

Building capacities – Sharing responsibilities

Annual report 2008



in  **ent**

Capacity Building International
Germany

Glossary

Alumni: former participants in InWEnt programmes

Capacity Building: Term used in international cooperation for human resource and organisational development

Core Business: InWEnt area of activity that includes all programmes and measures for which the BMZ approves funding

Derecho forestal: Forestry law, the name of a Latin American network founded by InWEnt alumni

Extended Core Business: InWEnt area of activity funded by supreme federal authorities (other than the BMZ) and the German federal states

Global Governance: Denotes a concept of multilateral decision-making processes to politically shape globalisation.

Good Governance: Denotes a sound system of rules and regulations governing a political and social unit such as a state or community.

Local Governance: Denotes a sound system of rules and regulations (public administration and elected representatives) at local government level.

Regional Centre: InWEnt is represented in almost all German federal states by offices or Regional Centres. They monitor programmes and offer participants from other countries support.

Third-party Business: InWEnt area of activity comprising all contracts for international clients such as the EU, other implementing organisations, foundations and the private sector

Train4Dev: Joint Donors' Competence Development Network – This development policy network comprising 17 donor countries and international organisations is dedicated to efficient development cooperation. InWEnt designed online and attendance courses to train personnel involved in development policy.

Transition countries: Countries in Central and Eastern Europe, Asia and former Soviet Union states currently in transition from a command economy to a market economy. Some are referred to as developing countries, some already number among the OECD countries.

Acronyms

AA	Federal Foreign Office (Auswärtiges Amt)	DSE	German Foundation for International Development (Deutsche Stiftung für internationale Entwicklung)
APD	Alumni Portal Germany (Alumni-Portal Deutschland)	eAST-Programme	eLearning Application Skills Transfer, InWEnt programme
AGEF	Working Group for Development and Experts in the Areas of Migration and Development Cooperation (Arbeitsgruppe Entwicklung und Fachkräfte im Bereich Migration und Entwicklungszusammenarbeit)	EF	InWEnt's Development Policy Forum (Entwicklungspolitisches Forum)
ASA	Work and study placements in Africa, Asia, Latin America and Southeastern Europe, InWEnt division	EU	European Union
BMBF	Federal Ministry of Education and Research (Bundesministerium für Bildung und Forschung)	GI	Goethe Institute
BMWi	Federal Ministry of Economics and Technology (Bundesministerium für Wirtschaft und Technologie)	GTZ	German Society for Technical Cooperation (Deutsche Gesellschaft für Technische Zusammenarbeit GmbH)
BMZ	Federal Ministry for Economic Cooperation and Development (Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung)	IDSC	Information and Decision Support Center, Egyptian think tank
BMU	Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (Bundesministerium für Umwelt, Naturschutz und Reaktorsicherheit)	IIJ	International Institute for Journalism, InWEnt division
CDG	Carl Duisberg Gesellschaft e. V.	ILT	International Leadership Training, InWEnt programme
CEE	Central and Eastern Europe	IUFRO	International Union of Forest Research Organisations
CLI	Collective Leadership Institute	KfW	The KfW Banking Group (KfW Bankengruppe) is a German credit institute responsible not only for the implementation of programmes within Germany but also for financial cooperation with developing countries.
CSR	Corporate Social Responsibility: CSR is understood as operating a business in a manner that takes the social responsibility of a firm into account.	MENA Region	Middle East North Africa
DAAD	German Academic Exchange Service (Deutscher Akademischer Austauschdienst)	MGG	Managing Global Governance, a programme run jointly by InWEnt and the German Development Institute for junior executives
DED	German Development Service (Deutscher Entwicklungsdienst gGmbH)	NIS	Newly Independent States; former Soviet Union countries
DIE	German Development Institute (Deutsches Institut für Entwicklungspolitik)	PPP	Public Private Partnership
		RE@L	Red (Spanish for network) Alumni
		SEE	Southeastern Europe
		UN	United Nations
		VCCI	Vietnam Chamber of Commerce and Industry
		WAVE-Programme	InWEnt programme for water and wastewater management
		ZAV	Central Placement Office of the Federal Employment Agency (Zentrale Auslands- und Fachvermittlung)

Offices in Germany

Bonn (Headquarters)

InWEnt – Internationale Weiterbildung
und Entwicklung gGmbH
Capacity Building International, Germany
Friedrich-Ebert-Allee 40
53113 Bonn
Phone +49 228 4460-0
Fax +49 228 4460-1766

Bad Honnef

Lohfelder Straße 128
53604 Bad Honnef
Phone +49 2224 926-0
Fax +49 2224 926-151

Berlin

Stresemannstraße 92
10963 Berlin
Phone +49 30 43996-0
Fax +49 30 43996-0

Lützufer 6-9
10785 Berlin
Phone +49 30 25482-0
Fax +49 30 25482-204

Feldafing

Wielinger Straße 52
82340 Feldafing
Phone +49 81 57938-0
Fax +49 81 57938-777

Leipzig-Zschortau

Lindenstraße 41, Zschortau
04519 Rackwitz
Phone +49 34202 845-0
Fax +49 34202 845-777

Mannheim

Käthe-Kollwitz-Straße 15
68169 Mannheim
Phone +49 621 3002-0
Fax +49 621 3002-132

Stuttgart

Königstraße 1b
70173 Stuttgart
Phone +49 711 22754-0
Fax +49 711 22754-20





Regional Centre Berlin / Brandenburg

Lützowufer 6–9
10785 Berlin
Phone +49 30 25482-0
Fax +49 30 25482-204
Head: Ursula Nix

Regional Centre Bremen

Bürgermeister-Smidt-Straße 82
28195 Bremen
Phone +49 421 16297-40
Fax +49 421 16297-20
Head: Martin Foth

Regional Centre Hamburg

Poststraße 51
20354 Hamburg
Phone +49 40 1804724-51
Fax +49 40 1804724-60
Head: Dr Ellen Drünert

Regional Centre Hesse / Rhineland-Palatinate

Adolfstraße 16
65185 Wiesbaden
Phone +49 611 99941-0
Fax +49 611 99941-55
Head: Martin Broicher

Regional Centre Mecklenburg-Western Pomerania

Arsenalstraße 8
19053 Schwerin
Phone +49 385 55743-93
Fax +49 385 55743-94
Head: Dr Ellen Drünert

Regional Centre Lower Saxony

Theaterstraße 16
30159 Hannover
Phone +49 511 30480-0
Fax +49 511 30480-99
Head: Dr Peter Winter

Regional Centre North Rhine-Westphalia

Wallstraße 30
40213 Düsseldorf
Phone +49 211 8689-0
Fax +49 211 8689-112
Head: Dr Dieter Reuter

Regional Centre Saarland

Mecklenburgring 1
66121 Saarbrücken
Phone +49 681 81909-0
Fax +49 681 81909-149
Head: Werner Bouillon

Regional Centre Saxony

Lindenstr. 41, Zschortau
04519 Rackwitz
Phone +49 34202 845-0
Fax +49 34202 845-777
Head: Barbara Krause

Regional Centre Saxony-Anhalt

Schellingstraße 3–4
39104 Magdeburg
Phone +49 391 5371-300
Fax +49 391 5371-259
Head: Dr Harry Stolte

Regional Centre Schleswig-Holstein

Walkerdamm 17
24103 Kiel
Phone +49 431 12286-0
Fax +49 431 12286-22
Head: Dr Ellen Drünert

Regional Centre Thuringia

Regierungsstraße 57
99084 Erfurt
Phone +49 361 64547-0
Fax +49 361 64547-20
Head: Barbara Krause

Regional Centre Baden-Wuerttemberg

Käthe-Kollwitz-Straße 15
68169 Mannheim
Phone +49 621 3002-0
Fax +49 621 3002-209
Head: Thomas Witecka

Regional Centre Bavaria

Wielinger Straße 52
82340 Feldafing
Phone +49 8157 938-100
Fax +49 8157 938-999
Head: Dr Wolfgang Zimmermann



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Shouldering responsibility together

The crises we face today are no longer limited in scope to one or more individual countries. Their effects are global. The financial crisis, climate change, food shortages – all these jeopardise security and prosperity worldwide. They cannot be solved by individual nations working in isolation. In his Berlin Address at the start of 2009, Germany's Federal President Horst Köhler encouraged citizens to view the international financial crisis as an opportunity, to take it as an impulse to increase unity and solidarity with countries of the South: "This crisis offers a unique opportunity in that now, it is clear to all of us that no-one can permanently create advantages solely for himself. [...] In the 21st century, self-interest has come to mean that we must take care of one another." This entails levelling the playing field so we can come together as equals.

Global challenges also demand that we redefine partnership: create partnerships in which both parties are willing to share ideas and establish open dialogue. As an organisation of international cooperation, InWEnt – Capacity Building International, Germany is dedicated to initiating and sustaining international partnerships and acts itself as a reliable partner.

InWEnt brings people together from all corners of the globe to exchange ideas, pool knowledge and develop solutions for global challenges. For 30 years now InWEnt's Development Policy Forum has been organising informal political dialogues on the issues crucial to international cooperation. In the Conference Centre in Berlin, which opened in autumn 2008, the Forum offers top executives and experts an informal platform from which to present their interests and answers to regional and global questions.

InWEnt's programmes result in lasting contacts. They create the foundation for networks and stable alliances, just one way we contribute to the continued development of individuals and institutions. InWEnt supports these networks via its Global Campus 21[®] internet platform where those who have taken part in the programmes can exchange ideas from their respective fields and about alumni conferences. In 2008 more than 400 alumni attended the regional conferences held in Uruguay, India and Egypt. InWEnt also opened a new office in India to further strengthen its regional presence there.



