



Centre for International Migration and Development (CIM)

One person can make a difference

Specialists and management staff in key jobs secure development

Having just one person in the right place can make a big difference. Whether as a staff member with the national environmental protection agency, as director of the policy division in the Ministry of Foreign Affairs, as an urban planner in the Housing Ministry or as a direct presidential advisor – in Afghanistan, integrated experts from the Centre for International Migration and Development (CIM) work in key positions. Thanks to their highlevel assignments, these experts are able to initiate, support and design sustainable change processes that affect regulatory and structural policy issues.

For many years now, demand for specialist expertise in Afghanistan has been

‘EPAA helps companies with all matters relating to exports, including international expansion and competitiveness. Exports of Afghan products have increased thanks to this support, international trade relations have been consolidated and business has flourished.



Leila Popal and Karl Mabringer, CIM advisors with EPAA
Photo: Munir Zadran

In 2008 the UN International Trade Centre presented the EPAA with a trade organisation promotion award for successfully linking up the Afghan economy with new markets, thanks in no small way to the expertise and wealth of experience that EPAA has gained from CIM and its integrated experts.’

Leila Popal, EPAA, Marketing and PR Advisor

very high. Many CIM experts work in the field of economic development in particular. With their specialist knowledge and direct access to ministers and other key players, they are helping to improve legal framework conditions and boost job and income-earning opportunities for the Afghan people. CIM integrated experts are involved in setting up a state export promotion agency and supporting the Chamber of Industry and Commerce. At present, CIM has 13 integrated experts in Afghanistan.

About CIM



Centre for International Migration and Development
a joint operation of GTZ and the German Federal Employment Agency

CIM is a joint operation of the **Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH** – German Technical Cooperation – and the **International Placement Services of the German Federal Employment Agency.**

CIM sources and recruits highly qualified specialists and managers on the German job market and places them with employers in Asia, Africa, Latin America and South-East Europe. This is done at the employers’ request and only if suitable human resources are not available on the local market.

CIM compiles a shortlist of suitable applicants. The employer selects the most suitable candidate from this shortlist, enters into a local employment contract with that person, determines the goals of the position and pays a salary commensurate with local standards. CIM then tops up this local salary to bring it up to market levels. Responsibility for the assignment always remains with the local employer.

Example: Integrated experts in Afghanistan

In Afghanistan, most of the integrated experts placed by CIM work in the field of sustainable economic development. Some however are also assigned to the priority areas of energy and environment as well as good governance. The experts often fill top positions and so act as a key interface between German development cooperation and the relevant Afghan institutions. One CIM expert with ministerial status, for example, advises the Afghan President on matters relating to mining and energy. For a time, this expert also served as the rector of Kabul University.

Another CIM expert is an advisor to the Afghan Commerce Minister in a bid to help the Ministry of Commerce and Industries set up efficient organisational structures. One of the expert's main tasks involves analysing macro-economic developments and using the findings to devise and formulate policy recommendations. The expert also trains staff. Two integrated experts are also supporting the establishment of the Export Promotion Agency Afghanistan (EPAA). Their task is to promote the export of Afghan produce – including fresh fruit and vegetables, dried fruit, carpets, marble and medicinal plants and herbs. EPAA was created with the help of Germany's Federal Ministry for Economic Cooperation and Development (BMZ) and is part of the Ministry of Commerce and Industry. On top of this, EPAA has been commissioned to set up a hotline that allows traders and exporters to anonymously report corrupt behaviour.



Market stand with dried fruits

Photo: Munir Zadran

CIM has also placed an integrated expert for environmental management with Afghanistan's National Environmental Protection Agency. The task here is to build institutional capacities and ensure that laws are enforced. The protection of groundwater plays a key role in this context. A twelve-member working group was formed in June 2008 to deal with this issue. Activities at present are concerned with registering companies that use a lot of water. The data documented will be used to set up a monitoring programme to protect water resources.

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On behalf of the German Federal Foreign Office, CIM places managers and professionals in Afghan ministries, in order to build administrative and managerial capacities. For example, an integrated expert is also employed in the Afghan Foreign Ministry. As Director of the Policy Division, this CIM expert coordinates Afghan representations in Western European states and, in turn, their representations in Afghanistan. The expert has to report to the Minister of Foreign Affairs,

What Ahmad Jawaid, EPAA, has to say about Karl Mahringer



'Karl is just what EPAA needs. He has a lot of private-sector experience, something that EPAA has lacked from the start. He is really dedicated and is a mine of invaluable information and expertise.'

Ahmad Jawaid, EPAA Chief Executive Officer

Photo: Munir Zadran

conduct political analyses with a bearing on societal development in Western Europe and assess international press reports. Furthermore, the expert oversees contacts with international organisations involved in bilateral and multilateral cooperation.

Other experts are assigned to the Interior and Transport Ministries or to other high-ranking positions at the Afghan Ministry of Foreign Affairs.



Production of carpets | Photo: Karl Mahringer

Status as at May 2010

Published by

Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH

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