



Report on the procurement of goods and services and the conclusion of financing agreements

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Foreword

Dear readers,

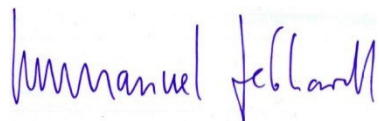
This report covers procurement at GIZ in fiscal 2014. It pools information on the award of contracts for services, materials and equipment. In doing so, it provides a comprehensive overview of contracts placed by GIZ during the period under review, broken down into region, the type of contractor and the sector. It also gives an impression of the trends over the past few years. You can find a list of individual contract awards on the GIZ website. Our aim is to help achieve more transparency in the procurement sector.

While the company's volume of business grew in 2014, we managed to increase the total volume of contracts awarded by an even higher rate, reaching an impressive EUR 966.0 million. This amounts to 47.5% of our business volume. To put it another way, GIZ passes on almost every second euro of its business volume to third parties. From a regional perspective, the contract awards in the different departments are relatively balanced. The number of orders placed in the 'Rural development and agriculture' sector has almost doubled. In the 'Sustainable energy systems' sector, however, order figures have decreased significantly.

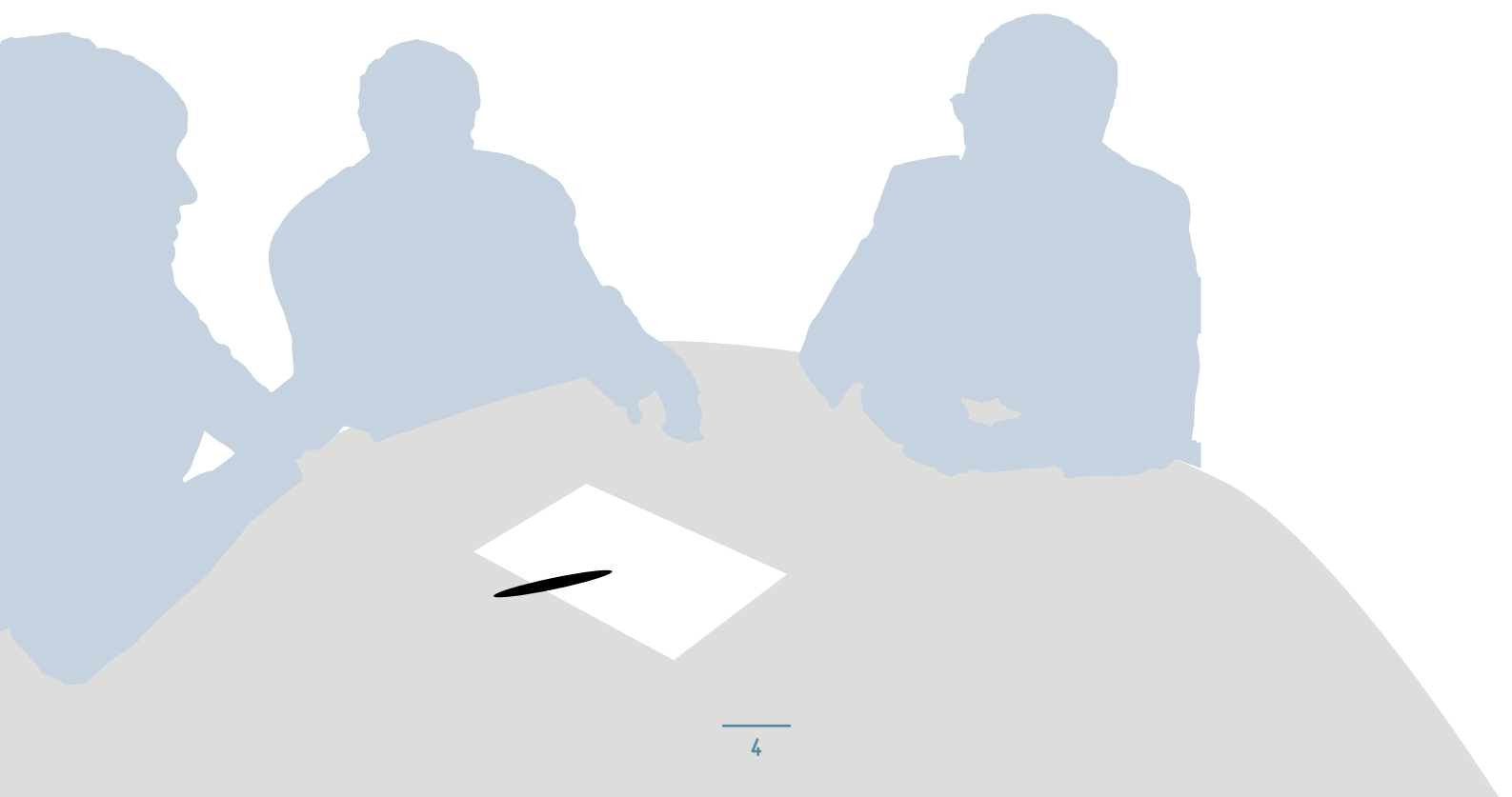
In 2014, GIZ successfully maintained its position on the global market as the world's leading service provider in the field of sustainable development. This success at the operational level is due not least to transparent and efficient cooperation with our contractors. In a dynamic business sector like that of international cooperation, flexibility and the ability to respond to the market requirements play a crucial role in safeguarding success. The procurement of relevant services, materials and equipment helps achieve this objective. As part of an optimised supply chain that meets both economic and quality criteria, we therefore rely on having an excellent network of contractors and suppliers.

With effect as of 1 September 2015, the Contracting, Procurement, Logistics Division will be restructured to enhance management of the higher volume of contracts being awarded by the company. In future we will also focus to a greater extent on digitising procurement processes in order to implement the new legal requirements.

I hope that we have piqued your interest and that you enjoy reading this report,



Immanuel Gebhardt
Director of the Contracting,
Procurement, Logistics Division



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1 GIZ's legal form and mandate

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a federal enterprise registered under civil law. It is fully owned by the Federal Republic of Germany. Its corporate purpose is to promote international cooperation for sustainable development and international education work. The goal of the company is to support the Government of the Federal Republic of Germany in achieving its development-policy objectives.¹

This form of legal entity under civil law, which is laid down in the Articles of Association, ensures that commissions from the German Government can be implemented efficiently and cost-effectively by a flexibly operating private company. In order to fulfil its purpose, GIZ comprises two business areas: its public-benefit business area and its taxable business area, International Services. The former concentrates exclusively and directly on public-benefit activities and implements the majority of commissions awarded to GIZ. International Services, on the other hand, makes GIZ's concepts and experience available to other clients for payment. Its work is profit-driven. Any surpluses it earns may only be used to fulfil the company's public-benefit purpose.

GIZ operates in more than 130 countries worldwide. In Germany, the company maintains a presence in nearly all the federal states. Our registered offices are in Bonn and Eschborn. GIZ has more than 16,000 employees across the globe, offering demand-driven and tailor-made services for sustainable development.

GIZ's most important commissioning party is the German Federal Ministry for Economic Cooperation and Development (BMZ). A General Agreement between GIZ and BMZ defines the details for implementing measures. GIZ also works on behalf of other federal ministries (in particular the Federal Foreign Office, the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety, the Federal Ministry of Defence, the Federal Ministry for Economic Affairs and Energy and the Federal Ministry of the Interior), the German Länder (federal states) and municipalities, and public and private sector clients in Germany and abroad. The European Union (EU) is becoming an increasingly important client for GIZ. The company also receives cofinancing and funding via other bilateral organisations such as the UK's Department for International Development (DFID), the Australian Department of Foreign Affairs and Trade, the Netherlands' Directorate-General for International Cooperation (DGIS) and the UN Refugee Agency (UNHCR), as well as from private agencies such as the Bill & Melinda Gates Foundation.

The company's official bodies include the Management Board, the Supervisory Board and the Shareholder Meeting, as well as the Private Sector Advisory Board, which is made up of up to ten representatives of the German private sector and its associations. GIZ also has a Board of Trustees with up to 40 members. It comprises representatives of the federal ministries, the private sector, civil society, the academic and research community, the federal states, municipalities, trade unions, development workers and the German Bundestag. Since January 2011, the company has had registered offices in Bonn and Eschborn.

