

Annual Report 2006



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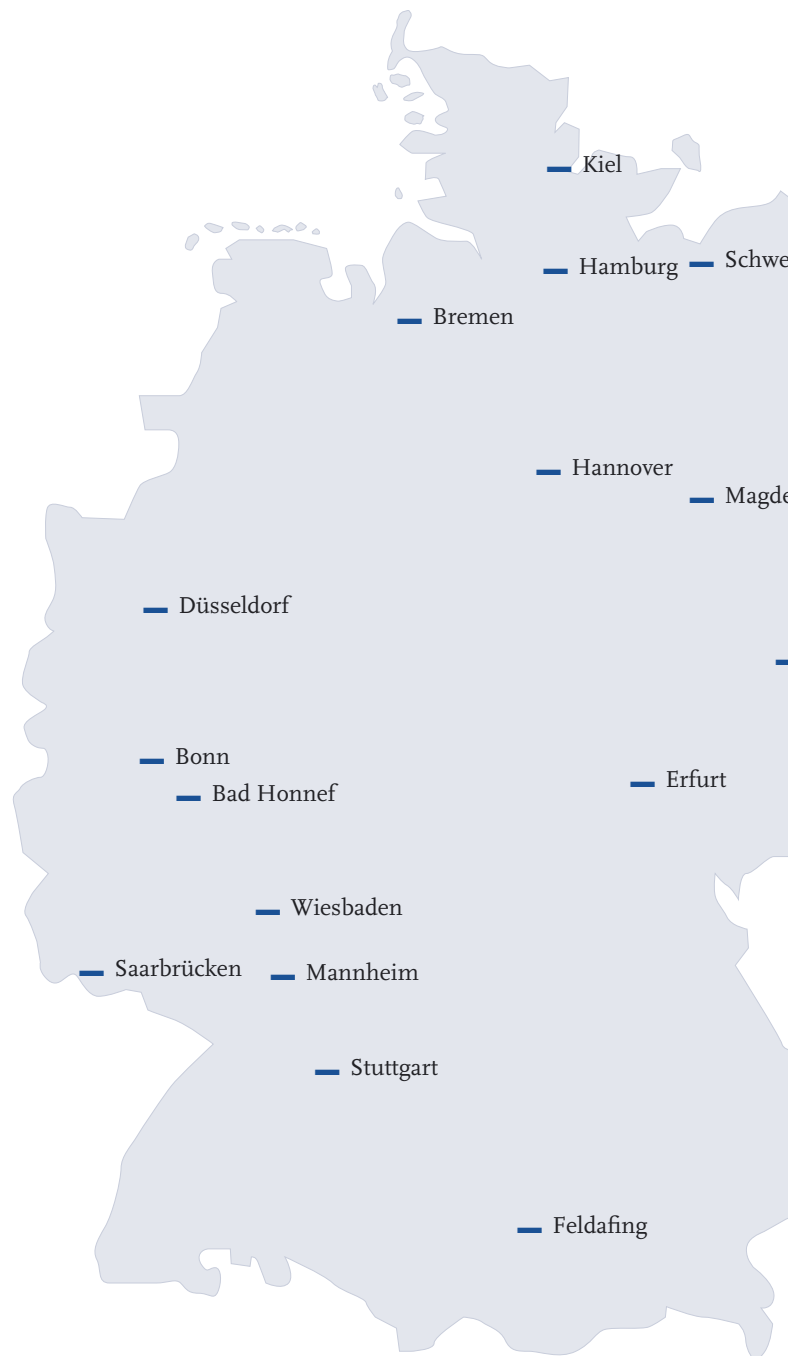
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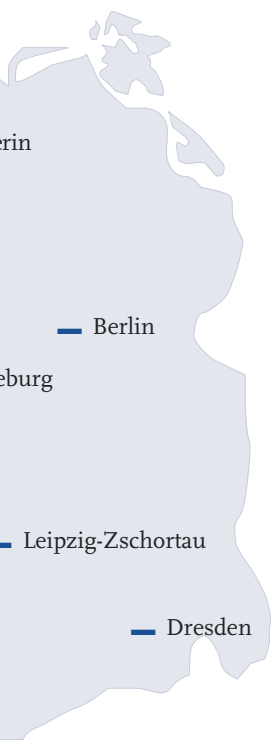
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InWEnt at a Glance

— InWEnt – Capacity Building International, Germany is a non-profit organisation with worldwide operations dedicated to human resource development, advanced training and dialogue. As an organisation of international cooperation, we are commissioned by the German federal government represented by the Federal Ministry for Economic Cooperation and Development (BZM), the German business sector and the German Länder or federal states and make an important contribution to a secure and sustainable future. Approximately 60 percent of all our programmes are implemented at the request of the BMZ. In addition, we conduct programmes for other German federal ministries. Among these are the Federal Ministry of Economics and Technology (BMWi), the Federal Foreign Office (AA) and the Federal Ministry of Education and Research (BMBF).

InWEnt works together with individuals in key positions, assisting them in shaping corporate, organisational and political change processes in their own countries. The capacity building programmes for human resources and organisational development are directed at experts and executives from politics, administration, the business community and civil society. InWEnt provides the necessary qualifications for these experts and executives, facilitates the development of networks, and enhances their decision-making abilities and sense of responsibility. We qualify for the future.

International cooperation is one of the focal points of our work. We make international knowledge available in developing and transition countries. But skills and competent action encompass much more than just pure knowledge: our practice-oriented programmes are designed to assist participants in making better decisions. We offer instruction on interdisciplinary management techniques together with international and intercultural know-how.

Our alumni networks and the Global Campus 21® e-Learning programmes provide support for participants who have completed their training as they expand on their newly acquired skills and put them to practical use.

InWEnt is a partner of German business. We work to make international knowledge available as a strategic development resource. InWEnt encourages the commitment of German companies in developing and transition countries, as global business contacts benefit all parties involved. We promote public private partnerships (PPP) – for these provide opportunities to effectively combine business projects with the objectives of development policy cooperation.

InWEnt offers young people from Germany the chance to gain professional experience worldwide. Internships abroad increase the marketability of junior executives and lay the groundwork for their success on the national and international job markets. The German business and industry in turn profits from well-trained, mobile employees with international professional work experience.

Development cooperation can only be successful over the long term if there is broad support for its objectives and motivations at home. With its education for development, InWEnt is preparing the actors of tomorrow today to work together with developing and transition countries. We also help young Germans find ways of taking action, showing them that they can make a difference in political, economic and social processes of change.

It takes strong unified effort to meet the global challenges facing us today. InWEnt is integrated in a worldwide network of customers, clients and partners. In addition to the federal ministries, our central German cooperation partners are the KfW Bankengruppe, the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, the German Development Service (DED) and private business foundations. On an international level InWEnt works together with the European Union, the World Bank, the International Monetary Fund, the World Trade Organisation, and the United Nations as well as their programmes and specialised agencies.



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Global challenges, regional responsibility

— Today, globalisation is more than just a buzzword in an academic debate. We witness this process daily if we follow the evening news on television, and we become a part of this process if we take a closer look at our own society. It is the responsibility of modern development policy to clarify the opportunities and problems that arise from this ongoing process in general, and those affecting Germany in particular. The era in which it was sufficient for politicians and citizens to regard their own country in isolation is long past. This applies to Germany in a special way, due both to its geographical location in the centre of Europe and its strongly export-based economy.

But how can such realisations be communicated? The key lies in education regarding development policies and local people's commitment to civil society. If the citizens here do not understand that we bear common responsibility and that cooperation is beneficial to all, we will not be able to master the global tasks that will continue to confront us in future. The federal states faced this challenge 50 years ago, in 1959, at the founding of the German Foundation for Development Countries, which later on was renamed the German Foundation for International Development.

Like North Rhine-Westphalia, all the German federal states are actively involved in development cooperation in different ways. North Rhine-Westphalia is Germany's North-South centre, and its profile is very decisively shaped by InWEnt. But local development policy groups clearly play a special role here as well.



Armin Laschet,
Minister for Intergenerational Affairs,
Family, Women and Integration,
North Rhine-Westphalia

There are more than 3,000 groups along the Rhine, Ruhr and Weser campaigning for our common responsibility as a society. They are generally comprised of dedicated volunteers, and work in the area of fair trade or on joint projects with partners from developing countries. These groups serve as role models, and through their efforts exemplify in a marvellous manner their sense of solidarity with people from the South – the struggle to reduce the gap between the rich and the poor, between the North and the South. North Rhine-Westphalia itself entered into close partnership with the South African province of Mpumalanga and the three Chinese provinces of Jiangsu, Sichuan and Shanxi some years ago.

Such dedication to development policy is not just beneficial to the people who live in countries of the South. It also gives North Rhine-Westphalia the opportunity of learning about its partners' cooperative efforts in international development aid and expand its international relationships and contacts. Cooperation between regions and cities in the North and the South are of increasing importance in development policy, in part because many of the challenges facing us can best be meet at a local or regional level, close to the people they affect most directly.

InWEnt is an established and reliable partner for the federal states. This is based on our decades of experience with those organisations that preceded InWEnt and the InWEnt shareholders today. These are the German Foundation for International Development (DSE) and the Carl Duisberg Gesellschaft e.V. (CDG). InWEnt is

one of the central mediators, an organisation that implements programmes for the federal states and receives support from the DSE member states of Berlin, Saxony-Anhalt, Saxony, Baden-Wuerttemberg, Bavaria and North Rhine-Westphalia. InWEnt accompanies and assists students and young executives from our partner provinces, from Vietnam, the countries of Eastern, Central and Southeast Europe and Southern Africa who come to North Rhine-Westphalia to participate in educational programmes. The topics and branches involved are numerous: foreign trade, engineering, mining, agriculture, environmental protection and sustainable management. These educational seminars and programmes often form the basis for long-lasting business relationships from which German firms profit.

This annual report for 2006 provides detailed information about the close and reliable cooperation between InWEnt and the federal states, along with its impact and results. I am sure you will find it exciting reading.

A handwritten signature in black ink, appearing to read 'Armin Laschet'. The signature is fluid and cursive, written on a light-colored background.

Armin Laschet
Minister for Intergenerational Affairs, Family, Women
and Integration, North Rhine-Westphalia

Bearing responsibility together

— In our annual report for 2006, we place the achievements of the federal states as shareholders in InWEnt in central focus. Without decades of support from the federal states, in particular from the six states that supported and shaped our predecessor organisation, the German Foundation for International Development, InWEnt – Capacity Building International, Germany, with five International Training Centres in Germany, would not be the capacity building organisation it is today.

Since the mid-50s, when post-war Germany began discussing its need to catch up on international relations, the federal states have shouldered their share of the responsibility. As it was understood back then, joint effort in the development policy area and the advanced training required the input of German experts and the benefit of their experience on the one hand, but on the other also necessitated open communication with experts and executives from the developing countries in Germany, as an economic location where capacity building could be carried out. Taking the special experience gathered in Berlin as their starting point, the federal states of Bavaria, Baden-Wuerttemberg, North Rhine-Westphalia and Berlin joined forces to form the German Foundation for Developing Countries. This association was founded in the autumn of 1959 and to this day, still under the sponsorship of the federal states, serves to bundle the international conference centres under a unified set of political objectives. Without access to these centres, InWEnt would not look back upon a historical background of this kind in Germany.

Over the course of the past 60 years, this forward-looking dedication on the part of the federal states has formed the framework for the education and training of many thousands of participants from all over the world right here in Germany. Their lasting memories of time spent in Germany form a clear basis for a lifelong sense of connection of the participants as InWEnt alumni. The focus of these efforts has always been on making the educational programmes as practice-oriented as possible for young executives from our partner countries. This is based on the idea that a country whose economy is as strongly export-based as that of Germany will find the contacts it will need tomorrow right here today. InWEnt remains true to this tradition, a fact that ties it to the founding principles of the Carl Duisberg Gesellschaft e.V., our second predecessor organisation. When it was founded in 1949, the interests of the federal states were also represented here, and the recaptured sense of international responsibility for the generations to come formed the basis for their political mission. This work continues today in InWEnt's Regional Centres in particular.

