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● In 1992 at the UN Conference on Environment and Development in Rio de Janeiro, heads of state and government from 178 countries agreed on a concept for sustainable development, on a global partnership for economically viable, socially equitable and ecologically sound development, not just now but in future. This concept took more precise shape and received reaffirmation in the Millennium Declaration and the Millennium Development Goals (2000), the Monterrey Consensus (2002) and the Johannesburg Plan of Implementation (2002) as well as in the German Government's Programme of Action 2015. ● Sustainable development poses a great challenge to all forces in society. Despite all the avowals of the international community to this concept, despite the great efforts made and the many fine examples set, actual progress so far in sustainable development often falls short of the mark. There is, however, a growing demand for sustainable solutions, and the concept of sustainable development is gaining ground.

● For GTZ, sustainable development is both a mandate and a commitment.

This is why GTZ calls itself a federal enterprise working in international cooperation for sustainable development.

No matter what services GTZ renders for any client, it always adheres to this concept. It is an integral part of our own vision, our mission and our values.

For us, sustainable development means:

- Economic growth for more prosperity
- Equal opportunities for rich and poor, North and South, men and women
- Natural resource use for the benefit of present and future generations

● **In reality, the goals of economic development, social equity and of maintaining a sound environment are often complementary, but they frequently stand in competition with each other.**

For example, poverty reduction in developing countries requires pro-poor economic growth, which can be detrimental to the environment. In this case, the concept of sustainable development requires us to seek a fair and peaceful balance of interests, for instance by finding solutions that benefit both sides (so-called win-win situations). The sustainable development concept provides a normative framework for autonomous parties to negotiate and settle differences concerning economic, social

and ecological interests in a spirit of partnership. The concept demands that we consider the needs of present and future generations and strike a balance amongst the demands of today's generation, for example between rich and poor countries or groups within a society.

● **Issues of power and vested interests play a key role in striving for sustainable development at local, regional, national and international level. We therefore see sustainable development as an ongoing process of negotiation.**

In our work, we need to support this negotiation process and search for workable compromises. We play a part in shaping difficult social reforms aimed at good governance. So although as a service provider we have no political mandate, GTZ's work has a pronounced political quality. ● One of our core competencies is capacity development, that is, raising the performance capability of people and their organizations and improving the general framework conditions, so that our partners can speak for themselves in negotiating for sustainable

development. Even when we perform other tasks, such as constructing houses, bridges and roads, we do this for the sake of sustainable development.

- **We see sustainable development as a process of searching and learning - not as a final state to be reached at some point in time.**

Sustainability does not mean standstill. It is about change. It entails the ongoing search for new solutions to economic, social and ecological problems in different social, cultural and historical settings. Sustainable development is a holistic concept integrating all policy fields and all areas of society. It impinges on all sectors of the state, business and civil society, and these must all play their part.

- **Sustainable development is more than just sustaining the outcomes of a project after its completion.**

Of course, development programmes must generate lasting results, and it goes without saying that the way GTZ works is designed to make sure they do. Having said that, sustainable development goes well beyond the confines of individual projects or programmes.

1. Our work is holistic

● **As** a service provider, GTZ supports development and transition processes in over 100 countries on all continents. We are engaged in all sectors of importance for sustainable development: from economic development and good governance to basic social services, environment policy and rural development. Our logistics, our management systems and our knowledge and project management are integrated into a global network, and they are localized in order to ensure optimal impact in the field. This enables us to make efficient and accountable use of taxpayers' money for sustainable development. ● **We** command three competencies: sectoral themes, local knowledge and operational methods. We draw on over 30 years of experience. ● **We** combine sectoral, organizational and policy advice and ensure cross-cutting links between the various facets of sustainable development, i. e. we keep a constant eye on economic, social and ecological aspects.

We work with many different stakeholders and lock in at the most appropriate point for sustainable development, that is, where there is a will to change. We also know our limitations: In deadlocked situations even the best advice cannot effect genuine change.

● **W**here action at different levels - from the local to the global - is essential for sustainable development, we combine advice at national level with activities in a province or a municipality. We often work across borders, in watershed commissions in Africa or Asia, for example. This way, we contribute to coherent policy and integration within a region and to international security.

2. Our work is process-oriented

● **S**ince we are looking for viable solutions that will work locally, we cannot usually apply ready-made blueprints. In-

stead, we support processes of social reflection and learning, and try to harness latent energy and creativity.

For us, the principle of help towards self-help means sharing responsibility with our partners.

