



# Course Announcement 2012/13

## International Leadership Training

Social Security for Young Professionals from Cambodia,  
Indonesia, the Philippines and Vietnam

December 2012 to June 2013 in the  
Federal Republic of Germany

## Table of Contents

Preface .....	3
International Leadership Training .....	4
ILT Social Security: Conceptual Background .....	5
Objectives, Contents, and Methodology .....	6
Programme Structure: Design, Steps and Locations .....	9
Overview of the International Leadership Training “Social Security” structure .....	10
Requirements, Qualifications and Application .....	11
Organisational and Financial Arrangements .....	12
How to apply for a scholarship? .....	13
Contact Persons .....	14
GIZ Profile .....	15
Imprint .....	16

## Preface

In 2000 at the Millennium Summit, the international community committed itself to work together to reduce poverty, secure peace, make globalisation equitable and protect the environment. One central approach to achieving these goals is to boost the effectiveness of organisations operating in the private and public sectors and within civil society. The International Leadership Training (ILT) will enable young professionals and junior executives to enhance the managerial and technical competencies they need to improve the performance of their organisations. Germany after reunification offers many advantages as a location for International Leadership Training, especially for the internship. This gives participants the opportunity to gain first-hand experience of economic, social and organisational change processes.

In the context of a globalised and demographically changing world, effective and sustained social security systems are becoming increasingly relevant. Global change and economic growth increase opportunities, not least for the poor. However, they often also cause greater inequality within societies and between different countries. Despite economic progress, there is a considerable backlog on demand in many partner countries with regard to the development of social security systems, in South-East Asia as much as in other regions. The advancement of social security and social security systems makes a fundamental contribution to achieving the overall objective of reducing poverty. Moreover, it has become evident that social protection is an important source for economic growth too, since healthy citizens amplify the overall productivity of a country. With the International Leadership Training “Social Security” for technical and management staff in companies and institutions from Cambodia, Indonesia, the Philippines and Vietnam, GIZ is actively contributing to the German government’s Programme of Action 2015, which has defined the strengthening of social security systems and guaranteeing basic social services as a focal point in its fight against poverty.

GIZ – on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) –

has implemented the International Leadership Training in Social Security since 2007, aiming at increasing the capacity of young professionals to contribute to institutional change focusing on financially sustainable and effective social security systems in participating Southeast Asian countries. Since the start of the programme in 2007, more than 52 young professionals successfully completed the programme and have – through their attained knowledge and gained experiences – contributed actively to the development of their national social security institutions.

In December 2012 GIZ will run the 6<sup>th</sup> ILT Social Security. This programme will look somewhat different from the former batches: Picking up the recommendations of the internal evaluations and in order to respond to needs of our partner institutions, the 6<sup>th</sup> ILT Social Security will feature a considerably shortened overall duration, particularly as regards the presence time in Germany. In that way, the participating experts and managers of social security institutions will be less absent from their job responsibilities at home, one of the most important concerns of the senior management of the sending institutions. However, in spite of a reduced time in Germany (reduction from 12 to now 7 months), the core parts of the programme, such as the technical and methodological skills training as well as the internship phase will be kept as the key pillars of the ILT programme. Moreover, within the new GIZ there now exist new opportunities to make use of synergies by stronger collaborating with bilateral GIZ programmes in the field of social security on the ground. This will further contribute to the embedment of the ILT training programme into a coherent national human capacity building approach.

We are looking forward to continuing our successful and longstanding cooperation and active exchange with our partners in Southeast Asia in order to continuously improve the effectiveness, quality and coverage of the national social security systems.

Cormac Ebken, Berlin, May 2012

## International Leadership Training

The International Leadership Training (ILT) programme of the Human Capacity Development department for Asia provides training and qualifications for technical and management staff from companies and institutions in developing countries and countries undergoing transformation, so that they can initiate and manage processes of change within their own countries.

