



SERVICE AGENCY ● ● ●
COMMUNITIES IN ONE WORLD



DIALOG GLOBAL

FINANCIAL SUPPORT FOR MUNICIPAL
PARTNERSHIPS

Watching others at work – Learning from their experience

No. 57

Service Agency Communities in One World

Phone +49 228 20717-2670

info@service-eine-welt.de

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

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Responsible for content: Service Agency, Dr Stefan Wilhelmy

Project management: Dr Britta Milimo

Text: Christine Rohrer

Editing: Christine Rohrer, Dr Britta Milimo, Brigitte Eiselt, Ulrich Held

Translation: Dr John Cochrane

Cover photos: eThekwini Municipality (top left and bottom left), Danny Huhn (top right),

Stefanie Windhausen (bottom right)

Layout, typesetting and cover design: Fabian Ewert, Königswinter

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1. FOREWORD

Municipalities are essential partners for official German development cooperation. This is no coincidence, because in a largely urbanised world they are the ones who shoulder major responsibility. Together with their citizens, municipalities can deliver results for sustainable development precisely where they are needed – at the local level. Addressing concerns and needs at the sub-national level is their core task. At the same time, their action at the municipal level can always respond to global interdependencies and challenges, and positively affect them. Based on their competences and long-standing experience with local self-government, many German municipalities today are making a large and important contribution towards a sustainable planet through their development engagement.

The formal framework for foreign engagement is provided by municipal partnerships and friendships, as well as municipal networks that include local authorities of all kinds from the Global South. The municipalities learn from each other through dialogue and exchange across a wide range of areas. These include for instance waste management, water management, disaster risk management, healthcare, climate action and institution building. Through this knowledge transfer and joint project work the actors involved help implement the Sustainable Development Goals (SDGs) – the centrepiece of the United Nations' 2030 Agenda – at the local level, both in Germany and in our partner municipalities worldwide.

To support and expand these efforts, as well as numerous networks and projects, since 2012 there have also been various instruments to promote municipal partnerships. These are delivered by the Service Agency Communities in One World

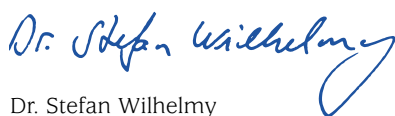
(a division of Engagement Global) on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). These support instruments provide a legal, financial and professional framework that had not previously existed in this form in conventional municipal partnership work for international understanding. It is worth studying them in detail. To do so, many interested individuals and institutions take advantage of the seminars, conferences and advisory services we offer. In this issue of 'Dialog Global' we have put together key aspects and lessons learned for the benefit of readers.

The publication aims to pass on the experiences of individual municipalities that are already familiar with supported projects, and to provide helpful information to those readers approaching the topic of municipal development engagement for the first time. The main section (Chapter 5) gives readers a glimpse into the 'workshops' of project implementation. It also deliberately includes the challenges and imponderables of such a project. This is therefore not a presentation of good practice examples. Because one can and should learn not only from best practice stories, but also – indeed especially so – from how others deal with deviations from the plans, unforeseeable events and mistakes. Watching how experienced municipal experts do things can then be especially helpful. The experts tell their stories below in their own words.

Our thanks go to those individuals who were so forthright and constructive in their contributions to the production of this publication. And we'd also like to thank you for your interest as readers. And who knows – perhaps you're already considering implementing a partnership project yourselves, or passing this idea on?

Please feel free to contact us at any time with any comments, criticisms or requests for further information. The Service Agency is glad to be at your disposal.

We hope you enjoy reading the publication.



Dr. Stefan Wilhelm

Director,
Service Agency Communities in One World



Ulrich Held

Department Head for Municipal Promotion,
Service Agency Communities in One World

How this issue of 'Dialog Global' is structured and how you can use it

This edition begins by asking the question that comes up time and time again: 'From a legal point of view, is a municipality even allowed to get involved in development work?' It then looks at possible sources of support, with a focus on the programmes offered by the Service Agency. An overview of the diversity of partnership projects is provided by introductions to project topics, geographic distribution and actors involved, plus an outline of the relevance of such projects. Next comes the centrepiece of this publication, which is the view from the inside provided by practitioners. Municipal experts describe the challenges they faced when working on projects, identify solutions and provide some helpful hints. After each section the key points are summarised once again in small boxes. In the next chapter, elected municipal officials take stock of the lessons they learned through the projects of their partnerships. Finally, the

annex contains a glossary, a list of abbreviations, an overview of the various programmes offered by the Service Agency and a list of all the projects mentioned in the publication.

Readers who are new to the topic of municipal engagement for development are best advised to follow the structure of this publication, in order to obtain some basic information on sources of support and partnerships before reading about the lessons learned by practitioners. Those who are just embarking on planning their project, have just received approval for support or are in the middle of a project with their partners can go straight to chapter five to hear what the practitioners have to say. Readers who are looking for arguments to persuade the top decision-makers in their municipality to get involved in partnership work should consult chapter six.

2. LEGAL AND POLITICAL ASPECTS

Partnerships between municipalities in Germany and the Global South offer a wide range of opportunities for development engagement. Municipalities that still lack experience of working together in partnership first of all face a number of questions and uncertainties. The information below is designed to support municipalities in planning partnerships and joint activities on a sound basis.

In political and purely legal terms, can and should municipalities get actively involved in development cooperation? The answer is: Yes they can!

In fact, international engagement for sustainability by municipalities is explicitly welcome at the political level. Germany's Conference of Federal State Prime Ministers has adopted numerous resolutions in support of this, such as its resolution of 1 June 2017 concerning federal state and municipal partnerships with Africa.

For an overview of the resolutions of the Conference of Prime Ministers on development policy from 1962 to 2017, see the brochure 'German Federal States in Development Policy' (June 2020), published by the World University Service – German Committee:

<https://www.wusgermany.de/en/global-education/information-centre-educational-mandate-north-south/publications/german-federal-states-development-policy>

Germany's federal states and the federal government also support municipal activities through resolutions, as well as advice and funding programmes. By way of example, here are two resolutions from the 210th Session of the Conference of Germany's Federal State Ministers of the Interior:

→ '1. The Conference of Ministers of the Interior emphasises that municipal involvement in development cooperation is supported both by the Federal Government and by the Federal States, and is recognised as a key element of implementing



Up on the roof: Two engineers installing a photovoltaic system at the tourist information office in Hoi An in Viet Nam. Written cooperation agreements between the municipalities of Hoi An and Wernigerode provided the firm foundations on which this project was built. © Lothar Andert

the 2030 Agenda and achieving the 17 Sustainable Development Goals, both in Germany and abroad.'

→ '2. It underlines the fact that municipal partnerships for development or for expertise can make a contribution to this. This also applies to engagement by municipally-owned enterprises, which possess special managerial and organisational expertise in areas of municipal services of general interest and municipal infrastructure.'

Source: Standing Conference of the Federal State Ministers of the Interior and Senators: Compilation of the Resolutions of the 210th Session of the Conference of Germany's Federal State Ministers of the Interior and Senators (held in Kiel from 12 to 14 June 2019), approved for publication. Berlin, 17 June 2019. www.innenministerkonferenz.de/IMK/DE/termine/to-beschluesse/20190614_12/beschluesse.pdf;jsessionid=31920FE596B248997A13535177AE1284.1_cid339?__blob=publicationFile&v=2 [as at 22/06/2020, German only]. p. 44.

But what about the legal situation?

In answer to this question, Professor Frank Bätge of the University of Applied Sciences for Police and Public Administration in North Rhine-Westphalia produced the legal opinion 'Legally certain municipal engagement abroad'. This was published in January 2018 as 'Dialog Global' No. 49 [German only]. It deals with questions of the legitimacy of municipal development cooperation as part of municipal engagement for development more generally. His key findings are briefly summarised below.

N.B.: These excerpts written by a named author – like all other articles by named authors – do not necessarily reflect the opinions of the publisher or editors of this publication. The content thereof is provided for information purposes and does not constitute binding legal advice

Municipal development cooperation

... accords with the set of values enshrined in the Basic Law.

Municipal development cooperation accords with the set of values enshrined in the Basic Law, as well as the state's goals of peace and international cooperation for understanding among peoples, which also apply to municipalities. (BVerwGE87, 237)

... is not precluded by the Federation's responsibility for foreign relations.

Pursuant to Article 32(1) of the Basic Law (GG), relations with foreign nation states are to be conducted by the Federation. Since municipal development cooperation involves transnational cooperation rather than cooperation between nation states, and no agreements with such states under international law are entered into, no barrier to municipal development cooperation arises from Article 32 GG.

... is enshrined in the rights of associations of municipalities.

Given the guarantee of municipalities' right to self-government pursuant to Article 28(2) GG, municipal development cooperation is a matter of voluntary self-government for municipalities. The municipality is responsible when:

- the object of the development cooperation concerns municipal competences, which is to say, relates to the body of statutory and voluntary tasks of self-government for which the municipality concerned is responsible.
- the foreign partner is also a territorial entity below the level of the nation state.
- the activities of civil engagement are rooted in the local community or relate to it in a specific way, in that knowledge and experience are shared and joint learning takes place.
- the principle is observed that general political issues of the partner municipality may only be addressed from a locally specific perspective. This principle arises from the responsibility of the Federation for conducting foreign relations pursuant to Article 32(1) GG.

... can be financed with municipal budget funds, because municipalities have financial autonomy.

- The general budgetary principles and the obligation to balance the budget must be complied with.
- Municipalities may draw the funds required for development cooperation from the general budget items earmarked for the relevant purpose, such as travel costs and personnel costs, if there is otherwise no specific allocation.
- Municipalities may participate in public funding programmes for development cooperation purposes. The terms of support must be complied with and explained clearly to the partner municipality. If any unforeseen problems or requirements arise the recipient must get in touch with the funding agency at an early stage.

... may also include material support for the foreign partner municipality within reasonable limits.

Such support cannot be viewed in isolation as a unilateral donation; it is an integral part of an exchange between partners. If the relationship between the German municipality and the foreign partner municipality is limited entirely to unsustainable unilateral assistance that is not integrated into an agreement between partners based on mutuality, there is a lack of legitimacy

... should be made binding through a written agreement.

This applies all the more so insofar as the development cooperation involves support in the form of financial, human and technical inputs with

monetary value. As a rule, an external funding agency will therefore also attach importance to appropriate written agreements.

... is permissible only to a limited extent if it supports supra-local aid organisations or private initiatives.

Municipal budget funds may only be used to support projects of supra-local aid organisations if:

- these projects are based on activities in the German municipality in question, or
- the supra-local aid organisation organises the inter-municipal cooperation for the German municipality and the municipality in the Global South in order to pool the local activities of the member municipalities.

Direct support of private initiatives within the framework of municipal development cooperation is only permissible if the project is actively implemented by citizens in the local German municipality.

... also includes assignments of municipal personnel to the partner municipalities on official business trips.

When providing advice and conducting dialogue in the foreign partner municipality, municipal personnel should always be acting on behalf of the German municipality. The general rules for official business trips abroad under civil service and employment law apply.

The municipality must always be responsible for the official conduct of the officials acting on their behalf, and should insure this liability risk.

3. OPPORTUNITIES FOR SUPPORT IN MUNICIPAL DEVELOPMENT COOPERATION



Not so easy to keep track of things © Dr. Bernd M. Schmitt

Municipalities involved in development cooperation should find out about the support available. If municipal funding is not sufficient to realise an idea for a project, there are various opportunities to obtain financial support. If human resources are required to support the further development of municipal engagement, various models are available to provide them .

A precondition for any kind of support is the political will of the municipalities submitting the proposals and their partners to jointly realise the project.

The short descriptions below will give you a first overview of opportunities for support. They contain extracts from the various offerings, and show interested readers where they can find out more.

3.1. The Service Agency's support instruments

What do I need to know?

- The municipal entity (or entities) submitting the proposal (also referred to as the 'applicant/s') always hold/s overall responsibility for the project. They are responsible for the technical content, and play an active role in implementing the project.
- The partner entity (municipality, municipal association or municipally-owned enterprise) must be from a **country of the Global South** (Section 4.2.).
- Implementing a project in **cooperation with third parties** is also possible. These can be for instance partnership associations, local initiatives or universities. The applicant always remains the lead agency. It can also transfer up to one third of the grant funds to other project actors.
- All municipal actors should bring their knowledge and interests to bear in the design and realisation of the project as **equal partners**.
- Clear **objectives and targets** must be defined for the envisaged financial support and time frame.

Project planning and implementation should be results-based.

- The project should be **sustainable**. It should continue to generate results beyond the period of support.
- The project should also be aligned with the goals of **gender mainstreaming**.
- The **project term** and **financial volume of the project** should be carefully planned together with the partners.
- All the Service Agency's funding programmes presented here involve partial funding. Usually the **partners' own contribution** must be at least ten per cent of the total eligible expenditure. There is one exception to this: see the brief description of 'Coordinators for Municipal Development Work'. The partners' contribution must be monetary, and may also be provided in the form of third-party funds.
- The **administrative costs** may amount to a maximum of seven per cent of the total eligible expenditure.
- To ensure smooth implementation of a project, the **contractual stipulations** should be read and complied with precisely.
- The **accounting requirements** following completion of the project should be taken into account before the project comes to an end.
- **Information sheets** and **instructions for filling in forms** make it easier to submit the proposal. For some support programmes there are special seminars on proposing a project to help applicants complete the formalities.
- Within a development-oriented relationship between the German municipal partner and the partner from the Global South, several projects can be implemented concurrently. For these projects it is possible to apply for **support from several programmes**. In this case it is important that all projects are implemented independently of each other.
- What information is required for the proposal? What does 'results-based' or 'results orientation' mean? How can the use of funds and the achievement of objectives be demonstrated? What is included in the 'eligible expenditure'? Interested readers can obtain answers to these questions and many more besides by approaching the Service Agency for a free and comprehensive **consultation**.

Phone + 49 228 20717-670

Email: service-eine-welt@engagement-global.de

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

'Fund for Small-Scale Municipal Development Cooperation Projects'



What is the German abbreviation?

- KPF



What is the purpose of the support?

- Help get things started with new activities and partnerships for municipal development cooperation
- Stimulate the development debate and engagement in German municipalities, and support the networking of relevant actors
- Promote inter-municipal dialogue with the Global South



Who can submit a proposal?

- German municipalities/municipal administrations, possibly with their partners from the Global South
- German municipal associations, possibly with their partners from the Global South
- German municipal enterprises, possibly with their partners from the Global South



What can be funded?

- Project designed to support sustainable global development in the applicant's own municipality and/or the partner municipality
- Project in one of the following areas at the local level:
 - Fair trade and fair procurement
 - Migration, development and displacement
 - International inter-municipal relationships and partnership work.
 - Implementation of the 2030 Agenda for Sustainable Development
- What exactly we support:
 - Public information and education work for development
 - Further refinement of municipal development cooperation and capacity development for municipal actors
 - Networking, dialogue and cooperation between municipal actors in Germany and actors from the partner municipalities
 - Missions to initiate inter-municipal relationships and new development-related projects

- Missions to bring about dialogue between local councillors and administrators – on issues of general interest services, local governance, and the implementation of projects in partnership



What are the requirements?

- The project must not yet have been started, and no payment obligations may have been entered into.
- The activity must not be part of another project funded by the BMZ or Engagement Global.



How high is the funding amount?

- Between 1,000 and 20,000 euros for a development activity in Germany
- Between 1,000 and 50,000 euros for South-North/North-South meetings



How long does a project run?

- A maximum of twelve months: up to the end of the current calendar year



How can a municipality get involved?

- Proposals can be submitted at any time.
- The proposal must be submitted at least ten weeks prior to the planned launch of the project.



Tips

- Planning the project and submitting the proposal early will help make the process run smoothly.
- Municipalities that lack experience with development work can use the KPF to reach out to potential actors and discover their options for municipal development cooperation.
- For partners that already possess experience, the KPF can be used to plan conceptually more ambitious projects, such as a Nakopa or FKPP project, through an exploratory trip.



Find out more:

- <https://skew.engagement-global.de/fund-for-small-scale-municipal-development-cooperation-projects.html>
- kleinprojekte.skew@engagement-global.de

'Partnership Projects for Sustainable Local Development'



What is the German abbreviation?

- Nakopa



What is the purpose of the support?

- Jointly develop local solutions to global issues – as envisioned in the 2030 Agenda for Sustainable Development
- Realise a specific project in the partner country. The focus is on working together in partnership and sharing municipal expertise, including capacity development.



Who can submit a proposal?

- German municipalities/municipal administrations with their partners from the Global South
- German municipal associations with their partners from the Global South
- German municipal enterprises with their partners from the Global South



What can be funded?

- Projects in one of the following three areas: sustainable general interest services, good local governance, or climate change mitigation and adaptation
- Links to the themes of migration and development, or fair trade and fair procurement, are also welcome.
- Accompanying measures in Germany, such as development education activities, are eligible.



What are the requirements?

- A track record of trustful partnership involving joint project experience over several years
- A young partnership that is already taking part in another Service Agency project (climate partnerships, partnerships for sustainability, networks for the Middle East or Ukraine etc.)
- The project to be funded relates to the sphere of influence of the municipalities or the tasks of both municipalities.

**How high is the funding amount?**

- Between EUR 50,000 and EUR 250,000
- The funding amount should be aligned with the experience of the partnership to date, in other words a young partnership will usually begin at the lower end of this range.
- At least 80 per cent of the funding must be spent in the partner country.

**How long does a project run?**

- Maximum of three years
- Project launches in the current calendar year

**How can a municipality get involved?**

- Call for proposals: once a year
- Two-stage procedure: expression of interest followed by submission of proposal

**Tips**

- Due to the long project term and the high project volume, project proposals should be prepared together with the partners from the Global South, and with particular care.
- The KPF can be used for preliminary studies and planning workshops.
- The municipal administration can manage and implement the project jointly with municipal associations.

**Find out more:**

- <https://skew.engagement-global.de/funding-from-the-nakopa-programme.html>
- nakopa.skew@engagement-global.de

'Programme to Support Municipal Climate Change Mitigation and Adaptation Projects'**What is the German abbreviation?**

- FKKP

**What is the purpose of the support?**

- Develop a project for climate change mitigation and adaptation together with the partner municipality - based on the existing joint programme of action within the existing climate partnership
- Realise a specific project in the partner country. The focus is on working together in partnership and sharing municipal expertise, including capacity development.

**Who can submit a proposal?**

- German municipalities/municipal administrations with their partners from the Global South
- German municipal associations with their partners from the Global South
- German municipal enterprises with their partners from the Global South

A further condition is that the municipalities submitting the proposal

- are working together in the Service Agency's 'Municipal Climate Partnerships' project for environment-related development cooperation and
- possess experience in implementing publicly funded projects.

**What can be funded?**

- Project in one of the following areas: emission reduction, adaptation to climate change, marine and coastal protection, forest conservation or protection of biodiversity
- Links to other relevant themes such as rural development, agriculture, water or energy, are also welcome.
- Projects are supported that:
 - reduce greenhouse emissions by using efficient and/or renewable technologies
 - enable adaptation to climate change in regions particularly hard-hit by its impacts
 - support the integration of climate change mitigation and adaptation into national devel-

opment goals, and promote corresponding activities.



What are the requirements?

- Partner municipalities are already taking part in the Service Agency's 'Municipal Climate Partnerships' project
- The project to be funded relates to the sphere of influence on the municipalities or the tasks of the German municipality.



How high is the funding amount?

- Between EUR 100,000 and EUR 500,000
- At least 80 per cent of the funding must be spent in the partner country.



How long does a project run?

- Three years
- Project starts on 1 January of a year



How can a municipality get involved?

- The proposal must be submitted in the year prior to the project.
- Call for proposals: once a year
- Two-stage procedure: brief description and proposal



Tips

- Due to the long project term and the high project volume, project proposals should be prepared together with the partners from the Global South, and with particular care.
- In case of major infrastructural investments, potential delays due to e.g. bidding procedures or tax issues should be taken into account in advance.



Find out more:

- <https://skew.engagement-global.de/financial-support-for-municipal-climate-partnerships.html>
- fkkp.skew@engagement-global.de

'Coordinators for Municipal Development Cooperation'



What is the purpose of the support?

- Offset the shortage of human resources for municipal development cooperation
- Encourage municipalities, municipal associations and municipal enterprises to embark on or expand their engagement for development
- Establish municipal development cooperation as a cross-cutting task in the local administration
- Create the foundations and structures among the project executing agencies that will enable development issues to be addressed sustainably beyond the funding period



Who can submit a proposal?

- German municipalities/municipal administrations with their partners from the Global South
- German municipal associations with their partners from the Global South
- German municipal enterprises with their partners from the Global South



What can be funded?

Possible activities of the coordinator:

- Devise conceptual strategies for development action
- Create sustainable structures for municipal development cooperation
- Implement and facilitate development activities and projects
- Education and information work for municipal policy-makers and administrators
- Establish and develop municipal partnerships with municipalities in the Global South
- Networking of and with development actors in the municipality

These activities will relate to one or several of the following areas:

- The 2030 Agenda for Sustainable Development with its Sustainable Development Goals
- Fair trade and fair procurement
- Partnerships with municipalities in the Global South
- Migration and development at the local level



What are the requirements?

The activities must be:

- project-related, i.e. do not involve any institutional (line) tasks
- additional, i.e. no substitution of existing human resources.



How high is the funding amount and the partners' own contribution?

Funding amount:

- staff costs EG 11 to EG 13
- additional budget for project activities, travel and training

Partners' own contribution/third-party funds:

At least ten per cent of total expenditure in the first project and at least 25 per cent of total expenditure in the follow-on project



How long does a project run?

- Two years
- Possible after that: two-year follow-on project
- Project will normally commence in the year following the call



How can a municipality get involved?

- Call for proposals: once a year
- Single-stage procedure: proposal



Tips

- The KPF can be used to prepare the coordinator's position.
- It is helpful to consult with the municipal personnel office in good time, in order to prevent delays in filling the position.



Find out more:

- <https://skew.engagement-global.de/koordination-kommunaler-entwicklungspolitik.html>
- kepol-koordination.skew@engagement-global.de

3.2. Further support instruments

Two further programmes are available, which offer human resources to support the work of partnerships. The first is implemented jointly by the Service Agency and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, while the second – the Senior Expert Service – is a separate programme in its own right.

'Experts for Municipal Partnerships Worldwide'



What is the German abbreviation?

- FKPW



What is the purpose of the support?

- Human resources to support partner municipalities or municipal associations in the Global South
- Experts promote active partnerships by providing advice on professional topics
- Accompanying activities such as networking and expert dialogue events



Who can submit a proposal?

- German municipalities/municipal administrations with their partners from the Global South
- German municipal associations with their partners from the Global South
- German municipal enterprises with their partners from the Global South



What can be funded?

Possible activities of the experts:

- Improve municipal services and local self-administration
- Developed specific solutions to current issues such as climate change, municipal finance, sustainable economic development or solid waste management
- Expand cooperation between partner municipalities and implement joint initiatives
- Involve new actors in the partnership, such as administrators, civil society or the private sector



What expert models exist?

- **Integrated experts:** European experts who are employed in key positions in the partner municipality to work on technical and strategic issues
- **Development workers:** European experts who advise the partner municipality on technical and methodological issues, and support them in their organisational development and networking
- **National experts:** experts from the partner country who work on technical and strategic issues in the partner municipality

N.B.: Not all models are possible in all countries.



How high is the funding amount and the partners' own contribution?

- **Integrated experts:** local employment contract from the employer in the partner country with a local salary, which is topped up to a European level
- **Development workers:** service contract from the GIZ under the provisions of the Development Workers Act, plus a fixed subsistence package from the FKPW programme
- **National experts:** local employment contract from the employer in the partner country with a local salary, funded 100% by the FKPW programme
- German municipalities need not provide any financial contribution of their own.



How long does a project run?

- Usually between two and four years
- Extension is possible



How can a municipality get involved?

- Expression of interest can be submitted at any time
- Two-stage procedure: expression of interest followed by submission of proposal



Tips

- The objectives of the expert assignment need not be defined when the expression of interest is submitted. To jointly develop the objectives, the programme can finance a visit by a representative of the municipality in Germany to the partner municipality.
- FKPW staff support the selection of the expert, take care of the outward journey and remain available continuously to provide advice.



Find out more:

- <https://skew.engagement-global.de/experts-worldwide.html>
- FKPW@engagement-global.de



Special feature

- This programme is a BMZ-commissioned joint venture between Engagement Global/the Service Agency, and the GIZ.
- The Centre for International Migration and Development (CIM) supports the placement of integrated experts.

„Senior Expert Service“



What is the German abbreviation?

- SES



What is the purpose of the support?

- By transferring their knowledge and experience, retired experts and managers help to improve the future prospects of others, while responsibility for the project rests with the client.
- Help towards self-help, by supporting measures to tackle individual challenges. Amongst other things problem-solving strategies are devised, measures are designed, training (including train the trainer) is carried out and the solutions developed are operationalised. The client decides where the support is required.



Who can submit a proposal?

In Germany and partner countries:

- Public administrations
- Small and medium-sized enterprises
- Professional and business associations
- Social and medical facilities
- Basic education and vocational training institutions



What can be funded?

Assignment to help solve a specific problem, on themes such as:

- Regional development strategy
- Sustainable tourism
- Solid waste management
- Water supply and treatment
- Renewable energy
- Environment
- Agriculture
- Business centre/incubator
- Administration
- Fund-raising
- Emergency services, fire protection and disaster risk management
- Public facilities such as libraries or museums
- Vocational training and economic development



How high is the funding amount and the partners' own contribution?

- SES staff propose a suitable expert free of charge, provide the selected individual with intercultural and country-specific training before their departure, and organise the journey.
- SES experts work on a honorary basis, which means they do not receive any fee.
- For assignments to partner countries:
 - On a case-by-case basis, the programme examines whether travel, ancillary and project processing costs can be met partially or fully with BMZ funds.
 - As a rule the client pays the costs for accommodation, board and transport at the assignment location, and possibly interpretation services and pocket money.
- For assignments in Germany:
 - The funding amount and partners' own contribution vary depending on the nature and duration of the assignment.



How long does a project run?

- Usually four to six weeks, maximum of six months
- Follow-on assignments are possible
- Many SES experts also continue supporting their respective clients after returning to Germany.



What does an interested client need to do?

- Proposals can be submitted at any time.
- Downloadable proposal form is available online in several languages



Find out more:

- <https://www.engagement-global.de/ses-senior-experten-service.html>
- ses@ses-bonn.de
- +49 228 26090-0



Special feature

- As a Foundation of German Industry for International Cooperation, the SES is a non-profit organisation.

3.3. Combining support instruments

Some support programmes can be combined with each other like gear wheels to mobilise the best possible support for the projects of two partner municipalities. Here are two examples: Which support programmes go well with the Partnership Projects for Sustainable Local Development (Nakopa) programme or the Programme to Support Municipal Climate Change Mitigation and Adaptation Projects (FKKP)?

To prepare a Nakopa or an FKKP project it is possible to use the Fund for Small-Scale Municipal Development Cooperation Projects (KPF). One conceivable example would be using it to finance reciprocal visits between potential partner municipalities. During these exchange visits delegates can identify cornerstones of cooperation and generate ideas for a joint project. Actors that are already linked through a partnership and have a track record of joint activities can use the KPF to meet again and plan a project. The KPF can also be used to finance a preliminary study or a feasibility study to carefully prepare a potential Nakopa project.

The Experts for Municipal Partnerships Worldwide (FKPW) programme or the Senior Expert Service (SES) can be used to prepare, or to facilitate, a Nakopa or an FKKP project. The experts work on this in the partner municipality in the Global South, usually for two years in the FKPW programme and less in the SES. They can support regular communication between the partner municipalities and deepen the professional cooperation.

The Coordinators for Municipal Development Cooperation programme enables a German municipality to employ a coordinator for a limited period of initially two years. In their role this individual can support the staff in writing a proposal for a Nakopa or an FKKP project. If the proposal is approved they can then support implementation of the project. The main contact persons for the project should, however, be permanent members of staff, to ensure that projects can continue to be successfully implemented after the human resources support has come to an end. It should also be noted that the aforementioned activities must be included in the so-called list of objectives and activities for the coordinator's position. Moreover, existing tasks of other staff members cannot be transferred to the coordinator.

This wide range of options clearly demonstrates one thing: Before submitting a proposal, it makes sense to think about what other forms of support you might also consider for a particular Nakopa or FKPW project. Here it is important to ensure that no so-called 'chains of support' arise. This means that a Nakopa or an FKPW project must not be dependent on the approval of another application for support. Nor is it possible to support the same project content through different support instruments at the same time (double support). The Service Agency staff would be glad to advise you on how different support instruments can be combined effectively to align with individual needs.

But what does this look like for municipalities in practice? The three examples below show how this can work.

Leipzig and Addis Ababa used Nakopa plus KPF

'The KPF is a good instrument for smoothing the path for larger projects', is how Katja Roloff, International Affairs Officer in the Mayor's Department in Leipzig, sums it up. Together with the fire departments in Leipzig and Addis Ababa, she used it to prepare a Nakopa project on emergency rescue and disaster risk management. 'We used the KPF twice at the start to conduct exploratory missions and enable both sides to familiarise themselves with the situation in the respective partner city', she explains. Addis Ababa is growing rapidly. More and more skyscrapers and an extensive rail network are emerging in the capital. These pose challenges for the local fire brigade. It needs a plan on how to rescue people from great heights or from trains, for instance.