¹ Article 2.1. of the Articles of Association of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH



2 Procurement at GIZ

2.1 Awarding of commissions to GIZ

As a federal enterprise, GIZ works primarily for the German Government. It handles commissions on behalf of the federal ministries on the basis of the ‘in-house’ contracting award principles established by the European Court of Justice. This means that the German Government commissions GIZ directly without having to offer the commission for tender. GIZ, for its part, is obliged to comply with the regulations governing public procurement.

When GIZ works on behalf of other commissioning parties (for example international organisations such as the World Bank, the EU, or under direct commissions from developing countries) through its International Services business area, or applies for grants or other sources of cofinancing from third parties, it must obtain approval from BMZ.

2.2 Awarding of contracts by GIZ

GIZ is the world’s leading provider of international cooperation services for sustainable development. As a company, GIZ is increasingly gearing its services to the global market and – in addition to the traditional field of development cooperation – is systematically tapping into new priority sectors and business areas in industrialised countries and emerging economies and in the sustainability market in Germany. To ensure that the company is able to fulfil its role, we need to continuously adapt the profile of requirements that seconded experts have to meet and also to make more use of local experts.

Against this backdrop and given the financial scope offered by international cooperation funding, GIZ intends to further step up cooperation with the consulting sector and public institutions in areas where certain tasks and roles can be carried out more efficiently by third parties. On the one hand, this trend is based on Article 5 of GIZ’s General Agreement with BMZ, which obliges GIZ to involve suitable private sector companies, governmental bodies and specialised institutions in implementing development projects and programmes, to the extent that this appears expedient and cost-effective. At the same time, in accordance with Article 98 Item 2 of the German Act Against Restraints of Competition (GWB), GIZ is itself a contracting entity under public law and is therefore obliged to apply the relevant tendering and contracting rules to the contracts it awards to third parties within the European Economic Area (i.e. the regulations on contract awards for public supplies and services or for building contracts (VOL, VOB), and the regulations on contract awards for independent professional services (VOF)) if the thresholds defined therein are exceeded. However, compliance with the principles of transparency, cost-efficiency, competition and equality in the treatment of bidders as laid down in contracting regulations must be upheld below these thresholds too. In this way, GIZ supports equal access to its supply chain and ensures that its procurement processes are cost-effective.

GIZ sees the private sector, and the consulting sector in particular, as its close partner in fulfilling its designated tasks. Consulting companies are part of the ‘GIZ value chain’, which enables GIZ to achieve the maximum results for its commissioning parties and clients at an optimal cost-benefit ratio. GIZ has set out this understanding of what cooperation means in its ‘Guidelines for cooperation with the consulting sector’.² Using the specific comparative advantages this cooperation offers will help GIZ achieve added corporate value and enhance development results.

² See [‘Guidelines for cooperation with the consulting sector’](#), PDF, 238KB

The contract award procedure involving third parties is transparent and subject to competitive bidding with clear criteria. Procurement by the Contracting, Procurement, Logistics Division in Germany is governed by the provisions of German public procurement law. Legal recourse through the 'Vergabekammer' is available for reviewing contracts awarded by GIZ that lie above the relevant thresholds. Internal processes are audited by external auditors (auditing firms and the supreme audit institution of the Federal Republic of Germany, the *Bundesrechnungshof*).

When contracts are awarded in the partner country, GIZ applies the tendering and contracting rules in accordance with the General Agreement (Article 5, section 3). When handling procurement transactions, there is an agreed division of tasks between the Contracting, Procurement, Logistics Division and the local GIZ country offices. Offices in partner countries procure items up to defined amounts themselves, subject to the principles of transparency, cost-effectiveness, competitive tendering and equality laid down in procurement law. These defined amounts are up to EUR 20,000 for local materials and equipment and up to EUR 50,000 for services. Above these thresholds, they must involve the Contracting, Procurement, Logistics Division, which reviews and approves commercial procedures, and – where it is cost-effective to do so – takes on responsibility for handling the transaction. The Contracting, Procurement, Logistics Division enters into contracts with international contractors.

Contracts above these thresholds are awarded on the basis of the provisions of EU law, which are mandatory and are incorporated into German legislation. These provisions also apply to other donors and implementing organisations in EU member states (such as DFID, SIDA and DANIDA). This means that, in principle, uniform procedures apply throughout the EU to contracts above the thresholds defined by the EU. However, even below these thresholds, competitive bidding is used for awarding contracts for services or materials and equipment wherever this is cost-efficient and required by law. In such cases German law is applied. Procedures that restrict the award of contracts to bidders of specific nationalities or to bidders based in a particular country are not permitted under European law or under the principles of the law governing tendering. Therefore, GIZ awards contracts free of restrictions, with the exception of financing arrangements, where the recipient of the grant or financing arrangement is by nature predefined.

Since 2008, GIZ has been certified as an organisation that uses procedures equivalent to the EU's financial regulations and that fulfils the following criteria:

- ▶ transparent procedures for awarding contracts and grants
- ▶ effective internal controls for management
- ▶ an accounting system that ensures the proper use of EU funds
- ▶ independent external audits
- ▶ public access to relevant information
- ▶ annual ex-post publication of recipients

In 2009, GIZ was awarded additional certification for implementing suitable procedures allowing it to use partner country systems to handle project funds.

All orders for services placed by GIZ's Contracting, Procurement, Logistics Division are published on its website.³ Contracts with companies and with individuals (appraisers or consultants) are listed separately. Grants financed with EU funding are also published separately. Contracts awarded to suppliers of materials and equipment will soon also be published on the GIZ website.

³ www.giz.de/en/workingwithgiz/awarded_contracts.html

The following table provides an overview of the tender procedure and the process of announcing tenders for the specified thresholds:

Table 1
Order placement procedure for the procurement of services, materials and equipment

Tender procedures for the procurement of services pursuant to VOF ⁴ /VOL ⁵	
Procedure	Announcement of tender
Up to EUR 207,000:	
Direct award of contract, following competitive bidding or market survey where possible, in line with VOL Part A, Section 1.	Usually not published in advance. GIZ chooses the bidders from among suitable firms or individuals.
For reasons of efficiency, framework contract tenders are conducted for standard services to fix the terms for subsequent individual contracts.	
From EUR 207,000:	
If classified under VOF/VOL Annex 1 Part B, negotiation procedure with/without prior announcement of order placement.	Publication of the planned contract award process on GIZ's website. If required or appropriate: publication in the Supplement to the Official Journal of the EU or TED ⁶ , and on GTAI ⁷ , bund.de and, where appropriate, relevant specialist publications.
From EUR 207,000:	
If classified under VOF Annex I Part A, negotiation procedure with prior announcement of order placement (Europe-wide prequalification round).	Publication in the Supplement to the Official Journal of the EU or TED, and on GTAI, bund.de and GIZ's website.
Tender procedure for the procurement of materials and equipment pursuant to VOL	
Procedure	Announcement of tender
Up to EUR 20,000:	
Direct award of contract following competitive bidding.	Not published. GIZ chooses the bidders from among suitable firms.
From EUR 20,000:	
Public invitation to tender or restricted invitation to tender with or without a prequalification round, or direct award if Article 3, section 5 VOL/A applies.	Publication on bund.de and GTAI.
From EUR 207,000:	
Europe-wide public tender (open procedure).	Publication in the Supplement to the Official Journal of the EU or TED, and on bund.de and GTAI (with an invitation to submit bids).
From EUR 207,000:	
Europe-wide restricted invitation to tender with a public prequalification round (non-open procedure).	Publication in the Supplement to the Official Journal of the EU or TED, and on bund.de and GTAI. (with an invitation to submit applications for participation).
From EUR 207,000:	
Europe-wide negotiation procedure with/without prior public announcement of tender.	Publication in the Supplement to the Official Journal of the EU or TED, and on bund.de and GTAI. (with an invitation to submit applications for participation).

⁴ Regulations on contract awards for independent professional services

⁵ Regulations on contract awards for public supplies and services

⁶ Germany Trade and Invest www.gtai.de

⁷ Tenders Electronic Daily <http://ted.europa.eu/TED> is the online version of the Supplement to the Official Journal of the European Union, dedicated to European public procurement

3 Trends in contract awarding – an overview

In 2014, GIZ concluded contracts with suppliers, service providers and recipients of financing or grants totalling EUR 966.0 million. This is an increase of 9.3% on the previous year; the business volume⁸ rose by 5.2% in this period.