Dr Sebastian Paust,
Chief Executive Director
Since 1 February 2009



Dr Gudrun Kochendörfer-Lucius,
Managing Director
Until 30 April 2009



Bernd Schleich,
Managing Director

InWEnt not only brings people from all over the world together in its programmes and networks – it is also a reliable partner to those working for sustainable development and international dialogue. As an active member InWEnt supports the activities of such international organisations as the German UNESCO Commission and promotes trade relations in the American German Business Club. The InWEnt Training Centre for Development Cooperation is an instrumental member of the “Joint Donors’ Competence Development Network” (Train4dev.net), an open forum of donor countries and international organisations which work together to train personnel for activities in international cooperation.

We are dedicated to serving as a competent partner, to remaining reliable even in times of change. InWEnt has completed an intensive process of evaluation which culminated in EFQM/QAP quality certification (“The European Foundation of Quality Management” and “Quality as a Process”). As a provider of advanced training, human resource and organisational development, InWEnt fulfils the highest quality criteria demanded by the national and international market.

This continues to apply regardless of the personnel changes of the previous year. In September 2008, we bid farewell to Chief Executive Officer Dr Ulrich Popp who retired after many years of dedication. Dr Sebastian Paust, previously on the board of the Asian Development Bank in Manila, took his place in February 2009. In May 2009 Managing Director Dr Gudrun Kochendörfer-Lucius moved to the World Bank Institute in Washington. We view these changes as an opportunity: the two colleagues who have left us worked hard for InWEnt, using their contacts to build bridges out into the wider world. Now they will establish ties back to InWEnt – just as our new Chief Executive Officer built bridges to our door.

This annual report provides information about the programmes and focal points of 2008. We hope you enjoy reading it.

Networks: shaping the future

On the road together to set something in motion: in December 2008 young Europeans hitchhiked to the United Nations' (UN) 14th Climate Change Conference in the Polish town of Poznan. The journey itself was their real objective, for along the way they informed fellow travellers and drivers about the results of climate change and the particular problems facing the South. They gave interviews on the topic of global climate justice, exchanged ideas with other dedicated young people and created contacts that spanned borders and nationalities.

The ASA programme of InWEnt – Capacity Building International, Germany helped link these unusual “ambassadors for climate justice”. The programme has been supporting the political and social convictions of young people worldwide for around 50 years through exchange programmes and an international network.

The “Eurizons 2008 – A Call for Climate Justice” hitchhiking campaign and those from 2006 and 2007, that focused on the UN Millennium Goals, are just one example of the international cooperative dialogue initiated, supported and promoted by InWEnt.

We work with and for people looking to take an active part in shaping the future of their countries in a variety of ways, and thus that of our globalised world. We supply a network of regional, national and international contacts that provides effective, lasting assistance via a variety of channels.

InWEnt Managing Director Bernd Schleich describes the process: “We employ directed measures to promote a global elite of responsible parties that – when linked with one another – can initiate

and help shape changes in their institutions and societies. This in turn strengthens the ownership demanded by the international donor community”.

Sustainability is the most important factor shaping this form of capacity building. Not only do we educate young experts and executives from developing, industrial and transition countries to the benefit of their organisation, firm or country. Our alumni programme also offers all former participants of an InWEnt training seminar the chance to continue to expand their skill sets and contacts.

When Latin American InWEnt alumni work towards improving communication between the comptroller's office and the parliament as network RE@L, when African alumni of a programme for hospital managers create their own institution of advanced training or when a South African network promotes e-business – all InWEnt alumni are part of an international community of learning for sustainable development.

Graduates of the International Institute for Journalism (IIJ) are an excellent example of this process. The joint efforts of responsible journalists support free media and define its role in promoting democracy. In this way they are making an important contribution to more transparency, participation and democracy. The same applies to young managers from the Managing Global Governance programme. The backing of an international network increases their chances of establishing Good Governance in their homelands and expanding it over time.

Networks not only promote career advancement and the advanced training of alumni in their respective fields. They also advance



the cause of fair globalisation. Additionally they strengthen the sense of connectedness of political and economic decision-makers from our partner countries to InWEnt – and thus to Germany. This is how InWEnt’s activities decisively promote the goals of German international cooperation.

According to InWEnt Managing Director Dr Gudrun Kochendörfer-Lucius “InWEnt is well anchored in the German business community. Many of our business activities are designed to benefit the German business community or to increase foreign trade”.

This creates the foundation for sustainable partnerships such as the German-Russian manager programme which has resulted in an active alumni network. The participation of Russian and German firms, ministries and commissions directly fosters partnerships, reinforces close economic and political relationships and promotes intercultural exchange.

This is why the systematic support of all alumni is one of InWEnt’s core activities. Not only are former participants very interested in follow-up contact, but their level of interconnectedness is also impressive. Currently around 96 percent of the participants of our International Leadership Training programmes remain in contact after completing a programme. Around half positively view the results of their training in implementing changes in their home country. After qualification more than 60 percent see themselves as having the skills to successfully shape the relationship between local organisations and international partners.

Our networks are as varied and effective in structure as our programmes and topics. Workshops, seminars, conferences, digital forums and online courses: all take an education-oriented



approach and guarantee the continued enhancement of our alumni’s professional qualifications. Our alumni portal and Global Campus 21® play a central role in this process.

The portal connects around 40 of InWEnt’s specialist, regional and programme portals. Depending on their individual interests and areas of expertise, registered users can participate in clearly outlined topical discussions, connect on a regional or international level, explore specialist databases, or learn about events at InWEnt’s regional offices and local alumni meetings.

Global Campus 21® is InWEnt’s digital lecture hall. Irrespective of time and location, more than 50,000 registered users meet with qualified tutors for e-learning on this digital campus.

Alumni involved on a volunteer basis also enrich our networks. ASA alumni, for example, have informally organised themselves via the “ASA internal” platform and pass their experience on to new participants.

Dedication, reciprocal trust, motivation and partnership are the basic tenets of all InWEnt networks. This is underpinned by our conviction that cooperation in teams benefits all involved – alumni and their organisations and InWEnt and other organisations involved in German international cooperation.

Worldwide networks

Transatlantic bridge for climate and energy

The “Transatlantic Climate Bridge” between the United States of America (USA) and Germany is designed to facilitate the search for unified approaches to climate change. “A New Era in Transatlantic Climate and Energy Policy” was the title of a conference held on 30 September, 2008 and initiated by Federal Minister of Foreign Affairs Frank-Walter Steinmeier and Federal Minister for the Environment Sigmar Gabriel in the Federal Foreign Office (AA) in Berlin. Commissioned by the AA and the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, InWent organised discussion rounds for the around 300 high-ranking American and German participants from politics, business, science and civil society and presented their “Transatlantic Climate and Energy Initiative” at a “Market for Ideas”. InWent offered additional activities and programmes for the American participants over the course of a few days.



Local governance and decentralisation

Promoting decentralisation and local governance is increasing in importance in the field of German development cooperation. This issue is a key priority for the Federal Ministry for Economic Cooperation and Development (BMZ) and in cooperation among bi- and multilateral donors. The Paris Declaration requires all donors involved in development cooperation to better coordinate their activities. On 1 March, 2008 the secretariat of an international working group, the Development Partners Working Group on Local Governance and Decentralization, settled in at InWent. The secretariat coordinates information, organises meetings and links the working group with similar initiatives. Another example of its work is to commission reports that critically examine the interplay between bi- and multilateral promotional strategies. The secretariat supports governments in sub-Saharan Africa prepared to develop and implement guidelines for local governance and



"International contacts are very important for our firm's prospects on foreign markets. The people we meet through InWEnt become partners and often friends. They are our gateway to the world." Nicola Lemken, InWEnt Specialist Partner, Germany



poverty reduction in cooperation with donor countries. InWEnt contributes dialogue skills and experience in creating networks to this process. www.dpwg-lgd.org

The "Alumni Portal Deutschland" premiers

When German Development Minister Heidemarie Wieczorek-Zeul started the Alumni Portal Deutschland (APD) with the click of a mouse on 11 September, 2008, it marked the culmination of many months of intensive preparation and cooperation between the partners involved. Under InWEnt's leadership, a variety of German support institutions that offer international training and advanced education are providing their alumni with a unified contact platform for the first time. By the end of 2009 the APD will serve as a virtual home on the net for 20,000 well-qualified experts and executives. The Central Placement Office of the Federal Employ-

ment Agency (ZAV), the Goethe Institute (GI), the Working Group for Development and Experts in the Areas of Migration and Development Cooperation (AGEF) and the German Academic Exchange Service (DAAD) now offer their alumni a wide range of perspectives for exchange and cooperation via the APD. The range of information and communication opportunities the portal provides helps alumni maintain lasting contact with Germany, independently generate knowledge, initiate contact with other alumni and strengthen their own professional perspectives via the "Job & Career" section. The portal is also open to "free movers", people who financed their stay in Germany themselves, and German firms and organisations can use it to find qualified experts to employ locally. www.alumniportal-deutschland.org

For democracy, against censorship: online journalism and blogs

What is the role of online media in democratic development? What potential do they have to strengthen freedom of opinion and the press? How can critical online reporting continue in the face of increasing economic pressure and internet control? These were the key questions addressed at a media conference held jointly by InWEnt's International Institute for Journalism (IJJ) and the newspaper Frankfurter Allgemeine Zeitung (FAZ) in March 2008. Around 150 media experts from Africa, Asia and Europe discussed journalistic ethics, the basic right to freedom of the press and the opportunities and dangers inherent in new media. Shortly thereafter the IJJ launched InWEnt's first in-house blog. During the "Freedom and Responsibility in the Media" Summer Academy 2008, 23 young journalists from Africa, Asia and the Middle East blogged about the ongoing debate on media-ethics over the course of four weeks. By now many IJJ alumni use the "Daily IJJ" blog in addition to individual blogs to report on events in their countries and in some cases evade rigid censorship. www.ijj-blog.org





Africa: networked for change

A ninefold success: the first alumni conference in the MENA region

Nine newly founded country networks, three expert networks and a great deal of hard work and passion by all participants are indications of the success of the first regional alumni conference in the MENA region (Middle East and North Africa). Coordinated by the Cairo Regional Office, from 29 October to 1 November 2008 the focus was on “Networks and Innovation”. The Arabic language “Corporate Social Responsibility” (CSR) e-learning course, Global Campus 21®, InWEnt’s alumni portal and the Alumni Portal Deutschland were all presented at the conference.