During their advanced training in Germany ILT participants spend seven months consolidating their technical know-how, along with their management skills and their capacity to implement tailor-made reform initiatives. To this end, they enter into dialogues with professional institutions and companies. In the run-up to this, they will already have undertaken a preparatory residential German language course in their home countries, in parallel with their professional work.

GIZ currently offers International Leadership Training in more than 20 sectors, with programmes designed for specific countries, for around 400 participants each year. Our partner organisations abroad identify suitable applicants for ILT and work out an agreement with the participants on a small change project to be undertaken once they have returned from training (transfer project). GIZ offers consultancy services

during the phase of implementation of these projects. In this regard, the bilateral GIZ programmes on the ground offer new synergies for more effective technical backstopping.

Most of the participants selected by GIZ already have an academic education and at least three years of professional experience. They consolidate their knowledge, skills and competences during their stay in Germany. One very specific ILT pillar is the two months practical training phase within a German company, institution or organisation. This is where programme participants can apply what they have learned and develop professional contacts.

GIZ values the promotion of interdisciplinary and intercultural exchanges between ILT participants. Therefore, German language training is another feature of the ILT. The participants will acquire a basic knowledge of German before they start the programme phase in Germany that allows them to master the complex requirements of their advanced training and internship phase in Germany. In the course of their training, ILT participants are also introduced to the use of GIZ's Global Campus 21<sup>®</sup> advanced Internet training platform. Once they have gained their ILT qualification, the participants shall remain in touch

with each other through GIZ's global network of former participants, which operates through Global Campus 21<sup>®</sup> and within groups of former participants set up abroad.

With its International Leadership Training programme, GIZ contributes to global "capacity building", by supporting the development of selected individuals.

## ILT Social Security: Conceptual Background

The aim of development cooperation in the field of social security is to create greater protection for sections of the population that are poor or at risk of poverty. Development cooperation supports measures that reduce fundamental social risks and ensure scope for action by private initiatives creating an appropriate framework. In its support of social security and the development of social security systems, GIZ primarily focuses on strengthening local institutions and training local experts working in Social and Labour Ministries, public and private insurance companies as well as other institutions and associations active in the field of social security.

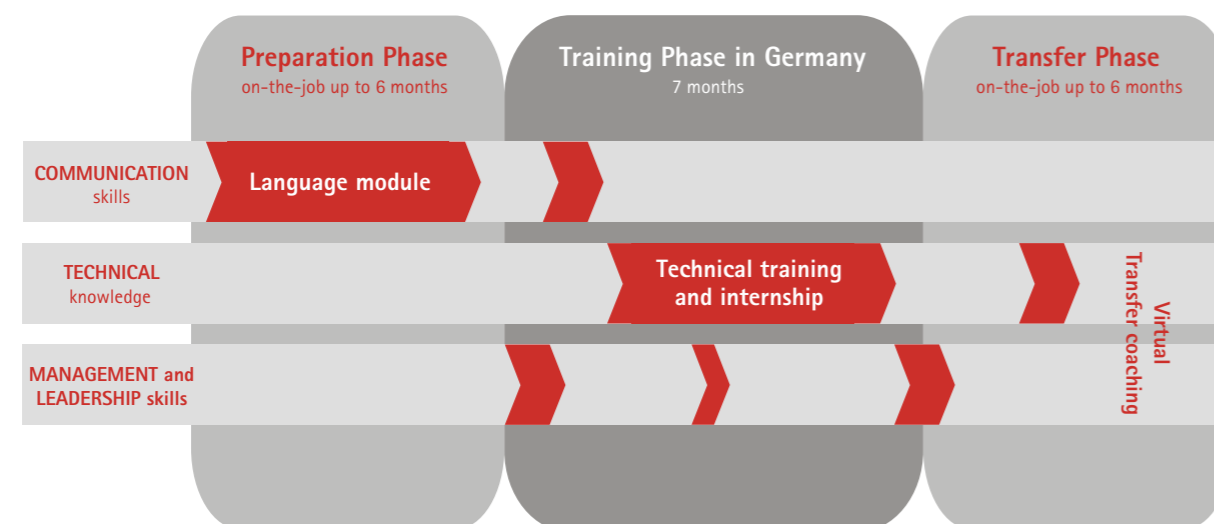
The ILT Social Security programme addresses the training needs of technical personnel and young leaders who are charged with the development and administration of social security systems in Cambodia, Indonesia, the Philippines, and Vietnam. There still remain considerable deficits with regard to social security in the Southeast Asia region, especially in terms of equal access for the whole population, sustainable financing and the efficiency of existing systems. This situation represents a major challenge for the state and is becoming increasingly complex due to the dynamics of demographic transformation and rapid economic change in the region. In order to improve social security for large sections of the population, socio-political measures must be



