Branching out in new directions – creating change
The develoPPP.de programme

develoPPP.de was set up by the German Federal Ministry for Economic Cooperation and Development (BMZ) to foster the involvement of the private sector at the point where business opportunities and development policy initiatives intersect.

Through the develoPPP.de programme, the German Federal Ministry for Economic Cooperation and Development (BMZ) provides companies investing in developing and emerging countries with financial and, if required, also professional support. The company is responsible for covering at least half of the overall costs. These development partnerships with the private sector may last up to a maximum of three years

The companies always cooperate with one of the three public partners BMZ has appointed to implement the programme on its behalf: DEG – Deutsche Investitions- und Entwicklungs-gesellschaft mbH, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and sequa gGmbH.

If you are interested in taking part in develoPPP.de, why not apply through one of our quarterly ideas competitions?

For further information, visit
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Editorial

Why change?

It is the stated aim of German development policy and BMZ to bring about a change for the better in the living conditions of people around the world.

In recent years, development cooperation has itself undergone great changes in the way it sets about doing that. One of these changes is that cooperation with the private sector has increased. This began in the 1990s with BMZ programmes such as protrade, which helped businesses from developing countries and emerging economies gain a foothold in the German market. Today, we also tend to take the opposite approach: We cooperate with German and local companies in developing countries and emerging economies and pool resources and know-how to promote sustainable development in these countries.

Whether it is about feeding the world’s population of seven billion people or creating decent production and working conditions, whether it is about jobs, vocational training or climate change mitigation and resource conservation, the private sector and development cooperation organisations are strong partners that can bring about positive long-term changes in all these areas in developing countries and emerging economies.

We have been successful in promoting this kind of collaboration for 15 years through programmes such as develoPPP.de.

This issue of develoPPP.de reports on what companies have already achieved in different places around the world: from growing organic spices in Zanzibar or improving social standards in Asia through to producing sustainable plant-based plastic in Brazil.

Have you and your company got the courage to change? Why not branch out to work on another continent as part of develoPPP.de?

Gerd Müller
Federal Minister for Economic Cooperation and Development
Mapping the changes

Since the develoPPP.de programme was launched, more than 1,700 projects have been carried out, often exploring new areas.
Fair harvest

These men from Benin are among the 20 million people south of the Sahara who earn their living from growing cotton. They are smallholder families who pick the cotton by hand. Most of them are living below the poverty line. That changed in 2005 with the launch of the Cotton Made in Africa project. The Otto Group formed a strategic alliance with businesses, NGOs and the Bill & Melinda Gates Foundation. GIZ and DEG are partners in the alliance through develoPPP.de. The situation of the people who make their living from growing cotton has improved since then, not least as a result of training about sustainable cultivation practices that increase their income and safeguard their families’ livelihoods. Compaci, a follow-up project that is partially funded by BMZ, was able to roll out the programme to a quarter of a million smallholder farmers in six different African countries.
Organic farmer Rudolf Bühler on his farm in Wolpertshausen in southern Germany. He sources the spices he needs to flavour his sausages from all over the world.
Farming for change

Collaboration between the private sector and development policy can change the world – whether in Wolpertshausen, Zanzibar, Ecuador or Mozambique. Here are three of more than 1,700 ideas illustrating the impact that development partnerships with the private sector can have.

A staircase, as yet without a banister, leads up to the loft. Rudolf Bühler opens a heavy wooden door. Exotic fragrances fill the air in the hallway of the farmhouse in the southern German region of Swabia. Bühler opens his arms wide, takes a deep breath and removes his signature green felt hat. Hundreds of white paper sacks fill the room. This is his new spice store – his treasure trove.

He walks up and down the rows. He opens the sacks, revealing pepper from India, ground paprika from Serbia and mustard seed from his home region of Hohenlohe. In just a few weeks a delivery from Zanzibar will arrive at Sonnenhof, his farm in Wolpertshausen, a village of 2,000 inhabitants. It will contain eight tonnes of cloves, nutmeg, cinnamon and vanilla.

