

MAGHREB/MIDDLE EAST

SUB-SAHARAN AFRICA







ASIA

LATIN AMERICA

CENTRAL AND EASTERN EUROPE





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2006/2007

CIM: WHO WE ARE, WHAT WE DO

CIM – the Centrum für internationale Migration und Entwicklung – is the human resources recruitment and placement organisation for German development co-operation.

We place technical experts and managers in positions in Asia, Africa, Latin America and Eastern and South Eastern Europe. We support their work with a variety of services and by topping up their local salaries with subsidies.

Our partners are able and independent employers in the civil service, private sector or civil society of our partner countries. On behalf of these employers, we recruit professionals from European Union countries on the German job market, and also experts from partner countries who have been educated in Germany but would like to return home again.

Our mission is to support our partners in advancing their country's development and in attaining the goals agreed jointly between the German Ministry for Economic Cooperation and Development and partner countries. To this end, we supply partner country employers with the kind of highly qualified professionals they need, but who are not available locally at the terms customary in their countries.

A local employment contract and commonly agreed goals ensure that the experts and managers we place are fully integrated into local structures. As part of networks and partnerships that span the world, these specialists pursue in their work the development policy goal of the Federal Republic of Germany: results-oriented, sustainable development through international cooperation.

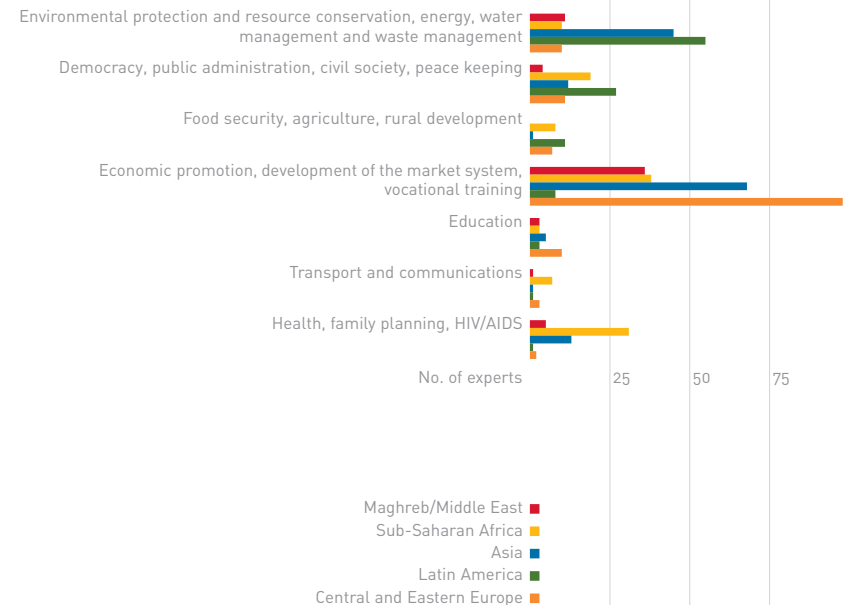
CIM is a small and flexible organisation operating within the overall system of German development cooperation. Two strong partners, the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH (German technical cooperation) and the German Federal Employment Agency (BA), form a joint operation that supports CIM as a supplement to their own range of services.

CIM PROGRAMMES

INTEGRATED EXPERTS This programme enables the transfer of know-how to developing, transition and threshold countries. Through CIM, employers in partner countries can draw upon highly qualified European professionals from the German job market – quickly and without unnecessary red tape. These experts are fully integrated into the structures of the partner country: thus their designation “integrated experts”. Responsibility and ownership remain in the hands of the partner country employer.

RETURN AND REINTEGRATION CIM also assists persons from developing countries who are employed or are being trained or educated in Germany, but who would like to return to their home country to take up a position significant to the advancement of their country's development. This important approach helps to counter the exodus of highly qualified professionals from developing countries.

EXPERTS LISTED BY SECTOR IN THEIR RESPECTIVE REGIONS



GATHERING POLITICAL MOMENTUM

With the development programme “New Partnership for African Development” (NEPAD), the African states have developed a vision that is designed to address the current challenges facing the African continent. This strictly African development initiative is appealing for the first time to the sense of responsibility of African governments to seize development opportunities. And it commits them to good governance, democracy and the observance of human rights. Another NEPAD priority area is to improve the framework conditions for market-oriented development. The goal here is simply to reduce poverty. By means of peer review – mutual appraisal in a spirit of partnership – these governments seek to ensure that the principles to which they have jointly subscribed are also practised. To this end they analyse their most absorbing problems, come up with strategies based on this analysis, and set priorities for the allocation of their sorely limited financial resources.





