

Integrated Company Report **2015**

GIZ. SOLUTIONS THAT WORK.

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH



'Faces and Stories' introduces people from around the world whose lives have been improved through GIZ's work. They are strong individuals who have taken charge of their own future.

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Solutions start with people

GIZ is a global service provider in the field of international cooperation for sustainable development. People are always at the heart of our work. We adopt a flexible approach, working with our partners as equals to achieve effective solutions that offer people all over the world genuine prospects, and bring a lasting improvement to their lives.



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MESSAGE FROM THE CHAIRMAN OF THE SUPERVISORY BOARD

One issue has dominated our headlines for months: hundreds of thousands of people are leaving their homes and making their way to Europe in the hope of a better and more peaceful life. But in fact the vast majority of people who do flee stay in their own country or in a neighbouring state, almost ninety per cent of them in developing countries.

For the Federal Ministry for Economic Cooperation and Development (BMZ) and German development policy as a whole, tackling the causes of displacement and creating genuine prospects of a better life and future bring with it special challenges and obligations. In 2016, BMZ will provide a total of over EUR 3 billion to fight these root causes, stabilise host regions and support those forced to flee their homes. GIZ will be responsible for much of the practical implementation. The three BMZ special initiatives, originally launched in 2014 and since ramped up, represent one main thrust of our engagement. They are 'Tackling the Root Causes of Displacement, Reintegrating Refugees', 'ONE WORLD – No Hunger' and 'Stabilisation and Development in the Middle East and North Africa'.

One focus of our work is education, training and employment in the Middle East. In 2016 alone, BMZ's employment drive in the Middle East will channel EUR 200 million into efforts to create at least 50,000 jobs for refugees and the host communities in Syria's neighbouring countries.

Parallel to this, we at BMZ are using every instrument available to us to ensure that efforts to overcome the global challenges facing humanity (the need to eradicate poverty and hunger, build peace and steward the Creation) remain firmly at the heart of our work.

In this, the 2030 Agenda for Sustainable Development provides us with a guiding vision, a framework of reference and a compass. It lays out a development and transformation policy for the entire planet, and provides a blueprint for reconciling economic progress with social justice while respecting the ecological limits of the Earth.

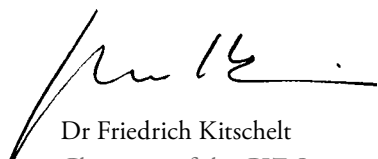
In future, we will continue to combine this focus of our development policy with our express commitment to realising the trailblazing agreement reached at the UN Climate Change Conference in Paris in 2015. We see the Paris Agreement as a mainstay of Germany's international climate policy, both in our work to help partner countries adapt to climate change and in our endeavours to meet the emission reduction targets set. Here too, technical cooperation is an important pillar in implementation efforts.

We are well equipped to meet these future challenges. BMZ's budget for 2016 stands at over EUR 7.4 billion – an all-time high. In its outline for the 2017 national budget, the German Cabinet has already decided to increase the BMZ's budget by EUR 550 million.

Yet all of us, BMZ, our implementing organisations, and our international and national partners, including civil society, private foundations, the churches, the private sector and the science and research community, are called on to align our development policy even more closely with the paradigm shift ushered in by the 2030 Agenda. At BMZ we have already launched an extensive fine-tuning process: all country and regional programmes and all of our instruments will be systematically reviewed to pinpoint their contribution to realising the sustainable development goals (SDGs). They will then be adjusted as required.

Just like our partners around the world, we know we can rely on the expertise, the professionalism and the long-standing experience of GIZ. Business development in 2015 once again underscored the fact that GIZ is a high-profile brand name in German international cooperation.

My special thanks and praise go to the Management Board and to all GIZ staff who implement the development policy of the German Government in increasingly complex contexts, and often under extremely difficult and challenging conditions, especially in crisis-affected regions. It is thanks to them that together with our partners we have managed to achieve structural changes and improve people's lives and prospects for a better future.



Dr Friedrich Kitschelt

Chairman of the GIZ Supervisory Board

State Secretary in the German Federal Ministry for Economic Cooperation and Development



FOREWORD BY THE MANAGEMENT BOARD

The 2030 Agenda for Sustainable Development, adopted by the global community in 2015, aims to effectively combat poverty and make the world more equitable and more sustainable – no more and no less. With its universally valid sustainable development goals it is one of the most ambitious projects of our time. Along with the recent international agreements on financing for development and climate action, the 2030 Agenda will be instrumental in shaping key policy areas of international cooperation in the years to come.

In 2015, a watershed year for development, we aligned our services even more closely to the intentions of these agreements and the demands of our commissioning parties and clients. A rise in our business volume to over EUR 2.14 billion, with the largest increases recorded in the fields of migration, security and climate change, demonstrates that we are on the right path. The increase in our workforce is also encouraging. At the end of 2015, over 17,300 people were working for GIZ – more than ever before.

We aim to improve people's prospects by adopting solutions that work. How we achieve this through international cooperation for sustainable development is explained in this report. To better illustrate our work we take examples from the sectors that have dominated the debate at German and international level over the last year, and indeed continue to do so – tackling the causes of displacement, conserving the environment and protecting the climate, enhancing technical and vocational education and training, and promoting the private sector. The articles in this report also clearly reflect how we support the German Government and international clients, including the European Union and the governments of other countries, in effectively positioning their political visions in global debates. And we report on our commitment to new trends, such as digitalisation, new forms of cooperation involving a large number of partners and actors, and the challenges of working in crisis-affected areas.