In the first KPF project, firemen from Addis Ababa travelled to Leipzig, where they familiarised themselves with the equipment and procedures of their colleagues there. Katja Roloff recalls: 'We had a very good final meeting, where we discussed the areas in which we could work together.' This resulted in the three key areas of the project: respiratory protection, technical relief and rope rescue. In the course of the second KPF, one expert for each key area travelled from Leipzig to Addis Ababa. The three familiarised themselves with the conditions, in order to find out together with the Ethiopian side what the starting point for the future Nakopa project should be. The Nakopa project is now in full swing, and Katja Roloff confirms that

both sides are benefiting: 'Although we have a well developed fire service in Leipzig, our colleagues in Addis Ababa were able to tell us things we didn't know, for instance about how to work under difficult and restricted conditions. Conditions like that sometimes call for solutions using simpler means. And we shouldn't underestimate the experience we gained in working together across cultures.'



A fireman from Addis Ababa during an exercise in Leipzig. The two partner municipalities are working together on disaster risk management. They are focusing on rope rescue, respiratory protection and technical relief. © Danny Huhn

Nakopa plus 'Coordinators for Municipal Development Cooperation' in Gudensberg and Schtschyrez



Visiting a construction site in Kassel, organised by the Municipality of Gudensberg. The participants from Schtschyrez are looking at some underground construction work. There are plans to lay a sewer in Schtschyrez in the same way. © Stadt Gudensberg

The key focus of the partners Gudensberg (Germany) and Schtschyrez (Ukraine) is water supply and sanitation in Schtschyrez. Having installed sanitary facilities at Schtschyrez town hall, the two sides are now implementing a first phase of sewerage construction in the Ukrainian municipality. Both activities are part of a Nakopa project. The staff member responsible in the Municipality of Gudensberg, a town in Germany's federal state of Hesse, is also responsible among other things for managing the town's international partnerships.

He is supported by Dr Eberhardt Kettlitz, Coordinator for Municipal Development Cooperation in Gudensberg. 'To speak with one voice and avoid otherwise unnecessary discussions within the municipality, all external communication and PR work on the Nakopa project is channelled through me', explains Dr Kettlitz. The administrative and technical sides of the project are kept separate. Together with the partner municipality, the officials from Gudensberg have thus secured the services of several external experts who are familiar for instance with sewage system construction, planning sewage treatment plants and using sewage sludge. Alongside his work in

conjunction with the Nakopa project, Dr Kettlitz's portfolio also includes many other tasks: 'My job as a coordinator is also designed to help ensure that the work entailed by the municipality's development engagement is shouldered by several actors, which is why I create structures for this, both within the municipality and together with civil society.'

Three of the best for Bremen and Durban: Nakopa plus FKPP plus FKPW

For a time Bremen (Germany) and Durban (South Africa) used three support programmes at the same time. As well as a Nakopa project on sustainable consumption and tourism, and an FKPP project on marine environmental protection, they worked with an integrated expert placed through the FKPW programme on whole-of-city open space concepts. Through her assignment to eThekweni (Durban) Municipality, Helge Mehrrens was familiar with the way the administration there saw things. At the same time she was also familiar with administrative procedures in Germany. As Jörn Hendrichs, Development Cooperation Officer in Bremen, puts it: 'If there was something that we in Bremen didn't understand, or if things were delayed, we could ring the expert Helge Mehrrens to ask what was going on.' She suggested what the next steps might be. Jörn Hendrichs is pleased to add: 'It was very good to know she was there,

she took our partnership and our projects further forward.'

Helge Mehrrens was also well networked. Bongomusa Zondo, Jörn Hendrichs' counterpart in eThekweni Municipality and responsible amongst other things for implementing the Sustainable Development Goals (SDGs), appreciated this very much: 'She brought various people on board with the project and was permanently in contact with other cities in the country.' The integrated expert also took care of all the funding-related issues. She knew the procedures associated with the use of funds. Jörn Hendrichs recalls with a smile: 'Whenever she was in Bremen from time to time, we would always grab her attention to discuss all manner of things involving the projects. Without her, none of that would have worked so well.'



Helge Mehrrens (left) discussing draft designs for a green space with colleagues. The urban planner worked as an integrated expert in eThekweni (Durban) Municipality in South Africa. © GIZ

3.4 The funding process

If a municipality (of any kind) wishes to implement a project with its partner municipality, and receive financial support from the Service Agency in order to do so, it is advisable to first of all consider a few basic points. We will now define the terms ‘grant’ and ‘project funding’, and then outline the funding process from the submission of the project proposal, to approval, to auditing after completion of the project.

What is a grant?

A grant is funding provided by the German Federal Government. It is awarded voluntarily to entities outside of the federal administration, hence there is no legal entitlement. The grant is always earmarked for a specific purpose. The German Federal Government must have a special interest in the achievement of that purpose. Furthermore, activities may only be funded that cannot be implemented at all, or not to the necessary extent, without the grant. Unlike the award of a public commission, the recipient of a grant is not required to provide any service directly in return for it.

What is project funding?

As well as institutional funding, where an institution receives financial support on an annual basis, there is also project-specific funding. A project that is eligible for support must be limited in terms of duration, content and finances – this is what distinguishes project funding from institutional funding. The project must not be profit-oriented. It must be geared to the grant recipient’s own interest. The recipient must manage the funds efficiently and economically. The grant may only be used to cover the project costs actually incurred.

The principles of allocations for grants are laid down in Germany’s Federal Budget Code and the General Administrative Regulations enacted in conjunction therewith (particularly concerning Sections 23 and 44). Project funding is explained in detail in the General Auxiliary Conditions for Grants for the Promotion of Projects (ANBest-P). These stipulate among other things how a grant is called up and used, and how contracts are awarded.

The table on the right outlines the project funding process.

From submitting the proposal to achieving the objectives

1. **Estimation of the budgeted funds**
Expenditure and income are entered in the project budget
2. **Call for proposals**
Announcement of:
 - Objectives of the activities
 - Funding criteria
 - Deadlines
 - Procedure (with two-stage procedures, submission of a proposal is preceded by an expression of interest)
3. **Advice to interested applicants and acceptance of the proposals**
The Service Agency provides advice on the components of a proposal both individually and in seminars.
4. **Evaluation of proposals and evaluators’ comments**
The following points are evaluated:
 - Eligibility to submit a proposal
 - Financial standing
 - Proper procedures and value for money
 - Objectives, intended results and activities
 - Financing plan
5. **Decision on approval**
 - Grant is approved or turned down
 - If documents are incomplete: non-binding assessment
6. **Announcement of decision**
Agreement under private law is concluded between Engagement Global/the Service Agency, and the municipality submitting the proposal.
7. **Project implementation by municipalities**
 - Service Agency advises on content-related and administrative processes
 - Municipalities call up grant funds from the Service Agency as required, use these promptly and ensure compliance with the contractual stipulations
 - Municipalities monitor projects and make appropriate adjustments

8. Auditing of reports

- For projects lasting several years, interim reports are required.
- A final report comprises
 - Narrative report
 - Financial report
 - List of vouchers
 - Confirmation of regularity

9. Performance review

- Audit of achievement of objectives and use of funds:
- Cursory audit
 - Where appropriate, in-depth audit

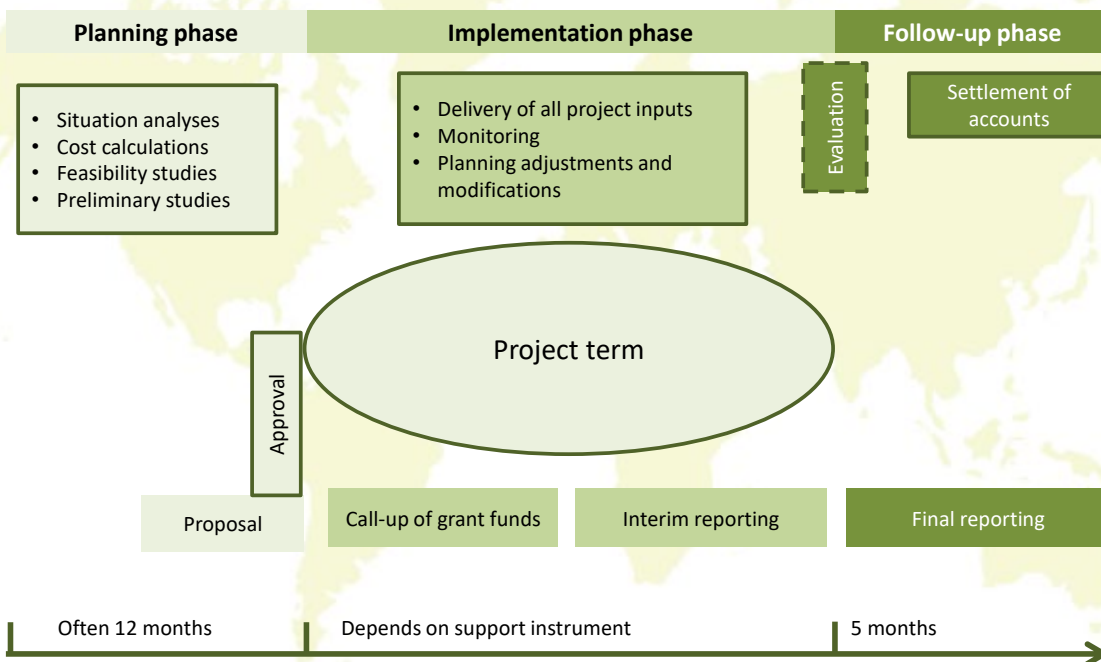
Submitting a proposal

Intensive communication between the partner municipalities about the planned project is the basis for a joint proposal. A proposal only has a realistic chance of being approved when both sides agree about the objectives and the scope of the project. The decisions needed to bring this about should also already have been prepared in the respective municipal structures. This means having answers to questions such as: Will we provide human resources? What stipulations should our cooperation agreement contain? How can we succeed in achieving open and sustainable communication? A proposal must always be submitted in writing. It usually comprises the following components:

- Project description
- Financing plan
- Declaration of entitlement to deduct input tax
- Declaration that the project has not yet been commenced
- Date, with legally binding signature

The process from submission of the proposal, to approval of funding, to performance review is thus very extensive. For the applicant the process begins with project planning, and ends with reporting, as the timeline below shows.

Project workflow: A project is an undertaking that is limited in terms of duration, content and finances.



The table below shows which components comprise the project description and the cost and financing plan respectively.

Project description
<p>Applicant's details</p> <ul style="list-style-type: none"> • Name of German municipality • Contact person • Contact details • Bank account
<p>Brief information on the planned project</p> <ul style="list-style-type: none"> • Title • Project term • Brief project outline
<p>Detailed project description</p> <ul style="list-style-type: none"> • Description of current situation • Needs analysis • Description of target groups
<p>Objectives and intended results of the project</p> <ul style="list-style-type: none"> • Overarching objective • Sub-objectives • Indicators for measuring results • Instruments for monitoring indicators
<p>Planned activities</p> <ul style="list-style-type: none"> • Description of project activities • Possibly duration and scope
<p>Timeline</p> <ul style="list-style-type: none"> • List of individual activities, broken down by month
<p>Information on cross-cutting issues</p> <ul style="list-style-type: none"> • How sustainable is the project? • How is it linked to development?
<p>Actors involved</p> <ul style="list-style-type: none"> • Partner municipality/municipalities and their specialised departments • Project partners and other project actors

Cost and financing plan
<p>Cost plan*</p> <ul style="list-style-type: none"> • Detailed list of project-related costs • Costs by defined cost categories • In case of foreign currency, exchange rate
<p>Financing plan*</p> <ul style="list-style-type: none"> • Income by fiscal year • Own/third-party funds – in accordance with fixed percentage – evenly distributed across fiscal years • Other income and revenues
<p>If applicable, staffing structure</p> <ul style="list-style-type: none"> • Personnel costs • Income to cover personnel costs

* The expenditure and income amounts shown in the financing plan must tally. The cost and financing plan is binding.

Evaluation of the proposal

The proposal is evaluated by staff of the Service Agency, and the result is documented in a memorandum. Both the country and sector divisions of the BMZ, and in some cases Germany's Federal Foreign Office, are involved in the decision on whether to approve funding. If the decision is negative, the municipality is notified accordingly. The Service Agency will then advise it on submitting another proposal. In the case of a positive notification, a project agreement is entered into with the municipality in the form of a contract under private law. This stipulates conditions for the award and obligations, such as generally accepted accounting principles and reporting duties.

Project implementation

Once the contract has been signed the staff of the Service Agency may transfer the grant to the municipality. This involves the municipality calling up funds. When the municipality requires funds once the project has started it can call these up using a form. If it wishes to pass on part of the grant to the partner municipality or other cooperation partners, it also enters into an agreement with these actors. If supplies or services are procured, the principles of value for money and competition must be observed. Procurement procedures must be documented on a continuous basis. This

documentation must indicate in each case why the procurement is necessary, and explain why the bid selected offers the best value for money.

Achievement of objectives

The partner municipalities continuously keep each other up-to-date on the current status of the project. This enables them to identify early on any possible need to deviate from the plans, and initiate appropriate countermeasures. As projects unfold it is often necessary to make corrections and adjustments in order to achieve the project objectives. This is why intensive project monitoring is very important. The Service Agency must be notified of planned changes. In certain cases, such as changes in the financial plan, the municipality must submit a written request for their approval to the Service Agency. The entire course of the project, including the objectives achieved, is documented by the partner municipalities. Once the project is concluded it is advisable to conduct an evaluation.

Reporting on the use of funds

Interim reports are required for each financial year. This only applies to projects that extend beyond one calendar year, however. These reports always comprise a narrative report, a financial report and the so-called confirmation of proper procedures from the grant recipient.

Once the project is complete, the German municipality must explain what the grant was used for. This must be done no later than five months after the end of the funding period. With a report of this kind the recipient demonstrates that they have complied with the purpose of the grant and used the funds economically. The final report comprises the same documents as the interim report. Plus:

- Table containing list of vouchers
- Preliminary audit certificate for the final report
- Copies of cooperation agreements and transfer agreements with cooperation partners
- Agendas for events held, including lists of participants and proceedings
- Press and travel reports
- Inventory lists

The Service Agency staff subject the final report to a cursory audit for plausibility and reclaims. This audit may be followed by an in-depth audit conducted internally at Engagement Global. Further audits may be performed by other bodies such as the Federal Audit Office or the BMZ. The graphic below shows the steps involved.

Cursory audit by the Service Agency

- Plausibility check based on table containing list of vouchers
- Request for any missing documents
- Clarification of any uncertainties
- Production of an audit report
- Grant recipient is notified of the outcome and any reclaims

Where appropriate, in-depth audit by Engagement Global

- Audit of vouchers as so-called desk audit: original vouchers are requested and audited internally
- In exceptional cases, an external audit is also performed on site
- Verification of compliance with deadlines for use of funds, inventory obligations, procurement rules etc.
- Production of an audit report
- Grant recipient is notified of the outcome and any reclaims

Where appropriate, further audits by external bodies

- Often with a focus on specific areas or involving spot checks
- Voucher audit
- Where appropriate, external audit on site in the municipality

4. BROAD DIVERSITY OF PROJECTS

What topics do Nakopa or FKKP projects cover? Where are German municipalities actively involved in such projects outside the country? What importance does a project have for the respective partner municipalities, and how does the partnership change as a result of the joint work?

4.1. Topics

Just how varied projects under the Nakopa or FKKP programmes can be, is demonstrated by the examples from the cities of Leipzig and Addis Ababa, and Karlsruhe Administrative District and the City of Brusque.

Education and culture

'Inclusive Municipality' (the title of the Nakopa project of the German city of Leipzig and Addis Ababa in Ethiopia) set out to improve the situation of people with disabilities as a contribution towards the UN Convention on the Rights of Persons with Disabilities. Over a three-year period, staff of both municipalities and citizens were made more aware of the topic. The participation of people with disabilities in the life of the local community was increased, and the municipalities' awareness of their special needs was raised.

The project comprised three components. Mulu Atsbha Nigussie, Principal of Entoto College in Addis Ababa, describes the first component: 'In "city within a city", school students built their own city, worked with various tools at different points along the way, and in doing so learned about all the things that exist in a city.' The children were able to discover how to plan a city for themselves, build it in a way that is accessible, and design their environment in an attractive way. 'In Leipzig this inclusive model city game has existed for many years, organised by Steinstrasse House', adds Inge Bozenhardt, who is employed by the TVET Agency in Addis Ababa as an integrated expert placed by CIM and the GIZ. The two cities were thus able to share the lessons they learned with the inclusive holiday game, and familiarise themselves with different solutions for barrier-free and inclusive cities.

In the second component of the project a tactile children's book – a touch and feel book – was developed. This is a book by children from Leipzig and Addis Ababa for other children, with or without disabilities. University students from Leipzig worked with the children in producing the book. The book is about how children



The inclusive model city game 'city in the city' gives school students an opportunity to try their hand in various workshop settings. From textile processing, to urban planning, to embroidery, they learn artisanal, artistic and creative planning skills. The children's city replicates numerous aspects of a real city. © Stadt Leipzig/Stephanie von Aretin

experience their own cities, and what adventures await them there. The third project component was a radio feature on 'life as a blind person'. Audio formats are a pragmatic alternative to Braille literature, which is difficult to produce and costly, and because access to such literature in Addis Ababa is limited. The feature told of the everyday lives of the blind and visually impaired in both partner cities. The target group was the public at large. The participants in Addis Ababa also developed their journalistic and technical skills. This will enable them to produce further audio formats in the future.



A project participant with impaired vision trying out the new recording studio on the premises of the non-governmental organisation 'Together in Addis Ababa'
© Stadt Leipzig/Stephanie von Aretin

Inge Bozenhardt explains: 'All three project components set out to raise awareness on the topic of inclusion: in the education sector, and in the political and cultural domains. And Katja Roloff, City Councillor and International Affairs Officer in the Mayor's Department in Leipzig, says about the current status: 'When it comes to inclusion we're on the same level. Both municipalities had quite a bit to learn, and still do.'

Infrastructure and technology

Together with its partner municipality of Brusque in southern Brazil, Karlsruhe Administrative District is pursuing no less than three projects. Ana Paula Bonatelli, project staff member from Brusque, currently employed by the Environmental and Energy Agency of Karlsruhe Administrative District, describes the cooperation as follows: 'We share good practices because we have the same

problems and topics, even though we live so far away from each other: sustainable cities, mobility, solar energy, environmental education, SDGs.' Together they plan to transfer to Brusque what works well in Karlsruhe Administrative District, and vice versa. The first project involved retrofitting street lamps in Brusque to accommodate LED bulbs, in order to save energy. Several so-called SMIGHT stations, which already exist in Karlsruhe Administrative District, were also installed. These are fitted with WiFi, emergency call buttons and various environmental sensors that supply data on the traffic situation, and are thus a considerable gain for local infrastructure. This was realised with support from the FKKP programme.



Several such SMIGHT stations have been installed in Brusque. They are fitted with WiFi, emergency call buttons and various environmental sensors that supply data on the traffic situation.
© Ralf Rapude

Under the Nakopa programme, a second project is working on more sustainable mobility for the two regions. At the respective universities – UNIFEBE in Brusque and the Karlsruhe University of Applied

Sciences, there are teams of students supporting the project. A transport master plan for Brusque, designed to make cycling within the city safer and more attractive, has already been drafted. In a next step this will need to be approved by the policymaking level. Further topics include e-bikes and electric car sharing. Hire stations for bikes and e-bikes have already been installed and inaugurated.



A great deal of public outreach work has been done by the Nakopa mobility project. Amongst other things, the European Climate Alliance's 'City Cycling' approach has been transferred to Brusque. For three weeks, team made up of councillors and representatives of associations, companies and schools, and private citizens, jumped into the saddle to compete for climate action and cycling advocacy. Two of those involved were the Nakopa project staff members Cristiano Olinger and Ana Paula Bonatelli. © Ana Paula Bonatelli

In the third project, which is also supported by Nakopa, the potential for solar power on the roofs of municipal buildings and private households in Brusque is being ascertained. Furthermore, roofs with photovoltaic modules have already been installed over the hire stations for bikes and e-bikes.

For Cristiano Olinger, project coordinator and director of the environmental foundation FUNDEMA in Brusque, the joint work is bearing visible fruit: 'It also leads us on to other topics and

projects, such as environmental education with children. A project model from Brusque is now being transferred to Karlsruhe Administrative District.' And just about everyone in Brazil knows what the SDGs are. 'The municipal administration in Brusque has a dedicated department for SDG implementation', explains Birgit Martin, who is responsible for the climate partnership in Karlsruhe Administrative District. She continues: 'We can still learn quite a bit from them on how to make policymakers and citizens here aware of the topic in the first place.'

ODA CRS purpose codes

The examples from Leipzig and Addis Ababa, and Karlsruhe and Brusque, are just some of the wide range of project themes that are eligible for support. The precondition for official assistance of this kind in the form of funding is always the objective of advancing economic or social development in a country of the Global South. Official assistance is defined as the transfer of funds to countries of the Global South, though in some cases this may also include certain items of official expenditure in the donor country. These include for instance specific research on the Global South, and development awareness-raising.

In 1972 the United Nations agreed the international target of each donor country spending 0.7 per cent of their gross national income on development. To measure the donor countries' flows and make them mutually comparable, the OECD Development Assistance Committee (DAC) agreed Official Development Assistance (ODA) as a metric.

But how can anyone determine whether donor country expenditure serves the aforementioned purpose – advancing economic or social development in a country of the Global South – and is therefore ODA-reportable? To minimise the scope for subjective interpretations and achieve comparable ODA reports, there are predefined Creditor Reporting System (CRS) purpose codes. When reporting ODA, the donor country must therefore always indicate under which of these purpose codes their activity falls. Overarching headings in the DAC5 codes here include for instance social infrastructure and services, economic infrastructure and services, production sectors, humanitarian aid, and multi-sector/cross-cutting. Not all the codes are relevant for municipal development cooperation. Each of the DAC5 codes is

broken down into sub-codes. For 'Multi-Sector/Cross-Cutting' these are 'general environmental protection' and 'other multisector'. These are then broken down into CRS purpose codes. The code

'Other Multisector' often encompasses projects for training rescue units such as the fire department, flood and risk management, or integrated urban development projects.

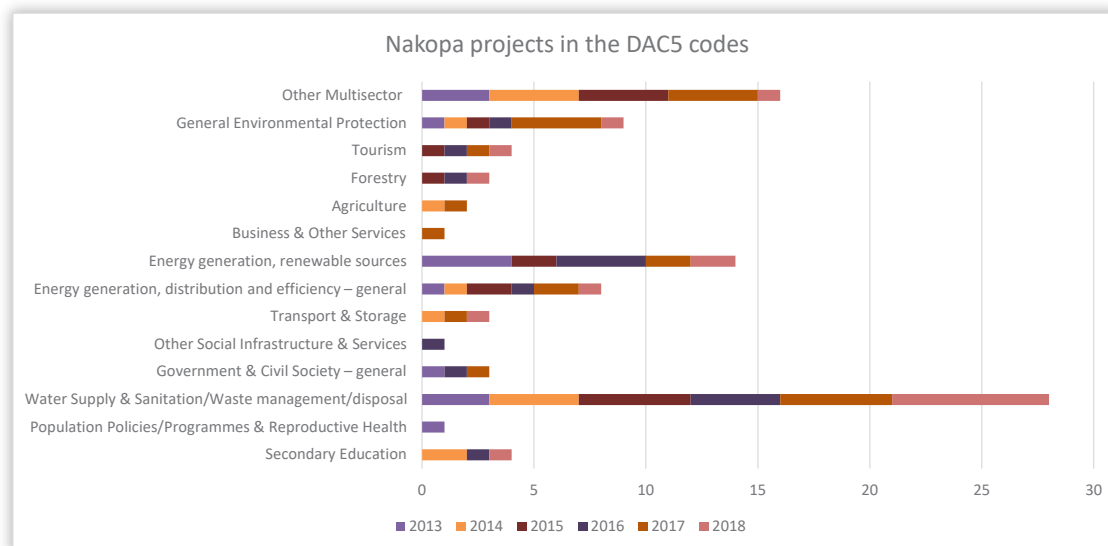
Description	DAC5 code	Creditor Reporting System (CRS) codes	Description
Multi-Sector/Cross-Cutting	400		
General Environmental Protection	410		Non-sector-specific
		41010	Environmental policy and administrative management
		41081	Environmental education/training
Other Multisector	430		
		43030	Urban development and management
		43040	Rural development
		43060	Disaster risk reduction

Source: author's own compilation based on: BMZ: Kurzübersicht der Förderbereichsschlüssel (FBS) aus dem Berichtsjahr 2019 [German only]. www.bmz.de/de/zentrales_downloadarchiv/Ministerium/ODA/O_4_Foerderbereichsschluesel_ab_Berichtsjahr_2019.pdf [22/06/2020], p. 29f.
Complete list: www.bmz.de/de/ministerium/zahlen_fakten/oda/hintergrund/foerderbereichsschluesel/index.html [German only].



The partner municipalities Bremen and Durban jointly set up an FKKP project on marine environmental protection. The project aims to raise awareness of the impacts of the throw-away society and the destruction of the maritime environment among young people in particular, and actively involve them in environmental protection. The relevant ODA DAC5 code is '410: General environmental protection'.
© eThekwin Municipality

The chart below shows all Nakopa projects approved to date by ODA CRS code.



The Service Agency’s themes for the future

Every project supported by the Service Agency is linked to both an ODA purpose code and one or more of the Service Agency’s ‘themes for the future’:

→ Fair trade and fair procurement

Fair trade is effective development cooperation, and at the same time support for the local community. Municipalities can support the objectives of fair trade by purchasing fairly traded products and avoiding goods manufactured using exploitative child labour or in violation of minimum social standards. As public purchasers municipalities possess huge economic potential. They also play an important role by setting an example. Here in Germany, they account for about half the 350 billion euros spent on public procurement by the federal, regional and local governments. The Service Agency is ready to advise municipalities on any issues relating to fair trade and fair procurement.

→ Migration and development

Increasingly, municipalities are acting as autonomous agents for globally fair and sustainable development. Civil society plays an active role in shaping municipal development cooperation. As a permanent feature of civil society, many migrants also get involved in development work. Here they not only contribute their knowledge, their experience and their perspectives, but also enrich the

joint engagement of all local actors involved with their global networks and language skills. The Service Agency would like to strengthen this engagement and make it visible. This is because linking migration and development does several things at the same time: It strengthens development cooperation, promotes intercultural skills and contributes towards integration in the municipalities.

→ Municipal partnerships and international municipal links for development

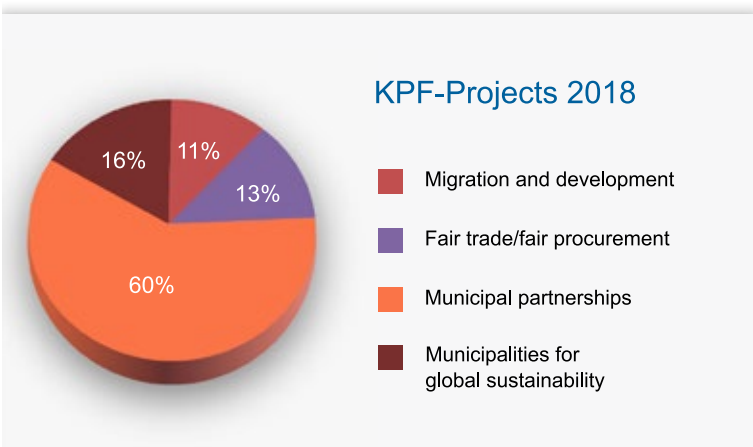
Whether in Germany, Eastern Europe, Africa, Asia or Latin America – municipalities everywhere face similar challenges: Climate change, migration, solid waste management and natural resource consumption are just some of the burning issues of our time, one particular feature of which is rapid urbanisation. By establishing links worldwide, municipalities build friendships and partnerships, launch joint projects, and can work to help achieve the SDGs and solve problems together. The Service Agency supports them in all these steps. Municipal partnerships are an important part of development cooperation, especially because they establish links between people and get them directly involved.

→ Municipalities for global sustainability

Local engagement is key to achieving global goals. The Service Agency supports municipalities in aligning their work with global agendas and implementing the 2030 Agenda at the local level – for

instance through local strategies for sustainable development. To achieve this the Service Agency works with various cooperation partners at sub-national level, as well as local partners such as foundations, research institutions or civil society institutions.

The chart below shows how the KPF projects in 2018 break down across the four themes for the future.