The following table shows a breakdown of the various types of contract awarding from 2008 to 2014:

Table 2
Overview of commissions, business volume and contracts awarded by GIZ from 2008 to 2014
(million EUR)

	2008	2009	2010	2011	2012	2013	2014
Overview of commissions and business volume at GIZ							
Commissions placed with GIZ	1,554.0	1,695.3	1,992.5	2,172.0	2,285.1	2,292.4	2,779.1
Business volume	1,296.7	1,486.2	1,851.5	2,031.9	2,104.1	1,931.2	2,032.1
The Contracting, Procurement, Logistics Division: services, financing arrangements							
Services							
from companies	199.9	231.9	231.4	238.6	257.5	299.5	300.1
from institutions	59.3	79.8	95.7	93.8	133.0	133.8	193.0
from appraisers	55.0	58.7	59.2	51.8	74.6	74.4	71.2
from translators	2.3	1.4	2.8	1.7	1.5	2.7	1.6
Construction services	9.7	12.1	15.9	15.3	24.9	7.6	3.6
Financing arrangements	27.9	23.4	49.1	22.9	58.2	33.8	34.6
Total	354.1	407.3	454.1	424.1	549.7	551.8	604.1
The Contracting, Procurement, Logistics Division: materials, equipment							
Suppliers	30.1	38.2	44.7	35.1	41.0	31.9	54.8
Procurement by cost centres	3.2	3.7	2.8	4.7	5.0	2.2	2.5
Procurement of medicines (WHO)	42.2	25.9	23.9	45.4	51.1	12.9	10.9
Orders from catalogues (in SAP's SRM system)	-	-	-	-	1.7	1.5	1.4
Freight forwarders	1.3	1.5	2.5	1.6	1.9	2.2	3.4
Total	76.8	69.3	73.9	86.8	100.7	50.7	73.0
GIZ country offices							
Services							
from companies and institutions	-	-	-	-	-	-	106.3
from appraisers	-	-	-	-	-	-	53.2
Construction services	-	-	-	-	-	-	12.1
Financing arrangements	-	-	-	-	-	-	60.4
Total services	80.7	100.0	194.1	172.0	235.7	226.2	232.0
Materials and equipment	37.7	39.5	47.7	42.0	72.0	54.8	56.9
Total	118.4	139.5	241.8	214.0	307.7	281.0	288.9
Total contracts awarded	549.3	616.1	769.8	724.9	958.1	883.5	966.0

⁸ GIZ's business volume consists of the revenue in the public-benefit business area and the total operating performance of International Services

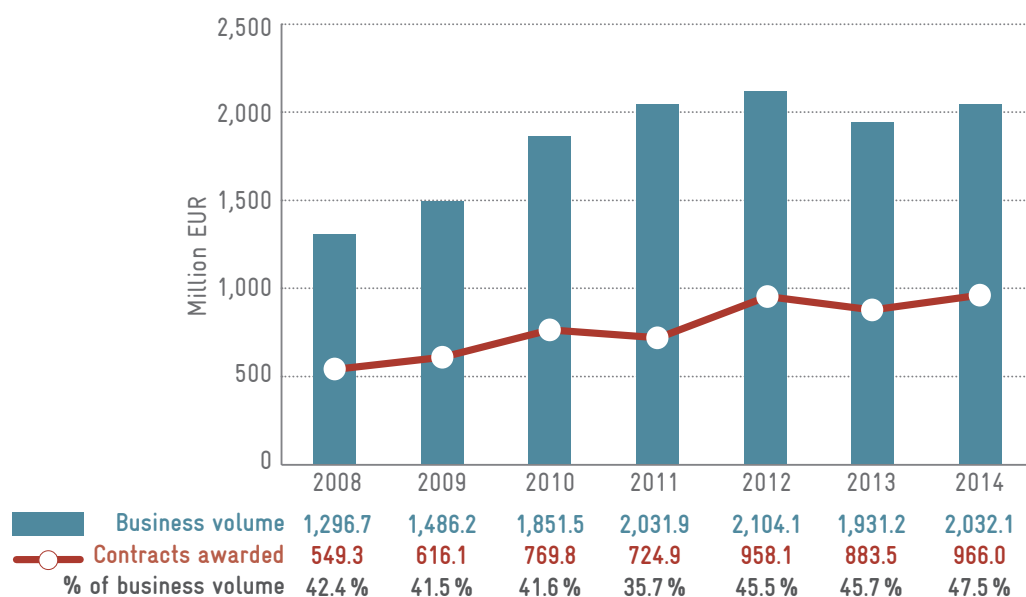
The overview in table 2 shows that in 2014, GIZ purchased goods, awarded contracts for services and entered into financing arrangements totalling EUR 966.0 million. Services accounted for the majority of procurement transactions. GIZ purchased services valued at EUR 725.4 million via the Contracting, Procurement, Logistics Division and the country offices in partner countries. The high proportion of services purchased (75.1 % of the volume of items procured) reflects GIZ's role as a service provider in the fields of international cooperation and education and its strong involvement of third parties in its work.

GIZ spent an additional EUR 95.0 million on financing arrangements and EUR 15.7 million on construction services. This means that, excluding materials and equipment, GIZ awarded contracts valued at approximately EUR 836.1 million via the Contracting, Procurement, Logistics Division and country offices. This equates to around 86.6 % of the total volume of contracts awarded. The remaining 13.4 %, which amounts to EUR 129.9 million, was used by the country offices and the Contracting, Procurement, Logistics Division to procure materials, equipment and related services.

70.1 % of all contracts were placed by Head Office and 29.9 % were placed in the field.

Figure 1 shows the contracts awarded by GIZ in proportion to the volume of business from 2008 to 2014.

Figure 1
Contract awarding as a proportion of GIZ's business volume (from 2008 to 2014)



The share of total contracts awarded in relation to the overall volume of business increased between 2008 and 2014. In 2014, this figure was 47.5 %, meaning that GIZ passes on almost every second euro of its business volume to third parties. This also shows that GIZ is increasingly working with third parties to deliver its services.

4 Categories of contractor

4.1 Service contracts, construction contracts, financing agreements

Across the globe, GIZ concluded service contracts and financing agreements (including grants) totalling altogether EUR 820.4 million. Most of this amount (EUR 600.5 million) was placed by the Contracting, Procurement, Logistics Division, compared with EUR 219.9 million awarded by GIZ country offices. A list of the top 100 consulting institutions and recipients of financing agreements entered into by the Contracting, Procurement, Logistics Division is provided in Annex III. Over EUR 3.6 million in orders for construction services were placed by the Contracting, Procurement, Logistics Division, while the country offices awarded contracts worth EUR 12.1 million.

The total volume of service contracts, construction contracts and financing agreements concluded was EUR 836.1 million. 72.3 % (worth EUR 604.1 million) of these were awarded by the Contracting, Procurement, Logistics Division and 27.7 % (worth EUR 232.0 million) were placed by the country offices.

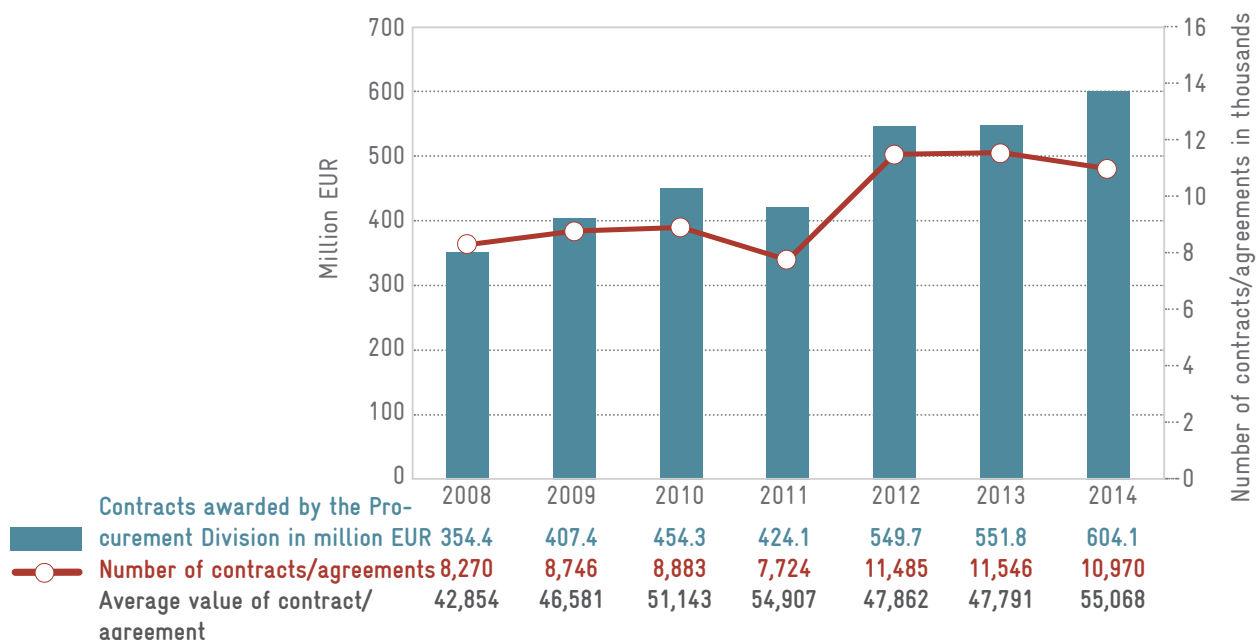
Service contracts, construction contracts and financing agreements placed by GIZ's Contracting, Procurement, Logistics Division