Bühler, 62, represents one of the companies seeking to turn a vision into reality, building a partnership with farmers in developing countries and emerging economies – with the help of develoPPP.de, the support programme run by the German Federal Ministry for Economic Cooperation and Development (BMZ).

The spice factory, with a floor area of 1,200 square metres, is in a building on the Sonnenhof farm that was converted to house it. Bühler’s family has been running the farm for 14 generations.

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‘Instead of charitable handouts, my partners get good prices. That is genuine cooperation among equals.’

Rudolf Bühler

Africa is a business adventure

Africa is an important trading partner for Europe when it comes to agricultural products. It also holds potential for Germany’s booming organic market. Of the 400 develoPPP.de projects that have been implemented in Africa, 84 are agricultural ones.

‘The spice project in Zanzibar is an ideal combination of development results and business interests,’ said Hans-Joachim Hebgen, who manages the develoPPP.de projects for DEG. ‘Ecoland Herbs & Spices is a highly committed and responsible partner. That is important for a long-term partnership,’ he explained. It was a trainee from Zanzibar...
working in Wolpertshausen who first told Bühler about the country being a treasure trove for spices. Bühler did not know anything about the country but started to do some research.

Until the 1960s, the island of Zanzibar was famous for its cloves, meeting 90 per cent of global demand. That all changed when it gained independence from Tanzania and the plantations were nationalised. Today, its world market share is less than ten per cent. ‘The smallholder families rely on subsistence farming and generate only a small income from selling their spices, which they grow using traditional organic methods. They are dependent on middlemen and have no access to the international market, where there is actually a demand for this organically grown produce. They are often cheated out of their harvest,’ explained Rudolf Bühler. In 2011, he decided to embark on a business adventure in Africa.

With ‘his’ develoPPP.de project, Bühler is changing local structures. He has brought the organic seal to Zanzibar. Between 2012 and 2014, he worked with a partner from Zanzibar, the Zanzibar Organic Farmers Cooperative (ZOFC), and DEG to introduce organic certification for spice farming based on EU standards. Bühler wants more of the revenue to go directly to the smallholder families. He joined forces with DEG to develop a plan to recruit 150 smallholder farmers to market their produce directly under fair trade conditions, enabling them to obtain up to 50 per cent higher prices for their spices. Bühler gives them a purchase guarantee, and in return they comply with the stringent organic standards agreed. So far 30 farmers have signed up to the deal and formed a producers’ association. They have attended training courses and set up a processing centre. The organic spices help them to earn a good income. ‘Growing organic spices enables us to achieve a genuine relationship of cooperation among equals,’ remarked Bühler. ‘Instead of charitable handouts, my partners get fair prices for their produce and have access to a market they would not otherwise be able to enter. And without a middleman in sight!’

**Venturing into Ecuador**

Stefan Bergleiter owes his job to another idea for organic produce. The organic certification association Naturland hired him in 1998 to work on the subject of organic shrimps. When the first develoPPP.de projects got off the ground 15 years ago, the organic market was still in its infancy. Naturland and GIZ decided to venture into Ecuador together. Their common goal was to produce and market certified organic shrimps. They were taking a risk, because there was not yet a market for them. Bergleiter and GIZ got pioneers in the organic fish market and importers on board. At the time, shrimps were Ecuador’s third most important export product. However, conventional production methods had a considerable negative impact both environmentally and socially. As well as destroying coastal mangrove forests, the high water consumption of the shrimp farms often caused water supply problems for the local population. When the shrimp disease caused by the white spot syndrome appeared for the first time in 1998, many shrimp farms faced ruin.

In the early days of the project, Bergleiter travelled to Ecuador. He recalls barren coastal landscapes and wastelands with vast shrimp ponds. He talks of the mangrove forests that had been cleared and wheelbarrows full of antibiotics that were simply tipped into the shrimp ponds because the farmers believed they could cure the disease that way. ‘It was a brutal way to treat nature,’ remarked Bergleiter. Naturland and GIZ found a farm that was prepared to venture into the organic trade. It was the shrimp producer and processor Camaronera Bahia in the southwest of the country. They worked with the company to develop guidelines on sustainable shrimp farming and supported it in restarting its business from scratch. Because mangrove forests are important breeding grounds for fish and crustaceans, Naturland prohibits logging of these ecosystems to make way for shrimp farms and requires the farms to reforest any land that has been cleared.