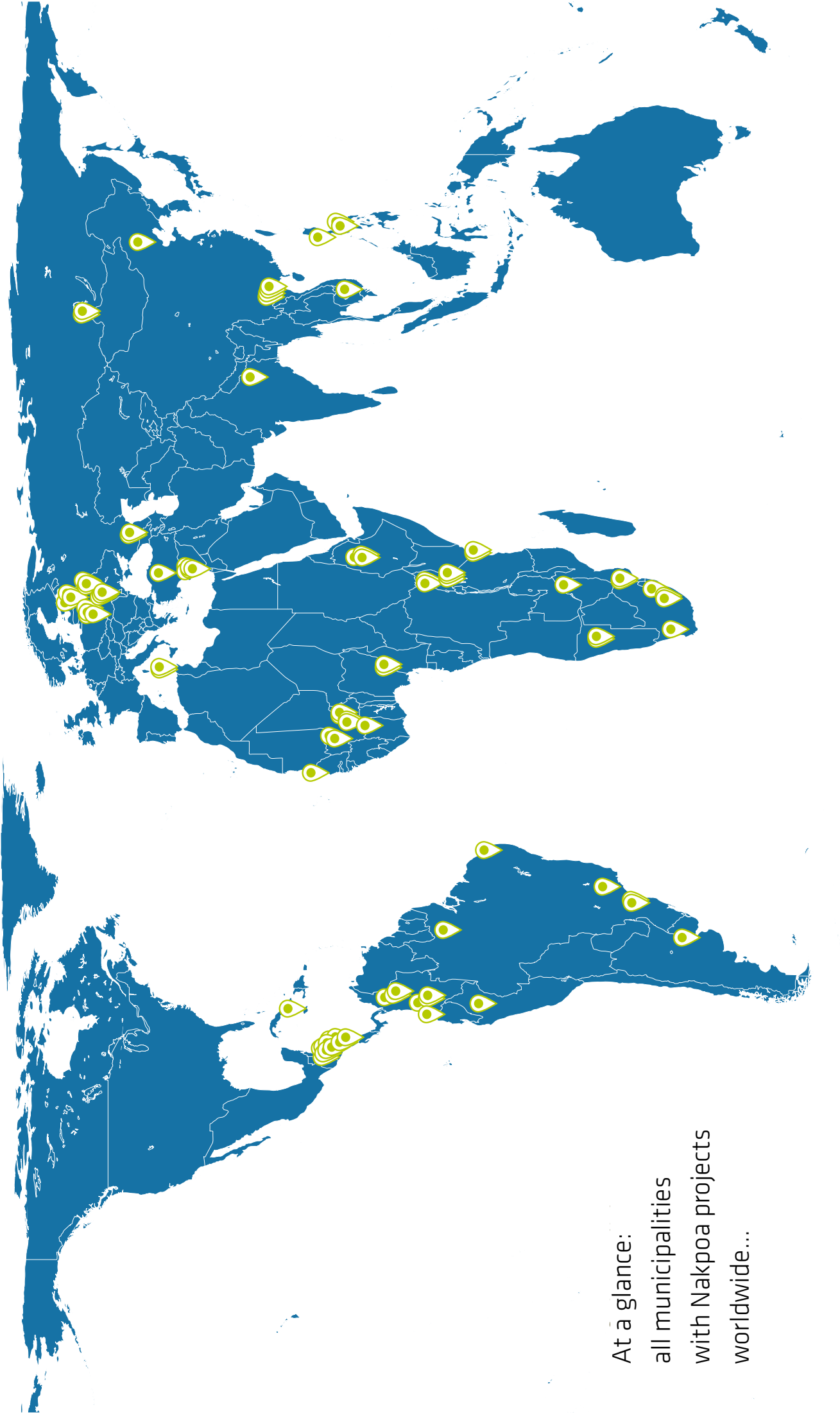
4.2. Geographic distribution

The Service Agency supports partnerships between municipalities in Germany and in countries of the Global South. The term 'Global South' does not mean the geographic South. It refers to those countries that are also termed 'developing' or 'emerging' countries. The term 'Global North' denotes the industrialised nations.

The Service Agency staff prefer to use the terms Global South and Global North, as they are more value-neutral than the terms developing/emerging countries. Nonetheless, it is virtually impossible to avoid having to use the latter terms. This is most often the case when referring to other sources that continue to use this nomenclature.

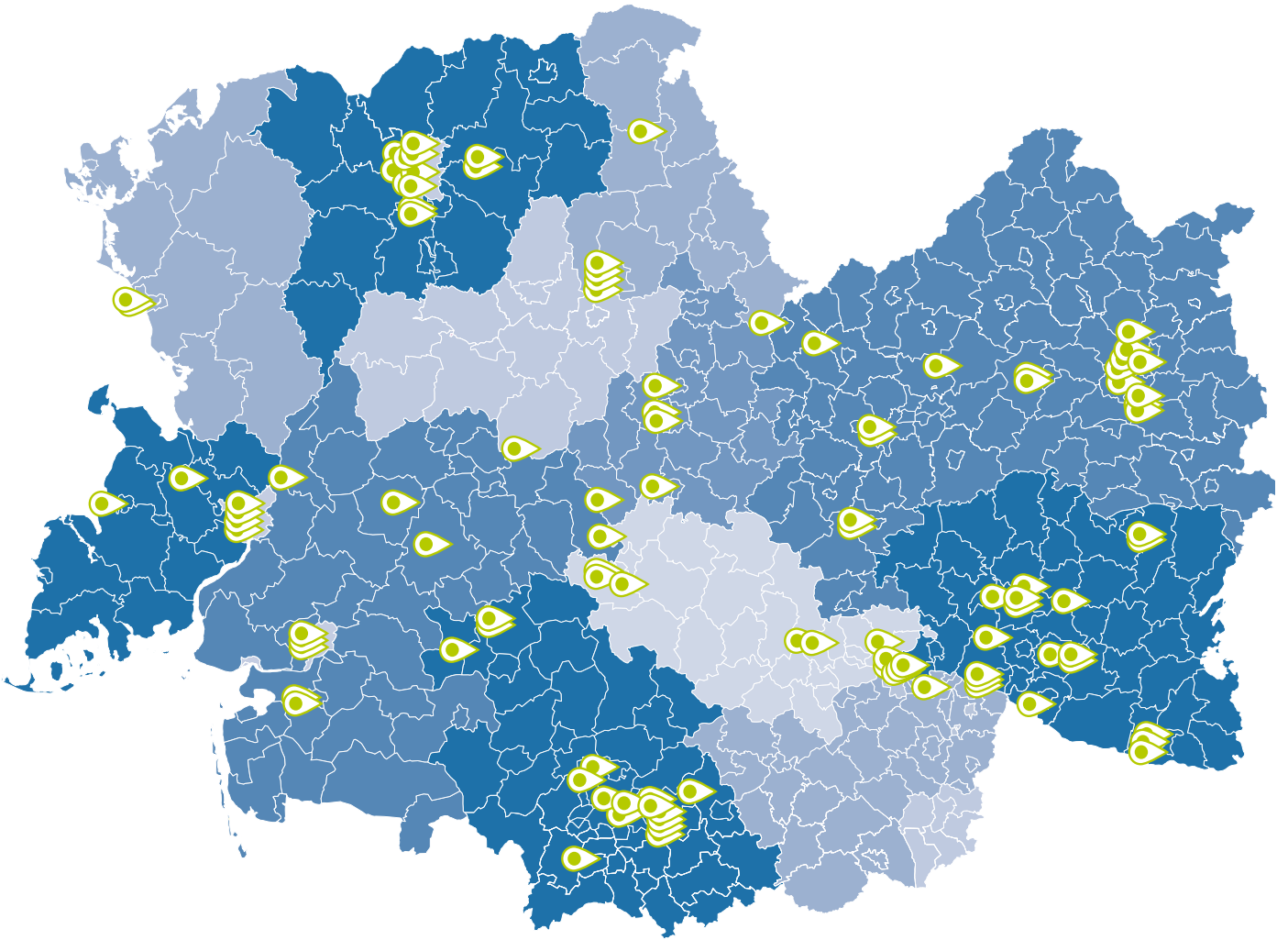
But which countries are actually meant by the terms 'Global South'/'developing and emerging countries'?

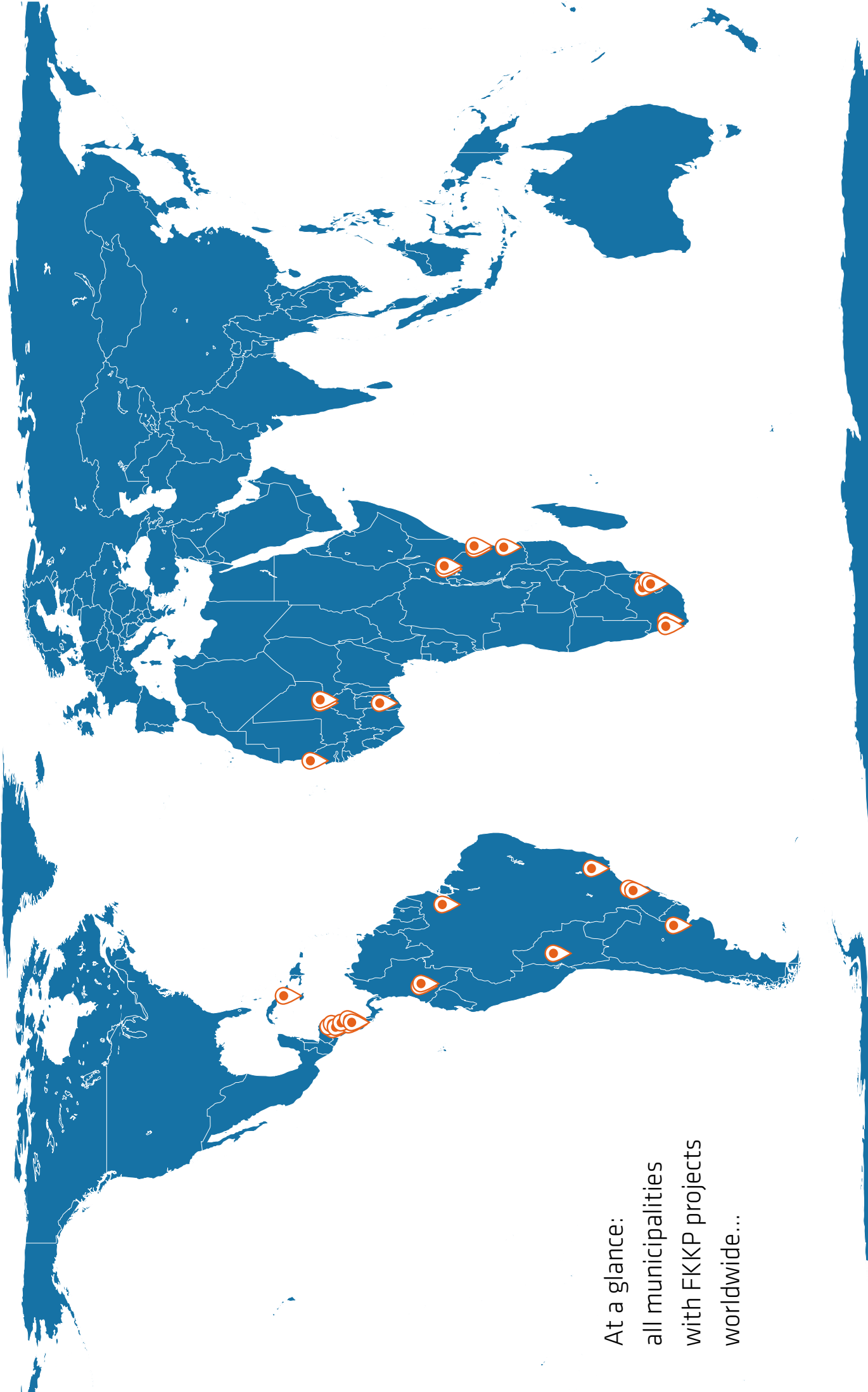
To make use of the support offered by the Service Agency, the partner municipality, the partner association or the municipally-owned partner enterprise must be from a country included on the DAC list. The DAC list includes countries in Europe, Africa, America, Asia and Oceania that are classified as developing or emerging countries. Since inclusion on the list is based inter alia on the per capita income of countries, the list is very long (it currently includes approximately 140 countries and island states), and is broader in scope than the BMZ's list of countries for its bilateral ODA, with which the Ministry defines its own priority areas. In the course of the new 'BMZ 2030' strategy, two things have changed: The nature of cooperation has been further developed, and the number of countries has been reduced from 85 to 60. Generally speaking, this will not affect the DAC list and municipal development cooperation. The information below shows the geographic distribution of the partnerships in which projects are realised with support delivered through the Service Agency.



At a glance:
all municipalities
with Nakpoa projects
worldwide...

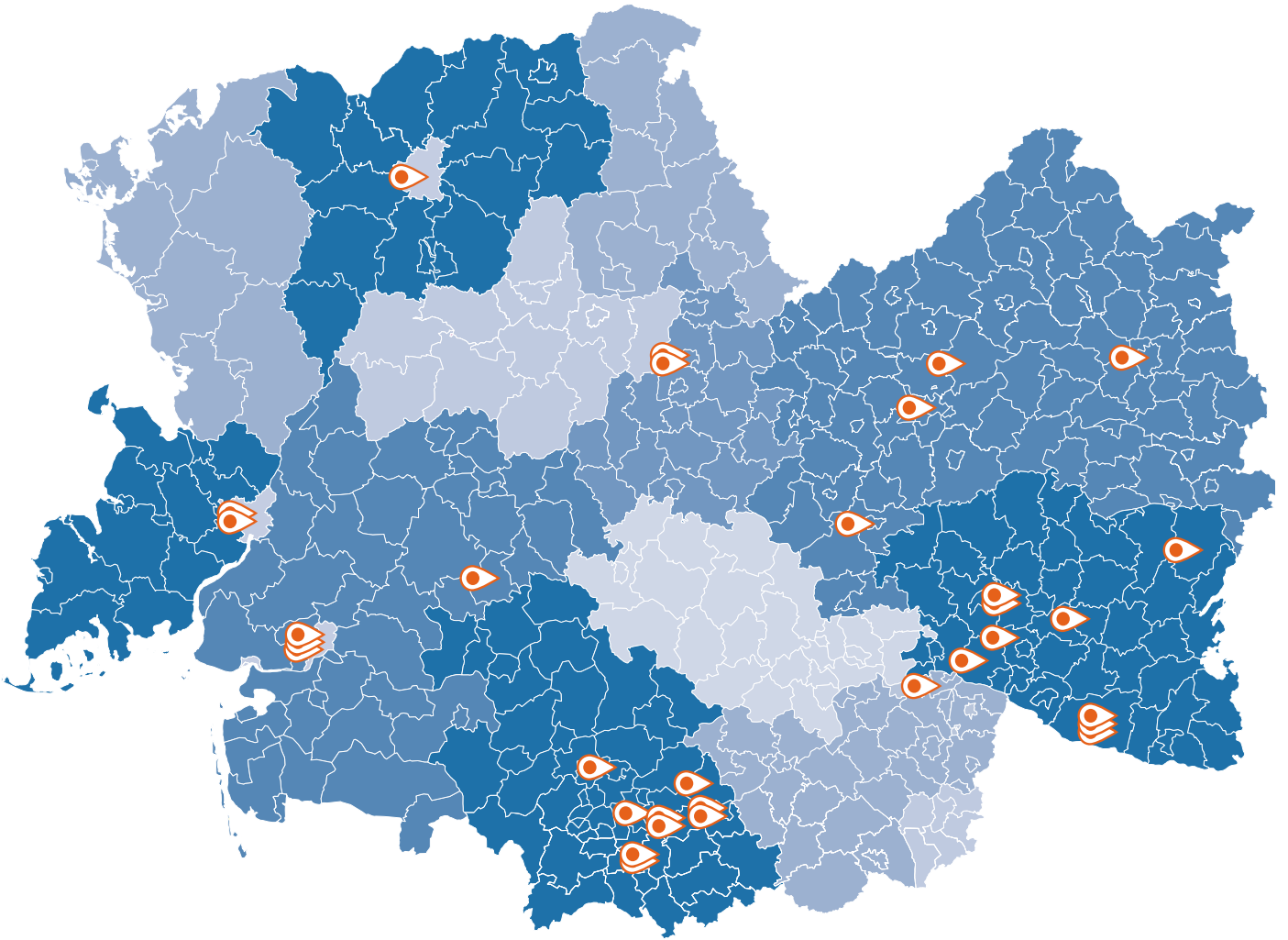
...and their partner
municipalities in
Germany

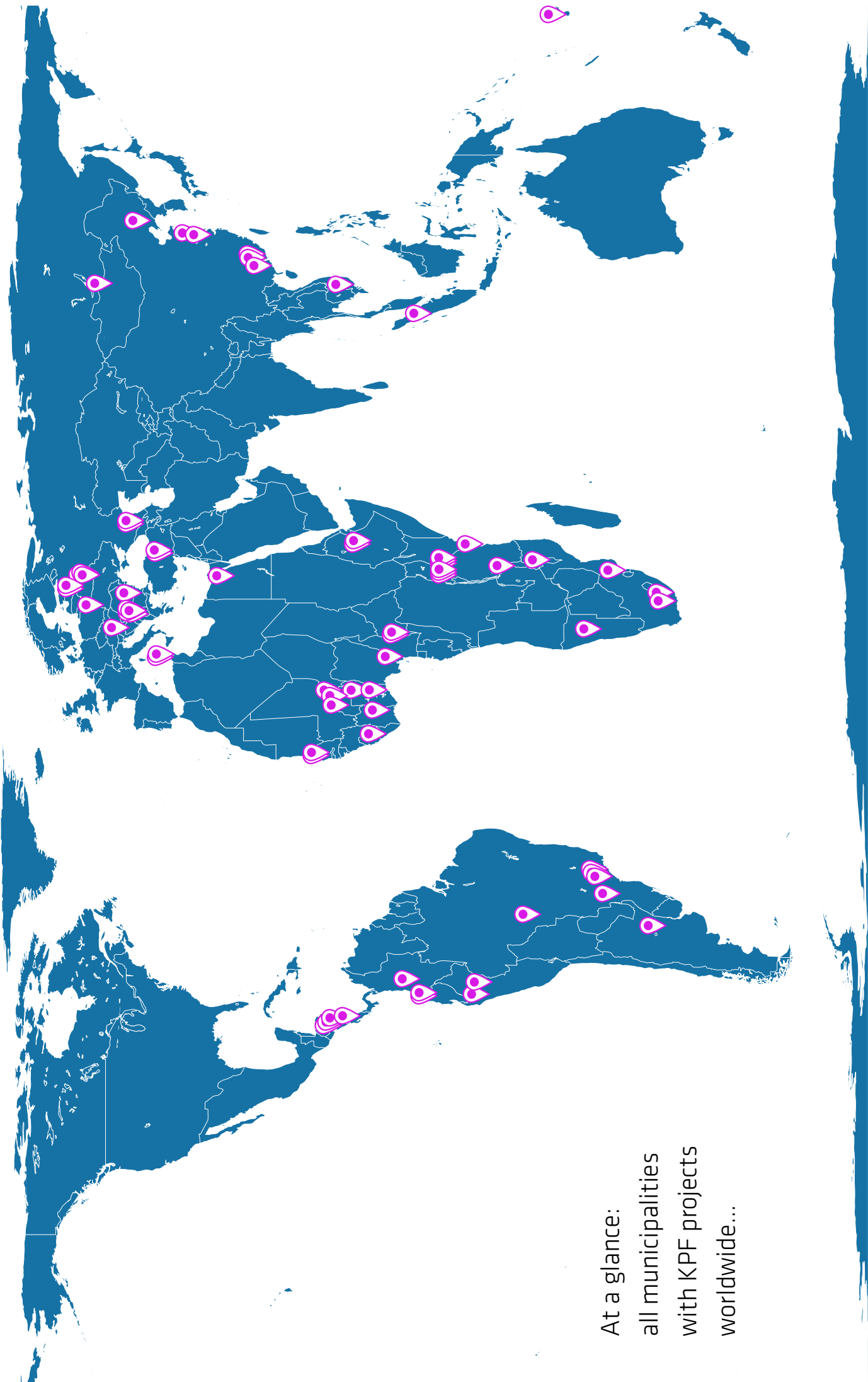




At a glance:
all municipalities
with FKKP projects
worldwide...

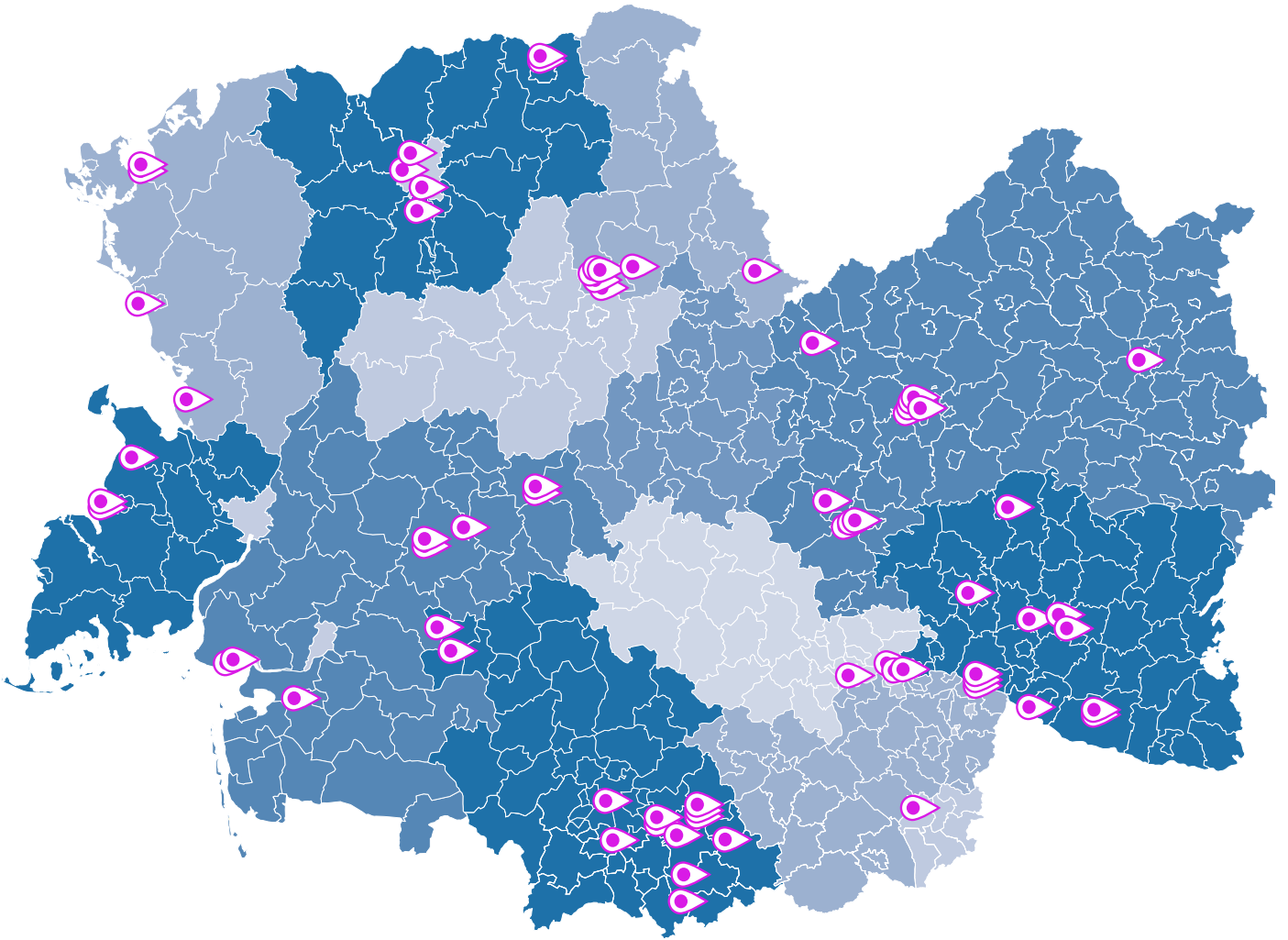
...and their partner
municipalities in
Germany





At a glance:
all municipalities
with KPF projects
worldwide...

...and their partner
municipalities in
Germany



What the 'BMZ glossary' has to say

There is no standard definition of the term 'developing countries'. Nonetheless, the majority of these countries do share common features:

1. poor supply of food to large sections of the population, resulting in malnutrition and hunger
2. low per capita income, poverty
3. poor health care or none at all, high child mortality rate and low life expectancy
4. lack of educational opportunities, high illiteracy rate
5. high unemployment rate, low standard of living overall, often extremely inequitable distribution of the goods available

The economies of most developing countries display a structure in which traditional methods of production – chiefly in agriculture – contrast with a modern dynamic sector – chiefly in industry. These economies often suffer from a shortage of capital and difficulties with foreign trade, as many developing countries are highly indebted.

Nor is there an internationally valid definition of the term 'emerging countries'.

Emerging countries are usually considered developing countries. Typically they are undergoing a process of comprehensive transformation, and often display high rates of growth in economic performance and per capita income. However, in emerging countries social development (e.g. in the health, education, energy and water supply sectors) is often unable to keep pace with this economic development.

As a rule the list of developing countries published by the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD) is applied. This categorises countries by per capita income, and is updated every three years.

Source: BMZ: Glossary. Entries on 'developing country' and 'emerging country' [German only]. www.bmz.de/de/service/glossar [22/06/2020].

4.3. Actors

In a Nakopa, FKPP or KPF partnership project, the lead actors are always two partner municipalities or municipal associations: one in Germany, one in a partner country. The two are jointly responsible for overall management of the project. A whole range of other actors, such as municipal enterprises or associations, can join them, as illustrated by the project actors from the Administrative District of Kassel (Germany) and Anenii Noi (Republic of Moldova), and Berlin-Lichtenberg (Germany) and KaMubukwana in Maputo (Mozambique). Actors participating in the project must not pursue financial interests of their own within the framework of this cooperation. Generally speaking they may support the project on an honorary basis, though should they participate in the project as service providers, the applicable rules of public procurement law must be complied with. Under the 1/3 rule (up to a maximum of 1/3 of the grant for administration work on behalf of the municipality), they alleviate the municipality's administrative workload on a limited scale.

Municipally-owned enterprise

How did Kassel actually get started with solid waste management back in the day? What recommendations are there for the project with four municipalities in the Republic of Moldova? How does one raise citizens' awareness of the need for waste separation? How did that go in Kassel in the 1980s? Can a waste avoidance strategy be implemented? It was with these and other questions that the project team led by Harald Kühlbörn, who is responsible among other things for public outreach, culture and international cooperation in the Administrative District of Kassel, approached the District's own enterprise for solid waste management. And the team were not disappointed. 'The enterprise is a subsidiary wholly owned by the District, which enables a local authority to operate efficiently', explains Mr Kühlbörn. He adds: 'The Administrative District and the enterprise work together well – when one asks for support, the other rarely says no. The enterprise is providing its expertise to the project free of charge.'

The municipal enterprise thus freed up capacity for the Nakopa project and made a staff member available, who supplied answers to the project team's many questions and also went along on the project trips. 'Our motivation is to help ensure that the other side don't make the mistakes we made back then', says Harald Kühlbörn. The two sides are working on

a suitable approach for establishing a dedicated association to provide solid waste management services to four municipalities in the Republic of Moldova, which will also be available to other municipalities and the Administrative District of Anenii Noi. In the course of the project separate waste collection points will be set up, and citizens in the four municipalities will be made aware of the solid waste return system.



Residents of the four project municipalities in the Republic of Moldova will be filling separate waste collection receptacles like these. © Landkreis Kassel

'As well as our own enterprise, the Energy 2000 agency is also involved', explains Mr Kühlborn. The agency advises municipalities and municipal institutions, as well as associations, private individuals and enterprises on all matters relating to energy saving and renewable energy use. Concerning expertise, Harald Kühlborn's final comment is 'We can always contact their director at any time when questions crop up'.

Associations

In KaMubukwana, a district of Maputo in Mozambique, numerous actors were involved in a Nakopa project for environmental education. These included employees of the city and district administrations, educators from schools, parents, school students, other committed individuals from civil society and members of two associations. Together they institutionalised their project. They opened an environmental education centre, created a show garden and a greenhouse, and set up environmental clubs in three schools.

One of the two associations involved is the *Associação de Solidariedade e Desenvolvimento de Auto-Ajuda* (ASDA), an association for solidarity and development through self-help. 'ASDA has assumed responsibility for monitoring the implementation process', explains Rui Matusse, Mayor of KaMubukwana District and president of the association. The association has been supporting the city-to-city partnership with the district office of Lichtenberg in Berlin since 2009. It also implements regional and supra-regional projects of its own. 'ASDA was also involved in managing the account', says Mr Matusse, and he adds: 'The members also brought other actors on the Mozambique side on board the project'. The roughly 40 dedicated individuals in the association work on an honorary basis, have close links with schools in the vicinity, and offer advice for instance on agricultural and gardening matters.

In Lichtenberg the association *Solidaritätsdienst International* (SODI) supports the work of the partnership with advice and other inputs. SODI is a non-profit non-governmental organisation based in Berlin committed to an equitable world. Its full-time and honorary members perform both project work in foreign countries and education work in Germany. Through their large network they have also succeeded in recruiting further dedicated individuals for the project. They were also a cornerstone of successful communication between the partners.