DEVELOPMENT COOPERATION AT ONE ADDRESS At the end of 2005, CIM was on site in 17 sub-Saharan African countries, with its priority areas concentrated in southern and East Africa. These CIM presences covered around two thirds of the priority areas agreed between Germany and its partner countries. For the remaining third, CIM either took advantage of the latitude allowed for creative structuring by agreeing to promote cross-sectoral themes, or arranged placements for individual high-ranking positions.

HEALTH Health continues to be the subject of many CIM promotional efforts. In 2005, CIM focused on the cross-cutting theme of combating HIV/AIDS, malaria and tuberculosis in Ghana, South Africa, Lesotho and Malawi. In addition, medical experts in Germany support the training of doctors and medical staff, improve patient care, and help make the management of health-care systems more professional.

ECONOMIC REFORM AND CONSOLIDATION OF MARKET ECONOMIES Another prominent priority area is economic promotion. In this area, CIM experts are charged with strengthening positive economic trends. In 2005, CIM placed new experts in Ghana, Madagascar and Mozambique. Demand is increasing particularly in the fields of development partnerships with the private sector and in regard to finance and banking.

VOCATIONAL TRAINING One important feature of the priority area of vocational training is close cooperation with the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) – German technical cooperation – in all countries. In order to reshape this field and to build the capacities of training institutions, demand has increased for educational planners and managers in place of vocational school instructors.

DEMOCRACY, CIVIL SOCIETY AND PROMOTION OF PUBLIC ADMINISTRATION Africa's young democracies cannot as a rule call on high-performance state institutions or effective procedures for citizen participation. This is why CIM particularly supports reform-minded governments in their efforts to strengthen local and regional structures, so that they become democratic and dependable, and to promote decentralisation. In these new fields, the number of experts is rising rapidly.



• **A FOCUS FOR RESEARCH: CULTURAL INTERFACING**
 Generating a dialogue in Senegal between Islamic and Western culture through the research focal point "cultural dialogue": this is the task of the CIM expert at the Université du Sahel. The Islamic University in Dakar had requested placement of an experienced university professor of sociology, whose task would be to build up a social sciences faculty with the research focal point "Dialogue between Islamic and Western Culture". This professor is now designing seminars and symposia on intercultural and inter-religious exchange and is promoting academic and technical cooperation between Africa's Islamic and Europe's Western world. Aside from modern social-scientific theory, dialogue in practice is the main concern. Thus this faculty, in cooperation with development policy institutions, researches on an empirical basis which forms of development cooperation are possible in a predominantly Islamic country, and how such cooperation can be made to yield sustainable impacts. The university is working closely together with other national and foreign universities, with the government and with private and public enterprises, and it has formed cooperative agreements with international organisations such as UNESCO and the International Universities Association.

• **ÉMINENCE GRISE**
 Former Munich trade fair manager becomes personal advisor to the President. It was the Malagasy head of state himself who made the request. During talks with the Bavarian Ministry for Economic Affairs, Infrastructure, Trade and Technology during a visit to Germany, Marc Ravalomanana expressed his interest in having a personal advisor from Germany. The German Federal Ministry for Economic Cooperation and Development (BMZ) supported the request and asked CIM to place an administrative and policy expert in Madagascar with Bavarian co-financing. The former head of the Munich trade fair has been advising the presidential support offices and relevant ministries of the African island state ever since. The demand for advisory services is immense – for example, on decentralisation, efficient municipal administration, infrastructure improvements, investor incentives and international contacts. The most important issue for the government, which is eager for reform, is good governance and combating corruption. Among early successes are the founding of an anti-corruption council, the passing of agrarian reform legislation and the creation of legal stability – also for the benefit of foreign investors. The administrative expert is also there to establish contacts between the Malagasy government and German business, civil administration, science, academia and politics.

SPECIAL THEME: INTERCULTURAL DIALOGUE Promotion of the dialogue between Islamic and Western culture lies beyond CIM's bilateral priority areas but remains an important theme nonetheless. For this purpose, in collaboration with the German Federal Ministry for Economic Cooperation and Development (BMZ), CIM has placed an expert at the Université du Sahel in Senegal in a particularly interesting position.