The challenges we face are increasing in number and scope. More than two thirds of the partner countries of German development cooperation are already affected by crises or directly threatened by armed hostilities. But even under such extremely difficult conditions, we manage to work swiftly and effectively thanks to our long-standing presence in partner countries, the close relations we



GIZ Management Board
(left to right):
Tanja Gönner
Dr Christoph Beier
Cornelia Richter
Dr Hans-Joachim Preuß

have forged with our partners on the basis of mutual trust, and our highly qualified local staff. It is important in this context that we continuously improve our security and risk management to keep our staff safe. At the same time we are testing flexible forms of project implementation, including managing measures from neighbouring countries for limited periods.

Our aim is to generate impetus for sustainable development, and we also put this into practice within the company – in the way we deal with the environment, with clients and commissioning parties, and with our staff. This is particularly important in conjunction with economic efficiency, transparency and compliance. We have established a new Compliance and Integrity Unit to meet rising demands around the globe regarding compliance with legislation, internal company guidelines and ethical principles. As a company we have undertaken to comply with the ten Global Compact principles and are actively working to realise these in the fields of human rights, labour standards, environmental protection and anti-corruption. Putting our company on a sustainable footing is an integral part of our daily work, both here in Germany and in our partner countries. This is reflected in our Integrated Company Report.

New ideas, proven expertise and passionate commitment are key characteristics of our staff around the world. Without them GIZ could never be successful. On behalf of the entire Management Board I would like to express my sincere gratitude to our staff for their work. My thanks also go to our shareholder and all our commissioning parties and clients for the trust they have placed in us and for the broad backing we receive from the German Government, which is essential in enabling us to achieve maximum effectiveness as a federal enterprise.

Tanja Gönner
Chair of the Management Board

HIGHLIGHTS IN 2015



German Chancellor Angela Merkel at the Gavi Pledging Conference: Gavi, the Vaccine Alliance, was founded by the Bill & Melinda Gates Foundation. GIZ supported BMZ in organising the conference, which was held in Berlin on 27 January 2015.



Showcase for Germany's global climate commitment: GIZ helped design the German pavilion for the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) and the Federal Ministry for Economic Cooperation and Development (BMZ) at the United Nations Climate Change Conference in Paris in December 2015. At the Conference, **FEDERAL ENVIRONMENT MINISTER BARBARA HENDRICKS** signed the new Paris Agreement on climate action.



FEDERAL MINISTER FOR ECONOMIC COOPERATION AND DEVELOPMENT GERD MÜLLER visited a project that is working to improve social and environmental standards in Bangladesh's textile industry, and found out first hand from workers what progress has been made.



Germany's G7 initiative: In her address **ANDREA NAHLES, FEDERAL MINISTER OF LABOUR AND SOCIAL AFFAIRS**, spoke about the need to enable people to work in dignity around the world. GIZ organised the conference on supply chain standards held on 10 March 2015 in Berlin.

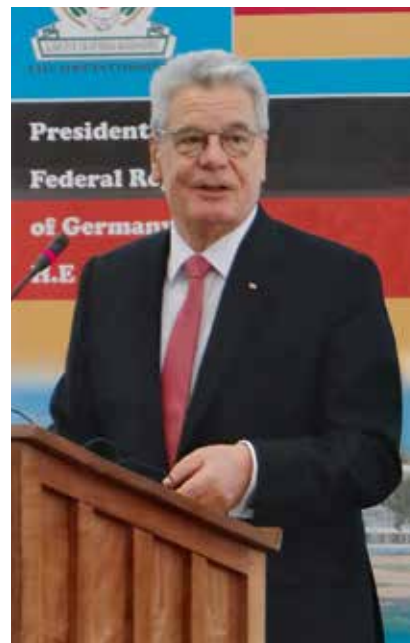
FEDERAL PRESIDENT JOACHIM GAUCK at the Headquarters of the East African Community (EAC). On behalf of BMZ, GIZ advises the East African Community and the African Court on Human and Peoples' Rights.



AGUSTÍN VÁZQUEZ SCALA was the 10,000th participant in the management training programme of the Federal Ministry for Economic Affairs and Energy. GIZ is implementing the programme.



FEDERAL FOREIGN MINISTER FRANK-WALTER STEINMEIER with trainees at the German-Sri Lankan vocational training institute in Kilinochchi. Training is offered in the fields of food processing, construction, automobile mechanics and electrical installation.



SUSTAINABLE AND EFFECTIVE – IN GERMANY AND WORLDWIDE

Economic performance, environmental balance, social responsibility and political participation – at GIZ we see these as the four dimensions of sustainability. Sustainable solutions emerge from the interaction between the different dimensions. This is what guides us in our work with commissioning parties, clients and partners around the world, in the way we deal with one another, and in the way we shape our own company.