Project actors from the two districts of Berlin-Lichtenberg and KaMubukwana in Maputo holding their monthly Skype conference © SODI

4.4. Relevance

What does a joint project mean for the partners? How does the public find out about the activities? How does the project work affect the partnership in general? Responsible project officials from two municipal partnerships, who speak for many others, answer these questions below.

Bergisch Gladbach, Cologne, Xanten, Jena (Germany) – Beit Jala, Bethlehem, Beit Sahour (Palestinian territories)

The grotto which forms the crypt of the Church of the Nativity in Bethlehem, where Jesus is said to have been born, is a veritable tourist attraction. While crowds of people outside on the forecourt coalesce into a queue that usually gets out of hand, inside tourists squeeze past each other in the tight spaces. Sometimes, visitors are told to move along. This grotto has little in common with a place of peace and contemplation.



With its remarkable architecture the Mar Saba desert monastery is among the tourist highlights that are often overshadowed by the Church of the Nativity at Bethlehem. The tourism development project supported by Nakopa aimed to encourage people from all over the world to spend longer in the region and visit such sites.

© Städtepartnerschaftsverein Bergisch Gladbach – Beit Jala

As a tourist destination Israel is booming – and as a result, so are quick detours to Bethlehem. Stephan Dekker, Head of the Mayor's Office in Bergisch Gladbach and staff member of the joint project involving Bergisch Gladbach, Cologne, Xanten, Jena (Germany) and Beit Jala, Bethlehem, Beit Sahour (Palestinian territories), takes a critical view of how these travellers behave. In his opinion, 'Tourists come to Israel, usually stay in hotels in Jerusalem, and visit Bethlehem for a day – without

spending the night there. Yet Bethlehem and the region are worth discovering for more than a few hours.' Visitors could not only visit the Church of the Nativity and saunter round the centuries-old alleys and streets, but also look at the Chapel of the Shepherds' Field in neighbouring Beit Sahour and churches in Beit Jala, go hiking and explore the desert. Enticing tourists to the multi-religious hub of Bethlehem, and especially the environs, will require better local infrastructure and more advertising for this region.



Bethlehem, with its central square in front of the Church of the Nativity and the Mosque of Omar, is Palestine's top attraction. This is why the tourist office set up as part of the Nakopa project is located right nearby.

© Städtepartnerschaftsverein Bergisch Gladbach – Beit Jala

This led to a Nakopa project taking the first step of setting up a joint tourist office for the towns of Bethlehem, Beit Jala and Beit Sahour, plus several smaller neighbouring municipalities. This tourist office has now improved the coordination of tourism activities by the municipalities involved, and services for tourists and tour operators have also improved as a result.

There is now a second Nakopa project that aims to increase the time spent by tourists in the Bethlehem region, thus improving local value creation. Activities to achieve this include the closer networking of people working in the tourist industry, as well as reviving cultural, religious and musical events and marketing them as tourist attractions. 'We are making sure that artisanal products flourish once again', says Issa Juha, municipal engineer and partnership coordinator in Beit Jala. He explains: 'In the past, lots of people abandoned their traditional ways of working with olive wood

because they were unable to sell their products. When more tourists come to the region they'll be able to reopen their workshops.'

In all the project activities, 'fair tourism' is an important concept. 'When a tourist wants to come on a 90-minute tour of Bethlehem, the first thing they do is look at the price, and usually they choose the cheapest offer', says Stephan Dekker. This is where information and awareness-raising are needed. He continues: 'It's important to make the tourist think, and pay a fair and appropriate price.'

Most people in the Palestinian partner municipalities live from tourism, one way or another. 'We've got plenty of hotels and were building even more', says Mr Juha, and explains their importance: 'More hotels mean more people who want to work in them and feed their families. That's why the income from tourism is very important for us.'

All partner municipalities are involved in the public outreach work. In Bergisch Gladbach, for instance, the Bergisch Gladbach – Beit Jala partnership association is doing a lot of advertising for the municipal partnership and the projects. One example is the production of the short online documentary 'A day in Beit Jala', which the association published on YouTube. The video provides curious viewers with a glimpse into the everyday lives of people in the small town in the West Bank, and encourages them to explore the town themselves. Both Bergisch Gladbach and Beit Jala have a square named after their respective partner municipality. Reporting on the project activities takes place through press releases and at the annual town festival in Bergisch Gladbach. In Beit Jala, a great deal of outreach work takes place through the municipality's Facebook page. Mr Juha says with a smile: 'Beit Jala is also a small town with a population of about 17,000, where everybody knows each other. It's enough to tell two or three taxi drivers something, and the news will spread in an instant.'

All the municipal projects also aim to enable everyone to get to know each other better as partners and as human beings. 'We invite people from Bergisch Gladbach to Palestine so that they can get to know our way of life, and feel that the country is safe, that you can have fun in Palestine', says Mr Juha. This is important, he explains, because the image of Palestine conveyed by the press is a completely different one. Conversely, guests from

Palestine are also welcomed in Bergisch Gladbach. Stephan Dekker sums up the importance of the partnership in the words of the mayor, Lutz Urbach: 'We don't make international policy, nor do we exchange delegations. We enable people to meet face-to-face, and build bridges between human beings.'

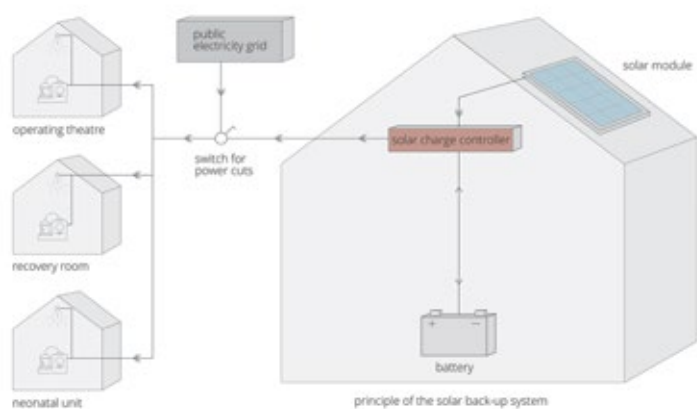
Enzkreis (Germany) – Masasi Town and District (Tanzania)

It's dark in Mkomaindo Hospital. One again there's a power cut in the town of Masasi in southern Tanzania. Nobody knows whether the electricity will be off for just a few minutes, or several hours. What is fairly certain, though, is that this will not be the last power outage. There will be another one, either the same day or the next day at the latest. Hospital staff start the diesel generators to keep things running in the hospital. This is only for emergency purposes, however, and several operations will have to be cancelled immediately. The diesel fuel for the generators is expensive, and the whole system is anything but climate-friendly.

One year later, in 2015: The power fails, the diesel generators remain silent. Even so the operating theatre, a recovery room and the neonatal unit are immediately supplied with sufficient power. What has happened in the meantime?

'The hospital's new solar back-up system has already saved lives', says Jeremiah J. Lubeleje, former spatial planner with the district administration. He is referring to the solar modules on the hospital roof and the battery connected to them, which are a very tangible result of a Nakopa project between the municipality of Enzkreis in southern Germany and Masasi Town. 'We were also able to install a smaller system on the roof of the nursing school as part of the project', adds Mr Lubeleje. The batteries are continuously recharged by the sun. If it is dark when the power comes back on, the batteries can also be recharged from the grid. This way the hospital can get through the twelve-hour-long nights safely. For who knows when the next power cut is coming? The large battery can supply the three hospital wards with enough power for eight hours, says Mr Lubeleje. He recapitulates: 'So far we've not used the generators again, but they're still there as an emergency back-up system in case the solar system is no longer adequate, or fails.'

An engineer from the Tanzania Renewable Energy Association (TAREA) supported the tender process for the solar power system. 'A Tanzanian company, Ensol Ltd., finally got the contract, imported the system and carried out the installation', explains Angela Gewiese, coordinator of the climate partnership in Enzkreis. Two female and ten male technicians from Masasi also attended training courses where they learned how the solar power system can be maintained and repaired.



As soon as the power fails, the solar back-up system at Mkomaindo Hospital in Masasi in Tanzania switches on. It was installed as part of a Nakopa project. © Melissa Gewiese

This Nakopa project was followed by an FKKP project with a similar focus. Small dispensaries and health centres in Masasi Town and District were provided with solar power systems. Prior to this, some of the dispensaries and health centres in the district (which as Ms Gewiese points out is more than eight times the size of Enzkreis) had no power supply at all. Many children are born at the health centres, most of them at night. 'People used to use kerosene lamps, candles and torches', explains Ms Gewiese, referring to the earlier impromptu measures in the locality, which were sometimes risky.

A team travelled on barely surfaced roads from facility to facility, and ascertained what else electricity was needed for in addition to lighting: instruments for medical analysis, as well as mobile phones and laptops. To replace fossil fuels permanently and ensure a basic power supply, solar modules were gradually installed on roofs. Angela Gewiese explains: 'For every facility there are two

or three houses where the doctors and nursing staff live. These buildings also received solar power systems. This involved 76 smaller systems and two larger ones at the new health centres.' Mr Lubeleje underlines their importance: 'They help people in our district to lead a better life, and make deliveries safer, for instance'



One of the solar power systems was installed on the roof of the Nanyindwa Health Centre. This ensures lighting at nighttime, especially during deliveries. © Landratsamt Enzkreis

As with the Nakopa project TAREA provided support, and here too twelve technicians of both genders were trained. Each health facility is allocated one of these twelve individuals, who the staff can contact by telephone if the system goes wrong. As Ms Gewiese explains, the training was free of charge, and each participant also received their own toolbox. They can also use these for other purposes, which gives them the option of becoming self-employed and installing and maintaining solar power systems for private households. 'In return for the training and the equipment, the technicians remain at the service of the health centres free of charge for three years', explains Mr Lubeleje. 'After that the district or the town will pay their fees.'

There have been a total of five major events to inform the public about solar technology. As a side event at football tournaments, interested citizens could for instance test their knowledge of the solar power system project in a quiz. Angela Gewiese recalls the rest of the public outreach work: 'Our cooperation partner TAREA presented the FKKP project in its newsletter and at a farming festival, roll-ups were on display at the municipality, brochures were distributed, there were radio

interviews and a long article was published in a national newspaper.' In Enzkreis posters and brochures were printed, and reports published in the 'yearbook' and the in-house magazine. The twinning association is also very active in the field of public information work.

'Following our radio interviews, other municipalities rang up wanting to know where they could find such friends and conduct similar projects with them', recalls Mr Lubeleje. He explains that through the joint projects, the partnership gained extensive reach and impact. And Angela Gewiese notes another development: After many years of working together the partners have progressed to a new level. Initially communication was still at rather low level. Now the two sides have found a common wavelength on which they are able to discuss problems frankly. 'We are both dancing to the same tune', says Mr Lubeleje – which sums up the trustful relationship in a nutshell.



The technicians from Masasi Town and District learning how to install, maintain and repair a solar power system. The knowledge and the technical equipment that all participants received have given them new job prospects. At the same time, the health centres can be certain that there systems will be kept in good working order.

© TAREA – Tanzania Renewable Energy Association




5. PRACTICAL CHALLENGES AND SOLUTIONS FROM THE MUNICIPALITIES

‘One is always wiser after the event’ – a saying that everyone has probably heard or used themselves at some point. No matter how well thought out the preparations for something are, there is usually some unforeseen event. This is also the case in municipal development cooperation projects.

Before a project is launched the partners forge their joint plans, and try to think of everything and provide for imponderables. As they make their preparations the Service Agency offers them numerous forms of support and seminars, though of course these cannot focus on all eventualities. As projects unfold, challenges sometimes arise that were simply unforeseeable and that leave everyone involved unprepared. The staff members of municipalities that have already been involved in Nakopa, FKKP or KPF projects are familiar with this. This chapter contains a selection of their experiences.

This should enable interested readers to gain a wide range of ideas for their own projects and learn from the experiences of municipalities. A further aim is to embolden readers to master any challenges in their own projects by remaining undaunted and managing them creatively.

Numerous project actors were willing to report on the lessons they learn from their Nakopa, FKKP and/or KPF activities. They mentioned a very wide range of problems. These are presented below in thematic blocks, together with information on the partnership concerned. Three symbols are designed to guide the reader:

Symbol	What it means
	The challenge
	The solution
	Tip(s)

Beneath each thematic block is a box summarising the lessons learned

5.1. Designing a project

5.1.1. Planning a project

Although carefully thought out project planning is no guarantee that a project will succeed, it will smooth the path towards that outcome. The more complex a project is, the less planners can afford to do without structured and extensive preparation. It is absolutely essential to engage with circumstances in the partner country, the aspirations of both partners and the effects of the project on the target groups.

Karlsruhe Administrative District (Germany) – Brusque (Brazil)



Cristiano Olinger, Project Coordinator and Director of the Environmental Foundation FUNDEMA in Brusque: ‘Working in the projects comes on top for everyone involved, because they have other activities and tasks as part of their regular job. In addition to our eight-hour day we sometimes have three or four hours’ overtime for project work. This is a major challenge, and sometimes it’s difficult for us because there’s simply so much to do on a daily basis.’



He continues: 'It would be great if the municipalities could create full-time equivalents when they begin working together, which could then be used for work in the partnership. More human resources are needed.' Ana Paula Bonatelli, project staff member from Brusque, currently employed by the Environmental and Energy Agency of Karlsruhe Administrative District: 'In the best case a structure will be established before the project begins which defines the allocation of roles, and creates sufficient human capacities for this. This must be officially approved by the mayor.'



Participants sharing numerous ideas and thoughts during a visit by the German side to a project in Brusque. These are the kind of meetings where usually no one looks at the clock. After all, at these rare face-to-face gatherings people want to discuss things as much as possible with their partners. And the few hours that remain after work in the evenings or at weekends are usually filled with a programme of cultural or tourist activities.

© Ana Paula Bonatelli

Bremen (Germany) – Durban (South Africa)



Jörn Hendrichs, Development Cooperation Officer, Free Hanseatic City of Bremen: 'When we wrote the project proposal for our tourism project together, I had 1,001 questions for our partners. We had to communicate a great deal.'



Bongomusa Zondo, Municipality of Durban: 'Before beginning a project you should ensure that everyone involved has understood precisely what it is they would like to achieve together. You have to be honest with your partners. If something needs to be clarified, this should be done frankly, and sooner rather than later. Right at the outset the two sides should agree a fixed communication structure and use the

appropriate technologies, such as for sharing documents.' Jörn Hendrichs: 'Skype is also a helpful tool, but I think it's helpful to get to know each other face-to-face beforehand – and get to know the other municipality first hand as well. If I had been in Durban before writing the proposal I would have had 90 per cent fewer questions.'

Nuremberg (Germany) – Nablus (Palestinian territories)



Abdelafo S. Aker, International Relations Officer, Municipality of Nablus: 'We filled in the very long proposal in English, then our partners had to translate it into German before they could submit it. It's possible that several ideas got lost along the way, and some things were unclear.'



Abdelafo S. Aker: 'Time and time again our partners had to query things with us, and it was a long-winded process.'



Abdelafo S. Aker: 'You certainly already need sufficient human resources even to complete the proposal. And it's very important to understand how the funding agencies think, how a proposal should look, and what the focus is with a specific funding instrument. To some extent you have to give a back seat to your own ideas, and instead focus on those of the funding agencies if you want to receive financial support.'

Lessons learned: Planning your project

- If this is your first project, familiarise yourself with the circumstances in your partner municipality on the ground and get to know your partners before writing the project proposal.
- Identify supporters in both municipalities.
- Editors' tip: Identify key actors and target groups for the project.
- Include early on in the planning process sufficient human capacities for writing the proposal, for implementing and completing the project, and for reporting, and define the allocation of roles to staff.
- Obtain political backing for human resources.

- Agree fixed communication structures with your partners right at the beginning.
- Carefully scrutinise the project approach together with all actors and stakeholders beforehand.
- Explain to partners from the Global South the conditions for financial support, including procurement rules and reporting duties; explain who determines these conditions.
- Write the proposal together, and if necessary have it translated.
- When writing the proposal, try to see things from the funding agencies' perspective.
- If anything is unclear seek dialogue quickly, then adjust the proposal accordingly.

5.1.2. Adjusting your plans

Despite the fact that your project plans may be well thought out, your project team should say goodbye to the idea of planning everything in advance down to the last detail and then – regardless of what happens in the wider project setting – being able to rely entirely on these plans. For most actors a project, particularly one that is complex, runs for several years and is often to be implemented in an environment with which the German partners are unfamiliar, means departing from routine paths. This is because something always goes differently than envisaged. What is therefore important is to make the plans, and thus the objectives and indicators, as stable as possible so that everyone involved has clear guidance, while at the same time keeping them flexible enough to be able to respond to changes in the course of the project. This takes away pressure, and opens the door for alternative paths that sometimes only emerge as the project unfolds.

Tempelhof-Schöneberg District, Berlin (Germany) – Mezitli (Turkey)



Mirka Schuster, Officer for EU Affairs and Municipal Partnerships, Tempelhof-Schöneberg District: 'During the current project the Turkish side found that our jointly planned "Active Aging Center" – a seniors' recreational facility with joint activities, medical care and body care services – had been designed on far too small a scale. Our partners wanted to add another storey to the building and make this barrier free, which we approved of in principle. They submitted a request to more than double the size

of the project by adding a further 150,000 euros. However, we already found the existing project very large, and as an inexperienced municipality did not wish to have an even larger one as our first project.'



Mirka Schuster: 'We indicated that we were unable to support this, but would be glad to discuss a larger follow-on project, assuming that everything had run smoothly with the accounts etc. Our partners, however, decided that they wished to build a larger version, and would finance the additional costs from their own funds.'



Mirka Schuster: 'As a first project, an investment project in the partner country is not ideal. We recommend choosing a smaller and simpler project at the start, and obtaining plenty of expert support.'



A very neat and tidy building site – the 'Mezitli Active Aging Center'. This was painstakingly planned and implemented together with the Tempelhof-Schöneberg District. The second storey was added on the initiative of the Turkish partners.
© Okan Saydam, Mezitli

Kassel District Administration (Germany) – Anenii Noi (Republic of Moldova)



Harald Kühlborn, Public Outreach Work, Culture and International Cooperation, District Hall Kassel: 'Before writing the proposal we had never been to Anenii Noi. The idea for the project came via the mayor of another German municipality, his contact with his counterpart in Anenii Noi, and a consultant. Later on, following a first visit to the project, it turned out that we had begun with a project approach that was entirely wrong.'



Harald Kühlborn: 'We changed our main partners in Moldova for several reasons, and realigned the project with the needs of our new partners. This turned out to be four mayors of four municipalities in Anenii Noi Administrative District and the district chief executive, but without the city of Anenii Noi. Since numerous plans from other projects were already available in the district, but nothing had been implemented, we switched the project approach from pure planning to implementation. The approach involved embarking on a basic form of solid waste management.'



Harald Kühlborn: 'Before submitting the proposal you should certainly familiarise yourself with the situation in the partner municipality yourself rather than relying on other people's assessments. It's also a good idea to talk to citizens living in your own municipality who come from the target region. Perhaps you can ask for their advice and build links via them. You should also ask yourself whether there are enough people in your municipality, in your local authority, who are interested in the topic and have expertise to offer. Another question to ask is, does the planned project fit into the overall vision of the local authority?'

Schondorf (Germany) – Puerto Leguizamo (Colombia)



Stefanie Windhausen, Councillor in Schondorf: 'When a delegation was supposed to come to Germany there were problems with the passports – most people there didn't have one. Up until then, they had perhaps been to the Colombian capital, or to Ecuador or Peru, for which they didn't need a passport. To apply for and pick up their passports our partners had to travel to the provincial capital or in some cases even fly to Bogotá. These journeys took several days and were expensive, and the accommodation costs came on top. When we planned the project we hadn't reckoned with this expenditure.'



Stefanie Windhausen: 'When working with partners in remote regions, you should certainly include such costs in your calculations.'

Lessons learned: Adjusting your plans

- Adjust your plans in line with changes that arise in the course of the project, and discuss these changes with the funding agencies early on.
- Editors' tip: be responsive to the wishes of both partners.
- Ask citizens from the target region who live in your own municipality for advice and contacts.
- The project should fit into the overall vision of both municipalities.
- When starting out, if possible avoid projects that are too large (over 100,000 euros) and that focus primarily on investment in the partner country.

5.1.3. Project term and delays

A project is defined amongst other things by the fact that it is of limited duration, and is set to begin and end on fixed dates. The two sides need to get the most out of the time in between, which in the case of a funded project is also referred to as the 'period of support'. This is why the anticipated duration of specific activities is often calculated too optimistically, and the plans leave too little time as a buffer for unforeseen events. Almost every challenge that arises in the course of a project, whether it involves production, procurement or input difficulties, fresh elections, or a change of contact persons, is manifested in the form of delayed implementation. Accordingly, time is the resource needed to solve many problems. It is therefore important to provide generous amounts of it when planning a project.

When planning and defining the objectives of the project it is also important to prevent the impacts of a possible delay. If all the activities are planned as part of a logical sequence, any delay during one activity is risky for all the subsequent ones. The same thing also applies to objectives that are arranged in a logical sequence. To solve this problem, activities and objectives should be planned independently of each other. This will enable the project to succeed at least partially, even if problems do occur.

Gudensberg (Germany) – Schtschyrez (Ukraine)



Dr Eberhardt Kettlitz, Coordinator for Municipal Development Cooperation, Municipality of Gudensberg: The time required for our project was underestimated, because nobody had any experience. One of the reasons for this is the language barrier – despite excellent interpreters and four German teachers providing support on the Ukrainian side. With translation, a meeting that would otherwise take one hour our takes one and a half to two hours, at least in the case of expert meetings. The planning work also took much longer than assumed. In Ukraine there are not so many professional agencies dealing with the topic of sanitation. Most of the sanitation infrastructure dates back to the Soviet period. As a result, the German experts spent a great deal of time transferring knowledge. The appraisal of the finished construction plans by the German experts also took longer than expected, because in some cases there are significant differences between the German and Ukrainian construction standards.'



Dr Kettlitz: 'For translation, planning work and communication between the partners you should allow much more time than you might assume.'



Inappropriately executed: The inspection shaft for the water supply to the new washrooms installed by the partnership at the town hall could not be left as it was. Half of it was protruding into the pavement area, and it was protruding above its surroundings. The partners from Gudensberg shared their concerns about this hazard with the planning engineer in Schtschyrez. The very next day the shaft was moved to the grassed area nearby, and was installed such that it is now flush with the surrounding earth. © Stadt Gudensberg

Würzburg (Germany) – Mwanza (Tanzania)



Amin Abdallah Amin, Project Coordinator, City of Mwanza: 'The greatest challenge for us was the project term. Our solar power systems project was scheduled to run for two years. It was not until halfway through that we realised what a gigantic project it is.' Sabine Herrmann, former staff member at the Würzburg International Office: 'At the beginning, when importing materials from Germany for instance you don't expect things can fall so far behind schedule as a result of the processes at the national borders.' Amin Abdallah Amin: 'Some parts that we had ordered were still being produced, and could not yet be delivered. This caused further delays. And as long as the project has barely been implemented, there is not much public awareness-raising that one can do. One thing leads to another.'



Sabine Herrmann: 'Some projects are very ambitious. If everything goes well and things run smoothly, you can complete your project within the envisaged time frame. But since this is probably rarely the case, you should allow much more time for each step in the project.'

Tempelhof-Schöneberg District, Berlin (Germany) – Mezitli (Turkey)



Mirka Schuster, Officer for EU Affairs and Municipal Partnerships, Tempelhof-Schöneberg District: 'The time taken up by the partnership project in addition to our regular activities was enormous.'



Mirka Schuster: We recommend choosing a smaller and simpler project at the start, and getting more support from experts than we did.'

Stuttgart (Germany) – Bogotá (Colombia)

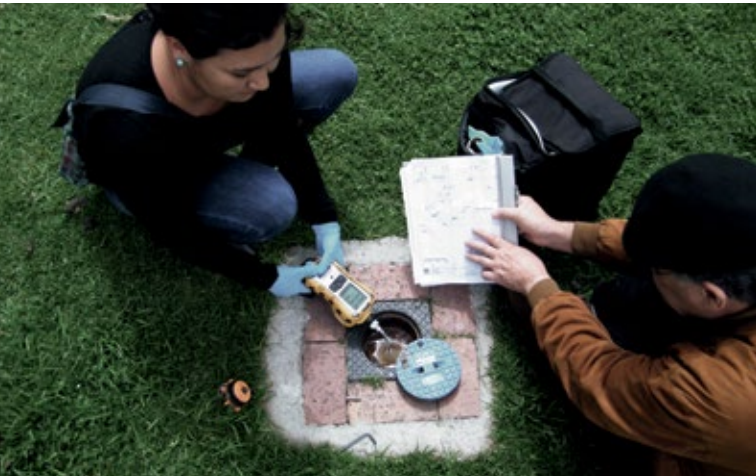


Hermann J. Kirchholtes, former Head of Municipal Brownfields at the Environmental Protection Office in Stuttgart (capital city of Germany's federal state of Baden-Württemberg): 'Before a project starts it's very difficult to estimate how much work it's going to involve. We had to manage the considerable amount of time for administrative and other tasks that our projects entailed without any additional support in the form of human resources. We see these personnel costs as an additional contribution

by Stuttgart of the city's own funds. If the partner does not support the project initially – as was the case with us due to the change of government and administration – it's not possible to compensate for the time lost persuading people.'



Hermann J. Kirchholtes: 'It always takes longer than you think, particularly with the first joint project. It requires a great deal of trust on both sides, and first of all you need to build that trust. You can't force it. It needs time to grow. And it only becomes clear in the course of the project whether or not the two sides really work well together. Some things require a lot of patience. If people are not willing to summon up this patience, the risk of failure is high.'



Project actors in Bogotá performing measurements to examine the site for contaminants. Together with the experts from Stuttgart they have developed a method for managing potentially contaminated brownfield sites in the future.

© Hermann J. Kirchholtes

Cologne (Germany) – Rio de Janeiro (Brazil)



Norbert Evermann, Projects, Business Area Development and Strategy Unit at the Cologne Solid Waste Management and Recycling Utility Company (AVG): 'By the time all the contracts and the awards had been sorted out, the entire project term had almost come to an end. Originally we had planned to purchase the technical equipment in the first year, leaving us with two years to experiment together. We still had project funds left over even, because we were unable to do what we had planned to do during the project term, such as training technicians and evaluation. After that we had a second project between Cologne and Rio de Janeiro approved,

and wanted to continue our work. However, my superior then retired and his successor decided to set other priorities for the AVG. As a result, the City of Cologne had to give the project back.



Norbert Evermann: 'We now have a situation in which the main actor, José Henrique Penido Monteiro, is collecting lessons learned in Rio de Janeiro more or less alone. We are providing him with some support on a voluntary basis, but not from within the project to the extent that we would have liked.'

Lessons learned: Project term and delays

- Don't take on too much, because 'it always takes longer than you think'.
- Allow for delays in the time frame.
- When planning the project and defining the objectives, take steps to prevent the effects of a possible delay: design the project as a set of modules that can be implemented independently of each other.
- Make sure you obtain extensive support from experts, especially in the project country.
- You cannot force trust – it needs time to grow.
- If this is your first project, select something small and simple.

5.2. Conditions in the partner countries

5.2.1. Geographic conditions

No matter how well a project has been planned, if geographic factors such as location, altitude, site conditions, transport routes and associated phenomena such as monsoon rains and hurricanes are not taken into account, they can quickly turn the entire project upside down. At the same time, however, geographic circumstances can create bonds if they are similar in the two municipalities, and similar interests exist as a result. This quickly provides starting points for mutual learning.

Schondorf (Germany) – Puerto Leguizamo (Colombia)



Stefanie Windhausen, Councillor in Schondorf: ‘When Schondorf am

Ammersee wanted to enter into a climate partnership we tried to find a partner municipality that was similar to it: not significantly larger – Schondorf has a population of 4,000 – because a local administration operates quite differently in small municipalities. Our preferences were a municipality located by a lake or a river, with professional fishermen and fisherwomen and a water rescue service, so that we would have similar topics. The smallest municipality seeking a partnership was Puerto Leguizamo. This is how the two sides got together. The town and the many villages that belong to it are home to some 30,000 people, however, and the local area is as big as Lower Bavaria. These include a huge nature reserve where only indigenous groups are allowed to live and where passing through is no simple matter. If the mayor wishes to travel from district to district he sometimes has to spend more than a day travelling. Only the town has roads and a connecting road from Puerto Leguizamo to the town of La Tagua. Otherwise there are only footpaths and trails. People usually travel by boat along the Rio Putumayo and Rio Caquetá rivers. After a short while we established that although there are overlaps, everything there is quite different.

Getting things done there is challenging because it takes at least two days to get to places, because you can’t buy everything locally, because you often can’t obtain three bids when conducting tendering procedures. Due to power cuts, a poorly performing postal system and poor Internet connections, bids have to be obtained personally for instance in the various towns where the relevant bidders are located. The journey to the provincial capital, for instance, takes eight hours by boat plus three hours by bus, and is expensive. Also we often had to buy petrol, because although someone from the project had managed to rustle up a boat they didn’t have any fuel. During the rainy season when everything was flooded we were unable to drill any new wells. The rainy season also made building the turbine in the electric boat project difficult. Three months are then easily lost.’