implemented to provide protection against the greatest risks such as sickness, old age, accidents and unemployment as part of the overall protection of the livelihood of individuals and families. In particular, this applies to the sections of the population that are disadvantaged and at risk of poverty, for which the state must assume special responsibility. In this context, GIZ encourages young professionals to bring about change in their working sphere to promote the innovative potential of their institutions. Core of this process is the implementation of the participants transfer project.



### International Leadership Training Social Security 2012/2013



## Objectives, Contents, and Methodology

### What are the general training objectives?

The training course is designed to enable medium-level management staff from the diverse actors in the field of social security, in partner countries to become familiar with modern management instruments and to learn about effective macro policies and strategies in the social sector. Individual achievements in the training will increase effective, efficient and needs-oriented management in governmental policy making and insurance/health care systems management. The participants are supposed to take on a multiplier role in implementing reform in the social security sector in their home countries in the Southeast Asian region.

The course will provide an **overview** on social policy development and social security.

On completion of the course, participants will be able to

- understand and apply management tools required for result-oriented work in the social security sector;
- analyse and compare social security policies (macro and micro policies) and fully understand their impacts on society and a country's development;
- identify/ determine and implement social security strategies for needs oriented reforms;
- communicate and take on a role as multiplier of lessons learned within the home institution;
- make use of an international network of social security professionals from Southeast Asia and Europe for future co-operation.

### Where does it take place?

Participants stay in Germany for seven months. During that period, the International Leadership Training on Social Security provides opportunities to improve managerial skills, technical expertise, and intercultural competencies. An important element of the International Leadership Training in Germany is the two month internship within a private company, government organisation, training or research institute.

Germany offers many advantages as a location for International Leadership Training, especially for the internship. This gives participants the opportunity to gain first-hand experience of economic, social, and



organisational change processes. Examples of elemental changes in Germany include ongoing social security reforms in the health and pension system, state instruments to mitigate unemployment, and the process of political unification within the European Union.

### What are the key topics for training in management?

Three one week modules of management skills training (before, during and at the end of the professional training) aim at improving participants' international management competence. During the International Management Competence (IMK) modules, the participants acquire important key-competences and a sound understanding of the principles, methods and functions of management. Topics such as communication, presentation and negotiation, project- and change-management will be the main areas to be worked on in all of the three IMK-modules.

The management trainings accompany the learning process of the participants continuously during the seven months of the ILT and are related to the participants' current needs in daily life and working situations. They offer both process- and effect-oriented methods and concrete support for a successful professional and personal development.

### What are the key sector-related training modules in the field of social security?

The three and half months training course is tailor-made to fit the needs in the private and public social security sector with a particular focus on health care and health insurance policies in the Southeast Asian context. The curriculum is based on a specific needs assessment but allows the flexibility to adjust to

changing necessities and the particular needs of institutions and participants working in the various fields of social security. The curriculum includes the following modules:

- **Introduction, fundamentals, and historical development of social security systems:** The participants obtain an overview of the principles, objectives, forms, components, institutions, legal prerequisites, and political framework conditions of social security in the context of Western industrial countries and in comparison with developing countries, especially in the Asian region.
- **Economics, Ethics, Risk and Social Security:** The participants understand the fundamental economic aspects of social security. This means both the effects on individual households and macroeconomic inter-relationships between social security systems and the national economy.
- **Business administration in social security:** The participants learn about and understand the most important instruments of business management with regard to social security. The ability to implement these instruments in the context of their own country supports the establishment of an effective and efficient security system.
- **Financial Management and Controlling in Health Insurance and Social Security:** The participants understand the special requirements and advantages which a controlling instrument entails for an institution. They are able to interpret the results of financial controlling for their respective institution and to benefit from them by means of modification processes.
- **Actuarial Modelling of Health and Pension Insurance and Management Information Systems:** The first half of the module provides a comprehensive introduction to the problems and solutions of actuarial modelling of revenue and expenditure in pension and health systems. In the second part of the module, the participants complete a course on the fundamental concepts and theories of management information systems.
- **Management Analysis of Social Policy:** Participants will be introduced to the commercial analysis methods of current social problems, including

extraction of the actual issues at stake, defining clear and measurable problem statements and offering potential ways to analyse the problems in simple quantitative analysis of empirical data.

- **Macro-Political Aspects of Social Security Systems:** The participants learn about and understand the far-reaching implications of national and international political and economic decisions for social security systems and their consequences at the individual and societal level.

For more detailed information on the technical modules please visit our Web-site <https://gc21.giz.de/socialsecurity/>

### What is the transfer project all about?

At the beginning of the programme, participants draw up a transfer project for their organisation, in coordination with their superiors and consulted by GIZ. The transfer project is expected to feed into and improve the efficiency of the participants respective organisations in the domestic social security sectors. In the course of the training in Germany, participants will gain theoretical knowledge of management as well as practical experiences during the internship. Both will enable them to implement the transfer project when returning to their countries in order to bring about necessary institutional change in the home institution. The implementation of the transfer project takes place within the six months after the return of the participants to their home organisations. It is accompanied by course tutors and experts on GIZ's online platform Global Campus 21 – [www.gc21.de](http://www.gc21.de) and will be presented in a local follow-up training component closing with a Follow-up workshop.

### What role do internships in German institutions play?

To facilitate and convey linkages between theoretical knowledge and practical application, GIZ arranges for an internship in the administration or management section of a German institution or organisation involved in social security and/ or health insurance. Such institutions are for example federal ministries, insurance companies with specialisation on e.g. health care, pensions, accident and compensation insurance, or public/ private associations in the field of social

security as well as administrative departments in hospitals. The objective of this job-related internship is to familiarise the participants with the work of the German social security system and thus to provide them with suggestions for useful application pertaining to work situations in their home countries.

### What kind of learning methodology will be applied?

The different components, learning objectives and subjects of the course imply the use of mixed methods of learning:

- **Self-determined and interactive learning:** Participants need to be conscious of their own aims and learning process. Instead of being “passive students” they actively support the training activities through their own contributions, interact with teachers/trainers and other participants in lectures, group-work and all training activities. This comprises lectures, self-directed learning, small group work, role plays and didactic games, reflection exercises, case studies and many more. GIZ’s Internet platform, Global Campus 21®, is also available for sharing ideas, self-learning and networking.

- **Practical project work** will be guided by experts, but requires responsible and self-reliant work and the ability to integrate into existing project teams, time schedules and working processes.
- **International and intercultural character:** The international orientation of the training course additionally supports inter-cultural learning and interaction. Working with colleagues from different countries and cultures on a common subject is a pre-requisite for the understanding of global thinking and “North-South and South-South co-operation”. The two month internship also offers an opportunity to observe, to learn and to share experiences in a real-life setting, side by side with your German colleagues from the same sector.