In keeping with the present understanding of international cooperation, practice-oriented education and training is one of the central aspects of our work. Over the course of our own careers, but even more so for our partners, tasks and responsibilities continue to change, making lifelong learning one of the constants of our lives. Added to this is another constant: this international range of responsibilities and duties on the part of our society can only be



Dr Ulrich Popp
Chief Executive Director



Dr Gudrun Kochendörfer-Lucius
Managing Director



Bernd Schleich
Managing Director

successfully anchored if it is communicated and lived out clearly enough in a manner which can literally be grasped. This concept of development policy means that it must be increasingly firmly based in our own society, just as foreign trade policy and other areas of politics are. Education for international development is not, however, a central task undertaken by InWEnt alone. Only the close joint efforts of many groups, non-governmental organisations and, last but certainly not least, the federal states and municipalities in Germany make it possible to formulate this core area. Herein too, in the multilateral support and the great trust placed in InWEnt by the federal states, lies a topical field that deserves special attention in our annual report.

The German people's amazing willingness to help following the tsunami disaster in 2004 made it perfectly clear that human suffering and the responsibility to rebuild when needed are not just ingrained in our own personal historical experience. Indeed they are understood today as an obligation towards international solidarity. Hundreds, even thousands of small and large social initiatives sought contact through InWEnt. They wanted to build bridges to partners and the people affected in the regions hit by the catastrophe. Here too, the federal states, InWEnt's partners, stood together and took responsibility, successfully meeting this challenge. Our task now is and will continue to be finding ways of communicating this sense of responsibility on the part of society as a whole to future generations, so that Germany will remain anchored in their

consciousnesses as an educational and economic centre for executives from all over the world.





Working with the Federal States – for the Federal States

Development begins at home, in one's own country. Each and every individual can contribute to the success of the Millennium Development Goals and to shaping globalisation more equitably. InWEnt seeks to sensitise people here in Germany to topics that are relevant to developing and transition countries. We encourage individual dedication and effort, for each and every person can do something to protect the environment, for sustainable economic development, for education and the reduction of poverty. InWEnt is working together on a long-lasting partnership for development.

Linked globally – active locally

— What do alternative fuels like biodiesel have to do with the price of Mexican tortillas? And what does it matter if the coffee from the supermarket is not from fair trade? A great deal. Too few people today are aware of the impact their individual actions, their consumer behaviour has on other parts of the world. And while everyone is talking about globalisation, the fact that global connections and global actions are not unrelated to our own actions is not yet anchored in our communal consciousness. We are not all simply passively subjected to globalisation. It can be controlled and guided. And a lot still has to happen if we are to reach the Millennium Development Goals set by the United Nations (UN) in 2000 for fair globalisation by the year 2015. In order to be able to reduce poverty worldwide, to provide all children with a basic education, to strengthen the rights of women, to reduce the infant mortality rate, to improve the health of mothers, to get HIV/Aids, malaria and other diseases under control, to better protect the environment and to ensure the sustainability of these goals via a global development partnership, the basic tenets of living together on this planet must undergo radical changes. “It’s not in the United Nations that the Millennium Development Goals will be achieved”, explained former UN General Secretary Kofi Annan. “They have to be achieved in each of its Member States by the joint efforts of their governments and people.” Each of the eight goals that this international alliance set in its Millennium Declaration requires widespread support.

The German government has developed concrete strategies to do its part toward reaching these development objectives. Development policy must start at the bottom, however. It must be borne by everyone, by each and every individual in a country, by people who want to live in a fairer world. These are the people we have in mind, these are the people to whom we turn with our development-related education programmes. As an organisation commissioned by the government to perform Germany’s development policy work, InWEnt – Capacity Building International, Germany contributes in many different ways to raising the collective consciousness to the fact that development begins right here at home. We not only carry the idea of fair globalisation out into the world at large, we sensitise the public right here in Germany to the topics that are relevant to developing and transition countries. We are preparing the coming generations for their responsibility to lobby as partners for international development cooperation. We are working together on a global partnership for development.

InWEnt has taken responsibility for strengthening dedication to the realisation of the Millennium Development Goals. This applies equally to individuals. We have started at the local and community level with development-related education in Germany. For each of us can contribute to the protection of the environment and resources, the reduction of poverty, the fight against disease and the

improvement of education for children and young people in developing countries right here at home, on our very own doorsteps. We think globally – and act locally.

After all, the sources of the essential problems facing the world today can all be found at the local level – and here is where they must be solved. How does this work? Here are just two examples: When city councils base their purchasing on fair trade criteria, they contribute to reaching the first Millennium Development Goal: reducing global poverty. When the town of Würzburg collects enough donations to ensure that 45 girls in their partner city of Mwanza in Tanzania can attend school, then they support two goals simultaneously: primary education for everyone and equality between the sexes. There is a multiplicity of possibilities for each and every individual to make her or his effort, to work with dedication at a regional and supraregional level to strengthen developmental policy partnerships.

Development cooperation with tradition

Development policy cooperation with government and non-governmental institutions and with people from other parts of the world has enjoyed a long tradition in the Federal Republic of Germany. Even before there was a Federal Ministry for Economic Development and Cooperation, the DSE, or German Foundation for Developing Countries, later called the German Foundation for International Development, which was founded in 1959. From the very beginning, the DSE made providing education and knowledge one of the main focal points of its activities, as reflected in its deed of foundation: “The foundation’s objective is to cultivate economic, social and cultural relationships between the Federal Republic of Germany and other countries on the basis of the reciprocal exchange of experience.” The DSE was the result of the dedication to development policy of some of the federal states in cooperation with the federal government. Bavaria, Baden-Wuerttemberg, Berlin and North Rhine-Westphalia were early proponents of the work and aims of the DSE. The federal structure created with this organisation is one of the bases for the success of InWEnt’s efforts today.

Exchange programmes and one of InWEnt’s key activities, the economic cooperation between industrialised and developing countries, have also enjoyed a long history. The second predecessor association to InWEnt, the Carl Duisberg Gesellschaft e.V. (CDG), began to support international capacity building for experts and executives as early as 1949. The CDG was founded by former working students who, with the support of the entrepreneur Carl Duisberg, were able to gather practical work experience in the USA as early as the 1920s.

Forty years before the World Bank identified capacity building as the key element for development in its 1998/1999 World Development Report, one of InWEnt’s predecessor institutions was already focusing on capacity building through human resources



development. Since then, the CDG has facilitated the international exchange of experience and global economic contacts.

Germany as a place of learning

Germany is the second largest export nation in the world. Ever increasing numbers of small and mid-sized enterprises (SME) are introducing their products to international markets or investing in other countries. These companies need experts and executives with intercultural know-how, who are cosmopolitan and mobile – and have contacts to experts and executives in other countries. Added to this is the fact that Germany has changed dramatically over the last 20 years alone.

The unification of the two German states, the expansion of the European Union (EU) to include countries from Eastern Europe, the conversion of the largest industrial regions into service and economic centres, the discovery of new, alternative sources of energy and the increasing integration of the country into a global network of knowledge-based societies: all these aspects present challenges to everyone taking part in these processes of change. And herein lie the great advantages that Germany and all the federal states have to offer as places of learning. During their training in Germany, participants in our exchange programmes can experience first-hand how processes of change of this magnitude can be managed and designed to be sustainable. They can then apply their know-how both in their own home countries and on an international level.

InWent organises these learning processes between industrialised and developing countries in a decentralised manner in every region in Germany, thus building bridges to newly emerging economic nations. All over the world, in Eastern and Southeast Europe, in Africa, Asia and Latin America, we are making every effort with capacity building, by developing human resources and organisations to ensure that we will meet the most demanding common goal of the global community by 2015 together. That is, that we will achieve the Millennium Development Goals and, by doing so, truly make the world a global and more equitable place.





Cooperation in Germany

Development policy cooperation can only be successful over the long run if there is wide-spread support for its goals and motivations at home. For this reason, InWEnt invests a great deal of energy in Germany to ensure that the coming generations learn to understand global contexts and can contribute to a fair process of globalisation. Over the course of providing such information, we emphasize just how important cooperation in partnership with developing and transition countries is. Each and every individual can contribute something to help shape a society that is prepared for the future.



“all for ONE WORLD – ONE WORLD for all” –

Contest for school children in developmental policy supported by the Federal President of Germany

The German school children who took part in the “all for ONE WORLD – ONE WORLD for all” contest took a close look at the lives of children and adolescents from different countries. This contest, initiated by the Federal President, is held by InWEnt every two years. Children and adolescents work independently on understanding what they have in common with their contemporaries in Africa, Asia or Latin America, and the ways in which their daily lives differ. 20,000 school children submitted their contributions as school projects. 200 school children were selected by Federal President Horst Köhler for their exceptional efforts towards creating a fairer world.

Pupils from the Dörveden Secondary School won with their impressive anti-advertising spots about the often difficult lives of girls and women. “A state of shock that sharpens our sense of the problems that exist. The pupils were successful in creating an exceptional change in perspective”, explained FIFA referee and jury member Dr Markus Merk.

— Responsible Division: Development Education / Service Agency Communities in One World

Understanding globalisation

— Anyone who wants to act in a global world must be capable of acting, must develop an understanding, change perspectives and be able to critically consider his or her own values and actions. InWEnt meets this need by communicating development policy topics to German society and anchoring the guiding idea of worldwide learning in our educational systems. This is one of our contributions to implementing the Federal government’s political objectives for international cooperation. We are preparing the actors of tomorrow today. We sensitise the public to issues relevant to development policy, and emphasise the importance of cooperating in partnership with developing and transition countries. We also pledge our support to the coming generations in Germany, and encourage them to apply themselves with dedication, to work locally for one world.

Positioned regionally

InWEnt, one of the largest German organisations for international capacity building, maintains a presence in every federal state in the German Federal Republic, with 14 regional centres. This decentralized structure benefits everyone involved. The federal states, which have their own, state-specific development policy focal points, can turn to the InWEnt Regional Centres directly, using the entire range of our knowledge and experience for their policies. At the same time,

the development policy of the federal government has been present in the federal states, as exemplified by the Regional Centres – for decades now. The Bremen Regional Centre celebrated its 50th birthday in 2006.

In the federal states, projects and initiatives are launched that serve as models. For ten years now, the state government of North Rhine-Westphalia (NRW), for example, has been supporting the One World Group’s efforts to provide education and information in the form of a coordinator’s programme that offers development policy educational material, networking and corresponding projects. This programme is supported by the umbrella organisation of the non-governmental organisations in the federal state that focus on development policy, and the InWEnt Regional Centre in North Rhine-Westphalia. The funds come from NRW itself.

Direct contact to the business community

The InWEnt Regional Centres work in close cooperation with trade associations, companies and organisations from each respective region. This direct contact to the German business community enables InWEnt to adjust the topics and focal points of their work to suit the needs of all partners.

This means that exactly those training programmes are offered that provide the employees at local and regional companies with the intercultural and international know-how that is a prerequisite



The “Ch@t der Welten” – An information and communications platform for global sustainability

It was all about water in the “Ch@t der Welten” (Chat between Worlds) in Baden-Wuerttemberg in 2006. Pupils from the Max Weber School in Sinsheim, for example, compared the water supply systems in Peru and Germany, and they spoke with the managing director of the Sustainability Advisory Committee of Baden-Wuerttemberg, Christian D. Leon. They also received first-hand information about the water supply system in Lima via live chats with the employees of our Peruvian project partner, the non-governmental organisation Ecociudad.

The “Ch@t der Welten” internet platform was initiated in 2003 through the combined efforts of the Regional Centre North Rhine-Westphalia, the Regional Institute of Education NRW and the Climate Alliance of the Federal States and is now run in eight federal states. The chat encourages critical involvement in global environmental and development policy questions in schools. It also offers teachers the opportunity of attending continuing education seminars and gives them access to a variety of teaching materials covering a wide range of topics. In 2006 the “Ch@t der Welten” was selected for the second time as an official project of the United Nations „Decade of Education for Sustainable Development” (2005-2014).

— Responsible Divisions: Regional Centre Baden-Wuerttemberg and Regional Centre North Rhine-Westphalia

for successful economic management in foreign markets. Beyond classic human resources development, InWEnt also imparts key qualifications necessary for global competitiveness. InWEnt makes it possible for around 2,000 young executives from the German business community to experience a traineeship abroad in a foreign company. And, conversely, around 1,500 foreign executives get to know German companies thanks to InWEnt.

InWEnt is increasingly expanding public private partnerships, which are a particularly well-suited instrument of development policy cooperation. The Regional Centres ensure the close coordination of the programmes in this process. InWEnt and its partners from the German business community bundle their programmes to the benefit of all participants, and as such play a large part in further expanding global development partnerships.

The Regional Business Panels created by the Carl Duisberg Gesellschaft, a predecessor of InWEnt, also play a special role in this process. These Regional Business Panels place global development policy topics in a regional context. The Regional Business Panels and the Regional Centre Hessen / Rhineland-Palatinate brought the president of the World Bank, Paul Wolfowitz, to speak in Frankfurt at the end of May 2006 regarding the “challenge of global development” facing commercial enterprises in the globalised world. The NRW Regional Centre hosts discussion rounds to encourage developmental policy dialogue between the business community and civil society. The Political Salon in Essen, for example, illu-

minates varied aspects of globalization five times a year. The Regional Centres’ efforts ensure that topics of international importance are discussed at a local level.

