

01 2009

# Bilfinger Berger Magazine

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## PARTNERSHIPS

Stronger together!



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Bilfinger Berger AG  
Carl-Reiß-Platz 1–5  
68165 Mannheim  
Germany  
Tel. + 49 (0) 621 459-0  
Fax + 49 (0) 621 459-2366  
www.bilfinger.com

**Supervision:**

Michael Weber, Bilfinger Berger

**Editors:**

Dr. Daniela Simpson, Bilfinger Berger  
dsim@bilfinger.de  
Bernd Hauser, agentur.zs

**Design and layout:**

Steven Dohn, Theo Nonnen,  
Bohm und Nonnen, Büro für Gestaltung

**Photo editing:**

Paul Lampe, agentur.zs

**Cover photograph:** Tim Flach,

Getty Images

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## SUCCESSFUL PARTNERSHIPS DEMAND HONESTY AND COMMITMENT

Finding a partner is one thing. Building a sustainable partnership which delivers long-term mutual benefit is quite another. This is a concept equally applicable in our business relationships as it is to our private lives. Our daily interaction with clients and colleagues is most successful when we deliver a working arrangement based on trust and a common cooperation.

Partnership is not a 'soft' option for avoiding the difficult issues. Successful partnership allows us to constructively address and resolve challenging issues in a professional and cooperative manner, and which allows all of the parties to attain their individual objectives.

Successful partnerships demand honesty, commitment and an assumption of responsibility. They succeed through hard work, through understanding and empathy with the other party, and very often through appropriate compromise.

Working in partnership is an opportunity to achieve and to share so much more than working alone. This issue of our magazine takes a closer look at some of these opportunities.

I hope that you will be inspired to seek strong and effective partnerships in your daily lives.

Yours truly,

**KENNETH REID**

Member of the Executive Board of Bilfinger Berger AG

01 2009

Bilfinger Berger Magazine

**ALONE WE ARE — NOTHING**

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While browsing through an old travel guide, author Philipp Maußhardt came across a description of the Hutsuls as a people who know no jealousy and indulge in free love. Excited by what he had read, he set off on a research trip to the Carpathian Mountains.

**50 ROADS OF THE WORLD: LONDON, FOUNTAYNE ROAD**

For a long time, conservative Muslims and orthodox Jews lived side by side in North West London with no contact at all — until their religious leaders sat down to talk.

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# PARTNERSHIPS

## BIG WORDS

“Partnership and cooperation among nations is not a choice; it is the one way, the only way...”

Barack Obama during his speech at Berlin's Victory Column on July 24, 2008



## THE BOND OF MARRIAGE

In Spanish “las esposas” has two meanings. The first: “wives.” The second: “handcuffs.”

Photo: photocase/Martin Voigt // Illustration: Silke Beneke

## MARRIAGE AROUND THE WORLD

Do not argue with your wife in the evening — or you might have to sleep alone.

Chinese saying

Even when man and wife sleep on the same pillow, they still have different dreams.

from Mongolia

Before you get married keep both eyes open; afterwards, close one eye.

from Jamaica

It's better to have a husband without love than one who is jealous.

Italian proverb

Love that does not renew itself every day becomes a habit, and in turn, slavery.

Arab proverb

Marriage has many pains, but celibacy has no pleasures.

English proverb

## THE GENERATIONS PACT

TimeBanks customers fear neither a stock market crash nor inflation. The assets deposited here are the working hours of people who have committed themselves to helping out in their neighborhoods on a volunteer basis. The time they devote is credited to an account and can be withdrawn at any time. Many young people help senior citizens, for instance, with their garden work or shopping — in order to redeem their credit balance when they themselves are elderly and in need of assistance. [www.timebanks.org](http://www.timebanks.org)

## THE WEB COMMUNITY

Those seeking to support aid projects unbureaucratically and also wanting to know exactly how their money is being spent are at the right address when they visit [www.betterplace.org](http://www.betterplace.org). The online platform provides people with the opportunity to present social projects they wish to launch with the help of the web community. The individuals responsible for the project report regularly on the progress of the measures being undertaken and provide additional information and answers to questions in blogs. This allows those who make donations to become part of a well-informed social network.

## ANIMAL RELATIONS

### THE JELLYFISH PILOT

The anadyomene has a problem: it has no eyes. But that doesn't matter — it has the snow crab, which lives on its umbrella and feeds on the algae there. When an enemy approaches, the crab flees to the opposite side of the umbrella. The jellyfish feels the crab's movement, reacts by fleeing, thus saving its own life and that of its pilot.

Anadyomene *Versuriga anadyomene*, snow crab *Brachyura*



### ALL HANDS ON DECK FOR BABYSITTING!

In each group of around 15 common marmosets, only the dominant female can bear offspring. Ovulation is suppressed in the other females. They are allowed to babysit, however. The dominant female also has a trick to ensure that the men do their bit too: She mates with several males, meaning that none of them know who the actual father is. Therefore they all share in the care of the young.

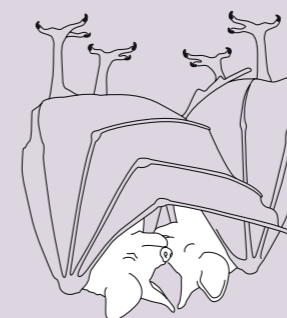
Common marmoset *Callithrix jacchus*



### GIVE BLOOD, SAVE LIVES!

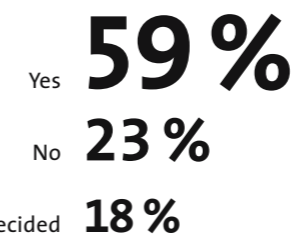
South American vampire bats are sensitive. After just two nights without a meal, they fall from the ceiling with hunger. Before it comes to this, they beg their fellow bats for a donation, which they usually receive. Their well-fed companions, who feast on horses and cows, simply bring up a little of the clotted blood from their stomachs and give their starving relatives a mouth-to-mouth infusion.

True vampire bat *Desmodontidae*



## FANTASY ...

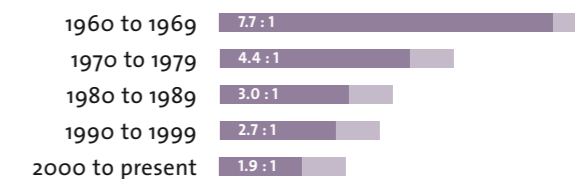
DO YOU BELIEVE IN THE ONE GREAT LOVE OF YOUR LIFE?



Survey with 2,000 participants over 16 years of age  
Source: Institute of Public Opinion, Allensbach

## ... AND REALITY

NUMBER OF MARRIAGES THAT END IN DIVORCE



■ Marriages ■ Divorces

Source: German Federal Statistics Office

# JUSTLY EFFICIENT



THE JUSTICE CENTER IN CHEMNITZ IS THE PRODUCT OF A PUBLIC PRIVATE PARTNERSHIP. THE NEW CENTER MEANS LESS TRAVELING, BETTER SERVICE AND LOWER COSTS.

STEFAN SCHEYTT / TEXT /// FRANK SCHULTZE / PHOTOS



/// The keys hanging from his belt jangle as the automatic doors snap shut behind him. He knocks on the next door along and steps inside. "Morning, I've brought you something to be getting on with." Fred Gottschalk heaves a stack of files on the desk. The manila folders are labeled "Chemnitz Municipal Court" and "Insolvency Court." Gottschalk steps back outside to fetch another stack. "Oh and here's a bit more. Have a nice day, now." Then he's on his way again.

ANYTHING ON FILE? MESSENGER FRED GOTTSCHALK CHATS WITH A CUSTOMER.

SORTED, STAMPED AND ON ITS WAY. THERE ARE 12 EMPLOYEES IN THE MAIL ROOM.



A jolly man with a local Saxon accent, Fred Gottschalk pushes his cart laden with files all day up and down the corridors of the Justice Center in Chemnitz. He starts at seven in the morning with the "registrars' round," followed by the "judges," the "typing pool" and the "mail round." It's Fred Gottschalk's job to collect and distribute files and mail, which is not as simple as it sounds. With an estimated two tons of paper passing through his hands on every round, it would be easy to mistake the occasional file reference, office door or pigeon hole. "But the people I deliver these files to are my customers," says Gottschalk. "They are entitled to quality service every day."