## Programme Structure: Design, Steps and Locations

Phase	Period of time (tentatively)	Topics
Preparatory phase in your home countries	August– December 2012	<b>Orientation and Preparation</b> <ul style="list-style-type: none"> <li>• Assessment Workshop</li> <li>• Transfer project preparation</li> <li>• Global Campus 21® internet platform</li> <li>• Preparatory German language course</li> </ul>
Practical Training phase in Germany	December 2012	<b>Living and Studying in Germany (2 weeks)</b> <ul style="list-style-type: none"> <li>• Presentation of the programme</li> <li>• Preparation for every-day living in Germany</li> </ul>
	December 2012	<b>German language course (2 weeks)</b> <ul style="list-style-type: none"> <li>• Follow-up of your language training</li> </ul>
	January to June 2013	<b>International Management Competence I (1 week)</b> <ul style="list-style-type: none"> <li>• Professional communication, work techniques and -management standards for personal organisation</li> </ul>
		<b>Technical Module on Social Security (3,5 months)</b> <ul style="list-style-type: none"> <li>• Introduction, fundamentals, and historical development of social security systems</li> <li>• Economics, Ethics, Risk and Social Security</li> <li>• Business administration in social security</li> <li>• Financial Management and Controlling in Health</li> <li>• Actuarial Modelling of Health and Pension Insurance</li> <li>• Management Analysis of Social Policy</li> <li>• Macro-Political Aspects of Social Security Systems</li> </ul>
		<b>International Management Competence II (1 week)</b> <ul style="list-style-type: none"> <li>• Change Management and Instruments</li> <li>• Organisational development</li> </ul>
<b>Practical training (individual, 2 months)</b> <ul style="list-style-type: none"> <li>• Internship at selected German institutions in the social security sector</li> </ul>		
		<b>International Management Competence III and Closing Module (1 week)</b> <ul style="list-style-type: none"> <li>• Transfer competence</li> <li>• Steps and instruments for implementing Transfer Projects</li> </ul>
Transfer phase in home country	From July 2013 onwards	<b>Reintegration in the working place</b> <ul style="list-style-type: none"> <li>• Implementation of the transfer project</li> <li>• Alumni-Programme and networking</li> <li>• Regional Follow-up workshop and potential short-term training component</li> </ul>

## Overview of the International Leadership Training “Social Security” structure:

### 1. Pre-selection of candidates

(Starting in June 2012)

Based on the qualifications and criteria stated in the application forms GIZ will carry out a pre-selection of candidates. The most qualified applicants will be invited to an assessment workshop. (For requirements and qualification please see p. 10) **Application Deadline is the 15<sup>th</sup> of July 2012!**

### 2. Assessment Workshop

(28<sup>th</sup> – 30<sup>th</sup> of August 2012)

Pre-selected candidates will attend an assessment workshop in their region in order to learn more about each other. The workshop – which will be held in English language – consists of interviews, group work and essay writing. The best candidates will be selected and asked to hand in their medical documents. Once the assessment has been successfully completed and the health requirements are met, candidates will be invited to the following activities.

### 3. Preparatory German language course

(October to December 2012)

Candidates will be invited to a preparatory German language course – preferably in the home country – to acquire basic knowledge in German. Minimum language skills should be equivalent with Start-Deutsch-1-exam/ A1 competency level, approved in a final exam. The language course will be held in a residential mode for approximately 6–8 weeks. Only those who meet all requirements including satisfactory results in the language exam will be admitted to the programme and will receive the final admission for the training phase in Germany.

### 4. Arrival and language training in Germany

(December 2012 to January 2013)

After arriving in Germany participants will be accommodated at the GIZ Regional Welcome Centre in Saarbrücken where they will become familiar with the culture and living conditions of their host country. As the internships will be in German organisations, they will refresh their German language skills by an intensive two-weeks language course.

### 5. International management competence

(January 2013, April & June 2013 (3 x 1 week))

Participants will attend special training modules divided into three phases during which they will acquire additional skills for intercultural communication, teamwork, facilitation of group events, tools for efficient self-management, and techniques for designing and managing change processes.

### 6. Technical training

(January to April 2013)

According to the professional specialisation and the employers' requirements in the fields of social security, participants will have an opportunity to enhance their technical expertise in sector-specific training courses. For detailed information regarding the training modules, please refer to <https://gc21.giz.de/socialsecurity/> and the description in “Objectives, Contents and Methodology”.