Continuing education through local dialogue

InWEnt has been entrusted with development-related education in Germany by the Federal Ministry for Economic Cooperation and Development. The governments of the federal states also benefit from InWEnt’s decades of experience in this area. Since education actually takes place at the community level, the Regional Centres and their networks play an important role in this process. People of different cultures encounter one another where they live and work; they meet locally. Each and every individual needs cultural skills and has to have respect for and an interest in others. InWEnt strengthens these skills with its development-related education programmes in Germany.

These are designed to appeal to institutions and groups, but mainly to individuals and actors in civil society. People who want to exert an influence on the development of the economy, society and the environment, people who can help construct a global partnership. Our programmes support participants in making active use of their knowledge and acting accordingly. We encourage dedication and active involvement, and suggest ways for individuals to act for a fairer global world. The Regional Centres allow InWEnt to respond



Corporate Social Responsibility (CSR) – A presentation series in Lower Saxony

“Sustainability and Societal Responsibility – opportunities for suppliers to the automobile industry” reads the title of a presentation co-sponsored by InWEnt and Volkswagen Wolfsburg. Companies active in the automobile industry learned about the meaning of Corporate Social Responsibility (CSR) here. Clear emphasis was placed on the integration of social and environmental standards into the production conditions in the automotive industry all over the world.

The participants agreed that CSR is also an important topic for the automotive branch as a whole, which can do its part toward fulfilling the Millennium Development Goals and improving environmental protection. The Regional Centre Lower Saxony and Volkswagen plan on further expanding their cooperative work on the topic of sustainability.

— Responsible Division: Regional Centre Lower Saxony

directly to the needs of each respective federal state and its municipalities. We have contact persons on location. Close cooperation with non-governmental organisations that support us as specialist and cooperation partners also plays a key role.

These direct points of contact are of clear advantage to local governments, to institutions and companies, to the media and policy-makers, to volunteers or interested individuals. With its “Service Agency Communities in One World”, InWEnt encourages exchange and networking among all those involved in development policy issues. The Service Agency helps increase the municipalities’ scope for manoeuvre with respect to development policies by showing them ways to anchor development policy concepts, such as sustainability, internationality and multiculturalism in their own communities. For “one world” must start at home. InWEnt activates projects via the Service Agency and the Regional Centres, mediates contact with cooperation partners and provides ideas and support where stable structures are needed.

In order to be able to do this, we need to be on location in the community. We need access to just the kind of decentralized structures that form the basis of InWEnt.

The dedication of volunteers

Participants come to Germany from all over the world to take part in international training seminars. Many of them receive their qua-

lifications at one of the five InWEnt International Training Centres in Bad Honnef, Berlin, Feldafing, Leipzig-Zschortau and Mannheim. Among these are and have been well-known policy makers from politics and business who have made a name for themselves nationally or internationally. Such as Muhammad Yunus, awarded the Nobel Peace Prize in 2006, who participated in programmes on combating poverty in Feldafing in the ‘80s and ‘90s. For him, and for many other experts and executives from all over the world, the InWEnt International Training Centres and Regional Centres are hosts and direct points of contact. Here participants meet their German colleagues and experience diverse and different cultures. The Regional Centres oversee the training seminars and look after the participants during their stay in Germany.

The success of InWEnt’s educational programmes not only depends on the professionally qualified education provided, but also on the way participants are introduced to Germany. They want to get to know and understand their host country, encounter its people and participate in their lives. This role is fulfilled by and large by InWEnt’s volunteers. Our volunteers informally communicate both their own personal experience and the history and culture of their home country to our international guests. They assist participants with the sometimes difficult day-to-day aspects of life in a foreign country, accompanying them to agencies, or helping them find a flat or a doctor as needed. These international circles organised entirely by volunteers contribute a great deal to integrating



10th Federal Conference of the Municipalities and Initiatives

The 10th Federal Conference of the Municipalities and Initiatives dealt with the topic of migration and integration for the first time in November 2006. “Municipalities are already strong partners in German cooperative efforts for development. They deserve increasing attention in national and international panels,” explained Federal Development Minister Heidemarie Wiecek-Zeul to 200 participants from government and politics, municipal top organisations, non-governmental organisations and science. www.service-eine-welt.de

— Responsible Division: Department of Development Education / Service Agency Communities in One World



50 years of the Bremen Regional Centre

“Thanks to the high quality of its events, the comprehensive service and the organisation’s excellent contact to Bremen businesses, InWEnt regularly creates the basis for long-lasting economic relationships,” emphasised Jörg Kastendiek, Bremen’s Senator for Economics and Ports. In 1956, the Carl Duisberg Gesellschaft in Bremen began their work, initially all done by volunteers. Today the Bremen Regional Centre is an important partner in the areas of coastal management, water and waste water management, environmental protection and logistics.

— Responsible Division: Regional Centre Bremen

the international participants into German society. They make global learning on location possible.

The efforts of volunteers plays a large role for InWEnt on another level as well. Many former participants from the InWEnt ASA exchange programme retain a close connection to development policy work. They are active in the ASA circle of sponsors and friends in different working and regional groups, and, as such, exert an influence on the contents of the programme. Our volunteers are well integrated in a network and work together in a decentralized fashion via the “ASA internal” internet platform. By taking responsibility, by considering the role of the North in the solution of global conflicts and passing this knowledge along, these ASA alumni volunteers make an important contribution to development education in Germany.



A network for global sustainability – gaining new perspectives with the ASA programme

— “Without ASA, I would never be where I am today.” Romina Kochius took part in a project for vocational training in Togo as an ASA scholarship recipient in 2002. The programme involved creating training programmes for tailors. Today she works for the German Development Service and is creating a course of study for clothing technology in Ethiopia. Without ASA, she would not be here.

The InWEnt ASA exchange programme is directed at young students and professionals between the ages of 21 and 30, and enables them to participate in a three-month work and study exchange (ASA) programme in Africa, Asia, Latin America and Southeast Europe. These project internships increase joint work in partnership, the topic at hand here is development policy education. The scholarship recipients work in different areas, such as training young people in Ghana in a craft, developing environmental protection initiatives in China, or the education of women in India.

Special care and attention is paid to both the preparation and wrap-up of the ASA projects. Upon returning home, the scholarship recipients are integrated into a large network of volunteers. Here they can pass along the experience and knowledge gained abroad on to others. By communicating their new knowledge, they contribute to development education in their own federal states.

ASA alumni work on innovative projects in their regions. Projects like the interactive photograph exhibition “Polfahrt” (Trip to the Pole) that shows how local myths have influenced development in three partner cities and regions (Bremen, Riga and Outijo in Namibia). Romina Kochius was decisive in shaping this project. After a successful kick-off in the Bremen pedestrian zone, the exhibition took its „peep box“ to visit the city centres of Riga and Outijo.

Since being founded as a student initiative in 1960, the ASA programme has developed step by step into a large network that connects people, projects and initiatives worldwide and works for sustainable and socially equitable development.

www.asa-programm.de



The “Service Agency Communities in One World” – One World must start at home

— All countries and every single citizen the world over are called upon to take responsibility if we are to be able to reach the Millennium Development Goals by 2015. Sustainable development is a topic that affects everyone and to which each and every individual can contribute. Our communities are one of the keys to success in this process.

What is done every day on a community level holds enormous potential for change and development. Nowhere else are the responsible parties, those who take decisions and shape policy, in such close and direct contact with the public, no one is closer to the citizens and aware of their most pressing problems, their worries and hardships. At this level the communities and municipalities can strengthen people’s awareness for processes of change that contribute to reaching the Millennium Development Goals in a sustainable way and in tune with international strategies. Additionally, communities are involved in the daily process of winning the support of national government for a whole series of communal topics. They influence national politics. This is why it is so important that they be recognised everywhere as partners for sustainability and development in international cooperation.

InWEnt’s “Service Agency Communities in One World” is contributing to this process. The Service Agency is working on expanding the municipalities’ scope of action as policy-makers in politics, government and civil society. Important topics for the future depend on communal solutions. Administrative reforms, citizen involvement, and issues like immigration or renewable sources of energy affect the communal level first and must therefore be resolved there jointly, in cooperation with citizens. The actors from different countries can learn from one another in this process, and develop the best solutions for a sustainable future by exchanging experience and ideas. The Service Agency supports all those involved in this process, informs, advises and trains the representatives of the communities, non-governmental organisations and other dedicated people actively working in favour of a global development partnership.

www.service-eine-welt.de





Cooperation with Europe

After the end of the Cold War, the members of the European Union were faced with a whole new array of challenges. Development policy was among those things that needed reshaping. A number of countries have since joined this political alliance, and additional candidates are currently being brought closer to the EU. Democracy, rule of law and the free market economy, along with environmental concerns and conflict resolution, are the central areas in which InWEnt is supporting the development of countries in Central, Eastern and Southeast Europe.



Training programmes for managers in the New Independent States

The advanced training programmes for managers called into being by the President of the Russian Federation in 1997 now have some imitators thanks to their positive effect on the economic development in the region. Now the Ukraine, Kazakhstan, Uzbekistan and Belarus are also teaching modern management methods in their educational facilities. This provides young managers with the skills they need to restructure their companies and get them ready to compete on the global market.

So far, 3,500 managers have been given the opportunity of completing practice-oriented training seminars, where they learn how to practise free market economy company management and develop projects that they can implement in their companies upon their return. According to information provided by former participants, more than 60 percent of those managers trained in German companies have established business relationships to German companies or are expanding on already existing relationships.

— Responsible Division: New Independent States (NIS)

Stability and security in Europe

— After the Cold War ended, Europe was given an unprecedented historical opportunity at the beginning of the '90s. Democratic Europe no longer ended abruptly at the eastern boarder of the German Federal Republic. Quite to the contrary, in fact. After decades of separation, the path was open for the integration of those countries in Europe which had been cut off from the European family of peoples and countries by the Iron Curtain. Unified Germany started providing support early on to the transition countries in Central, Eastern, and Southeast Europe, so as to be able to jointly manage the difficult modifications to politics, the economy and society that were necessary. The future of these young democracies depended on the development of democracy, rule of law and a free market economy, as did the stability and security of all of Europe.

InWEnt seized on the need for further education in the countries of Central and Eastern Europe, and, since that point in time, has offered special programmes for their stable development in a direction that brings them closer to the European Union (EU). InWEnt supports the expansion of free market economy structures in both urban and rural regions. We train those executives responsible for transferring the public infrastructure, in particular in the water and energy sectors, from former state control into the hands of private enterprises or turning former central government institutions into democratic administrations and agencies. We are

carrying out this work on behalf of the Federal Ministry for Economic Cooperation and Development (BMZ), the Federal Ministry of Economics and Technology (BMWt), the Federal Foreign Office (AA), the Federal Ministry of Education and Research (BMBWF), along with the federal states and the business community.

The opportunity of accession to the EU

The countries of Eastern Europe understand the offer of European integration as a chance to move forward along the path to an independent future. Following the successful expansion of the European Union to the east, the countries of Southeast Europe are now in the spotlight. Here, the after-effects of regional conflicts and civil wars are still considerably hindering development, even though the actual fighting has ended. The task in the states that used to comprise Yugoslavia, for example, is to accomplish a long-term stabilisation of the situation and effective support of the peace process.

InWEnt's capacity building programmes are designed to directly meet the different needs of the various countries. The programmes support Croatia with respect to its current negotiations to join the EU and are training Serbian ministry employees to conclude a stabilisation and association agreement. Moldavian experts and executives are preparing for the implementation of the European Neighbourhood Policy with the assistance of InWEnt. In addition to all this, we also offer training seminars on management techniques or banking and



The EU-accession programmes

“The InWEnt training programme helped me to expand my understanding of European integration, an important factor in my current work. It influences the direction reforms need to take. We want to contribute to the achievement of stability and sustainable political, economic and social development in our country and our region.” — Iva Zajmi, Deputy Minister of the Interior for Albania and National Coordinator in the fight against traffic in human beings. She is one of the founding members of EU TRAINET, InWEnt’s trainer network for Southeast Europe and participated from 2001-2003 in the EU Training Programme for Albania run by InWEnt.