**"I DON'T NEED TO BE A CIVIL SERVANT"**

There can't be very many court messengers in Germany who refer to their office counterparts as "customers." Fred Gottschalk is not an employee of the judicial service, nor is he a public servant. He works for Bilfinger Berger subsidiary HSG Zander, the company that manages the Chemnitz Justice Center. That also includes the messenger services that were once mainly the preserve of civil servants. Which is why instead of the green uniform of the judicial service, Gottschalk wears a blue shirt with a name tag on the breast pocket and his employer's logo

**PPP FOR JUSTICE**

Bilfinger Berger has significant experience in PPP projects for justice system clients. Since 2006, the company has been operating two prisons with room for a total of 900 inmates in the Australian state of Victoria. In Germany, the Burg Prison near Magdeburg with room for 650 inmates opened in April 2009. This is one of Germany's first correctional facilities realized by the private sector. Besides design and construction, Bilfinger Berger will also undertake all duties not reserved for government employees and operate the building for 25 years. The Justice and Administration Center in Wiesbaden, one of Germany's largest PPP projects, will be completed in autumn 2009. It will also be operated by Bilfinger Berger for some 30 years. (1)



GETTING IT ALL TOGETHER: THE NEW MUNICIPAL COURT WING ADJOINS THE VENERABLE DISTRICT COURT.

embroidered on the collar — HSG Zander. “No,” says Gottschalk with a relaxed air, “I don’t need to be a civil servant to do a proper job.”

On the other hand, the former gardener Fred Gottschalk was not the only one exploring new territory when he first set out on his rounds at the end of 2008. The whole Justice Center is a pilot project: The first and thus far only public private partnership (PPP) project undertaken

The benefit of this concessions model for the Free State of Saxony, which retains ownership of the site and the building, can be expressed in one simple figure: The PPP option is 14.3 percent cheaper than the price the state would have paid if it had followed the conventional route and executed the project on its own account. “The clear advantage in terms of economic efficiency was decisive as far as we were concerned,” says



HSG ZANDER IS RESPONSIBLE FOR OPERATING THE JUSTICE CENTER — FROM THE TECHNICAL SERVICES TO THE RECEPTION DESK.

ALL FULL: IT’S HARD TO FIND ROOM ON THE COURT NOTICE BOARD FOR MORE OFFICIAL ANNOUNCEMENTS.

by the Free State of Saxony. The Kaßberg site in Chemnitz, already the established location of the district court and the correctional facility, now boasts a center that also combines the municipal court and public prosecution services that were previously spread between three buildings in the city. Bilfinger Berger not only designed, built and financed the almost 11,000 square meter complex that houses around 475 staff, it has also undertaken to operate the building for the next twenty years.

#### A SOLUTION THAT MAKES ECONOMIC SENSE

HSG Zander employees work at the reception desk, keep the judicial service staff supplied with paperclips and copier paper and ensure that written documents are disposed of in the approved manner. They oversee the subcontractors who clean the Justice Center and run the cafeteria, and perform traditional janitorial duties such as office-to-office relocations and repairs. And from their control room they monitor everything from the power supply to the burglar alarms and the pay booths in the underground parking garage.

Prof. Dieter Janosch, Managing Director of the state-owned real estate and construction management company which acted as the client. On the other hand, Janosch is also adamant that the client must be able to “afford” a PPP project: “PPP isn’t an opt-out when the coffers are empty. You can’t indulge in something that is fundamentally beyond your means.” Despite the cost advantage of PPP, the state should never underestimate the fact that the monthly fee represents a long-term commitment.

#### SHARING A LONG-TERM VIEW

One of the reasons why the state accepted this long-term financial commitment has to do with the particular quality of the partnership that underlies the project. As Dieter Janosch points out, “With a concessions model such as the Justice Center, we’re not the only ones who have to live with the building for 20–25 years. The contractor does, too.” Therefore, unlike a traditional construction project, in this model both partners share a long-term view. “For example, it makes no sense for the contractor to put down a floor that may be cheap to buy but will

SEAL OF QUALITY  
FOR SUSTAINABLE BUILDING

### JUSTICE CENTER IN CHEMNITZ RECOGNIZED

The Chemnitz Justice Center was awarded the initial German Seal of Quality for Sustainable Building. Two other Bilfinger Berger projects were also singled out: the Regionshaus in Hanover, also a PPP project, and the Munich office building Laim 290. A total of 16 objects were certified.

The Seal of Quality developed by the Federal Ministry of Transport, Building and Urban Affairs and the German Association for Sustainable Building (DNB) sets standards that are substantially higher than those applied by international sustainability certification bodies. Buildings are assessed in terms of ecology and economy, socio-cultural and functional aspects, technology, processes and locational qualities. The entire building lifecycle is analyzed.

This lifecycle approach makes the certificate particularly attractive to investors, since operating and maintenance costs substantially affect returns. The Seal of Quality aspires to play a role in climate protection by making it more attractive to design sustainable buildings. After all, buildings still account for around 40 percent of Germany’s total CO<sub>2</sub> emissions. (51)

DIFU STUDY PREDICTS STABLE MARKET

**PUBLIC SECTOR SATISFIED WITH PPP**

The market for PPP projects in Germany may be cooling off as a result of the financial crisis, but development in the medium term will remain stable. Based on a survey of local authorities, states and the federal government, the German Institute of Urban Affairs (Difu) confirms that by 2014 a “huge” volume of projects amounting to almost €15 billion will be implemented.

PPP projects are expected to account for up to five percent of local authority investments, and a somewhat lower percentage of federal and state government spending. This is still well short of the federal government’s ambitious target of increasing the proportion of PPP projects to 15 percent.

According to Difu, out of 541 respondents, 18 percent stated that PPP projects were already in preparation in their area of competence. There are also a series of public sector projects with PPP potential. It is highly likely in the major cities in particular that PPP projects will be initiated and realized over the next five years.

Difu estimates the value of projects that are already in prospect at some €9 billion, with a further €5 billion or more potentially realizable in the next five years. This adds up to an overall volume of €14.2 billion between now and 2014.

To ensure that this potential is realized, the authors are adamant that the conditions for PPP projects must continue to develop along positive lines and the parties involved must maintain a high commitment.

A parallel survey of business enterprises conducted by TellSell Consulting revealed a broad consensus between public and private partners on central issues: Both sides agree that the most important factors for the success of a PPP project lie in the initial phase. Three quarter of the partners in both sectors are satisfied with their experience of PPP. (1)



PRISONERS AT THE MUNICIPAL COURT WAIT IN SPARTAN CELLS FOR THEIR CASES TO BE HEARD.

be much more expensive to clean than good quality flooring,” Janosch explains. “If you look at the overall period of use, it is the follow-up costs that account for 80 percent of the total.”

Not every company is capable of calculating the lifecycle costs of a building in this way. To compare the complex relationships between architecture and technical services on the one hand and the resulting costs over decades of use calls for a “vast amount of expert know-how,” says Dr. Christian Glock of Bilfinger Berger Hochbau, who managed the Justice Center project during the offer and concept development phase. From tax specialists to heating engineers, there were up to 50 experts from the various departments of Bilfinger Berger involved in a process that Christian Glock describes in these words: “Almost from the first mark the architect made on paper, all of those who would later be involved with the structure in some way took a hand. This permanent feedback allowed us to optimize the design from a holistic perspective. That’s how we arrived at a 14.3 percent cost advantage.” For example, the walls and ceilings are thicker than usual, and made of higher quality material, avoiding the need for a costly, energy-



WORK IS PILING UP IN SENIOR PUBLIC PROSECUTOR BERND VOGEL'S OFFICE. LESS TRAVELING MAKES HIS DAILY ROUTINE MORE EFFICIENT.

intensive system to fully air condition the courtrooms and offices.

One of the changes for the authorities here that is equally apparent to outsiders is the service team. Where once uniformed guards sat behind glass screens, today HSG Zander employees give directions from an open-fronted reception desk. And just as one reception desk has replaced the counters for the public prosecutor and the municipal court in separate buildings, so too at the new Justice Center the two mail rooms have been merged into one joint department that sorts, bags, stamps and dispatches the mail—in the interests of improved process economy.


Senior Public Prosecutor Bernd Vogel sees the biggest advantage of the new Justice Center in the time it saves: “We used to have to drive by car to hearings at one court or the other. Now we just tuck the files under our arm and step across to the courtroom.” In the past, if a hearing was interrupted, Vogel and his colleagues often found themselves idly waiting, simply because it wasn’t worth driving halfway across town to their own offices: “Now we just sit right back down at our desks and use the time productively.” Interaction with the judges, too, is all

the better for being easier: “There’s a far better chance of meeting for a cup of coffee,” says Vogel, who is full of praise for the “excellent” kitchen facilities on every corridor.

**“I’M A CELEBRITY, GET ME OUT OF HERE!”**

Not all the neighbors are so agreeable: With the correctional facility so close at hand, it is far easier to bring prisoners before the courts. In return, some of the public prosecutors’ offices directly overlook the prison—whose occupants look right back at the prosecutors at their desks. “The people over there have more time on their hands than we do,” says Vogel. “They spend hours behind the bars on their windows, calling to one another, playing with mirrors.” One of them once shouted, “I’m a celebrity, get me out of here!” Vogel at any rate is more than happy that his office faces in the opposite direction: He gets to look at trees and apartment buildings with the laundry hanging out to dry. //

THE MAN FROM THE MAIL ROOM: A DAY IN THE LIFE OF FRED GOTTSCHALK.

