupposes the development of new **capacities**, access to more **resources** and a meaningful **sharing of lessons learned**. Partnerships have an important role to play here. Here we will see how the paradigm shift can also be reflected in reality:

**Moderator:** ‚How can we achieve partnership on equal terms?’

**Neermala Gounden:** ‚I think it’s important to also include our partners’ history and their context. In the case of South Africa this means the overcoming of apartheid. Even 20 years later we are still feeling the impacts of those times, for instance with regard to infrastructure, social poverty and economic inequality. The municipalities have major tasks to cope with, and are making immense efforts. Yet often they cannot achieve their goal, because the resources are lacking. This is where municipal partnerships come into play. We need not tread this path alone. Instead, we can cooperate with municipalities that have already gained experience. We can use this experience, learn more quickly and work much more efficiently as a result. We are doing this for instance within the framework of our **climate partnership** with the City of Oldenburg, in which we are focusing on environmental issues.’



Dirtje Gradtke

**Dirtje Gradtke:** ‚Policymakers support our cooperation, which we need them to do so that we can work with our partners strategically and on a long-term basis. It is also absolutely essential that people don’t just sit at their own desks incubating ideas, but also talk to each other. In our case this applied not only to the office for international affairs, but also to those technical departments that then implement the projects using their expertise. They are better able to judge whether projects really do make sense, and how they can be adapted to the specific context. For us, a partnership also means entering into **mutual exchange** and learning from each other. It is true that Germany has learned many lessons from which South Africa can benefit. But South Africa also has a great deal to offer, such as a programme for schoolchildren to test water quality. This is also of interest for Oldenburg.’

**Neermala Gounden:** ‚I also think it’s important to identify something where both sides can learn from each other. At the international affairs office we coordinate these activities and get people involved in the various projects. These people must also feel comfortable, so sometimes we need to spend a lot of time talking to them and advising them. **Thinking outside the box** then enables us to use the available resources in different ways, however. For instance, it is possible to combine the retrofitting of a building for renewable energy with environmental education work in schools. We also want to involve **stakeholders and the local civil society**. This enables them to better understand the benefits of the partnership for their city, which in turn makes them more open to it. For both sides to support each other, it’s important to share a common goal.’

**Moderator:** ‚What does the Service Agency mean by „partnership on equal terms“, and how does the Service Agency put this into practice in its programmes and offerings?‘



Dr. Stefan Wilhelmy

**Dr. Stefan Wilhelmy:** ‚I’d like to **question** what „on equal terms“ actually means. It is true that the term carries basically highly positively connotations, and implies among other things **equality**. But I’d like to mention a few concrete examples which show that the constellations sometimes aren’t all that simple. For example, how can merger talks between organisations be held on equal terms when one organisation has a workforce of 10,000 and the other a workforce of 100? Can we speak of equal terms when a German construction site manager is also able to work as a site manager in the partner municipality, while his colleague from that partner municipality is on a work experience scheme in Germany? In the past there was a **trilateral project** involving municipalities in Burkina Faso, France and Germany. The project was well thought out, but there was one flaw in the design: the idea came from the French and German ministries; all the partners in Burkina Faso needed to do was agree. Although the more than 2,000 Franco-German partnerships offer exciting potential for activities, at the end of the day we spent much time trying to establish a real three-way partnership. Perhaps our partners in Burkina Faso said yes out of mere politeness, or we misunderstood the fact that they would have preferred to decline. That can also happen in bilateral partnerships. That’s why it seems to me that the most important factors in this context are **listening carefully**, cultivating **intercultural understanding** and **jointly developing ideas**.‘

In the Service Agency Communities in One World, for a good 15 years we have had a central institution in Germany to support municipalities in the field of municipal development cooperation. The Service Agency was founded as a joint venture between Germany’s federal government, federal states, municipal associations and municipalities. This also guarantees the success of our work, as we develop the instruments together with the stakeholders, and here too we try to work together on equal terms. This is something that we are proud of. But we are also aware of the fact that we are not yet able to involve our partner municipalities in the Global South to a sufficient degree. Working together on equal terms implies a process that we need to work on continuously, and one that we need to keep questioning, reflecting on and reconfiguring where necessary.’

**Dr. Moussa Gueye (moderator):** ‚The principle of partnership on equal terms implies mutual **respect** – **respect** for our partners’ life setting, regardless of religion or the reality we encounter. We all have an opportunity to uphold this principle every day of our lives. Sustainability implies certain values, in which connection I recall a saying. As the saying goes, the Earth does not belong to us. It was loaned to us, and we must pass it on to our children in good condition. **Solidarity** is also an important value in this connection, and perhaps needs to be interpreted anew. Furthermore, the image of Africa’s „underdevelopment“ causes a clear **imbalance** when sharing knowledge and information. We should remind ourselves that many things are sometimes not so complicated at all. In fact, the solution is right on our doorstep, and often it’s simply a matter of sharing practical life experience.‘

**At this point the discussion was opened to contributions and questions from the audience.**

**Contributions from the audience:** ‚Thank you very much for your comments so far. In the 1970s the author René Dumont wrote that Africa was awakening, albeit under poor conditions. Perhaps that remains the case today. Many of the difficulties are attributable to **colonialism**, which also makes it difficult to realise the aspiration of working on equal terms under today’s conditions. It seems to me that municipalities in Africa have a very important role to play, because problems are felt most acutely at the local level. But for this kind

of work we need more decentralisation and greater financial autonomy. The partnerships should help us here.'



Neermala Gounden

**Neermala Gounden:** 'Africa is very large and each country has its own challenges. But partnerships should in fact help improve living conditions at the local level. It's up to us to set the **appropriate framework** for this. I agree that a partnership on equal terms is more complex than it appears to be at first sight. Yet we are linked by the global challenges that we need to solve together. A child cannot be on equal terms with an adult, but it can ask what the adult is doing in order to improve its world. We are responsible for political control over our world. We must have the political will!'

**Question from the audience:** 'I am interested in the question of how many pillars a partnership should be based on. In our experience, civil society and in some cases also the private sector are able to maintain more stable links, because their staff turnover is lower.'

**Dr. Stefan Wilhelmy:** 'Partnerships should have several mainstays. Historically, they have tended to be driven and maintained by civil society. Yet some municipalities have perhaps hidden behind that a little, so we as the Service Agency would like to get them to take a more active role. We shouldn't play the various actors off against each other – civil society remains important. But municipalities create important **frameworks**. And they can also bring their experience as **policymaking and administrative entities** to bear, for instance with regard to **decentralisation**. There is much **potential** here, and therefore we should ask ourselves the question what contribution local councilors and administrators can make as actors in the

partnership. It is important to support civil society, but **further benefits** are also generated when the **expertise of municipal staff** is shared. They often quickly find a common denominator, because they face similar questions and problems. We as the Service Agency aim to win over yet more municipalities for partnerships, but we must also recognise the **limits**. For the German municipalities these international tasks are not automatic. On the contrary, they are **voluntary**, and this presents a major obstacle. Although the level of prosperity is relatively high, many municipalities have financial restrictions or an emergency budget imposed on them, and often are not allowed to use any of their own resources for these international tasks. This is why we should also look to see what is realistic, and how we can win over German municipalities for more engagement under these conditions.'



Contributions from the audience

**Question from the audience:** 'Can you explain the first steps in a partnership, and also tell us how to create jobs as a result?'

**Neermala Gounden:** 'In Buffalo City we first of all had a **council resolution** for the partnership. This framework is absolutely essential for cooperation. The next step involves the municipality defining its **own objectives**. These form the basis for the city's international strategy, as the **requirements** for cooperation are derived from them. The next step is to identify appropriate partners – from which an idea for a project can then emerge. Rather than generating jobs directly itself, the municipality sets the **framework** and creates an enabling environment for economic development. This enabling environment is an important principle for urban development. It includes for instance good infrastructure, local economic development and integration into a wider framework. For example, if

our aim is to guarantee an environmentally sound and reliable power supply, then we need to invest in renewable energy. Switching to renewables also creates job opportunities in a sector that previously did not exist. Our task is to enable people to understand how that can work.'



A participant at the conference

**Question from the audience:** ‚I’d like to know what legal and institutional frameworks are important for municipal partnership work.’

**Dirtje Gradtke:** ‚We have a council resolution that underpins cooperation with our partner city in South Africa. The individual projects are based among other things on the Service Agency’s programme ‚Municipal Climate Partnerships‘. Here we have identified and analysed various thematic areas where we can implement concrete measures.’

**Dr. Stefan Wilhelmy:** ‚Since the 1992 Agenda, most global agreements have included a passage on cities and municipalities. This does not run by itself, however. The United Nations HABITAT conferences, for instance, are aimed chiefly at national governments, not all of which necessarily advocate decentralisation processes or strong municipalities. On the other hand, the right to local self-government enshrined in Germany’s Basic Law is the focus of international attention. The Association of German Cities has for instance advised Tunisia on how this right might be incorporated into the new Tunisian constitution. Local self-government relates only to certain public tasks, however, and international work is confined to these too.’

## 3. THEMED ROUND TABLES

At the round tables, each of which was presented by a municipality that delivered a brief input, participants were able to dialogue on various issues. There was also an opportunity to switch tables at certain points, so that each individual was able to attend up to three tables.