— Responsible Division: Eastern Europe, Near and Middle East

Gaining momentum abroad – professional mobility in Europe

In order to offer more young experts and executives from Lower Saxony the chance of completing a professional internship abroad, the Foreign Agency was founded on the initiative of the federal state government of Lower Saxony through the Regional Centre Lower Saxony. It offers interested parties well-founded information and practical support. Lower Saxony as a business location hopes to profit over the long-term from professionals with experience abroad. So far, the Ministry of Economics, two Polish administrative districts and the Italian region of Veneto have also expressed interest in the Foreign Agency.

www.auslandsagentur.nibis.de

— Responsible Division: Regional Centre Lower Saxony

finance. In Albania, for example, InWEnt is working on constructing a modern system of taxation and an efficient tax administration office by providing the tax inspectors from the Albanian Ministry of Finance with additional training. Another focal point is the support of transborder cooperation, for without regional cooperation, European integration is impossible. As such, InWEnt is helping to create the prerequisites for the further EU integration of these partner countries.

Good governance is a focal point in the countries of Central and Eastern Europe. For decades, the government and all its agencies were centrally organised. Now employees are needed who can independently conduct international negotiations, who can configure their work to be transparent and are familiar with EU law. Macroeconomic and regulatory policy reform processes are just as basic as the decentralisation of government functions. In order to strengthen the foreign trade sectors of the partner countries in Eastern Europe, InWEnt supports the professional educational systems in these countries. The sudden end of the “old system” and rapid economic development have left many people facing a job market for which they are not sufficiently qualified. The antiquated educational systems in these countries cannot as a rule meet the need for further education and retraining. This is where the InWEnt programmes for professional training start. Experts and executives are provided with the skills that enable them to develop flexible curricula designed to fulfil current requirements and to reshape the educational market.

EU programmes

InWEnt has been commissioned by the EU to run projects in Central and Southeast Europe with differing topical foci. The Coordination Centre for International Organisations (LIO), represented by an office in the European capital of Brussels, coordinates these tasks, provides advice and support, and is a direct contact partner for joint projects involving EU-wide plans. One of these projects is designed to aid the regional economy in Bosnia-Herzegovina. This EU TAC programme (European Union Training and Consultancy Project) is financed by the EU Support for Regional Economic Development in Bosnia and Herzegovina Fund (CARDS). Small and medium-sized enterprises (SME) in the Balkan States are to be made competitive by ensuring that the SME managers, people just entering the job market, and young people who are unemployed receive the necessary qualifications.

Russian Federation and neighbouring regions

The countries of the former Soviet Union are also important target countries for InWEnt, in particular the Russian Federation and the Ukraine. InWEnt runs project offices in both countries that bundle activities on location. The focal points of the programmes are on improving foreign trade, expanding the international educational systems and advancing good governance. For example, InWEnt has



Internship Programme – Cooperation between Hamburg, Kaliningrad and St Petersburg

The Internship Programme was called into being in 1992 on the initiative of the Senate of the Free and Hanseatic City of Hamburg and the Hamburg Chamber of Commerce. It advances foreign-trade-oriented internships of Russian experts and executives. The programme offers young university graduates from Kaliningrad and St. Petersburg the chance to gather practical experience of a free market economy in Hamburg companies and institutions. The core of this “qualification residency” in Hamburg is a field-specific nine-week company internship. Since the programme started, participants have come from the tourism, marketing, foreign trade and transport/logistic branches. The programme is also designed to intensify economic and institutional cooperation between key regions in the Baltic Sea area – Hamburg, Kaliningrad and St Petersburg.

— Responsible Division: Regional Centre Hamburg

been imparting Western management techniques to young Russian managers for around a decade now, supporting them in the process of restructuring local companies to make them fit to compete on the global market. Commissioned by the Federal Ministry of Economics and Technology (BMWi), InWEnt offers capacity building programmes for employees in the Russian Ministry of Economics and Trade who are responsible for implementing the new guidelines of the Public Procurement Law effectively and enforcing European standards fairly. This will in turn lead to an increase in transparency in the allocation of funds and as such prevent corruption. It will also simplify participation by German companies in public invitations to tender in the Russian regions.

InWEnt is also very active in sensitising employees of the public health systems of Russia, the Ukraine and the former Soviet Union’s republics to topics concerning HIV/Aids. In addition to raising awareness, the programmes focus on anchoring possibilities for Aids prevention in society, professionalizing the treatment of those affected and making general basic knowledge available to people outside of the medical profession via the training of information multipliers.

InWEnt also offers programmes dealing with environmental policies and environmental law in some countries from Central and Southeast Europe all the way to Central Asia. In countries in the South Caucasus, such as Armenia, Azerbaijan and Georgia, economic development is based to a large extent on the exploitation

of minerals and other natural resources. In general, scant attention is paid to environmentally sound production techniques. The destruction of the natural environment has a wide range of effects on the living conditions and the health of people living in these areas. Sustainable economic development goes hand in hand with the expansion of environmental protection in these regions. This is why InWEnt is educating the employees of the relevant ministries and giving them the skills to make a lasting contribution to a modern environmental policy.



Going abroad with InWEnt

— InWEnt offers young people from Germany the opportunity of gathering professional experience all over the world. Young executives can intensify their expert knowledge abroad. They learn the language of their host country and, even more importantly, how to live and work in a foreign culture and professional world. A globalised world needs actors in the business community, science and in civil society with experience from the international stage.

InWEnt works with around 35 contracting parties to achieve exactly this. Among them are various federal ministries, international organisations, such as the European Union and the United Nations, along with foundations and institutions from the business community. The Federal Ministry for Education and Research (BMBF), for example, finances the polytechnic programme “Practical Semester Abroad”, an InWEnt scholarship programme aimed at students of polytechnic institutes who receive support for a six-month internship at a foreign company. We also work with foundations close to the business community. The Hermann Strenger Foundation numbers among these, and primarily provides aid to young applicants with less than one year of work experience. The Dr Helmut Kraft Foundation is aimed at non-academics and students from cooperative education universities studying the natural sciences, technology or business. Here too, the focus is on gathering international practical experience along with international and intercultural know-how. The Heinz Nixdorf Foundation sponsors young executives during a six-month work internship in the Asian-Pacific realm, thus preparing them for later cooperation with companies in the rising Asian economic nations.

The InWEnt Abroad Programmes contribute to shaping international cooperation in business, culture and politics. InWEnt has placed particular emphasis on advising services for scholarship recipients and trainees. The “Informations- und Beratungsstelle” (IBS) – for vocational training abroad, is a helpful point of contact for around 40,000 young students and professionals annually. Here, they can get information about the range of programmes offered, possibilities for financial support, and take advantage of our advice services.





Cooperation with Africa

While the economies of some African countries have enjoyed stable growth, and enormous advances have been made in important development policy concerns such as good governance, democracy and human rights, Africa still depends on aid in the form of partnership – also from Germany. With capacity building through human resources development, but also via aid to the African economy through public private partnerships, InWEnt is contributing to further expanding Germany's development policy partnership with Africa.



Hospital management

The public health systems of many African nations are currently undergoing a process of change. A high level of management know-how is necessary to be able to implement planned reforms and ensure that care for the sick is efficient, effective and designed to meet needs. InWent qualifies experts from African hospitals, providing them with the skills they need to find solutions tailored to their countries regarding all issues involving hospital management. Some of the topics covered in the one-year course in Germany include hospital development planning, human resource and process management, and budget and quality management. Participants are also prepared to assume their roles as “change agents” and information multipliers.

“The case-based lump sum is one of the largest differences between the health care systems in Germany and in Africa. It would be inconceivable here. We often have no idea even how long patients remain in hospital.”

— Eireen Nyamongo from Kenya participated in the International long-term Training (ILT) in hospital management in 2006/2007, which includes a training course and a practical phase in a hospital.

— Responsible Divisions: Health in cooperation with the Regional Centres

Partner for a strong Africa

— Cooperation with Africa is a focal point of German development policy cooperation. Africa was the central focus of the 2007 German EU Council Presidency and the G8 summit that took place in Mecklenburg-Western Pomerania in the summer of 2007. German development policy is continuing the reform partnership that began five years ago at the G8 summit in Kananaskis, Canada. There have been measurable successes thus far: courageous reforms have led to the stable growth of the economy of African countries for a number of years now. The new debt relief policies of the industrialised nations have given this economic growth additional momentum. The founding of the African Union in 2002 and the Pan-African Parliament in March 2004 were extremely important to the future of the continent, for development can only be sustainable if the African partner countries find the strength and the will within themselves to shape their own development. In the founding acts of the African Union (AU), the countries who signed took leave for the first time of the principle of non-involvement, recognising their own responsibility for democracy, human rights and good governance.

The New Partnership for Africa's Development (NEPAD) was another milestone with which some of the countries of Africa initiated a far-reaching reform process in 2001. The NEPAD initiative supports peace processes, security policies and democratic

development. It encourages human rights, rule of law and good governance. Ultimately, the process initiated by the NEPAD pursues the goal of further expanding Africa's economy. The reform movement in Africa has changed the image of this continent and highlighted its multiplicity of potential.

Millennium Development Goals can be reached

In order to reach the Millennium Development Goals, however, a lot still needs to be done. The current economic growth in Africa is not enough to halve poverty by 2015. Only an estimated eight sub-Saharan countries will reach this goal given the present state of affairs. But this prognosis should not be taken as disheartening. Some examples have shown that the speed of development can be greatly increased – if the necessary effort is made and with the support of partner countries, in particular with respect to capacity building.

InWent is working hard on this. We offer – primarily under the direction of the Federal Ministry for Economic Cooperation and Development (BZM) – a wide variety of programmes for Africa. The markets developing there are of great interest to the German economy, which is why we are also working in cooperation with German companies in public private partnerships (PPP). This process also holds great potential for the future of African companies, and will result in access to new markets. Our regional office in the South African city of Pretoria oversees the programmes – which



Quality management in Southern Africa

If the companies involved in the Southern African Development Community (SADC) wish to survive in international trade, they must be competitive and comply with global quality standards. InWEnt supports experts and executives of the SADC countries in improving the techniques and processes in production flow in their companies and, in so doing, achieving international quality standards. Programme participants become familiar with technological, ecological and economic standards and are given the opportunity of working as trainees in a German company.

— Responsible Divisions: Sustainable Technologies, Industrial and Urban Development in cooperation with Regional Centre Saarland with Intercultural Training and Services Centre, Studienkolleg to the University of Applied Science



InWEnt at the Educa Online Berlin

New educational technologies are one of the key factors for development in developing countries. On behalf of the Federal Ministry for Economic Cooperation and Development (BMZ), InWEnt presented methods and criteria for how new learning technologies can be used to produce sustainable results at the E-learning Conference in Berlin. Capacity building forms the functional prerequisite for the efficient use of such information and communication structures.

— Responsible Division: E-learning, International Knowledge Communities, Documentation

often cross national borders – that we run in Southern Africa. As such, we are also facilitating regional exchange and bi- and multi-lateral dialogue.

Good governance in Africa

Typically, the InWEnt programmes are tailored to the core topics of Germany's development cooperation with Africa, and good governance is of utmost importance here. In regional organisations, such as the Southern African Development Community (SADC) or the East African Community (EAC), and in many African countries themselves, employees are needed in institutions and governments who can manage reform processes and conduct negotiations with international partners and investors. Reforms in the area of public finance and budget management strive not just for transparent governance alone, to prevent corruption for example, but also look to ensure that funds are used responsibly and effectively, such as for education.

Since 2004, InWEnt has coordinated a training and research project in Southern Africa that brings experienced executives from ministries of education and finance together with experts and academics from the education sector. The objective is to identify typical weak points in the management of education budgets via case studies, and to work together to eliminate them.

People experience good governance at a community level in particular: are there public health institutions that are acces-

sible to all, where is the closest accessible school, does the water supply system work? These and other similar questions are of central importance. InWEnt has been running a conference series since 2004 together with the African Development Bank (AfDB), the Joint African Institute, the World Bank and German partners for development cooperation. This series helps to promote African reform initiatives in the area of decentralisation and facilitates the exchange of experience between political policy makers and experts and executives.

Water: an environmental resource

Not even half of the people who live in sub-Saharan Africa have sufficient access to clean water. The water supply plays an important role in the Millennium Development Goals however. Clean drinking water and sufficient sanitary facilities provide protection from illnesses and epidemics. Additionally, women and children without a sufficient water supply are often forced to spend a great number of hours a day hauling water – leaving the children too little time to attend school, and the women no chance to be economically active. For this reason, access to clean water means access to an improved chance for an education and to participation in the economy. Since water is in such short supply in many parts of Africa, there is justified fear that increasing numbers of conflicts may be ignited by water in future, both between countries and within a country.