 [www.magazine.bilfinger.com](http://www.magazine.bilfinger.com)



**Mr. Bodner, a lot of people are complaining about the crisis, and rightly so. What grounds do you have to be pessimistic?**

None. We have good reason to be rather optimistic. Our business is diversified, we are not dependent on a single product. Nor do we have high fixed costs, so a possible downturn in sales would not dramatically impact on earnings. We also have an order backlog in our construction business that protects us from sudden surprises, and on the services side we have master contracts that ensure we will be kept busy for some time to come—even a plant working at reduced capacity still needs to be maintained. So we are cautiously optimistic that we will deal with the crisis relatively well.

**Nevertheless, industrial clients will postpone investments, and the public sector will do the same as tax revenues decline. Which is more serious for Bilfinger Berger?**

First of all, the public sector has actually increased its investments: The two economic stimulus programs in Germany will generate € 18 billion for the construction industry in 2009 and 2010. Some of that will go to small- and medium-sized businesses—for long-delayed renovation work and for new schools—but the stimulus programs are also attractive for large companies like Bilfinger Berger. Naturally, we hope that they will offset declining demand from industry and other investors to some extent. If, after these economic programs have been completed, the public sector were to stop making investments because of budget deficits, that would be irresponsible and would indeed present a problem, not only for the construction industry.

**The mayor of Munich has calculated that of the billions that are being talked about, his city will receive barely enough to completely modernize two schools or update the energy concepts at a dozen. Are the programs adequate given the backlog of work to be done?**

The question is, how will the states distribute the money that the federal government is providing: Will they spread it around, or concentrate on selected projects that really matter? The German Institute of Urban Affairs puts the backlog in local authority investments at € 70 billion, in addition to regular annual spending requirements in the order of € 40 to € 50 billion. It is obvious from the magnitude of these figures that the economic stimulus programs can only be a small part of the solution—even though they have an important macroeconomic function.

WHEN PUBLIC-SECTOR CLIENTS PLAN FOR THE LONG TERM, TAXPAYERS BENEFIT, SAYS HERBERT BODNER, CHAIRMAN OF THE EXECUTIVE BOARD AT BILFINGER BERGER.

STEFAN SCHEYTT / INTERVIEW ///

CHRISTOPH PÜSCHNER / PHOTO

## NEW DIMENSIONS IN PARTNERSHIP

**Bilfinger Berger is involved in some major road building projects outside Germany. In the country itself, however, hardly anyone is talking about expanding the road network. Why is that?**

More is being invested in the national road network in 2009 and 2010 than was the case in the past. But the level of investment, which is elevated at this time, would have to be maintained over many years to meet demand. By international comparison we have fallen behind in recent years, even if the quality of Germany's national highway network is still quite high. The words of warning that I regularly repeat refer to the fact that the traffic flows in Europe have altered entirely and are now also oriented in an east-west and not mainly a north-south direction. Our highway network is not equipped for this, so there are many places where we need extra lanes to be built and gaps closed.

**If public-sector investments in infrastructure decline, could this be the time for private investors to step in and add fresh impetus for the public private partnership (PPP) model?**

Certainly, there will be a growing interest in privately-financed models such as PPP in order to make the necessary investments affordable. The federal government has a target of funding up to 15 percent of public-sector investments via this model, which is still something of a novelty in Germany ...

**... a target that we are actually a long way from achieving ...**

... indeed, we are up to just four percent. There are two reasons why PPP is finding it tough at present: On the one hand, there are those who believe that with government spending on the rise, there is so much cash available that we don't need to bring private investors on board. While on the other hand, you have to appreciate that banks in their current state are reluctant to finance projects that require high levels of liquidity. Nevertheless, the federal government has not changed its positive attitude towards PPP. I believe it is only a question of time before demand begins to grow for PPP as a procurement model—simply because public sector funds will be in much shorter supply. Clearly the 15 percent target will not be met overnight. In the area of transport infrastructure, the experimental phase has yet to be concluded. But PPP has already proven quite successful in social infrastructure and there are a lot of satisfied municipal clients who would be happy to use this model again. There are plenty of upcoming projects in the pipeline.

**What is it that really makes PPP a partnership? Isn't the company just a contractor in the same way as for any other project?**

It is the long-term nature of the relationship that makes the difference. The public client and its private partner must cooperate for years, even decades. So high priority is given to avoiding conflict; you can't have a minor argument over every detail. This long-term link brings a fundamentally different dimension to partnerships—one that goes beyond any given contract model. With projects like these our focus is not just on the cost of construction, but on design, financing and achieving the lowest possible life-cycle costs as well. If both sides can sit down and work out what their building will cost in total over 30 years rather than minimizing the initial investment and leaving their successors to worry about maintaining the building, that is a big step forward. Also in the interest of the taxpayer.

**What other creative solutions does Bilfinger Berger have apart from PPP?**

We offer a comprehensive range of services that includes maintenance and operation, even if we are not involved in the financing. Packages like these save the client substantial costs. This approach also means that CO<sub>2</sub> emissions generated by buildings can be reduced more easily. One intelligent instrument is energy contracting, because the owner recoups his investment through energy savings. The contractor, that is to say we, guarantee that. Anything that helps us to meet our climate targets can only be welcome. About 40 percent of CO<sub>2</sub> emissions are generated by buildings, twice as much as is generated by transportation. Climate protection is therefore primarily a construction issue.

**The climate issue seems to have been pushed off the agenda by the financial and economic crisis.**

For a while, the crisis may mask everything else, but reality will catch up with us: Climate change remains the issue of the 21st century. It also presents our industry with huge opportunities.

## TOGETHER WE ARE STRONG

ON OUR OWN WE ARE—NOTHING. PEOPLE CAN DO WITHOUT MANY THINGS, BUT NOT WITHOUT OTHER PEOPLE. A GALLERY OF IMAGES FROM MEXICO, GUATEMALA, GERMANY, ETHIOPIA, THE USA AND THE UNITED KINGDOM.

////////////////////////////////////



When fierce storms hit the mountains of Chichicaxtepec in Mexico, the rains quickly turn the streams into raging torrents that are capable of dragging down even huge boulders. One such rock remained wedged beneath a bridge. The next storm would cause twigs and branches to gather around the rock, the water would rise and eventually the bridge would be swept away. So the farmers all lend a hand: "One, two ... heave!"

Photo // Uli Reinhardt



Crawling through the dirt beneath barbed wire or through tunnels of old tires. A 15-kilometer dash through the clinging mud of Wolverhampton, near Birmingham. Splashing through icy water at the end of January: Welcome to the Tough Guy Race. But even tough guys work better together. The contest is a magnet for hard-bitten teams from universities and corporate enterprises: The more willing they are to help one another to conquer the course, the better their chances of winning.

Photo // Frank Schultze



A greater sense of community means less confrontation. "Community Policing" is a success story that first originated in New Haven, Connecticut. The idea was that cops should no longer be tough and unbending. Instead, they should engage with the people on their beat. They learned to be part of the community, like Officer Joe Dease seen here at a local theater production. And the crime rate dropped substantially. The concept has since been replicated in many other countries.

Photo // Frieder Blicke



This happy family is unlike any in Europe: Farmer Jissar Sirtatsch lives with his two wives Rabiya Kadu (left of her husband) and Saliya Abdul (right) on a farm in Illubabor in southwest Ethiopia. Each wife has her own roundhouse where she lives with her own children. The husband divides his time between the two huts. With strict fairness, he adds.

Photo // Rainer Kwiotek



Music connects, as visitors to the Protestant Church Congress in Cologne soon discover. The message of the gig by reggae star Patrice is "Get up, stand up! Stand up for climate justice!" Who knows if music can change the world? It certainly brings each individual the joy of feeling part of a wider community.

Photo // Frank Schultze

# STRANGERS IN TOWN

IN NORWAY, SPECIALISTS FROM POLAND ARE ASSEMBLING DRILLING RIGS FOR BOTH THE NORTH SEA AND THE CASPIAN SEA. THEY MAKE UP THE LARGEST NON-NORWEGIAN COMMUNITY IN EGRSUND.

PHILIPP MAUSSHARDT / TEXT /// CHRISTOPH PÜSCHNER / PHOTOS

WORKING HARD FOR GOOD MONEY:  
FULL-BODY PROTECTION IS REQUIRED  
WHEN STEEL BEAMS ARE SANDBLASTED.



ON THE ROCKY COAST OF THE FJORD, GIANT SECTIONS OF THE DRILLING PLATFORMS ARE BUILT. TENTS PROTECT THEM FROM WIND AND WEATHER.