Stefanie Windhausen: ‘Before we drew up concrete project plans, we took a look at the situation on the ground and aligned our plans with the actual conditions. For all our travel expenses we obtained receipts, no matter how small the point of sale, and even where issuing receipts was an unusual practice. Here it was important to know off by heart what information a receipt needs to contain so that you can submit it later on. When documenting our expenses for instance we got used to explaining in detail the reasons why we were unable to use public transport and why we incurred taxi costs. In general you need patience – and the will to improvise!’



Puerto Leguizamo, Schondorf’s partner municipality, has a population of around 30,000. The local area with its huge nature reserves is roughly the size of the whole of Lower Bavaria.
© Stefanie Windhausen



One thing nobody in Puerto Leguizamo wants to do without are boats as a means of transport. Except that when the project actors from Schondorf paid a visit, sometimes there was no fuel.
© Stefanie Windhausen

Herrsching (Germany) – Chatra (India)



Franziska Kalz, Environment and Agenda 21, Municipality of Herrsching: ‘In 2019 the monsoon in Chatra was heavier and later than usual. This delayed our construction works for a water supply plant, which were in any case already behind schedule, even further. Furthermore, summers in Chatra are significantly hotter than they used to be. All the staff are feeling the heat, which in turn is affecting the project. The heat also damages structures more badly than more moderate temperatures.’



Franziska Kalz: ‘Since the heavier monsoon has pushed the high watermark upwards, we are now building the dams for the water supply plant higher than originally planned. We are also using more heat-tolerant construction materials.’



Franziska Kalz: ‘We had to switch from a planned surface-based water supply system to one fed by river water, because the site initially identified was no longer available. Due to these changes at the project location the water can no longer be channelled across a short distance directly to the houses as originally planned. Two further challenges are the fact that funerals are conducted in rivers, and from time to time brackish water from the sea washes back into the river.’



Franziska Kalz: ‘During periods when there is a backwash of water from the sea we rely on a sufficient supply of drinking water in the reservoir. For the drinking water itself additional hygiene stages will have to be included, which may involve heavier chlorination than planned. This entails the challenge of persuading the population to accept such drinking water. You can taste chlorine but you can’t taste arsenic – and so far people have trusted their arsenic-contaminated groundwater. We would like to persuade the population to make their way towards the standpipes. This will require even more public awareness-raising work.’



Shortly before construction of the drinking water plant in Chatra was due to start in February 2019 the work was halted. The site was no longer available. When a new one was found, local elections, institutional hierarchies and the monsoon delayed construction for months.

© Manisha Bannik

Cologne (Germany) – Rio de Janeiro (Brazil)



Norbert Evermann, Projects, Business Area Development and Strategy Unit at the Cologne Solid Waste Management and Recycling Utility Company (AVG): ‘One difficulty was finding a shredder that can shred the green waste before we move it on to the next stage of composting. Tropical timber is harder than German timber, so the machine required would have to be quite powerful.’



Norbert Evermann: ‘We found a machine that meets this requirement. However, this machine could process much larger quantities than it is doing at the moment.’ José Henrique Penido Monteiro, Chief Engineer at the Comlurb Municipal Waste Management Company in Rio de Janeiro: ‘So far, we’ve only been able to deliver 15 out of 30 tonnes of green waste per day for further processing, to make sure the distances travelled to the composting plant remain profitable. But the shredder could process almost 30 tonnes an hour.’



A powerful piece of kit: Shredding tropical timber requires a powerful shredder. As part of an FKKP project, this one was delivered to Rio de Janeiro with the support of Rio's partner city of Cologne. Since then it has been shredding green waste for further use and composting on a daily basis.
© Ute Dreiocker, Stadt Köln

Lessons learned: Geographic conditions

- Take a close look at the geographical situation of your partner municipality and take this into account when planning.
- Take into account logistical and infrastructural challenges such as long distances for travel, poor public transport links/none at all, power cuts, poor Internet connection, poor mobile phone network and poor postal system.
- Take climatic conditions into account, plan ahead for foreseeable events such as rainy seasons and flooding.
- Consider different properties of materials such as timber, and what requirements these properties entail for tools to process the materials.
- Respond flexibly to unplanned events, adjust project plans as required.
- Involve the local population, inform them of changes and explain why you are making them.
- Be patient and willing to improvise.

5.2.2. Legal and systemic frameworks

It is worth familiarising yourself thoroughly with rules, regulations and building standards in the partner country in good time, because these not infrequently differ from those in Germany. This way you can avoid unpleasant surprises. Of course, this does not work every time. Then you need to remain patient, make up for what you've missed and make the best out of the situation.

Erfurt (Germany) – Kati (Mali)



Georg Ohlmann, International Relations/ Minutes, City of Erfurt: 'We had selected a site to build a central dump where municipal solid waste could be stored on an environmentally sound basis. However, as part of the fight against corruption the country's president had imposed a moratorium: No one was allowed to sell or repurpose any site. This delayed the approval processes very considerably. In the meantime, houses were being built towards the planned central dump. There is a law which stipulates the minimum distance between housing developments and a dump of this kind. Once we had approval for building on the site, the dump had to be relocated closer to the mountains where the land is no longer flat.'



Georg Ohlmann: 'So then we carried out appropriate earthworks. However, unlike what we had planned, we were not able to get the land completely flat. When building the access road it turned out that rocks and stones made the works considerably more difficult. We then had to clear these out of the way using heavy machinery.'



Wolfgang Reisen, volunteer and former Director of the Erfurt Public Utilities and Chair of the German Association of Local Waste Management Utilities: 'The dump we built is too small. Our plans were based on different volumes of waste. First of all, when we built it we believed that less waste would be stored and more would be recycled. Secondly, more people have now moved to Kati.'



Wolfgang Reisen: 'Before building, identify all the factors, obtain all the necessary information and analyse everything precisely as you draw up the plans, to avoid any mistakes during implementation. In our case we now intend to follow up by enlarging the facility.'



Clearing the access road to the newly built waste dump in Kati using heavy machinery. Beforehand, planners were not aware that rocks and stones buried in the ground would make this work considerably more difficult. © Georg Ohlmann

Hamburg (Germany) – Dar es Salaam, Municipality of Kinondoni (Tanzania)



Dr Florian Kölsch, consultant from the Dr. Kölsch Geo- und Umwelttechnik GmbH company: The Ministry of Finance and Planning granted us tax exemption. However, the tax authority changed its provisions concerning how to actually implement a tax exemption, once granted, in 2015, 2017 and once again in 2018. Each time we produced the required documents, but still we are unable to directly import goods tax-free.'



Dr Kölsch: 'At the moment we are advancing the taxes of 18 per cent, and then getting them reimbursed. Since we are talking about large amounts – our contract for building the composting plant was concluded for an amount of two million euros – the municipality in Kinondoni cannot afford this.'



Dr Kölsch: 'We had the prospect of obtaining an old container vehicle from the waste management utility in Hamburg. This would have been used to transport organic waste from the local markets in Kinondoni to the composting plant. The question was, can

a municipality use a left-hand drive vehicle in a country where only right-hand drive vehicles are otherwise permitted?'



Dr Kölsch: 'After talking to the experts at the waste management company in Hamburg, we decided to export only the expensive hydraulic assembly and to purchase a right-hand drive carrier vehicle in Tanzania. Another argument for this is that the fuel required for the sensitive chassis of the municipal vehicles from Hamburg is not available in Tanzania.'



Wolfgang Grätz, Head of Division for Development Cooperation, Senate of the Free and Hanseatic City of Hamburg, International Cooperation Department: 'The access road to the composting plant leads past a game reserve. When the first construction vehicles went there, a gamekeeper came and said that we were not allowed to drive through the game reserve.'



Wolfgang Grätz: 'Two ministries need to negotiate whether the boundary of this game reserve runs along the left or right side of this road.' Dr Kölsch: 'Unfortunately there was a mistake when planning the works – we only noticed the problem later on. At the moment we have a temporary permit for use.'

Stuttgart (Germany) – Bogotá (Colombia)



Hermann J. Kirchholtes, former Head of Municipal Brownfields at the Environmental Protection Office in Stuttgart (capital city of Germany's federal state of Baden-Württemberg): 'Before constructing new buildings on repurposed land the site first of all has to be tested for soil and groundwater contamination. Under German law it is possible to conduct tests on a privately owned piece of land that is assumed to be contaminated. Our partners in Colombia are not allowed to do that.'



Hermann J. Kirchholtes: 'First of all we needed to establish: Where does the groundwater flow? At what depth? In which direction? Then we had to set up measurement points around the privately-owned site, i.e. on the public land surrounding the site, and take samples there. The procedure is much more complicated than the one we are familiar with in Germany. The reason for this is the argument that

installing measuring points on the privately owned land would increase its value.'



The project team from Stuttgart and Bogotá drilling for samples. Before new buildings are erected in the Colombian capital, the site has to be examined for contamination from previous usage. © Hermann J. Kirchholtes

Gudensberg – Schtschyrez, Ukraine



Dr Eberhardt Kettlitz, Coordinator for Municipal Development Cooperation, Municipality of Gudensberg: 'Under Ukrainian law, development cooperation projects must first be registered with the country's Ministry for Development of Economy, Trade and Agriculture. Initially we were unaware of any such obligation to register.'



Dr Kettlitz: 'When we found out about this requirement we approached the Service Agency. Agreeing on a first letter that we needed as proof from the funding agency was a long process. Once it was ready we gave it to the Ukrainian administrative office responsible for passing it on to the Ministry. There they told us that they'd never seen a case of this kind with such a small town operating with a project like this. They said they didn't know what to do, and were unable to take care of the matter. Our partners then sent the documents to the Ministry in Kyiv themselves. We are hoping that we have thus met our obligation to notify the Ministry.'



Dr Kettlitz: 'Make absolutely sure that you register the project in good time. One major advantage is that the project may then possibly be exempted from the value-added tax of 20 per cent.'



Dr Kettlitz: 'When planning construction of the sanitation system, at the beginning both sides had difficulty understanding things. To us, the system we are familiar with in Germany seemed to make sense. It was not clear why our partners were insisting on other ways of planning. Conversely, our partners were having very similar problems.'



Dr Kettlitz: 'In our subsequent meetings with Ukrainian civil engineers we got to know the Ukrainian construction standards and regulations, which are different from the German ones. These provisions also entail different construction works from the ones we are familiar with.'

Lessons learned: Legal and systemic frameworks

- Discuss local laws, regulations and rules with your partners early on. This includes for instance building standards or regulations governing the use of roads and adjacent land such as game or nature reserves.
- In Ukraine, development cooperation projects must first of all be registered with the Ministry for Development. The Service Agency supports this process with a letter. It is advisable to allow time for this in advance.
- When importing machinery, other technical equipment or vehicles from Germany, check that they comply with local regulations and application systems, and are compatible with the infrastructure. With vehicles, for instance, consider aspects such as right-hand/left-hand drive, availability of spare parts and suitable fuel.
- Accept situations that you cannot change, and support any changes to the project which result from that or, if possible, find creative solutions together.

5.2.3. Intercultural differences

To help ensure project success, it is very important that people from different cultural backgrounds are aware of these differences and deal sensitively with each other. It is no coincidence that the market for seminars and literature on intercultural communication, and the acquisition of intercultural skills, has grown continuously over the last few years. Understanding and recognising cultural rules, value systems, norms, symbols and behaviours are the first steps towards intercultural sensitivity.

Wernigerode (Germany) – Hoi An (Viet Nam)



Vo Phung, former Director of the Centre for Culture, Sports, Radio and Television, City of Hoi An, Deputy Chair of the Tourism Organisation: 'For me personally the joint project was a huge challenge that caused me several sleepless nights. With our German partners, everything is so meticulous. We were concerned that we would lose face if we were unable to meet the expectations of our German partners.' Katrin Anders, Office for Urban Planning, Sustainable Urban Development and Demographics, Municipality of Wernigerode: 'When we work with interpreters to us it sounds like when we use three sentences to say something in German, in Vietnamese they use ten. This is due to the language, which is more flowery, and the indirect style of communication. They tend to phrase things more obliquely, and always very diplomatically. I on the other hand am quite a direct person and I address difficulties head on, as does my colleague. We weren't the easiest partners for them to work with. It was also difficult for them when I attended the initial meetings in Hoi An as project manager. On their side the meetings were not always attended by someone with decision-making authority, and the other staff members were then unable to take many decisions. Evidently our partners had to get used to the fact that I, on behalf of the Municipality of Wernigerode, unlike anyone on their side simply rose to speak and took decisions.'



Katrin Anders: 'The two sides got to know each other slowly, and were able to accustom themselves to the cultural differences and the particular features of the other side. That's also the great thing about a project like this – by working together, people get closer. What you learn in the process by way of intercultural skills is worth its weight in gold. Without the project, our partnership would not be as close and warm-hearted as it is now. Our Nakopa project and the climate partnership will certainly be things that I remember for the rest of my life.'



A delegation from Wernigerode at a workshop in Hoi An. Listening, understanding and making yourself understood are not always that easy – especially when intercultural differences also play a role. © Katrin Anders

Stuttgart (Germany) – Bogotá (Colombia)



Hermann J. Kirchholtes, former Head of Municipal Brownfields at the Environmental Protection Office in Stuttgart (capital city of Germany's federal state of Baden-Württemberg): 'At the beginning we wondered why sometimes no response came to our enquiries.'



Hermann J. Kirchholtes: 'We learnt that when we make an enquiry and we get an answer, then our partners are able to go ahead with our proposal. If no answer comes, they aren't. Our partners would never write: 'We can't.'

Solingen (Germany) – Thiès (Senegal)

Sofia Thives-Kurenbach, Municipal Development Cooperation Coordinator, City of Solingen: 'Before the project got off the ground, many volunteers were putting in a great deal of work in our partner city of Thiès. In the course of the project, however, some of them then pulled out, and we didn't know why.'



Sofia Thives-Kurenbach: 'It turned out that there had been some local misunderstandings. They had hoped for compensation of their expenses. At later meetings, though, we were able to clarify these misunderstandings for the future.'



Sofia Thives-Kurenbach: 'Frequent meetings at the working level can help make communication clearer. It would be helpful if both project teams were to include one individual who understands how the other side think, for instance because they have spent time in the partner country in the past.'

Cologne (Germany) – Rio de Janeiro (Brazil)

Norbert Evermann, Projects, Business Area Development and Strategy Unit at the Cologne Solid Waste Management and Recycling Utility Company (AVG): 'We had major problems procuring a machine for our project. Finally we had to conduct a Europe-wide invitation to tender, and the contract was won by an Irish firm. To this day, our partners are unable to understand this.' José Henrique Penido Monteiro, Chief Engineer at the Comlurb Municipal Waste Management Company in Rio de Janeiro: 'That's an interesting trait of German people: Instead of buying German equipment, they want to procure the cheapest. For our project they found it in Ireland. Can you imagine that? We were very surprised!'



Norbert Evermann: 'Our procurement regulations are so complex that they're difficult to understand, and even more difficult to explain. But it is important to keep trying to enable our partners to understand what regulations the country providing the funding has. This makes working together much easier.'



Norbert Evermann (right) from the AVG Köln in conversation with Rio de Janeiro's Mayor, Marcelo Crivella.
© Ute Dreiocker, Stadt Köln

Bremerhaven (Germany) – Rolandia, Caraguatatuba and São José dos Campos (Brazil)

Jens Cordes, Director, Fire Brigade, City of Bremerhaven: 'When planning, we thought it would be self-evident to our partners what infrastructure would be needed for a workshop, such as a room with chairs, a media screen, flipcharts and a projector. When we travelled to Brazil and met for a first workshop, none of that was there.'



Jens Cordes: 'We then began by spending a lot of time on communicating our thinking, and finally on procuring the infrastructure locally.'



Jens Cordes: 'You should be aware of your own expectations beforehand, discuss these with your partners very precisely in good time, and in general allow more time for unplanned events on the ground.'

Lessons learned: Intercultural differences

- Regular discussions can help prevent or clear up misunderstandings.
- Be willing to understand your partners, and show openness and a readiness to learn.
- Be aware of your own expectations and communicate these where appropriate.
- If possible identify contact persons who are familiar with your partners' way of doing things and can understand how the other side thinks.
- Editors' tip: Familiarise yourself with different communication styles, such as direct/indirect, verbal/nonverbal/paraverbal.
- Editors' tip: Study theories such as the so-called cultural dimensions theory (collectivism vs. individualism, power distance, masculinity vs. femininity, uncertainty avoidance, long-term vs. short-term, orientation).

5.3. Political challenges

5.3.1. Political backing

If a partnership project is to be implemented successfully it will require the political support of the top decision-makers in both municipalities. This support is expressed not only by the signatures of the authorised signatories in the project proposal. It can also be a positive positioning of a mayor vis-à-vis the municipal decision-makers and administrators. A positive resolution by the municipal or city council can also strengthen the project. A project can be institutionalised strategically if municipal guidelines on topics such as urban development, sustainability, climate change, migration and diversity are already in place. This will boost the project's legitimacy. All this is important both in Germany and in the partner country.

Stable and vital cooperation between all project actors is only possible with a clear commitment by the decision-makers. Without such a commitment, difficulties in project implementation and a lack of impact are almost inevitable. The sustainability of the project will also be jeopardised, because its structures may perhaps not be carried forward and its results may not be used.

It is also desirable to have a broad base of stakeholders for the project, including both administrators and citizens.

Enzkreis (Germany) – Masasi Town and District (Tanzania)



Angela Gewiese, Climate Action and District Development Unit in Enzkreis: 'When the agreements for the FKKP solar power system were ready in 2016, the project was presented in the District Assembly. Until then we had no other assembly resolution for the partnership, or any basic resolution that would have been appropriate for our planned project and that we could have used.'



In 2014 the Mkomaindo Hospital in Masasi District in Tanzania received two solar power systems with battery storage from Nakopa. Since then, renewable energy use has been helping to stabilise the power supply. © Angela Gewiese



Angela Gewiese: 'The District Assembly agreed that the FKKP project could be implemented. Enzkreis was, however, already actively involved in climate change mitigation before that. The Climate Action Unit was already established in 2009, and since 2012 we have been hosting the European Energy Award. During this initial period, in spring 2011 the possibility of establishing links with Tanzania was put forward. The then District Chief Executive issued an invitation to a small delegation from Masasi, who then visited Enzkreis in September 2011. After that the Service Agency approached us. They asked whether we would like to be involved in the 'Municipal Climate Partnerships' project, first of all because the topic was right and secondly because the focus in the first year was on Africa,

and Tanzania in particular. In October 2011 the District Chief Executive informed the heads of the assembly groups that the municipal partnerships were starting and that we could get involved. The kick-off meeting in Tanzania was also attended by the then deputy chair of the SPD assembly group and the then chair of the Greens assembly group, who signed the Memorandum of Understanding. Following the elaboration of a joint programme of action, in 2013 and 2014 we implemented two Nakopa projects, for which there was no District Assembly resolution, however. Our third project was then the FKKP project.'

Bergisch Gladbach, Cologne, Xanten, Jena (Germany) – Beit Jala, Bethlehem, Beit Sahour (Palestinian territories)



Stephan Dekker, Head of the Mayor's Office in Bergisch Gladbach: 'We first of all had to convince the decision-makers of our project for establishing a novel, joint tourist office for the towns of Bethlehem, Beit Jala and Beit Sahour, plus several smaller neighbouring municipalities. There were many different actors in the three towns, and people there tend to be initially hesitant about innovations.'



Issa Juha, Municipal Engineer and Partnership Coordinator in Beit Jala: 'First of all we were told that we can't create an office like that. Then we discovered that Palestinian law indeed does not permit a joint project of this kind, but does allow a so-called joint services council. So we contacted the Ministry of Local Government, and after some to-ing and fro-ing we established such a council with the ministry's agreement. From that point on this council was officially responsible for the tourist office. The next challenge was holding discussions with the Ministry of Tourism and Antiquities. After several meetings we were able to convince them that with our project we wanted to support them, and not seek to undermine their authority. Our mayors also visited the Minister of Tourism and Antiquities and explained the project. Once we had her approval we were able to continue. Now we are all working together.'

Karlsruhe Administrative District (Germany) – Brusque (Brazil)



Ana Paula Bonatelli, project staff member from Brusque, currently employed by the Environmental and Energy Agency of Karlsruhe Administrative District: 'Corruption causes a great deal of mistrust in Brazil. There were people in the municipality who were surprised where we obtain the project funding, and insinuated that there must be "something else" going on.' Cristiano Olinger, Project Coordinator and Director of the Environmental Fund FUNDEMA in Brusque: 'I have spoken to the current mayor about our project several times, but the responses he gave on this were not clear. In other departments in the town hall some people approved, though other members of staff were also jealous.'



Ana Paula Bonatelli: 'We regularly use the press and the municipality's website to publicise our projects. There we also declare who we get the funding from. We also hold public events where we provide public information on our work. Cristiano Olinger: In the summer of 2019 we launched our e-bike hire stations. This means that one part of our current project is more visible, and people understand that what we are doing is a good thing. It's also very good to get the mayor involved in the project process. Since our last delegation trip to Karlsruhe Administrative District, which the mayor also took part in, he now understands what it's all about. Now he says: "Yes, that's a very good and important cause. The city will benefit a great deal from these projects." So now he stands up for the projects because he believes in them himself, and is able to quieten down the critical voices somewhat.'

Wernigerode (Germany) – Hoi An (Viet Nam)



Katrin Anders, Office for Urban Planning, Sustainable Urban Development and Demographics, Municipality of Wernigerode: "We don't know how to drive forward our partnership topics as intensively as they really should be driven forward. We don't have a dedicated position for municipal partnerships. From councillors we also hear things like: "Make sure you keep the costs down. Spend more time taking care of problems here in our municipality.'"



Katrin Anders: 'We try to spread the involvement across many pairs of shoulders, above all outside of the local authority itself. You need people who are really keen on partnership projects and are not fearful of difficulties. You need trust.'



Katrin Anders: 'However, people shouldn't entertain too many thoughts in advance about whether everything will work. The attitude "We'll manage somehow" helps – then it can be a lot of fun. What you need is a solution-oriented approach rather than a problem-oriented one.'

Lessons learned: Political backing

- A 'Can't do it' in response the first idea for a project does not yet mean the end of the project. Research feasible options yourself, and modify the idea for the project where appropriate.
- Persuade others, seek (and keep seeking) dialogue with decision-makers.
- Use liaison missions to gain understanding and trust among decision-makers.
- Position projects within the two municipalities' respective political agendas and resolutions for development.
- If possible, get the mayor to position himself with respect to the project and publicise this within the municipality and among the general public.
- Editors' tip: Suggest a council resolution to support the project.
- Editors' tip: Build a broad base of support.
- Editors' tip: Use the press, your website and events to provide the public with information on the project and the source of the funding.
- Publicly present visible project results.

5.3.2. Political crises

Project actors are unable to influence social and political events such as protests against the government, violent confrontations or overthrow of the government. The only thing you can do is to bear the possibility of such developments in mind. Should they become more likely, you can prepare for the consequences. In the worst case scenario rapid adjustments should be made in the project.

Solingen (Germany) – Jinotega and La Cal (Nicaragua)



Thanks to the installation of solar-powered water pumps, along with filtration and distribution systems, as well as expansion of the sanitation system, people's situation in the rural municipality of La Cal, which belongs to the *departamento* of Jinotega, has improved. In accompanying educational activities on environmental protection issues and on health prevention, the population have been made aware of the importance of carefully and systematically managing water as a scarce resource.

© Stadt Solingen



Sofia Thives-Kurenbach, Municipal Development Cooperation Coordinator, City of Solingen: 'In spring 2018 there was political and social unrest in Nicaragua, which also claimed two lives and left many people injured in Jinotega. At that point most of the project activities had already been completed. Working closely with the population of La Cal, a rural municipality in the *departamento* of Jinotega, we built infrastructure to obtain clean drinking water and created low-carbon sanitary facilities. The

education work which our cooperation partner was performing with the public in Jinotega continued during the unrest. For the time being, however, large meetings were not possible due to a ban on gatherings. Seen from Solingen it was very difficult to judge what was happening in Jinotega. Our impression was that civil society there was divided.'



Sofia Thives-Kurenbach: 'The larger educational events were temporarily redesigned as smaller activities. They were then able to take place despite the ban on gatherings. In Solingen we have a partnership association that is extremely well networked and operates very effectively. It also supports the partnership in difficult times, and keeps the links with civil society alive.'

Horb am Neckar (Germany) – Belo (Cameroon)



Eckhardt Huber, Head of Department for Energy, Climate Action and Power Supply at the Horb Public Utility Company: 'We had completed a first Nakopa project in Belo in 2018. Our second Nakopa project was an electrification scheme in Tumuku, which is part of Belo. It was envisaged that as well as four schools, one health post and an assembly hall, up to 500 private houses could be supplied with renewable electric power using a rooftop and ground-based photovoltaic power system. However, we were not able to implement the project to completion. When we were about to put the measure out to tender in March 2019, with all components such as shipment, delivery and on-site assembly, riots broke out.'



Eckhardt Huber: 'For safety reasons we withdrew the invitation to tender that we had prepared, and said that for the time being we would have to wait and see how the local situation develops. There had already been unrest in other parts of the country. Underground organisations had formed and withdrawn into the interior, which also included our partner municipality. There they had set up fighting camps from which they launched attacks on administrative facilities, military installations and the police, which drew corresponding responses. A large percentage of the population has since left the area. In some regions entire villages have been burned down. Implementing the project was therefore no longer



In November 2016 things were still peaceful: Inhabitants of Tumuku-Belo seen here together with the village elders welcoming a delegation from Horb am Neckar. This was as it were the inaugural meeting, before the electrification project was developed and funding applied for in 2017. This involved proposing the second Nakopa project as part of the climate partnership. © Stadt Horb am Neckar

an option. Since then, although we have been in touch with individual actors, including NGOs and people from the project core team, we have not been in touch with the municipality. A further development was that the then mayor passed away in February 2019. A new mayor is now in office, but he is not in Belo. He is staying in the capital and has not been in touch with us. We got his name and his email address through one of our contact persons, but we have not yet had any response from him. When the situation permits we intend to submit a new proposal and see whether we can get the project off the ground once again. But it's not yet possible to see when that might happen. We would now like to find out how many people are still in the area and where the others have gone. And whether there are perhaps new, similar municipalities in a safe area where the project could be implemented along the same lines.'



Eckhardt Huber: 'It's important to have several people on the ground who can report back on what's actually going on. You should also include milestones in your project where you can say: Ok, we could still discontinue the project here without causing any major financial damage. When the right moment would be to pull out in an emergency is of course dependent on the project in question. For us one thing was absolutely clear: Once we were to enter into an agreement, we would be taking on a not inconsiderable obligation to pay. And of course

you should be familiar with conditions in the project country. In autumn 2018 there were also presidential elections in Cameroon. These did not help to calm things down. In fact they rather triggered a crisis.'

Lessons learned: Political crises

- Monitor local and national politics; at the same time, be aware of the safety advisories published by the Federal Foreign Office.
- When planning the project and milestones, include worst-case scenarios from the outset.
- Adjust activities in line with new conditions. In case of a ban on gatherings, for instance, seek alternative formats for events.
- In an emergency, apply the emergency brake and discontinue the project before it turns into a ruin involving major financial damage.
- Maintain diplomatic contact, establish what the preconditions for further cooperation would be.
- If this is not possible (or as an additional strategy): stay in touch with other project actors.
- Take a break if political communication breaks down.

5.3.3. New political appointments

Democratic systems entail the holding of local elections at regular or irregular intervals. These in turn entail personnel changes. Anti-corruption measures can also lead to changes in personnel in a municipality. Manoeuvring a project through such processes often asks quite a lot of the project team, which by that time has usually become subject to change.

Herrsching (Germany) – Chatra (India)



Franziska Kalz, Environment and Agenda 21, Municipality of Herrsching: 'In every municipality there is a municipal engineer. The one in Chatra was there at the beginning of our project, spoke good English and wanted to support the project. Then he was transferred, because engineers have to be replaced every four years in order to prevent corruption. It took a long time for the new engineer to come,

which meant that we had no direct contact person in Chatra.'



Franziska Kalz: The Verein Indienhilfe (India Association) in Herrsching supported us. They have an office in Kolkata with several staff, and supported our communications. Because here in Herrsching we don't speak Bengali, and our partners in Chatra don't speak English.'

Hamburg (Germany) – Dar es Salaam, Municipality of Kinondoni (Tanzania)



Dr Florian Kölsch, consultant from the Dr. Kölsch Geo- und Umwelttechnik GmbH company: 'The high fluctuation among our partners is a problem. It is government policy that staff should rarely remain in their posts for longer than three years. This is designed to combat corruption and "mix the tribes" I've now seen the fourth mayor. This slows down the project, because fundamental aspects need to be explained time and time again.'



Dr Kölsch: 'I am the project's memory. One contact person in the municipality also supports this. He was there at the beginning, then left in the meantime, but is now back again.'