We act as facilitators or exert influence on processes in some other way. The aim is to empower partners and provide them with the requisite abilities. We do not replace the partners' local efforts, because we want to help them participate in negotiation processes for sustainable development on their own. That is what we assume responsibility for. ● **B**y creating transparency, we make interests negotiable. We get the representatives of different stakeholders to sit down at a table together to negotiate conflicting interests, for example ideas for an urban redevelopment scheme in Egypt, when farmers want to found a cooperative on an oil palm plantation in West Sumatra, or when criminal law needs reforming in Chile. In these situations, we frequently prevent conflicts from escalating into crises. ● **O**ur contracts for cooperation often require us to assist underprivileged groups. Providing them with access to material resources, education, knowledge and legal rights and giving them a say in political decisions is an essential prerequi-

site for sustainable development. ● We also apply participatory methods to promote democracy, another major prerequisite for sustainable development. ■

● We facilitate closer interaction amongst government, the private sector and civil society. ▸

We open up new contacts for our partners and enable them to enter into new alliances. ● We are aware that sustainable development is largely shaped by the given cultural setting. Knowledge of and respect for the given culture are crucial for durable solutions, for their social acceptance and hence their long-term viability. Respect for a culture also means respect for the history and the established institutions of our partners. We also know, however, that development always calls for and brings about cultural change. Ultimately, each society must go its own way. ■

3. Our work is value-oriented ▸

▸ ● We believe that diverse interests can be reconciled most effectively and fairly in democratic societies, under the rule of law and with a social and ecological market economy.

● That is why our work is guided above all by the principles of good governance (popular participation, transparency and accountability) and fundamental internationally accepted values such as respect for human rights. ● We see it as our duty to plainly state our assessments of a given situation - even when they are controversial - so that viable solutions can be found in genuine partnership. We are aware that in individual cases value systems can lead to conflicts about goals that are not easy to handle. ■

Case studies

and implementation of joint codes of conduct and practices. These were developed jointly in a transparent and participatory process by all stakeholders for testing in different projects with partners in Africa, Asia and Latin America. Put to widespread use, they can contribute to reducing poverty in the rural coffee regions of the world: By applying efficient cultivation and processing methods, the coffee planters can produce sustainable and hence higher quality coffee and earn a stable income. They maintain biodiversity and improve the working conditions of their employees. Trade and industry benefit from the secure supply of sustainably produced coffee beans (4C coffee). At the same time, they assume the responsibility for good business practices, environmental protection and human rights in the countries of origin. So the coffee has a good and sustainable aftertaste for consumers as well!

● National parks: Environment and development in Africa, Asia & South America

In national parks in Africa, in Benin for example, GTZ has, on behalf of BMZ, organized cooperation between nature conservation authorities and the local population. **This serves the interests of both environmental protection and poverty reduction: As it benefits from tourism and hunting, the local population is interested in protecting the park.**

Village group representatives increasingly help to manage the park. Thanks to alternative sources of income from rice and vegetable-growing, the standard of living of the people in the surrounding areas has risen. Women have improved their social position. Local customs are now respected, such as allowing ceremonies in the hunting zone. The population accepts the biosphere reserve because it benefits from it. A local describes the change as follows: “The park was not for us. We saw tourists come and go, but we didn't see any meat or money. If we came close to the park, we were threatened and chased away. Things are quite different today.”

With similar approaches in various countries in Asia and South America, GTZ has also succeeded in gaining respect for the economic, social and ecological interests of the stakeholders, interlinking them and organizing them for sustainable development.

● Water: Reforms for all

Water is a cause of conflict - how best to manage this vital resource is hotly disputed. Even small changes rapidly develop into highly sensitive political issues, because vital interests are involved, be it irrigation agriculture, access to water rights or municipal water supply and wastewater disposal.

A lot of money is at stake and certain interests may benefit greatly from not changing the system.

In many countries, GTZ supports water sector reforms, frequently in close collaboration with the KfW Entwicklungsbank (KfW development bank). The support comprises not just transferring technological know-how and providing advice to water supply and wastewater disposal utilities. The prime focus is on striking a balance between different interests. **We consider the participation of the population in reform efforts as a key to success. Our innovative approaches range from “water parliaments” to supporting consumer associations.** Proposing a range of water supply management models can help to give direction to the discussions and make them more objective.

GTZ advises governments in concentrating on their core tasks, in decentralisation and separating policymaking from regulatory supervision and services in the water sector. We also promote consumer associations as points of contact and as advocates of the interests of underprivileged population groups.

The case of water illustrates particularly well that harmonising economic, social and ecological goals requires a holistic and participatory approach. The technical term is “integrated water resource management”, the only way to ensure equitable access to water, especially for underprivileged sections of the population, the protection of the environment and the economically efficient management of water resources and water distribution facilities.

● Good governance: Establishing a supreme audit institution in Montenegro

In more than 40 countries, GTZ's work focuses on the priority areas of democracy, civil society and public administration. **It makes major contributions to strengthen state decision-making under the separation of powers. A particular concern is parliamentary control over government actions.** A good example of this is our cooperation with Montenegro. Since the fall of Slobodan Milošević, the Montenegrins are seeking to establish efficient and democratic state institutions. On behalf of BMZ, GTZ is assisting in setting up a supreme audit institution that is independent of the government. This is to stem corruption and enable parliament to audit finances effectively. To do this, government and parliament need to be made aware of the issue and be given advice on legal and administrative questions. Equally important is networking with European institutions, parliaments and audit institutions in neighbouring countries.