THE SUBSEA ELEMENT FOR THE CASPIAN SEA IS ABOUT 15 METERS HIGH. WORKERS USE HYDRAULIC PLATFORMS TO GIVE IT ITS FINISH.



/// The small town of Egersund is just a stone's throw from the North Atlantic. It was this proximity to the open sea that convinced Norwegian engineering group Aker Solutions more than thirty years ago to locate their oil platform construction facility here. From this location, the huge structures weighing several thousand tons can be towed quickly and safely to their destinations off the coasts of Norway and Britain.

Even before you enter the yard the notices posted at the gates in three languages — Norwegian, English and Polish — hint at the origins of the workforce. There are 30 nationalities represented on site, with the Poles second only to the Norwegians in number. 160 of them are employed by the Norwegian subsidiary of Bilfinger Berger Industrial Services (BIS), Aker Solutions' most important partner.

#### THE TEN COMMANDMENTS OF SHIPYARD WORKERS

For Maciej Gierukas the day begins — as it so often does — with a safety meeting. Gierukas, who was born in Poland and grew up in Norway, is the go-between who liaises with the Polish workers. There are twelve workmen sitting in the meeting room, listening patiently to a speech they have heard a dozen times before, but not always heeded: "The safety regulations here are very strict and it is imperative



MACIEJ GIERUKAS (GREEN HELMET) HELPS HIS COUNTRYMEN QUICKLY GET THEIR BEARINGS IN THE SHIPYARD.

THE PLATFORM ELEMENTS ARE COATED SEVERAL TIMES.  
THE LAST COATING IS BRIGHT YELLOW.

THE OFFSHORE COMPONENTS, WHICH WEIGH THOUSANDS OF TONS,  
CAN BE TOWED QUICKLY THROUGH THE FJORD TO THE OPEN SEA.



that they are followed. We're not telling you this for fun, it's for your own protection. We want you to be as fit and healthy when you go home in the evening as you were when you arrived in the morning." Maciej Gierukas and a Norwegian-speaking colleague take turns reading out the previous day's list of deficiencies identified by the safety officers during their inspections: One worker did not have his safety glasses on, another was not properly roped up in his safety harness, a third had thrown a paint pot that was not quite empty into the garbage container. Trivial things, really, "but it is very often trivialities that make construction sites dangerous—not just in Norway," Gierukas sternly remarks. He brings the PowerPoint presentation up on the screen with the "ten commandments" of the construction site. "Thou shalt not work without gloves. Thou shalt wear a mask when painting. Thou shalt..."

Through the window of the meeting room you can see the huge red assembly shop, big enough to swallow the Reichstag in Berlin. On the other side of the yard two steel structures soar into the sky, wrapped in white plastic sheeting and looking as if the environmental artist Christo had recently dropped by. "Protects against wind and weather," Gierukas explains. In a few weeks, the larger module will be delivered to a drilling platform in Norway. The smaller one, still the size of a medium-sized apartment building, will pump oil from beneath the bed of the Caspian Sea one day.

#### HEAVY PROTECTIVE SUITS

The scene behind the white sheets is like something from the world of science fiction: Workers in protective suits are aiming what looks like a flamethrower at a steel beam that

emits a silvery gleam. They are spraying the steel components with an aluminum-zinc alloy that gushes out at high temperature with a speed of 600 kilometers per hour. Two stories higher up, men are getting a future gas holder ready for painting. They too are equipped with thick protective suits, clutching a sandblaster that is stripping the last specks of rust from the bare steel with an ear-splitting roar.

#### FROM EGRSUND TO KAZAKHSTAN

In Egersund, an important Norwegian fishing port, the air smells of more than just fish. Egersund is also redolent of hope. Each new rig means more breathing space for mankind in his quest for energy. Most of the oil discovered in recent years has been offshore, beneath the seabed. Building these drilling rigs is the core business of Aker Solutions here in Egersund. For years, Bilfinger Berger Industrial

Services has been a part of the process, putting up the scaffolding to erect the modules and also assuming responsibility for corrosion-proofing the new platforms that will have to survive decades in salt water.

Until a few years ago, the Egersund yards built platforms only for the North Sea. There are currently around 160 of these offshore rigs operating off the coasts of Norway and Britain. Then the situation changed abruptly with the arrival of an order from Kazakhstan four years ago. In the year 2000, geologists working in the north of the Caspian Sea discovered one of the largest reservoirs found thus far—the Kashagan oil field. It is estimated to hold around 40 billion barrels of crude oil, ranking right up there with the big fields of the Middle East. Starting in 2011, an international consortium headed by Italian oil conglomerate ENI intends to pump up to 1.5 million barrels of oil



a day from beneath the seabed. Aker Solutions was given the order to build modules for the rigs.

But when Aker started looking for employees for its major project, it quickly became clear that not too many Norwegians would be willing to make the trip to remote Egersund. Then Bilfinger Berger offered the assistance of its Polish subsidiaries. The order situation in Poland was slack, but the company wanted to retain its well-trained workers. So they were offered the chance to go temporarily to Norway, where wages are almost twice as high as back home. The decision wasn't hard to make.

#### SOME WANT TO STAY A LONG TIME

Martin Andres climbs down from the staging he is working on when Maciej Gierukas calls him over. He and a colleague are spraying a twenty-meter tall Kashagan module with protective paint. Gierukas' roaming eyes check that safety regulations are being complied with: harnesses secure, protective masks in place, both men wearing gloves. Andres doesn't really have time to spare. Every minute counts. But then he drops into conversation. Andres has been working in Egersund for two years, and he is one of the Poles who intends to remain in the town for a while, if not forever. He has now brought his family to stay with him. Andres is an exception: The majority of his colleagues are rarely spotted around town. They work in the yard and sleep in their camp, and when they are not either working

or sleeping, they fly back to Poland every four weeks from the nearby airport in Stavanger to spend a fortnight with their families. These are modern migrant workers earning good wages with a Miles&More card in their wallets to collect bonus miles with all the flying they do.

#### DEMOCRACY, NOT HIERARCHY

Peter Matthiasen, Project Director at BIS Norway, knows how valuable the highly qualified teams from the Polish BIS sister companies are: "We profit from their expertise," he says. And he freely admits that the Norwegian and Polish business units will occasionally compete over a good worker. It was Matthiasen together with Odd-Bjørnar Heiland, his project manager in Egersund, who paved the way for the skilled workers from Poland to be deployed. A general introduction to the Norwegian way of life was high on the agenda. It differs in one respect in particular, maintains Heiland, who sometimes can be found smoking hand-rolled cigarettes with his men during breaks. Whereas the Poles expect precise instructions handed down by their foremen, in Norway the hierarchies are flatter: Everyone has something to say. "Work here is a democratic process," explains Heiland, "but that's something you first have to learn."

It is this feeling of being taken seriously that has persuaded Martin Andres to commit himself wholeheartedly to Norway. His employer even helped him to find somewhere to live. After some searching, Maciej Gierukas found

THE POLISH FAMILY ANDRES WANTS TO STAY:  
THEY'VE ALREADY FOUND A COSY NORWEGIAN CABIN.

JERZY DOMANSKI LIVES IN THE CAMP AND FLIES HOME EVERY  
FOUR WEEKS. HE USES THE INTERNET TO CALL HIS SON.



a pleasant, pastel green timber cottage for the Andres family, not far from the town center. At the moment, the furniture still belongs to the landlord, but Martin and his wife Katarzyna are already thinking about where two-year-old daughter Susanna will one day go to school. "We miss grandma," says Martin, "but then again we think the future here holds much better opportunities for our little girl."

#### HOMESICK IN FISHERMAN'S HEAVEN

His colleague Jerzy Domanski, on the other hand, has no plans to stay. "Come in," he says, "this is my room." His six square meters of space in the camp near the yard is just enough for a desk and chair, a bed and a cupboard. Jerzy seems tired on this Saturday evening; he has spent all day sandblasting steel beams. Inside his protective suit it was hot and sticky. Beneath the windowsill is Jerzy's laptop. He wants to spend a while "skyping" with his son in Poland. Tomorrow he will put on his Sunday best and drive into Egersund: The Polish priest from Stavanger is celebrating Mass in the church. Afterwards he will fetch his rod and sit beside the glassy waters of the fjord. He is 1,500 kilometers away from home. "I'll just look at the water and feel a little homesick — but I'm actually very happy here."

NO COMPROMISE: HEALTH AND SAFETY AT BILFINGER BERGER  
INDUSTRIAL SERVICES.

 [www.magazine.bilfinger.com](http://www.magazine.bilfinger.com)



EGERSUND AS A NEW HOME: "THERE ARE MORE OPPORTUNITIES HERE FOR MY DAUGHTER" SAYS MARTIN ANDRES FROM POLAND.