POVERTY REDUCTION This cross-cutting development cooperation theme is an important topic for CIM as well. For instance, a project manager in the province of Gauteng in South Africa is coordinating the measures of all state and civil society actors involved in poverty reduction and is using targeted training programmes to make the responsible ministries and their partners more professional. Ghana is the first country to undergo a NEPAD "peer review". But this review calls for great statistics compilation capacity and for the evaluation of socio-economic data. This need is being addressed by a CIM-placed electronic data processing expert in Ghana's National Statistics Institute, who is seeing that a special form of software is introduced nationwide.

PARTNERSHIPS The difficult framework conditions prevailing in many African countries pose a major challenge to both employers and CIM experts. In such situations, cooperation and professional interchange with other national or international organisations are particularly useful to the experts' work. Systematic cooperation also ensures that CIM's integrated experts and their employers not only pursue their own ends, but also contribute to the larger aims of development cooperation. There are a large number of development partnerships with the private sector and with German and Western European institutions to co-finance subsidies of CIM experts' salaries. This co-financing is primarily in the health sector: examples are the cooperative agreements with the UK Department for International Development (DFID) and with v. Bodelschwingsche Anstalten Bethel. The partners in Germany also support democratic reform processes. The Bavarian Ministry for Economic Affairs, Infrastructure, Transport and Technology, for example, is participating financially in the placement of a personal advisor to the President of Madagascar.



“LINKING AND NETWORKING” UNION LEADER REORGANISES ETHIOPIAN CAPITAL'S MUNICIPAL ADMINISTRATION The head of the ver.di labour union division for government modernisation and gender policy had a weakness for Ethiopia even as a little girl. So when she saw the CIM advertisement – "Live and work in Ethiopia – what a wonderful prospect!" – she answered at once. The union granted her leave, and she has been working in the Addis Ababa urban administration ever since. Her task is to improve city services and advance human resources development. Both goals were agreed together with the head of the city administration's capacity-building office in the form of "results agreements". Important steps have been taken: investment in modern information technology (IT) is improving the information and communication policy between the administration centre and selected urban district offices. IT training for employees ensures that the new technology is understood, accepted and used. The establishment of a small, specialised library is helping to broaden understanding of the subject "changing urban administration". Setting up connections, getting networks to work – these are what the restructuring expert is there for. And her work is bearing fruit in the form of cooperation with two training centres located in the capital.

BUILDING ETHIOPIA Each year 1.5 million Ethiopian young people set out to find an opening for further training or education, but only five percent have a chance within the formal educational system. However, this system is not sufficiently geared to the needs of industry as there is too little hands-on training. Ethiopia has thus decided in favour of a comprehensive reform that is to advance the country's economic development and improve its investment climate, and should make local industries more competitive. CIM is supporting the Ethiopian Government in this effort. Economic promotion and vocational training, as well as capacity building within government and administration systems, are the focuses of CIM efforts in Ethiopia.

With Germany as partner, the Ethiopian Government launched the Engineering Capacity Building Programme in November 2005. Reform of university-level engineering education as well as improvement of vocational training and upgrading are two of the key components of this programme. CIM has supplied numerous professionals and managers, who are working within the programme for a number of years. German experts in university-level education are introducing practice-oriented courses of study and new curricula. In vocational training, too – for stone masons, painters, tilers, installation electricians, construction fitters, etc. – experienced German instructors are to see that the gap between theory and practice is closed and to encourage in their students a greater commitment to quality. Ethiopian and various German actors work closely together in the economic reform programme, which serves as a model that, it is hoped, can be used in other countries in the future as well.

Another recipient of CIM support is the House of Federation, the second chamber of the Ethiopian Parliament, which represents all of the country's ethnic groups and mediates in the resolution of ethnic conflicts. The House of Federation is the guarantor of the democratic and federal constitution. In the past, centralisation prevailed in Ethiopia, with little representation of ethnic groups. This tradition and the lack of a political and administrative network complicate the work of the House of Federation. In response, a CIM-recruited expert has been called on to advise the chamber on setting up this new governmental and social model.



ETHIOPIA

INFORMATION FOR PROSPECTIVE EMPLOYERS

CIM RECRUITMENT: WHO CAN BENEFIT State and parastatal institutions, non-governmental organisations, and private sector employers in partner countries can all turn to CIM to fill their human resources needs – as long as competent and well-educated professionals are not available locally.