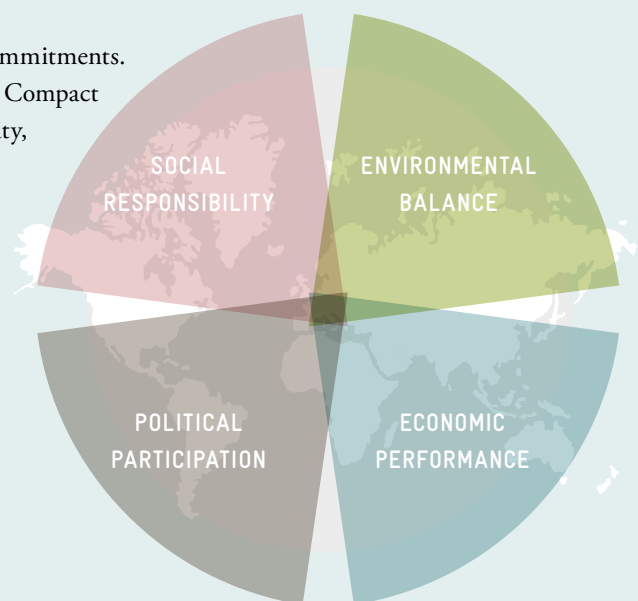
With around 130 offices around the globe, keeping tabs on our corporate sustainability is a real challenge. To help us, we use a tool we devised ourselves, the Corporate Sustainability Handprint®, known as CSH. While an ecological footprint illustrates the downside of our impact on the environment, our handprint highlights specific pro-sustainability actions on the part of GIZ, including resource efficiency, integrity and anti-corruption, as well as health and safety.

GIZ offices inside and outside Germany record key data: carbon dioxide emissions caused by official travel, for instance, and the number of managerial posts held by women. An in-country CSH team assesses the figures once every two years, allowing GIZ in that country to set new targets for sustainable action.

At GIZ, sustainability is firmly anchored at top management level, with responsibility vested in the Chair of the Management Board. The Sustainability Board, which reports directly to the Management Board, advises the company on targets, assesses the company's sustainability performance and supports concrete steps to realise the targets set. The Director Corporate Sustainability is responsible for the further development of the Sustainability Programme and communicates measures undertaken and progress achieved. Sustainability management is coordinated and supported by the Sustainability Office.

GIZ has made a large number of voluntary commitments. It has signed up for the United Nations Global Compact and reports regularly on corporate sustainability, most recently in the Progress Report on Sustainability 2015.

- ④ www.giz.de/sustainability
- ④ www.giz.de/handprint
- ④ www.giz.de/progress-sustainability-2015
- ④ www.giz.de/identity



CUTS OF ABOUT **20%**
 ACHIEVED IN CONSUMPTION OF
 HEATING ENERGY, PAPER AND WATER
 AT GERMAN LOCATIONS SINCE 2011*



36,8%

OF MANAGERIAL POSTS ACROSS THE
 COMPANY HELD BY WOMEN



100%

OF CARBON DIOXIDE EMISSIONS AT GERMAN
 LOCATIONS OFFSET TO THE STRICTEST
 INTERNATIONAL STANDARDS



45 EVENTS ORGANISED
 BY STAFF AROUND THE WORLD TO
 MARK THE GERMAN COUNCIL FOR
 SUSTAINABLE DEVELOPMENT'S 2015
 ACTION WEEK ON SUSTAINABILITY,
 INCLUDING A BIKE DAY IN VIET NAM

31 OF 39 INDICATORS LAID OUT
 IN THE GIZ'S SUSTAINABILITY PROGRAMME
 2013 - 2015 ACHIEVED IN FULL

OUTSTANDING

The Corporate Sustainability Handprint was singled out as one of five best practice examples in the Bertelsmann Foundation's Corporate Responsibility Index. GIZ ranked among the top 20 of the 187 companies listed and was awarded the title Corporate Responsibility Champion.

About 50% of our country offices introduced the Corporate Sustainability Handprint in 2015. By the end of 2016 it will be used across the board.**



*Figures from 2011 to 2014. Not all figures currently available for 2015.
 **Find out more about CSH online at www.giz.de/handprint and on page 39.



GIZ PROFILE

We provide services worldwide in the field of international cooperation for sustainable development. GIZ has over 50 years of experience in a wide variety of areas, including economic development and employment, energy and the environment, and peace and security. The diverse expertise of our federal enterprise is in demand around the globe, with the German Government, European Union institutions, the United Nations and governments of other countries all benefiting from our services. The German Federal Ministry for Economic Cooperation and Development (BMZ) is our main commissioning party, but we also work with the private sector, fostering successful interaction between development policy and foreign trade.

All these commissioning parties place their trust in GIZ by working together with us to generate ideas for political, social and economic change, develop these into concrete plans and implement the envisaged change processes. Since we are a public-benefit federal enterprise, German and European values are central to our work. This makes us a reliable service provider that people can trust. Together with our partners, we work to deliver flexible and effective solutions that offer people better prospects and sustainably improve their living conditions.

The registered offices of GIZ are in Bonn and Eschborn. In 2015 our business volume exceeded EUR 2.1 billion. Around 70 per cent of our workforce of 17,319 people are national personnel working locally in over 130 countries. In our capacity as a recognised sending organisation, we currently have 730 development workers in action in partner countries. In addition, CIM, a joint operation of GIZ and the Federal Employment Agency, placed almost 1,000 integrated and returning experts with local employers abroad in 2015 while providing them with financial support and advisory services.

🌐 www.giz.de/profile

THE MAIN FACTS AND FIGURES FOR 2015

17,319

EMPLOYEES WORLDWIDE

TOTAL BUSINESS VOLUME - OVER

EUR 2.1 billion



INCOME IN THE GERMAN PUBLIC SECTOR
CLIENTS BUSINESS SECTOR

EUR 250 million

BUSINESS VOLUME
OF GIZ INTERNATIONAL SERVICES

EUR 166 million

INCOME FROM THE COFINANCING
OF BMZ COMMISSIONS

EUR 236 million



GIZ AROUND THE GLOBE

- GIZ sharing country office with other German development cooperation organisations
- GIZ office

As at: 20 May 2016



OFFICES IN GERMANY

GIZ's registered offices are in Bonn and Eschborn. The company is also represented at 15 other locations in Germany.