# Kiss me...



PHILLIP VON SENFTLEBEN, 42, PROMISES THAT WITHIN TWO WEEKS NO VISITORS TO ONE OF HIS SEMINARS WILL REMAIN UNKISSED.

USCHI ENTENMANN / INTERVIEW ///  
SKIZZOMAT / ILLUSTRATION

## Mr. von Senftleben, do you remember the first time you flirted?

Yes. I was six years old and wanted my grandmother to give me another helping of chocolate pudding. It worked.

## How did you pull it off?

My father says that I flirted like mad to get the poor woman to give me the pudding. That inspired him to predict that I would either become a politician or a party animal. It was a similar situation in school when I haggled with my teachers over my grades: My homeroom teacher once told me that I would make a great used car dealer.

## Which you aren't. How do you actually make your living?

For four years now I've been teaching the art of flirting in radio programs, seminars and books. I'm what one would call a professional flirter.

## How many women do you flirt with in an average 40-hour "work" week?

I flirt all day, every day and with each and every woman that I come in contact with. In a bus, in the office, via text messages, e-mails or on the phone. That's the way I communicate; it's pure routine.

## How does a flirt start? With small talk?

No, I hate that. A conversation must have some substance. Only then are you, in a positive sense, "unusual." You have to give people something to remember you by.

## Does this only work with women?

No, with business partners as well. I differentiate between the romantic flirt and the business flirt. I have had vacuum cleaner salespeople in my seminars, lawyers and managers. When empathy is involved, it's always about open communication. And about negotiating. Flirting is a permanent sales pitch.

## How does the romantic flirt work?

There are five rules: courage, sincerity, individual action, humor and "the three big S's" — Self-reflection, Self-confidence and Self-irony.

The decision to become a flirter means having to practice.

## And how do you practice flirting?

Here's a simple example: While on the street, ask five women in a row for directions to the train station. Step two: Make five women laugh. The fastest way to succeed at that is through the irritation method. For instance, I say: "Excuse me, where in the world am I anyway?" And after two seconds, she'll be smiling.

## So, first and foremost it's all about words?

Everything counts, but for me words play a leading role. The more expressive I am the better. With words I can also be persuasive on the phone and on the Internet. It's best to practice with text messages because you have to work economically.

## But isn't it easier to win someone over through a personal encounter than through a text message?

Not necessarily. A text message is a more polite way of getting started: You don't expect

an immediate reaction and there's no pressure. You play a game. A power game. If I first receive an answer to my text message after three hours, I wait a bit more than three hours to answer it. By the way, when writing text messages you should always keep in mind that you are expressing yourself to an audience. Women will definitely show text messages to a girlfriend. Which is why the messages have to be courteous and humorous — and original. So please, don't sign off with "bye now." That's fatal, because it's boring.

## What's the best way to start and finish the message?

Let's say it rained on the first date. You can then, for instance, address the lady with "Dear Queen Cloudburst" or with "Dear Princess Soaking-Wet." The conclusion also has to be funny and have a certain lightness to it, discreet and full of promise. Always brief and to the point: adjective, colon, name. For example: "Captivated: Phillip."

## And how do you find the right words?

I differentiate between pointed and dull words. Pointed are good because they are straightforward, for example "curious" or "sensitive." Dull words are interchangeable, like "nice" or "beautiful." A basic rule is: React to what is being said by the person talking to you, show an interest without telling them what you think they want to hear. There's nothing less sexy than submissive compliance.

## Those who follow your advice will be kissed in less than two weeks time, according to your promise. Does that also hold true for rather unremarkable people?

I don't look all that great. But the visual impression factor can be covered up. I've always had to do that. You have to rack up points on other levels: by being entertaining, inspiring confidence, being a good listener.

## What should be avoided at all costs?

Bellyaching and bragging. That's the absolute worst.

## Aren't you sometimes bored with all that flirting?

No. The magic is new each time because every individual has something amazing that I want to discover. Ultimately, I believe it's all about love. If someone flirts successfully, love can blossom.

## And are your books an absolute must in order to learn how to flirt?

You can also watch "Pillow Talk" with Doris Day and Rock Hudson. The movie is almost fifty years old, but when it comes to flirting techniques it's ingenious: They get it completely right, and I've applied it to my own life.

## How can a woman put up with you? Have you already found the love of your life?

A mean question. Let me put it this way: There are women in my life and there is love in my life. //

# BACK TO THE FUTURE

SCIENTISTS AT FRANKFURT'S SENCKENBERG SOCIETY ARE BRINGING THEIR KNOWLEDGE OF THE PAST INTO THE PRESENT. AUDIENCES ARE SHOWING THEIR APPRECIATION AND PROVIDING FINANCIAL SUPPORT.

MATHIAS RITTGEROTT / TEXT /// RAINER KWIOTEK / PHOTOS

THE SENCKENBERG SOCIETY BRINGS LIGHT INTO THE DARKNESS: CHILDREN ESPECIALLY LOVE THE EVENING EXPEDITIONS BY FLASHLIGHT THROUGH THE MUSEUM.

/// Ottmar Kullmer's fingertips gently wander over the 2.5-million-year-old lower jaw of *Homo rudolfensis*, the oldest member of the genus *Homo*. Grooves in the worn tooth surfaces of "UR 501" reveal the plant material this prehistoric man once consumed. "So we know what the ecosystem he inhabited was like," says Kullmer. The 44-year-old paleontologist at the Senckenberg Natural Research Society in Frankfurt reads the microscopically small grooves as others might read a book.

Kullmer's penchant for teeth is not limited to prehistory. Quite the opposite. The Senckenberg paleontologist shares his knowledge with modern dentistry: "It makes no sense to fit a forty-year-old with an implant that looks brand new," he explains. He came up with the idea of artificial dentures with individual micro-grooves that perfectly match the patient's existing teeth. Ottmar Kullmer also collaborates with engineers and radiologists who build scanners and computer tomographs for use in dental medicine: "In paleontology we are used to measuring uneven surfaces with great precision, which is why the experts ask us for tips on how to further refine their equipment."

The fact is, the work carried out on finds from the distant past can provide the impetus for some surprising new ideas — which is entirely in tune with how the time-honored Senckenberg institution sees its role: Research should feed back into society, knowledge gained from nature should enrich mankind.

The Senckenberg society is known to the general public mainly because of its museum. In the atrium a *Tyrannosaurus rex* bares its

fearsome fangs. Beneath the ceiling *Quetzalcoatlus* — a flying dinosaur the size of a small airplane — spreads its wings. The three-story building is filled with cabinets containing countless birds and mammals and exhibits that explain subjects from plate tectonics to evolution.

UR 501, the jaw of *Homo rudolfensis* found in Malawi in 1991, gives an idea of just how much hard work goes into collecting these exhibits. "There we were with the complete lower jaw in our hands. It was a sensation! There was just one corner missing from a molar," Kullmer explains. To find this fragment, the Senckenberg researchers sifted through twelve tons of sand grain by grain. But they found it.

#### THE FOUNDERS' IDEAS LIVE ON

The researchers are continuing a tradition that dates back almost 200 years. The Senckenberg society was founded in 1817 by 32 citizens of Frankfurt. The popular natural history museum opened four years later. The society was named after Johann Christian Senckenberg who had died almost 50 years before. This Frankfurt doctor had lost three wives and all of his children to disease. On his death in 1763 he left his fortune to finance a people's hospital and other scientific initiatives. The concept continues to this day, on a scale both large and small.

The society has over 4,000 members, including many families whose subscription entitles them to free entry. Some supporters "adopt" an exhibit — their name is then noted on the display cabinet. From bilbies to cuscuses to porcupines — they all have their patrons. The museum

RESEARCH MEANS MORE THAN OLD BONES: FOSSILS HAVE GIVEN OTTMAR KULLMER SOME SURPRISING NEW IDEAS FOR DENTISTRY.

SENCKENBERG RESEARCHERS IN MALAWI: THEY SIFT THROUGH TONS OF SAND IN SEARCH OF FOSSIL FRAGMENTS.

Photos top right and bottom left: Senckenberg Forschungsinstitut, Frankfurt/Main



NO MOUNTAIN TOO HIGH, NO PLACE TOO COLD: A SENCKENBERG SCIENTIST STUDIES LICHENS IN THE ANTARCTIC.

ENCOURAGING CURIOSITY: FOR ALMOST 200 YEARS THE MUSEUM HAS BROUGHT NATURE TO A PUBLIC AUDIENCE.



THE SENCKENBERG SOCIETY AIMS TO PRESERVE THE TREASURES OF EVOLUTION. WHILE MAMMOTHS DISAPPEARED FROM THE EARTH LONG AGO, 100 OTHER SPECIES WORLDWIDE BECOME EXTINCT EACH DAY.

itself, its costly special exhibitions and excavations the world over are financed by major sponsors — of whom Bilfinger Berger is one.