### 7. Internship in German institutions

(April to June, 2013, tentatively)

GIZ will arrange an internship in German institutions and organisations in the field of social security and/or public/private health. This will allow participants to gain a first hand understanding of daily operations, management and strategic leadership in a national, European and global context. The internship will be as closely as possible related to the transfer project proposal and personal interest.

### 8. Transfer phase in your home country

(Starting in July 2013)

After returning to the home country, participants will have a chance, with the support of the superiors, to implement a concrete transfer project inside their organisation. GIZ will accompany this transfer phase by offering technical backstopping via GIZ's online platform Global Campus 21 and a planned local training component. Finally, there will be the opportunity to present and discuss regionally important topics in the area of social security as well as the implemented transfer projects at the ILT Follow-up Workshop in the region at which the superiors of the participants as well as representatives of the sending institutions will take part.

## Requirements, Qualifications and Application

### What should your profile be?

Participants are expected to be qualified young professionals with academic background such as bachelors degree or advanced diploma in economics, public or business administration, public policy, health economics, public health, social or actuarial science or equivalents. They should be able to show relevant and practical experience in the social security sector, of at least 3–5 years. **We particularly welcome applications from female candidates.**

### What requirements must be met?

The following requirements must be met by applicants:

- hold a university degree
- professional experience (3–5 years)
- applicants' employers must support the participants long-term training plans and careers and provide a written statement guaranteeing reintegration
- in addition, the support of the participant's family, their support in their home country must be ensured for the duration of the applicants' stay in Germany
- an outline for a transfer project (see p. 7) has to be agreed upon by the superior and presented with the application
- fluency in English: possibly TOEFL score of at least 220 (computer based) or 550 (paper based) or a IELTS score of at least band 6 or a Cambridge Certificate of Advanced English (CAE) is required for admission and has to be provided with the application
- willingness to learn German in a short period of time
- physically suited for the programme (approved with a health status certificate)
- not older than 42 years (exceptions from this rule need to be justified and recommended to GIZ)
- applicants have to indicate their field of interest within the social security sector.



### What sort of qualification will you achieve?

The International leadership Training is practice oriented. Participants will receive an official certificate issued by the German Federal Ministry for Economic Cooperation and Development (BMZ), confirming your successful participation and a detailed description of your personal training structure. A formal degree, however, is not awarded. Yet some of the technical modules receive credit points (ECTS) which are recognised as partial fulfilment of the International Health Master Programme within the European TropED training network.

## Organisational and Financial Arrangements



GIZ will grant the selected and invited participants a scholarship (full or partial) for the 7 months of their International Leadership Training in Germany which provides adequate means to cover their costs of living. Scholarship arrangements will take effect as soon as applicants have accepted the admission and signed the Conditions for Participation. The programme is funded by the German Ministry of Economic Cooperation and Development (BMZ) and directed at participants coming from Cambodia, Indonesia, the Philippines and Vietnam as partner countries of the German Development Cooperation in the field of economic development.

The following organisational and financial arrangements apply for the different steps in the ILT:

- **Assessment Workshop:**

**GIZ** will cover full boarding, accommodation, Airport transfer of participants and overall organization of the assessment workshop. **Employers** are requested to possibly cover international and domestic flight costs, visa fees if necessary and other costs related to travelling to the assessment workshop.

- **Preparatory German language training:**

The preparatory language training will preferably take place in the home country of the participants. **GIZ** will cover the course fees related to the language training, the full boarding and accommodation of participants. **Employers** are requested to cover transport costs, visa fees if necessary and other costs related to travelling to the language course.

- **Training Course in Germany:**

**GIZ** will cover full programme costs including the trainers, the language courses in Germany and the international management training, boarding & lodging of participants, their health insurance, full or partly scholarship arrangements including daily allowances depending on the ability of the **employer** to co-finance ILT programme costs. For instance, with some delegating institutions GIZ has signed MoUs that establish co-financing of the course fees and international travel costs for participants. This enhances ownership and commitment of the institutions for the whole programme. In addition, employers are required to guarantee ongoing support to their employee's family during the applicants' stay in Germany as well as their reintegration after their return.