### 3.1 How can our African partners be involved in project planning at an early stage and on equal terms?

#### Round table hosted by Hofheim am Taunus (Germany)

The partnership between Hofheim and Tenkodogo, a provincial capital in Burkina Faso, has existed for a little over five years, and is basically supported by an association that is closely linked to the municipality both structurally and in terms of the people involved. In the past, for instance, a women's cooperative was supported with technical equipment to train women as seamstresses and weavers. Other projects involve schools and health. The foundation of the partnership is a close relationship with those responsible at the town hall in Tenkodogo, which has been developed and deepened through reciprocal visits, as well as face-to-face meetings with local people in the villages. This is also reflected in the project work. Projects are identified on the basis of the urban development plan for Tenkodogo and the priorities jointly defined by the surrounding villages. The implementation of projects is also based on the premise that local people should be involved and make their own contribution. The municipality of Tenkodogo also supports and facilitates the projects.

Following this brief introduction, participants in the round table engaged in intensive discussion that was free from preconceptions. How can projects be developed and realised **jointly**? How can misunderstandings between cultures be avoided? Participants agreed that the following points are important:

- Understanding culture
- Developing a vision
- Highlighting benefits
- Defining joint objectives



Round table 1

The group also emphasised that right from the start there should be comprehensive **information sharing**, and that key importance should be attached to mutual trust. The latter is not present right away. It has to grow, and the best way to enable it to grow is through face-to-face contact. This is why **project missions** and reciprocal **visits** are absolutely essential. This enables everyone to get an impression of the local situation, and develop an understanding of the respective contexts. In conjunction with frank **communication**, intercultural pitfalls can then also be avoided and cooperation on equal terms can be improved. Amongst other things this helps build ownership and ultimately leads to project success.

### 3.2 How can cooperation between civil society and the municipalities be strengthened in the partnerships?

#### Round table hosted by the Reutlingen (Germany) – Bouaké (Côte d'Ivoire) partnership

Reutlingen and Bouaké have been officially twinned since 1970. Over the years a broad base of civil society engagement has emerged, prompted by the very strong personal commitment of a former councillor. This included projects in the education sector involving schools, the adult education centre and Reutlingen University. Other spaces in which people meet include cultural exchange projects such as exhibitions, concerts and youth theatre exchange involving various institutions. Civil society engagement in the links between the two cities is supported by twinning associations in both Reutlingen and Bouaké, which were established in 2008 and 2009 respectively.



Input at round table 2

In principle, municipalities are not mandated to maintain city-to-city partnerships. It is important to be able to base municipal partnerships on as broad an **array** of activities as possible, and to include the interests of citizens in the relationships. Not least, young people need to be continuously recruited to maintain these links. The aim is to achieve an optimal **mix of municipal employees and volunteers**.

#### Key factors for strong civil society participation

Communication and cooperation:

- Regular **meetings** between the municipality and civil society actors are necessary in order to share information on planned projects and discuss cooperation.
- To make the work of projects as effective as possible, the **local authority and civil society** should work closely together. Where both sides face a shortage of human resources, they can often even **complement** each other. One good approach can be **cooperation projects** in which the actors involved contribute what they are able.
- Good **networking** among the civil society actors is beneficial for sharing experiences, for mutual support and for developing new ideas. Here, cultural exchange provides an opportunity to inspire different groups of people to meet.

Funding:

- One major challenge is the **funding** of partnership projects. German municipalities are able to acquire funding. The African municipalities are often unable to provide financial support. In this case their contribution can involve organising transfers or providing rooms free of charge.

Awareness-raising work and disseminators:

- It is important to maintain the public **profile** of the municipal partnership through continuous awareness-raising work, and to keep winning over new civil society actors through these activities. One example is the 'Reutlingen Day' which the twinning association in Bouaké organises there every year in order to 'advertise' the municipal partnership. Numerous German teachers in Reutlingen's twin city also act as excellent disseminators.

### 3.3 Infrastructure projects – how can both partners make a meaningful contribution?

#### Round table hosted by the Vaterstetten (Germany) – Alem Katema (Ethiopia) partnership

The question addressed resulted from a specific problem encountered by the Alem Katema twinning association. After the construction of a kindergarten in Ethiopia had already been approved and the cornerstone laid, the commencement of building activities was then delayed. Over the last few years, building costs in Ethiopia have risen so steeply that the funds available to the association then fell more than 10,000 euros short of the amount it would have needed to fully finance the project.



Round table 3

Initially, the discussion revolved around the issue of what the two sides could actually do independently of each other in order to still realise the project. For the German municipality, the proposals ranged from further fundraising and the identification of new partners and sponsors, to funding applications, to enquiring what the municipality could still do in order to mobilise funds of its own. The African partners also asked what could be done in terms of the contribution made not only by the municipality, but also the community as a whole. In some cases, however, it can also make sense to redefine the project. In order to complete the kindergarten for instance module by module, or replan it completely and make it smaller, the partners need to talk to each other and make plans together. When difficulties arise during the work of a project, the existence of a civil society base plays an important role. This can form the solid foundation that remains stable even when obstacles crop up, provided that the partnership is supported by people with a genuine and passionate commitment.

### 3.4 How can sustainable development goals be mainstreamed in a partnership? Lessons learned with the Service Agency's 50 Municipal Partnerships by 2015 programme

#### Round table hosted by the Potsdam (Germany) – Zanzibar City (Tanzania) partnership



Round table 4

In 2007 the state capital of Potsdam set itself the goal of entering into a partnership with a municipality in the Global South. In conjunction with this, four associations based in Potsdam launched the **initiative for a municipal partnership** with Zanzibar City. The coordination desk for climate change mitigation in Potsdam decided to participate in the Service Agency's programme **50 Municipal Climate Partnerships by 2015**.

This programme promotes exchange between municipalities in order to build municipal partnerships, which then produce a joint programme of action for climate change mitigation measures, and jointly implement these. As a result, from 2011 onwards several **project visits** took place, joint **conferences** were held and links to various institutions were established. In 2013 the joint **programme of action** was defined. This was followed one year later by the official signature of the climate partnership agreement and the approval of a funding application through the Nakopa programme (Partnership Projects for Sustainable Local Development), for a project to pilot infrastructure measures at Mnazi Mmoja Grounds. More recently, in 2016, a sustainable urban development project supported by the 'ASA-Kommunal' work and study internship programme took place. On 2 November 2016 the official twinning scheme was finally approved by both municipalities.

It emerged that the projects already inherently supported implementation of the **Sustainable Development Goals (SDGs)**, but that this fact could be emphasised much more strongly.

Participants also discussed whether and to what extent social and climate change-related elements were linked, and to what extent SDG 1 (‘No poverty’) would entail improvements with regard to the other SDGs. A further issue discussed at this round table was how best to deal with differing **expectations** of the two sides in the course of project work (for instance in the context of financial support on the one side, and the documentation of project management on the other), as well as with a **change of political regime**. The group identified regular **communication** in conjunction with the **definition of joint objectives**, the **transparent discussion of next steps** and the **definition of concrete steps of work for both partners** as key factors for successful project work.

### 3.5 How can direct business links help build a sustainable municipal partnership that is beneficial to both sides? The example of fair trade in coffee between Leipzig and Addis Ababa

#### Round table hosted by the Leipzig (Germany) – Addis Ababa (Ethiopia) partnership

Although municipalities are not economic players in an immediate sense, they can create an enabling environment for such activities. ‘Leipzig partnership coffee’ is a joint initiative launched initially by various associations in Leipzig.

#### Requirements for a ‘partnership product’<sup>3</sup>

- **The product** – The product should be easy to identify with the partner municipality (‘visibility of the partnership in the product’). Secondly, in the country where it is produced the product should not be in short supply, in order not to worsen the market situation. And in the target marketplace it should meet or even surpass the quality standards (Fairtrade, organic produce etc.). Other conceivable products would be tea or (honey) wine.
- **The partners** – For implementation it is important to have appropriate partners and links on both sides (twinning associations, manufacturers, exporters etc.).
- **The distribution channels/returns** – To deliver the product to the target market appropriate distribution channels or partners are needed (in this case the One World association) in order to obtain a suitable price that will generate the planned returns for the manufacturers (in this case Oromia Coffee Farmers Cooperative Union, OCFCU).



Round table 5

‘Leipzig coffee’ is designed to bring coffee consumers and producers closer together. In the first year (2006) 300 kilogrammes were sold. The current figure is around five tons a year. The number of outlets selling it in Leipzig has increased continuously. Now that this also includes a supermarket chain as well as smaller outlets (health food shops,

<sup>3</sup> [www.oromiacoffeeunion.org](http://www.oromiacoffeeunion.org) [last accesses on 7 March 2017].

One World shops and the tourist information office), virtually the entire city is covered.

„Leipzig coffee“ is produced by the farmers of the Oromia Coffee Farmers Cooperative Union (OCFCU), an association of 35 member cooperatives in central and southern Ethiopia that have committed to the sustainable production of high-quality coffee. The importing organisation is El Puento in Nordstemmen (Lower Saxony). In the past, the fair-trade markup has been used to support project for schools, health facilities and investment in drinking water infrastructure. The individual farmers also profit from the fairtrade prices.