In the long term, this cooperation affords the opportunity to strengthen parliament in its ability to make government answerable for its actions

and establish transparent and accountable public finances and thus a state whose actions address the welfare of its citizens.

Montenegro, however, also illustrates the specific limits and risks of interventions close to the political domain. The political future of Montenegro has been unclear for years, even including the issue of statehood. National political forces have been wrangling uninterrupted over the question of the division of powers in the state, that is between government, parliament and the judiciary.

● Policy and legal advice: On the way to harmonization with the EU

Since 1997, GTZ has been assisting the development of the Georgian European Policy and Legal Advice Centre (GEPLAC) on behalf of the European Commission. The centre's mission is to support the country in adjusting its legislation to EU law and to provide advice on trade and economic policy. The basis for cooperation between Georgia and the EU is a Partnership and Cooperation Agreement, in which legal convergence plays a major role.

To achieve the project objectives, GTZ has mobilized a team comprising two international and about 20 local long-term experts. Added to this are international short-term experts, who in many cases have maintained contact as advisors with the local experts after their assignments were concluded. Many of these experts have given lectures to professors and students at Georgian universities. In the meantime, the Georgian experts can now publish the professional journals, Georgian Economic Trends and Georgian Law Review, without outside assistance.

Georgia joined the World Trade Organization in 2000. This accomplished a major project objective and marked a major step forward. **New laws have been gradually adopted, paving the legal path for Georgia's alignment with the West.**

In a further phase of the project, it was possible to draw up an overview of existing legislation in Georgia, to assess the overall status of harmonization and to lay down priorities for further legislation. A national harmonization programme was then developed, based on the concept prepared up by representatives of the Georgian ministries together with GEPLAC. This was adopted by government edict in 2004. The result is a long-term concept that points the way for harmonizing legislation.

The legal and economic policy advisory centre built up with GTZ is now firmly established as an instrument for reform. There are even plans to continue the centre as a self-financing think tank.

● Coffee: Sustainable consumption through a strategic alliance

Over 25 million people worldwide make a living from growing coffee, the second most important global export product after petroleum. The collapse in prices for this raw material in the wake of the coffee crisis of 2001 - 2003, prompted all the stakeholders in this sector to seek joint solutions for sustainable coffee production.

In the public-private partnership project “Common Code for the Coffee Community (4C initiative)” GTZ, on behalf of BMZ, supports coffee producers, the coffee industry and trade, non-governmental organizations and trade unions in reaching agreement on defining standards for sustainable coffee production, processing and trade. The focus is not on niche markets such as fair-trade coffee or organic coffee. It is about the large quantities of coffee beans on the shelves of supermarkets in Europe, Japan and the USA. The idea is to apply a basic standard which comprises social, ecological and economic elements in the face of diverse interests. **GTZ, in the role of an external moderator, facilitates the negotiation**



GTZ Profile

Our Organisation

The Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH is an international cooperation enterprise for sustainable development with worldwide operations. It provides viable, forward-looking solutions for political, economic, ecological and social development in a globalised world. GTZ promotes complex reforms and change processes, often working under difficult conditions. Its corporate objective is to improve people's living conditions on a sustainable basis.

Our clients

GTZ is a federal enterprise based in Eschborn near Frankfurt am Main. It was founded in 1975 as a company under private law. The German Federal Ministry for Economic Cooperation and Development (BMZ) is its major client. The company also operates on behalf of other German ministries, partner-country governments and international clients, such as the European Commission, the United Nations or the World Bank as well as on behalf of private enterprises. GTZ works on a public-benefit basis. Any surpluses generated are channelled back into its own international cooperation projects for sustainable development.

GTZ – worldwide operations

In more than 130 countries of Africa, Asia, Latin America, the Eastern European countries in transition, the New Independent States (NIS) and in Germany, GTZ employs some 9,500 staff. Around 1,100 of these are seconded experts, approximately 7,100 national personnel and around 300 experts in projects in Germany. GTZ maintains its own offices in 67 countries. Some 1,000 people are employed at Head Office in Eschborn near Frankfurt am Main.

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Deutsche Gesellschaft für
Technische Zusammenarbeit (GTZ) GmbH
Dag-Hammarskjöld-Weg 1–5
65760 Eschborn, Germany
Telephone: +49 61 96 79-0
Telefax: +49 6196 79-11 15
E-Mail: info@gtz.de
Internet: www.gtz.de

Responsible:

Franziska Donner,
Dr. Ricardo Gómez,
Stefan Helming

Editorial Staff:

Philipp Steinheim

Translationteam:

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Deutsche Gesellschaft für
Technische Zusammenarbeit (GTZ) GmbH

Postfach 51 80
D-65726 Eschborn

E-Mail: info@gtz.de
Internet: www.gtz.de