Karlsruhe Administrative District (Germany) – Brusque (Brazil)



Cristiano Olinger, Project Coordinator and Director of the Environmental Foundation FUNDEMA in Brusque: 'In Brazil it is the mayors who appoint staff in the municipality. When a new one comes in he can reassemble all the teams.' Birgit Martin, Climate Partnership Coordinator, Karlsruhe Administrative District: 'With each change of mayor we faced new obstacles. Every time we almost had to go back to square one.'



Birgit Martin: 'The Director of the UNIFEBE University, with which we cooperate, met the last new mayor and explained how important it was that Cristiano Olinger should keep his position and remain able to work in the projects. Fortunately that worked, and it's a very important point for us. This means we can keep him as a fixed contact person and partner.'



Part of the project since the first visit (2017) to the District Administration in Karlsruhe: Cristiano Olinger (second from left). Due to several changes of mayor, and therefore of the majority of staff in the municipality, this was anything but automatic. © Ana Paula Bonatelli

Schondorf (Germany) – Puerto Leguizamo (Colombia)



Stefanie Windhausen, Councillor in Schondorf: 'At the beginning of the project we agreed various points with the then mayor. After that came fresh elections, and as well as the mayor, all our contact persons were also replaced. This meant that the pledge of budgeting the project funds no longer held. The new mayor was sceptical. Following a visit to Puerto Leguizamo by a delegation from Schondorf, and the mayor's visit to a Service Agency event in Germany, he then understood that as partners we were serious about the project, and that we were not demanding anything in return. A week later he was arrested. An interim mayor was appointed, until the previous one was released a year later. Three months later, however, he was arrested again. Another interim mayor then stepped in who took care of business until the next local election. These occurrences hindered us enormously, because the interim mayors were very cautious with the decisions they took.'



Stefanie Windhausen: 'Keep an eye on elections, and if possible take precautions. When the new period in office begins, you need to find someone you trust and who will earmark budget funds for the project.'

Lessons learned: New political appointments

- When planning your project take into account local elections in the municipalities involved during the project period, and take precautions to ensure that project activities can be continued.
- Be aware of the fact that in some project countries the new mayor may be able to replace staff in the municipality.
- Try to help bring about a situation in which you are able to continue working with your existing partners.
- Identify a trusted individual in the new administration who will earmark budget funds for the project.
- Seek stable support outside of the municipal administration.

5.4. Cooperation agreement

When the German municipality and their partner municipality enter into a cooperation agreement, the signatories declare themselves willing to jointly plan and implement a project. The agreement should stipulate on a binding basis for instance who will perform which tasks in the project on what basis funds will be spent, and what legal regulations apply with regard to the procurement of supplies and services. To achieve this, it is important to discuss the agreement. Where partners have different legal systems, these discussions can take up quite some time.

Hamburg (Germany) – Dar es Salaam, Municipality of Kinondoni (Tanzania)



Wolfgang Grätz, Head of Division for Development Cooperation, Senate of the Free and Hanseatic City of Hamburg, International Cooperation Department: 'We entered into our first cooperation agreement with the Municipality of Kinondoni. The plan was to build a composting plant for market waste there. However, the agreement was not recognised as a basis for VAT exemption, as formally our project was not a government project. On the German side it was, because the agreement involve the Government of Hamburg. On the Tanzanian side it wasn't, because a municipality was the partner.'



Wolfgang Grätz: ‘We formally concluded the agreement again, this time with the Tanzanian Ministry of Finance as the partner. The old agreement remains valid, while the second extends it to a further contractual partner and contains a passage indicating that the project is tax-exempt. So now it is a government project as understood in the context of the German-Tanzanian agreements.’



Norbert Evermann: ‘My employer, the AVG, went to great lengths to take over this ten per cent, which it finally did with special approval from Engagement Global and the BMZ. This itself took months, which is why we were only able to start very late.’

Lessons learned: Cooperation agreement

- Where appropriate, ascertain whether entering into an agreement can entail possible tax exemption.
- If so, take note of who the agreement has to be officially concluded with in order to achieve this.
- Do not underestimate the time required for contractual negotiations.



Here a composting plant for market waste is being built. Meeting the contractual and planning requirements for commencing the building work took a long time .
© Dr. Florian Kölsch

Cologne (Germany) – Rio de Janeiro (Brazil)



Norbert Evermann, Projects, Business Area Development and Strategy Unit at the Cologne Solid Waste Management and Recycling Utility Company (AVG): ‘The agreement for the project was concluded between the City of Cologne and Engagement Global, not with the AVG or the City of Rio de Janeiro. After signing it, Cologne was obliged to enter into a sub-agreement with Rio de Janeiro containing the key stipulations. The City of Rio did not wish to sign this agreement. They showed us an agreement dating back to 1995 between the Federal Republic of Germany and the Federal State of Rio de Janeiro, which stated that Germany provided technical assistance free of charge. We then understood that the problem was the ten per cent contribution by the municipality stipulated in our agreement. We spent six months in contractual discussions, even as the budget situation of Rio de Janeiro continued to deteriorate even further.’

5.5. Finance

5.5.1. The municipalities’ own contribution

‘Put your money where your mouth is’ – this saying doesn’t quite apply to municipal development cooperation projects, because alongside funded projects there are also other levels of cooperation, after all. Yet what is clear is that for many activities, money is required. Generally speaking, funding opportunities for municipalities include a contribution by the municipalities of at least 10 per cent of the total funding amount. Providing this portion of the project costs is the first major hurdle. There are various solutions: Either one of the municipalities pays this amount, or it is shared between the partners, or there are third parties who pay the missing sum.

Bremerhaven (Germany) – Rolandia, Caraguatatuba and São José dos Campos (Brazil)



Jens Cordes, Director, Fire Brigade, City of Bremerhaven: ‘Managing the municipality’s own financial contribution is always a challenge in municipalities that lack the financial resources.’



Jens Cordes: ‘For projects like this, Bremerhaven needs something in return. You have to do a lot of work to persuade the top administrators and policy-makers, and

emphasise the positive benefit. Because we in Bremerhaven also benefit from such projects. There are many things where you have to say: Yes, we could really gain from that. To be specific, we ourselves have not yet finalised our own disaster risk management plan down to the last detail, which means that we too will benefit from the joint workshop results. In the last project, these arguments enabled us to provide this contribution from municipal funds, through a council resolution. In a previous project we shared it fifty-fifty with our Brazilian partners.'



A delegation from Brazil visiting their colleagues at the fire brigade in Bremerhaven in October 2019. At their workshop they are discussing the failure of critical infrastructure, taking a power cut as one example. © Feuerwehr Bremerhaven

Karlsruhe Administrative District (Germany) – Brusque (Brazil)



Birgit Martin, Climate Partnership Coordinator, Karlsruhe Administrative District: 'The financial situation in Brusque is not so great. This is why our partners were unable to pay their own contribution.'



Birgit Martin: 'Since we are committed to the partnership and our projects, and wish to make progress with sustainability and climate action, our district administration is glad to meet the whole of the joint contribution itself.'

Lessons learned: The municipalities' own contribution

- Persuade people in your own municipality: Highlight what the municipality will gain in return for its own contribution.
- Find arrangements with your partner municipality as to who will provide which project monies.
- Make clear and reliable agreements on this in good time.
- Editors' tip: Find reliable third-party donors, particularly as a municipality consolidating its budget.
- Editors' tip: Find donors early on.

5.5.2. Transfer of funds

In many cases the funding for implementing activities is passed on to the partner municipalities. This can help increase value creation in the partner country and boost mutual trust between the partners. This is not always possible, however. Whether the funds are managed by the German side, or transferred to the municipality in the partner country, is ultimately up to the relevant project actors. What is important is to manage these funds carefully, and demonstrate this in reports. And even though this may seem complicated, the use of private accounts for transporting money in suitcases on project trips is a no go.

Schondorf (Germany) – Puerto Leguizamo (Colombia)

Stefanie Windhausen, Councillor in Schondorf:



'A bank account was opened in Puerto Leguizamo. Schondorf then transferred an amount of money into it. However, it was not possible to spend this same amount as envisaged. What we didn't know was that in Colombia there are municipal taxes, the so-called *tasa de estampilla*, which could be translated into English as 'postage stamp tax' (not to be confused with stamp duty). Each municipality can set the rate themselves. For all expenditure incurred by Puerto Leguizamo, a total of around twelve per cent of the amount spent is deducted for cultural institutions, health care etc.'



Stefanie Windhausen: 'We talked about these municipal taxes and found a compromise. Of the twelve per cent in taxes some are optional, so that at the end only around seven per cent was due on expenditure using the transferred funding.'

Gudensberg (Germany) – Schtschyrez (Ukraine)



Dr Eberhardt Kettlitz, Coordinator for Municipal Development Cooperation, Municipality of Gudensberg: 'Schtschyrez told us that some citizens were thinking that the mayor had been bought by "the Germans" who, so these citizens believed, were "planning something". Rumour had it that we were transferring 500 euros onto his account every month.'



Dr Kettlitz: 'Together with the mayor in Schtschyrez we decided to draw up a partnership agreement. The Joint Municipality of Wathlingen, which had also implemented a project in their Ukrainian partner municipality, kindly supplied us with a specimen. We adapted this specimen agreement to our own needs. It stipulated that Schtschyrez would pay its own contribution itself and directly to the contracted firms, and that Gudensberg would also pay its own contribution and the funding directly to the Ukrainian firms.'

For this purpose, however, Ukrainian planning and construction firms that were contacted by us in Gudensberg needed foreign accounts, which were subject to charges. This was usually no problem. Using this procedure we were able to avoid funds flowing between the two municipalities. At public meetings in both municipalities we made this transparent to everyone. However not all firms or individual companies, such as interpreters or restaurants in rural areas, have the aforementioned foreign accounts. Then it's only possible to pay in cash, though fortunately we always had a receipt block with us.'



Dr Kettlitz: 'We would be glad to make the partnership agreement available to interested municipalities.'



Dr Kettlitz: 'It was only in the course of the project we learned that Germany's foreign trade regulations require payments to be reported to the Deutsche Bundesbank.'

This obligation applies to payments above 12,500 euros that go abroad or come from abroad. Those obliged are commercial enterprises, municipalities and private individuals.'



Dr Kettlitz: 'We applied to the Deutsche Bundesbank for a reporting number just in time, which means we can now report the payments.'



Discussing things in the library in Schtschyrez: Together the two sides decided to enter into a partnership agreement. This regulates the management of project funds.
© Stadt Gudensberg

Karlsruhe Administrative District (Germany) – Brusque (Brazil)



Birgit Martin, Climate Partnership Coordinator, Karlsruhe Administrative District: 'The first two bank transfers to the Municipality of Brusque didn't work. We transferred the money through the foreign transactions department of our regional bank, and then it got stuck at an intermediary bank in the UK. The Brazilian side went to great efforts to get the money. In spite of everything the transaction did not work. We got the money back from the intermediary bank, though of course we lost some of it through the bank charges.'



Birgit Martin: 'We learned that the bank needs a direct contact person in Brusque with a postal address, email address and telephone number. The person must be reachable immediately when the money arrives, and then present numerous documents to demonstrate that everything is legal and the money may be called up. This is how we actually managed to transfer the money to Brusque.'

Lessons learned: Transfer of funds

- Together with your partners seek the best option for transferring the funds.
- Especially with larger amounts, the transfer of funds to the partner municipality should be performed by banks and specialised financial service providers that are authorised by the Federal Financial Supervisory Authority (BaFin).
- Obtain information on fees charged by banks and financial service providers, and on taxes, in good time.
- Find out about the ins and outs of bank transfers. In Colombia, for example there is the so-called *tasa de estampilla*, which translates as: 'postage stamp tax'. For bank transfers to Brazil there must be a contact person on the ground who can be reached at all times and supply the proof required.
- Large sums of cash should not be transported by individuals, because there is a risk of theft or robbery. Furthermore, when cash is transported in person this may have to be registered with the customs authorities.
- Do not use private accounts for transferring funds.
- Editors' tip: Create a specific billing object in each municipal budget so that the transferred funds can always be used for their designated purpose.
- Consider the option of both municipalities spending amounts equivalent to their own contribution, in order to avoid financial transfers that may be difficult.
- Discuss with other municipalities how they went about handling financial transfers, and follow good practices.
- A partnership agreement can help counter accusations of things like bribery or corruption.
- Payments abroad of more than 12,500 euros must be reported to the Deutsche Bundesbank.

5.5.3. Record keeping

Once the municipalities' own contribution has been organised and the project is launched, the finances need to be managed. Here it is helpful to keep in mind from the outset the regular accounting procedures at the end of the project.

Solingen (Germany) – Thiès (Senegal)



Sofia Thives-Kurenbach, Municipal Development Cooperation Coordinator, City of Solingen: 'We worked together

with the local administration in Thiès on project accounting. Our partners often found it difficult to keep in mind the original proposal and the accounts when working at the level of project implementation. They also found some of the prescribed forms difficult, such as the list of vouchers. At our working-level meetings, there was not really enough time to transfer the knowledge that we had gained at the beginning of the project through the training provided by Engagement Global.'



Sofia Thives-Kurenbach: 'For the meetings at working level it is helpful to set aside one or two days beforehand to discuss accounting issues. It would also be helpful to hold special kick-off workshops at the beginning of the project to enable the working levels on both sides to get to know each other and undergo joint training.'

Lessons learned: Record keeping

- The working levels on both sides should be familiarised with accounting procedures together, right from the beginning.
- Use the training offered by Engagement Global.
- Editors' tip: If anything is unclear, make sure you confer with your partners and request assistance.
- Editors' tip: For all (travel) expenses, obtain receipts containing the required information immediately.

5.6. Procurement and imports into the partner country

In many partnership projects materials, machinery or services are needed before the planned project can begin. These must be put out to tender in accordance with procurement law. Contracts are awarded based on the principles of value for money and competition. Anyone who has ever procured anything knows that the process – from drawing up the tender documents to the contract award decision – can be complex and lengthy.

To boost economic performance in the partner country, procurement should normally be conducted in the country concerned. If there are demonstrable reasons why this is not possible or not appropriate, and the goods must be procured in Germany or a third country, importing those goods into the partner country then becomes an issue. Importing them also entails numerous challenges involving the transfer, customs clearance etc.

Schondorf (Germany) – Puerto Leguizamo (Colombia)



The project in full flow – actors from Schondorf and Puerto Leguizamo installing the turbine imported from Germany. In combination with solar cells it is being used to power the newly procured electric boat. © Stefanie Windhausen



Stefanie Windhausen, Councillor in Schondorf: ‘For the electric boat project, our plan was to export a unique system comprising a turbine and photovoltaic cells manufactured by the Smart Hydro company at Lake Starnberg, for which expertise also exists in the Global South, as well as an electric motor as an outboard motor, made by another German company. We’d never be have been able to manage

the process of exporting them from within our municipality.’



Stefanie Windhausen: ‘The Smart Hydro company with all their knowledge were a huge support. They took care of the transport, customs, a dispatcher, free port storage, guarding of the goods etc., as well as Spanish-speaking employees who were able to steer the process.’

Cologne (Germany) – Rio de Janeiro (Brazil)



Norbert Evermann, Projects, Business Area Development and Strategy Unit at the Cologne Solid Waste Management and Recycling Utility Company (AVG): ‘For the planned composting of organic waste we needed a composting plant. Our project agreement stipulated that the funding would be transferred to Rio de Janeiro, so that the city could procure the required equipment itself in Brazil. As part of our technical assistance we specified what equipment we considered appropriate. As we see it, our partners then did not feel able to conduct an appropriate invitation to tender’



Norbert Evermann: ‘We received approval from Engagement Global to conduct the invitation to tender ourselves instead. The project agreement stipulated that the equipment should preferably be purchased in Brazil. Should that be not possible or should it offer very poor value for money, then the equipment is supposed to be procured in another country in the region. We finally published the invitation to tender in an appropriate organ in Rio de Janeiro, and at the same time in a European tender journal. We did the latter because according to our own AVG articles of incorporation we were obliged to issue the invitation Europe-wide. In accordance with our agreement we specified Rio de Janeiro as the place of delivery and performance. Potential bidders have to register in order to be able to download the full tender documents. After three months we discovered that of the roughly ten potential bidders, none of them had submitted a bid. I then spoke to all those who had expressed an interest. Some said: “In this healthy economic climate we can sell machines so easily, so why should we let ourselves in for all these additional challenges entailed by exporting plant to Brazil?” Others did show some interest, but feared having to pay customs duties of up to a hundred per cent.

Finally we launched another invitation to tender. Before this second invitation to tender procurement law in Europe had changed, and we were not familiar with the new regulations. So out of our own pocket we had to hire a law firm to help us apply the procurement law correctly. In this second invitation to tender, with Engagement Global's consent we gave Europe as the place of delivery and performance, and stated that we assumed responsibility for the entire risk of transport, import, taxes and so on. When we found a company from Ireland, we then needed support on the ground in Brazil to import the machinery. We had to approach two tax and law firms before the third one was finally able to help us. It was a renowned Brazilian law firm with a branch office in Germany. They showed us how to import such machinery tax-free within the framework of our project. Once again, we had to pay the costs for the law firm ourselves.'



Norbert Evermann: 'As we learned, in a project like this you shouldn't assume that procurement will be a straightforward matter. It is advisable to allow for more time and expense.'

Wernigerode (Germany) – Hoi An (Viet Nam)



Katrin Anders, Office for Urban Planning, Sustainable Urban Development and Demographics, Municipality of Wernigerode: 'Even publishing the invitation to tender for the photovoltaic system was a challenge for us, particularly as regards translating the documents. We worked with a solateur from the Wernigerode region, who drew up the technical specifications. These were translated and sent to Hoi An. Using these data and our recommendations for the tendering process, the invitation to tender was prepared there. We were supposed to check it once more, however, as contractually agreed. So, the 150-page pamphlet was translated back into German again and we checked it. New points cropped up, which also had to be translated. When we submitted the proposal we completely underestimated the lengths we would have to go in this regard, and did not plan for the costs.'



Huong Trute, initiator of the partnership, Honorary Project Coordinator from the Wernigerode Intercultural Network, and interpreter for the project: 'I didn't have the time to do all the translations in the project. However,

the translations we commissioned, which cost a lot of money, were not always optimal. It was important to check them again afterwards.' Katrin Anders: 'Without Huong Trute and other dedicated individuals from the Wernigerode Intercultural Network, who provided support with all matters and in this case did the proofreading work, the procurement and the project as a whole would not have worked as things stood.'



Katrin Anders: 'When planning your project, reserve sufficient money for such translation services right away.'



A banner of the tourist organisation in Hoi An referring to the planned installation of the photovoltaic system in partnership with Wernigerode. © Lothar Andert

Gudensberg (Germany) – Schtschyrez (Ukraine)



Dr Eberhardt Kettlitz, Coordinator for Municipal Development Cooperation, Municipality of Gudensberg: 'Until 2014 the local level in Ukraine was centrally controlled. Municipalities carried out whatever instructions came from the capital. In the course of the decentralisation reforms municipalities received more tasks, more funding and more leeway. For the administrators and decision-making bodies, taking more major decisions and mastering complex tasks on their own responsibility is a new experience. This also applies to procurement procedures.'



Dr Kettlitz: 'For our partners the German support is very helpful in getting to know procedures, and seeing the benefits and drawbacks of the procedures practised in German municipalities. We too benefit, because

we see more clearly why our complex procurement system makes sense – amongst other things because it helps prevent corruption and the wasting of funds.’

Lessons learned: Procurement and imports into the partner country

- Familiarise yourself with national procurement regulations and tendering processes.
- Involve your partners in the procurement process.
- Reserve sufficient funds for translation services when the two partner municipalities discuss the tender documents.
- For procurements in Germany or a third country: seek competent external supporters, particularly for transfer, customs and if necessary interim storage, as well as other challenges associated with importing goods into the partner country.
- Appropriate supporters may include: chambers of commerce and industry, migrant organisations with knowledge of the country, partnership associations, businesses or tax and law firms.
- For procurement in general, but particularly for the import of procured goods into the partner country, calculate costs early on and allow sufficient time as a buffer.
- If difficulties arise, contact the Service Agency.

5.7. Communication

A culture of communication that works is the foundation of any partnership. When everything is right in this regard, project implementation is likely to succeed. The kinder, more respectful and more open people are in dealing with each other, the more everyone involved will be motivated to work. They will pull together. In most cases it takes a little time and practice for the project actors to get to know each other, build sufficient trust and work together as a team. In teams with members in different countries, additional challenges include selecting the appropriate means of communication and communicating across language barriers.

Erfurt (Germany) – Kati (Mali)



Georg Ohlmann International Relations/ Minutes, City of Erfurt: ‘I speak fluent French, so I was usually able to ensure communication. However, it is often difficult to reach people in Kati. Power cuts there are a frequent occurrence, Internet coverage is patchy, and emails get lost. What doesn’t work at all as the postal system.’



Georg Ohlmann: ‘If we don’t receive a response we ask again. And otherwise, when the need arises, we also use semi-official means of communication such as WhatsApp or Telegram etc.’



For a meeting in Kati You always need someone who can translate between the languages Bambara or French and German. © Georg Ohlmann

Kassel District Administration (Germany) – Anenii Noi (Republic of Moldova)



Harald Kühlborn, Public Outreach Work, Culture and International Cooperation, District Hall Kassel: ‘At the beginning of the project our partners changed. Not everyone on the side of the new partners spoke English – unlike the original partners. And we ourselves couldn’t speak sufficient Russian or Romanian.’



Harald Kühlborn: ‘We hired an interpreter for the project visits, which generated additional costs. For the joint parts of the follow-on proposal later on there were people responsible in the district administration who spoke sufficient English. That made our work easier.’

Stuttgart (Germany) – Bogotá (Colombia)

Hermann J. Kirchholtes, former Head of Municipal Brownfields at the Environmental Protection Office in Stuttgart (capital city of Germany's federal state of Baden-Württemberg): 'At the beginning we tried to communicate in the project in Spanish. However, I had problems with the speed, the vocabulary, and the specialised administrative and technical Spanish spoken there. Even one of my colleagues who was born in Colombia said he didn't understand everything. That's dangerous: If you phrase something not quite correctly and generate misunderstandings that has consequences for the project.'



Hermann J. Kirchholtes: 'We called in an expert from São Paulo who possesses excellent expertise, has a command of the administrative and technical terms in Spanish, and speaks German. Whenever we were in Bogotá he was there, and also kept in touch with us at other times.'



Hermann J. Kirchholtes: 'If you're not on the same language level you shouldn't get involved in this kind of communication. The ideal thing would be to agree on a language that's a foreign language for everyone involved. That way everybody has the same opportunities or problems.'

Solingen (Germany) – Jinotega and La Cal (Nicaragua)

Sofia Thives-Kurenbach, Municipal Development Cooperation Coordinator, City of Solingen: 'Even professional translations of documents can sometimes twist the meaning at crucial points. One translation of a contract, for instance, read "the activities should be completed in October", whereas the intention of the original was "by the end of September". This is annoying, of course. It was also difficult to translate questions concerning accounting and German funding law in ways that our partner municipalities could understand. The quantity of individual vouchers was a major challenge for us. They are written in Spanish, often show minute amounts, and must always be allocated to an activity.'



Sofia Thives-Kurenbach: 'We translated the numerous vouchers using keywords. Our friends' association helped us with communication, as did a multilingual contact person in Jinotega. The more such intermediaries are involved, however, the more of the original message is lost. And what's more, even someone who speaks fluent Spanish often cannot translate technical terms without additional help.'



Poring over the papers: There were a number of administrative challenges in the project between Solingen and Jinotega. © Stadt Solingen

Karlsruhe Administrative District (Germany) – Brusque (Brazil)

Ana Paula Bonatelli, project staff member from Brusque, currently employed by the Environmental and Energy Agency of Karlsruhe Administrative District: 'At our first video conference our mayors each read out a speech. Since then we have held regular video conferences once a month using the university's equipment. We take the time difference into account, that works well. We had translators who translated from German into Portuguese and vice versa. But we noticed that some things were getting lost, and technical terms were in some cases not translated correctly.'



Ana Paula Bonatelli: 'We therefore decided to use English as our project language. I provided support on the Brazilian side, I help out with some words, and add or correct things in conversations so that we achieve accurate communication. Of course we sometimes also use body language, or Google Translate. We're creative, we don't let our projects get ruined by language.'

Birgit Martin, Climate Partnership Coordinator, Karlsruhe Administrative District: 'When we need a translation into English on the Karlsruhe side, for instance when department heads are present, we organise an interpreter in advance.'



Birgit Martin: 'Liaising regularly with our partners is very important. Particularly at the beginning, we felt very insecure about how to behave towards our partners. You should always make an effort to get to know your partners as well as you possibly can. When the project begins you should include a major item for interpretation and translation services in the budget – certainly larger than one might think. You can find suitable individuals through the interpreters' association.'

Tempelhof-Schöneberg District, Berlin



(Germany) – Mezitli (Turkey)

Mirka Schuster, Officer for EU Affairs and Municipal Partnerships, Tempelhof-Schöneberg District: 'Our project language was English. To ensure that the Turkish side had a basis they could actually work on under the same conditions, we had the entire project proposal translated into Turkish using municipal funds. Our intention in doing so was to prevent misunderstandings. For normal communication I tried to use emails. And they were answered, but usually not until something was urgent. My direct contact person tended more towards WhatsApp. However, I do not have a work mobile that is Internet-capable, and I had to use my WhatsApp private account, which I don't really want to do. Also I'm unable to copy and file the messages, which means I can't use them for official business purposes.'



Mirka Schuster: 'I answered via WhatsApp, but kept on trying to steer the communication back to the official email level.'

Leipzig (Germany) – Addis Ababa (Ethiopia)



Katja Roloff, City Councillor and International Affairs Officer in the Mayor's Department in Leipzig: 'It was a major challenge informing the municipality in Addis Ababa and other actors of what activities were planned as part of the inclusion project. We first of all attempted to do so in English, but ultimately we had the complete project proposal translated into Amharic: Even so, we did find that not all those involved knew what objectives the project was

pursuing. We tried to set up a steering committee in Addis Ababa like the one in Leipzig. But here too we found that implementing such projects is not that simple. The actors here in Leipzig are all professionally involved in the project, and attending regular project meetings is part of their normal daily work routine. In Addis Ababa, however, this is a challenge for the people involved. There it is customary to remunerate participation in such meetings separately, including travel costs. We had not included that in the proposal, and were therefore unable to reimburse such costs. Furthermore, the actors concerned would have to have been released from their normal work. So overall it was much more difficult to bring people together.'



One result of the cooperation between Addis Ababa and Leipzig on the topic of inclusion was the prototype of a tactile children's book developed by and with children from both cities. © Annalena Aring



Inge Bozenhardt, Integrated Expert (GIZ) at the TVET Agency in Addis Ababa:

'Despite the difficulties we did have a warm relationship. Both sides were able to see how the other side went about their work. People were tolerant, everybody wanted to understand their counterparts and nobody wanted to insist on or force anything.' Katja Roloff: 'In our project – "City within the City" – a steering committee was formed later on. And for the other activities the actors used the communication channels via their direct contacts.'

Bremerhaven (Germany) – Rolandia, Caraguatatuba and São José dos Campos (Brazil)



Jens Cordes, Director, Fire Brigade, City of Bremerhaven: 'One person from our German project team speaks fluent Portuguese, another one a smattering, and the third person – myself – speaks none at all. At our workshops in Brazil we did without interpreters in order to save money. However, the first person I just mentioned then spent all their time translating and was not able to provide their expertise at all.'



Jens Cordes: 'Unless there is a single project language one should always use professional interpretation services, and allow for these in the budget – especially if you want to steer things directly and efficiently towards points of decision.'



Jens Cordes: 'Far from the meetings we communicated using emails, video conferences, clouds and WhatsApp. My problem was that WhatsApp was constantly overflowing with messages in Portuguese.'



Jens Cordes: 'I got somebody to translate them or used Google Translate.'



Jens Cordes: 'Despite the many channels of communication, face-to-face meetings are necessary. It's difficult to convey the emotional significance of communication via Skype et cetera. To use this instrument effectively people first need to have met face-to-face.'

Lessons learned: Communication

- Discuss intercultural aspects such as different role models.
- In each municipality form a team – a steering committee – to facilitate the project and for communication. The team members should bring different professional and administrative skills to the table.
- The more language mediators there are between the actors, the greater the risk that messages get lost.
- Consequently, for day-to-day verbal communication a shared project language is required, even if – as is usually the case with English – it is a foreign language for everyone.
- When linguistic precision is a must, use professional interpreters.
- When language difficulties arise, gestures, humour and creativity can help.
- Especially with key documents such as project proposals, agreements and terms of reference, professional translations should be produced. Where possible, check written translations for correctness.
- Earmark sufficient funds in the budget for services such as translation and interpretation.
- If you are in a hurry you can use online translation services. However, particularly in the case of legal and technical content, the results of these translations should be handled extremely carefully.
- If you don't receive any response to enquiries, ask again.
- If there is a time difference, take this into account.
- Popular means of communication include WhatsApp, email, video conferences and cloud services.
- Make sure that where possible these channels can be used for municipal business, and that written communication can be added to the project files.
- Schedule regular appointments for discussions and other dialogue formats, because intensive communication is important – particularly at the beginning of a project.
- As well as telephone calls and digital meetings, also plan face-to-face meetings. These are a key prerequisite for successful communication.