Discussion centred on topics such as urban development, professional education, capacity building and women in leadership positions. Nine country groups exchanged ideas about the added value of a national network, potential partners, pilot projects and future coordinators. Around 2,000 experts and executives from the region participate in InWEnt programmes annually.

The MENA Water Portal and WAVE

The MENA Water Portal on the Global Campus 21® is open to all MENA programme participants including those from the “Management of Development and Change Processes in the Water Sec-

tor of the Middle East and North Africa” course. E-learning and forums help young managers, decision-makers and experts from the nine participating countries to exchange ideas and concepts. This process transcends national and institutional boundaries and assists participants in developing solutions for the financing and organisation of an efficient water supply system in their respective cities.

The WAVE programme concentrates on small and medium-sized cities in Kenya, Uganda, Tanzania and Zambia in particular. The training seminars and forums address commercial municipal organisations and private water providers and involve decision-makers in the development process on both a national and a local level. This capacity building programme explores both technical aspects and management issues. Practitioners and managers alike can thus expand their scope of action to ensure there is an efficient water supply.

Water experts and executives from ministries and organisations and from training establishments and utility companies work together in the WAVE Pool. They organise WAVE activities in cooperation with other national development programmes from the water sector and develop practice-oriented training handbooks, for example. This focuses regional expert skills and underscores individual responsibility.



„The real value of networking lies not in the moments we share, but often in what flows from those shared moments.“ Aneesha Vahle, InWEnt alumni coordinator for South Africa



Innovative networking: the alumni exhibition in Johannesburg

Networking would be unthinkable without digital communication. But networks continue to depend on immediate contact as well. Around 400 alumni and more than 100 exhibitors, partners, contributors and employees met under the motto of “innovative networking” in Johannesburg on 10 and 11 October, 2008.

In podium discussions and workshops participants explored HIV/AIDS, best practice networks, the host country’s higher education system and the image of South Africa in the media. Many alumni used the exhibition to express their bond to Germany. Alumna Zethu Penny Mackenzie spoke of a “reunion with my German family”.

Access to the Alumni Portal Deutschland (APD) for South Africa was activated at the exhibition. Many visitors took the opportunity to register. InWEnt alumna Kelo Kubu summed up her expectations of the portal: “I am looking for a free space with a lot of flexibility where I can get something and am able to offer something in return”. Isaias Muthevuie viewed it as an opportunity to “develop strategies with other African alumni that will allow us to improve our lives.” And InWEnt alumnus Sam Tsima hopes the portal “should become a knowledge forum for sharing success stories.”

MGG: global issues, global solutions

The Managing Global Governance (MGG) programme offers young executives from Egypt, Brazil, China, India, Indonesia, Mexico and South Africa the chance to come to Germany for a six-month period that involves an internship at a German or European institution, management courses and professional exchange. The programme connects young professionals who influence economic and political development in their homelands and bring their ideas and experience to bear on the discussion inherent in partnership with Germany, such as Mona Salem El Rassas from Egypt. She works for the Information and Decision Support Center (IDSC), a think tank.

Why did you want to participate in the MGG programme?

: I chose to take part in MGG programme because I think it is an add on to my career. The chance of getting in contact with different backgrounds and cultures gives the chance to see the whole aspects of global issues and problems and consequently to find more proper solutions.

What do you expect to gain from the MGG course – for your career, for your institution and for your country?

: I expect that this programme will shift my career inside my institution to a wider role in which more public issues will be studied. For example, we are working on launching a „Governance Unit“ in my Institution and this unit will touch some of main issues we are dealing with in MGG School like combating the corruption, which is my topic for the project study.

When you look back at the first weeks of the course, what impressed you most?

: What impressed me most is the inter linkage among the global issues and how certain problems for some countries can affect other countries, and how it can drive a series of correlated issues that will certainly need collaborative efforts to solve, not only local or regional efforts.



Asia: alumni provide new impulses

India: strengthening strategic partnerships

The environment, energy efficiency and sustainable economic development – these topics shaped the first Alumni and Partner Conference in India for which more than 80 people gathered in New Delhi on 17 October, 2008. The conference was organised by the team of InWEnt's New Delhi office (which opened in February 2008) with the energetic support of regional coordinators and moderators.

Seven alumni organisations, including Tangente, founded in 1966 in New Delhi, sent representatives. “As an alumnus of a European institution I know how important alumni are”, emphasised Dr Dheeraj Bathnagar, director of the Economic Department of the Indian Ministry of Finance. “They create connections and networks that provide lasting support for our partnerships.” InWEnt with its large network across continents, he continued, was an important strategic partner on both an economic and a political level.

The conference revived existing networks via new approaches and clearly expressed the will to use the expertise and experience of alumni more efficiently for future activities in India.

Workshops defined and discussed German-Indian development cooperation, corporate social responsibility (CSR), vocational training and environmental management and the respective need for capacity building in each area. The ability of conference partici-

pants to effectively contribute to meeting the need in these areas was also addressed. Two working groups took an in-depth look at the future of alumni activities. They compiled a list of suggestions such as a regular newsletter, an Indian internet alumni portal and the development of a senior expert service. “Sleeping Beauty has awakened”, was Managing Director Dr Gudrun Kochendörfer-Lucius' summation of the event.

eAST: e-learning in Central Asia

Since 2007 InWEnt has invested a great deal in the creation of e-learning projects in Central Asia. InWEnt's eAST programme (eLearning Application Skills Transfer) started in 2008 at universities and institutions in the Central Asian countries of Tadjikistan, Kazakhstan and Kyrgyzstan. It is designed to establish e-learning as a new method of knowledge transfer and acquisition in participating countries.

The first participants completed the three-month practical programme and were awarded a certificate in December 2008. During the programme they introduced their own focal points to different learning groups, realised projects and developed e-learning projects. This process resulted in modules on health care projects and curricula for courses on HIV / AIDS.

Participants also developed management plans for e-learning courses that focus on “internet technology”. A new Central Asia

"I learned to value cooperation in a team. A result can never be attributed to the success of an individual: it is based on the fruitful cooperation of an entire group."

Krishna Venkatarama Sharma, Ministry of Earth Sciences, New Delhi



portal provides information about e-learning, offers virtual learning spaces and links former and future participants. In 2009 the initiative – still under the aegis of the German Federal Foreign Office – is scheduled to continue and will be expanded to include other Central Asian countries.

www.globalcampus.de/central-asia

25th anniversary: China's railway employees and InWEnt

InWEnt began a German-Chinese partnership with the People's Republic of China in the rail sector back in the 1980s. To date more than 300 scholarship recipients have participated in the various technical areas of the railways in programmes in Germany. Another 3,000 have deepened their specialist knowledge in seminars in China and on study tours to Germany.

In honour of the 25th anniversary of this community of knowledge and experience, alumni gathered under the motto "Together into the future" in Beijing from 16 to 18 September, 2008. Expert dialogues and discussion forums were an invitation to exchange ideas about such topics as the environment, resources and the technology of high-speed lines and to explore information about the structure of the Deutsche Bahn AG (German Rail) and new transport products. Dr Ulrich Popp, InWEnt's outgoing Chief Executive Officer, defined the alumni in his welcome address as "our partners for the future – partners for the German business community and for cooperation between companies from both our countries."

Trade Vietnam: alumni networks strengthen competitive capacity

Accompanied by the executive vice president of the Vietnamese Chamber of Commerce and Industry (VCCI), Dr Doan Duy Khuong, 16 alumni met for a workshop in Hoa Binh at the beginning of December 2008. They assessed the InWEnt programme's past activities for regional economic development, developed training modules to cover present need and initiated a network. Among them was Nguyen Thanh Binh, a former scholarship recipient of the German Foundation for International Development (DSE) and deputy director of the Department of International Relations at the VCCI today.

Mr Nguyen Thanh Binh, what do you see as the advantages of a network?

: So far, networking is kind of a challenge in Vietnam. This might be based on our culture also. At the same time, we realise that networking is really important to be competitive. We don't want to play a one-man-show or the jack of all trades. Networking gets more and more important for your professional career. I hope that the alumni network of InWEnt will find its own identity and its own culture here in Vietnam.

What is your personal role in this?

: During the VCCI-InWEnt Alumni Workshop my VCCI colleagues put on me the role of an alumni coordinator for the southern region of Vietnam and to act as a contact person. We agreed that the coordinator has to be energetic and patient, because in a group it sometimes takes time to reach a consensus. So I will try to do my best.



“Regional collaboration between the countries of the Western Balkans and the intensive exchange of experience and cooperation between active parties at all levels supports the EU integration process in this region.”

Irena Dzimrevska, Macedonia



Europe: linking diversity

Ukraine: a partnership with a future

More than 180 guests accepted InWEnt’s invitation to come to Kiev in February 2008. Under the motto of “15 years of InWEnt in Ukraine: cooperation in the area of advanced training for civil servants, managers and firms”, alumni from almost all regions of the country met long-standing partners from a wide array of programmes and high-ranking representatives from politics and administration. Dr Walerij Pjatnizkij, Ukraine’s deputy minister for economics, praised InWEnt’s advanced training programmes for his country’s high-ranking civil servants, noting their contribution to Ukraine’s efforts towards integration in the European Union in particular. He spoke from personal experience, having been involved in such a training course himself in the 1990s. More than 80 graduates participated in the contact fair at the conference. Forums for promoting investment, competitive capacity and professional qualifications offered many opportunities for dialogue and networking.

Southeastern Europe: integration in the European Union through regional cooperation

The places where people live their daily lives provide very fertile ground for the growth of political ideas and convictions. This is why the local level plays such an important role in the integration of the countries of southeastern Europe into the European Union (EU).