In 2014, GIZ's Contracting, Procurement, Logistics Division entered into 10,970 service contracts, construction contracts and financing agreements worth approximately EUR 604.1 million. Around 94.5 % of these contracts and agreements, amounting to EUR 570.6 million, related to GIZ's public-benefit business area. Only 5.5 % of orders (EUR 33.5 million) concerned GIZ's taxable business area (International Services).

While the overall volume of service and construction contracts and financing agreements concluded by the Contracting, Procurement, Logistics Division rose by 9.5 % compared with the previous year, the total number actually decreased by 5.0 %. This means that the average value of all contracts increased in 2014, reversing the trend established in the previous two years.

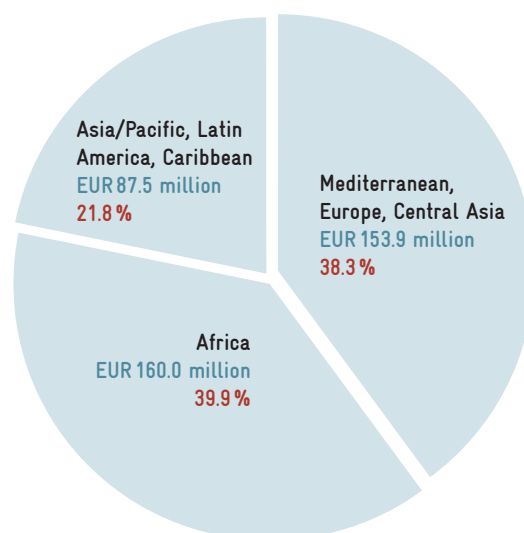
Figure 2

Number of contracts in relation to the volume of orders GIZ's Contracting, Procurement, Logistics Division (2008 – 2014)



GIZ purchases services from natural persons and legal persons. A distinction is made between consulting firms, consulting institutions and individual appraisers and consultants.⁹ The main services purchased are long-term and short-term consultancy and educational activities as part of projects and programmes. Of the contracts awarded, the greatest share by far went to consulting firms. These accounted for around 49.7% of the total volume of contracts for services concluded by the Contracting, Procurement, Logistics Division in 2014 (worth EUR 300.1 million), followed by consulting institutions (EUR 193.0 million or 31.9%) and individual appraisers (EUR 71.2 million or 11.8%). Both the value (+ 43.6%) and proportion (+ 8%) of contracts entered into with consulting institutions rose sharply last year. The average value of the 4,020 service contracts concluded with companies and institutions was around EUR 122,700, while the average value of the 6,747 contracts signed with individual appraisers was approximately EUR 10,550.

Figure 3
Service contracts and grants awarded by the Contracting, Procurement, Logistics Division by regional department (2014)



Of the 10,970 contracts with a total volume of EUR 604.1 million that were awarded by GIZ's Contracting, Procurement, Logistics Division, 5,206 (total volume EUR 401.4 million) were directly attributable to the three regional departments. The remaining agreements concern the other organisational units¹⁰. 39.9% of these EUR 401.4 million were concluded for Department 1 (Africa), 21.8% for Department 2 (Asia, Pacific, Latin America, Caribbean) and 38.3% for Department 3 (Mediterranean, Europe, Central Asia).

An analysis of the themes and sectors in which GIZ places orders shows that, in 2014, almost EUR 240 million was spent on contracts relating to just six thematic areas (Table 3). This corresponds to 42.5% of the total contract value awarded by GIZ's Contracting, Procurement, Logistics Division for consultancy services. Of this, 26.4% related to 'Rural development and agriculture', 18.3% to 'Crises,

⁹ Please see [Annex I](#) for a definition of these categories.

¹⁰ The other organisational units are: the corporate units, Germany Department, International Services, Sectoral Department, specialised and flexible business units, and internal service providers.

conflicts, disasters’, 14.2 % to ‘Sustainable energy systems’, 14.0 % to ‘Water policy, water resources, domestic water supplies’, 13.6 % to ‘Vocational education and the labour market’, and 13.4 % to ‘Regionalisation, decentralisation, and urban and municipal development’.

Table 3
The Contracting, Procurement, Logistics Division: most important sectors by order volume (2014)

Sector	Order value (in million EUR)
1. Rural development and agriculture	63.3
2. Crises, conflicts, disasters	44.0
3. Sustainable energy systems	34.1
4. Water policy, water resources, domestic water supplies	33.6
5. Vocational education and the labour market	32.5
6. Regionalisation, decentralisation, and urban and municipal development	32.2

The volume of rural development and agriculture contracts – which in 2013 amounted to EUR 37.0 million and ranked second on the list – has grown by over 70 %, far outstripping the other sectors. Figures for service contracts relating to ‘Crises, conflicts, catastrophes’ – a topic that did not make it into the top six last year – have also risen significantly.

The increased importance of these two sectors is reflected in both public debate and international cooperation. The volume of orders in the area of ‘Sustainable energy systems’ has fallen slightly in comparison with last year, when it topped the table with orders worth around EUR 51.7 million.

Contract figures for the topics ‘Water’, ‘Vocational education and the labour market’ and ‘Regionalisation, decentralisation, and urban and municipal development’ are very similar. In previous years too, all three sectors were among the most important areas for contract awards, as they represent key areas of activity for GIZ in both international and, in particular, German development cooperation.

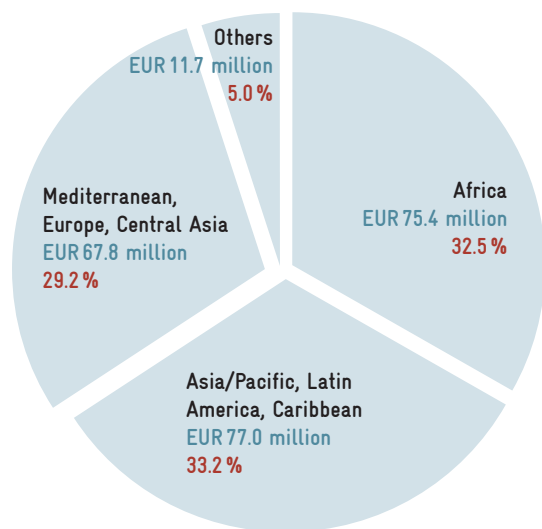
The sectors that occupied positions three and four last year – ‘Health systems and health promotion’ and ‘Private-sector development’, with orders worth EUR 33.6 million and EUR 33.4 million respectively – have fallen back a little this year to positions seven and eight (contract volumes amounting to EUR 29.3 million and EUR 25.5 million).

Service contracts and financing agreements entered into by GIZ country offices

In 2014, GIZ's field structure awarded contracts for services, construction and financing worth approximately EUR 232.0 million. This is equivalent to 24.0 % of the total volume of orders placed by GIZ.

The contracts are relatively equally distributed throughout the different regions. The largest amount – 33.2 % – was placed by the country offices in Department 2 (Asia, Pacific, Latin America, Caribbean), followed by the country offices in Department 1 (Africa) with 32.5 % and Department 3 (Mediterranean, Europe, Central Asia) with 29.2 % (see Figure 4).

