

Market positioning as part of the GFA strategy cycle 2015-2020

GFA just successfully completed its 5-year strategy cycle 2010-2014 with a growth of more than 50% in turnover and income. The company's new strategy 2015-2020 that began this year is called MAPO 2020.

What does MAPO 2020 mean?

MAPO stands for Market Positioning and targets at improvements in GFA's strategic business areas. Previous strategies have broadened the spectrum of our operational fields of action. New fields such as water & sanitation, public financial management, energy and mining added to the existing portfolio of business areas such as natural resources management, rural, private sector and financial systems development, health, and governance. MAPO 2020 is different – it targets at an increase of GFA's market presence in all business areas.

How did GFA prepare for MAPO?

In order to cope with this challenge, GFA has undertaken a number of structural adjustments during its previous strategy cycle. All the company's market operations have been assigned to portfolios: teams of 4-8 professionals, who predominantly work in specific thematic fields. Portfolios are small, flexible units that can work together easily at the interfaces of complex multidisciplinary challenges. The portfolio teams are headed by portfolio managers and are supervised by technical and regional department heads.

How will you measure MAPO success?

The objective of MAPO 2020 is increased market presence. This means that our clients should know more about GFA's range of services and express increased trust in the quality of our services. Also, key freelance personnel should be convinced that GFA is the best choice for joining a tender. These factors will ultimately result in an increased number of complex and interesting projects won and implemented.

What are key instruments to increase GFA's market presence?

At this stage, GFA is in the process of identifying all instruments that will help implement our current strategy. But an increased number of so-called flashlight

projects is an important element that we would like to showcase in this newsletter. Flashlight projects stand for rather short-term interventions. These are initiatives that will not wait for impacts from long-term, complex projects becoming best practice. Instead, fast-track interventions provide evidence that we can tackle new challenges successfully. At the same time, our teams will increase their ability to better cope with future market competition.

Which projects does MAPO stand for?

The capacity development project for the **African Commission on Human Rights** demonstrates that GFA governance staff has the ability and the local networks to implement justice future projects in Africa. This helped involved GFA staff gain particular institutional knowledge of the African Commission.

The **Alliance for Integrity Feasibility Study** stands for the transnational fight against corruption. As this issue is becoming more and more important in development cooperation, practice-oriented experience of our governance team is key to more assignments.

The training of **Zimbabwean local government officials** has shed an important

flashlight on GFA's abilities in leadership training. Our C³ Training Unit gained important insights into the way of bringing politics and administration together in a sensitive political environment.

The BMZ study on **vocational training and the water sector** demonstrates GFA's competence in combining training experience with specific sector knowhow. Inside GFA, staff involved have deepened their experience on how to work at the interface of two increasingly strategic portfolios.

The **climate change adaption** study in San Salvador is another point in case for the company's combined expertise in different technical fields. In addition, our team has expanded its in-depth experience with the Economics of Climate Change Probabilistic Model.

The manual on **solar powered irrigation systems** (SPIS) demonstrates GFA expertise at the interface of energy and agriculture. For the related GFA portfolios, SPIS is a product development of worldwide relevance.

Contact: *Klaus Altemeier*
Managing Director GFA Consulting Group
klaus.altemeier@gfa-group.de



Flashlight projects in action



Solar Powered Irrigation System implemented in Morocco

Alliance for Integrity, Africa

In January 2015, the Alliance for Integrity (Afln), a multi-stakeholder initiative established by the Federation of German Industries (BDI), the German Global Compact Network (DGCN), BMZ and GIZ, assigned GFA Consulting Group with a compliance study of the business sector in four African countries. A team of GFA in-house experts carried out surveys in Egypt, Nigeria, Ghana and South Africa in order to assess whether these countries should be considered for the implementation of a planned BMZ-funded project. In recent decades, the battle against corruption and for compliance with legal norms and ethical standards in business has made progress. Due to a close-knit international cooperation in prosecution, international companies risk heavy fines, compensation payments and the exclusion from public procurement contracts in case of infringement. The feasibility studies in Africa were related to five criteria: economy, corruption, legal framework, stakeholder landscape and general political conditions. The answers to the evaluation questions were rated by means of an indicator system. Interviews were conducted with stakeholders from the private sector, public administration and civil society. In March 2015, the findings from the studies were presented in a one-day workshop facilitated by GIZ in Berlin. The results were shared with relevant parties of similar studies in Brazil, India, Indonesia and Turkey, and will be a reference in the selection of partner countries for future BMZ-funded project interventions.

Human rights, The Gambia

The African Commission on Human and Peoples' Rights (ACHPR) in The Gambia is tasked with promoting and protecting human rights throughout the African continent and is considering individual complaints of violations of the African Charter on Human and Peoples' Rights. In 2013, numerous individuals and NGOs filed complaints about alleged human rights violations but the ACHPR did not have the capacity to deal with large numbers. This situation led to a significant backlog of cases pending before the ACHPR. The Commission was committed to address the problem but needed technical support for the Secretariat in order to clear the backlog. GIZ supports ACHPR in this respect. The project aimed at increasing the capacities of the ACHPR Secretariat which provides technical, logistical and administrative support to the Commission. The GFA team employed three African legal experts with practical experience in the African human rights system as well as short-term experts providing advisory services on organizational development and on legal human rights issues. Meanwhile, the backlog of cases was reduced and suitable cases were identified and prepared for referral to the African Court on Human and Peoples' Rights in Arusha, Tanzania.