‘That marked the birth of organic shrimps. It was a project that had an incredible impact,’ explained Helma Zeh-Gasser. She supervised the develoPPP.de project for GIZ. Other farms followed the first farm’s lead, and gradually other companies began to become interested in sustainable aquaculture and switched to organic production. Towards the end of the project, Camaronera Bahia was not the only company to comply with the first guidelines on organic shrimps issued by Naturland, gain certification and be verified by the accredited verification body IMO Institute for Marketecology); other Ecuadorian producers had also entered the organic market.

The first organic shrimps from Ecuador arrived in British supermarkets in 2000; two years later they were on display in German chiller cabinets, and in 2004 they appeared on
the Swiss market. With the help of this project, the necessary infrastructure for organic shrimp production has been created over the years in Ecuador. The farmers have become an example of best practice for the entire sector. Today, Ecuador is the largest producer of organic shrimps, followed by Bangladesh and Viet Nam. The share of certified organic shrimps in total global production in 2013 was estimated at 0.4%. Looking at a breakdown by country, Ecuador has the highest organic share (almost 1.9%). It is now impossible to imagine the seafood retail business without organic shrimps.

**Know-how for change**

Economic development always requires skills and know-how, so the project partners in numerous develoPPP.de projects train experts, set up degree courses and establish training centres. An example of this is the medium-sized enterprise Wilken CIWI GmbH in Ulm. In 2010, Klaus Merckens and Bernd Schneider, the company’s founders, set off for Mozambique and South Africa with sequa. As part of their everyday routine, the two IT specialists develop software solutions for the social sector and have already advised clients in Mozambique on several occasions. Klaus Merckens, the company’s managing director at the time, recalls a particular business meeting which triggered the idea for the project: ‘We sat around a table working on a complicated budget for an NGO. Each of the company’s employees had a notebook, but only one of them saved the results of their work on a USB stick. When we wanted to carry on working the next day, the stick was nowhere to be found and all the work we had done the day before was practically in vain.’

Tight checks: lasting success with organic shrimps requires regular monitoring of stocks.
Merckens asked other African companies about their experience with IT security. He quickly realised that they too did not have the necessary level of skills in handling data, networks and computers. Merckens and Schneider came up with a plan to train experts from NGOs and small and medium-sized enterprises so that they would have better access to modern information and communications technologies: ‘We focused in particular on security,’ explained Merckens. The company developed an IT skills programme for NGOs and small and medium-sized companies in Mozambique and South Africa. It was designed to improve their employees’ opportunities in the international employment market. The two men offered training courses based on learning by doing and provided computer work stations. Hundreds of people attended these courses. Susanne Sattlegger from sequa provided advisory support for the project. ‘It shows that even small companies can achieve major results if they bring a combination of valuable expertise and in-depth understanding of the local market to the project, along with a commitment to development,’ she said. Wilken CIWI GmbH also benefited from the partnership and acquired three new clients in Mozambique. A second project in Congo and Angola has already been instigated with the involvement of sequa. The idea is to teach young people basic IT skills as part of their vocational training.

Rudolf Bühler is already thinking ahead. He wants to keep his leading position in the organic spices market. To do that he needs his partners. Bühler intends to have his produce certified to Demeter standards, and the local farmers therefore produce spices to the most stringent organic standards in the world. The first trip with a Demeter inspector is planned for Zanzibar. Whether it is about organic shrimps, computer security or organic spices, the principle is the same: small ideas can have a huge impact. [KK]

1999
A new programme is created

In 1999 develoPPP.de was launched. The thinking behind the programme was that sustainable development cannot happen without input from the private sector. develoPPP.de mobilises private funds and expertise to drive development in poorer countries. The programme enables companies to break into new markets and mitigate some of the associated risks. It is in the interest of everyone involved to make sure that this kind of involvement is as sustainable as possible.