### 3.6 Implementing a Geographic Information System (GIS) – the example of Harare

Round table hosted by the Munich (Germany) – Harare (Zimbabwe) partnership



Round table 6

The objective of the Nakopa project ‚CoHGIS‘ is to establish a geographic information system (GIS) and integrate this into all relevant business processes of the Harare city administration. As well as the city of Munich, which has been twinned with Harare since 1996, the cities of eThekweni (also known as Durban [South Africa]) and Bulawayo (Zimbabwe) are also involved in the project. At the round table the Harare – Munich partnership presented the project **frameworks and objectives**, before going on to jointly discuss the **benefits** of the GIS and the **challenges** at project level.

#### Project objectives:

- Improve communication between the municipality and citizens based on transparent foundations for planning and decision-making
- Improve general interest services and revenues in the municipality (also by recording and linking georeferenced data)
- Use the improved database to better manage urban properties and other municipal immovable assets (such as supply and disposal infrastructure)
- Improve mapping and location in the city in order to introduce street naming and house numbering at a later point in time (important for the fire, ambulance and police services)

#### Challenges during implementation

- Frequent change of policy priorities makes continuous development more difficult
- Greater transparency is not always welcome (because it makes personal enrichment more difficult)
- Different ways of working and language barriers (to be broken down by close cooperation)

GIS-based procedures represent a key **resource for urban planning and urban development**. They offer the advantage of supplying an urban database that facilitates **decision-making** by councillors and administrators. Public institutions or infrastructure, such as street lighting or health facilities, can then be better managed. They enable greater **transparency, anti-corruption, stronger protection of property and protection against arbitrary decision-making** (thanks to cadastres and land registers), and provide **support for electoral procedures**.

### 3.7 What additional benefits do three-way partnerships offer? The example of Legmoin – Ingolstadt – Grasse

#### Round table hosted by the Ingolstadt (Germany) – Grasse (France) – Legmoin (Burkina Faso) partnership

Ingolstadt's French twin city of Grasse has been engaged in the municipality of Legmoin in south-western Burkina Faso ever since the latter was newly established in 2006. Since 2009, Ingolstadt has also been supporting the municipality in cooperation with Grasse (this has included medical support, water supply, the installation of photovoltaic systems, and the construction of new schools, kindergartens and a vocational training centre). Projects are always planned and realised only in **agreement** with Legmoin. All concerns were put forward for discussion according to their urgency and jointly reviewed with respect to possible solutions; top priority was given to **sustainability** and the principle of **self-help**.



Round table 7

#### Benefits of a trilateral partnership:

- Few language barriers for Ingolstadt (French)
- Distribution of financial and human resource requirements across two or three participating municipalities
- Mutual moral and political support, also with regard to dissenting elements within the municipality
- Possible arrangements in crisis situations (for instance during the phase of upheaval or during the attempted military coup in Burkina Faso)
- Mutual and very close convergence between the two European partners due to the common challenges they face, and the success stories they share in common

Regular and joint visits reinforce the continuity of the partnership, and foster mutual motivation to continue the projects. Face-to-face meetings enable trust to grow, strengthen human bonds, and thus also oblige everyone concerned to contribute their own share of engagement.

### 3.8 What contribution can local businesses make to municipal development cooperation? The example of 'concrete made from desert sand' by the PolyCare company

#### Round table hosted by the Erfurt (Germany) – Kati (Mali) partnership



Round table 8

Given the rapid population growth in Africa, the question arises of how sufficient living space can be created efficiently and rapidly. The Erfurt – Kati partnership has addressed both this issue and the question of how local firms in Africa can participate and realise projects together with their German partners.

In cooperation with the Bauhaus-Universität in Weimar the PolyCare Research Technology company in Gehlberg (Thuringian Forest) has developed a new system for producing **bricks to build houses**. The standard shaped bricks are comprised of up to 90 per cent **desert sand**, which is usually in plentiful supply locally. Based on the Lego principle, these bricks can then be assembled very quickly, even by untrained labourers. As well as projects in India, there is now a first cooperation arrangement with Namibia in which some 30 million euros are to be invested in cooperation with the government there, and entire estates built.

During the discussion participants talked about the potential for using this technology. The machinery for manufacturing the bricks is cost-intensive, and is not worthwhile for individuals. The system will only work if municipalities, companies and investors join forces and work together. Nevertheless, the total costs for an average and typical local building made from desert sand bricks are lower than those for a similar building made of conventional bricks. The material could be used in joint infrastructure projects within the framework of municipal partnerships, or in cooperation with non-governmental organisations. It is now important to erect reference properties and plants to manufacture the bricks.

## 4. FISHBOWL DISCUSSION: SCOPE FOR ACTION AT THE LOCAL LEVEL – DIFFERENT BACKGROUNDS, BUT SIMILAR POTENTIALS AND CHALLENGES?



Michael John Kilawila, Bater-Ib Gilbert Nuuri Teg, Dr. Dirk Betke (from left to right)

**Panellists:** *Dr. Dirk Betke (former team leader of the Municipal Development Programme of the Deutsche Gesellschaft für Internationale Zusammenarbeit [GIZ] in Mali), Bater-Ib Gilbert Nuuri Teg (Cape Coast, Ghana) and Michael John Kilawila (Moshi Rural, Tanzania)*

After the panellists had opened the discussion with various inputs participants were given an opportunity to take a seat on a vacant chair on the podium for a while and make their contribution to the discussion.

**Moderator:** „Dr. Betke, you spent 15 years in Mali and gained a lot of experience. What can you tell us about it?“

**Dr. Dirk Betke:** „I can confirm much of what has already been said at this conference. I'd like to explain how important municipalities are for Africa. They form the **institutional foundation for the future**. While German municipalities are

able to look back on a very long tradition of local government, in Africa municipalities have only existed for a few decades as country-wide basic institutions for services of general interest. In Mali, for instance, the **decentralisation process** began less than 20 years ago. During this period, however, a great deal of municipal infrastructure has been created and the capacities needed to manage it have been developed – more so than in the 40 years prior to that.

The crisis in Mali in 2012 illustrates the **importance of the municipality for society as a whole**. A military coup and the occupation of two thirds of the country by armed groups rendered the **central government** temporarily **incapable of action**. At the same time, donors suspended their cooperation with the government. But the municipalities continued to function. And despite their weak infrastructure and low budgets they more or less continued providing their basic services. At the time the international community also recognised

the association of Malian municipalities as a dialogue partner. **Cooperation and dialogue** always played a key role in these outcomes. While we in Germany attempt to establish cooperative forms of governance, Malian municipalities are forced to cooperate – because they cannot manage their tasks alone. It is important to note that even with the low level of funding available to them, African countries possess huge **potential for innovation**. As German partners we need to understand this context and contribute to it accordingly.'



Bater-Ib Gilbert Nuuri Teg

**Bater-Ib Gilbert Nuuri Teg:** 'I'd like to talk about the partnership between Cape Coast and Bonn. Although we've had a partnership since 2008, implementation of our joint projects did not begin until 2013. Having already worked together on establishing an environmental education centre, in this context we're now planning to set up a school exchange scheme and tourist infrastructure. Cultural activities such as theatre also take place. We find the partnership very rewarding and look forward to further activities. Our links emerged from the municipal level, but we also intend to involve citizens and local business to a greater extent.'

**Michael John Kilawila:** 'We've had a partnership with Kiel since 2011, and we're very pleased about that. I'd like to consider the municipal partnerships from another angle. In Tanzania too, work is often not continued following a change in policy. In order to be able to work on a long-term basis we need contractual agreements. Concrete results also enable citizens to more easily recognise the benefits of a partnership. This is important because many people do not understand why we have a partnership. Many think that people from Germany come to Tanzania for touristic reasons,

or that we come back from our trip to Germany with money in our pockets. And by the way, some councillors and administrators also think the same thing. But in fact a partnership is all about citizens and improving their life situation. That's why I believe associations which are able to mediate and implement projects, for instance in the health sector, are helpful.'

**Paul Dakuyo (councillor from Bouaké [Côte d'Ivoire]):** 'I believe it's important that a partnership should not only facilitate projects in the culture and tourism sector, but also drive projects for structural economic development. In the long term municipalities could then also work together, acting as the anchor point that provides the enabling framework.'

**Michael Nieden (Rhineland-Palatinate – Rwanda partnership association):** 'I'd like to raise another point. German municipalities are in debt, and in some cases they are also prohibited from getting actively involved in municipal partnerships. If the municipal base is so important, how do we then obtain the appropriate support from the federal government?'



Dr. Dirk Betke

**Dr. Dirk Betke:** 'I think we're already moving in the right direction. In 2012 just 2.5 million euros were available for municipal development cooperation. In 2017 the figure is already 15 million. In France, on the other hand, the situation is very different. There, municipal partnerships are an **integral part of French foreign and development policy!** If we in Germany wish to attach more importance to municipal cooperation, then we should think about readjusting things along these lines and create synergies with international development cooperation. In most African countries

the GIZ is represented by a country office. This enables it to pass on to German municipalities helpful insights and lessons learned, enabling those municipalities to link the goal of sustainability with local needs and aspirations in meaningful ways. That's why my postulate would be to perform **basic policy work**, which would include Germany's federal states, in order to further develop the **interlinkage of municipal partnerships and bilateral international cooperation** – also by providing funding.'