- Bonn
- Eschborn
- 1 Düsseldorf
- 2 Bad Honnef
- 3 Wiesbaden
- 4 Saarbrücken
- 5 Mannheim
- 6 Stuttgart
- 7 Feldafing
- 8 Munich
- 9 Bremen
- 10 Hamburg
- 11 Hanover
- 12 Schwerin
- 13 Berlin
- 14 Magdeburg
- 15 Dresden





INSIGHTS



SOLUTIONS FOR
A WORLD WITH GENUINE
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SOLUTIONS FOR
A WORLD MORE FIT
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SOLUTIONS FOR
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SOLUTIONS FOR A WORLD WITH GENUINE PROSPECTS

Hardly anybody leaves their home willingly. People who do, have good reasons – to flee war, persecution, hunger or poverty. The UN Refugee Agency estimates that about 60 million people were displaced in 2015. They were seeking peace, safety, security and a livelihood for themselves and their children. On behalf of the German Government and international clients, GIZ is helping cope with the challenges posed by migration in the countries of origin, transit and destination. Above all though, we are working to tackle the root causes of migration and refugee movements in the home countries of migrants, with food security programmes, conflict and crisis prevention projects and economic development and employment programmes. We give people genuine prospects in their own countries so that they do not need to leave.



HIGHER INCOMES
AND BETTER FOOD FOR
AROUND

1
million

PEOPLE IN ETHIOPIA

Creating a future at home

In Africa, as in many parts of the world, having prospects of a better future means first and foremost having enough to eat all year round. And that is only possible if farmers produce enough. In many areas this is difficult, as a result of climate change, declining soil fertility, and changing rainfall patterns. On behalf of German and international clients and commissioning parties, GIZ is implementing many programmes to adapt agricultural production techniques to changing natural conditions, thus protecting harvests and ensuring food security for a great many people.

Terraces protect cropland

Ethiopia is one of the countries whose agriculture is particularly hard hit by climate change. Every year 30,000 hectares of cropland and grazing land is lost across the country. Soil is washed away by the rains or becomes infertile as one-sided cropping methods deplete the nutrients in the soil. The country is once again in the throes of a food crisis. Together with the KfW Development Bank, GIZ is working on behalf of BMZ to help Ethiopia's Government to halt the loss of fertile cropland and achieve a

lasting improvement in the nutritional status of its people. The Sustainable Land Management programme in the highlands of Ethiopia is being cofinanced by the European Union and the Government of Canada. In six of nine federal states, GIZ is training trainers who then pass on their knowledge to farmers, for example by teaching them to build terraces. This ensures that the precious rainwater does not run off immediately and can percolate the dry soil slowly. Terraces retain water on slopes and ensure that more water is available in the soil in the course of the year, largely countering the threat of harvests drying up and withering, and of fertile soil being washed away. We are also encouraging local small farmers to get together to establish user organisations. They can then decide together, for instance, which fruit and vegetables to grow in order to supplement their daily diets, as well as increasing their income by selling their surpluses. Infrastructure measures, such as building terraces, are financed by the KfW Development Bank. Around 390,000 hectares of cropland have been rehabilitated to date. More than 190,000 households, or one million people, are benefiting.

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Water-spreading weirs retain rainwater

About 3,000 kilometres away, people face similar problems to those seen in Ethiopia. In drought-plagued Chad too it is imperative to make the best possible use of scarce and precious rainwater in agriculture. The rains are failing more and more frequently, fields are left parched and dry, and it is becoming increasingly difficult to feed the population. To enable farmers to continue growing crops and keeping livestock, GIZ International Services is building what are known as water-spreading weirs on behalf of the Swiss Agency for Development and Cooperation (SDC). It is the second project of this sort. The weirs are built in river valleys where they channel rainwater directly onto farmers' fields and retain it. As in Ethiopia, the water can now slowly percolate without washing away fertile soil. Groundwater aquifers are replenished and watering places for livestock filled. Farmers can then grow crops and feed and water their livestock even outside the brief rainy season. GIZ International Services contracts local companies to perform the construction work, and trains staff to build and properly maintain the water-spreading weirs. Since the end of 2013, 82 weirs of this sort have been built in 17 river valleys in eastern Chad. The water table in Sofaya, one of these regions, has risen from a depth of twelve metres to five metres below the surface. As a result, many watering places for livestock now have water all year round once again. Thanks to these measures, almost 3,700 hectares of land has been returned to agricultural use.

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Greater diversity in farmers' fields and on people's plates

Protecting fertile soils and farming them sustainably, collecting precious rainwater and using it for maximum effect – these are some of the most important conditions for improving food and nutrition security, and not just in Ethiopia and Chad. It is equally true in Zambia, where eight out of ten people still depend on agriculture for their livelihood. However, it is not enough just to fill people's stomachs. In Zambia, 42% of all children under the age of five and many women of childbearing age are undernourished or malnourished because their diet consists almost exclusively of maize. Maize is the staple food in Zambia and also the most frequently grown crop. The monoculture has dramatic consequences for soil fertility. This is where the BMZ's One World – No Hunger Initiative comes in. It aims to bring about a shift away from monocropping toward greater diversity in Zambia's fields and on people's plates. By also cultivating soybeans



and groundnuts, and producing milk too, the measure aims to lay the foundations for a better, more balanced and varied diet. To this end green innovation centres for the agriculture and food sector are being established in the country's eastern and southern provinces, with the help of GIZ advisory services. These centres will train some 35,000 small farmers, male and female, and give them a chance to share their experiences – in soil-conserving cropping techniques, agroforestry methods, livestock farming and breeding as well as in business and marketing. Cooperatives and small businesses are to learn to process agricultural produce, thus ensuring that more added value is generated locally.