The 1990s
A change in mindset

The 1990s saw the first programmes get off the ground in which development cooperation organisations and the private sector met on equal terms. One of them was the protrade programme, which made it possible for companies from developing countries to take part in trade shows in Germany. Another example is the Föba programme, which was about promoting vocational training. Here German companies received financial support if they trained more experts in developing countries than they needed themselves.
Integration into other measures

The main idea behind develoPPP.de – to make use of the private sector’s know-how and resources for development – became an important element of German development cooperation. When designing new development projects or extending existing ones, systematic reviews are carried out to ascertain how collaborating with businesses might contribute to achieving the project’s objectives.

2005
Strategic development partnerships are formed

Strategic development partnerships are introduced. They receive far higher levels of funding than other develoPPP.de projects: All the partners must put in a total of at least 750,000 euros. The idea behind strategic development partnerships is to involve different sectors and companies in activities in several countries in order to bring about change. For that reason, the development partnerships have far greater reach than projects carried out by individual companies.

2009
Competitions for ideas are launched

Competitions for ideas were used for the first time to select projects. Companies enter proposals for development partnerships in competitions that are held on a quarterly basis. For a while, an attempt was made to organise the competitions by theme, but that did not work well in practice. The ideas that companies submit are simply too diverse for them to be sorted into categories around particular themes. The decision was taken to hold open competitions again to create scope for all kinds of ideas.

2014
Adapting to a changing world

develoPPP.de has been effective in a diverse range of sustainable ways. Fifteen years of experience provides a good basis for shaping the future. The develoPPP.de programme is in a constant process of change – just like the world too. In future, new forms of cooperation – between the private sector and civil society, for example – will be supported in order to set new priorities. But the basic insight remains the same: things change for the better when different stakeholders join forces and pool their know-how.

* Public-sector contribution

* Private sector

* Third-party contribution

* Up to 32 Dec 2013
Lighting up the villages

This hut in rural Mozambique shines brightly in the light of a solar-powered lamp. The electricity comes from a small solar cell on the roof. Phaesun GmbH, a medium-sized company from Memmingen, disseminated this technology in 2010 in conjunction with DEG. Before that the houses were mostly lit by candles and kerosene lamps, and people were also forced to rely on diesel generators that are harmful to health. A family would spend an average of 10 US dollars a month on kerosene and other fuels. Today, a household can buy one of these small lighting systems from Bavaria for 100 dollars; the light they give then costs nothing. Phaesun has set up a network of solar shops that sell systems and lamps. These power kits are often the only way villagers can charge their mobile phones. Electronic engineering students at Maputo University can now attend lectures on photovoltaics. And anyone who trains as a solar expert can complete a business training course and then set up their own solar business.
In conjunction with Don Bosco and with support from develoPPP.de, we offer people in India an attractive path into the world of work. At our centre, disadvantaged young people learn welding skills using ultra-modern equipment. I was impressed to see how the huge empty building we rented has become a real training centre. We have 20 fully equipped training workstations, at which we train more than 60 young people a year in welding technology. The training gives them a permanent way of earning their own money, because skilled workers like these are urgently sought after in India. We place many of our trainees with our customers once they are qualified, and we also use the centre ourselves to run additional technical training courses.

Johannes Jakob, Commercial Manager of Lorch Schweißtechnik GmbH

We train women in Nicaragua as beekeepers.

Andreas Eke, Managing Director of Futuro Forestal, a forestry business

We have set up a training centre for welding technology in India.

Just doing it better

Tomorrow’s world is in their hands. Their ideas start out small but end up having a huge impact. Four people talk about what they have changed.
Karité trees grow everywhere in Mali. The local people make the nuts from the tree into karité butter, also called shea butter. It is used for skin care and cooking and is also an important ingredient in our cosmetic products. With support from sequa under the develoPPP.de programme, we have worked with the Häuser der Hoffnung (Houses of Hope) association to build a small production facility with its own laboratory to produce shea butter in a village in the south of Mali. And we have trained women in the village to take responsibility for running this factory. We buy the butter from them for our cosmetics production. Both parties benefit from the arrangement. We can rely on regular supplies of high-quality organic shea butter. And since the factory was set up, the women in the village have been able to earn their own money for the first time. That means they can support their family and pay for their children’s education.