THE CIM SERVICE PACKAGE Professionally conducted recruitment of human resources on the German job market, rapid expedition of immigration procedures, and attractive subsidies to the local salaries offered to CIM experts are all part of our service package. CIM experts are prepared in advance for their tasks abroad. Before they leave to take up their assignments, they are schooled in intercultural communication, local history and culture, and relevant languages. Once on site, the experts have at their fingertips a smoothly functioning network of contacts with embassies, GTZ offices and other important institutions which they can draw upon for support. With the aid of the CIM service package, employers in our partner countries can achieve their goals more quickly, efficiently and economically.

ADVANTAGES CIM experts are fully integrated into local partner structures. Since their contracts are with the local employer, the initiative and responsibility remain in the hands of that employer. By employing and passing on their know-how to local colleagues, CIM experts help local institutions make a contribution to their country's sustainable development.

SIMPLE PROCEDURES Application forms for CIM recruitment assistance are available at CIM in Frankfurt, German embassies and the offices of the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH (German technical cooperation) in the relevant country. The employer uses the form to describe his or her institution or company and to provide a detailed job description of his or her human resources needs. As a human resources placement organisation with a development cooperation mandate, CIM asks:

- Does the employer play an important role in the development of his or her country or sector?
- Do the goals of the employer harmonise with those agreed between the partner country and German development cooperation?
- Does the position allow for the development of synergies with other development policy measures?
- Is the local employer obliged to look abroad for the know-how needed for this position? Can no appropriate professional be found on the local job market?
- Is the requisite employee profile available on the German job market?
- Is the employer prepared to integrate the CIM expert into local structures and to pay him or her a salary commensurate with local practice?

If all of these questions can be answered positively, CIM recruits appropriate candidates on the German job market and proposes them to the prospective employer. Final candidate selection is made by the employer, who then draws up a minimum one-year contract with the successful candidate specifying salary and other benefits.

CIM SOURCES OF FINANCING The bulk of CIM funding is provided by the German Federal Ministry for Economic Cooperation and Development (BMZ); however, other ministries, civil institutions, private companies and non-governmental organisations also contribute to financing CIM programmes. At present, nearly 600 CIM experts are employed in 70 countries. They enjoy the support of some 50 employees at the head office in Frankfurt. CIM's direct decision-making structures and quick and flexible operations permit it to function efficiently and keep administrative costs to a minimum.

HIGH PERFORMANCE REQUIRED OF CIM EXPERTS CIM looks for outstanding qualifications among applicants for placement. More than 80 percent of successful candidates have had a university education. But professional competence, years of experience on the job, teaching ability and good foreign language qualifications are not enough in themselves. CIM experts are also sensitive to other cultures and ways of working and are prepared to adapt to them.

PUBLISHING DETAILS

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PHOTOS

SUB-SAHARAN AFRICA

South Africa Anton Hirsch, Training coordinator for the butchery sector,
Frey's Quality Meats (p.5, Photo Integrated Expert)

Ghana Sven Dernedde, Energy expert, Energy Foundation (p.6, Photo Integrated Expert)

Ethiopia Engineering Capacity Building Programme (p.9, Photo Ralf Bäcker)

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FACTS AND FIGURES

PROMOTION ACCORDING TO SECTOR 2006

	Global figures		Sub-Saharan Africa	
	No.	%	No.	%
Economic promotion, development of the market system, vocational training	308	45.0	73	45.6
Environmental protection and resource conservation, energy, water management and waste management	157	22.9	13	8.1
Democracy, public administration, civil society, peace keeping	104	15.2	19	11.9
Health, family planning, HIV/AIDS	39	5.7	32	20.0
Food security, agriculture, rural development	32	4.7	12	7.5
Education	34	5.0	5	3.1
Transport and communications	10	1.5	6	3.8
Total	684	100.0	160	100.0

LEGAL FORM OF PARTNER ORGANISATIONS

	2005		2006	
	No.	%	No.	%
Under public law	332	58.5	406	59.2
Private sector / public benefit	187	32.9	224	32.6
Private sector / profit-oriented	49	8.6	56	8.2
Total	568	100.0	686	100.0

NEW PLACEMENTS ACCORDING TO PROFESSION

	2005		2006	
	No.	%	No.	%
Engineers, technicians	40	22.9	87	31.0
Business / economics / commercial professions	68	38.9	55	19.7
Instructors, university lecturers	11	6.3	32	11.4
Scientists	23	13.1	65	23.2
Doctors	13	7.4	13	4.7
Others	20	11.4	28	10.0
Total	175	100.0	280	100.0



Centre for International
Migration and Development

a joint operation of GTZ and the
German Federal Placement Agency