Together with local partners and city and local governmental associations in the region, InWEnt is supporting local authorities as they strive to move closer to the EU. In the Train4EU knowledge multiplier programme, experts and executives from local government associations learn about EU rules, standards and institu-

tions on study tours to Germany and Brussels. They then apply this knowledge to help their local communities apply for subsidies, for example, or lobby on the European stage. A total of eight associations participate in this programme. Each sends two or three representatives for a 14-month training period. Global Campus 21® provides a virtual learning space and another opportunity to work together across national borders.

Bilateral exchange programme for trainees

The German federal government is set on doubling foreign qualifications in vocational training by 2015 in order to promote the competitiveness of firms and the employability of young professionals. With around 180 bilateral partnerships and more than 4,100 participants, InWEnt’s exchange programmes with the Netherlands, Great Britain and Norway are contributing to reaching this goal. German trainees, trainers and vocational education organisers learn about other educational systems and gather experience in foreign firms.

Kathrin Hagemann, a businesswoman involved in transport and logistics, took part in an exchange project in 2006. Her conclusion: “I made lasting contacts during my placement. I am in touch with my friends in the Netherlands almost daily. Additionally, my firm and a company from the Netherlands are considering entering into partnership.”

Walter Ferstl, training manager for commercial and technical training at Liebherr-Verzahntechnik GmbH was also very positive in his summation: “Of course the company also benefits from the bilateral exchange of trainees between Germany and Norway. Our goal is the creation of a lasting international network that will enable us to continue to develop our educational concept.”

Latin America: alumni for the environment and social justice



Uruguay: environmental protection takes priority

Climate change is strongly affecting Latin America. This is why financing for environmental services, education for sustainable development and dealing with environmental law were the focal points of the first alumni conference in Latin America. From 19 to 22 September, 2008, more than 200 alumni exchanged ideas on these and other topics, discussed possible political approaches, learned about energy efficiency in Europe and intensified contact.

Alumni currently working in budget committees and tax authorities founded a new network at the conference. It is designed to promote regional communication about how budget policies can best include aspects of social justice.

Each year around 11,500 experts and executives from Latin America complete one of InWent's many programmes. The expanding RE@L network places a variety of national and specialist networks at their disposal.

Voices from Montevideo

"I use the alumni network to further my education and would like to offer this opportunity to others. That is why I am actively involved in the RE@L network Ecuador. InWent's support encourages us to continue in our efforts. The Global Campus 21® e-learning platform is very important to us, as it's virtually our office." Dominique Burau, coordinator for RE@L Ecuador ①

"I was most interested in the topics of corporate social responsibility, e-learning and sustainable education, since my employer is planning to work with the private business community more intensely in these areas." Bessy Escolera, coordinator for RE@L El Salvador ②

"I have met many experts through the alumni network. Life-long learning is important to me. I keep my knowledge up-to-date by taking advantage of the advanced training offered to alumni here in Latin America." Carlos Orbezo, Peru ③



Forestry and environmental law

Protecting the tropical forest is the central focus of the Latin American network Derecho Forestal's efforts. Founded by InWent alumni, it is open to jurists and experts on forestry and the environment. The internet forum serves to foster debate, knowledge transfer and project planning. The network has produced national working groups and legally recognised interest lobbies in Bolivia and Ecuador, which bring legal issues regarding the forest and the environment to the attention of politics. Derecho Forestal is working on a compendium for Latin American forestry law and is a member of the Global Network for Forest Science Cooperation (IUFRO).

Buenos Aires: CSR Mercosur

Supported by UNESCO and the World Bank, InWent organised the first Corporate Social Responsibility Forum (CSR) for Mercosur countries (Southern Common Market) from 22 to 24 September, 2008. Around 200 alumni from small and medium-sized firms exchanged ideas with representatives from research institutions and foundations about implementing CSR in their respective countries. Topics of discussion included preventing corruption, uneven income distribution, poverty reduction and responsible corporate management.

"Initiating processes of change in our environment is up to us." Boldwill Hungwe, IJ alumnus and winner of the World Press Photo Award

Recognised for excellence



▲ **Ch@t der Welten Hesse/Rhineland-Palatinate (Chat between Worlds)**

The German National Committee for the UN "Education for Sustainable Development" decade named the model project for sustainable learning "Official Project of the World Decade 2008/2009".

Eco-Profit Firm

The InWEnt International Training Centre in Feldafing saved on operating costs by protecting the climate and environment. Its efforts were honoured with the "Eco-Profit Firm 2007/2008" award by the Starnberg administrative district.

▲ **Young Leaders for Sustainability**

This qualification programme to prepare young people to enter the job market organised by the ASA and CLI (Collective Leadership Institute) was distinguished as the official project of the UN "Education for Sustainable Development" decade.

Tianshan Prize

The International Leadership Training (ILT) on developing the mountain regions of Nepal, Pakistan, Tadjikistan and the People's Republic of China was awarded the Tianshan Prize. Jürgen Richter, senior project manager of the Rural Development, Food and Consumer Protection Division, accepted the prize.

▲ **World Press Photo Award**

Boldwill Hungwe, IJ alumnus from Zimbabwe, took second prize in the "spot news" category.

DAAD Prize for excellent achievements by foreign students

The prize went to InWEnt alumna Iza Azura binti Ali from Malaysia who is studying mechanical engineering in Augsburg.

Fiscal year 2008



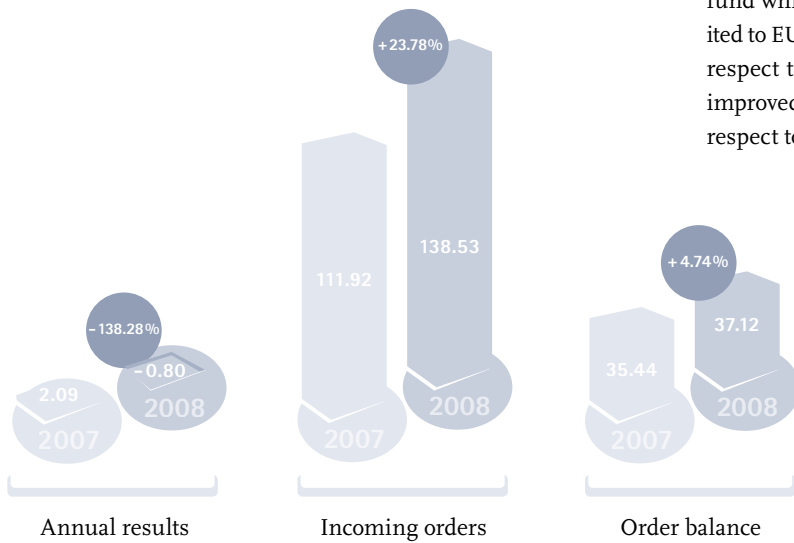
InWent – Capacity Building International, Germany expanded sales by almost three million euros in fiscal year 2008. Extended core business experienced the highest growth rate, where our largest clients were the Federal Ministry of Economics and Technology / Kreditanstalt für Wiederaufbau with just under EUR 19 million and the Federal Foreign Office with just under EUR 6 million. In third-party business the cooperation with the European Union, the World Bank, regional development banks and the United Nations was intensified. New partnerships were established and existing partnerships were strengthened.

Business Overview

Business Development

Total annual sales fell caused primarily by the need to create reserves to cover repair and maintenance expenses at the Bad Honnef property (2007: annual surplus from the liquidation of balance sheet

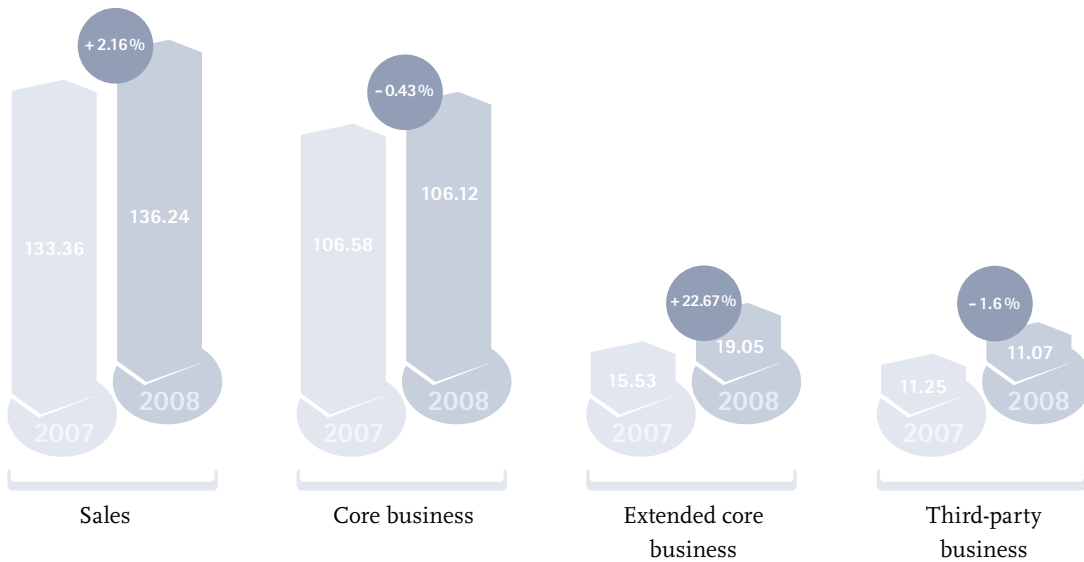
accruals for the EU educational programmes). In agreement with the Federal Ministry for Economic Cooperation and Development (BMZ), this shortfall was covered by the scheduled use of the reserve fund which, in accordance with the new fiscal statute, will be limited to EUR 1.0 million in future. Sales showed a slight increase with respect to the previous year. Orders received and orders on hand improved considerably or slightly depending on business area with respect to the previous fiscal year.



in millions of euros

Sales development

In 2008 InWEnt achieved total sales of EUR 136.24 million compared to EUR 133.36 million from the year before. Development in the individual business areas was as follows:



in millions of euros

Funds from the principal shareholder and client, the Federal Ministry for Economic Cooperation and Development (BMZ), represent InWEnt's core business. With EUR 106.12 million, core business showed a slight drop in turnover of 0.43% with respect to the previous year (EUR 106.58 million).