Development diplomacy: Federal President receives InWEnt participants

The four-week training course “Local and Regional Crisis Prevention” is part of the InWEnt Development Diplomacy Programme (DDP). In 2006, 18 executives from 15 African countries engaged intensively with political conflict, its causes and dynamics, and mechanisms of de-escalation.

A high point of the course was a visit to the German Federal President Horst Köhler, who discussed questions from his “Partnership with Africa” dialogue initiative at length with participants. Course participants took part in the discussion with a series of presentations about crisis prevention, capacity building and good governance.

— Responsible Division: Administrative Policy / Security Policy

Germany provides more financial support to the water sector in Southern Africa than any other country. Of the 350 million euro earmarked annually in the German development budget for the water sector, 40 percent goes to Africa. One of the focal points here is on the management of water resources, for which InWEnt has developed a comprehensive range of capacity building measures. InWEnt pursues a holistic approach that makes the interdependence of different factors clear. Water knows no boundaries, which is why the projects in Africa cross national borders and include the responsible regional organisations together with the representatives of civil society and the water users themselves. Whenever possible, InWEnt works in the water sector together with the private business community in public private partnerships and also instigates dialogue on an international level about responsible management of the limited resource of water.

Strengthening the economy in Africa

Sustainable economic development and the continuous economic growth associated with it are prerequisites for enabling Africa to meet the Millennium Development Goals by 2015. Africa is a continent rich in raw materials. Its economic potential is not, however, used with enough consistency. The economies of most African countries are not based on the export of a range of products. In fact the opposite is true: often only two or three raw materials are exported for a global

market. This makes them extremely vulnerable to the fluctuations that the global market price of every raw material is subject to. It is therefore in Africa’s interest to reduce this unilateral raw material dependency and achieve higher productivity in other sectors.

German development policy cooperation in Africa mainly focuses on poverty-oriented economic growth in particular, referred to as “pro-poor growth strategies.” These recognise that economic growth is not a means to an end in and of itself. It must ensure that poor people are granted a disproportionate amount of the yield. This is the only way sustainable growth is possible.

Different topics are the central focus of German economic-oriented development policy and as such also comprise the central topics for InWEnt’s capacity building programmes. Without better basic conditions, economic reforms cannot take hold. Bureaucratic structures and corruption inhibit the creative energy and the competitiveness of African companies. InWEnt offers programmes designed to help implement the necessary reforms. In order to boost the economy in Africa, German development policy is focusing on encouraging both private investments and the private business community. To this end, InWEnt is helping small and medium-sized enterprises (SME) in the countries involved in the Southern African Development Community (SADC) to more fully develop their export potential. In this programme, employees of environmental aid institutions learn how SME can better market their products both regionally and internationally and what types of export aid are available to them.



Federal press conference at the 11th International Business Forum

Around 170 delegates from 45 mostly African countries came to Bonn in October 2006 for the 11th International Business Forum held under the motto: “Companies and the Millennium Development Goals – the Challenge of Africa”. The defined aim of the conference was to involve the private business community in global social and ecological development. In 2006, migration, the effect of foreign bank draft transfers on the development of the local economy, the economic interests of anchor countries like China, India and Brazil and their influence on the African economy and society were among the topics on the agenda. The accompanying press conference was held jointly by InWEnt, the World Bank Institute and the United Nations. www.businessandmdgs.net

— Responsible Division: Sustainable Technologies, Industrial and Urban Development

Health and education

Three-quarters of all persons infected with HIV live in sub-Saharan Africa. Aids threatens both the social and the economic development of the entire continent. The international community has made the fight against HIV/Aids an integral part of its development policies. InWEnt includes this topic in many programmes and is passing on the knowledge people need to protect themselves and others along with information about the current treatments available.

InWEnt trains information multipliers from administrations and educational institutions in Southern and Eastern Africa in particular. We also educate the employees of small and medium-sized enterprises on how to pass along information about Aids prevention at their places of work. Here, the company policy aspects – questions regarding labour laws, human resources development, costs due to absenteeism – are addressed as well. Solutions are developed in cooperation with partners. Additionally, InWEnt also runs training and management courses for employees from public health systems. As such, we make it possible for experts and executives from health institutions to become familiar with modern management techniques. The participants contribute decisively to reforming the hospitals and public health care systems in their countries.

InWEnt also supports the national educational institutions in African countries with programmes designed to impart the know-

how required to plan educational budgets to fit in with needs and funding. Taken together, this, and other programmes in the educational and vocational training sectors in participating African countries, form InWEnt’s contribution to the “Education for All – Fast Track” initiative. This is a programme designed by the international community to ensure that the development of educational systems in developing countries is sustainable over the long-term.





Cooperation with Asia

Rising economic nations and countries weakened by natural catastrophes and conflicts – Asia is a continent of contradictions. But structural changes and wide-reaching reforms can solve problems like the destruction of the environment and social inequality. InWEnt facilitates both international cooperation with the “emerging powers” and the sustainable economic and social development of other Asian countries with capacity building programmes that are tailored to meet the specific needs of these partners.



HIV/Aids: first online course in China

If China is not successful in limiting the spread of HIV/Aids, in 2010 it will be the country with the highest number of people infected with HIV globally. InWEnt has developed an online course in cooperation with the Chinese Preventative Medicine Association (CPMA) that provides medical personnel with information about the epidemic along with methods and possibilities for prevention and treatment. It is the first online preventative medicine course ever offered in the Chinese language. Additional training seminars are offered to educate Chinese policy makers, police officers, representatives from women's associations, social workers and individuals who have contact with HIV/Aids and those affected by it.

— Responsible Division: Health

A continent in flux

— Asia is a continent of contradictions. Nowhere else in the world do so many people live in abject poverty as they do here. 700 million people have no secure income – more than in all the other parts of the world put together. Yet changes can be felt. Since 1990, the number of people in Asia who have to live off less than one US dollar a day has dropped by almost a third. This trend must increase. This is why sustainable economic development in Asia needs to be made socially just, and growth strategies that focus on the poor need support.

Despite the high poverty rate, in some countries, such as India and the People's Republic of China in particular, the economy is growing rapidly. This alone is not sufficient for these dynamic societies or "emerging powers" to sustainably secure their future: For such rapid economic growth often goes hand in hand with massive environmental destruction and social inequality. Yet in China and India in particular, these inequalities are increasingly being recognised as domestic policy issues that can be solved by structural changes and far-reaching reforms. More external support via capacity building is needed here. The economic dynamics of these Asian countries has a direct effect on the quality of bilateral cooperation with Germany: These countries are more heavily involved in financing, and also participate self-confidently in shaping the contents of the programmes. Germany is striving for international cooperation

and strategic "donor partnerships" with the most advanced countries in Asia – Malaysia, South Korea, Singapore, Thailand, but also India and China. The aim of these programmes is to provide poorer countries in the region with aid via trilateral cooperation.

For, with the exception of the "emerging powers", the beacons of hope for the entire continent, many other Asian countries have a long way to go before they can realise the Millennium Development Goals. The financial crises of the late 1990s or natural catastrophes such as the tsunami in Southeast Asia (December 2004) and the earthquake in Pakistan (October 2005) have confronted some countries with humanitarian, economic and social problems that they simply cannot solve. The aptly named "Asian crisis" has shown that even countries that have worked successfully economically over the last decades suffer from institutional weaknesses, especially in their financial and judicial systems.

Additionally, open and hidden conflicts – in Afghanistan, Kashmir, Myanmar, Nepal, North Korea or Sri Lanka – characterise this part of the earth and shapes its further development. German development policy has reacted to the changes and heterogeneous challenges of the continent with a modified Asian policy that focuses on the core topics of poverty reduction, containment of environmental destruction, and the democratisation of state and society together with crisis prevention.



Vocational training and good governance – contributions to stabilisation in Iraq

The rebuilding of Iraq is an international responsibility. Along with providing additional training for the police force, Germany is concentrating primarily on the vocational training sector in Iraq. A great percentage of the training centres in Iraq have been largely destroyed, and the qualifications of the teachers and the courses offered are also in need of improvement. The InWEnt programme for “Employment-oriented Vocational Training in Iraq” educates policy makers from the professional education sector, educational planners, teachers and instructors in a target-group-specific manner. It is aimed at the unemployed and discharged soldiers, among others, and gives them the skills they need to re-enter the job market. Additionally a national network of “Employment Centres” provides a direct link between the training courses offered and the job market.

— Responsible Divisions: Technological Cooperation, System Development and Management in Vocational Training and Administrative Policy / Security Policy

Emerging powers

China and India are important partners in InWEnt’s international work. InWEnt opened an office in Beijing in 2005 which has enabled us to more firmly anchor our good governance, sustainable economic development, power supply and environmental policy programmes in the country. In China, InWEnt is overseeing economic reforms aimed in particular at strengthening small and medium-sized enterprises (SME) in structurally-weak Central and Western China. InWEnt also provides the knowledge needed to protect the environment in this rising economic power. A German-Chinese joint project in the transport sector has been in existence for 25 years and to date more than 200 people from the relevant areas have participated in training seminars in Germany. In these programmes, they acquire the know-how they need to be able to counteract the rapid increase in traffic with ecological planning and sustainable energy concepts.

Like China, India is among the five anchor countries that InWEnt assists with further education and dialogue programmes on the overriding topic of “global governance”. Brazil, Mexico and South Africa are additional partners, and they too number among the anchor countries. These are countries which, due in particular to their economic importance and the political influence they exert in their regions, are also increasingly playing a global role in the shaping of international policies.

Modernisation of the economy and administrative structures, and sustainable environmental protection, are the main points on the agenda of InWEnt’s programmes in India as well. Rapid growth of the economy and the population have placed great demands on the environment. More people need more food, more land, more raw materials. It is therefore imperative that resources be used efficiently and in an environmentally friendly manner. Added to this is the fact that ever increasing numbers of people are seeking employment in the cities. Immigration to the cities and urbanisation are on the rise and require the appropriate infrastructure. As such, India is faced with the dual challenge of getting both environmental pollution and the country’s social problems under control. In capacity building programmes, InWEnt and programme participants work together to develop ecofriendly solutions that facilitate both environmentally sound and economically sustainable development. A new regional office is scheduled to be opened in Delhi, which will enable us to further expand cooperation with India.

The economic potential of some Asian countries is enormous. China, India, Japan and South Korea are interesting trade and investment partners for the German economy, making them attractive for German experts and young executives. InWEnt offers them the opportunity of gathering practical work experience in an Asian company for up to one year while learning the language and getting to know the country, its people and culture. Young people from the Asian-Pacific Area are showing an



Sustainable transportation and traffic development plans – 25 years of German-Chinese logistics seminars

China is one of Germany’s most important trade partners in Asia, and it needs qualified experts to ensure that the plan for the nation’s rapidly growing traffic is efficient and environmentally sound. For 25 years now, InWEnt has trained employees from Chinese administration and transportation in regional workshops and seminars. 20 participants come to Germany every year where they acquire new knowledge about safety and environmental protection over the course of the year-long programme. They learn about ecological logistical concepts and receive information about trade and investment aid strategies.

— Responsible Division: Business Development and Infrastructure



InWEnt and the cooperation agreement with the Confederation of Indian Industry (CII)

India is one of Germany’s most important economic partners. The Confederation of Indian Industry (CII) and InWEnt affirmed their cooperative efforts with a “Memorandum of Understanding”, signed in the presence of Federal Minister of Economics Michael Glos and CII President R. Seshasayee in 2006. Both countries want to increase cooperation in the areas of human resources development and continuing education. InWEnt is also striving for an intensification of the two countries’ bilateral economic relationship. The existing global network will benefit both sides in this process.

— Responsible Division: Asia Pacific; Special Programmes Worldwide; Foundations

increasing interest in internships in Germany as well. Such internships almost always result in important and long-lasting business relationships, and allow young professionals from Germany and the Asian-Pacific countries to tap into unique career opportunities on the national and international job markets.

Asian countries with great development potential

In Asia there are a number of countries that have been able to achieve economic successes in the past years, even if they are still considered developing countries. Among these are Indonesia, the Philippines and Vietnam. For InWEnt, these countries are of particular interest, for their economic successes have also had an effect on neighbouring countries. InWEnt supports this development with political and sector-specific dialogue programmes. We have regional offices in Hanoi and Manila, allowing us to optimally coordinate both our activities in these South Asian countries and our cooperation with regional institutions – such as the Asian Development Bank, the Mekong River Commission (MRC) or the Asia-Europe Meeting (ASEM). Programmes for the reduction of poverty are one main focal point. These support executives from the countries involved in the Association of Southeast Asian Nations (ASEAN) in initiating political, social and economic structural reforms, and steering these reforms to benefit poverty-oriented growth strategy. InWEnt also focuses on further education

measures aimed at protecting the environment and natural resources.