5.8. Change of contact persons

Within a partnership project, each actor brings with them specific skills and competences. This means that everyone involved is able to benefit from active exchange with their peers and fellow professionals. When there are changes of personnel in the project team, it is important to in some way record the key points of such an exchange and at the very least the basic information on the project.

Schondorf (Germany) – Puerto Leguizamo (Colombia)



Stefanie Windhausen, Councillor in Schondorf: 'In our well construction project we held two workshops to train volunteers. There was a high fluctuation among the participants, however. They did not really feel responsible, had few specific enquiries for work, and when they did, only a small salary was available in the region. Some of them were offered other permanent jobs, or joined the armed forces.'



At a total of three workshops in Puerto Leguizamo participants familiarised themselves with different types of soils and techniques for building wells. © Stefanie Windhausen



Stefanie Windhausen: 'We broadened the content of the workshops in order to familiarise the participants with very different types of soils and wells, and thus improve their job prospects. We also provided a third workshop to give other participants an opportunity to receive training. One stroke of luck was the only woman among the participants, who was always on the go and is very well connected in the municipality. Thanks to her efforts an association

was formed that can outlast periods in office and change, and that acts as a permanent anchor.'

Gudensberg (Germany) – Schtschyrez (Ukraine)



Dr Eberhardt Kettlitz, Coordinator for Municipal Development Cooperation, Municipality of Gudensberg: 'One question that everyone is familiar with is: How do we make sure that when there are changes of personnel, the knowledge remains?'



Dr Kettlitz: 'In 2018 we introduced digital governance in Gudensberg. This means that every staff member who is authorised can access the project files through the central data management system. New staff can learn the ropes relatively quickly without having to leave their desks. Furthermore, in conjunction with the Coordinator for Municipal Development Cooperation position, guidelines for cooperation in partnership have just been drawn up. Amongst other things these contain information on the division of competences, instructions on filing, and instructions on how cooperation with civil society and private sector institutions as well as the municipal decision-making bodies works.'

Leipzig (Germany) – Addis Ababa (Ethiopia)



Katja Roloff, City Councillor and International Affairs Officer in the Mayor's Department in Leipzig: 'When implementing the project both sides kept minutes and shared them. Based on this, later on we also produced our project documentation. Nonetheless, information sharing was constantly difficult. Sometimes we received only sporadic responses to our emails from Addis Ababa. Nor were the German actors always able to respond immediately, because they were fully occupied with their normal tasks. After a year we realised that this was not a sound basis on which to provide all partners with timely and comprehensive information on the project.'



Katja Roloff: 'We decided to create a project website. This could have been a good platform for information sharing. However, developing and establishing the website took so long that it was not finished until the end of the project period. Unfortunately, this meant that we were no longer able to use it for direct communication within the project.'

Katja Roloff: 'A project website for lively exchange should be included in the project plans right from the beginning. If such a platform is one of the first things tackled in the course of the project, it will certainly be effective in taking communication forward. The whole project will then benefit from that. For example, it will then be possible to agree on things much quicker and in much less complicated ways than we were able to.'



A participant in the inclusion project in Addis Ababa together with Katja Roloff from Leipzig, seen here looking at the documentation of her work, which is also available in a barrier-free digital version. © Stadt Leipzig/Stephanie von Aretin

Lessons learned: Change of contact persons

- Set up a digital data management system that all actors can access.
- Produce guidelines for working together as partners that include information on the division of competences, instructions on filing, and instructions on working together with other actors.
- Set up a project website as a platform for exchange: start early with this, so that the benefits of the website can also emerge during the project.
- Offer workshops to train volunteers.
- Form an association that can function as a permanent anchor and knowledge base.

5.9. Dealing with criticism

Criticism of project content or how it is implemented in practice can come both from within and from outside the project. One way of dealing with this is to prepare yourself to engage constructively with the arguments put by the other side, and present your own point of view in a structured manner. Remaining calm and collected in this situation is not always easy, but it is important.

Bergisch Gladbach, Cologne, Xanten, Jena (Germany) – Beit Jala, Bethlehem, Beit Sahour (Palestinian territories)



Issa Juha, Municipal Engineer and Partnership Coordinator in Beit Jala: 'There are positive and negative people everywhere. Some say to us that we should be investing in something else, taking care of something else.'



Issa Juha: 'We then explain that we can't just focus on one thing and forget about others, for instance focus on good roads, but forget international relations. International relations are very important for the whole of Palestine. What we want is liberty, security and a decent life without borders and walls. That's why it's crucially important that our voices reach people around the world. Through our friends and joint projects we'll achieve that.'

Wernigerode (Germany) – Hoi An (Viet Nam)



Vo Phung, former Director of the Centre for Culture, Sports, Radio and Television, City of Hoi An, Deputy Chair of the Tourism Organisation: 'In our municipality not everyone agreed about installing the photovoltaic system on top of the tourist office. Some said that placing it on the roof of a building that was part of the ancient town and a World Cultural Heritage Site would adversely affect the town's appearance. Particularly when drones are used to look down on the town from above, which is a popular photo motif.'



Vo Phung: 'It was a challenge for us to persuade people that the positive aspects outweigh that argument. After all, the argument wasn't made up out of thin air, of course the system would stand out. But if we gain benefits and want to achieve something, then we're going to have to pay a certain price. It was the only building where it made sense to install a system.'

Not just from a technical point of view, but also in order to raise public awareness. By working to persuade people we finally got the naysayers to accept the plans for the system.'



Vo Phung: 'In Hoi An there are monsoons and typhoons. Many were worried that the system would not be able to withstand these weather conditions, that during a typhoon the solar panels would quickly fall off, fly around and endanger people. They said the system would quickly become industrial waste.'



Vo Phung: 'We tried to alleviate these concerns. And now we are happy that we were right, that the system has already been in operation for two years, has withstood three rainy seasons and so far has delivered only benefits.'



A monitor provides interested visitors in Hoi An with information on the current values of the photovoltaic system. It is freely accessible to all, inside the tourist office on top of which the solar panels were installed in cooperation with the partners from Wernigerode. © Katrin Anders

Gudensberg (Germany) – Schtschyrez (Ukraine)



Dr Eberhardt Kettlitz, Coordinator for Municipal Development Cooperation, Municipality of Gudensberg: 'In Gudensberg we hear questions like: Why wasn't the money used to refurbish the local indoor swimming pool? In Schtschyrez, some people fear that having just gained independence, the town will now be subject to permanent German influence.'



Dr Kettlitz: 'We respond to criticism like this with total transparency and comprehensive public relations work. We explain the development context of our engagement, and that it would not be possible to renovate a local indoor swimming pool using these federal funds. In Schtschyrez we emphasise the friendly nature of our cooperation, and provide figures and time frames. Furthermore, in both towns all citizens are permanently invited to visit the partner municipality and find out more for themselves.'

Schondorf (Germany) – Puerto Leguizamo (Colombia)



Stefanie Windhausen, Councillor in Schondorf: 'We hear things like "First of all take care of the problems here" or "You emit so much CO2 on those flights, can't you do better?". There were also some nasty newspaper articles.'



Stefanie Windhausen: 'For a new project, we are awaiting the outcome of the local election in 2020. Then we'll see whether the new town council back such a project. Concerning the CO2: The flights made by the delegations of all the municipalities in the so-called 1st to 3rd phases of the climate partnerships were offset by the German City of Karlsruhe and San Miguel de Los Bancos in Ecuador in an afforestation project. For other flights, so far we have made offsetting payments out of our own pockets, thus justifying them before the town council.'

**Lessons learned:
Dealing with criticism**

- Take reservations seriously and seek political backing.
- Provide citizens with transparent information about the project through proactive public relations work right from the beginning of the project.
- Seek dialogue with critics.
- Work to persuade people – alleviate concerns by putting forward arguments.
- Specify time frames and figures.
- Explain that the funding is tied to a specific purpose.
- Make offsetting payments for flights.
- Explain the importance of international links and joint projects.

5.10. Working together as equal partners

Equality and partnership are crucial factors for the success of a joint project. In practice this means: listening to each other; including the interests and knowledge of both sides in the project; and defining project objectives, methods and activities together. A project can then become a shared learning experience.



Nuremberg (Germany) – Nablus (Palestinian territories)

Abdelafo S. Aker, International Relations Officer, Municipality of Nablus: ‘It’s important to be clear about the fact that in such cooperation arrangements, you are not working with an ATM. It’s about implementing a project together and on an equal footing. But how do you bring people together?’



Dr Norbert Schürgers, Head of Office for International Relations, Nuremberg: ‘The support provided by the Service Agency is very important for the atmosphere between the partner municipalities, the mayors and the local administration. It gives people the feeling of being part of a movement, rather than on their own. This is why one should make use of the services and other offerings provided by the Service Agency. For our experts from Nuremberg it was also very interesting to come to Palestine. Beforehand, some of them said: “No, we don’t want to go, it’s not safe enough.” But most of them then did decide

to go. It’s important to send people to Palestine so that they can form their own impression of what things are like there. Some of our colleagues returned changed by the experience. And they had got to know our partners in the setting of their own structures. This is also important the other way round: After visiting each other, everyone involved is better able to embrace the project and work together.’

Solingen (Germany) – Jinotega and La Cal (Nicaragua)



Sofia Thives-Kurenbach, Municipal Development Cooperation Coordinator, City of Solingen: ‘At those moments

when you refer to regulations and once again ask your partner about vouchers or the like, you’re no longer on an equal footing. When you tell your partner how things have to be done, you slip into a kind of supervisory role. This is something that can’t be resolved.’



When planning their joint project the actors from Jinotega and Solingen feel that they are equals. This is the footing on which they share decisions on the idea behind the project and how to implement it. © Stadt Solingen



Sofia Thives-Kurenbach: ‘On a human level and the planning level we certainly do work together as equals. This is very important for us, and you should always pay attention to this.’



Sofia Thives-Kurenbach: ‘As a municipality consolidating its budget in North Rhine-Westphalia, at some point we have only very limited scope. We had to explain this to our partners very precisely.’



Sofia Thives-Kurenbach: 'It's important in municipal development cooperation projects to work together in such a way that the two partners do not slip into traditional roles of donor and recipient.'

Bremen (Germany) – Durban (South Africa)



Jörn Hendrichs, Development Cooperation Officer, Free Hanseatic City of Bremen: 'Sometimes a query came from the Service Agency, for instance on a voucher or something that was not filled in correctly.'



Jörn Hendrichs: 'In such cases, as partners we both feel chided and accountable to the donor. The funding of course does not come from Bremen, we simply pass it on. This is why based on the funding there is no difference between us as partners.' Bongomusa Zondo, Municipality of Durban: 'At no time did we in Durban feel smaller than our partners. We never had the feeling that anyone was giving us money in exchange for control. We have achieved a personal and equal relationship with someone for whom our interests are equally important.' Jörn Hendrichs: 'Our joint projects are the core of our partnership and go far beyond the mayors of two partner municipalities visiting each other once a year. We have come to trust each other, which is really extraordinary. Personal friendships have formed.'

Lessons learned: Working together as equal partners

- Plan and implement projects together and as equal partners.
- Building personal relationships and trust is fundamental.
- Build projects on the structures, political resolutions and agendas of the partner municipalities.
- Meet your partners in their local working contexts.
- Make equal partnership a conscious challenge at the working level, even though the project structure makes this to some extent more difficult: The German municipality is the project executing agency, and must therefore apply the rules that arise from the terms of support. It also passes on the funds.
- Emphasise that both partner municipalities are nevertheless working together on the same side in the project. Both sides must comply with the funding agency's terms of support, both must demonstrate that they have used the funds properly, and both receive public funding.
- Use these arguments to try and move beyond the traditional roles of donor and recipient.
- Maintain respect for the functions, processes and customary practices in your partner municipality.
- Use the meetings offered by the Service Agency: preparatory seminars, network meetings, round tables.

5.11. Sustainability

What effects will last beyond the time frame of the project? Where will these effects occur – in the social, environmental or economic spheres? How can sustainable project implementation of this kind be achieved? It is absolutely essential to be able to answer these questions before the project begins. To ensure that the project can continue to deliver results after it has been completed, plan ahead for the needed resources and any follow-on costs right from the outset. In the course of the project it can be helpful to regularly shift your gaze away from your day-to-day tasks and consider the long-term objective.

Würzburg (Germany) – Mwanza (Tanzania)



Amin Abdallah Amin, Project Coordinator, City of Mwanza: 'Establishing our solar-powered lamps project for fishers at Lake Victoria was difficult. The fishing community have traditionally used kerosene lamps to attract fish at nights. However, the kerosene is toxic for the lake and the lamps give off considerable emissions. Furthermore, the fishers have to spend up to half their income on kerosene and repairs.' Sabine Herrmann, former staff member at the Würzburg International Office: 'The Würzburg association M.W.A.N.Z.A. e. V. has been trying to introduce solar lamps there since 2004. So far this has not had any lasting effect.'



Amin Abdallah Amin: 'We have continuously emphasised the advantages of the solar powered lamps and raised awareness within the fishing community. The prototype of the lamp, which can be produced in our region with local materials, was designed by the University of Applied Sciences Würzburg-Schweinfurt. We gave each interested fisher one of these lamps. In return they had to give us a certain amount of money per day and hand over one kerosene lamp until the full costs of the solar-powered lamp were reached. Then the lamp belonged to the fisher in question. The turning point came when people realised that they could use local technologies and materials to design their own version of the lamp. They began making their own lamps in order to save costs. This is because the ones we handed out were rather expensive. The fishers in our pilot region have since all decided in favour of the solar-powered lamps, because it would cost them more to buy the kerosene for the old lamps.'

Hamburg (Germany) – Dar es Salaam, Municipality of Kinondoni (Tanzania)



Dr Florian Kölsch, consultant from the Dr. Kölsch Geo- und Umwelttechnik GmbH company: 'There are too few trained personnel locally for our composting plant. Chiefly because the plant is the first of its kind in the region.'



Dr Kölsch: 'We are working with a local partner, a non-governmental organisation, which has experience with micro-composting. Once the plant is running they will provide on-the-job training for future staff. There are also plans to operate the plant on a public-private basis. For the initial phase a partner from the private sector has been found. Later on this must be put out to tender in accordance with Tanzanian law. The plant will produce not only compost, but also emission reductions, as it were. Once everything is working and the emission reductions have been certified, these will go back to the environmental agency in Hamburg. They were so to speak prefinanced by the Hamburg fund for offsetting CO₂ emissions from business flights. The City of Hamburg therefore has a strong interest in effective operation of the plant.'



Fisherwomen and fishermen at Lake Victoria in Mwanza familiarising themselves with new models of solar-powered lamps. These will replace the kerosene lamps which they have used so far and that are harmful to the environment.
© Dr. Bernd M. Schmitt

Stuttgart (Germany) – Bogotá (Colombia)



Hermann J. Kirchholtes, former Head of Municipal Brownfields at the Environmental Protection Office in Stuttgart (capital city of Germany's federal state of Baden-Württemberg): 'In the course of the cooperation our partners have developed a method for treating contaminated brownfields in readiness for housing construction, which they intend to use in the future. They would like to make the method law, so that from that point on they can invoke the legislation regardless of the administration of the day. The top official would still need to sign this draft law. Everything has been put in place for it to enter into force, and now the final step is missing. We are told it is politically controversial.'



Hermann J. Kirchholtes: 'The question now is whether the top official is still going to sign it and take the risk. Because he is convinced that the method is a good one, as he has emphasised several times in meetings with us. One alternative is that he leaves signature to his deputy, who will soon be retiring and therefore need have nothing to fear.'

Erfurt (Germany) - Kati (Mali)



Wolfgang Reisen, volunteer and former Director of the Erfurt Public Utilities and Chair of the German Association of Local Waste Management Utilities: 'Together with our partners in Kati we built a new central dump and a recycling centre where waste can be delivered separately. When the waste was analysed it emerged that up to 80 per cent of it can be recycled. The majority of this – around 60 to 70 per cent – is organic waste. The challenge is putting this into practice and then keeping it up.'



Wolfgang Reisen: 'Plastic waste is used for instance to manufacture new receptacles such as water troughs, waste bins or washboards. We brought a metalworker to Germany and trained him in container construction. After that, his local metalworking community were able to produce all the containers for our project themselves in Kati. And we procured a wheel loader. This is used to load street waste onto lorries, and for handling waste at the central dump.'



To better manage the masses of waste in Kati a wheel loader was purchased through the partnership project with Erfurt. © Georg Ohlmann

The next step planned is the separate collection of organic waste, which preferably will already have been pre-sorted in households. The bins for this will be made from recycled plastic film. By comparison, we in Germany have some catching up to do in this regard. Needed legal instruments such as waste statutes and a fee structure have already been approved in Kati, to ensure sustainability beyond the funding period.' Badra Aliou Sangare, Second Assistant to the Mayor in Kati: 'We have also decided to clear waste from areas around roads and keep these areas clean. We have formed a clean-up committee in each neighbourhood. Waste management is currently attached to the town hall, but in the long run we intend to form a separate, dedicated structure.'



Many volunteers in Kati are helping to clean up their neighbourhood. © Georg Ohlmann

Lessons learned: Sustainability

- Learn lessons from previous projects and adjust strategies in follow-on projects.
- Create identification with the project – involve actors from civil society, local governance, associations and/or the private sector in sustainable implementation.
- Legalise what has been achieved through laws, ordinances, statutes etc.
- Link the project with value creation in the region.
- Obtain local or higher-level political backing for medium to long-term financing of the infrastructure or facilities established during the project; alternatively, smooth the path for further funding applications.
- Continue pursuing the project theme with your partner municipality once the project has ended – promote the use of results so that the intended impact can unfold also in the medium and long term.
- Seek alternative solutions if the sustainable impact of the project is in doubt.

6. WHY GET INVOLVED – HOW MUNICIPALITIES BENEFIT FROM PARTNERSHIP PROJECTS



Staff of the Ensol Ltd. company installing a new solar power system on the roof of Mkomaindo Hospital in Tanzania in 2014. The partners from Enzkreis and Masasi District made this possible through a Nakopa project. Since then power generation has become more climate-friendly and the power supply more stable. © Fa. Ensol Ltd.

Working with partners on joint projects is worthwhile, despite the many challenges that can arise. Why? To answer this question, municipal leaders share their thoughts below.

6.1. Top municipal officials speak their minds

'We adopt some of our partners' good practices and share our knowledge with them. That's a fertile process for both sides. For example we have learned a great deal about environmental education and the 2030 Agenda sustainable development process, and Brusque is using our knowledge and our experience in the field of sustainable mobility.'

Dr Christoph Schnaudigel, District Chief Executive,
Karlsruhe Administrative District

'Climate protection projects such as the composting project between Rio and Cologne are very important for the city's action portfolio. As well as sharpening the profile of cooperation in municipal partnerships, they also make the City of Cologne's efforts to protect the climate outwardly visible.'

Henriette Reker, Mayor of Cologne

'As mayor of a small German municipality, making a contribution to peaceful coexistence in Europe is a matter of great personal concern to me. The only way to cope with today's global challenges is by addressing them together.'

Frank Börner, Mayor of Gudensberg

'Particularly during the workshops, it became clear to both sides that although there are many differences between us, these are outweighed by the commonalities in our approach to the question of ageing and how to design facilities for senior citizens. The result of our project is the "Mezitli Active Aging Center" – a wonderful, barrier-free building with beautiful functional rooms that we can all be proud of.'

Angelika Schöttler, Mayor of Tempelhof-Schöneberg
District, Berlin

'Our relationship as partners has grown and we have come to understand each other better. The BMZ's approach is correct – municipalities know what municipalities need.'

Alexander Herrmann, Mayor of Schondorf

'Our projects with Kati and the partnership itself keep on teaching us that we ourselves live in a country and a municipality where general interest services are well organised, and work. We should be grateful for that. Now that our projects have on the whole gone well despite the difficulties, and certain implementation structures are now in place, we might consider being a little bolder next time and launching a larger project.'

Andreas Bausewein, Mayor of Erfurt, capital city of the Federal State of Thuringia

'I was extraordinarily pleased that municipalities were specifically included in the United Nations' Sustainable Development Goals (SDGs). The fact that together with our partners in Hoi An we even had the distinction of winning the "German Sustainability Award" makes us proud and strengthens our commitment.'

Peter Gaffert, Mayor of Wernigerode

6.2. Guidance - What do these partnerships really do?

When asked how they see things, the aforementioned individuals provided a whole range of thoughts and ideas in favour of working together in partnership:

Those who implement a partnership project

- gain valuable experience in the field of intercultural skills.
- benefit from the knowledge of their partners and get to know how people go about their work in the partner municipality.
- intensify significantly the cooperation between the two municipalities in terms of both professional input and time.
- enable mutual understanding between the municipal representatives to grow.
- reach a broad public and demonstrate what two partners can achieve together.
- can jointly address the themes of the 2030 Agenda: climate change, the finite nature of resources, environmental degradation, education and health care.
- help build peace by linking International understanding with development cooperation.

- connect people from different strata of the population in both municipalities. This brings the partnership to life and is a huge enrichment for all.
- notice what a difference it makes whether one simply talks about partnership or actively shapes it. The latter is more strenuous, but promises more.
- question and improve their own ways of approaching things.
- see the similarities in the challenges posed by climate action in both countries, and that we can only succeed in finding solutions to these problems together.
- help further strengthen the partnership.
- practice patience and gratitude: Many things that people in the Global North take for granted cannot be taken for granted elsewhere.
- maintain dialogue between the municipalities even if political frameworks become difficult. Cooperation at the local level can often still be continued when relations on the big political stage have become difficult.



The partnership between Brusque in Brazil and Karlsruhe Administrative District in Germany, which involves no less than three projects, works successfully across the Atlantic Ocean. The project team bridge this distance for instance through regular Skype calls, emails and the exchange of a project staff member. Ana Paula Bonatelli (second from left) has been working at the Environmental and Energy Agency of Karlsruhe Administrative District for several months. There she is learning firsthand how the agency works. © Ana Paula Bonatelli

6.3. 'The world's future is in our hands' – Five questions put to three mayors from the Global South

How has your relationship with your partners changed as a result of the joint projects?

- Oleh Vasylyshyn, Mayor of Schtschyrez, Ukraine: 'Since our joint project began, the quality of relations within in our partnership has reached a new high. The project topic – sustainable wastewater management in Schtschyrez – has a clear environmental focus, hence it is important for both partners.'
- Jonas Paegle, Mayor of Brusque, Brazil: 'For us, sustainable urban development is crucially important for guaranteeing future generations an acceptable future. These are projects in which it's not only Brazil that profits and learns from its partner. We were also able to contribute our expertise in some areas for our German partners.'
- Neset Tarhan, Mayor of Mezitli District, Mersin, Turkey: 'The sharing of knowledge and lessons learned between the two municipalities became more intensive. Before the "Mezitli Active Aging Center" was built, experts in both districts looked at local good practice examples. By liaising closely they were able to gain a better understanding of the respective challenges.'

What did you learn in the course of your projects?

- Oleh Vasylyshyn: 'We learned to plan and schedule each individual step in the project thoroughly, to apply higher standards to ourselves and our contractors, and to monitor implementation continuously and responsibly.'
- Jonas Paegle: 'Together we learned that the more we get to know each other and dialogue with each other, the more we grow as partners. Together we see new ways of solving problems that we were so far unable to solve on our own.'
- Neset Tarhan: 'Although the socio-economic development of municipalities in different countries varies, the problems they face may be the same or similar.'

Do your projects help to expand expertise and possibly mainstream new themes in your municipality?

- Oleh Vasylyshyn: 'The project not only generates new expertise. We also gain experience with implementing complex projects. However, our project also demonstrates that our problem has only partially been solved. In the future we will need modern wastewater treatment. The next step should therefore be to plan and build a sustainable treatment plant using the German sewage sludge humidification technology that's already used in Gudensberg. Another topic that we recently began addressing together is the energy efficiency of public buildings. This is very important for conserving resources and for our municipal finances. We began with an energy report for the first school, and plan to soon begin implementing the recommended measures.'
- Jonas Paegle: 'The projects certainly make an important contribution towards expanding knowledge. The exchange between primary school pupils and in the mobility project with university students is helping to change our world picture, and to understand how our actions here or in Germany affect the entire planet. Through the partnership and the projects we've come a long way in the field of mobility. We have just completed implementation of bike hire stations. These will certainly raise public awareness of this more sustainable means of transport and reduce negative effects on the planet, because using bikes instead of other means of transport mitigates CO2 emissions. Converting public lighting to LED lamps has enabled us to save around 70 per cent compared to the previous technology. Our solar potential analysis for rooftops in Brusque will encourage citizens to use this clean energy. So there are many ideas that emerged from sharing expertise between us partners – and that is enriching our municipality very much.'

What would you do differently in the next project?

- Oleh Vasylyshyn: 'We would devote much more attention to selection of the various contractors in Ukraine. This would include above all obtaining information on the companies and verifying their references.'
- Jonas Paegle: 'I've only been responsible for the municipality for two years, and what I have pursued so far was very effective. I think if both partners had a structure that was reserved

purely for this project work they could be even more productive. But because we coordinate and implement the projects from within the existing structures, sometimes we can't do everything as quickly as we'd like to.'

What role do municipalities play in development and sustainability policy? Why are you involved?

- Oleh Vasylyshyn: 'Together we like to solve environmental protection problems in our municipalities, and do so using European experience. Our project is only made possible by the fact that Gudensberg and Schtschyrez are municipalities of the same size. This means the two sides can work together effectively on all professional levels. But it is the support from the BMZ and Engagement Global that enables us to implement such major projects in the first place.'
- Jonas Paegle: 'We believe that municipalities play a fundamental role. We decided to dedicate ourselves to these topics because we know that the indiscriminate use of resources is leading to a dead end. We must all join forces in order to realise the sustainability agenda, which is so important. It can bring about a change of course, get us back on the right track, and thus lead us to sustainable urban development, which we are already implementing as an ideal in our project.'
- Neset Tarhan: 'Municipalities are very important for meeting people's needs today, without robbing future generations of their opportunities to meet their own needs. As the Municipality of Mezitli we intend to incorporate global Sustainable Development Goals into our services and improve the quality of our activities. Moreover we are aware that the future of the world rests in our hands. This is why we are joining other municipalities in networks such as Eurocities in order to share information on local planning affairs.'



Working together as partners in municipal development cooperation projects means looking in the same direction and tackling the challenges of our times such as environmental protection and climate action. © eThekweni Municipality

7. ANNEX

7.1. List of acronyms and abbreviations

AGdD.....	Association of German Development Services
ANBest-P.....	General Auxiliary Conditions for Grants for the Promotion of Projects
ASDA.....	<i>Associação de Solidariedade e Desenvolvimento de Auto-Ajuda</i> (association for solidarity and development through self-help)
BVerwG.....	Federal Administrative Court
BMZ.....	German Federal Ministry for Economic Cooperation and Development
CIM.....	Centre for International Migration and Development
CRS.....	Creditor Reporting System
DAC.....	Development Assistance Committee (→ OECD)
EhFG.....	German Development Workers Act
FKKP.....	Programme to Support Municipal Climate Change Mitigation and Adaptation Projects
FKPW.....	Experts for Municipal Partnerships Worldwide
GG.....	Basic Law
GIZ.....	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
KPF.....	Fund for Small-Scale Development Cooperation Projects
Nakopa.....	Partnership Projects for Sustainable Local Development
NGO.....	Non-governmental organisation
ODA.....	Official Development Assistance
OECD.....	Organisation for Economic Co-operation and Development
SES.....	Senior Expert Service
SDGs.....	Sustainable Development Goals
SODI.....	<i>Solidaritätsdienst International</i> (solidarity service international)
TAREA.....	Tanzania Renewable Energy Association
TVET.....	Technical and Vocational Education and Training

7.2. Glossary¹

→ **Administrative regulations:** ‘Regulations that are designed for administrative bodies and are binding only for administrative bodies, e.g. the handling and explanation of legal provisions to be performed by these bodies. In administrative practice they are in some cases also termed administrative orders, administrative circulars, decrees, administrative directives or implementation provisions.’²

→ **2030 Agenda :** ‘On 25 September 2015 the international community adopted the 2030 Agenda for Sustainable Development at a UN Summit in New York. The Agenda takes the form of a covenant for the global future and includes 17 Sustainable Development Goals (SDGs). The 2030 Agenda is the first international agreement that links the principle of sustainability with poverty reduction and economic, environmental and social development. The Agenda is designed to help everyone in the world enjoy a dignified life. It is designed to promote peace, and thus help ensure that all human beings can live in freedom and an intact environment. The Agenda applies to all countries of the international community. It calls upon all of them to work towards the SDGs it contains. It makes no distinction between “donors” and “recipients”, or between “first”, “second” or “third world”.’³

→ **Capacity development:** ‘Capacity Development refers to a process through which people, organisations and societies mobilise, adapt and expand their capabilities in order to drive their own sustainable development and adapt to changing conditions.’⁴

→ **Cooperation agreement, written:** ‘An agreement entered into by all partners concerning their cooperation in a joint project. The agreement

stipulates the allocation of rights and obligations for utilising knowledge and results.’⁵

→ **Cost category:** ‘A cost category is an item of expenditure shown in the financing plan with its own number, designated purpose and amount.’⁶

→ **Cost plan:** ‘Part of the financial plan of an undertaking in which the anticipated required expenditure over a specified period of time is set out in accordance with the principle of cameralistic accounting (target figures, actual figures).’⁷

→ **Cursory audit:** The cursory audit is a plausibility check that scrutinises the documents for obvious shortcomings. Essentially this means checking the plausibility of the narrative report (noting anything conspicuous and explaining the nature of the anomaly) and the financial report (any discrepancies regarding the financing plan).