Michael Lindner, Managing Director of Börlind GmbH, an organic cosmetics manufacturer
This woman works in a factory in Bangladesh. Since Tchibo – with the help of GIZ and the develoPPP.de programme – started to advocate for better working conditions, her life at work and that of her colleagues has improved dramatically. Less overtime and fewer accidents are now standard. The project began in 2007 with 40 of Tchibo’s suppliers in Bangladesh, China and Thailand. The new strategy involves strengthening communication between managers, employees, suppliers and buyers. To facilitate this, GIZ trained 18 local trainers. They delivered expertise on social standards and demonstrated how conflicts in the workplace can be resolved. They also supported the companies in developing their own concepts for improving working conditions. Since the partnership began, all the suppliers have witnessed an increase in productivity and quality.
Harvesting sugar cane is hard work – and big business in Brazil. The residue that is left once the sweet juice has been squeezed out consists of woody fibres. In the past they were usually burnt. Today they are a valuable raw material that is used to make bioplastics.
Sharing secrets

A company in Germany called Tecnaro invented bioplastics from wood waste. A researcher at the Fraunhofer research organisation, Lars Ziegler, came across sugar cane waste in Brazil. They joined forces to make bioplastics from sugar cane bagasse.

Technology transfer sometimes means embracing the unconventional. When Lars Ziegler flew to Germany from Brazil some years ago, the only personal belongings he had with him were in his hand luggage. His large suitcase was full of waste: bagasse, which consists of waste fibres that are left over after the sugar cane has been crushed to extract its juice. The customs officials probably thought he was very odd. But Ziegler was convinced that there was knowledge in Germany that could be used to make that waste into a useful product. And he knew that two of his former fellow researchers had that knowledge.

Sugar cane is big business in Brazil. The tropical climate guarantees up to four crop cycles a year. But sugar manufacturing produces a great deal of waste, which in the past was burnt, releasing climate gases that are harmful to the environment. And yet bagasse is an excellent renewable resource that can help to conserve fossil resources.

Ziegler took his suitcase full of bagasse to Ilsfeld-Auenstein in Baden-Württemberg. Here, materials developers Helmut Nägele and Jürgen Pfitzer had built up Tecnaro, a company producing bioplastics from wood waste and other renewable raw materials. These bioplastics can be used for all sorts of things – from heels for women's shoes to automobile components. They have found over 200 applications to date.

And the men found the bagasse very promising. ‘It is cleaned and processed in a different way from wood fibres,’ Ziegler explained. ‘But we were able to transfer a lot of know-how from the development of liquid wood.’ The partner in Brazil is SENAI-CIMATEC. Serviço Nacional de Aprendizagem Industrial (SENAI) is the country’s leading organisation in training and technology transfer. The Centro Integrado de Manufactura e Tecnologia (CIMATEC) in Bahia is the leading training centre for industrial experts in all sectors. ‘I had already worked with SENAI-CIMATEC as an expert, supporting them in working with the Fraunhofer applied research model. The only thing was that there were no specific projects.’ With his suitcase full of bagasse, Ziegler convinced the Tecnaro bosses in 2005 that they should support SENAI in setting up a pilot plant in Brazil.

Susanne Sattlegger, sequa’s programme coordinator, is pleased to have supported the small company back then as part of develoPPP.de. Because since then, Tecnaro has grown enormously. ‘Tecnaro put their heart and soul into this project,’ she said, ‘and it has become an example of best practice.’ Jürgen Pfitzer, Tecnaro’s managing director, stressed the importance of the develoPPP.de project for his own company: ‘We would not have been able to get involved in an emerging economy like Brazil until much later if we had not had an experienced partner such as sequa.’

‘We were able to transfer our wood expertise to sugar cane.’

Lars Ziegler

The first delivery of bagasse for the pilot plant in Salvador arrived by bus. The sugar cane farm was 150 kilometres away. ‘One of the plantation owners stowed the bagasse in the luggage compartment of the regular bus, and we had to go and pick it up from the bus station,’ Lars Ziegler recalled. ‘We then washed the fibres in the washing machine. And then they had to set about finding recipes and training local trainers and experts in the technology. They, in turn, passed their knowledge on to hundreds of apprentices and students.