Biotechnology, for example, as a technology of the future, plays an important role in the economic development of countries in Southeast Asia. These countries are rich in biodiversity and biomass that could be put to use in a number of economic branches – the food and feed industry, organic fertilizers, and for medicines and vaccines, for example. Yet they lack the qualified experts needed to transform this wealth of resources into economic capital. InWEnt offers selected experts practice-oriented training that provides them with the qualifications they need to expand biotechnology in their home countries while ensuring its productive and rational use so that both the environment and social structures may benefit.

Socially acceptable economic development is an important focal point of InWEnt’s programmes: environmental and social standards are part of sustainable economic development, and this applies equally to the large and the small and medium-sized enterprises in any given country. Employees of companies that feel a social and environmental responsibility are considerably more satisfied and thus more productive than their counterparts who feel unfairly treated and whose health is endangered in the workplace. Fair and equitable treatment is a prerequisite for high productivity, making it a basic requirement if a company is to be competitive. InWEnt contributes to increased social equality in the workplace with the SEAL training programme (Social Standards Exchange of



University exchange programme with Malaysia

Each year, the Baden-Wuerttemberg Regional Centre's Malaysia programme offers around 50 young Malaysian men and women the opportunity of studying at a university in Baden-Wuerttemberg. In 2006 InWEnt assisted around 300 Malaysian government scholarship recipients, both inside their areas of specialty and beyond, and 24 students who arrived in 2002 took their leave after completing their technical degrees. The programme helps Germany establish contact with the decision and policy-makers of the future in the business community and in politics in Malaysia. This sort of contact ultimately benefits the countries and their industry on both sides. The programme also prepares participants for their future roles as facilitators between the cultures and responsible parties for the transfer of technology between Germany and Malaysia.

— Responsible Divisions: Regional Centre Baden-Wuerttemberg; Regional Centre Bavaria and Regional Centre North Rhine-Westphalia in cooperation with universities and the respective federal state governments

Experience in Southeast Asia and Practical Learning). We qualify executives of companies from the Philippines, Vietnam and Indonesia and provide them with the skills they need to introduce the necessary behavioural guidelines and social standards, and ensure that these are met.

Furthermore, InWEnt supports the economic development of countries in Asia with regional economic aid programmes. There is often a lack of qualified experts who, through their own effort and new ideas, can promote economic development in their regions. Experts are desperately needed, who can develop and manage new economic support concepts, and InWEnt offers different programmes that provide them with the necessary knowledge. This gives the employees of institutions and companies the skills they need to promote the economy in their respective regions on their own, in a decentralised manner and close to both the citizens and the companies.

Reconstruction and crisis areas

There are some countries in Asia that have been weakened by crises that have lasted decades, or hit by natural catastrophes like the tsunami. In Afghanistan, Iraq and in some regions of Indonesia and Sri Lanka, there is a considerable need for capacity building to help these countries cope with rebuilding and the democratisation of their institutional structures. InWEnt works in close cooperation

with different organisations from the United Nations and the Federal Foreign Office, to be able to offer the necessary programmes, fine tuning them to meet the needs of each region. InWEnt qualifies doctors in Afghanistan to treat the nation's traumatised women and girls. In Iraq, InWEnt is supporting the construction of an efficient and occupation-oriented professional educational system. Young school graduates, young adults without vocational training, the unemployed, underemployed men and women, and discharged soldiers are being qualified to plan vocational and further education schemes tailored to suit market need, managing them and developing the required curricula. InWEnt's involvement in the crisis regions of Asia is scheduled for expansion in future.





Cooperation with Latin America

Besides Europe and the USA, Latin America is the most democratic region in the world. Yet corruption, unemployment and poverty are still widespread. Additionally, economic growth in Central and South America is seriously impacting important environmental resources like the Amazon Rainforest – with results that can be felt all over the world. InWEnt provides the capacity building programmes needed to strengthen the focal points of German development cooperation: good governance, protection of the environment and natural resources, sustainable economic development and conflict resolution.



Teaching peace in Central America, Mexico and Columbia

“This educational programme changed my life” – this is how participants from the information multiplier course for teaching peace describe their experience in Germany while enrolled in InWEnt’s peace training course. This one-year, three-stage course is supported by Global Campus 21[®]. Workshops help participants implement their new knowledge regarding conflict transformation, human rights or gender issues and the project has had an announcement effect. In Columbia, for example, the Teacher Education Institute has taken inspiration from the peace pedagogical methods taught here.

“The InWEnt seminars have been very, very important for my work. I was able to be trained here in a relatively short time, and now approach my work, work for human rights, with a very different level of awareness. I can produce many more arguments than I used to be able to...I know now that I have something to say, that I can make a contribution to the creation of a peaceful society. And because I experienced it on my own person, I am utterly convinced that education is the gate to freedom, in particular for our forsaken, isolated society.” — Maria Miyela, social educator and cofounder of “Escuelas Rurales” in Columbia. She participated in the InWEnt seminar on Teaching Peace in Central America, Mexico and Columbia.

— Responsible Division: Education

Societies in flux

— In Latin America, dynamic development and social inequality are closely connected. Countries like Brazil and Mexico are currently on their way to becoming global actors due to rapid economic and social advances. Politically, Latin America has developed into the most democratic region outside of Europe and North America over the past years. Yet the still often weakly defined separation of powers and deficits in the rule of law, along with the corruption that is widespread in Latin America, impede democratic development. Up to now there have only been limited successes in reducing unemployment and poverty. Radical reform processes are necessary in most countries to improve the functionality of democratic and rule-of-law institutions and to provide all social groups with access to political decision-making processes. Strengthening democracy and rule of law is therefore a focal point of German development cooperation. In addition to the advancement of human rights, Germany supports the areas of decentralisation and community development, rule of law, and democratic supervisory bodies along with public finances.

Despite all the advances made, more than 40 percent of all Latin Americans continue to live below the poverty line. Though the number of poor people has sunk by almost ten percent since the beginning of the 90s, if the governments do not apply themselves more vigorously to overcoming the structural causes of poverty and

social marginalisation, many of the countries in Central and South America will not meet the Millennium Development Goals, at least not with respect to the reduction of poverty. This is why Germany supports its partner countries in Latin America in implementing the reform processes necessary for sustainable and socially compatible economic growth, while keeping an eye on the protection of natural resources.

Latin America is the global area most rich in tropical forests and biodiversity. The protection of these sensitive ecosystems is therefore of great importance. The Amazon Rainforest, for example, is of central significance for the global climate. Yet destruction of the environment continues, and not just in this region alone. Economic growth in Latin America has as a rule hardly been designed with ecological sustainability in mind. On the other hand, both, environmental awareness and an interest in renewable energy sources have risen considerably, in no small part as a result of the increase in the price of oil. This is why protection of the environment and resources and the support of renewable energy sources combine to form a central focal point of German developmental cooperation in Latin America.

Regional Cooperation

One of the most important contributions InWEnt makes here is in facilitating the exchange of experience and regional cooperation across national borders. InWEnt aids both political dialogue proces-



The extrajudicial conflict resolution system in the Andes countries

Due to deficits in the governmental justice system, the indigenous populations in the agricultural regions of Peru and Ecuador have developed their own informal justice systems. By now, these alternative conflict resolution systems are constitutionally recognised; a large number of social conflicts are solved extra-judicially. However, these indigenous judicial systems do not always preserve human rights. On the other hand, the government sometimes unlawfully proceeds against the representatives of these indigenous justice systems.

This is why InWEnt has developed a programme of further education seminars for jurists and representatives of indigenous communities. Public prosecutors, judges and attorneys learn about the constitutional basis for indigenous law. Simultaneously, representatives of indigenous communities are sensitised to alternative sanctions, such as community service, to reduce the use of corporal punishment. The goal of the project is to improve the basic tenets of indigenous conflict solution by lay judges or “Rondas Campesinas” – a type of vigilante group. The project is an example of how civil conflict solutions can be successfully implemented.

— Responsible Divisions: Regional Centre Hesse / Rhineland-Palatinate in cooperation with Administrative Policy / Security Policy

ses within the region and European-Latin American dialogue as a whole. In so doing, we work closely with the Inter-American Development Bank (IBD) and the UN Economic Commission for Latin America and the Caribbean (CEPAL). Capacity building programmes to facilitate democracy, good governance and the protection of global environmental assets form the central focus of our programmes. Added to these are topics that play a decisive role in shaping global rules and institutions (“global governance”), such as cohesion, or social coherence, and trade policy, along with the strengthening of international competitiveness via the advancement of innovation and technological cooperation. Particular attention is furthermore paid to the support of regional processes of integration, whereby both MERCOSUR (Mercado Común del Sur, Common Market of the South) and Central American processes of integration are granted special importance. For the countries involved in MERCOSUR, InWEnt runs a programme on social cohesion that supports economic policy dialogue between the government, the business community and civil society. Socially fair taxation systems and the social responsibility of companies number among the topics addressed.

Anchor Countries Brazil and Mexico

Two of the five pilot anchor countries selected by the Federal Ministry for Economic Cooperation and Development for the implementation of its “Anchor Country Concept” are from Latin America:

Brazil and Mexico. Their political and economical influence is no longer limited to the region itself, and is now worldwide. Like Chile and to a lesser extent Costa Rica, the current development policy of these two countries included the formation of donor structures. As such they will qualify for future trilateral cooperation programmes with Germany.

The focal points for InWEnt’s programmes in Latin America are weighted differently according to region. In the anchor country of Brazil, where InWEnt is represented by a regional office, the environmental sector plays a central role. InWEnt runs programmes for environmental protection and facilitates the regional exchange of experience about how to best protect the tropical rain forest in the Amazon.

Like Brazil, Mexico is of particular importance for development policy cooperation in Latin America. InWEnt supports the leading role of Mexico with capacity building programmes and dialogue. Here, environmental protection and the support of renewable energy sources, along with sustainable economic development, are in the foreground. As such, socially responsible company management is also an important topic in Mexico.

InWEnt has developed a capacity building programme for small and medium-sized enterprises (SME) that combines the methods of quality management and environmental management with work safety and corporate social responsibility (CSR). The programme is designed to qualify the employees of SME in Mexico to lastingly strengthen the productivity and competitiveness of their companies.



Integrated management systems and Corporate Social Responsibility (CSR) for Mexico

The production of most goods has long since been internationalised, and the exchange of wares across national and continental borders continues to grow. The globalisation of the economy requires conformity in the design of quality standards and guidelines. In order to increase the competitiveness of companies in Mexico by introducing international quality, environmental and social standards, InWEnt has initiated the “integrated management” further education programme. Young mechanical engineers and process and environmental technicians attend a three-month training seminar at the Weimar Technical College, which then qualifies them to introduce the corresponding quality standards in their companies and assess their effectiveness.

— Responsible Divisions: Sustainable Technologies, Industrial and Urban Development in cooperation with the Regional Centre Mecklenburg-Western Pomerania

The Andes Region, Central America and the Caribbean

The InWEnt programmes for the Andes Region, in particular in Peru, Bolivia, Ecuador and Columbia, are coordinated from our regional office in Peru. In Peru and Ecuador, InWEnt also offers capacity building for conflict resolution, providing lay judges from indigenous communities with additional training, for example. In some judicial systems that developed from traditional common laws and are now recognised by the constitution, human rights and constitutional guarantees are not always maintained. A concerted effort is made in training seminars to adjust the standards of the indigenous judicial system to conform to international human rights guidelines. At the same time Peruvian and Ecuadorian jurists increase their familiarity with these indigenous judicial systems.

In Central America InWEnt concentrates on regional programmes on environment and resources protection (including support for renewable energy sources), peace development and crisis prevention, and sustainable economic development. To these ends InWEnt facilitates socially and environmentally sound community and city development in Central America through capacity building. The employees of selected city and community administrations learn about socially and ecologically sustainable development goals and develop methods to implement these in cooperation with the population and the respective infrastructure companies responsible.

InWEnt is helping to improve the quality of basic education in Honduras, Guatemala and Peru with capacity building through teacher-training. The participants learn about and discuss a number of different topics such as the quality of education, the basics of learning, innovative teaching methods, curriculum questions, integration and inclusion, social learning and educational management. In order to ensure that the programme can be sustained over the long term, InWEnt has additionally created an open university course on the topic of “educational quality” in close cooperation with three partner universities.