**Cudjoe Mac Franklin Amenu (Cape Coast [Ghana]):** 'We should not just stay sitting on the recipient side. This brings me to the problem faced by many African municipalities that I'd like to draw attention to. Many initiatives peter out when a new mayor is appointed or elected. Therefore it would be better to involve a further level, so that we are not so dependent on local authorities. How can we do that?'

**Michael John Kilawila:** 'We would have to pass a contractual agreement with a specific term, to ensure that existing activities are not simply brought to an end.'

**Bater-Ib Gilbert Nuuri Teg:** 'If we wish to create more continuity, then perhaps we need partners or opinion leaders within the municipalities who are able to build bridges between the political standpoints. African municipalities also need to become more autonomous so that they are able to implement their decisions independently of changes in government.'

**Adama Coulibaly (Côte d'Ivoire):** 'In my experience, in our case it has been chiefly cultural projects that have led to long-term cooperation. Furthermore, concrete projects show the local population what is happening within the partnership. We have set up an Internet café and a health centre, for instance.'

**Moderator:** 'Thank you very much for your many different contributions. We have seen that there are many different ways of doing things on both sides.'

## 5. OPENING OF THE PHOTO EXHIBITION ‚MALI PEOPLE!‘

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Vera Dähnert guiding participants through the exhibition

In the evening participants were invited to attend the opening of the photo exhibition ‚Mail People!‘ at the Erfurt City Library. The exhibition was organised in cooperation with the Friends of Kati Association, Erfurt Regional and City Library, and Engagement Global. Through her pictures, photo-journalist Vera Dähnert aims to challenge clichés and show sides of the country that often come to attention too infrequently. Impressions from everyday life – vibrant people with a closeness to nature, but also to their rich cultural heritage. By showing what partnership means in people’s everyday lives, the exhibition introduced an element that points beyond the level of the everyday, while at the same time making a contribution to education for development.

## DAY 2 – THURSDAY, 20 OCTOBER 2016

Day two was all about interaction and joint project work. It began with a presentation of the Service Agency's funding and support instruments by Dr. Stefan Wilhelmy. Later on, participants – working in small groups and referring to case examples – identified ways of actively shaping work in their partnerships. The day was concluded with an evening reception in the banquet room at Erfurt Town Hall, which was hosted by the Mayor of the City of Erfurt, Andreas Bausewein, followed by a concert. On the bill were the Burkina Faso musician Ezechiel Wendtoun Nikiema, and the New Chapter band from Erfurt.

## 6. PRESENTATION OF THE FUNDING AND SUPPORT INSTRUMENTS OFFERED BY THE SERVICE AGENCY COMMUNITIES IN ONE WORLD

**Speaker:** Dr. Stefan Wilhelmy (Director, Service Agency Communities in One World)



Dr. Stefan Wilhelmy

Dr. Stefan Wilhelmy began with a general discussion of the Service Agency and the frameworks for municipal development cooperation, before going on to present several instruments for human resource and financial support. Participants were also able to ask questions and share their experiences.

The Service Agency is Germany's competence centre for municipal development cooperation and sustainable local development. Since 2012 it has been part of Engagement Global. Its tasks also include the special challenge of translating the 2030 **Agenda and the Sustainable Development Goals (SDGs) to the local level of action**. Other areas of activity encompass migration and development, fair trade and fair procurement, and municipal partnerships.

For German municipalities, municipal development cooperation is a **voluntary task**. In other words there is no legal mandate for it, which means that the financial (and human) resources are often not guaranteed. On the other hand, several international resolutions are now strengthening municipalities in their role as actors for sustainable global development. These include the SDGs. SDG 11 („Sustainable cities and communities“) and SDG 17 („Partnerships for the Goals“) are linked to municipalities directly.

## 1. Funding instruments (examples):

Partnership Projects for Sustainable Local Development (Nakopa)	Fund for Small-Scale Municipal Development Cooperation Projects
<ul style="list-style-type: none"> <li>• Purpose: Focus on the sharing of local government expertise (rather than on support for infrastructure measures in the partner country)</li> <li>• Themes: services of general interest, good local governance, climate change mitigation and adaptation</li> <li>• Scope of support: up to 90 per cent (at least 10 per cent own or third-party funds)</li> <li>• Term: up to three years (36 months)</li> <li>• Size of grant: 20,000 to 500,000 euros</li> <li>• <a href="https://skew.engagement-global.de/unterstuetzung-durch-nakopa.html">https://skew.engagement-global.de/unterstuetzung-durch-nakopa.html</a></li> </ul>	<ul style="list-style-type: none"> <li>• Purpose: start-up support for municipal development cooperation, and support to boost the engagement of German municipalities, networking of relevant actors and inter-municipal dialogue with the Global South</li> <li>• Themes: projects in all fields of municipal development cooperation (both in Germany and in partner countries)</li> <li>• Scope of support: up to 90 per cent (at least 10 per cent own or third-party funds)</li> <li>• Term: up to the end of the calendar year in question</li> <li>• Size of grant: 1,000 up to a maximum of 20,000 euros</li> <li>• Zuschusshöhe: 1.000 bis maximal 20.000 Euro</li> <li>• <a href="https://skew.engagement-global.de/kleinprojektfonds.html">https://skew.engagement-global.de/kleinprojektfonds.html</a></li> </ul>

Read more: <https://skew.engagement-global.de/finanzielle-unterstuetzung.html>

## 2. Human resource support:

- ‚ASA-Kommunal‘: work and study internship programme for young people
- Integrated Experts for Municipalities Worldwide (IFKW): placement of experts in cooperation with the Centre for International Migration and Development (CIM)
- Coordinators for Municipal Development Cooperation: funding of a position to coordinate and implement engagement for development in municipalities

Read more: <https://skew.engagement-global.de/personelle-unterstuetzung.html>

## 7. SHAPING OUR PARTNERSHIP

Following the presentation of the Service Agency's funding and support instruments, participants then spent some time in small groups (with and without their partners) discussing how they could use these in the work of their partnerships. At the same time they had an opportunity to seek one-on-one advice from the Service Agency regarding the various instruments.



Participants in dialogue

This was followed by a group work session on 'Shaping our partnership'. Referring to case examples, participants ran through various situations that often arise in the course of a partnership. Role-playing also gave participants an opportunity to switch perspectives and consider situations as their partner municipality might see them. This dynamic activity was not only designed to allow participants to extend their horizons and enable the two sides to get to know and understand each other better. It was also designed to guide their actions.

**The case examples involved the following themes and questions:**

- Obstacles/challenges when establishing a municipal partnership.
- Municipal council resolution on the next phase of the partnership
- Policy decision-making in an African and in a German municipality
- External consultation for a faltering project in a German municipality
- Dealing with funding shortages for a project
- Bureaucracy in Germany – How do official procedures work, how do you apply for financial support?
- Financing projects – What do my partners need from me?



Participants in dialogue

As the day drew to a close, several conclusions were noted:



Participants in dialogue

- All activities should be **person-centred**.
- **Communication** and mutual **understanding** form the core of close cooperation and strengthen
  - mutual **trust**
  - **understanding** of the respective **expectations**
  - **familiarity** with and **judgement** of the respective **contexts for action** and social norms (such as losing face versus honesty).
- It is always possible to learn from **both sides' experience** (both a committee of experts and a public consultation are possible paths to a solution).
- **Early, detailed project planning** in which open questions are clarified from the outset can prevent problems later on (→ a **set of guidelines** might also provide appropriate support).
- If the **period of action** for an African municipality is limited to five years due to changes of government, then rapid action is often imperative in order to get measures under way. However, this contrasts with the period of time usually required by a German municipality to respond to its partner's needs (such as exploring funding options or submitting funding applications). Here there is a need to **adjust** conditions on both sides.

## 8. EVENING RECEPTION HOSTED BY MAYOR ANDREAS BAUSEWEIN

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After participants had had an opportunity to take part in an optional tour of the city, day two of the conference ended with an evening reception in the banquet room at Erfurt Town Hall. Mayor Andreas Bausewein welcomed the guests with a brief speech, before introducing the joint concert in the Town Hall, which included performances by Ezekiel Wendtoin Nikiema (Burkina Faso) and New Chapter (Erfurt).



Andreas Bausewein during his speech

‘Ladies and Gentlemen,

A very warm welcome to the banquet room here in Erfurt Town Hall. I’m delighted that you’re holding your conference here with us in Erfurt this year. We ourselves have had a partnership with Kati in Mali for many years, and so we’d also like to extend a very warm welcome to our partners here present. We signed a partnership agreement in 2011, and are realising various projects, including projects in the solid waste management sector. I think it’s important that German municipalities enter into partnerships with African municipalities. First of all, Africa is the cradle of humankind. Secondly, during the colonial period many European countries did a great deal of bad to Africa, the effects of which are still being felt to this day.