**“THE COLLECTIONS ARE OUR MEMORY BANKS”**

Today’s Senckenberg society maintains laboratories, collections and institutes in Gelnhausen, Weimar, Dresden, Görlitz, Müncheberg and Wilhelmshaven. Its researchers are recovering fossils from the former opencast mine at Messel near Darmstadt, fishing for animalcula off the coast of Japan, taking part in Antarctic expeditions. The plants, animals and tissue samples they collect are painstakingly categorized, catalogued and archived. Bags of mussel shells, pinned beetles, flies, mosquitoes and spiders, shrimps, fish, frogs and snakes preserved in fluid rest in countless cupboards. Retired biologists and passionate amateurs regularly donate their collections to the Senckenberg society.

The research institute houses over 25 million objects. “The collections are our memory banks,” explains 47-year-old preparator Udo Becker. On his desk is a glass jar containing a longnose chimaera preserved in alcohol. The 80-centimeter long fish shimmers with a whitish hue, staring out of hollow eyes. Scientists first encountered the species off New Zealand in 1895. Becker’s specimen was taken from the sea on July 5, 2007: “If we were to find no more of them, we would have to ask the question, why?”

Changes in the ecosystem can only be described by comparison with past times, Becker continues. His workplace resembles an old curiosity shop. Hanging over the back of an office chair are two fox pelts. The dog-sized skeleton is waiting on the table to be wrapped. Becker also models reptiles, insects and fish in plastic. One of the museum’s most popular showpieces is a giant anaconda in the act of swallowing a capybara.

“The museum does the public relations work for our research,” says Professor Volker Mosbrugger, 55, who heads the 450-strong Senckenberg team. He regards it as an important task to highlight the consequences of human activity. “100 species become extinct every day,” says Mosbrugger. Many of them are still unknown to science. There could be sponges or plants among them that might provide the basic ingredients for effective medical drugs. Now gone forever.

In his role as science manager, Mosbrugger is currently developing a “biodiversity and climate” research center in which ten professors will investigate concrete issues. “The question of how many degrees warmer the climate will become is too abstract for us,” Mosbrugger explains. “We want to know which plants we will no longer be able to grow in future.”

**INTERACTING WITH NATURE REQUIRES FORESIGHT**

Mosbrugger also sees a need for much more research into the deep oceans. Every voyage reveals new species from the eternal darkness. And despite the fact that we know so little about the ocean depths, there are plans to increase the extraction of raw materials from the seabed and even dump carbon dioxide down there. Mosbrugger is not a man to demand that these plans be abandoned. “There is equal value in both protecting nature and utilizing it,” he explains. “However we ought to know what we are doing, so we do not do any harm that cannot be undone.” Mosbrugger is not the only one calling for such foresight. Perched atop the gable of the museum, Chronos the Greek god of time holds out his hourglass towards the skyscrapers of Frankfurt’s banking district as if to say: “Remember that nature measures progress in millennia, not in quarters.” //

# WATER PARTNERS IN THE HOLY LAND

IN A UNIQUE ENVIRONMENTAL ALLIANCE, ISRAELIS AND PALESTINIANS ARE STRUGGLING FOR WATER PROTECTION AND PEACE.

MALTE ARNSPERGER / TEXT /// CHRISTOPH PÜSCHNER / PHOTOS

/// Ever since he can remember, 65-year-old Abu Mazen has grown parsley, lettuce and tomatoes on tiny plots of land. The old farmer's face is parched by sun from working in the fiery heat of Wadi Fukin, a small valley in the hills of Judea south of Jerusalem. For all his labors, his livelihood is increasingly at risk.

The Holy Land may have flowed with milk and honey in biblical times, but today it is suffering from a severe water shortage. Water-intensive agriculture and millions of households are draining the

springs and wells. The Jordan has become a dirty trickle. The river delivers only a tenth of the water it once supplied to the Dead Sea, which is slowly drying out. The Sea of Galilee, the region's largest reservoir, is at a record low. The groundwater table is sinking.

And yet for a long time Abu Mazen regarded the Israeli settlement of Tsur Hadassah on the hill above the valley as the biggest danger to his fields. Since 2003 the Israelis have been building fences and walls on the border with the West Bank, for fear of attack. There were also



CHILDREN IN THE ISRAELI VILLAGE OF TSUR HADASSAH DRINK FROM A FOUNTAIN OUTSIDE THE PRIMARY SCHOOL.

A PALESTINIAN FARMER IN WADI FUKIN HARVESTING PARSLEY.



CROSS-BORDER PARTNERS: NADER AL-KHATEEB, AN ISRAELI ACTIVIST, AND FARMER ABU MAZEN.



OLIVE GROVES SURROUND WADI FUKIN. MANY OF THE INHABITANTS ARE DEPENDENT ON AGRICULTURE.

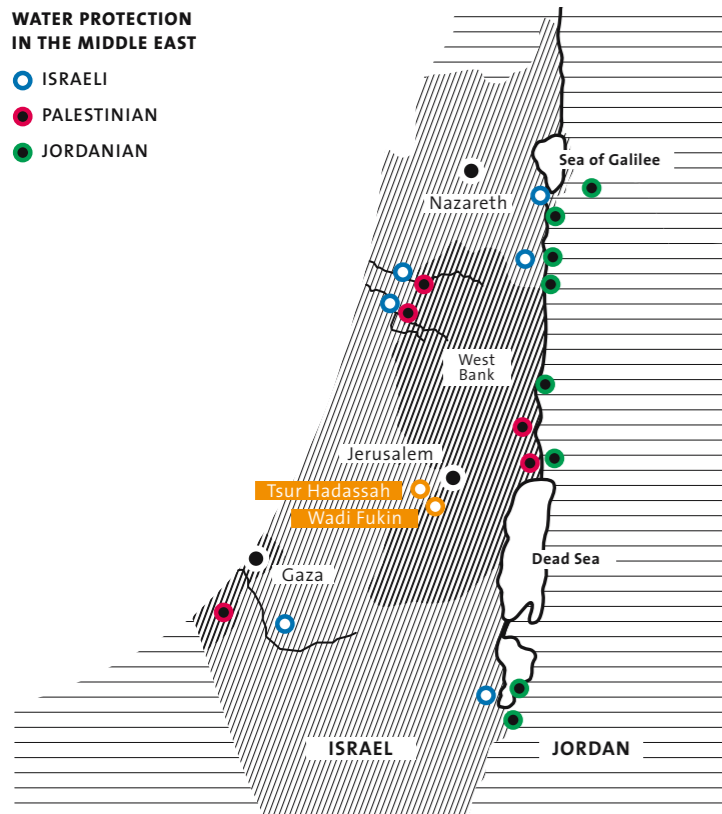


TAMAR GREIDINGER WORKS WITH THE PALESTINIANS — EVEN THOUGH HER HUSBAND IS AGAINST IT.



**WATER PROTECTION IN THE MIDDLE EAST**

- ISRAELI
- PALESTINIAN
- JORDANIAN



plans to construct such a bulwark on the slopes between the Palestinians in Wadi Fukin and the Israelis of Tsur Hadassah, with serious consequences for the Palestinian farmers: The slope serves as a rainwater catchment that feeds the springs in the valley. The barriers with their concrete plinths and gutters would impede the flow of water to the springs and put the farmers' very existence at risk. "If we want peace," says Abu Mazen, "then we must not just stop the rockets, but the bulldozers as well."

**COMMITMENT TO CONCILIATION**

The Palestinians of Wadi Fukin found allies among the Friends of the Earth Middle East (FoEME), a unique organization in the region with branches in Amman, Bethlehem and Tel Aviv. Despite the tensions between the populations, there are Israelis, Palestinians and Jordanians all working together at FoEME in the interests of ecology — and peace. Because protecting the environment generally requires social consensus, in the Middle East it also entails a commitment to conciliation.

In Wadi Fukin, FoEME activists raised a petition against the construction of the barrier fence. They also found supporters in the Israeli village of Tsur Hadassah. They engaged an Israeli lawyer and commissioned a scientific report on the issue of water conservation. And they succeeded: The Israeli military called a halt to the construction plans. For the first time, a section of fence was omitted on grounds of nature

conservation. "A lot of Israelis lent us their support," says Abu Mazen. "That shows that they want one thing above all: peace."

**MEETING AT SUMMER CAMP**

The understanding between the Palestinians of Wadi Fukin and the Israelis of Tsur Hadassah is the result of a broad-based initiative by FoEME entitled "Good Water Neighbors." The program includes 21 Israeli, Palestinian and Jordanian communities who share cross-border water sources. In every village there is a delegate who lobbies authorities in support of the project and coordinates the activities of the helpers. They build rainwater storage tanks and visit schools to teach the children how to be careful in their use of water. Israeli and Palestinian children even get to meet one another at summer camps. For many, it is their first encounter with children of their own age from the other nation. "The inhabitants of the Israeli and Palestinian villages get to know and understand each other better," emphasizes Nader Al-Khateeb, one of the three directors of FoEME. He is a Palestinian; the other two directors are an Israeli and a Jordanian.