„One World – One Future“ development policy for young people

— Taking new formats to unusual places – this is the idea behind the new “One World – One Future” presentation series that InWEnt developed together with the German Development Service (DED), the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) and the KfW Entwicklungsbank. The goal of the series is to present and discuss topics related to development cooperation in three discussion rounds, tailored to attract a wide audience, and, above all a young one. Critical questions were welcomed, for expert discourse or reports from experts were not the focus of this presentation series. The spotlight was on the questions, opinions and ideas of young people interested in globalisation and the point and prospects of development policy.

Under the lead management of InWEnt’s Development Policy Forum (EF), an event entitled “Foreign at Home! – Immigration in the 21st Century” was held in Berlin in October 2006. Almost 400 listeners followed the podium discussion – pupils, students, teachers and workers from youth clubs and citizens’ groups. They all came to listen to the school representative of the Rütli School from Neukölln, the former Swedish foreign minister and immigration expert for the United Nations Jan Karlsson, a street worker from Berlin Wedding and the German-Turkish writer Selim Özdoğan, just to name a few.

The presentation series “One World – One Future” is also designed to sound out new possibilities for reshaping development policy information and publicity work. The demand for entertainingly designed informational events – for infotainment – is large, and not just in Berlin. The interest in well-prepared background information about development policy and globalisation topics is a reflection of this. The new concept of “One World – One Future” motivates young people in particular to concern themselves more intensely with questions about the future and individual possibilities for action. The event series will continue in 2007.





Fiscal Year 2006

Fiscal year 2006 was a successful one for InWEnt – Capacity Building International, Germany. Despite almost identical sales figures, the year-end result was improved again. InWEnt consistently developed and expanded its third-party business, truly held its own in international competition and was able to step up its cooperation with the European Union in particular.

Business Overview

Business Overview	2006	2005	Change to prior year
Sales	137.53	139.23	-1.2 %
Annual results	0.38	0.30	+27.3 %
Incoming orders ¹⁾	55.00	186.77	-70.6 %
Order balance	67.87	154.22	-56.0 %
Employees	821	820	+0.1 %

¹⁾ Incoming orders are understood as the receipt of orders or the appropriation of funds.

In million Euros

The annual result continued to improve over the course of this reporting year as well. A slight decline in sales was recorded, mainly caused by a decline in net sales in extended core business. Incoming orders and contracts in hand declined sharply, which can

by and large be attributed to the seasonal fluctuations in funding received, and had no effect on the annual net result. The number of employees did not increase significantly with respect to the previous year.

Sales development

In 2006 InWEnt achieved a total sales of EUR 137.53 million, thus almost reaching the level from the previous year (EUR 139.23 million).

Development in the individual business areas was as follows:

Sales in business areas	2006	2005	Change to prior year
Core business	102.33	102.73	-0.4
Federal funding	10.45	13.77	-3.32
Funding from federal states	4.60	4.79	-0.19
Extended core business	15.05	18.56	-3.51
Third-party business	20.15	17.95	+2.2
Total	137.53	139.23	-1.7

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

In million Euros

The allocation of funds from the principal shareholder and client, the Federal Ministry for Economic Cooperation and Development (BMZ), represents InWEnt's core business. The volume in the core business area remained largely unchanged with respect to the previous year.

Sales from the extended core business (funding from other federal ministries and the German Länder or federal states) declined from EUR 18.56 million to EUR 15.05 million. This decline was largely due to a drop in revenue from all federal funding institutions

(AA, BMBF, BMWi / KfW, BMVg and the German Bundestag or Lower House of Parliament). Funding from the federal states, in contrast, remained almost unchanged over the same time period.

Net sales of EUR 20.15 million in contrast to EUR 17.95 million in the previous year show a positive development in third-party business (international clients, foundations, the private sector and others). Here, the growth of cooperation with the European Union, which increased from EUR 11.74 million to EUR 13.67 million (+16.4 percent) is particularly notable.

Contracts

During 2006, InWent received contracts and funding approvals totalling EUR 55 million. Orders on hand reached a total of EUR 67.86 million as of 31 December 2006.

In core business, InWent received contracts from the BMZ totalling EUR 15.51 million. Orders received from other federal institutions and federal states totalled EUR 12.53 million, of which EUR 3.90 million were from the federal states.

InWent's largest clients in extended core business were the Federal Ministry for Economics and Technology (EUR 4.65 million) and the Federal Ministry for Education and Research (EUR 4.45 million).

In third-party business, InWent received contracts totalling EUR 23.07 million, and the largest contractor was the EU with EUR 17.47 million.

Though incoming orders (fiscal year 2005: EUR 186.77 million) and orders on hand (fiscal year 2005: EUR 154.22 million) declined nominally in 2006, this ultimately had no effect on the net results, since this decline is in essence related to the receipt of allocated funds before January 1, 2006, which meant that these could not be included as incoming orders in 2006, since the funds were authorized in 2005.

For this reason incoming orders in extended core business were also 22 percent below the level of the previous year. Here a slight increase was recorded in orders on hand by the end of the year with respect to the same period of the previous year.

Incoming orders and orders on hand according to business areas	Incoming orders 2006	Orders on hand 31.12.2006
Core business	15.51	34.33
Federal funding	12.53	10.04
Funding from federal states	3.90	1.59
Extended core business	16.42	11.63
Third-party business	23.07	21.90
Total	55.00	67.86

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

In million Euros

Human resource development and personnel

InWEnt employs institutionally and project-financed personnel at its headquarters in Bonn and in offices in Berlin, Bad Honnef, Feldafing, Mannheim, Magdeburg and Leipzig/Zschortau, in 14 Regional Centres in almost all federal states and in five International Training Centres.

As at December 31, 2006, 821 employees and 32 trainees were employed at InWEnt. The breakdown of the individual departments is as follows:

Number of employees per department (as at: 31-December-2006)	
Sectors	Number of Employees
Management and staff positions	24
Interdepartmental programme and administrative tasks (Development Policy Forum, planning and controlling, administration)	196
International Regulatory Framework / Good Governance / Economic Policy	44
Social Development	57
Sustainable Business Development	100
Environment, Natural Resources and Food	94
Industrialised and Transition Countries	84
Cooperation with the Governments of the Federal States / Development-related Education	140
Training Centre for Development Cooperation	82
Total	821

Executives accounted for 7.8 percent in fiscal year 2006. The percentage of women in management positions increased from 34.9 percent in the previous year to 37.5 percent in 2006. InWEnt employed 700 people in different skilled positions (project leader and clerical functions) over the reporting period. This corresponds to 85.3 percent of the company's workforce, with women over-represented at 76.7 percent.

As an internationally active company whose area of expertise lies in human resources development and further education, the human resources development of our employees is a focal point for InWEnt. As such, the promotion of the professional, business and social skills of our employees through targeted qualification schemes is of key importance. In 2006, an internal advanced education programme was again offered with practical seminars and courses to systematically develop the required skills with a high level of individual responsibility on the part of employees.

Number of employees per function and activity			
As at: 31-December-2006	Number of employees	Of which:	
		Female	Male
Executives	64	37.5%	62.5%
Senior / project managers	700	76.7%	23.3%
Labourers	57	45.6%	54.4%
Total	821	71.5%	28.5%

The next generation of employees at InWEnt gGmbH

The training and education of qualified young people for international capacity building and development is important to InWEnt. 165 trainees and 5 scholarship recipients were given the opportunity of learning about InWEnt's work in the course of their scientific education programmes.

In fiscal year 2006, the total number of trainees in the company was 32 (29 in the previous year). They trained in the following areas:

Trainees according to occupation requiring training		
Occupations requiring training	31.12.2006	31.12.2005
Specialist in media and information services	4	3
Management assistant in event organisation	2	2
Management assistant in office communication	23	21
Office administrator	2	1
IT system support specialist	1	2
Total	32	29

Statistics for 2006

Participants by regions	
Region	Participants
Southern Africa	4,866
West Africa and Central Africa	1,492
East Africa	2,738
Total for sub-Saharan Africa	9,096
South-East Asia	10,341
East Asia	2,358
South Asia	664
Bangladesh / Pakistan / Afghanistan	1,070
Total Asia	14,433
Mediterranean / Maghreb	764
Middle East	1,469
Total Mediterranean / Middle East	2,233
Central America / Caribbean	2,179
South America	5,917
Total for Latin America	8,096
Total for developing countries	33,858
CEE / SEE / NIS ¹⁾	5,910
Germany	15,744
Other industrialised countries	1,653
Total for industrialised countries	17,397
Total	57,165

¹⁾ Countries in Central and Eastern Europa (CEE), South Eastern European Countries (SEE), Newly Independent States (NIS)

Use of online services	
Page views on the InWEnt-Library Documentation website	451,987
Global Campus 21 [®] , registered users	30,493
Number of online forums, working groups and course environments	662

As at: 31-December-2006

Profit and loss statement

1 January to 31 December 2006

(in Euro)	2006		2005	
1. Sales	137,531,629		139,229,043	
2. Other operating income	5,330,659	142,862,288	12,247,461	151,476,504
3. Cost of materials				
a) Cost of supplies	47,148		77,914	
b) Cost of purchased services	72,250,062		74,835,671	
c) Cost of scholarships	7,340,511	79,637,721	8,086,311	82,999,896
		63,224,567		68,476,608
4. Personnel expenses				
a) Wages and salaries	29,556,285		30,778,790	
b) Social charges, retirement pensions and support payments ¹⁾	7,341,926	36,898,211	7,354,327	38,133,117
5. Amortization and depreciation on intangible assets and tangible assets	1,002,396		951,012	
6. Other operating expenses	25,107,732	26,110,128	29,205,574	30,156,586
		216,228		186,905
7. Other interest and similar income		172,779		117,276
8. Result of ordinary activities		389,007		304,182
9. Other taxes		6,618		4,182
10. Annual surplus		382,389		300,000
11. Transfer (-) from appropriated reserves		0		-300,000
12. Annual surplus (previous year: Unappropriated Retained Earnings)		382,389		0

¹⁾ of which for pensions TEuro 1.725 (prior year TEuro 1.733)

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

Balance sheet

Assets (in Euro)	31.12.2006	31.12.2005
A. Fixed Assets		
I. Intangible assets		
Concessions, industrial property rights and assets and licenses in such rights and assets	865,473	745,732
	865,473	745,732
II. Tangible assets		
Other equipment, factory and office equipment	2,550,865	2,019,018
Prepayments and construction in process	38,748	41,175
	2,589,613	2,060,194
III. Financial assets		
Shares in affiliated companies	5,146	5,146
	5,146	5,146
	3,460,232	2,811,071
B. Current Assets		
I. Receivables and other assets		
1. Trade receivables	1,360,180	1,788,091
2. Receivables from shareholder BMZ	8,765,496	11,695,491
3. Prepayments	18,028,864	15,923,230
4. Receivables from associated companies ¹⁾	3,645	3,793
5. Other assets ²⁾	520,607	453,158
	28,678,792	29,863,762
II. Cash on hand, central bank and bank balances	16,935,543	12,879,579
	16,935,543	12,879,579
	45,614,335	42,743,341
C. Prepaid expenses and deferred charges	494,692	793,811
	49,569,259	46,348,223

¹⁾ of which to InWent Brasil Euro 3,685; prior year Euro 3,793

²⁾ of those from taxes Euro 27,670; prior year Euro 0

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

Equity and liabilities (in Euro)	31.12.2006	31.12.2005
A. Shareholders' Equity		
I. Subscribed capital	30,000	30,000
II. Capital reserves	550,549	550,549
III. Appropriated reserves	300,000	300,000
IV. Annual surplus (prior year: Unappropriated retained earnings)	382,389	0
	1,262,938	880,549
B. Special item for investment subsidies	3,455,086	2,805,925
C. Accruals		
Other accruals	12,142,161	15,533,172
	12,142,161	15,533,172
D. Liabilities		
I. Customer advances	11,046,183	22,127,131
2. Trade payables	3,035,591	2,446,988
3. Repayment liabilities due to development programmes ¹⁾	17,790,376	1,346,811
4. Liabilities arising from associated companies ²⁾	0	2,952
5. Other liabilities ³⁾	313,977	388,216
	32,186,127	26,312,097
E. Deferred income	522,947	816,479
	49,569,259	46,348,223

¹⁾ of which to shareholder BMZ Euro 36,244; prior year Euro 52,526

²⁾ of which to InWEnt Brasil Euro 0; prior year Euro 2,952

³⁾ of which from taxes Euro 0; prior year Euro 22,761

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

InWEnt Boards

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Carl Duisberg Gesellschaft e.V. (CDG)

German Foundation for
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Deputy Director General, Economic Cooperation, Development Policy, Trade Fair Policy; Federal Ministry of Economics and Technology

Gerhard Thiedemann

Head of Division, Development Policy; Federal Foreign Office

Report on the activities of the gender equality representative

— Almost twothirds (65 percent) of all InWEnt employees are female, as was already documented by the interim review of its first Gender Equality Plan, published in 2005. In 2006 the number of women in executive positions was successfully expanded.