I hope that this conference will be a great success, and thus set a good example for other municipalities. It would be marvellous if there were soon to be many more German-African municipal partnerships. I’m also pleased that you had time to take a look at Erfurt. During the Second World War the city remained virtually unscathed; many buildings were restored and reconstructed after reunification. Erfurt is the second-oldest city in eastern Germany and even had the oldest university (1379). It was closed 200 years ago, and then reopened just 20 years ago. Martin Luther lived here for ten years – with interruptions. Today Erfurt is a growing city with lots of young people. So once again a warm welcome to you! I hope you enjoy our hospitality and have a nice time together. I wish you a pleasant evening.’



Concert at Erfurt Town Hall

## DAY 3 – FRIDAY, 21 OCTOBER 2016

On the morning of day three, five workshops were held on the topic 'Making our partnership more successful'. This enabled participants to extend their knowledge of project management, intercultural communication and project funding. At the end of the conference the team of moderators summed up, identified key outcomes and insights, and together with the participants cast a glance into the future. Following a unanimously positive response and the concluding remarks by Doreen Eismann (Service Agency) and Georg Ohlmann (City of Erfurt), participants had lunch together before finally returning home to their municipalities.

## 9. WORKSHOPS – MAKING OUR PARTNERSHIP MORE SUCCESSFUL

### 9.1. Basic thoughts on jointly developing projects for sustainable municipal partnerships

#### Input provided by Dr. Dirk Betke

During the fishbowl discussion (Day 1), Dr. Dirk Betke had already underlined the potential and importance of African municipalities for the development of their countries. Many municipalities in African countries remain young as institutions for local self-government, and possess very few resources. Nonetheless, as a key interface between the state and society they are very important for their countries' development, primarily with respect to services of general interest, democracy and economic development. Despite their precarious situation, dynamic municipalities in Africa do succeed in getting local development off the ground by systematically seeking support to solve concrete problems, and making wise and effective use of that support. Their potential lies at the local level, where they are able to respond to citizens within the local community. Out of necessity they are sometimes forced to involve other actors, but this is worthwhile. Where there is a willingness to engage in dialogue and cooperate, municipalities are able to place projects on a more solid footing. Processes become more transparent, and the actors involved assume ownership of the results. This also increases general acceptance of the projects in the municipalities, which can improve the sustainability of results.

The innovative capacity and potential present at the local level provide suitable starting points for partnership projects to develop appropriate and sustainable solutions for local challenges – in ways that complement bilateral cooperation projects. The group then focused on fundamental elements of joint project work (see Box).

#### Project work – elements in the process and factors for success:

- Needs- and context-orientation of the project (e.g. participatory integration into local development plans and frameworks)
- Involvement of relevant actors: inner core (project team), wider circle (e.g. civil society), external supporters and networks (e.g. diaspora)
- Principle of shared responsibility → strengthens ownership and cooperation on equal terms (e.g. the initiative should be taken by the African municipality, principle of cost sharing, involvement of local expertise)
- In-process communication → strengthens transparency, acceptance and sustainability (e.g. mobilisation of public, meetings; regular feedback on the status quo)
- Joint monitoring and progress review



Workshop 1

### Further outcomes of the discussion

- Several African municipalities expressed a need for workshops on local government expertise.
- Long periods of time spent discussing and approving projects on the German side often contrast with the periods within which African municipalities are able to plan. Municipalities or partnership/twinning associations might also make funds available more rapidly and flexibly than bilateral cooperation at the national level. To do so, however, they would also need to have the appropriate financial resources. Germany's federal states might also provide a possible linkage level.

## 9.2 Approaches for implementing local development projects on equal terms

### Inputs provided by Joel Agnigbo and Nadine Thoss

This workshop set out to discuss the question of how cooperation on equal terms can be realised in practice during each of the steps within a project cycle – idea-finding, planning, implementation and evaluation. The group noted as the outcome of this discussion four fixed components of project work on equal terms: joint implementation of the individual phases, joint responsibility for the project with a clear division of tasks, openness and trust.



Joel Agnigbo and Nadine Thoss at Workshop 2

## How does cooperation on equal terms work?

### Some principles

- Listen and ask questions carefully (for instance concerning reasons); also read/listen between the lines
- Try to understand the perspective of the other person(s); don't make value judgements
- Respect the way in which your partner municipality works and takes its decisions
- Build trust and establish shared responsibility for the partnership
- Solutions can never be transferred one-to-one
  - first of all explore the potential for adaptation in context

### Create a shared information base

- On the structure/organisation of the participating municipalities and relevant actors
- On general conditions at the national level
- On the development project that you intend to implement jointly
- As a general principle, share information and ensure that both sides understand that in the same way

### Communicate on equal terms

- Establish a dialogue with your partners that is as open as possible; it should also be possible to express criticism
- Define a common working language, provide information in both languages where possible
- Take into account the positions and expertise of the participants involved
- Ask questions, openly address and clarify misunderstandings

### Always work together on equal terms

- Openly address (and where necessary explain) expectations and limitations in both partner municipalities
- Respect the needs of your partner municipality, communicate your own municipality's needs/decisions
- Take decisions on the partnership together (themes, visits etc.)

With respect to idea-finding and planning, for instance, the group emphasised that expectations and financial conditions need to be clarified and made transparent right from the start, in order to prevent misunderstandings and ensure that everyone has the same understanding of everything. With regard to project implementation, amongst other things information sharing (including information on decisions and the reasons why they were taken in one's own municipality) is especially important. During evaluation both sides should avoid apportioning blame when criticism is expressed.

### 9.3 Project monitoring and evaluation in municipal development cooperation

#### Input provided by Eva Engelhardt



Eva Engelhardt

Eva Engelhardt began by explaining how monitoring and evaluation (M + E) are an integral part of the project cycle (idea-finding, planning, implementation and evaluation). During the planning phase a project team should already be closely examining objectives, expectations, results and indicators. The monitoring of implementation and evaluation will be based on this, and it will then make M + E easier to manage.

Eva Engelhardt then went on to explain the Participatory Impact Monitoring (PIM) method, which was developed by FAKT Consult for Management, Training and Technologies<sup>4</sup> in Stuttgart, and has been used successfully with African NGOs. Introducing and applying PIM

involves seven basic steps (see Box). She demonstrated the PIM approach using a fictitious example. After that participants were invited to apply the approach themselves using a real schools project that a partnership had actually planned. The group spent a long time controversially discussing how best to word the (project) objectives, and also discussed the further steps. This led them to recognise how important it is to involve as many actors as possible when planning a project and setting its objectives.

#### Seven steps of PIM

1. What do we want to achieve? (objectives)
2. What positive changes do we expect? (expectations)
3. What negative changes do we expect? (fears)
4. How can we recognise changes? (indicators)
5. How can we monitor the indicators? (monitoring)
6. How can we document our observations) (minutes, photos etc.)
7. Who is responsible for what? (team)

During the final discussion the group concluded that the steps of PIM are easy to implement and can be applied appropriately in the context of municipal development cooperation.

<sup>4</sup> [www.fakt-consult.de/content/publications-participatory-impact-monitoring-pim](http://www.fakt-consult.de/content/publications-participatory-impact-monitoring-pim) [last accessed on 7 March 2017].

## 9.4 How can I communicate in ways that are intercultural sensitive and effective when working in my partnership?

Input provided by Doris Weidemann-Butscher (Q-mon International)

Communication and the way the two sides deal with each other are important components of working in partnership. They reflect the human dimension of exchange and partnership, which must not be neglected. Communication includes the way we express ourselves, speech, non-verbal communication, gestures and sounds, as well as listening and taking things in. Interculturally sensitive communication is not just about effective communication (achievement of objectives); it is also about appropriate communication (which is responsive to the context and cultural setting). Prerequisite to this is intensive self-reflection. Amongst other things, this includes an ability to avoid ethnocentrism (i.e. the tendency to see one's own group as 'natural and right', and all others as different from that).



Communicating, listening and understanding

The group began with a brainstorming session in which they collected all the points on the topic of intercultural sensitivity and then compared these with their own experiences. The group considered it important to approach the topic not just on the theoretical level, but also to include the emotional component How do I approach things, and where do I meet my partner? What am I able to embrace and respond to, what do I find difficult? What can I leave behind? Ultimately there are various paths for finding ways of interacting that satisfy everyone.

### Basic principles of intercultural communication

- Respect, openness and curiosity
- Not seeing oneself as the centre of the universe
- Understanding that cultures often relate to status, power and control
- Learning from others
- Developing core competences: being less judgemental and more open when observing, listening, assessing, analysing, interpreting and making links
- Internal enrichment: experiencing what others experience by being flexible, adaptable and empathetic
- External enrichment: appropriate behaviour can only be defined by other people, and is always directly related to cultural sensitivity and compliance with cultural norms.

## 9.5 Plenty to do, but no money to do it with - tips on applying for support and ways of obtaining funding

Input provided by Dr. Anke Valentin (WILA - Wissenschaftsladen Bonn)



Dr. Anke Valentin

Dr. Anke Valentin provided an overview of the various ways of obtaining funding for municipal partnerships.

### 1. Basic municipal funding

Some German municipalities have a budget that can be used for municipal partnerships. Development cooperation activities are among the voluntary municipal tasks, however, which means that funding cannot always be guaranteed. To generate additional revenues some municipalities invite their staff to donate the cents shown on their salary slip after the decimal point (the 'last few cents campaign'). Using this method the Hanseatic City of Hamburg, where the idea originated, generates a monthly amount of 10,000 euros for partnership projects.<sup>5</sup> Permanent basic funding would be desirable above all to enable long-term planning and prospects.