Tamar Greidinger, a 50-year-old Israeli from Tsur Hadassah, has worked for FoEME for four years. Passing between the young olive trees, she climbs up the eastern slope of Wadi Fukin. On the hill above, opposite Tsur Hadassah, is the rapidly growing Jewish settlement of Beitar Elite. In 2005 the Palestinian farmers in the valley complained that ex-

panding the settlement would deprive them of their terraced fields, as the bulldozers were simply tipping the excavated material down the slope. Tamar Greidinger props herself against a huge rock in one of the fields: "Along with the villagers from Wadi Fukin, I stood in front of the excavators to stop the destruction." With success: From then on the builders found other ways to dispose of the boulders. "I am concerned as much about human rights as water conservation," explains the mother of three. "That's why I support FoEME — even though my husband is against it."

**GREEN SHOOTS OF CONVERGENCE**

Her husband's reaction shows just how tender the green shoots of convergence still are. In Wadi Fukin, too, some inhabitants are opposed to cooperating with the Israelis. And in Tsur Hadassah, a 40-year-old Israeli on his way to fetch his eight-year-old daughter from primary school remarks: "Of course protecting the environment is important, but my main concern is security. That's why I'm in favor of building the fence."

FoEME Director Nader Al-Khateeb knows all about such reservations, but he is still convinced that his organization will succeed in the long term. The problems of water conservation can only be solved through cross-border partnerships. "At any rate, war never produced a drop of clean water," says Nader Al-Khateeb. //



# IN THE LAND OF FREE LOVE

THE WEDDING TABLE BUCKLES UNDER THE WEIGHT OF THE FOOD,  
AND THE GROOM IS THE RECIPIENT OF MUCH ATTENTION.



IS IT TRUE THAT THE HUTSULS KNOW NO JEALOUSY  
AND INDULGE IN FREE LOVE?  
AN EXPEDITION TO THE CARPATHIAN MOUNTAINS.

PHILIPP MAUSSHARDT / TEXT /// KATHRIN HARMS / PHOTOS

/// In 1887 at the place where, for most Europeans, their continent had long since ceased to exist, land surveyors of the Austro-Hungarian monarchy established Europe's midpoint: in the Carpathian Mountains. Today, the mountain range is spread across five countries: Hungary, Poland, Romania, Slovakia and the Ukraine. The area where the Carpathians reach their highest point is home to the Hutsuls. I read the name for the first time in a dusty old second-hand bookshop in Hamburg. While leafing through a German publication called "Illustrierter Führer durch Galizien" (Illustrated Guide through Galicia) from 1914, a short passage on page 284 roused me from my drowsiness:

*"One of the most original expressions of the Hutsulian way of life is the open relations between the sexes. Almost all married Hutsul women have a lover and vice versa. For the Hutsuls, faithfulness in marriage is completely unfamiliar."*

That was ten years ago. Since then, I have been obsessed with page 284. A people who practice free love, in the heart of Europe! Two World Wars and 45 years of Soviet communism lay between the "Illustrated Travel Guide" and today. Do the Hutsuls even still exist?

I received my answer four years ago during the Eurovision Song Contest in Istanbul. "And the winner is ..." — Ruslana. Representing the Ukraine, according to the newspapers, was a Hutsul woman. So they did still exist! I made up my mind to set off on an expedition.

I searched through university libraries. But instead of finding evidence of Hutsulian freedom, I initially only encountered tight-laced librarians who slammed the dusty books I had ordered onto the table. One of the volumes was called: "Letters about current conditions in Galicia," written by a Mr. Kratter after a journey there in 1786, in which he notes his disgust for the Hutsuls: A people with an "insatiable inclination towards excessive drunkenness." At the markets in the area he came across "nothing but drunkards." Which sounded to me very promising, indeed.

Then I read a 200-year-old report by a certain Samuel Bredetzky: "Beware the poor travelers who must spend a night under the same roof with these half-humans." Everywhere he went he encountered "a lack of morals." I felt warm all over.

Almost everyday the mailman delivered cardboard boxes filled with books. In the novel "The Carpathia Robbers" by the Galician author Leopold von Sacher-Masoch, a Hutsul woman says: "I don't want to sell myself to a man like an animal, and be his when he wants me. I want to be free, I want to remain a wild cat."

I traveled to Vienna. Completely alone in "Reading Room 8" of the National Library, I carefully leafed through

the travel diaries of Professor Balthasar Hacquet from 1791. Was I chasing after a fantasy? The book basically talked about rock formations and mountain foliage—until, already dead tired, I happened upon page 18 of the third volume where Hacquet noted of the Hutsuls: *“There are only a few who live with their wives, instead with one or more half-sisters or neighbors. Jealousy has no place here, all the more though the syphilitic scourge.”* That did it. Let the journey begin!

The most comfortable way to journey to where the Hutsuls live seemed to me to be via Lviv, then continuing on from there with a rented car 300 kilometers into the mountains. I considered autumn to be the best time to make the trip: When the fruit trees are being harvested and the first schnapps already being distilled, both of which can't be at all bad for lovemaking. In addition to a jumbo package of condoms, my suitcase contained 28 bottles of German herbal schnapps to help ease things with the Hutsuls.

*“Always ten women at a time, or at least three, one for the bed, one for the spirit and the third for the heart — no, what am I saying. Leave the heart out of it, completely out of it, I tell you.”* A pothole, two meters wide and a half a meter deep, tore me out of my Sacher-Masoch daydream. The tire was flat, the rim bent, and the axle warped. From the outset, I didn't feel right in my cheap South Korean car. One shouldn't travel in such an unworthy vehicle to meet such freedom-loving, mounted rustic folk whose means of transportation, namely horses, have the same name as their owners: Hutsuls. Small, tough animals, just right for the mountains.

I actually smelled my first real Hutsul before I saw him. He approached me from behind while I was in the village of Kossiv where, every morning at 6, the highlanders have always bought and still buy their apples, plums and Bryndza (a sheep's milk cheese that takes some getting used to), all of which is spread out on rickety wooden tables. Juri, as he was called, had breath that was, well, breathtaking. As the vodka fog lifted, I saw an unshaven man with four gold teeth (the only teeth he had), who was holding under my nose a wooden box he had carved himself. As he was, apart from this, unarmed, I declined with thanks.

In the only tavern at the market, a windowless shack, I met up with him again a bit later. It was Juri who taught me my first Hutsulian word: “Lubaska.” This literally translates to “whom I love” and more specifically refers to a woman to whom one is not married.

Over a narrow mountain pass I arrived in the Valley of the Black Czermosz, a raging river that, every ten years or so, sweeps away bridges, streets and, sometimes, lubaskas as well. Dotted the slopes here and there were the low blue wooden houses of the Hutsuls. The farmers were in the

HUTSULIAN BRIDE AND GROOM:  
“THERE ARE ONLY A FEW WHO LIVE WITH THEIR WIVES.”



midst of piling up dried grass into high haystacks. Standing atop the haystacks were mostly young women, who were stamping down the hay with their feet. I stopped at the nearest haystack. The two farmers threw down their rakes, and before I could pull out my Jägermeister schnapps, I felt a bottle vodka being shoved between my lips. After a bit of small talk about the weather and how schnapps is made, I got to the point. Love, lubaska, jealousy—how is it here actually?

Edita, my Ukrainian translator, turned redder than the faces of the sunburned farmers. Both men looked up inquiringly at the haystack, where the women were looking back down at us, smiling.

We had already taken up our observation posts in a farmhouse. The name of the village was Verkhovyna, and a boastful sign on the way into the town called attention

DASHING, WHIRLING, STAGGERING:  
DANCING AFTER MIDNIGHT



to itself as the “capital of the Hutsuls.” We discovered that a wedding was going to take place in the evening; a small wedding, supposedly, with only 200 guests and for two days. We, too, were invited. At 10 p.m. sharp we all met up with our flashlights in front of the farmhouse.

The mere thought of a Hutsul wedding had put me in an enraptured state of expectation. In Professor Hacquet's book I had read just how this kind of wedding ends—and I was ready for everything. Back then, the most beautiful dancer was sent to Hacquet's hut by the groom himself to spend the night. *“Through this action,”* Hacquet noted in his diary, *“one can observe just how foreign jealousy is to them.”* Just in case, I had applied a bit more aftershave.

Near the wooden cottage of the bride's father, two large tents had been set up; one for eating and drinking,

the other for dancing. Around 200 men in embroidered shirts and women in headscarves sat tightly packed and filled each other's glasses with vodka. Up until midnight, I had seen no sign of the bride and groom. Only then did I notice that the two of them were sitting behind a decorated fir tree at the front of the tent and that they were hardly playing a role at their own party.