→ **DAC list:** ‘In 1961 the development aspirations of the Organisation for Economic Co-operation and Development (OECD) led to the establishment of a Development Assistance Committee (DAC). This committee now counts 24 of the 34 OECD member countries amongst its own members. Its goal is to improve the quality and quantity of development cooperation.’⁸ The ‘DAC List of ODA Recipients’ lists all the countries that are generally considered developing countries or countries of the Global South.

→ **Development cooperation:** ‘Development cooperation aims to give people the liberty to self-reliantly determine their own lives, free from material need, and enable their children to enjoy a bright future. It makes contributions towards the sustainable improvement of global economic, social environmental and political conditions. It fights poverty and promotes human rights, the rule of law and democracy. Development cooperation

1 Tranlator’s note: Unless otherwise indicated, the citations in this section are available in German only. Courtesy translations are provided for information purposes.

2 Springer Gabler: Gablers Wirtschaftslexikon. <https://wirtschaftslexikon.gabler.de/definition/verwaltungs-vorschriften-49590> [22/06/2020].

3 BMZ: Lexikon. Einträge „Entwicklungsland“ und „Schwellenland“. www.bmz.de/de/service/glossar [22/06/2020].

4 BMZ: Lexikon. Einträge „Entwicklungsland“ und „Schwellenland“. www.bmz.de/de/service/glossar [22/06/2020].

5 Federal Ministry of Education and Research: Federal Funding Advisory Service. www.foerderinfo.bund.de/de/foerderbegriffe-2898.php [22/06/2020].

6 No author: Fedaerl Budget Code, 48. Auflage. Rehm Verlag, 2015. p. 71.

7 Springer Gabler: Gablers Wirtschaftslexikon. <https://wirtschaftslexikon.gabler.de/definition/ausgabenplan-28915> [22 June 2020].

8 BMZ: Lexikon. Eintrag „Entwicklungsausschuss der OECD (DAC)“. www.bmz.de/de/service/glossar [22/06/2020].

helps to prevent crises and violent conflicts. It fosters globalisation that is socially just, ecologically viable and therefore sustainable.⁹

→ **Development workers:** ‘The German Development Workers Act (EhfG) defines a development worker as a person who renders at least one year’s service in a developing country without receiving a customary salary “in order to contribute to the progress of such countries in a spirit of partnership”. [...] In Germany there are currently seven officially recognised organisations forming the development services that can send development workers. They have joined together to form the Association of German Development Services (AGdD).¹⁰

→ **Evaluation:** ‘The word evaluation comes from Latin, and means “assessment” or “judgement”. In development cooperation, evaluations are comprehensive, systematic performance reviews of development programmes and instruments. For each evaluation a specific plan is drawn up based on a general matrix. This procedure makes it possible to compare the evaluation findings of different projects with each other. Lessons learned in one programme can then also be transferred to other interventions.’¹¹

→ **Evidence of use:** ‘Evidence that the grant has been used in accordance with its designated purpose, furnished by the grant recipient.’¹²

→ **Expression of interest:** An expression of basic interest in participation in a publicly announced procedure. The expression of interest opens a competitive procedure, and is a mandatory requirement for qualification to submit a proposal later on. In the case of the Service Agency’s support instruments it involves brief project outlines, for which pre-printed forms are available. Only

applicants who have submitted an expression of interest will be allowed to submit a proposal later on.

→ **Fiscal year:** ‘The financial year (fiscal year) shall be the calendar year. The Federal Ministry of Finance may provide other arrangements for individual areas.’¹³

→ **Gender mainstreaming:** ‘Gender mainstreaming means that policy-makers as well as organisations and institutions, examine and assess all the steps they take with respect to their effects on equality between women and men, and where appropriate take measures to promote gender equality. This means that in all phases of planning, implementing and evaluating interventions, the different life situations of women and men and the effects on both genders must be taken into account.’¹⁴

→ **Global South and Global North:** The terms ‘Global South’ and ‘Global North’ are not meant in a geographic sense. They should rather be understood as a value-free description of different positions in the globalised world. The term ‘Global South’ for instance denotes a position in the global system that faces social, political and economic disadvantage. The ‘Global North’, on the other hand, refers to a more privileged position. The majority of Australia, for instance, belongs to the Global North. The terms are used to avoid a hierarchy between developing countries and developed countries from a Eurocentric perspective.

→ **Guidelines for support:** ‘Binding regulations with a formalised structure (purpose of support/object, legal foundation, recipient of support etc.). Topic, terms and periods of support are specified.’¹⁵

9 BMZ: Lexikon. Eintrag „Entwicklungszusammenarbeit“. www.bmz.de/de/service/glossar [22/06/2020].

10 BMZ: Lexikon. Eintrag „Entwicklungshelfer-Gesetz (EhfG)“. www.bmz.de/de/service/glossar [22/06/2020].

11 BMZ: Lexikon. Eintrag „Evaluierung“. www.bmz.de/de/service/glossar [22/06/2020].

12 Ministry of Finance of North-Rhine Westphalia: Glossar wichtiger Begriffe der Finanz- und Haushaltswirtschaft des Landes NRW (as at 04/01/2017). www.finanzverwaltung.nrw.de/sites/default/files/asset/document/ic2-0300-41-2017.01.04-glossar_wichtiger_begriffe_der_finanzen_und_haushaltswirtschaft_des_landes_nrw-endfassung.pdf [22/06/2020], p. 16.

13 Federal Ministry of Justice and Consumer Protection, Federal Office of Justice. Federal Budget Code (as at 09/12/2019). <https://www.bundesfinanzministerium.de/Content/EN/Standardartikel/Ministry/Laws/1969-08-19-federal-budget-code.html> [02/02/2021], p. 1.

14 Federal Agency for Civic Education: Gender Mainstreaming. www.bpb.de/gesellschaft/gender/gender-mainstreaming [22/06/2020].

15 Federal Ministry of Education and Research: Federal Funding Advisory Service. www.foerderinfo.bund.de/A-Z [22/06/2020].

→ **In-depth audit:** ‘The cursory audit is followed by an in-depth audit, which [usually] must be completed within nine months of submission of the report. [...] By contrast [with the mandatory in-depth audit for institutional support], in the case of project support evidence can be selected for in-depth audit based on spot checks of the evidence submitted. Public funding law does not stipulate any particular mathematical/statistical model for the random sample to be drawn. [...] In the samples to be audited in depth the vouchers must be audited. [...] Spot checks of the vouchers may be considered as part of the in-depth audit [...]. This is therefore referred to as random sampling within the random sample.’¹⁶

→ **Monitoring:** ‘A continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.’¹⁷

→ **Municipal engagement for development:** ‘Municipal engagement for development’ refers to engagement for sustainable development and a future-proof planet by municipalities in the Global North. By developing objectives and indicators, the steps towards a sustainable future can be monitored. One important topic is aligning procurement with the principles of fair trade, where not only economic factors are taken into account, but also environmental and social factors too. Engagement can also mean cooperation and dialogue with migrant organisations in the municipality, who are experts on the situation in their countries of origin. Partnerships with municipalities in the

Global South too have for many years been sought after as a platform for mutual sharing and support concerning services of general interest and local self-government.

→ **Municipality under budgetary supervision:** ‘In some of Germany’s federal states, municipalities that cannot produce a balanced budget are obliged to draw up and put forward a budget balancing plan (also referred to as a budget consolidation plan). The provisions governing the specific structure of the budget balancing plan vary.’¹⁸

→ **Notification of public funding:** ‘Summary of the legally binding decision to award funding subject to certain conditions. These must be complied with, otherwise the funding agency will be entitled to cancel or reclaim the funding.’¹⁹

→ **Obligation to inventory:** The grant recipient must inventory items whose purchase or manufacturing price exceeds 800 euros (excluding value-added tax).

→ **Official Development Assistance (ODA):** ‘The term “Official Development Assistance (ODA)” refers to the funds that the DAC countries (i.e. the member countries of the OECD Development Assistance Committee) make available to developing countries for development projects either directly or through international organisations.’²⁰

→ **Onward funding agreement:** Before a German municipality can transfer funds to a partner municipality it must enter into an onward funding agreement with the latter which guarantees compliance with the requirements under public funding law. As recipient of the grant the German municipality is competent and responsible for drafting this agreement and the provisions it contains, which may where appropriate include other project-specific agreements.

16 Der Präsident des Bundesrechnungshofes als Bundesbeauftragter für Wirtschaftlichkeit in der Verwaltung (ed.): Prüfung der Vergabe und Bewirtschaftung von Zuwendungen – Typische Mängel und Fehler im Zuwendungsbereich, 2. überarbeitete Auflage. Kohlhammer, 2016. p. 126, 128f. www.bundesrechnungshof.de/de/veroeffentlichungen/produkte/gutachten-berichte-bwv/gutachten-bwv-schriftenreihe/langfassungen/2004-bwv-band-10-pruefung-der-vergabe-und-bewirtschaftung-von-zuwendungen [22.06.2020].

17 OECD, Development Assistance Committee: Glossary of Key Terms in Evaluation and Results Based Management (2009). <https://www.oecd.org/dac/evaluation/glossaryofkeytermsinevaluationandresultsbasedmanagement.htm> [29/01/2021]. p. 27-28.

18 Andreas Burth: Haushaltssteuerung.de. www.haushaltssteuerung.de/lexikon-haushaltssicherungskonzept.html [22/06/2020].

19 Federal Ministry of Education and Research: Federal Funding Advisory Service. www.foerderinfo.bund.de/de/foerderbegriffe-2898.php [22/06/2020].

20 BMZ: Lexikon. Eintrag „Entwicklungszusammenarbeit“. www.bmz.de/de/service/glossar [22/06/2020].

→ **Own contribution:** ‘Share of funding that must be provided by the enterprise [or municipality] as a percentage of the total costs of the project.’²¹

→ **Performance review:** A ‘systematic review procedure’ that measures the performance of an activity ‘during implementation [of a financially relevant activity] (continuous review) and after completion of the activity (final review)’.²²

→ **Project executing agency:** ‘Organisations that support research and development projects professionally and administratively on behalf of ministries. They will advise and support your organisation when implementing projects until those projects are completed.’²³

→ **Project funding:** ‘Grant to cover expenditure incurred by the grant recipient for specific, defined projects.’²⁴

→ **Project proposal:** Detailed description of a project including information on the project objective, term, budget and responsibilities. The eligibility for support of the project or projects is assessed by the funding agencies on the basis of the project proposal.

→ **Public funding:** ‘Public monies awarded in the absence of any legal entitlement. This funding is always earmarked for a specific purpose.’²⁵

→ **Public invitation to tender:** ‘A call for an unlimited number of enterprises to submit bids

for supplies and services in a prescribed procedure [...]’²⁶

→ **Reclaim:** The grant recipient (project executing agency) is notified of the reclaim in a letter that specifies the repayment deadline. A reclaim of this kind may arise during various phases of the project:

- during the project term
- after the final report has not been submitted despite two reminders
- during the cursory audit of the final report
- during the in-depth audit of the final report.

→ **Regularity:** Regularity audits examine compliance with formal criteria and completeness.

→ **Support programme:** ‘Specifies objectives for support in a defined area [...]. It forms the framework for support measures and support initiatives.’²⁷

→ **Sustainable Development Goals (SDGs):** see ‘2030 Agenda’.

→ **Value for money:** ‘According to the principle of value for money, the aim is to achieve the most favourable relationship between the end pursued and the funds (resources) employed. The value for money principle includes the principles of economy and productivity.’²⁸

21 Federal Ministry of Education and Research: Federal Funding Advisory Service. www.foerderinfo.bund.de/de/foerderbegriffe-2898.php [22/06/2020].

22 Online-Verwaltungslexikon: Allgemeine Verwaltungsvorschriften zur Bundeshaushaltsordnung (VV-BHO) – Auszug (Stand 25/05/2007). www.olev.de/w/vv-bho_7.pdf [22/06/2020]. p. 3.

23 Federal Ministry of Education and Research: Federal Funding Advisory Service. www.foerderinfo.bund.de/de/foerderbegriffe-2898.php [22/06/2020].

24 Ministry of the Interior of North-Rhine Westphalia: [recht.nrw.de. https://recht.nrw.de/lmi/owa/br_text_anzeigen?v_id=3420100108100636394](http://recht.nrw.de/lmi/owa/br_text_anzeigen?v_id=3420100108100636394) [22/11/2019].

25 Federal Ministry of Education and Research: Federal Funding Advisory Service. www.foerderinfo.bund.de/de/foerderbegriffe-2898.php [22/06/2020].

26 Ministry of Finance of North-Rhine Westphalia: Glossar wichtiger Begriffe der Finanz- und Haushaltswirtschaft des Landes NRW (as at 04/01/2017). www.finanzverwaltung.nrw.de/sites/default/files/asset/document/ic2-0300-41-2017.01.04-glossar_wichtiger_begriffe_der_finanzen_und_haushaltswirtschaft_des_landes_nrw-entfassung.pdf [22/06/2020]. p. 12.

27 Federal Ministry of Education and Research: Federal Funding Advisory Service. www.foerderinfo.bund.de/A-Z [22/06/2020].

28 Online-Verwaltungslexikon: Allgemeine Verwaltungsvorschriften zur Bundeshaushaltsordnung (VV-BHO) – Auszug (Stand 25/05/2007). www.olev.de/w/vv-bho_7.pdf [22/06/2020]. p. 1.

7.3. Offerings of the Service Agency

As Germany's competence centre for municipal development cooperation and local sustainability, Engagement Global's Service Agency Communities in One World is there to support municipalities in their development work. On behalf of the Federal Ministry for Economic Cooperation and Development (BMZ), the Service Agency supports municipal administrators, policy-makers and other local actors and civil society in entering into mutual dialogue, and linking up their development activities to make them sustainable and effective.

The work of the Service Agency is aligned with four themes for the future:

- Municipalities for global sustainability
- Migration and development at the local level
- Fair trade and fair procurement
- Municipal partnerships and international municipal links for development

The Service Agency offers special training, information and advisory services in these four areas. It organises conferences, workshops and round tables, implements pilot projects, and offers financial support. It also ensures that its work is broadly disseminated through an extensive website, the 'One World' newsletter (German only), guidelines, studies, recommendations, proceedings and project documentations.

When the Service Agency develops its strategies and programmes Germany's federal ministries, federal states, municipalities and municipal associations, as well as NGO umbrella organisations and other German development organisations, are also involved. This ensures that the support and services offered are aligned with local needs and match the objectives and activities of the key actors of German development cooperation.

Financial and human resources support

As well as advisory services and information events, the Service Agency offers financial support for sustainable projects and partners, as well as support in the form of human resources.

Through the 'Fund for Small-Scale Municipal Development Cooperation Projects' (KPF) the Service Agency supports projects (usually of less than one year's duration) for education and information work, strategic development and training, as well as projects for networking and meeting with municipal partners from the Global South.

<https://skew.engagement-global.de/fund-for-small-scale-municipal-development-cooperation-projects.html>

The 'Partnership Projects for Sustainable Local Development' (Nakopa) programme enables municipalities or municipal associations to apply for financial support for development projects that focus on general interest services, good local governance or climate change mitigation and adaptation in a partner country.

<https://skew.engagement-global.de/funding-from-the-nakopa-programme.html>

The 'Programme to Support Municipal Climate Change Mitigation and Adaptation Projects' (FKKP) supports projects that make a significant contribution towards mitigating emissions, adapting to climate change, or preserving forests and biological diversity. The municipality submitting the project proposal must be participating in the 'Municipal Climate Partnerships' project.

<https://skew.engagement-global.de/financial-support-for-municipal-climate-partnerships.html>

The 'Coordinators for Municipal Development Cooperation' programme enables municipalities to apply for a subsidy of up to 90 per cent of their human resource requirements for development work. During the support period of 24 months, foundations and structures should be created that will establish development work in the municipality on a long-term basis.

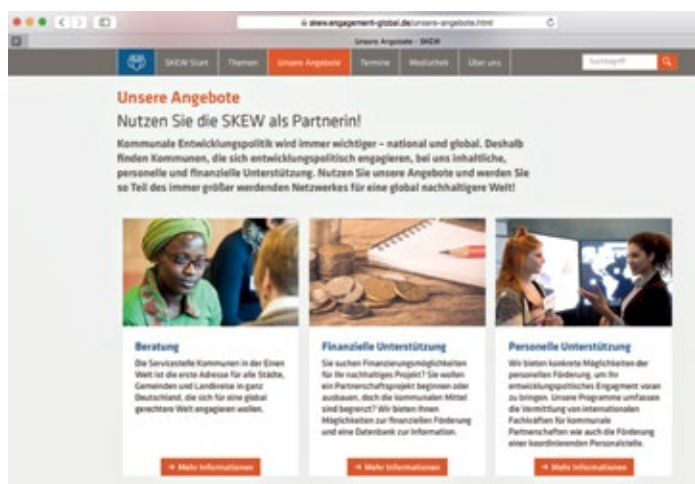
<https://skew.engagement-global.de/koordination-kommunaler-entwicklungspolitik.html>

Through the 'Experts for Municipal Partnerships Worldwide' (FKPW) programme the Service Agency supports the placement of German, European and partner-country experts with municipalities, or in some cases municipal associations, in the Global South. Three basic models are available for these assignments. See our website for further details.

<https://skew.engagement-global.de/experts-worldwide.html>

For a detailed description of all programmes and opportunities for support, click here:

<https://skew.engagement-global.de/our-offers.html>



The screenshot shows a web browser window displaying the 'Unsere Angebote' page on the SKEW website. The page title is 'Unsere Angebote' and the subtitle is 'Nutzen Sie die SKEW als Partnerin!'. The main text reads: 'Kommunale Entwicklungspolitik wird immer wichtiger - national und global. Deshalb finden Kommunen, die sich entwicklungspolitisch engagieren, bei uns inhaltliche, personelle und finanzielle Unterstützung. Nutzen Sie unsere Angebote und werden Sie so Teil des immer größer werdenden Netzwerkes für eine global nachhaltigere Welt!'. Below this text are three columns of offers, each with a representative image and a 'Mehr Informationen' button.

Beratung	Finanzielle Unterstützung	Personelle Unterstützung
Die Servicestelle Kommunen in der Einen Welt ist die erste Adresse für alle Städte, Gemeinden und Landkreise in ganz Deutschland, die sich für eine global gerechtere Welt engagieren wollen.	Sie suchen Finanzierungsmöglichkeiten für Ihr nachhaltiges Projekt? Sie wollen ein Partnerschaftsprojekt beginnen oder ausbauen, doch die kommunalen Mittel sind begrenzt? Wir bieten Ihnen Möglichkeiten zur finanziellen Förderung und eine Datenbank zur Information.	Wir bieten konkrete Möglichkeiten der personellen Förderung, um Ihr entwicklungspolitisches Engagement voran zu bringen. Unsere Programme und Initiativen unterstützen die Vermittlung von internationalen Fachkräften für kommunale Partnerschaften wie auch die Förderung einer koordinierenden Personalarbeitsstelle.
Mehr Informationen	Mehr Informationen	Mehr Informationen

7.4. List of projects

Here is a list of all the projects mentioned in this issue of 'Dialog Global':

Project executing agency	Project partner	Project title	Term
Municipality of Bergisch Gladbach with the municipalities of Cologne, Jena and Xanten	Municipality of Beit Jala with the municipalities of Bethlehem and Beit Sahour; further municipalities in the Palestinian territories	Nakopa: Promoting tourism in the Bethlehem region with a special focus on 'fair tourism'	09/2016 to 08/2017
		Nakopa: Improving local value creation in the Bethlehem region by making it more attractive for tourists, with a special focus on 'fair tourism'	12/2017 to 11/2020
Tempelhof-Schöneberg District, Berlin	Mezitli District, Mersin, Turkey	Nakopa: Mezitli Active Aging Center	11/2016 to 10/2019
Treptow-Köpenick District, Berlin	KaMubukwana District, Maputo, Mozambique	Nakopa: Environmental education in KaMubukwana	11/2015 to 10/2018
		Nakopa: Protecting the environment and adapting to climate change in Mubukwana	12/2018 to 11/2021
Free Hanseatic City of Bremen	eThekweni Municipality, Durban, South Africa	FKKP: Restoring wetlands to adapt to climate change in the River uMhlangane basin	01/2013 to 12/2016
		Nakopa: Capacity development for sustainable consumption and tourism in Durban	11/2015 to 10/2018
		FKKP: Marine environmental protection	01/2017 to 12/2019
City of Bremerhaven	Municipality of Rolandia, Brazil	KPF: Project partnership between the maritime City of Bremerhaven and the Municipality of Rolandia	05/2017 to 12/2017
	City of Caraguatatuba and São José dos Campos, Brazil	KPF: Project partnership between the maritime City of Bremerhaven and the Cities of Caraguatatuba and São José dos Campos	04/2018 to 12/2018
	Inland – Caraguatatuba, São José dos Campos, São Paulo, Brazil	KPF: Project partnership between the maritime City of Bremerhaven and the Cities of Caraguatatuba, São José dos Campos and São Paulo	09/2019 to 12/2019
Enzkreis	Masasi District, Tanzania	Nakopa: Building two different pilot biogas plants at three public facility sites in Masasi District	10/2013 to 12/2014
		Nakopa: Using renewable energy to stabilise the power supply at Mkomaindo Hospital in Masasi and establishing a training course for solar technicians	11/2013 to 12/2014
		FKKP: Installing solar power systems at selected health centres in Masasi District and Town in Tanzania	01/2016 to 12/2018
City of Erfurt	Municipality of Kati, Mali	Nakopa: Delivering sustainable general interest services by establishing controlled waste management in Kati	11/2013 to 10/2016

		Nakopa: Delivering sustainable municipal general interest services through the environmentally sound dumping of municipal waste at a central dump	11/2014 to 12/2017
Municipality of Gudensberg	Municipality of Schtschyrez, Ukraine	Nakopa: Clean water for Schtschyrez	10/2018 to 09/2020
Free and Hanseatic City of Hamburg	City of Dar es Salaam, Tanzania	FKKP: Building a composting plant for market waste in Tanzania	01/2015 to 12/2017
		FKKP: Technical upgrading and upgrading of waste management at the Mabwepande waste management plant in Dar es Salaam	01/2018 to 12/2020
Municipality of Herrsching am Ammersee	Municipality of Chatra, India	Nakopa: 'YOURwateriscominG' – Indo-German water project for municipal drinking water supply	10/2018 to 08/2021
Municipality of Horb am Neckar	Municipality of Belo, Cameroon	Nakopa: Electrification of Tumuku-Belo with renewable energy	10/2017 to 05/2019
Karlsruhe Administrative District	Municipality of Brusque, Brazil	FKKP: Converting street lighting to LED lamps and installing SMIGHT stations in the Municipality of Brusque	01/2017 to 12/2019
		Nakopa: Solar potential analysis in conjunction with the installation of a photovoltaic system in Brusque	01/2017 to 09/2020
		Nakopa: Sustainable mobility for all in urban and rural areas	01/2017 to 09/2020
Kassel Administrative District	Anenii Noi Administrative District, Republic of Moldova	Nakopa: Establishing comprehensive environmental and climate management at the local level in Anenii Noi	11/2015 to 10/2016
		Nakopa: Establishing a solid waste management association/setting up a central collection and recycling station	12/2017 to 11/2020
City of Cologne	City of Rio de Janeiro, Brazil	FKKP: Reducing greenhouse gases through the controlled degradation of biogenic fractions of municipal waste in Rio de Janeiro	01/2014 to 08/2018
City of Leipzig	Addis Ababa, Ethiopia	Nakopa: 'Inclusive City' – Activities to promote an inclusive society in the twin cities of Leipzig and Addis Ababa	10/2016 to 09/2019
		KPF: Launching cooperation for emergency rescue in the twin cities of Leipzig and Addis Ababa	2017
		KPF: Exploratory mission to prepare cooperation for emergency rescue in the partner cities of Leipzig and Addis Ababa	2018
		Nakopa: Cooperation between the twin cities of Addis Ababa and Leipzig to improve the efficiency and effectiveness of the rescue services	10/2018 to 09/2021
City of Nuremberg	City of Nablus, Palestinian territory	Nakopa: Installing and feeding in a photovoltaic system at the sewage treatment plant in Nablus	10/2016 to 12/2018

Municipality of Schondorf	Municipality of Puerto Leguízamo, Colombia	Nakopa: Electromobility on the water in Puerto Leguízamo	09/2015 to 08/2016
		Nakopa: Drinking water for villages, indigenous communities and schools	11/2016 to 12/2018
City of Solingen	City of Jinotega, Nicaragua	Nakopa: Climate alliances in Solingen und Jinotega – Together we can make a difference	10/2013 to 10/2015
		Nakopa: Creating a sustainable water supply and sanitation infrastructure in the Municipality of La Cal	10/2015 to 09/2018
	City of Thiès, Senegal	FKKP: Restoring and rehabilitating ecosystems in the City of Thiès	01/2016 to 04/2019
City of Stuttgart	City of Bogotá, Colombia	Nakopa: Sustainable urban development through redevelopment of contaminated brownfields in Bogotá as part of international municipal cooperation	10/2014 to 04/2017
		Nakopa: Implementing procedures for environmental assessment of groundwater resources close to the surface in Bogotá D.C.	10/2017 to 08/2019
Municipality of Wernigerode	Municipality of Hoi An, Viet Nam	Nakopa: Joint installation of a photovoltaic system in Hoi An	10/2016 to 01/2019
City of Würzburg	City of Mwanza, Tanzania	FKKP: Installing and operating four municipal off-grid photovoltaic power systems in the City of Mwanza for demonstration and measurement purposes, and to ensure a stable power supply	01/2014 to 12/2017
		Nakopa: Promoting the use of solar-powered fishers' lamps to reduce the use of kerosene lamps for nighttime fishing in Lake Victoria	11/2015 to 12/2016
		Nakopa: Flagship project to fight schistosomiasis	11/2018 to 11/2021

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 from our website: <https://skew.engagement-global.de/publications-en.html>.

Please find below the list of publications available in English.

Dialog Global-Series:

- No. 53: Municipal Climate Partnerships. Documentation of the fifth phase of the project. Bonn, June 2019
- No. 43: Network Meeting Migration and Development at the Local Level. 9-10 November 2015 in Cologne. Report. Bonn, October 2016

Material-Series:

- No. 107: Fourth Conference of Municipal Partnerships with Africa. Hanover, 9 to 11 September 2019. Bonn, May 2020
- No. 106: 'Building Bridges', Report of the fourth German-Palestinian Municipal Partnership Conference, 24 to 27 September 2019 in Brühl, Germany. Bonn, May 2020
- No. 105: International Kick-off workshop for the seventh phase of the project 'Municipal Climate Partnerships'. 14 to 16 May 2019 in Bonn. Bonn, March 2020
- No. 98: Third European Network Meeting 'Migration and development at the local level: Sharing experiences and creating ideas'. 28 to 29. November 2017 in Cologne. Bonn, September 2018
- No. 96: First conference on Municipal partnerships with Eastern Europe. 23 to 25 October 2017 in Esslingen. Bonn, March 2018
- No. 95: Second Conference on Municipal Partnerships with Asia, 19 to 21 June 2017 in Bonn. Bonn, November 2017
- No. 90: Second European Network Meeting Migration & Development at the Local Level: Linking Actors and Policies. 29th -30th November 2016 in Cologne. Report. Bonn, August 2017

- No. 86: International Kick-off Workshop, 5. Phase '50 Municipal Climate Partnerships by 2015'. 12th-14th July 2016 Science City of Munoz, Philippines. Documentation. Bonn, March 2017
- No. 85: Third Conference on Municipal Partnerships with Africa - Sustainable Partnerships on Equal Terms, 19 to 21 October in Erfurt, Documentation. Bonn, March 2017
- No. 80: German-Latin American/Caribbean Mayors' Conference - 'Urbanisation in Germany', Hamburg, 30 to 31 May 2016. Bonn, November 2016
- No. 77: Second Conference of German-Palestinian Municipal Partnerships. 10 to 13 November 2015 in Jena. Bonn, July 2016

Other publications:

- About us. Bonn, September 2018
- The services we offer. Bonn, January 2019
- Municipalities for Global Sustainability and the 17 SDGs. The 2030 Agenda for Sustainable Development. Bonn, July 2018

Supporters and cooperating partners - The shareholding structure of the Service Agency

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The programme advisory board



The programme commission



ENGAGEMENT GLOBAL gGmbH
Service for Development Initiatives
Friedrich-Ebert-Allee 40
Postfach 12 05 25 · 53047 Bonn
Phone +49 228 20 717-0
Fax +49 228 20 717-150
info@engagement-global.de
www.engagement-global.de

On behalf of



Federal Ministry
for Economic Cooperation
and Development