Figure 4
Services contracts and financing agreements entered into by the GIZ field structure by regional department (2014)



'Other' covers all contracts not allocated to a particular regional department, such as those for supranational or global projects and programmes.



Within the departments there are variations in the order placement activity of the country offices, as the following table shows:

Table 4
Excerpt: Service contracts and subsidies, GIZ country offices (2014)

Department	GIZ country office	Order volume (in million EUR)
Department 1	Burundi	6.6
	South Africa	4.3
	Zimbabwe	4.2
	Kenya	3.9
	Ethiopia	3.2
	Total	22.2
29.4 % of contracts awarded by all GIZ offices in Department 1		
Department 2	India	8.1
	Peru	7.1
	Bangladesh	4.7
	Philippines	4.7
	Nepal	3.9
	Total	28.5
37.0 % of contracts awarded by all GIZ offices in Department 2		
Department 3	Afghanistan	12.5
	Tunisia	5.6
	Egypt	5.1
	Morocco	4.5
	Palestinian territories	3.9
	Total	31.6
46.6 % of contracts awarded by all GIZ offices in Department 3		

In this context, the GIZ office in Afghanistan plays a special role, not just in Department 3. It is also the GIZ office that procures the most items throughout GIZ. Its overall contract value can be broken down into contracts with service providers and individual consultants worth EUR 6.6 million, financing arrangements amounting to over EUR 3.0 million and construction orders totalling more than EUR 2.9 million.

The office in India had the highest volume of orders in Department 2 and also retained its place as the second most important office for procurement. This is a result of a large volume of contracts with local consulting firms (EUR 5.5 million) and individual appraisers (EUR 1.8 million).

In Africa, Burundi tops the list of the offices that purchase the most items. Its procurement focused on financing arrangements (EUR 2.2 million), consulting contracts (EUR 1.9 million) and construction contracts (EUR 1.7 million).

4.2 Procurement of materials and equipment

Materials, equipment and technical devices (referred to simply as ‘materials and equipment’ below) are purchased in Germany and abroad. The demand depends largely on the requirements of the projects, programmes and measures. Only a small proportion of these items (EUR 3.1 million including SRM catalogue orders) are purchased for GIZ’s own use (cost centres).

In 2014, GIZ procured materials and equipment including logistical services centrally and decentrally at a total value of EUR 129.9 million. This represents an increase of almost 23.1 % on the previous year. Logistical services accounted for EUR 3.4 million of this. Consequently the procurement of materials and equipment only amounts to 13.4 % of the total volume of orders placed.

The Contracting, Procurement and Logistics Division processed 56.2 % of all orders for materials and equipment. GIZ offices accordingly handled 43.8 % of the procurements.

The materials and equipment purchased came primarily from the following product categories:

- ▶ Vehicles
- ▶ Prefabricated accommodation and offices (containers)
- ▶ Medical equipment
- ▶ Medication
- ▶ Power generators
- ▶ Solar energy devices
- ▶ Printing equipment
- ▶ IT hardware and software
- ▶ Workshop materials and equipment

Many of these items are goods that almost all projects need to carry out their work, such as vehicles, computers and workshop materials. However, this list also reflects some high-volume individual purchases connected with emergency relief measures. In addition, there were a large number of individual orders that, in many cases, were placed to meet very specific project needs.

Framework agreements were signed for regular orders of standardised goods (vehicles, IT, workshop materials, office materials and furniture, medication, etc.). Given the amounts involved, these were concluded on the basis of Europe-wide public tenders. A list of the top 100 suppliers to the Contracting, Procurement, Logistics Division is attached in Annex IV.

Procurement of materials and equipment by GIZ’s Contracting, Procurement, Logistics Division

In 2014, GIZ’s Contracting, Procurement, Logistics Division placed orders totalling EUR 73.0 million for materials, equipment and technical devices. This is 44 % more than in 2013. This increase is mainly a result of extensive purchases made to support emergency relief measures – the procurement of prefabricated accommodation and offices and of power generators alone came to EUR 13.2 million. The procurement of medication for the World Health Organization (WHO) by GIZ’s taxable business area (International Services) fell again, dropping to EUR 10.9 million.

Vehicle procurement

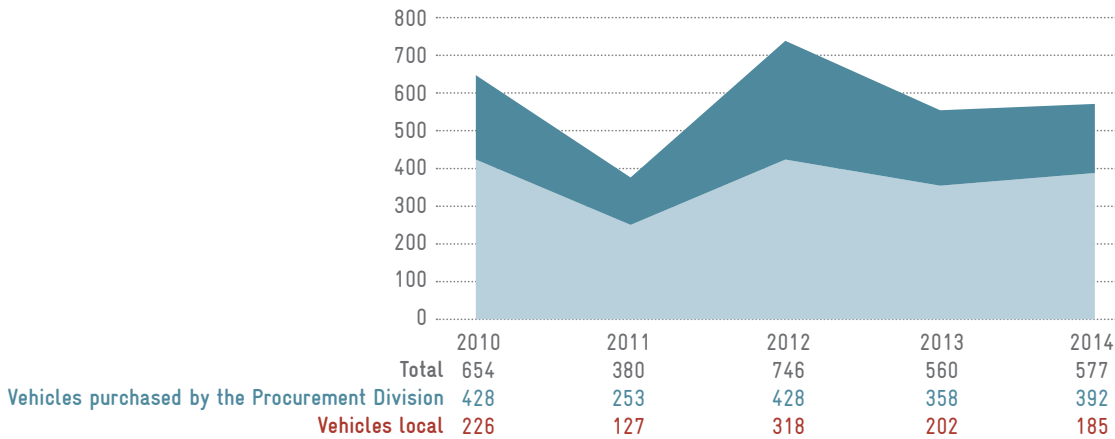
Vehicles account for a significant proportion of the total orders for materials and equipment at GIZ. The Contracting, Procurement, Logistics Division spent EUR 10.4 million on purchasing 392 vehicles of all categories for projects and programmes. This is an increase of 18.2% on the previous year, in which EUR 8.8 million was spent. In 2014, the GIZ country offices purchased 185 vehicles, amounting to EUR 3.9 million. Vehicles are purchased by the GIZ country offices when this is more cost-efficient or when import restrictions apply. The number of vehicles procured around the world in 2014 (577) increased slightly compared with the previous year (560).

Vehicle procurement is broken down into seven categories:

- ▶ saloons (sedans)
- ▶ estates (station wagons)
- ▶ minibuses
- ▶ crew cabs 4WD
- ▶ SUV 4WD station wagons
- ▶ heavy duty (HD) 4WD station wagons
- ▶ heavy duty (HD) 4WD station wagons with seating for 12/13

For these categories, a Europe-wide public tender was conducted defining one standard vehicle per category for each country.

Figure 5
Procurement of vehicles (2014)

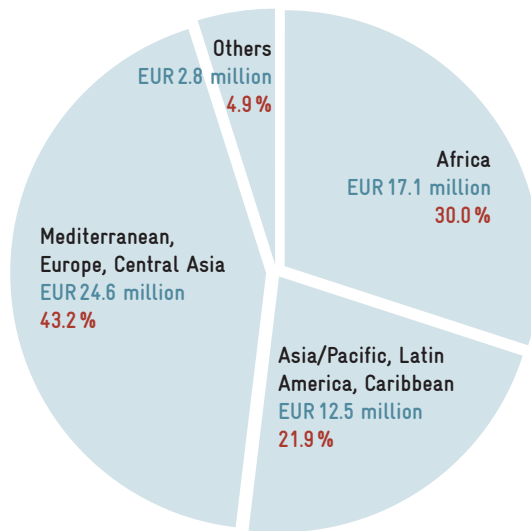


Procurement of materials and equipment by GIZ country offices

In 2014, GIZ's country offices placed orders for materials and equipment worth EUR 56.9 million. This equates to a small increase of 3.8 % compared with the previous year.

The greatest share of materials and equipment was purchased in the countries of Department 3 (Mediterranean, Europe, Central Asia), at a total of EUR 24.6 million (43.2%). This was followed by Department 1 (Africa) with EUR 17.1 million (30.0 %) and Department 2 (Asia, Pacific, Latin America, Caribbean) with 12.5 million (21.9 %) (see Figure 6).

Figure 6
Procurement of materials and equipment by the GIZ field structure by regional department (2014)



'Other' covers all contracts not allocated to a particular regional department.