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Living in peace and security

Most people who have enough to eat and the chance of gaining an education and finding work will not leave their homes. But in the long term, people will only stay if they can also live in peace and security. In the fight against the causes of displacement, GIZ is therefore supporting individual countries and regions on behalf of the German Government in an effort to prevent conflicts, transform those that do exist peacefully and create an enabling environment for peaceful coexistence.



300

POLICE OFFICERS
TRAINED IN MODERN FORENSIC
METHODS

ENHANCING POLICE WORK

The police are there to help you – but this is not always the way people see the officers of the law in African countries. Often police officers are poorly trained and lack the most basic equipment, including laboratory facilities. Since 2008, GIZ has been working on behalf of the German Federal Foreign Office to reform national police structures in nine countries. One example is Côte d'Ivoire. Every avid follower of 'whodunits' knows that if the forensic experts are not there to record the evidence at a crime scene it is very difficult to apprehend the offender. In Côte d'Ivoire, as in many other African states, investigators have hitherto relied exclusively on witness statements – many of which did not stand up in court. Forensic science has played no part, as the police force had neither the laboratories nor the experts it would need. That has now changed. Thanks to basic and advanced training in forensic science and 100 new cases of forensic equipment, 300 police officers are now able to apply modern forensic methods. Fingerprints of suspects are compared with the nationwide criminal database and more and more charges are being brought in court with the help of crime site evidence. The police force in Côte d'Ivoire is now planning to make the forensic laboratory, built with GIZ support in the city of Abidjan, a regional centre serving the whole of West Africa. Mobile teams from the centre could be dispatched to the scenes of violent crimes throughout the region, and forensic officers from neighbouring countries could undergo further training in Abidjan.

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component Côte d'Ivoire: www.giz.de/en/worldwide/19314.html



FORENSIC WORK AT A CRIME SCENE



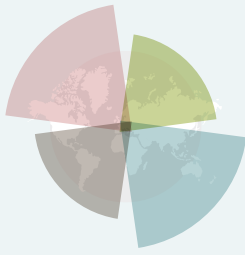
CHECKING FORGED BANKNOTES



PRE-OPERATION BRIEFING



TRAINING IN A PHOTO LAB



Staff safety and security, and compliance

Whether our staff are training the local police force in Afghanistan or working in refugee centres in northern Iraq, it is a top priority for us to preserve their physical and psychological wellbeing. In many of the countries in which we work, the political and economic situation is fraught. To enable our staff

to work and live safely even in fragile contexts, the GIZ policy on staff safety and security lays out the essentials of our company-wide security and risk management. Security Management Abroad, which is headed by the company's crisis officer, and a psychosocial counselling unit can be contacted round the clock in an emergency. GIZ intends to further expand this contact structure in future (see page 57).

In countries where the security situation is judged to be critical, we have full-time risk management staff. The country offices produce country-specific safety and security concepts and measures, which are regularly updated. At GIZ's most recently established office in South Sudan, for instance, all new colleagues are first apprised of the situation on the ground and the risks in the country and in the specific project region. All travel inside and outside the capital, Juba, is monitored by the Risk Management Office and staff call in by radio at the start and end of each journey. In an emergency, the office activates its emergency plans and assures professional crisis management. >>

>> Clear borders mean fewer conflicts

Clearly designated and universally accepted national borders are a precondition for higher levels of peace and security. This is by no means self-evident in Africa – a legacy of its colonial past. In Africa, only about one third of all national borders are in fact clearly designated. When valuable resources are discovered, in border regions in particular, this brings with it a major risk of conflict. To overcome this constant potential for conflict, the African Union launched a comprehensive border management programme in 2007, which GIZ is supporting on behalf of the German Federal Foreign Office. With GIZ support, Burkina Faso and Mali, Malawi and Zambia, and Mozambique and Zambia have since demarcated the full length of their shared borders. The maritime borders between the Comoros, Mozambique, the Seychelles and Tanzania have also been established in law. GIZ is currently helping 17 partner countries to designate borders peacefully, and is also supporting cross-border cooperation schemes. The African Union and two regional organisations, the East African Community and the Economic

Community of West African States, are working on a border information system and on harmonising regional and national border management strategies. The example of Burkina Faso and Mali demonstrates how clearly designated borders can generate cooperation that benefits all sides. After fighting two wars over their disputed border, cross-border cooperation projects between the two countries are now flourishing. Grain stores and a health centre have been built that are open to people on both sides of the border. Step by step, the 'peaceful, open and prosperous borders' that the African Union hoped to create with its programme are becoming reality.

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Learning to come together

Crossing borders, coming together, working in partnership to achieve a common goal – the factors that are crucial in establishing peaceful coexistence across borders also apply within the borders of one state. This is particularly true in the aftermath of civil war, when it is essential to defuse conflicts, overcome prejudices and create common >>

»» Fighting corruption and ensuring compliance

Preventing bribes, or what are sometimes euphemistically termed ‘despatch money’, ensuring transparent procedures and enforcing strict limits on what may be accepted or given as gifts – all these points, among other things, are regulated by GIZ’s Code of Conduct, which is binding for all staff members. The fight against corruption is one of the cornerstones of GIZ’s engagement around the world, and naturally encompasses the actions of the company itself.