Sharing specialist knowledge about promising cutting-edge technologies is not without risk for small businesses. It means disclosing valuable knowledge that is also of interest for their competitors. On the other hand, Brazil is a major producer of renewable raw materials. Tecnaro was successful in transferring its own technology to the local raw material, bagasse. The shredded plant fibres give the plastic stiffness and strength. Tecnaro’s know-how is the recipe for the biomaterial.

The success of this first project was a key factor in a second develoPPP.de project being given the go-ahead in 2010. The second project is more concerned with how the bioplastics are used. The automobile industry has tested components made of bioplastics, but it is always hesitant to use new materials. It was easier in the household goods sector. Brazilian household goods manufacturer Coza has produced its own line of bio-based products using Tecnaro’s biomaterials. And Tecnaro has just entered into a partnership with Braskem, a Brazilian world market leader in bio-based plastics. Ziegler knew it was a success when he ate a meal at the Copacabana – and found the table set with serviette holders made of Tecnaro’s bioplastics. [JV]
It’s all different now

We can now enjoy **WILD COFFEE** from the Ethiopian rainforest. **SOLAR LIGHT** is now available in remote African villages. Wild harvesting of **OIL PLANTS** in Nepal is now better monitored. And in Brazil mixing bowls are made from **BIOPLASTIC** based on sugar cane waste. In Mozambique there is a **DEGREE COURSE IN MARKET RESEARCH**. There is now an **ORGANIC FARMING** association in Serbia. And there are organic farms in Zanzibar. **ORGANIC SHRIMPS** now come from Ecuador. And also from Thailand. Vanilla farmers in Madagascar now have better **LIVING CONDITIONS**. Peruvian **PHYSALIS** in muesli is organically certified. And we eat chocolate made with **ORGANIC COCOA** from Nicaragua. African smallholder families are now growing **SWEET WORMWOOD**, which is used to make a **MALARIA DRUG**. Workers in African car factories know about **HIV**. As do the women who work on a flower farm in Kenya. And hundreds of thousands of children now get enough **VITAMIN A** through enriched food. It is now possible to **PAY BY MOBILE PHONE** in Zambia. Teachers in Uganda have learnt to use the **INTERNET**. Vocational students in Kyrgyzstan can make use of **E-LEARNING** opportunities. As can logistics experts in Africa. And there is a **TRAINING ACADEMY** in Viet Nam for women managers and experts. Scrap collectors in Brazil now achieve **BETTER PRICES**. And a steel company is recycling all the **STEEL** collected. It is now possible to do a degree in **RENEWABLE ENERGY** in India. And in Bangladesh there is a **SOLAR ACADEMY**. Cow dung is now made into **BIOGAS** in China. In Kazakhstan **ENERGY SAVING** has become systematic. And rural communities in Senegal get **ELECTRICITY FROM PEANUT SHELLS** generated in a village plant. Buses in Lima now run on **VEGETABLE OIL**. And in Jakarta a **HYDROGEN BUS** has proved successful. German sensors are now helping with **WATER-SAVING IRRIGATION** for Egyptian cotton. **FORESTS** in Nicaragua are being sustainably managed. And **MUSHROOMS** are being planted on fields in Morocco to **PREVENT DESERTIFICATION**. There are now mobile **WATERWORKS** in rural Brazil. And a solar- and wind powered plant in Zanzibar is turning sea water into **DRINKING WATER**. Better **CLOTHING** now comes from Macedonia. And training for fashion designers in Egypt means they can keep pace with **INTERNATIONAL TRENDS**. **SILKWORMS** are being bred in Rwanda. And Tchibo’s workers in Bangladesh, China and Thailand are being treated **FAIRLY**. **FLOORING** is being **MADE OF BAMBOO** instead of tropical wood in Ethiopia. **BIOGAS TECHNOLOGY** is helping to stem the growing mountains of refuse in Chile. And household waste in Ecuador is being turned into valuable **COMPOST**.

develoPPP.de was involved in these changes. Together we can still change many more things.
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