Zimbabwean local government officials on tour in Germany

During their high-profile study tour to Germany in May and June 2015, mayors, town clerks, elected councillors and tech-

nical staff of Zimbabwean local authorities engaged in a leadership training program that aimed at strengthening good urban governance and management for better service provision. Representatives from five selected cities – Bulawayo, Chinhoyi, Kadoma, Kariba and Norton – joined the program. On behalf of GIZ's Academy for International Cooperation (AIZ), GFA senior staff guided and trained the group of 65 participants. Organized in small groups, the Zimbabwean local government officials visited cities and institutions in North Rhine-Westphalia, and focused on four sectors: finance, engineering, health and housing. All activities aimed at the elaboration of a knowledge and learning transfer strategy to be followed up at work in Zimbabwe. These efforts will be integrated into the Urban Water Supply and Sanitation Program financed by Australian Aid. The general spirit of the study tour can be summarized by two statements during the final round of feedback: "Nobody was talking politics; everybody was talking development", and "Exchange between council and management will have an impact on work at home."

Solar Powered Irrigation Systems

Combining solar power with irrigation systems into one system is such an innovative technological option that even today it is not often found in agriculture. Worldwide, the awareness for the need and application of such solar powered irrigation systems (SPIS) is low and related information is scarce. System design and development frequently lacks the integration of technical, environmental and agronomic aspects. Often, there is insufficient capacity for a demand-based site-specific design of SPIS. If a demand can be identified, SPIS often have a sub-optimal design implying risks with regard to system efficiency, depletion of water resources and financial viability. In addition, service providers are observed to respond slowly to the expressed needs of their clients. In response to these identified problems, GIZ commissioned GFA in late 2014 to develop a manual for practitioners on



Study tour group from Zimbabwe visiting a subway production hall

Collecting data for a climate change study in El Salvador

Promoting, Financing and Advising on SPIS. The related manual development efforts have been embedded in two GIZ programs, Powering Agriculture – Sustainable Energy for Food and Sustainable Management of Resources in Agriculture. The manual aims at providing information, guidelines and practical tools for those who give advice or finance SPIS in small or medium sized agricultural enterprises. The latter can be agricultural advisors, loan officers, financing institutions, promotion agencies or researchers. The manual has a modular approach enabling users to explore and further investigate according to their specific requirements and the situation on the ground. It has been developed based on a comprehensive report prepared by a GFA team. The report is a result of desk research and field trips to Chile, India, Morocco and Kenya, as well as an exchange of experiences with stakeholders from the private and the public sector. As a next step, GIZ plans to test the manual in three selected programs around the world in order to further improve its applicability. Future prospects for this energy efficient and environmentally friendly technology cannot be underestimated.

Water and Jobs

Drinking water supply and waste water disposal does not only need new, modern facilities world-wide but also a large number of qualified technical staff. Therefore,

“Water and Jobs” is high on the agenda of international World Water Day 2016. In this context, GFA in cooperation with the German Association for Water, Wastewater and Waste (DWA) and on behalf of GIZ, has conducted a study on Promotion of Vocational Training and Quality Employment in the Water Sector in 2014. The study looks into future interfaces between water management and vocational training in order to respond to the worldwide skills shortage in this sector. GFA experts analyze internal challenges from both a water management and a labor market perspective. The study starts from developments of vocational training in the German water sector and provides an overview of cross-sector approaches in current development projects financed by BMZ. The GFA team concludes the forthcoming study with action-oriented recommendations for further development of the BMZ portfolio in the water and vocational training sectors.

Climate Change, El Salvador

GFA has been conducting a KfW-financed study on Climate Change Adaptation in the Metropolitan Area of San Salvador since March 2015. The 9-month study in cooperation with our partner SUM Consult aims at action-oriented recommendations to reduce the vulnerability of citizens as well as public infrastructure related to climate change risks, and to investigate the

feasibility of the recommended measures. In El Salvador, major climate change risks are related to flooding, storms and landslides. The GFA team works closely with the ministries of construction, transport, housing and urban development as well as the city planning office of San Salvador. The GFA experts and their local and international colleagues apply a probability model called Economics of Climate Adaptation (ECA) for the prioritization and selection of appropriate activities that determine the development of a climate change adaptation strategy for the city. To this effect, GFA cooperates closely with SwissRe, a Swiss reinsurance company, which has co-developed the ECA model together with the European Commission, McKinsey and the Global Climate Facility. The recommended action plan encompasses investments in green and grey infrastructure as well as initiatives to foster institutional and capacity development. Due to the study’s wide scope and cross-cutting issues, GFA put together an interdisciplinary team of urban planners, engineers, architects as well as economists and modeling experts. This is a way to enhance the company’s competencies and experiences in climate-resilient urban development.