### 2. Project funding applications – basic questions for identifying the right funding source

- Where will the proposed projects be implemented? (in Germany and/or the partner country)
- What will be funded? (investment, contributions in kind, publications etc.)
- Who is the applicant? (municipalities, schools, private individuals etc.)
- How high does the applicant's own contribution have to be?
- How much work does proving the use of funds and reporting involve?
- What do foundations and funding programmes not support? (usually they do not provide permanent or purely institutional support)

### 3. Examples of funding programmes

You will find many ideas among the examples shown by the Service Agency's online advisory service on funding. As well as practical examples, here you can also access current opportunities to apply for funding from the federal states, the German Federal Government and the European Union (EU), as well as non-profit foundations:

<https://skew.engagement-global.de/finanzierung-sratgeber.html>

- Examples for beginners: 'Small-Scale Project Fund', 'Action Group Programme' (AGP) for (part-

nership/twinning) associations (both offered by Engagement Global)

- Funding of exchange activities for school students and young adults: ..
  - 'School Exchange Programme for Development' (ENSA): <https://ensa.engagement-global.de>
  - 'Schools: Partners for the Future' (the German Federal Foreign Office's PASCH Initiative): [www.pasch-net.de/en/udi.html](http://www.pasch-net.de/en/udi.html)
  - 'ASA-Programm' (especially 'ASA-Kommunal'): <http://en.asa-programm.de/english/home/>
  - 'weltwärts': [www.weltwaerts.de/en](http://www.weltwaerts.de/en)

### 4. Sponsoring and donations

There are no limits to creativity in sponsoring activities or fundraising. Many companies now make a contribution in the form of donations, sponsoring or the social engagement of their staff. Over the last few years there has been a perceptible increase in online offerings for donations (e.g. donation portals). At the same time, so-called 'marketplaces' are springing up at real locations where companies and non-profit organisations meet to exchange non-commercial services.

<sup>5</sup> [www.hamburg.de/international/austausch-le-on/204458/restcent](http://www.hamburg.de/international/austausch-le-on/204458/restcent) [last accessed on 7 March 2017].

## 10. OUTCOME OF THE CONFERENCE, AND LOOKING AHEAD



Marie Garnier-Raymond (Moderator)

- **The importance of municipalities.** With their local links, municipalities play an important role for sustainable global development and offer major potential for innovative solutions.
- **Frameworks for municipal partnerships.** The municipal partnerships are showing great momentum. To leverage this potential at the local level, what is required is not just the creation of opportunities and enabling frameworks at the national level, in order to strengthen the scope for action by municipalities (for example greater autonomy in many African countries, allocation of resources). We also need to address the fundamental question of whether and to what extent these frameworks can be linked with bilateral cooperation at the international level, and be made a part of national foreign and development policy.
- **Municipal partnerships as enabling frameworks.** Municipalities are tasked to provide the framework for partnerships within which the relevant and potential actors at the local level, such as civil society or the private sector, can develop through their activities. Municipalities can also play an active role themselves, however, or prompt exchange directly through the local government level.
- **Flexibility.** Many challenges have become evident in the work of the partnerships. Projects come to a halt; scope for action or communication differ, and can present obstacles. Managing these challenges flexibly can enable the partners to adapt and define fresh solutions.
- **Working together on equal terms.** It is not always possible to establish arrangements for working together on equal terms. This means we need to adopt a realistic and questioning perspective. It is important to recognise differences and deal with these appropriately. In this context it is important to ensure not only sensitive communication that is responsive to intercultural differences, but also mutual trust, shared responsibility for project work and stronger ownership.
- **Communication.** Along with arrangements for working together on equal terms, mutual understanding achieved through communication forms the core of close cooperation. Understanding strengthens trust, can clarify expectations, and enables both sides to familiarise themselves with, and correctly assess, the perspectives of their partners and the contexts of their actions.
- **Focus on action.** A partnership can help improve living conditions in the local setting. This is why joint activities are important that also inject vitality into the partnership.
- **Sustainability.** Both the Global North and the Global South need to help make this One World more sustainable. The future is in all our hands. Consequently, in the context of the SDGs and the contract for the future all countries can be considered 'developing countries' that bear responsibility for sustainable global development.
- **Looking ahead.** Vibrant networks harbour terrific potential, and efforts to strengthen them should be continued. Once again, at this conference we saw that the mutual sharing of knowledge and experiences leads to continuous learning processes. And we saw that mutual motivation and support can also be important factors for continuing a project or a partnership.

## Closing speeches

**Doreen Eismann (Project Manager, Round Tables and Partnership Conferences, Service Agency)**



Doreen Eismann

'Thank you very much for your kind words, which we will gladly take home with us. I thought it was terrific that we were able to host municipal representatives from twelve countries here. You the participants enriched the conference with your experiences, reports and potentials. Time and time again it became clear that we should talk to each other more. Over the last few days we did that intensively. We found it important to make the process an interactive one. So thank you very much also to our moderators who facilitated this process.

The many good practice examples that we heard about demonstrate that people from different contexts can work closely together and jointly tackle global problems at the local level. That involves courage, and being patient with our partners. And even though this can sometimes be arduous or challenging, we should not forget that we are working towards a joint objective, and that this can often also enrich our personal development and broaden our horizons along the way.

I very much hope that you learnt a lot over the last few days, that you gained some answers, and that you will be taking some new questions home with you. I also hope that you were able to forge friendships, and that you found encouragement in the knowledge that you are doing the right thing every day. I would be delighted if you would keep the Service Agency in your minds as a partner at your side. And I would also like to thank everyone involved, without whom this conference would not have been possible.'

**Georg Ohlmann (International Relations/ Protocol, City of Erfurt)**

'When Doreen Eismann asked whether we could organise this conference in Erfurt, on the one hand we felt very honoured, but on the other hand we were also a little doubtful. Yet another conference at which people do a lot of talking and nothing happens? Might the money for the conference be better spent on projects in Africa? On the contrary – the conference was marvellous. As well as the balanced agenda, we were also very pleased that the conference was attended by a representative cross-section of participants on both the German and African sides. We got to know many interesting people.

One further thought: You are here in the middle of Germany – as it were in the heart of Germany – and I believe we saw a great deal of heart and plenty of engagement here. We found that very touching. Because beyond all the politics and all the problems, what we are doing is about people, about cordial relations. Let us take that thought home with us and not forget it.

Thank you very much for taking the trouble to come here, in some cases over very long distances. We'd also like to thank the moderators, Engagement Global, the Service Agency team, greenstorming, the Comcenter, the interpreters and everyone else who was involved in staging the conference. We hope that you will be returning home having discovered many new things and made a lot of new contacts, that you enjoyed your time here, and that you will be coming back again soon. Bon voyage! Have a good trip!'

**Voices from the audience:**

*„The conference was magnificent. It should take place more often. We should continue expanding this network of local actors.“*

*„Thank you very much for this great event! We were able to speak and interact with each other a great deal – and we’re going home with concrete ideas and results.“*



# ANNEX

## Agenda

Third Conference on 'Municipal Partnerships with Africa.  
Sustainable Partnerships on Equal Terms'  
19 to 21 October 2016 in Erfurt

Wednesday, 19 October 2016	
From 8:30	<b>Registration</b>
09:15	<b>Short presentation of the agenda</b>
9:45	<b>Official welcome addresses</b> <ul style="list-style-type: none"> <li>• Tamara Thierbach, Mayoress and Councillor for Social Affairs, Education and Culture, City of Erfurt</li> <li>• Dr Doris Witteler-Stiepelmann, Head of Division, Federal states; local authorities; development education, German Federal Ministry for Economic Cooperation and Development (BMZ)</li> </ul>
10:05	<b>Expert discussion – What are sustainable partnerships on equal terms?</b> <ul style="list-style-type: none"> <li>• Diritje Gradtke (Officer for International Affairs, City of Oldenburg, Germany) &amp; Neermala Gounden (Project Manager, Head of International Affairs and Development Cooperation, Buffalo City, South Africa): 'Partnership on equal terms? How can we put that into practice?'</li> <li>• Dr. Stefan Wilhelmy (Director, Service Agency Communities in One World) 'What does the Service Agency mean by working in municipal partnerships on equal terms? How does the Service Agency put that into practice in its programme and the services it offers?'</li> </ul>
11:15	<b>Short coffee break</b>
11:30	<b>Discussion</b> on the topic of sustainable partnerships on equal terms
11:50	<b>Preparation for the afternoon discussions</b>
12:30	<b>Group photo and lunch</b>
14:00–16:00	<b>Bilingual round table discussions, with topics represented by municipal partnerships</b> <ol style="list-style-type: none"> <li>1. How can our African partners get involved in project planning on equal terms as soon as possible? Round table hosted by Hofheim am Taunus (Germany)</li> <li>2. How can cooperation between civil society and the municipalities be strengthened in the partnerships? Round table hosted by the Reutlingen (Germany) – Bouaké (Côte d'Ivoire) partnership</li> <li>3. Infrastructure projects – how can both partners make a meaningful contribution? Round table hosted by the Vaterstetten (Germany) – Alem Katema (Ethiopia) partnership</li> <li>4. How can Sustainable Development Goals be mainstreamed in a partnership? Lessons learned with the Service Agency's 50 Municipal Partnerships by 2015 programme Round table hosted by the Potsdam (Germany) – Zanzibar City (Tanzania) partnership</li> <li>5. How can direct business links help build a sustainable municipal partnership that is beneficial to both sides? The example of 'fair trade in coffee' between Leipzig and Addis Ababa</li> </ol>