The growth exhibited in the allocation of funds in extended core business compared to 2007 is due in large to increased project funding from the Federal Foreign Office (AA) and the Ministry of Economics and Technology (BMWi) / Kreditanstalt für Wiederaufbau (KfW). Sales in third-party business didn't change significantly.

Contracts

During 2008 InWEnt received contracts and funding approval totaling EUR 138.53 million. On 31 December 2008, orders on hand totalled EUR 37.12 million.

In core business, which includes funding from the Federal Ministry for Economic Cooperation and Development (BMZ) and the institutional contributions from the federal states of EUR 1.44 million, orders received totalled EUR 96.80 million.

In extended core business the company recorded EUR 33.46 million in orders received, of which 28.04 million was from other federal ministries and 5.42 million from the federal states. InWEnt's largest clients in extended core business were the Federal Ministry of Economics and Technology / Kreditanstalt für Wiederaufbau (EUR 18.82 million) and the Federal Foreign Office (EUR 5.81 million).

Orders received in third-party business in 2008 totalled EUR 8.27 million. The largest contractors in third-party business were "Africa kommt!" an initiative of 19 leading German firms aimed at promoting young professionals in sub-Saharan Africa (EUR 1.4 million) and the Heinz Nixdorf Foundation (EUR 1.1 million).

Compared to the previous year, total orders received rose considerably (2007: EUR 111.92 million). This was primarily due to the different points in time that funds from the Federal Ministry for Economic Cooperation (BMZ) and the other federal ministries were received.

Orders on hand as of 31 December 2008 increased slightly compared to the previous year (2007: EUR 35.44 million) for a total of EUR 37.12 million. This was largely due to the acquisition of large long-term orders in the extended core business area.

Incoming orders and orders on hand according to business areas		
	Incoming orders 2008	Contracts on hand 1.12.2008
Core business	96.80	1.99
Federal funding	28.04	21.33
Funding from federal states	5.42	2.70
Extended core business	33.46	24.03
Third-party business	8.27	11.10
Total	138.53	37.12

Human resource development and personnel

As of 31 December 2008 797 employees and 30 trainees were employed at InWEnt, most of them located at InWEnt headquarters in Bonn. The remainder of the workforce were divided among

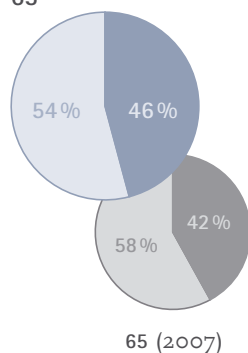
InWEnt's offices in Berlin, Bad Honnef, Feldafing, Mannheim, Magdeburg and Zschortau/Leipzig along with the 14 regional centres we operate in almost every federal state.

Number of employees per department (as of 31 December 2008)	Number of employees
Management and staff positions	25
Interdepartmental programme and administrative tasks	172
International Regulatory Framework / Good Governance / Economic Policy	60
Social Development	62
Sustainable Business Development	99
Environment, Natural Resources and Food	91
Industrialised and Transition Countries	76
Cooperation with the Governments of the Federal States / Development-related Education	130
Training Centre for Development Cooperation	82
Total	797

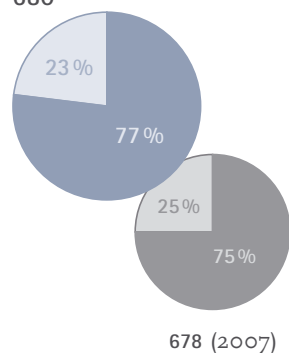
InWEnt is working towards a flat hierarchy. As part of this process, the percentage of executives dropped from 2007 by about 0.25 points to 7.9% in 2008. The percentage of women in management positions continues to rise and was around 46% by the end

of 2008. The 680 employees in skilled positions (project leaders and clerical functions) who organise InWEnt's activities, a total of around 83% of our workforce, are the foundation of the company.

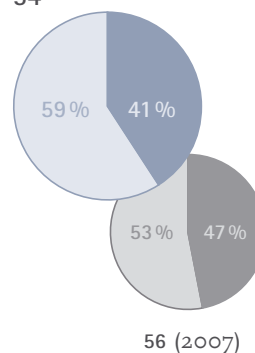
Executives
63



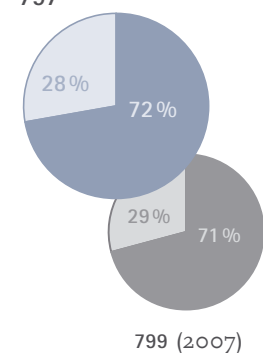
Senior / project managers
680



Labourers
54



Total
797



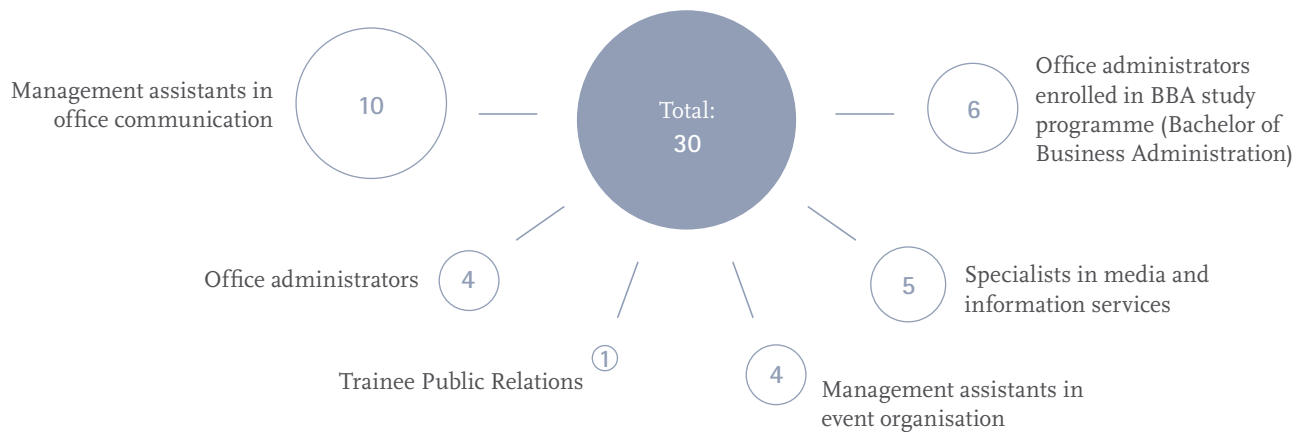
■ Men ■ Women

Training at InWEnt

InWEnt's training programme is one example of how seriously we take our socio-political responsibilities. We serve as an active partner in providing young people with the qualifications they need to successfully start their careers. Development cooperation will be of increasing interest to those entering training since it involves a con-

cept of international learning. In 2008 InWEnt had 30 trainees on five different training programmes. Our combined "Office administrator enrolled in a BBA study programme" experienced the highest rate of growth.

Our trainees focused on the following career paths:

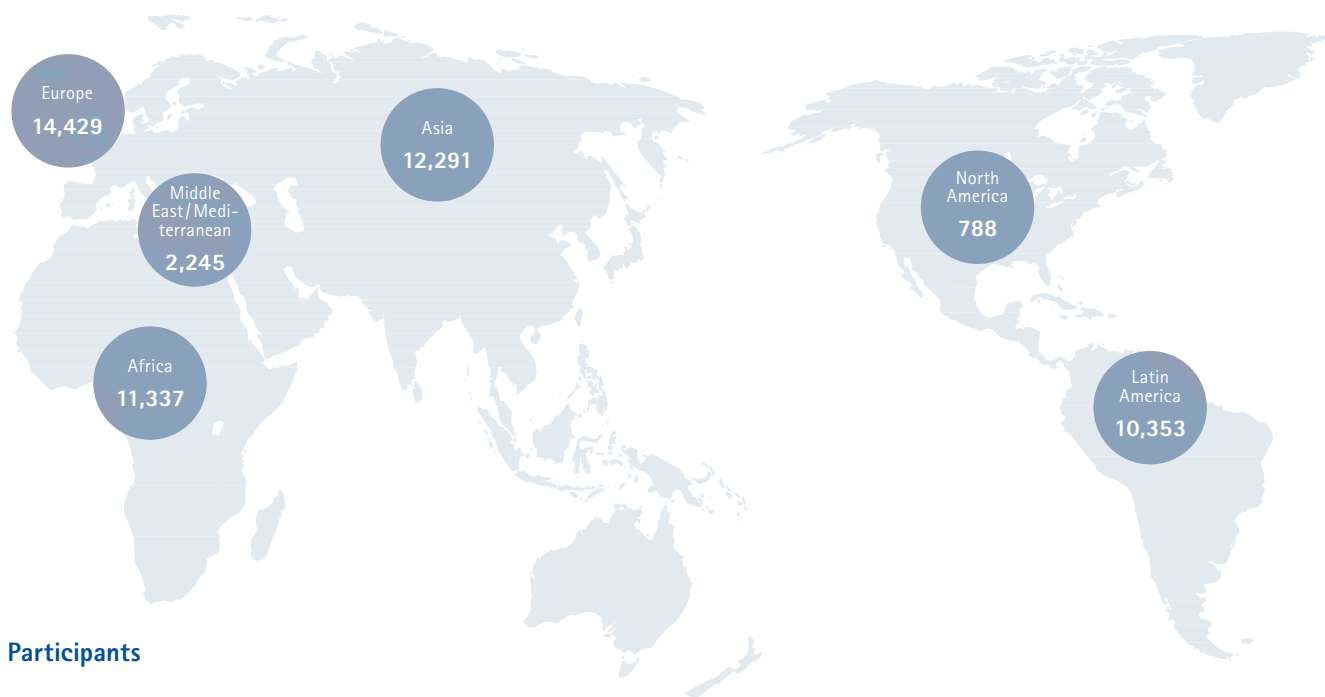


In 2008 191 young people completed two- to three-month work placements at InWEnt. These primarily academic positions provided them with an interesting and in-depth look at our areas of activity.