Between 2013 and 2014, there was a clear shift between the departments in the volume and proportion of orders for materials and equipment. In 2013, Department 1's share was 42.7 %, Department 3's was 29.3 % and Department 2's was 21.9 %.

This change can be explained by looking at the country offices that procured the most items. The local procurement of materials and equipment for the crisis-affected countries Syria, Afghanistan, the Palestinian territories and Ukraine – all of which fall within the responsibility of Department 3 – comes to EUR 14.8 million, which amounts to 26.0 % of all materials and equipment procured in partner countries.

Similarly, the five offices in Department 3 with the highest procurement figures account for 64.2 % of all local purchases of materials and equipment within the department, which is more than both Department 2 at 34.4 % and Department 1 at 30.4 %.

The following table shows the five highest-ranking countries in each of GIZ's three regional departments in terms of the value of orders placed for materials and equipment in 2014.

Table 5
Excerpt: Procurement of materials and equipment by GIZ country offices (2014)

	GIZ office	Order volume (in million EUR)
Department 1	Ethiopia	1.3
	DR Congo	1.2
	Côte d'Ivoire	1.0
	South Sudan	0.9
	Benin	0.8
	Total	5.2
30.4 % of orders placed for Department 1		
Department 2	Philippines	1.5
	Bangladesh	0.9
	Viet Nam	0.7
	Colombia	0.6
	Mongolia	0.6
	Total	4.3
34.4 % of orders placed for Department 2		
Department 3	Syria	5.7
	Afghanistan	5.2
	Palestinian territories	2.1
	Ukraine	1.8
	Kyrgyzstan	1.0
	Total	15.8
64.2 % of orders placed for Department 3		

4.3 Logistics services

GIZ also purchases logistical services in order to ensure the seamless supply of materials, equipment and technical devices to projects, programmes and measures in Germany and abroad.

In 2014, 1,921 contracts for logistical services were entered into for the transportation of goods by land, sea and air.

GIZ's Contracting, Procurement, Logistics Division purchased logistical services to the value of EUR 3.4 million in total.

Annex I

Definitions

Analysis of the data available concerning the awarding of service contracts and financing agreements and the procurement of materials and equipment is based on the following criteria:

Unit placing or awarding the contract

Contracts can be awarded to third parties by GIZ's Contracting, Procurement, Logistics Division or by GIZ country offices in the partner countries. When dealing with procurement transactions, there is an agreed division of tasks between the Contracting, Procurement, Logistics Division – the Head Office unit responsible for GIZ procurement – and the GIZ field structure. The country offices can carry out their own procurement up to defined threshold amounts (up to EUR 20,000 for procurement of materials and equipment, up to EUR 50,000 for service contracts). Above these thresholds, they must involve the Contracting, Procurement, Logistics Division, which reviews and approves commercial procedures, and – where it is cost-effective to do so – takes on responsibility for handling the transaction.

Business area

GIZ has two business areas: its public-benefit business area and its taxable business area International Services. While the former concentrates exclusively on public-benefit activities, International Services makes GIZ concepts and experience available to other clients against payment. The work of International Services is profit-driven. Any surpluses earned may only be used for the public-benefit purposes of the company as set out in its Articles of Association.

Contractors

When planning, implementing and evaluating complex development cooperation projects and programmes, GIZ cooperates with a range of different service providers known as contractors:

- ▶ **Consulting firms** are engaged by GIZ to implement consulting projects and programmes, to produce reports in connection with project appraisals and evaluations, and to prepare feasibility studies.
- ▶ **Individuals** are appointed as appraisers or consultants for specific sub-tasks. They are generally freelance, but are occasionally civil servants on secondment.
- ▶ **Consulting institutions** become involved in implementation through financing, subsidy or grant agreements or through service contracts. These are institutions of a non-commercial nature such as universities, research bodies, foundations, non-governmental institutions or international agencies.

Regional departments

GIZ operates worldwide, and during the period under review its business was organised into four regional departments – Department 1: Africa; Department 2: Asia, Pacific, Latin America, Caribbean; Department 3: Mediterranean, Europe, Central Asia¹¹; and Department 8: Germany.

Sectoral focus

The scope of GIZ's services includes preparing, supporting, implementing and evaluating activities dedicated to international cooperation for sustainable development and to international education work. It covers many different sectors in the partner countries. The orders placed with service providers are categorised according to the sectoral focus of the main commission (sectoral category). This permits an analysis of the main thematic areas of cooperation with the consulting sector.

This report does not analyse the sectoral focus of contracts awarded to construction companies or of contracts for financing arrangements, as this would not provide any additional information.

¹¹ The partner countries and regional associations are allocated to one of these four regional departments. Annex II provides a list of partner countries and associations and shows the department to which they are allocated.



Annex II

GLZ's regional departments (excluding Department 8 – Germany)

Department 1 Africa	Department 2 Asia/Pacific, Latin America/Caribbean	Department 3 Mediterranean, Europe, Central Asia
<p>Countries</p> <ul style="list-style-type: none"> • Ethiopia • Angola • Benin • Botswana • Burkina Faso • Burundi • Djibouti • Côte d'Ivoire • Eritrea • Gabon • Ghana • Guinea • Cameroon • Cape Verde • Kenya • DR Congo • Lesotho • Liberia • Madagascar • Malawi • Mali • Mauritania • Mauritius • Mozambique • Namibia • Niger • Nigeria • Rwanda • Zambia • São Tomé and Príncipe • Senegal • Sierra Leone • Zimbabwe • Somalia • South Africa • Sudan • South Sudan • Swaziland • Tanzania • Togo • Chad • Uganda • Central African Republic 	<p>Countries</p> <ul style="list-style-type: none"> • Argentina • Bangladesh • Bhutan • Brazil • Bolivia • Chile • China • Costa Rica • Dominican Republic • Ecuador • El Salvador • Fiji • Guatemala • Haiti • Honduras • India • Indonesia • Cambodia • Caribbean • Colombia • Korea • Cuba • Laos • Malaysia • Maldives • Mexico • Mongolia • Myanmar • Nepal • Nicaragua • North Korea • East Caribbean islands • Panama • Papua New Guinea • Paraguay • Pacific • Peru • Philippines • Sri Lanka • Taiwan • Thailand • Timor-Leste • Uruguay • Venezuela • Viet Nam 	<p>Countries</p> <ul style="list-style-type: none"> • Egypt • Afghanistan • Albania • Algeria • Armenia • Azerbaijan • Bosnia and Herzegovina • Belarus • Bulgaria • Georgia • Greece • Iraq • Iran • Israel • Yemen • Jordan • Kazakhstan • Kyrgyzstan • Kosovo • Croatia • Lebanon • Libya • Morocco • Macedonia • Moldova • Montenegro • Pakistan • Palestinian territories • Romania • Russian Federation • Serbia • Syria • Tajikistan • Turkey • Tunisia • Turkmenistan • Ukraine • Uzbekistan
<p>Regional associations</p> <ul style="list-style-type: none"> ▶ <i>African Union</i> ▶ <i>BMZ-UNHCR Partnership</i> ▶ <i>Commission de la Communauté Economique et Monétaire de l'Afrique Centrale (CEMAC)</i> ▶ <i>East African Community (EAC)</i> ▶ <i>Economic Community of West African States (ECOWAS)</i> ▶ <i>Intergovernmental Authority on Development (IGAD)</i> ▶ <i>Southern African Development Community (SADC)</i> ▶ <i>New Partnership for Africa's Development (NEPAD)</i> 	<p>Regional associations</p> <ul style="list-style-type: none"> ▶ <i>Economic Commission for Latin America and the Caribbean (ECLAC)</i> ▶ <i>Sistema de la Integración Centroamericana (SICA)</i> 	



Annex III

Top 100 consulting firms, institutions and recipients of financing arrangements ¹²