	<p>6. Implementing a Geographic Information System (GIS) – the example of Harare Round table hosted by the Munich (Germany) – Harare (Zimbabwe) partnership</p> <p>7. What additional benefits do three-way partnerships offer? The example of Legmoin – Ingolstadt – Grasse Round table hosted by the Ingolstadt (Germany) – Grasse (France) – Legmoin (Burkina Faso) partnership</p> <p>8. What contribution can local businesses make to municipal development cooperation? The example of ‚concrete made from desert sand‘ by the PolyCare company Round table hosted by the Erfurt (Germany) – Kati (Mali) partnership</p>
	<b>Coffee</b>
16:00–16:30	<b>Presentation of results</b>
16:30	<p><b>Fishbowl discussion on the topic:</b> Scope for action at the local level – different backgrounds, but similar potentials and challenges? Panellists: Dr. Dirk Betke (former team leader of the Municipal Development Programme of the Deutsche Gesellschaft für Internationale Zusammenarbeit [GIZ] in Mali), Bater-Ib Gilbert Nuuri Teg (Cape Coast, Ghana) and Michael John Kilawila (Moshi Rural, Tanzania)</p>
17:45	<b>Final round</b>
18:00	<b>Dinner together at the Comcenter</b>
From 19:30	<b>Opening of the ‚Mensch Mail‘ (‚Mali People‘) photo exhibition in the Erfurt City Library</b> – jointly organised by the Friends of Kati Association, Erfurt City Library and Engagement Global

Thursday, 20 October 2016	
9:00	<b>Welcome</b>
9:15–10:45	<p><b>Presentation of the funding and support instruments offered by the Service Agency Communities in One World</b> Speaker: Dr. Stefan Wilhelmy (Director, Service Agency Communities in One World)</p>
10:45–11:15	<b>Coffee</b>
11:15	<p><b>Moving forward in partnership</b> How can I use the Service Agency's funding and support instruments for my partnership? Work in small groups with/without partner (with advisory support)</p>
12:45	<b>Lunch</b>
14:00	<p><b>Shaping our partnership</b> Group work on the following topics:</p> <ul style="list-style-type: none"> <li>• Obstacles/challenges when establishing a municipal partnership.</li> <li>• Municipal council resolution on the next phase of the partnership</li> <li>• Decision-making in an African and in a German municipality</li> <li>• External consultation for a faltering project in a German municipality</li> <li>• Dealing with funding shortages for a project</li> <li>• Dealing with the displaced at the municipal level</li> <li>• Bureaucracy in Germany – How do official procedures work, how do you apply for financial support?</li> <li>• Financing projects – What do my partners need from me?</li> </ul> <p><b>Learning from case work</b> <b>Short coffee break</b> <b>Plenary discussion:</b> Conditions for sustainable partnerships on equal terms</p>

17:00–18:00	<b>Tour of the city in English- and French-speaking groups</b>
18:00–19:00	<b>Free time</b>
19:00	<b>Evening reception in the banquet room at Erfurt Town Hall</b> Evening reception hosted by Mayor Andreas Bausewein
20:00	<b>Musical concert together at the Town Hall: Ezekiel Nikiema (Burkina Faso) and New Chapter (Erfurt)</b>

Friday, 21 October 2016	
9:00	<b>Welcome</b>
9:10	<b>Workshops: Making our partnership more successful</b> <ul style="list-style-type: none"> <li>• Basic thoughts on jointly developing projects for sustainable municipal partnerships Input provided by Dr. Dirk Betke:</li> <li>• Approaches for implementing local development projects on equal terms Inputs provided by Joel Agnigbo and Nadine Thoss</li> <li>• Project monitoring and evaluation in municipal development cooperation Input provided by Eva Engelhardt</li> <li>• How can I communicate in ways that are interculturally sensitive and effective when working in my partnership? Input provided by Doris Weidemann</li> <li>• Plenty to do, but no money to do it with – tips on applying for support and ways of obtaining funding. Input provided by Dr. Anke Valentin</li> </ul>
11:10	<b>Coffee</b>
11:30	<b>Plenary discussion of the results of the workshops</b>
12:15	<b>Outcome of the conference, and looking ahead</b> <b>Concluding speeches:</b> <ul style="list-style-type: none"> <li>• Team of moderators</li> <li>• Doreen Eismann, Project Manager, Round Table for Municipal Partnerships and Regional Conferences, Service Agency Communities in One World</li> <li>• Georg Ohlmann (International Relations/Protocol, City of Erfurt)</li> </ul>
13:00	<ul style="list-style-type: none"> <li>• Lunch together and depart</li> </ul>

\*Simultaneous interpretation between German, French and English was provided for the presentations/ speeches, welcome addresses; bilingual interpretation (German-English, German-French) was provided for the workshops/round tables/group work.

## List of participants

Family name	Title, given name	Municipality/ institution	Position	Country
Abassi	Sameh	Menzel Bourguiba	Head of Personnel Department	Tunisia
Abebe	Kassa Woldesenbet	City Government Addis Ababa	Head of International Relations Office	Ethiopia
Ackermann	Julia	greenstorming		Germany
Agnigbo	Joel	Service Agency Communities in One World/Engagement Global		Germany
Ahlke	Josef	State Capital Erfurt	Agenda21 Coordinator	Germany
Amenu	Cudjoe Mac Franklin	Cape Coast Metropolitan Assembly	Metropolitan Development Planning Officer	Ghana
Ascofare	Abdou Kalil	City of Timbuktu		Mali
Bader	Bernd	One World Forum Mönchengladbach	Chair	Germany
Baldé	Augusto Saico	Bonn – Cape Coast Partnership	Intercultural Management	Germany
Bausewein	Andreas	City of Erfurt	Mayor	Germany
Bejaoui	Khaoula	Commune de Menzel Bourguiba	Desk Officer, Department for Foreign Relations	Tunisia
Bergmann	Holger	Reutlingen-Bouaké Twinning Association	Board Member	Germany
Bestle	Alexander	Partnership with Alem Katema (Vaterstetten)	2nd Chair	Germany
Betke	Dr. Dirk			Germany
Biedermann	Wolfgang	Municipality of Bad Belzig	Board, Echo Cameroon	Germany
Birkenmeier	Gerd	Leipzig – Addis Ababa Twinning Scheme	Chair	Germany
Bleser	Marc	Marten Language Services	Interpreter	Germany
Bokengo	Victorine	VB-Consulting, A Passion for Philanthropy	Founder	Germany
Bokoe	Etongwe Emmerence	Dikome	Project Coordinator	Cameroon
Bruns	Inken	Diakonie Hamburg	Cooperation Point Hamburg-Dar es Salaam (civil society)	Germany
Cisse	Oumar Aboubacrine	Timbuktu Partnership Committee		Mali
Coulibaly	Adama	Twinning Association AREBO (Amis de Reutlingen à Bouaké)	Chair of Twinning Association, German teacher	Côte d'Ivoire
Credo	Bernward	Friends of Kati Association, Erfurt	Chair	Germany
Credo	Sophie	Friends of Kati Association, Erfurt	Member of the Association	Germany
Dahm	Gottfried	Municipal Association Ransbach-Baumbach	Rwanda Officer	Germany
Dakuyo	Paul	Municipality of Bouaké	Councillor	Côte d'Ivoire
Diedhiou	Jules	Mission Catholique Gossas	Principal	Senegal
Duval	Annie	City of Grasse – City of Ingolstadt	Adjointe au Maire of the City of Grasse	France

Family name	Title, given name	Municipality/ institution	Position	Country
Eismann	Doreen	Service Agency Communities in One World/Engagement Global	Project Manager, Round Tables and Partnership Conferences	Germany
Engelhardt-Wendt	Eva	Freelance	Moderator/sociologist	Germany
Exner	Wolfgang	District Town of Hofheim am Taunus	1st Councillor	Germany
Fausel	Margit	Municipality of Reutlingen	Head of Department for Municipal Partnerships	Germany
Feser	Margot	Schwabach	Staff Member of the Gossas Committee	Germany
Fischer	Bernd	Municipality of Lich (Hesse)	Magistrate of the Municipality of Lich	Germany
Fischer	Iris	Association to Support Municipal Partnerships of the Municipality of Lich	Committee	Germany
Fischer	Peter	Service Agency Communities in One World/Engagement Global	Project Officer, Round Tables and Partnership Conferences	Germany
Frentzen	Marion	City of Mönchengladbach	Mayor's Office	Germany
Fricker	Silvia	Municipality	Office Manager for Municipal Partnerships	Germany
Ganier-Raymond	Marie	Alteri Cross Cultural Projects	Moderator	Germany
Gasana	Thomas	Rambura Sector	Sector Mayor (Executive Secretary)	Rwanda
Gounden	Neermala	Buffalo City Metropolitan Municipality	Manager Development Cooperation & International Relations	South Africa
Gradtke	Dirtje	City of Oldenburg	Desk Officer for International Affairs	Germany
Grätz	Wolfgang	Free and Hanseatic City of Hamburg, Senate Chancellery	Head of Department for Development Cooperation	Germany
Gueye	Dr. Moussa	Alteri Cross Cultural Projects	Co-moderator	Senegal
Held	Ulrich	Service Agency Communities in One World/Engagement Global	Team Leader, Human Resource and Financial Support Programmes	Germany
Herbort	Alina	Service Agency Communities in One World/Engagement Global		Germany
Herrgott	Reinhard Walter	Working Group on Moshi, University City of Tübingen	Representative of the Working Group	Germany
Heuer	Marcel	Nuremberg Initiative for Africa		Germany
Hien	Bongouna Appolinaire	Legmoin (Burkina Faso)	Mayor	Burkina Faso
Hofmann	Klaus	FOCUS Association, Viernheim	1st Chair	Germany
Jäger	Christian	Marten Language Services	Technician	Germany
Juma	Mzee Khamis	Zanzibar Municipal Council	Project Manager, Climate Partnership with Potsdam	Tanzania
Kamaleu Tchouaga	Josiane Joelle	Bangangte Municipality		Cameroon