Contact: Birgit Boetius, Christine Froehlich, Katja Trappe-Willms, Inke Hase, Britta Gentsch – info@gfa-group.de

Rule of law in Iraq on YouTube

The closing ceremony of a training on domestic violence for 21 female and 9 male police officers in June 2015 in Baghdad attracted significant media attention. Even a video was uploaded and shared on the social media platform YouTube. The trained police officers will predominantly work in Family Protection Units (FPU). The training of female investigators in particular is an important objective during the implementation of the 40-months Project (August 2014 to November 2017). It seeks to strengthen governance mechanisms within the police, the judiciary and in penitentiary institutions and aims at fostering state accountability, legitimacy, and credibility and encouraging public institutions to enhance public policies and service delivery for the benefit of the people of Iraq. These objectives reflect the orientation of the second Iraqi National Development Plan 2013-2017, which mainly focuses on strengthening judicial independence. The goals also refer to the EU – Iraq Partnership Cooperation Agreement that contains provisions on the rule of law, the improvement of the criminal investigation processes and increasing the cooperation between police and judiciary. www.youtube.com/watch?v=QX6C7odZd88
andreas.michna@gfa-group.de
ulrich.schiefelbein@gfa-group.de

Integrating Africa's least developed countries into global carbon market

The German Ministry for the Environment, Nature Conservation, Building and Nuclear Safety commissioned the Wuppertal Institute for Climate, Environment and Energy and GFA Con-

sulting Group with an applied research program called Integrating Africa's Least Developed Countries into the Global Carbon Market. Key research findings have been published in the April edition of the International Journal of Climate Change Strategies and Management. The program was carried out between 2010 and 2012 to support the Ministry's strategy development for its cooperation on climate change mitigation with African Least Developed Countries. Against this background, the Wuppertal Institute and GFA explored mitigation potentials for 21 renewable energy and energy efficiency sectors in 11 selected Least Developed Countries in Sub-Saharan Africa. The survey covered mitigation potentials (in tCO₂), energy potentials (in GWh), investment needs, financing frameworks as well as institutional barriers.
martin.burian@gfa-group.de

Management and business plan for Mount Cameroon National Park

Mount Cameroon National Park in Cameroon was created in late 2009 and covers an area of 58,178 ha. The park hosts the highest mountain in West Africa and is a biodiversity hotspot with over 2,300 plant, 86 reptile, 70 butterfly, and 400 bird species many of which are endemic. The park is one of four protected areas managed under the Program for Sustainable Management of Natural Resources in the South-West Region of Cameroon. Since 2006, GFA has acted as fund manager and program coordinator implementing sustainable forest and wildlife resources management in close cooperation with the Ministry of Forestry and Wildlife (MINFOF) at the regional level. The

complex program is a cooperation venture of MINFOF, KfW, GIZ, WWF, and the World Conservation Society. The main role of GFA is to direct and provide technical assistance to the program, and to administer the investment fund and the program's community forest component. In 2014, the GFA team of experts have prepared a management plan and a business plan for the period 2015-2019 in cooperation with all program partners. To this end, socio-economic studies were updated, a zoning plan was developed and the eco-tourism potential was assessed. Finally, a range of stakeholder consultations and validations were carried out from local to national level. The plans were endorsed by Cameroon's Prime Minister in April 2015.

marc.parren@gfa-group.de

Jordan delegation on civil society study tour to Germany

In July 2015, GFA organized an intensive study tour program in Hamburg for government and civil society leaders from Jordan. The group familiarized itself with practices in participatory governance at the local level and the interface of decentralized governance and civil society collaboration in Germany. Follow-up activities in Jordan will ensure that participants seek opportunities for applying best practices and acquired skills in civic engagement and inclusive governance. GFA has been working in the Hashemite Kingdom of Jordan to implement a key component of the EU-funded Support to Democratic Governance program that lends support to non-state actors as effective drivers for good governance and accountability.

lazhar.aloui@gfa-group.de

IMPRINT GFA newsletter produced by GFA Consulting Group GmbH, Eulenkrogstraße 82, 22359 Hamburg, Germany, phone: +49(40)60306-0, fax: +49(40)60306-199, e-mail: info@gfa-group.de, www.gfa-group.de | All rights reserved © 2015 | Responsible for content: Dr. Klaus Altemeier | Edited by Manfred Oepen, ACT | Layout: Natascha Pleß | Printed by Zertani, Bremen | Photos: GFA

GFA Consulting Group is a growing consulting organization active in international economic development. The main sectors of the company comprise agriculture & rural development, natural resources management & climate change, good governance, public finance management, private sector development, financial systems development, water & sanitation, health & HIV/AIDS, skills, education & employment, energy. GFA Consulting Group presently works in more than 90 countries and implementing about 250 projects and studies.
GFA vision – to be the partner of choice for clients in our core service areas.
GFA mission – to improve the livelihood of beneficiaries through our professional services.
GFA core values – to offer high performance in service delivery, technical excellence in our main sectors, innovative approaches and products, and credibility with our clients when putting projects into practice.