Since September 2015, GIZ has taken its long-standing commitment to integrity and legal compliance to a new level with the establishment of a separate corporate unit for Compliance and Integrity, which is responsible for ensuring appropriate and effective compliance within GIZ. A new compliance management system is designed to ensure that improvements are made where necessary. A special policy paper helps staff recognise conflicts of interest more easily and explains how to avoid such situations. When new staff join GIZ, they are taught to recognise situations that could conceal a potential risk of corruption or a loss of transparency. The contracting



of companies and consultants is also subject to strict regulations concerning auditing and the award of contracts.

The Compliance and Integrity Unit gathers questions relating to problems encountered in everyday work and cooperates with the organisational units responsible in order to produce practicable solutions. Annual reports produced by the country offices are reviewed to determine whether anti-corruption measures are actually implemented. One major focus, however, is awareness raising: in addition to the extensive range of training courses on

»» ground for reconstruction. But it is easier said than done. In **Afghanistan**, future managers are therefore learning at the University of Mazar-e Sharif how they can play a positive part in giving their country a peaceful future. How can we deal best with conflicts? What communication strategies will help us achieve our goal? The education programme Afghan Youth for Peace is being run by the Civil Peace Service in cooperation with local partner organisations. The young people also learn to put themselves in the shoes of others and to put forward and defend other points of view peacefully. In a simulated UN General Assembly, students played the parts of various different governments, supranational institutions and civil society organisations, each advancing the relevant political agenda – in the presence of Federal Defence Minister Ursula von der Leyen. During her visit to Afghanistan in December 2015, she dropped in on the role playing exercise.

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Stabilising the lives of refugees, IDPs and the local population

Where there is a lack of professional conflict prevention and transformation, where people are prepared to use whatever it takes to impose their own interests on others, the end result is all too often brute force and violence. In order to keep themselves and their families safe, people then generally have no other option but to flee to neighbouring countries or more peaceful parts of their own country. But this frequently leads to a crisis for the local population, as they are unable to meet the basic needs of the incoming refugees or internally displaced persons (IDPs). In these host regions, German development cooperation steps in to meet the basic needs of both the new arrivals and the local population.

Providing everyday essentials

In **northern Iraq**, the host communities have totally exhausted their reserves. They urgently need assistance from international donors and organisations: accommodation, everyday essentials, medical care, schooling, psychosocial care – the list of desperately needed items is

offer, GIZ's country office in Indonesia, for instance, ran a competition to get staff to come up with creative ideas for ethical conduct. One spin-off was the mascot 'Shieldo', which gathers anonymous reports of potential cases of corruption and suggests ways of resolving them. Typical cases are identified and made available to a wider audience in the form of comic strips on posters and leaflets, and short films.

It is up to the Compliance Committee to deal with overarching questions of integrity and compliance. It comprises two members of the Management Board and several Directors General and Directors of Corporate Units. The committee prepares the ground for strategic decisions to be taken by the Management Board. If specific concerns arise in everyday work, employees, project partners, clients and the general public can contact two internal integrity advisors and an external ombudswoman in confidence.

Promoting and protecting human rights

Like the Code of Conduct, GIZ's orientation on human rights is mandatory for all employees. It ensures that all staff act appropriately with respect to human rights.

Project managers must analyse and document any human rights impacts during the planning and appraisal of new projects and programmes and the evaluation of ongoing projects.

A wide range of training courses are also available to develop employees' human rights capacities, including the mandatory introductory events updated in 2015 (see page 49). Information about the potentially negative impacts of GIZ's activities on human rights can be reported to the independent integrity advisors within the Compliance and Integrity Unit at humanrights@giz.de. They will check the facts and circumstances, and where necessary contact the relevant organisational units inside the company and draw on any external expertise needed.

- www.giz.de/safety-and-security
- www.giz.de/integrity
- www.giz.de/human-rights-at-giz
- www.giz.de/progress-sustainability-2015

endless. About three million people have fled their homes and are internally displaced within Iraq, around 500,000 of them in the northern Iraqi province of Dohuk. Here GIZ is working on behalf of BMZ to support the provincial government in its efforts to cope with the enormous challenges posed by the influx.

Since November 2014, the regional Kurdish government, Welthungerhilfe, UNICEF and GIZ have together been helping to make life easier for refugees and internally displaced persons in Dohuk. Another partner on board is the Kurdish non-governmental organisation Harikar, which focuses on the needs of women and girls. In many places, GIZ is working closely with regional authorities to erect health stations and community centres in refugee camps and in the host communities. We are also providing large tents and sanitation. Over and above this, GIZ is expanding and modernising a hospital and supplying medical equipment for five health stations that will provide first-level care. Psychosocial services and legal advisory services are on offer, along with English, computer literacy and sewing courses. By the end of 2015 more than 200,000 people had benefited from GIZ's

activities in northern Iraq. In a cash-for-work programme, GIZ and Welthungerhilfe created small jobs for refugees in 2015: about 1,600 were paid for helping on building sites, maintaining sewage channels, roads and refugee camps, as well as performing cleaning work in the camps. A new BMZ-funded cash-for-work project was launched in April 2016. Through paid jobs and grants awarded to those who are unable to work, the programme will reach up to 20,000 displaced persons, refugees and members of the local community. If we also count their families, the number of people who will benefit comes to 100,000.