Advanced training

InWEnt employees have a variety of options at their disposal to improve their qualifications. In 2008 our employees took advantage of over 2,000 days of training. Our spectrum of ongoing training covers a wide range of options including workplace-related standardization and development seminars, method skills training courses and a variety of internal workshops that InWEnt organised to prepare employees for the introduction of the individual performance-related pay scheme.

Statistics



Participants

Europe

Central and Eastern Europe (CEE), Southeastern Europe (SEE), New Independent States (NIS)	4,401
Western Europe	233
Germany	9,795

Asia

Southeastern Asia	7,967
Eastern Asia	2,498
Southern Asia	1,252
Bangladesh / Pakistan / Afghanistan	574

Africa

Sub-Saharan Africa	4,965
Western and Central Africa	3,471
Eastern Africa	2,901

The Americas

North America	788
Central America, Caribbean	1,564
South America	8,789

Mediterranean/Middle East

Mediterranean / Maghreb	546
Middle East	1,699

Total **51,443**

From international and
supraregional organisations 1,177

Total **52,620**

Use of online services

Number of research inquiries to the InWent-Library Documentation website	117,958
Global Campus 21®, registered users	57,272
Number of online forums, working groups and course environments	902

Profit and loss statement

1 January to 31 December 2008

		2008		2007	
1.	Sales	136,241,169.35		133,360,898.52	
2.	Other operating income	3,795,945.78	140,037,115.13	6,709,057.39	140,069,955.91
3.	Cost of materials				
	a) Cost of purchased merchandise	40,047.20		45,653.23	
	b) Cost of purchased services	67,588,378.97		67,949,613.60	
	c) Cost of scholarships	6,068,676.37	73,697,102.54	7,210,735.81	75,206,002.64
			66,340,012.59		64,863,953.27
4.	Personnel expenses				
	a) Wages and salaries	30,258,163.01		29,041,903.23	
	b) Social security, pensions and other benefits ¹	7,201,715.42	37,459,878.43	6,996,382.07	36,038,285.30
5.	Amortization and depreciation on fixed intangible and tangible assets	1,067,753.60		1,099,099.75	
6.	Other operating expenses	28,640,231.49	29,707,985.09	25,762,157.94	26,861,257.69
			-827,850.93		1,964,410.28
7.	Other interest and similar income	86,486.64	86,486.64	124,965.28	124,965.28
8.	Write-down of long term financial assets	5,146.07	5,146.07	0.00	0.00
9.	Loss (prior year profit) on ordinary activities		-746,510.36		2,089,375.56
10.	Other taxes	8,598.20	8,598.20	719.30	719.30
11.	Net loss (prior year net income) for the year		-755,108.56		2,088,656.26
12.	Profit carried forward		0.00		382,389.26
			-755,108.56		2,471,045.52
13.	Release of free reserves in accordance with § 58 No. 7a of the Tax Code (prior year: allocation of free reserves in accordance with § 58 No. 7a of the Tax Code)		755,108.56		-2,471,045.52
14.	Unappropriated retained earnings		0.00		0.00

¹⁾ of which for pensions EUR 1,772 K (prior year: EUR 1,709 K)

All figures in euros

Rounding differences of up to one unit may occur in the table for calculatory reasons.

Balance sheet

Assets		31.12.2008	31.12.2007
A.	Fixed assets		
I.	Intangible assets		
	Concessions, industrial property rights and assets and licenses to such rights and assets	538,867.85	660,858.84
		538,867.85	660,858.84
II.	Tangible assets		
1.	Other equipment, factory and office equipment	2,772,628.10	2,428,236.94
2.	Prepayments and constructions in process	23,383.62	2,439.66
		2,796,011.72	2,430,676.60
III.	Financial assets		
	Shares in affiliated companies	0.00	5,146.07
		0.00	5,146.07
		3,334,879.57	3,096,681.51
B.	Current Assets		
I.	Receivables and other assets		
1.	Trade receivables	5,155,173.27	5,041,837.14
2.	Equalization claim from the shareholder BMZ	4,756,531.73	7,112,060.83
3.	Prepayments	1,490,432.46	2,996,413.90
4.	Other assets	174,625.11	703,672.34
		11,576,762.57	15,853,984.21
II.	Cash on hand, central bank and bank balances	13,935,475.00	11,982,821.47
		13,935,475.00	11,982,821.47
		25,512,237.57	27,836,805.68
C.	Prepaid expenses and deferred charges	563,995.14	622,045.26
		29,411,112.28	31,555,532.45

Rounding differences of up to one unit may occur in the table for calculatory reasons.

All figures in euros

Equity and liabilities		31.12.2008	31.12.2007
A. Shareholders' Equity			
I.	Subscribed capital	30,000.00	30,000.00
II.	Capital reserves	0.00	550,549.30
III.	Earnings reserves		
	1. Purpose-bound reserve pursuant to §58 No.6 of the Tax Code	300,000.00	300,000.00
	2. Free reserves pursuant to §58 No.7a of the Tax Code	1,715,936.96	2,471,045.52
		2,045,936.96	3,351,594.82
B. Special account for investment grants		3,334,879.57	3,091,535.44
C. Accruals			
	Other accruals	7,632,273.00	8,542,151.00
		7,632,273.00	8,542,151.00
D. Liabilities			
1.	Payments received on account ¹	10,086,198.41	11,096,474.03
2.	Trade payables	4,538,138.31	3,819,270.84
3.	Repayment obligation from promotional funding received ²	645,240.92	370,244.84
4.	Other liabilities ^{3,4}	393,216.89	511,343.33
		15,662,794.53	15,797,333.04
E. Deferred income		735,228.22	772,918.15
		29,411,112.28	31,555,532.45

¹⁾ of which to shareholder BMZ EUR 411,532; prior year: EUR 562,021

²⁾ of which to shareholder BMZ EUR 244,202; prior year EUR 86,822

³⁾ of which to shareholder BMZ EUR 76,782; prior year EUR 87,378

⁴⁾ of which from taxes EUR 126,937; prior year EUR 39,903

All figures in euros

Rounding differences of up to one unit may occur
in the table for calculatory reasons.

Report on the activities of the Gender Equality Representative

More than two-thirds of all InWEnt employees are female. We succeeded again this year in expanding the number of women in executive positions to 46%, a 4% increase compared to 2007. InWEnt's second Gender Equality Plan, completed with the active participation of our gender equality representative and her agent in office, was approved mid-2008. The Operation Plan for 2008 to 2011 is one component of this plan. Two central objectives are to eliminate discrimination against women in the workplace, ensure equal opportunity for advancement and create working conditions that promote work-life balance.

In 2008 the gender equality representative, her agent in office and ombudswomen in all InWEnt offices began work anew, a process that entailed coordinating their activities with all the other parties involved: the management, the head of administration, the human resources department and the general staff council. Various means were practised of involving the gender equality representative in activities such as recruitment. Almost twice as many positions were advertised in 2008 as in 2007 (147 compared to 83) and the gender equality representative was involved in most of the application procedures associated with these.

A gender mainstreaming training concept was developed as a joint project with the InWEnt Training Centre for Development Cooperation in Bad Honnef, and the initial pilot course was also held. This training seminar is scheduled to be made available to all departments and levels of staff in 2009.

InWEnt organised a programme for Girl's Day again in 2008. 22 girls between the ages of 12 and 17 learned about the work InWEnt does and possible career opportunities at the organisation. Trainees provided a colourful overview of their trainings, offering an in-depth look at many departments and key issues. The IBS (Informations- und Beratungsstelle – for vocational education and training abroad; under the umbrella of InWEnt gGmbH) answered questions about qualification programmes abroad. The girls also participated in practical exercises from a programme on peace education in Latin America. They heard some facts and figures on HIV and also learned how they can protect themselves.

Report from the General Staff Council

Functional analysis, telework, promoting general health, and IT architecture – these were the central issues addressed by the General Staff Council (Gesamtbetriebsrat, GBR) in 2008. The in-house functional analysis, which began in the administration department in 2007, was expanded to assess InWEnt's programme areas in 2008. Its objective was to identify synergy potential and to streamline the workflow. The GBR was an active member of the working group set up as part of the project, ensuring that the needs of employees were sufficiently taken into consideration. The GBR negotiated a General Working Agreement (Gesamtbetriebsvereinbarung, GBV) that bars enforced redundancies due to reorganisation and economic disadvantages such as deskilling. Employees whose fields of activity change also have the right to appropriate qualification measures.