The tables groaned under the weight of dishes with sausages, stuffed cabbage, potato salad and vegetable-laden platters. A fiddler and accordion player were running up and down the rows of benches playing lubaska tunes.

Long after midnight, the dancing began: a dashing and whirling about. Couples locked in embrace, bumping into each other, fell to the floor, struggled back onto their feet and once again started spinning around until they dropped back onto their benches, dizzy and giddy. I spun around with them for a while and then stood conspicuously at the entrance to the tent, alone. And I remained alone. Almost all of the men wanted to drink a toast with me; however, I was waiting, seemingly in vain, for a very different kind of offer. As I said, in vain.

When the disappointment repeated itself on the second wedding day, I decided to visit the remote pastures of the Hutsul herdsmen, to see if “free love” was still a part of their lives. The higher regions of the Carpathians are best visited on horseback. The paths are not navigable for cars.

“Hojo,” I shouted into my horse's ear, and he actually broke into a trot. As we scaled the mountain for hours on end, I cursed myself all the while. Who had convinced me to search for phantoms in this godforsaken region? At the summit of the Czarna Góra, the “black mountain,” there were traces of the first snowfall and dark clouds were approaching from the west. We sought shelter in a pine forest. Roman, our Hutsul guide, had forgotten his vodka—my time had come. I tempted him with my bottle of schnapps: “But only if you tell me the truth about lovemaking.” We sat down together on a tree stump and Roman began his story, which began as all pretty fairytales do: Once upon a time. And it ended with: “If something like that still exists today, then only as a rare exception. Jealousy is as much a thing here as anywhere else.”

Silently, we rode back down into the valley. After a brief shower, the fall sun shone onto the dark woodlands, and white smoke was rising from the huts. A dream.

The writer Josef Wittlin must have foreseen the downfall of Hutsulian freedom. His novel “The Salt of the Earth” begins with the words: *“Into the silent corners of Hutsulian terrain smelling of mint on summer evenings, into the enchanted villages that lie on still pastures where herdsmen play long wooden flutes, the railroad makes its way.”*

That train departed long ago.



PPP EXPANSION OF THE M80 NEAR GLASGOW

PPP IN SCOTLAND

## MOTORWAY UPGRADE NEAR GLASGOW

Bilfinger Berger will shortly be upgrading almost 20 kilometers of divided motorway to complete the M80 north of Glasgow, Scotland, on the basis of a concessions model. The investment cost is in the order of € 340 million.

The route is being widened over a distance of 10 kilometers and extended by a further eight kilometers. Once completed, Bilfinger Berger will operate the section for a 30-year period. During this time, the company will assume responsibility for the availability of the route in return for a contractually agreed annual payment from the public sector authority.

For PPP infrastructure projects, Bilfinger Berger focuses primarily on availability models. Although financing for PPP projects is not made any easier by the financial market crisis, the company sees excellent opportunities to develop its portfolio.

XFEL X-RAY LASER

## TUNNEL SYSTEM FOR DESY IN HAMBURG

Bilfinger Berger has been awarded the contract to build large parts of the roughly six-kilometer long, multi-branch tunnel system for the XFEL X-ray laser in Hamburg. The overall project is valued at over € 200 million, of which Bilfinger Berger will account for 50 percent. Besides the tunnels, there are also shafts and underground research facilities to construct. The client is the German Electron Synchrotron research center (DESY).

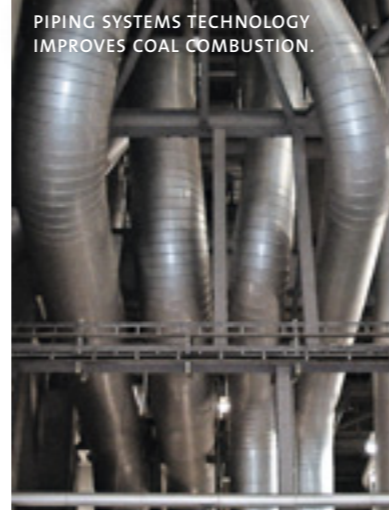
The X-ray laser will enter operation in 2014. The objective is to use high-intensity X-ray pulses to analyze chemical reactions and decode the atomic structure of molecules.

HAMM POWER STATION

## 46 PERCENT EFFICIENCY

Bilfinger Berger Power Services is to design, produce, build and commission the piping systems for two new blocks at the Westfalen coal-fired power plant in Hamm. The client is RWE Power AG and the order volume is €140 million.

The new blocks, each with a capacity of 800 megawatts, will achieve an efficiency rate of 46 percent. Commencing in 2011, they will replace two outdated 160 megawatt plants. The two new coal-fired blocks are the most modern of their kind.



PIPING SYSTEMS TECHNOLOGY IMPROVES COAL COMBUSTION.

## JOACHIM OTT — MOVE TO FACILITY SERVICES

Dr. Joachim Ott, 46, left the Executive Board of Bilfinger Berger AG by mutual agreement and on the best of terms. In the future he will be concentrating exclusively on his role as Head of Executive Management at Bilfinger Berger Facility Services GmbH, the importance of which has increased significantly since the acquisition of M+W Zander FM.

## THOMAS TÖPFER — NEW MEMBER OF THE EXECUTIVE BOARD

Thomas Töpfer, 47, has been appointed member of the Executive Board of Bilfinger Berger AG effective April 1, 2009. Mr. Töpfer was previously Executive Board Chairman of Bilfinger Berger Industrial Services AG.

FACILITY MANAGEMENT

## FRAMEWORK CONTRACTS EXTENDED

Deutsche Bank is just one of a series of major customers to renew master contracts valued at a total of € 360 million with Bilfinger Berger Facility Services. The contracts run between three and five years.

Deutsche Bank has extended its contract for technical, commercial and infrastructural facility management covering over 1,300 properties. Besides the company's headquarters in Frankfurt, the contract covers the entire branch network, as well as more than 70 administrative buildings in Germany, Switzerland, Spain and Russia. Bilfinger Berger will also continue to manage office and factory buildings in 15 countries for IBM and Alstom. And the company will continue to provide complete property management service for EADS at its administration and production center in Oberpfaffenhofen.

Bilfinger Berger Facility Services is the leading provider of facility management services in Germany. In Europe, the company ranks among the five largest in this sector.



FACILITY MANAGEMENT FOR MAJOR CLIENTS.

DRINKING WATER IN AUSTRALIA

## SEAWATER DESALINATION

Bilfinger Berger Australia, together with partners, has received an order to design and build a seawater desalination plant near the South Australian capital of Adelaide. The company is responsible for the design and construction of infrastructure and operational buildings, including two underwater tunnels. The project is valued at some €410 million, of which Bilfinger Berger will account for €165 million. The client is the state-owned South Australian Water Corporation.

The project gives Bilfinger Berger access to the growing market of seawater desalination in Australia. In the Persian Gulf, the company is already one of the leading providers of maintenance services for desalination and water treatment plants.



CONSTRUCTION AND MAINTENANCE OF SEAWATER DESALINATION PLANTS.

PROGNOS STUDY

## WHAT CITY DWELLERS REALLY WANT

In the future, German cities should be models of environmental awareness and social harmony. This is the result of a representative study carried out by the Prognos institute on behalf of Bilfinger Berger.

The overwhelming majority of those surveyed expressed a desire to live in socially and internationally mixed areas. Buildings should produce at least as much energy as they consume. And it ought to be possible to travel everywhere in the city by public transport. One in two could imagine doing without a car of their own in the city and getting involved in social projects. On the other hand, only one in three was prepared to accept a financial disadvantage.

The survey was conducted in connection with the Bilfinger Berger Awards being presented for the second time in 2009.

LONDON, STOKE NEWINGTON

# FOUNTAYNE ROAD

## MUSLIM-JEWISH DIALOGUE

A Jewish grocery store is located right next to a Muslim butcher shop; in an Internet café, girls sit around in hijab dress, boys with high velvet hats. In North West London, Europe's largest orthodox Jewish community lives side by side with conservative Muslims, mostly of Indian extraction. For decades, both groups lived together with hardly any contact until Rabbi Herschel Gluck (photo left) walked into the Muslim Center. "What do you actually think of us?" he asked the surprised faces — a question that marked the start of the Muslim-Jewish Forum. These days, Jews and Muslims exchange views about current events and discuss things of mutual interest, like the establishment of living quarters for large families. The forum is also important in light of all the tension in the Middle East, stresses Rabbi Gluck. "Our communities should take notice that we've started talking to each other." Munaf Zeena (photo right), head of the Muslim Center, adds: "Extremism only arises when people have the feeling that they are not being included in a democratic process, and cannot achieve anything. We're working to change that."

BERND HAUSER / TEXT ///

KATHRIN HARMS / PHOTO