Combining job and family

InWEnt implemented several measures in 2006 to make it easier for employees to combine job and family. First, as per an agreement reached with the General Staff Council in 2005, 20 teleworking positions were created. These were given to employees, both male and female, who could prove need due to their current family situation. Secondly, since December 2005, employees working in Bonn have received financial assistance for child care during working hours for children up to age three. Here too, assistance was granted based on need resulting from the family and personal situation of each employee. In 2006, all applications for childcare assistance were approved. The third step involved a parent-child room created at the Bonn headquarters. In emergency situations, parents can

bring children requiring care into work and use the workstation in the parent-child room. The double room is outfitted with toys for the children.

Supporting women

The internal programme for further and continuing education was extended in 2006 and now includes seminars for female executives. Additionally, training seminars were held on the topic of gender skills, such as gender mainstreaming or the networking of gender mainstreaming in project work.

Networking activities

In 2006, InWEnt participated for the second time in the national Girls' Day. The motto of the event: "Further education – Worldwide". Around 50 girls participated in a varied programme and were given a look behind the scenes at the practical work done by an organisation active in international cooperation.

Report of the General Staff Council

— 2006 was an election year in which both the General Staff Council and the local works councils were newly elected. An important topic for the new General Staff Council (GBR) was the introduction of a pilot phase for an electronic time-recording system at three locations, supported by the company management for operational reasons, but initially viewed sceptically by employees. The General Staff Council worked jointly with management and the heads of Department 6 to implement socially acceptable and employee-friendly solutions for those employees who, due to the transfer of the EU education programmes to the Federal Institute for Vocational Education and Training (BIBB), now work for the BIBB rather than for InWEnt. Two company agreements, one for substance abuse prevention and the other regarding company suggestion procedures, were developed jointly by the General Staff Council and the company management. The efforts of the GBR to introduce a flexible, family-friendly working-hour model continued in 2006 and are scheduled to be completed in 2007.

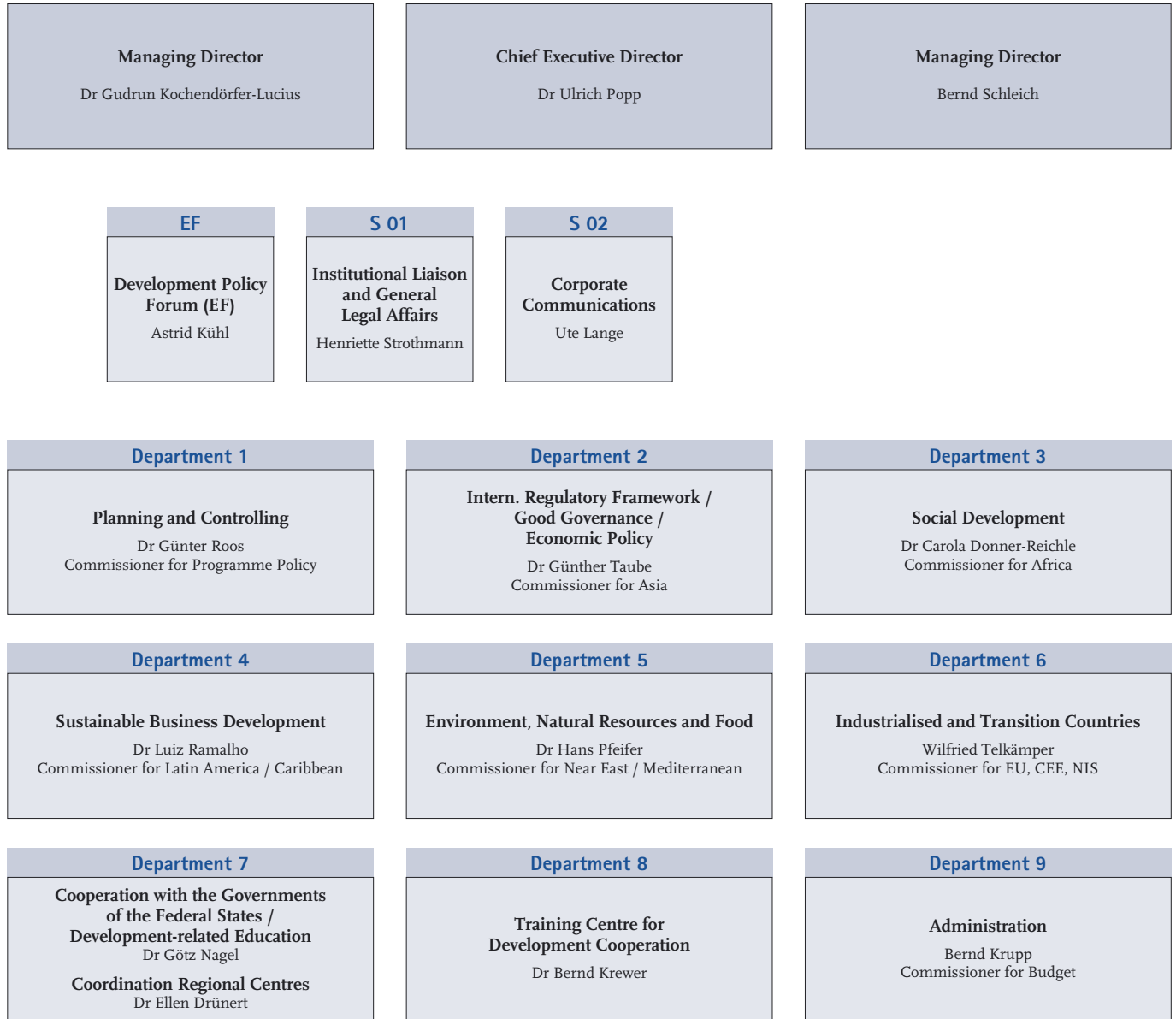
The greatest challenge facing the General Staff Council currently is the implementation of the new tariff law. The Council sees the need for its involvement with respect to target agreements, performance assessments and incentive bonuses in particular. Additionally, despite the heterogeneous personnel structure of InWEnt at some locations, the GBR will continue to work

vigorously to represent each and every employee. This applies equally to employees with unlimited employment contracts and those with fixed-term contracts concluded before the new wage agreement for civil servants (TVöD) came into effect, employees with fixed-term TVöD contracts and employees in project positions. The General Staff Council considers the decentralised structures at InWEnt to be of particular importance and, from an employee perspective and in view of the range of tasks and responsibilities, these must remain.

The General Staff Council and InWEnt management enjoy a close and trusting business relationship. This again proved beneficial in 2006, when they were able to join forces to successfully master the move of the EU programmes and the questions this raised. This strong cooperation should continue in the coming year in the interest of all employees.

Organisational structure

As at: April 2007



Additional functions:

Chairman of the Staff Council
Paul Schlüter

Data Protection Commissioner
Silke Neugebohrn

Gender Equality Representative
Gudrun Steinmann
Agent in office: Petra Encinas Gutierrez

Anticorruption Commissioner
Ingolf Nepicks

Spokesperson for Severely Disabled Persons
Tanja Klapproth

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Glossary

Anchor countries: The term „anchor countries“ is used by the Federal Ministry for Economic Cooperation and Development (BMZ) to refer to 15 developing countries that, due to the size of their national economies, play a decisive role in the development of their respective regions or beyond. These are: China, Indonesia and Thailand in East Asia; India and Pakistan in South Asia; Argentina, Brazil and Mexico in Latin America; South Africa and Nigeria in sub-Saharan Africa; Egypt, Iran and Saudi Arabia in the Middle East and Russia and Turkey in Europe/ Central Asia.

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

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

Emerging powers: The term „emerging powers“ is used to designate those countries that are developing into regional leading powers with political and / or economic responsibility for regional order. China, India and South Africa number among them.

Extended Core Business: InWEnt area of activity funded by supreme federal authorities (other than the Federal Ministry for Economic Cooperation and Development) and the German federal states.

Gender Mainstreaming: Refers to the strategy to attain gender equality in all areas and at all levels of society.

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

International Training Centre: InWEnt maintains five International Training Centres in Bad Honnef, Berlin, Feldafing, Leipzig-Zschortau, and Mannheim.

International Business Forum: Event format of InWEnt gGmbH.

Core Business: InWEnt area of activity that includes all programmes and measures funded by BMZ appropriations.

Partner Countries: As identified by the Federal Ministry for Economic Cooperation and Development, countries where Germany's development policy instruments are applied.

Regional Centre: InWEnt is represented in almost all Federal States by offices or Regional Centres. They monitor programmes and take care of guests from other countries here for education and training.

Service Agency Community in One World: InWEnt service and advice centre for communities and non-governmental organisations seeking assistance in improving community development cooperation and the local agenda.

Acronyms

AA	Federal Foreign Office (Auswärtiges Amt)	EU	European Union
ADB	Asian Development Bank	EU-TAC	InWEnt's European Union Training and Consultancy Project
AfDB	African Development Bank	GTZ	German Society for Technical Cooperation (Deutsche Gesellschaft für technische Zusammenarbeit GmbH)
ASA	InWEnt's work and study programmes carried out in Africa, Asia, Latin America and South-Eastern Europe	IDB	Inter-American Development Bank
ASEAN	Association of Southeast Asian Nations	IBS	"Informations- und Beratungsstelle" – for vocational education and training abroad; under the umbrella of InWEnt gGmbH
ASEM	Asia-Europe Meeting	IAI	Joint African Institute: Founded by the African Development Bank, The International Monetary Fund and the World Bank in 1999
AU	African Union	KfW	Kreditanstalt für Wiederaufbau (KfW Bankengruppe): a banking group responsible not only for the implementation of development programmes within Germany, but also for financial cooperation with developing countries.
BIBB	Federal Institute for Vocational Education and Training (Bundesinstitut für Berufsbildung)	SME	Small and Medium-sized Enterprises
BMBF	Federal Ministry of Education and Research (Bundesministerium für Bildung und Forschung)	LIO	Coordination Office for Cooperation with International Organisations from InWEnt gGmbH
BMWi	Federal Ministry of Economics and Technology (Bundesministerium für Wirtschaft und Technologie)	MDG	Millennium Development Goals of the United Nations
BMZ	Federal Ministry for Economic Cooperation and Development (Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung)	MERCOSUR	Common Market of the South, Latin America (Mercado Común del Sur)
CAN	Comunidad Andina de Naciones: Andean Community	MOU	Memorandum of Understanding: A non-binding declaration of intent that expresses interest in negotiating and concluding a contract.
CARDS	EU support fund for Regional Economic Development in Bosnia and Herzegovina	MRC	Mekong River Commission
CEPAL	Comisión Económica para América Latina: UN Economic Commission for Latin America and the Caribbean	NEPAD	New Partnership for Africa's Development: economic development programme of the African Union
CII	Confederation of Indian Industries	NIS	Newly Independent States: Former Soviet Union countries
CDG	Carl Duisberg Gesellschaft e.V.	NRW	North Rhine-Westphalia
CEE	Central and Eastern Europe	OTCA	Amazon Cooperation Treaty Organization (Organização do Tratado de Cooperação Amazônica)
CIS	Commonwealth of Independent States: a union of former Soviet republics	PPP	Public Private Partnership
CPMA	Chinese Preventive Medicine Association	SADC	Southern African Development Community: a community of fourteen countries in Southern Africa
CSR	Corporate Social Responsibility: CSR is understood as operating a business in a manner that meets or exceeds the ethical, legal, commercial and public expectations that society has of business.	SEAL	Social Standards Exchange of Experience in Southeast Asia and Practical Learning is a training and mentoring programme aimed at the implementation and maintenance of social standards in businesses of all economic sectors and at improving the working conditions of employees.
DED	German Development Service (Deutscher Entwicklungsdienst gGmbH)	SEE	Southeast Europe
DDP	InWEnt's Development Diplomacy Programme	UN	United Nations
DSE	German Foundation for International Development (Deutsche Stiftung für internationale Entwicklung)		
EAC	East African Community is an economic form of integration of Kenya, Uganda and Tanzania with the goal of forming an economic and customs union. Burundi and Rwanda will join the EAC on July 1, 2007.		
EF	InWEnt's Development Policy Forum		

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