Name	No. of contracts/ agreements	Contract/ agreement value in EUR
GFA Consulting Group GmbH, Hamburg, Germany	84	37,640,365
GOPA Consultants GmbH, Bad Homburg, Germany	51	21,135,410
Welthungerhilfe, Bad Godesberg, Bonn, Germany	12	14,546,760
Assoziation der gesellschaftlichen Vereinigungen, Moscow, Russia	24	13,806,318
AFC Consultants International GmbH, Bonn, Germany	28	11,172,839
WHO World Health Organization, Geneva, Switzerland	7	10,545,718
UN Relief and Works Agency for Palestine Refugees in the Near East, Jerusalem	5	10,440,000
ECO Consult Sepp & Busacker Partner, Oberaula, Germany	45	7,929,679
FAO Food and Agriculture Organization of the United Nations, Rome, Italy	7	7,099,667
The German Academic Exchange Service, Bonn, Germany	13	5,663,224
AMBERO Consulting Gesellschaft mbH, Kronberg, Germany	16	5,427,473
African Development Bank Temporary Relocation Agency, Tunis Bel Vedere, Tunisia	6	5,027,147
Ministry of Finance Al Irsal, Ramallah, the Palestinian territories	1	4,800,000
Dorsch International Consultants GmbH, Munich, Germany	9	4,488,435
sequa gGmbH, Bonn, Germany	21	4,014,951
UNICEF The United Nations Children's Fund, New York, USA	5	3,921,987
CIP International Potato Center, Lima, Peru	5	3,733,000
CIAT International Center for Tropical Agriculture, Cali, Colombia	5	3,555,000
IP Institut für Projektplanung GmbH, Stuttgart, Germany	23	3,478,569
KOCKS Consult GmbH, Koblenz, Germany	1	3,206,904
COMO Consult GmbH, Hamburg, Germany	78	3,060,643
Crown Agents, St. Nicholas House, Sutton, Surrey, United Kingdom	1	3,000,000
City of Windhoek, Windhoek, Namibia	1	3,000,000
IGIP Ingenieur-Gesellschaft für int. Planungsaufgaben GmbH, Darmstadt, Germany	2	2,912,737
ICRAF International Centre for Research in Agroforestry, Nairobi, Kenya	4	2,819,800
INTEGRATION Umwelt & Energie GmbH, Gräfenberg, Germany	15	2,686,541
ICIPE International Centre of Insect Physiology and Ecology, Nairobi, Kenya	4	2,679,000
PEM GmbH, Dusseldorf, Germany	13	2,617,481
AHT Group AG Management & Engineering, Essen, Germany	6	2,593,882
Urwego Opportunity Bank Ltd., Kigali, Rwanda	1	2,525,526
AMREF Deutschland, Gesell. für Medizin und Forschung in Afrika e. V., Munich, Germany	5	2,495,001
CIMMYT International Maize and Wheat Improvement Center, Mexico, D.F., Mexico	4	2,296,000
GITEC Consult GmbH, Cologne, Germany	2	2,272,588
ICIMOD, Kathmandu, Nepal	1	2,172,000
UN Economic Commission for Latin America and the Caribbean, Santiago de Chile, Chile	5	2,090,000
BCD Travel Germany GmbH, Frankfurt, Germany	1	2,043,730
IITA International Institute of Tropical Agriculture, Ibadan, Nigeria	4	2,034,000
Belgian Technical Cooperation, Brussels, Belgium	1	2,000,000
Federal Ministry of Finance, Int. Economic Relations Department, Abuja, Nigeria	1	2,000,000
SNV Netherlands Development Organisation, The Hague, The Netherlands	2	1,998,800
International Labour Office, Geneva, Switzerland	2	1,988,647
IBB-g. GmbH, Dortmund, Germany	3	1,937,369
IRRI The International Rice Research Institute, Manila, The Philippines	3	1,861,000
Committee on Eastern European Economic Relations, Berlin, Germany	2	1,855,988
Association der gesell. Vereinigung der Deutschen Kasachstans „Wiedergeburt“, Almaty, Kazakhstan	7	1,781,443
Hogg Robinson Germany GmbH & Co. KG Agrippeum, Cologne, Germany	1	1,774,000
RCREEE, Cairo, Egypt	2	1,729,020
Wächter + Wächter Architekten BDA, Darmstadt, Germany	2	1,727,113
UN Volunteers, Bonn, Germany	1	1,700,000
RODECO Consulting GmbH, Bad Homburg, Germany	5	1,651,149

¹² In the case of joint ventures, amounts are allocated to participating firms proportionately



ICRISAT Int. Crops Research Inst. for the Semi-Arid Tropics, Andhra Pradesh, India	3	1,635,000
IFPRI International Food Policy Research Institute, Washington, USA	3	1,634,000
Particip GmbH, Freiburg, Germany	8	1,596,371
Badakshan Province, Provincial Governor Office, Faizabad, Afghanistan	4	1,572,431
Ministry of Regional Development and Construction of the Rep. of Moldova, Chisinau, Moldova	1	1,565,200
The Registered Trustees of Kilimo Trust, Bugolobi, Uganda	1	1,512,829
Asian Vegetable Research and Development Center, Tainan, Taiwan	3	1,509,000
AMCOW Executive Secretary, Abuja, Nigeria	2	1,502,354
World Bank, Washington, D.C., USA	4	1,482,535
Ukrainian Red Cross Society, Kiev, Ukraine	1	1,481,000
DFS Deutsche Forstservice GmbH, Feldkirchen, Germany	5	1,464,391
ILRI International Livestock Research Institute, Nairobi, Kenya	2	1,464,000
Int. Center for Living Aquatic Resources Management, The WorldFish Center, Penang, Malaysia	2	1,434,000
TNC The Nature Conservancy, Arlington, USA	2	1,393,293
Grontmij Carl Bro as, Glostrup, Denmark	1	1,366,895
Polska Akcja Humanitarna, Warsaw, Poland	3	1,348,994
Carl Duisberg Centren gemeinnützige GmbH, Cologne, Germany	16	1,330,117
H.P. Gauff Ing. GmbH & Co., Frankfurt, Germany	3	1,311,630
TechnoServe Inc., Norwalk, USA	3	1,299,107
Water Authority of Jordan, Amman, Jordan	2	1,298,703
WS Atkins International Ltd., Surrey, United Kingdom	1	1,290,451
DIMR German Institute for Human Rights, Berlin, Germany	8	1,288,415
ADG Akademie Deutscher Genossenschaften, Montabaur, Germany	6	1,287,528
Integration International Management Consultants GmbH, Frankfurt, Germany	5	1,276,104
Tierärzte ohne Grenzen e.V. Head Office, Berlin, Germany	3	1,237,174
denkmodell GmbH, Berlin, Germany	81	1,205,212
International Development Association – The World Bank, Vientiane Capital, Laos	1	1,200,000
Oxford Policy Management Ltd., Oxford, United Kingdom	4	1,198,106
UP TRANSFER – Gesellschaft für Wissens- und Technologietransfer mbH an der Uni Potsdam, Potsdam, Germany	8	1,193,751
EPOS Health Management, Bad Homburg, Germany	5	1,120,329
Don Bosco Mondo e.V., Bonn, Germany	1	1,056,600
Eduser Danismanlik Ltd. Sti. Educational Consultancy Service, Cankaya, Ankara, Turkey	1	1,038,279
Collective Leadership Institute e. V., Potsdam, Germany	18	1,033,059
IAK AGRAR CONSULTING GmbH, Leipzig, Germany	1	1,022,558
Goethe-Institut e. V., Munich, Germany	4	1,011,087
International Water Association, London, United Kingdom	1	1,000,000
United Nations Development Programme, New York, USA	6	999,805
OECD Programme Budget and Financial Management Service, Paris, France	6	998,739
United States Agency for International Development, Washington D.C., USA	1	995,000
World Bank Institute, Washington D.C., USA	2	995,000
The Boston Consulting Group GmbH, Munich, Germany	2	994,012
ICON-Institut GmbH Private Sector, Cologne, Germany	8	987,021
Andreas Hermes Akademie GmbH, Bonn, Germany	2	976,287
Wohltätigkeitsfonds Gesellschaft für Entwicklung (GfE), Odessa, Ukraine	3	958,376
Chief Conservator of Forests on behalf of Ministry of Forests, Gov. of Maharashtra, Mumbai, India	1	950,000
Intec – GOPA International Energy Consultants GmbH, Bad Homburg, Germany	3	942,378
DIE German Development Institute, Bonn, Germany	11	936,684
ARAMARK Holdings GmbH & Co. KG, Neu Isenburg, Germany	16	908,235
United Nations Office for Project Services (UNOPS), Copenhagen, Denmark	1	900,000
Information Technology University of the Punjab, Lahore, Pakistan	1	886,339
Total	827	310,025,283