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Enabling people to earn an income

Under the BMZ's special initiative Tackling the Root Causes of Displacement, Reintegrating Refugees, GIZ is working with state agencies in **Somalia** to promote education and income-generating opportunities for local people, displaced persons and returnees. In Kismayo, a city in the south of the country that is home to about 290,000 people, almost one in four is displaced, having fled the civil war. In the meantime, around 3,500 Somalis who had fled





MOBILE TEAMS
SUPPORTED

110,000

REFUGEES IN
MACEDONIA AND
SERBIA.

>> abroad have now returned home voluntarily. The local population has a limited capacity to absorb this influx, however. They do not even have the bare essentials for themselves. Under the auspices of the programme ‘Support to the return of Somali refugees and internally displaced persons through a community-oriented approach to reintegration in Somalia’, GIZ is offering training courses for electricians, carpenters and dressmakers that are open to all. Individuals wishing to set up their own business are given advice and start-up support. And people working together to repair roads, markets and sanitation channels in the town are paid a wage. This has made it possible to rehabilitate 11 wells in the course of only one year, as well as building 78 new latrines and conducting a parallel hygiene education campaign. So far, almost 9,000 people have benefited from the programme, more than half of them women.

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Also active in transit states

It is not only the host countries and regions that are increasingly feeling the pressure of migration and refugee movements. Transit countries too are affected. This is why GIZ is also active in these states, providing emergency assistance for refugees and informing them about the chances and limitations of legal labour migration. Mobile teams recruited from local non-governmental organisations are helping especially vulnerable refugees at critical points in **Macedonia** and **Serbia**. On behalf of BMZ, GIZ has subcontracted these organisations. The teams include a variety of experts in different fields: psychologists, social workers, intercultural mediators. They provide psychosocial counselling, refer people to medical services, transport people with disabilities, take care of children in mother and child facilities, and medi-

ate between refugees and local bus drivers and railway staff. Since November 2015 the teams have counselled more than 110,000 refugees. The staff of 38 coordinate their work with other aid organisations on the ground. As part of another project, the local authorities along the Balkan route that are bearing the brunt of the influx of asylum-seekers heading for the European Union are also receiving direct support. They have been supplied with new waste containers, for instance, and the necessary collection vehicles were hired at short notice. This has helped expand the capacities of local landfill sites and reduce the visible waste that had been building up in nearby residential areas.

Providing information about opportunities at home

In Pristina, the capital of **Kosovo**, GIZ is pursuing a different goal. ‘Should I stay or should I go?’ is the question many Kosovars are asking themselves. The new German Information Point for Migration, Education and Career, opened by Federal Minister for Economic Cooperation and Development Gerd Müller in June 2015, known by its German acronym DIMAK, aims to provide answers. On behalf of BMZ, DIMAK provides information about legal ways of entering Germany, but, in conjunction with Kosovo’s Ministry of Labour and Social Welfare, it focuses more on the training, upskilling and jobs available in Kosovo. To better publicise these services, GIZ is also training the staff of Kosovo’s new job centres in PR work. Kosovars living abroad and qualified returnees are involved in the activities of DIMAK. Technical and vocational education and training, youth employment and private sector promotion activities underline the advantages of staying in Kosovo and building a promising future at home, rather than suffering disappointment in a strange country.

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GIZ Project Manager Gabriela Pico reports on the GIZ-coordinated university programme of the German federal state of Baden-Württemberg and the Malaysian Government.

GIZ Ms Pico, encounters between Malaysia and Baden-Württemberg are part of your everyday work. Why is the federal state of Baden-Württemberg involved in training experts from the Far East?

GABRIELA PICO For 17 years now this programme has been fostering relations between the worlds of education, politics and business. Many of the 650 engineers who have graduated over this period now work at executive level in the private sector and in state authorities. During their time in Baden-Württemberg they were able to establish valuable contacts, for instance to local medium-sized businesses. The programme is also an important way for universities in Baden-Württemberg to publicise their quality and performance outside Germany. And Malaysia gains highly trained experts.

GIZ Does that mean that the graduates return to Malaysia?

GABRIELA PICO Yes. And with their German language skills and their understanding of German culture they are valuable partners for both German industry and the industry in their home country.

GIZ How would you sum up the achievements of the programme?

GABRIELA PICO More than 90% of students receiving scholarships under this scheme go on to graduate. One factor in their success is that they need not worry about how to finance their studies, since they are granted scholarships by the Malaysian Government. And we provide support from a very early stage. Before students ever leave Malaysia they attend German courses and receive special instruction in their subject. This is provided by a partner. We help them organise visas and insurance. On arriving in Germany, they do an integration course that helps them find their feet rapidly. During their degree courses, we provide intensive support and advisory services, including preparatory courses for exams. We organise tutors and help them find internships.





SOLUTIONS FOR A WORLD MORE FIT TO LIVE IN

Clean water, fertile soil and vibrant diversity of flora and fauna – these natural resources are under threat in many parts of the world. Ongoing global warming is changing the natural environment and jeopardising the livelihoods of millions of people. Massive efforts will be needed to ensure that the generations to come will find our world fit to live in. It will only be possible if the international community pulls together. GIZ is playing its part. On behalf of the German Government and international donors it is developing climate change mitigation and environmental protection solutions with and for partner governments around the world, as well as helping partner countries adapt to climate change.



Giving the climate more breathing space

It is a small figure, but the signal it sends is huge – global warming is to be kept down to a rise of well below two degrees Celsius by the end of this century, as compared to the pre-industrial era. The global community agreed to this target at the United Nations Climate Change Conference in Paris in December 2015. The financial assistance pledged for developing countries will enable many of these states to become more resilient to the impacts of climate change. If every member of the international community makes its contributions toward mitigating climate change, the international targets of the Paris Conference can be achieved.