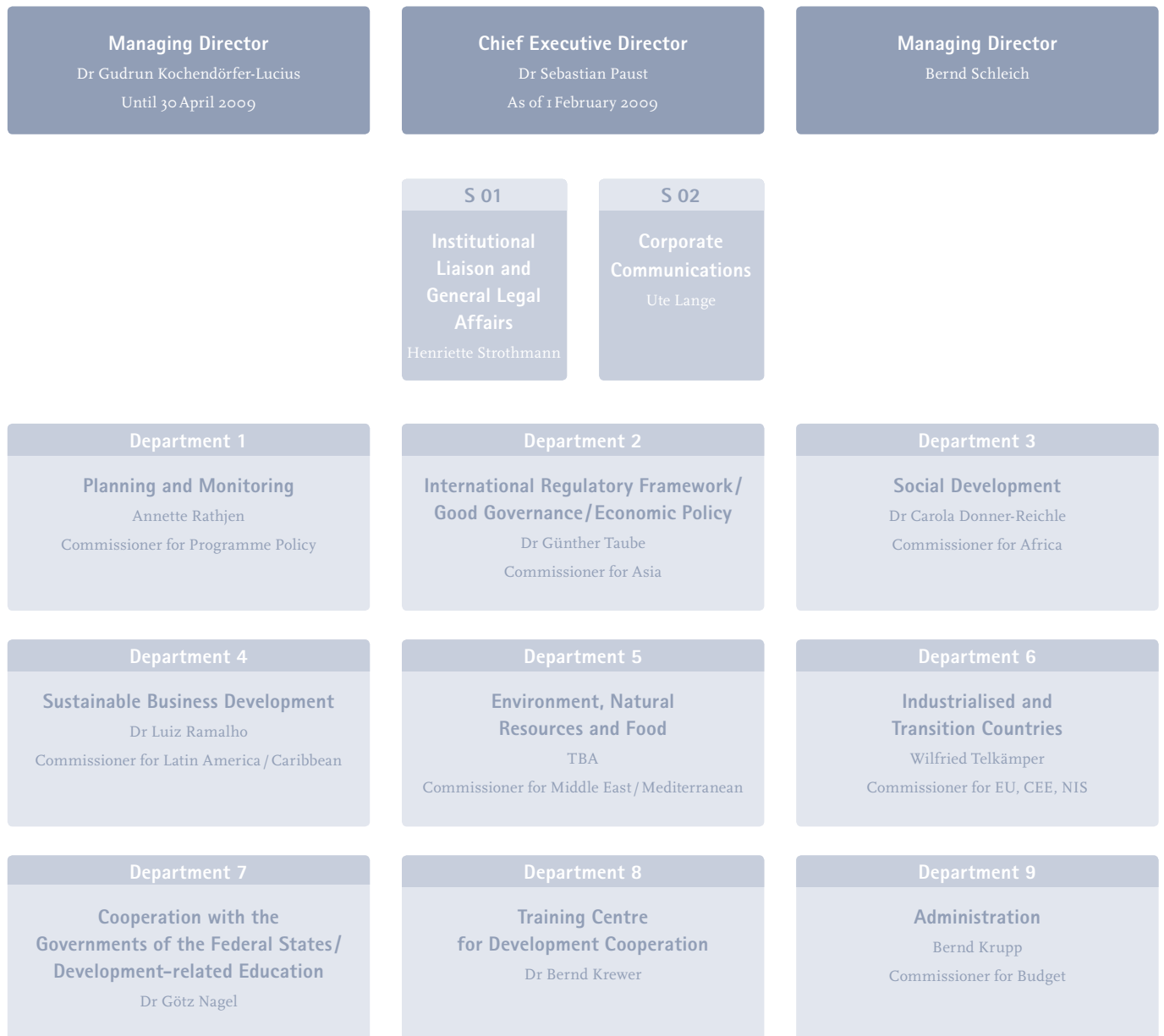
The stress employees are subjected to is an issue the GBR has been exploring for some time. High staff turnover resulting in the need to train new employees is the result of temporary positions and can severely limit a department's productivity. This has been a topic of much discussion between the GBR and the management. In 2008 recruitment practices were changed and now permanent positions will be filled with permanent staff whenever possible.

InWEnt began offering employees the option of working at a teleworkstation in 2006. This is particularly attractive for parents or employees with long commutes. Unfortunately the number of teleworkstations available is limited and the process of assigning them must be made more transparent. The GBR provided a number of suggestions for improvement, and the resulting GBV has been signed and came into effect on 1 April 2009.

InWEnt is dedicated to promoting the physical and psychological well-being of all employees. Corporate health management has been introduced by a number of firms and institutions. The GBR has taken the initiative here as well and drafted a GBV on corporate health management.

For two years now the GBR's EDP (Electronic Data Processing) committee has been involved in the company's IT architecture project, providing constructive support for its main objective: system and process optimisation through new IT solutions. It is in the best interests of all employees that InWEnt is thoroughly prepared to face the challenges of the future.

Organisational structure



Chairman of the Staff Council:

Paul Schlüter

Gender Equality Representative:

Dr Barbara Kloss-Quiroga
Agent in office: Petra Encinas-Gutierrez

Spokesperson for Severely Disabled Persons:

Tanja Klapproth

Data Protection Commissioner:

Judith Müller-Gerold

Anticorruption Commissioner:

Hans-Joachim Gante

As at: April 2009

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German Foundation for
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Director General,
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Representative of the shareholder
Carl Duisberg Gesellschaft e.V. (CDG):

Jochen Voß

Chairman of the Board of the
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Project Manager

Martina Müller-Norouzi

Project Manager

Michael Schwartzkopff

Project Manager

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Working Group Development
Policy of German Business (AGE)

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Head of Department,
International Affairs, Economic and
Development Policy, Federation of
German Industries (BDI); Director
of the Working Group Development
Policy of German Business (AGE)

Union Representative:

Anne Jenter

National Executive Board Member,
Union for Education and Science

Representatives of the Federal States:

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Hessian Ministry of Economics,
Transportation, Urban and
Regional Development

Stefan Farivar

Head of Department,
Ministry of Economics and
Labour of Saxony-Anhalt

Stefan Kapferer

State Secretary,
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and Transport of Lower Saxony

Hans-Georg Kauert

Head of Department,
Berlin Government for Economics,
Labour and Women's Issues

Wolfram Schöhl

Deputy Director General,
Bavarian State Ministry of Food,
Agriculture and Forestry

Dr Jürgen Staube

State Secretary,
Saxon State Ministry of Environment
and Agriculture

Representatives of the Federal Ministries:

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Head of Department,
EU Education Programmes, Inter-
national Cooperation in Education,
Federal Ministry of Education
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Ingrid-Gabriela Hoven

Director General,
Head of Department, Development
Policy with Countries and Regions;
Asia; Latin America; Europe; Peace-
keeping; United Nations, Federal
Ministry for Economic Cooperation
and Development (BMZ)

Astrid Jakobs de Pádua

Deputy Head of Section,
Department Director, International
Food and Agricultural Organisations,
World Food Affairs, Sustainable
Development at the Federal Ministry
of Food, Agriculture and Consumer
Protection (BMELV)

Margitta Wülker-Mirbach

Ministerial Counsellor,
Head of Development Policy Depart-
ment, United Nations, UNCTAD, in
the Federal Ministry of Economics
and Technology (BMWi)

Gerhard Thiedemann

Legation Counsellor Referee First
Class, Head of Division, Development
Policy, Federal Foreign Office (AA)

Imprint

Published by:

InWEnt – Internationale Weiterbildung und Entwicklung gGmbH
Capacity Building International, Germany
Friedrich-Ebert-Allee 40
53113 Bonn, Germany
Fon +49 228 4460-0
Fax +49 228 4460-1766
www.inwent.org

May 2009

Text and design:

die Basis | Kommunikation. Ideenwerk. Design.
www.die-basis.de

Printed by:

Warlich Druck Meckenheim, Am Hambuch 5, 53340 Meckenheim
Printed on Revive 50:50, chlorine-free paper, certified with the FSC label
(Forest Stewardship Council) for sustainable forest management

Photo credits

Page What, Where, Who and Photographer:

Cover Daim Syukriyah from Indonesia, Dr Jin Ling from China, Arun Sharma from India, David Mondli Malaza from South Africa and Andrea Ancira Garcia from Mexico participated in the 5th advanced training and dialogue course Managing Global Governance (left to right). Photo: Barbara Frommann

3 Management: Dr Gudrun Kochendörfer-Lucius, Photo: Hans Schafgans / DGPh, Bonn; Bernd Schleich, Photo: Fotostudio Sachsse, Bonn; Dr Sebastian Paust, Photo: Barbara Frommann

5 (left) Participants from Lebanon, Yemen, Syria, Jordan and Egypt at the Arrival Centre in Saarbrücken prepare to participate in intercultural training and e-learning management at training institutions. Photo: Barbara Frommann

5 (right) Training course for online journalists at the International Institute for Journalism (IIJ) in Berlin. This working group is trying their hand at mobile reporting: a video clip is being transferred by mobile phone. Photo: Dinh Chinh / InWEnt gGmbH

6 (top) Siti Nissa Mardiah from the Indonesian Ministry for the Environment and Dr Liu Zongyi from the Shanghai Institute for International Studies, both participants in the 4th advanced training and dialogue course Managing Global Governance, in conversation. Photo: Barbara Frommann

6 (bottom left) ASA scholarship recipients at a seminar in Werftpfuhl, Berlin before starting the practical phase of the programme in Latin America. Photo: Verena Jaekel

6 (bottom right) Press conference on 11 September 2008 about the Alumni Portal Deutschland. Photo: Thomas Koehler / photothek.net

7 (top) Nicola Lemken from Lemken GmbH & Co. KG, Germany which numbers among InWEnt's Specialist Partners. Photo: Wolfgang Müller

7 (bottom) At the opening of the Stresemannstraße Conference Centre on 23 September 2008: Halifax Ansah-Addo, journalist for "The Daily Guide" in Accra and participant of the International Institute for Journalism (IIJ) with a colleague who is filming. Photo: Wolfgang Müller

8 (all 3 photos) From 29 October to 1 November 2008 the first alumni conference for the MENA region (Middle East and North Africa) took place in Alexandria, Egypt. 148 former participants and partners from InWEnt programmes in Egypt, Algeria, Lebanon, Yemen, Jordan, the Palestinian Territories, Syria, Tunisia and Morocco met in the Bibliotheca Alexandrina to exchange ideas and information. Photo: InWEnt gGmbH

9 (left) Aneesha Vahle, InWEnt alumni coordinator for South Africa. Photo: private. (right) Mona Salem El Rassass, participants in the 5th Managing Global Governance course. Photo: Barbara Frommann

10 (left) The Alumni and Partner Conference India in New Delhi in October 2008 was attended by more than 80 InWEnt alumni and partners. (right) Krishna Venkatarama Sharma from the Ministry of Earth Sciences in New Delhi participated in the InWEnt Sustainable Use of Coastal and Marine Resources programme in 2000 and attended the Alumni and Partner Conference India in 2008. Photo: Manish M. Mehta

11 Nguyen Thanh Binh during a workshop in Vietnam in December 2008. Photo: Konstanze Lang / InWEnt gGmbH

12 (top left) Anatolij Kinach, Ukraine Minister for Economics, with participants from the manager training programme. Photo: InWEnt gGmbH