## How to apply for a scholarship?

### Cambodia and Vietnam

For candidates from Cambodia and Vietnam, the Human Capacity Development Unit/GIZ Office in Hanoi supports in the application process and the pre-selection of participants. Please fill in the application form (link to GIZ web-site: <https://gc21.giz.de/socialsecurity/>) and send it together with a short motivation letter, with reference to "ILT-Social Security 2012/13", to:

**Ms. Phuong Thao Pham**

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### Indonesia

For candidates from Indonesia, the GIZ Office in Jakarta supports in the application process and the pre-selection of participants. Please fill in the application form (link see above) and send it together with a short motivation letter, with reference to "ILT-Social Security 2012/13", to:

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### The Philippines

For candidates from the Philippines, the GIZ Office in Manila supports in the application process and the pre-selection of participants. Please fill in the application form (link see above) and send it together with a short motivation letter, with reference to "ILT-Social Security 2012/13", to:

**Ronaldo T. Limbago**

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**Deadline for application is the 20<sup>th</sup> of July 2012!**

**Please be aware that only complete application forms will be considered.**

For further information please have a look at  
<https://gc21.giz.de/socialsecurity/>

## GIZ Profile

### Broad-based expertise for sustainable development

The services delivered by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH draw on a wealth of regional and technical expertise and tried and tested management know-how. As a federal enterprise, we support the German Government in achieving its objectives in the field of international cooperation for sustainable development. We are also engaged in international education work around the globe.

### Tailored services

We offer demand-driven, tailor-made and effective services for sustainable development. To ensure the participation of all stakeholders, we apply a holistic approach based on the values and principles upheld in German society. This is how we facilitate change and empower people to take ownership of their own sustainable development processes. In doing this, we are always guided by the concept of sustainable development, and take account of political, economic, social and ecological factors. We support our partners at local, regional, national and international level in designing strategies and meeting their policy goals.

### Developing solutions

GIZ operates in many fields: economic development and employment promotion; governance and democracy; security, reconstruction, peacebuilding and civil conflict transformation; food security, health and basic education; and environmental protection, resource conservation and climate change mitigation. We also support our partners with management and logistical services, and act as an intermediary, balancing diverse interests in sensitive contexts. In crises, we carry out refugee and emergency aid programmes. As part of our services, we also second development workers to partner countries.

Through programmes for integrated and returning experts, we place managers and specialist personnel in key positions in partner countries. We also promote networking and dialogue among actors in international cooperation. Capacity development for partner-

country experts is a major component of our services, and we offer our programme participants diverse opportunities to benefit from the contacts they have made. We also give young people a chance to gain professional experience around the world – exchange programmes for young professionals lay the foundations for successful careers in national and international markets.

### Who we work for

Most of our work is commissioned by the German Federal Ministry for Economic Cooperation and Development. GIZ also operates on behalf of other German ministries – including the Federal Foreign Office, the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, the Federal Ministry of Defence, the Federal Ministry of Economics and Technology and the Federal Ministry of Education and Research – as well as German federal states and municipalities, and public and private sector clients in Germany and abroad. These include the governments of other countries, the European Commission, the United Nations and the World Bank. We work closely with the private sector and promote synergies between the development and foreign trade sectors. Our considerable experience with networks in partner countries and in Germany is a key factor for successful international cooperation, not only in the business, research and cultural spheres, but also in civil society. Global reach – the company at a glance.

GIZ operates in more than 130 countries worldwide. In Germany, we maintain a presence in nearly all the federal states. Our registered offices are in Bonn and Eschborn. GIZ has more than 17,000 staff members across the globe – some 70% of whom are employed locally as national personnel. In addition, GIZ places or finances around 1,110 development workers, 700 integrated experts, 455 returning experts and 820 weltwärts volunteers. With a business volume of around EUR 1.85 billion, GIZ is well placed to meet the challenges of tomorrow.



## Imprint

### Editor

Cormac Ebken

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