Annex IV

Top 100 suppliers

Supplier	Number of items	Total net value
Toyota Motors Europe TGS Toyota Gibraltar – Stockholdings Ltd., Gibraltar, Gibraltar	179	7,429,666
Renz Handels- & Logistik GmbH, Althengstett, Germany	6	6,786,766
Bundesdruckerei, Berlin, Germany	1	5,355,864
ProContain GmbH, Coswig, Germany	6	3,522,056
Alfers & Sohn Nutzfahrzeuge GmbH, Cloppenburg, Germany	23	2,433,922
TTM Technologie Transfer Marburg in die Dritte Welt e.V., Cölbe, Germany	16	1,983,172
Horn & Cosifan Computersysteme GmbH, Frankfurt, Germany	5,248	1,774,604
SDMO GmbH, Zweibrücken, Germany	5	1,517,239
Walter & Müller GmbH, Saarbrücken, Germany	49	1,494,257
GRAEFF Container u. Hallenbau GmbH, Mannheim, Germany	2	1,490,450
Rediger GmbH, Rheinbach, Germany	17	1,465,659
NISSAN TRADING CO., LTD., Yokohama, Japan	39	1,303,504
Handelsgesellschaft Hinrich Zieger mbH, Hamburg, Germany	1,273	1,018,448
Gazilab Medikal Ins Elektrik San. Tic. Ltd. Sti, Sehirkamil/Gaziantep, Turkey	1	850,250
Volkswagen AG, Wolfsburg, Germany	30	848,932
E+ E. BOSS GmbH Werkzeuge Maschinen, Albstadt, Germany	16	829,504
ENTAG Engineering task group, Cairo, Egypt	1	735,674
Asantys Systems GmbH, Hausach, Germany	7	565,659
Juwi Solar GmbH, Wörrstadt, Germany	4	560,376
United Nations Office for Project Services (UNOPS), Copenhagen, Denmark	13	548,524
GESAT Gesellschaft für Software Automatisierung & Technik mbH, Frankfurt, Germany	68	542,749
COMPAREX Deutschland AG, Leipzig, Germany	549	524,199
Georg H. Knickmann, Hamburg, Germany	2	498,465
Waldmann Lichttechnik Herbert Waldmann GmbH & Co. KG, Villingen-Schwenningen, Germany	2	480,317
Losberger RDS GmbH, Bad Rappenau, Germany	1	442,500
Kjaer & Kjaer Worldwide A/S, Svendborg, Denmark	18	389,268
CEH Calibration Engineering Hohmann e.K., Mömlingen, Germany	1	373,705
Kärcher Futuretech GmbH, Winnenden, Germany	1	365,785
AGRICO, Emmeloord, The Netherlands	1	358,375
LMS Consult GmbH & Co. KG, Brigachtal, Germany	11	356,374
MANSARD Werbemittel GmbH, Bad Soden, Germany	37	353,342
Energieversorgung Offenbach AG, Offenbach, Germany	1	324,800
Gasparotto Impianti Technologies & Solutions, Rubano, Italy	1	308,394
Stoof International Vertriebsgesellschaft mbH, Borkheide, Germany	1	297,118
Fresenius Medical Care AG & Co. KGaA, Bad Homburg, Germany	1	294,855
BlackBridge AG, Berlin, Germany	5	287,955
GrainPro Philippines Inc., Subic Bay Freeport Zone 2222, The Philippines	1	287,033
Farmingtons AUTOMOTIVE GmbH, Georgsmarienhütte, Germany	2	282,350
Shimadzu Deutschland GmbH, Duisburg, Germany	4	239,542
Metzger-Druck GmbH, Obrigheim, Germany	15	235,789
Wolfgang Walter GmbH, Darmstadt, Germany	17,320	235,565
Geozone AG, Switzerland	3	217,891
J Gerber & Company (Japan) LTD, Tokyo, Japan	8	214,349
EHT Haustechnik GmbH, Nuremberg, Germany	1	205,265
Energiebau Solarstromsysteme GmbH, Cologne, Germany	2	199,576
CSI GmbH, Wiesbaden, Germany	1	186,521
Bauknecht GmbH, Stuttgart, Germany	1	178,095
Grube KG, Bisingen, Germany	10	173,011
Marwin International B.V., Noordwijk (Z-H), The Netherlands	2	171,444
Bia Dakar Siege Social, Dakar, Senegal	1	166,078

FWW Fahrzeugwerk GmbH, Helpt, Germany	3	164,542
Bechtle GmbH & Co. KG, Darmstadt, Germany	215	163,304
AGI Technologies, Düsseldorf, Germany	14	162,160
Wichmann Datentechnik Sangerhausen GmbH, Halle, Germany	54	159,652
Phaesun GmbH, Memmingen, Germany	2	150,592
Miele & Cie. GmbH + CO., Gütersloh, Germany	1	149,770
Antonius-Apotheke, Deggendorf, Germany	63	146,836
VALKO SARL, Cotonou, Benin	1	142,354
RzK GmbH, Asbach, Germany	20	137,077
LUCAS-NÜLLE Lehr- und Messgeräte GmbH, Kerpen, Germany	2	131,046
Siemens AG, Erlangen, Germany	2	130,800
KNT Telecom GmbH, Balingen, Germany	20	130,051
Heli Consult e. K., Cloppenburg, Germany	1	129,881
fosera Solarsystems GmbH & Co. KGaA, Illerkirchberg, Germany	3	125,713
Ricoh International BV, Amsterdam, The Netherlands	2	125,661
Geo-Intelligence Airbus Defence and Space, Toulouse, France	1	119,168
BS-consult-invest Sebastian Becker&Anton Stockmann GbR, Dresden, Germany	8	116,696
Sportbedarf.de Christoph Naber Mailorder GmbH, Ahaus, Germany	1	109,956
ELABO TrainingsSysteme GmbH, Kinding Haunstetten, Germany	3	109,221
SLV Halle GmbH, Halle (Saale), Germany	1	106,350
Sport-Saller e. K., Weikersheim, Germany	1	102,200
scan Messtechnik GmbH, Vienna, Austria	1	100,594
Binst Breeding & Selection nv, Grimbergen, Belgium	1	95,800
Albacon Systemhaus GmbH, Bad Doberan, Germany	12	95,403
BOLAB Systems GmbH, Geislingen, Germany	2	94,985
Quadro office GmbH & Co. KG, Eschborn, Germany	31	94,921
Spot Image, Toulouse Cedex, France	2	94,724
INNOTECH Ingenieurgesellschaft mbH, Altdorf (Böblingen), Germany	1	91,350
Schleunungsdruck GmbH, Marktheidenfeld, Germany	18	89,998
Societe Togolaise de Distribution, Lome, Togo	1	86,368
Mediainstall GmbH, Bad Homburg, Germany	2	85,142
Naatz Integrated Services GmbH, Idstein, Germany	465	84,817
Sievers-SNC Mitte GmbH & Co. KG, Frankfurt, Germany	1	80,025
EUROPLANT Pflanzenzucht GmbH, Lüneburg, Germany	1	79,000
ENAnet GbR, Dasing, Germany	80	77,211
Infoterra GmbH, Immenstad, Germany	1	76,457
IKS Photovoltaik, Kassel, Germany	2	70,822
Druckreif GmbH & Co. KG, Frankfurt, Germany	119	70,143
Solar23 GmbH Büro Ulm/Memmingen, Ulm, Germany	9	68,663
Kuhn S.A., Saverne, France	1	68,158
SCHMIDT Kommunalfahrzeuge GmbH, Gross-Rohrheim, Germany	3	66,176
Ludwig Bergmann GmbH, Goldenstedt, Germany	1	65,586
Hatz GmbH & Co. KG, Ruhstorf, Germany	1	61,190
Telekom Deutschland GmbH, Bonn, Germany	711	60,818
Kaiima Bio-Agritech Ltd., Sharon, Israel	1	58,200
Campbell Scientific Ltd., Bremen, Germany	1	55,098
Mefina Medical GmbH & Co KG, Erkrath, Germany	1	54,503
Cordsen Engineering GmbH, Seligenstadt, Germany	2	52,740
KB Prüftechnik GmbH, Hochdorf Assenheim, Germany	1	51,229
Bloomberg Finance L.P., New York, USA	2	50,379
Total	26,899	56,698,766

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