Family name	Title, given name	Municipality/ institution	Position	Country
Kausch	Jeanette	City of Erfurt	Protocol/International Relations	Germany
Keller	Rico	Mayor of the City of Chemnitz	European and International Relations, Protocol	Germany
Kilawila	Michael John	Council District Moshi Rural (Tanzania)	District Chairman	Tanzania
Kipping	Peter	Friends of Burkina Faso/Réo, Würselen	Deputy Chair of the Friends Association	Germany
Kirschbaum	Erhard	Partnership Association Marafiki wa Masasi – Enzkreis – Masasi (Tanzania)	2nd Chair	Germany
Klingebiel	Stephan	University City of Tübingen	Municipal Partnerships	Germany
Knapp	Edgar	City of Oldenburg	Director, Regional Environmental Centre	Germany
Kneitz	Harald	Cultural Department, City of Ingolstadt	Project Partnership Grasse-Legmoir-Ingolstadt	Germany
Koneberg	Sigrid	State Capital Munich, Municipal Department, Geodata Service	Head	Germany
Kotsas	Konstantin	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Project Manager	Germany
Kraft	Simone	City of Erfurt		Germany
Küstermann	Thomas	Marten Language Services	Interpreter for English	Germany
Labigne	Claire	Marten Language Services	Conference interpreter for French	Germany
Lange	Kristina	Marten Language Services	Interpreter	Germany
Laouiti EP Mahjoub Zhani	Jalila	City of Monastir	Office for International Affairs	Tunisia
Leinen	Wolfgang	Municipality 66679 Losheim am See	Losheim am See (Germany) – Bokungu (DR Congo) Twinning Committee	Germany
Lipp	Judith	FOCUS Association, Viernheim	Board Member	Germany
Lippert	Cordine	State Capital Potsdam	Project Manager, Climate Partnership with Zanzibar	Germany
Lorenz	Christian	Chemnitz – Timbuktu Twinning Association		Germany
Magunia	Martin	Freelance photographer	Photographer	Germany
Mahirwe	Alfred	Minaloc		Rwanda
Maiga	Marcel	Chemnitz – Timbuktu Twinning Association		Germany
Makanguilé	Mahamadou	Municipality of Kati	Councillor	Mali
Makwembe	Gaston	City Council Dar es Salaam	Head of Protocol and Public Relations	Tanzania
Masasi	Booker	City of Harare	Land Management & Development Manager	Zimbabwe
Mashonga	Faith Maidei	City of Harare	Senior GIS Officer	Zimbabwe

Family name	Title, given name	Municipality/ institution	Position	Country
May EP Maa-toug Wahiba	Ouahiba	City of Monastir	Deputy Mayoress, Office for International Affairs	Tunisia
Mazwile	Margareth Germanico	City Council Dar es Salaam	CEO Officer – cooperation between the twin cities Dar – Hamburg	Tanzania
Mboya	Raymond Robert	Moshi Municipal Council	Mayor	Tanzania
Meier	Johannes	streetsfilm	Journalist and filmmaker/video documentary maker	Germany
Mempel	Rolf	City of Erfurt	Senior Expert, construction projects	Germany
Moussiané	Tamagui Joseph	Municipality of Kati (Mali)	Director of Children's Home, pastor	Mali
Muehling	Nora	City of Wolfsburg		Germany
Mwandezi	Michael Nelson	Moshi Municipal Council	Municipal Director	Tanzania
Nieden	Michael	Partnership Association RLP – Rwanda	Executive Director	Germany
Nikiema	Ezekiel Wendtoin	Artist	Musician	Germany
Nuuri Teg	Bater-Ib Gilbert	Cape Coast Metropolitan Assembly	Metropolitan Coordinating Director	Ghana
Ohlendorf	Marina	Friends of Kati Association, Erfurt	Deputy Chair of the Association	Germany
Ohlmann	Georg	City of Erfurt	Protocol/International Relations	Germany
Olbrich	Clemens	Service Agency Communities in One World/Engagement Global	Project Coordinator	Germany
Ölkrug	Klaus	Friends of the Third World Association, Bisoro/Burundi/Albstadt Section	NGO Member	Germany
Ossalobo	Jean Serge	Afrokult, Berlin	Chair of the Board	Germany
Otte	Susanne	Marten Language Services	Interpreter	Germany
Rademacher	Karin	Marten Language Services	Interpreter	Germany
Rahm	Gerlinde	Landau i.d. Pfalz	1st Chair	Germany
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## List of abbreviations

AGP .....	Action Group Programme
ASA-Kommunal .....	A Service Agency work and study internship programme for young adults
BMZ .....	German Federal Ministry for Economic Cooperation and Development
CIM .....	Centre for International Migration and Development
CoHGIS.....	A GIS project in the City of Harare (Zimbabwe)
ENSA.....	A school exchange programme for development
EU .....	European Union
GIS .....	Geographic Information System
GIZ .....	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
IFKW.....	Integrated experts for municipalities worldwide (a Service Agency programme)
M + E.....	Monitoring and Evaluation
Nakopa.....	Partnership projects for sustainable local development (a Service Agency programme)
NGO .....	Non-Governmental Organisation
OCfCU.....	Oromia Coffee Farmers Cooperative Union
PASCH.....	Schools: Partners for the Future (an initiative of the German Federal Foreign Office)
PIM .....	Participatory Impact Monitoring
SDGs .....	Sustainable Development Goals

# PUBLICATIONS OF THE SERVICE AGENCY COMMUNITIES IN ONE WORLD

All publications and information leaflets of the Service Agency Communities in One World can be ordered free of charge (if not yet out of print) or downloaded on its homepage under <https://skew.engagement-global.de/publications-en.html>.

Please find below the list of publications available in English.

## “Dialog Global”-Series:

- No. 43: Network Meeting Migration & Development at the local level. 9 – 10 November 2015 in Cologne. Report. Bonn, October 2016
- No. 40: 50 Municipal Climate Partnerships by 2015. Documentation of the third phase of the project. Bonn, May 2016
- No. 32: 50 Municipal Climate Partnerships by 2015. Documentation of the second phase of the project. Bonn, December 2014
- No. 29: 50 Municipal Climate Partnerships by 2015. Documentation of the Pilot Phase. Bonn, May 2013 [German/English version]
- No. 25: Participatory Budgeting Worldwide – Updated Version. Study. Bonn, November 2013.
- No. 24: International Congress on Models of Participatory Budgeting. Documentation. Bonn, November 2010
- No. 22: Migration and Development at the Local Level. An excerpt from the best practice guidelines. Bonn, November 2012

## “Material”-Series:

- No. 86: International Kick-off Workshop, 5th phase: „50 Municipal Climate Partnerships by 2015“. 12th – 14th July 2016 Science City of Muñoz, Philippines. Bonn, March 2017
- No. 80: German-Latin American/Caribbean Mayors' Conference - 'Urbanisation in Germany'. 30 to 31 May 2016 in Hamburg. Bonn, November 2016
- No. 77: Second Conference of German-Palestinian Municipal Partnerships. 10 to 13 November 2015 in Jena. Bonn, July 2016
- No. 70: International Workshop of the Municipal Climate Partnerships. Presentation of the Programmes of Action July 1 – 3, 2014. Bonn, February 2015
- No. 60: International Workshop “50 Municipal Climate Partnerships by 2015 – Presentation of the Joint Programmes of Action”. Documentation. Bonn, January 2014
- No. 54: International Kick-off Workshop “50 Municipal Climate Partnerships by 2015” 14th -16th November 2011. Documentation. Bonn, May 2012

## Others:

- About Us. Bonn, February 2016
- The services we offer. Bonn, March 2017

All current information, dates, activities, tips, and background reports can be found in the monthly \*\*\*Eine-Welt-Nachrichten\*\*\* of the Service Agency (only available in German). Free of charge! The order form is available on our homepage under: [www.service-eine-welt.de](http://www.service-eine-welt.de). The order form is available on our homepage under: [www.service-eine-welt.de](http://www.service-eine-welt.de).



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