12 (top right) Irena Dzimrevska from Macedonia, is InWEnt alumna and head of division in the Secretariat of the Regional Rural Development Standing Working Group of South Eastern Europe, the political supporter of InWEnt's programme EU-integration in Southeastern Europe. Photo: Horst Wagner

13 (bottom) An enthusiastic „RE@Ler“ during the Alumni Conference Latin America in Montevideo from 19 to 22 September 2008. Photo: Iván Franco

13 (top, left to right) Dominique Burau, coordinator for RE@L Ecuador, Bessy Escolera, coordinator for RE@L El Salvador and Carlos Orbegozo from Peru were participants at the Alumni Conference Latin America. Photos: Sarah Schmitz / InWEnt gGmbH

14 (left) The "Ch@t der Welten" (Ch@t between Worlds) encourages the critical assessment of global environmental and development policy issues in schools and offers teachers advanced training courses along with a wide array of teaching materials that explore a very varied range of topics and content. Photo: InWEnt gGmbH

14 (middle) Eva Ringhof is a participant in the Young Leaders for Sustainability programme from 2008. Photo: Anita Augustin / InWEnt gGmbH

14 (left) This photo won the 2008 World Press Photo Award. Photo: Boldwill Hungwe

15 12th International Economic Forum in Washington DC. Photo: World Bank Institute

Offices abroad



Europe

Russian Federation

InWEnt Moscow
Leninskij Prospekt 95 a, office 327/328
117313 Moscow, Russian Federation
Phone +7 495 9362787/2344317
Fax +7 495 9362710
inwent-moskau@mtu-net.ru
Head: Wladimir Bogdanow

Ukraine

InWEnt Kiev
Wul. Dragomirova 4, App. 110
Kiev 01103, Ukraine
Phone +38 044 2806445
Fax +38 044 2026873
svetlana@inwent.org.ua
www.inwent.org.ua
Head: Dr Switlana Stepaschtschenko

Africa

Egypt

InWEnt Regional Office Cairo
4 D El-Gezira Street, 11211 Zamalek
Cairo, Egypt
Phone +202 273 55836
Fax +202 273 82981
alumni@inwent-eg.org
magued.youssef@inwent-eg.org
Head: Magued Youssef

South Africa

InWEnt Regional Coordination Office
for SADC
in cooperation with the DED
333 Grosvenor Street
Hatfield Gardens, Block E
Hatfield 0028
Pretoria, South Africa
Phone +27 12 4236308
Fax +27 12 3428594
info@inwent.co.za
thilo.thormeyer@inwent.co.za
Head: Thilo Thormeyer

Tanzania

InWEnt – in cooperation with the DED
325, Isimani Road
Dar es Salaam, Tanzania
Phone +255 22 21532-48
Fax +255 22 21532-49
info@inwent-tanzania.de
peter.breuer@ded.de
Head: Peter Breuer

Asia

China

InWEnt Coordination Centre Beijing
Sunflower Tower Room 1130
37 Maizidian Street, Chaoyang District
Beijing 100125, China
Phone +86 10 8527 5995
Fax +86 10 8527 5994
anja.chia@inwentchina.com
Head: Anja Chia Y. L.

India

InWEnt Regional Office New Delhi
21 Jor Bagh
New Delhi 110 003, India
Phone +91 11 24603832 209
Fax: +91 11 24645674
j.acharya@inwent.org.in
Head: Dr Jagabandhu Acharya

Japan

Nippon Carl Duisberg Gesellschaft e. V.
Kitazawa CS Court 402
4-2-17 Kitazawa Setagaya-ku
155-0031 Tokyo, Japan
Phone +81 3 34851726
info@ncdg.jp
www.ncdg.jp
Head: Dr Silvia Dehne



As at: April 2009

The Americas

Philippines

InWEnt Regional Office Manila
– Philippines, Indonesia, Thailand –
Unit D, 10th floor, PDCP Bank Centre
Corner Rufino & Leviste Streets
Salcedo Village, 1226 Makati City,
Metro Manila, Philippines
Phone +63 2 8125640 local 115
Fax +63 2 8936173
info@inwent.org.ph
www.inwent.org.ph
Head: Dr Ute Hübner

Vietnam

InWEnt Regional Office Hanoi
– Vietnam, Laos, Cambodia –
R. 4-04, 4th Floor, Hanoi Towers
49 Hai Ba Trung, Hanoi, Vietnam
Phone +84 4 9361974/5/6, ext. 210
Fax +84 4 9366808
hanoi@inwent-vn.org
www.inwent.org.vn
Heads: Sabine Nagel, Peter Nagel

Brazil

InWEnt Brasil
Rua Verbo Divino 1488
3 andar Bloco A
Chacara Santo Antonio
04719-904 São Paulo, Brazil
Phone +55 11 51875095
Fax +55 11 51875099
info@inwent.org.br
alumni@inwent.org.br
www.inwent.org.br
Head: Carla Pereira

Nicaragua

InWEnt Oficina Regional
para Centroamérica
Del antiguo Cine Cabrera
2c. al lago 1/2 c. abajo
Managua, Nicaragua
Phone +505 222 6004
Fax +505 222 6929
christoph.klinnert@ded.de
Head: Christoph Klinnert

Peru

InWEnt Oficina Regional
para los Países Andinos
Av. Los Incas 172, Ed. “Peruval”, Piso 7
San Isidro, Lima 27, Peru
Phone +51 1 4419000
Fax +51 1 4411462
lima@inwent.org.pe
www.inwent.org.pe
Head: Brigitta Villaronga-Walker

USA

Washington DC Representative
1776 I Street, NW, Suite 1000
Washington, DC 20006
Phone +1 202 659 6821
Fax +1 202 659 4779
christoph.schemionek_consultant@
inwent.org
Representative:
Dr Christoph Schemionek

Glossary

Alumni: former participants in InWEnt programmes

Capacity Building: Term used in international cooperation for human resource and organisational development

Core Business: InWEnt area of activity that includes all programmes and measures for which the BMZ approves funding

Derecho forestal: Forestry law, the name of a Latin American network founded by InWEnt alumni

Extended Core Business: InWEnt area of activity funded by supreme federal authorities (other than the BMZ) and the German federal states

Global Governance: Denotes a concept of multilateral decision-making processes to politically shape globalisation.

Good Governance: Denotes a sound system of rules and regulations governing a political and social unit such as a state or community.

Local Governance: Denotes a sound system of rules and regulations (public administration and elected representatives) at local government level.

Regional Centre: InWEnt is represented in almost all German federal states by offices or Regional Centres. They monitor programmes and offer participants from other countries support.

Third-party Business: InWEnt area of activity comprising all contracts for international clients such as the EU, other implementing organisations, foundations and the private sector

Train4Dev: Joint Donors' Competence Development Network – This development policy network comprising 17 donor countries and international organisations is dedicated to efficient development cooperation. InWEnt designed online and attendance courses to train personnel involved in development policy.

Transition countries: Countries in Central and Eastern Europe, Asia and former Soviet Union states currently in transition from a command economy to a market economy. Some are referred to as developing countries, some already number among the OECD countries.

Acronyms

AA	Federal Foreign Office (Auswärtiges Amt)	DSE	German Foundation for International Development (Deutsche Stiftung für internationale Entwicklung)
APD	Alumni Portal Germany (Alumni-Portal Deutschland)	eAST-Programme	eLearning Application Skills Transfer, InWEnt programme
AGEF	Working Group for Development and Experts in the Areas of Migration and Development Cooperation (Arbeitsgruppe Entwicklung und Fachkräfte im Bereich Migration und Entwicklungszusammenarbeit)	EF	InWEnt's Development Policy Forum (Entwicklungspolitisches Forum)
ASA	Work and study placements in Africa, Asia, Latin America and Southeastern Europe, InWEnt division	EU	European Union
BMBF	Federal Ministry of Education and Research (Bundesministerium für Bildung und Forschung)	GI	Goethe Institute
BMWi	Federal Ministry of Economics and Technology (Bundesministerium für Wirtschaft und Technologie)	GTZ	German Society for Technical Cooperation (Deutsche Gesellschaft für Technische Zusammenarbeit GmbH)
BMZ	Federal Ministry for Economic Cooperation and Development (Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung)	IDSC	Information and Decision Support Center, Egyptian think tank
BMU	Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (Bundesministerium für Umwelt, Naturschutz und Reaktorsicherheit)	IIJ	International Institute for Journalism, InWEnt division
CDG	Carl Duisberg Gesellschaft e. V.	ILT	International Leadership Training, InWEnt programme
CEE	Central and Eastern Europe	IUFRO	International Union of Forest Research Organisations
CLI	Collective Leadership Institute	KfW	The KfW Banking Group (KfW Bankengruppe) is a German credit institute responsible not only for the implementation of programmes within Germany but also for financial cooperation with developing countries.
CSR	Corporate Social Responsibility: CSR is understood as operating a business in a manner that takes the social responsibility of a firm into account.	MENA Region	Middle East North Africa
DAAD	German Academic Exchange Service (Deutscher Akademischer Austauschdienst)	MGG	Managing Global Governance, a programme run jointly by InWEnt and the German Development Institute for junior executives
DED	German Development Service (Deutscher Entwicklungsdienst gGmbH)	NIS	Newly Independent States; former Soviet Union countries
DIE	German Development Institute (Deutsches Institut für Entwicklungspolitik)	PPP	Public Private Partnership
		RE@L	Red (Spanish for network) Alumni
		SEE	Southeastern Europe
		UN	United Nations
		VCCI	Vietnam Chamber of Commerce and Industry
		WAVE-Programme	InWEnt programme for water and wastewater management
		ZAV	Central Placement Office of the Federal Employment Agency (Zentrale Auslands- und Fachvermittlung)

InWent
Internationale Weiterbildung und Entwicklung gGmbH
Capacity Building International, Germany
Friedrich-Ebert-Allee 40
53113 Bonn, Germany
Phone +49 228 4460-0
Fax +49 228 4460-1766
www.inwent.org