Systematic reductions

In the run-up to the United Nations Climate Change Conference in Paris, every country was required to do its homework and draw up a list of Intended Nationally Determined Contributions (INDCs). For the first time ever, all countries had to submit their intended contributions to reducing greenhouse gas emissions by the time the General Assembly met. On behalf of the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety, and funded through the Ministry's International Climate Initiative, GIZ supported the governments of 30 countries, including Indonesia, Viet Nam, Morocco and Peru, in meeting their commitments.

How were these countries to draw up a scenario for nationwide emissions as of 2020? Was it possible to cut emissions at all, and how could reduction targets be worded? Should they target the energy sector, or agriculture, or be formulated for the economy as a whole? Who had to be involved at the planning stage to ensure that targets were ambitious, yet feasible? To answer these questions, GIZ worked with the United Nations Development Programme (UNDP) and the non-governmental organisation Climate Analytics to help the relevant governments and ministries to establish decision-making and participatory processes, as well as conducting studies and developing guidelines for this challenging process. A meeting organised by GIZ and UNDP in Berlin in the run-up to the Climate Change Conference brought together representatives of more than 50 countries. They discussed ways to approach the INDCs and shared good practice examples. This broad support proved highly successful: the majority of partner countries we advised actually submitted their INDCs in the required form to the Secretariat of the UN Framework Convention on Climate Change before the deadline of 1 October. By the time the Paris Climate Change Conference got off the ground, all INDCs had been submitted.

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More than 80 projects in 21 countries
and 7 regions – Daniel Werner
gives us an insight into global energy
policy advisory services.

GIZ Mr Werner, you are GIZ's Programme Manager for the EU Energy Initiative Partnership Dialogue Facility, or EUEI-PDF. What is it?

DANIEL WERNER We are part of the European Union's Energy Initiative. Together we are working to get as many people as possible, especially those in isolated areas, connected to an electricity supply for the first time, while increasing the share of renewable energy in the global energy mix, and ensuring that energy is used efficiently.

GIZ How exactly do you do that?

DANIEL WERNER We advise governments and regional organisations, especially on legislation, on establishing local energy agencies, and on how to make their energy sector sustainable. We also bring together African and European businesses, in order to encourage private investment in renewable energy projects in Africa. And we are providing the Secretariat for the Africa-EU Energy Partnership. Finally, we are advising the European Commission on how to make European cooperation in the sector more effective. The Commission and six EU member states, including Germany, are financing the measure.

GIZ What is your recipe for success?

DANIEL WERNER What is unique to our programme is that we provide support for international dialogue processes and then coordinate the concrete measures on the ground that translate these decisions into practice. We thus support our clients throughout the entire process. We pursue a multi-stakeholder approach, and bring together those responsible at international, national, regional and local political level with energy experts, the local people and private businesses. If I could just give one example: in the Africa-EU Energy Partnership we have produced a map of energy initiatives in Africa, which gives an overview of the activities of governments, regional organisations and international donors. This is very helpful in coordinating donor engagement.

>> Taking stock at national level for the global climate

International agreements set out the overriding objectives, but when individual countries aim to reduce their actual national greenhouse gas emissions, they first have to identify the status quo and draw up a very exact balance sheet. For this, the state and private industry must work together.

Disclosing climate data

Mexico believes that transparency is the key to mitigating climate change. A nationwide emissions register is to give the country a detailed insight into the precise emissions generated by individual sectors, identify the industrial plants that consume too much electricity, and pinpoint the scope for enhancing energy efficiency. Between August 2015 and February 2016, private and public enterprises were required for the first time ever to report their climate-relevant data to the emissions register. About 3,000 companies from the manufacturing, energy, transport, agriculture, waste management, crafts and trades, and services sectors were involved. The register now covers



more than 90 per cent of all of Mexico's carbon dioxide emissions. This form of reporting is radically new for many sectors, including the retail trade and major department stores, which have not previously been required to disclose climate-relevant data. Major corporations including Walmart, Seven Eleven and Woolworth are now required to identify their total electricity consumption for food refrigeration, air conditioning and lighting, and to submit a corresponding report. GIZ is working on behalf of the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety to



Environmental management at GIZ

What the Intended Nationally Determined Contributions (INDCs) are to entire countries, GIZ's own environmental mission statement is to the company. Just like countries that as members of the international community feel responsible at the national level for systematically preventing or reducing environmental burdens that they have caused, GIZ feels responsible as a company. One key objective that we set ourselves in our environmental mission statement is to implement our strategy to become a climate-neutral company. To achieve this we are reducing our energy consumption and work-related travel, substituting fossil fuels and offsetting our remaining carbon dioxide emissions.

Personally committed to the environment

Everyone employed at GIZ contributes to achieving this goal. This too is an integral part of our environmental mission statement. At GIZ, environmental management is vitally dependent on the personal commitment of our

prepare them to meet these complex legal and technical requirements. The Mexican-German Climate Change Alliance, established by GIZ and Mexico's Ministry of Environment and Natural Resources, has produced reporting manuals and interactive training modules. In addition, the advantages of reporting are communicated on an ongoing basis. By drawing up a climate balance, companies are also able to identify where they can reduce their energy consumption and thus cut costs – giving them a not insignificant competitive edge.

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Identifying major emitters

As in Mexico, Turkey's climate action plan requires industry to identify major emitters and record carbon dioxide emissions. The country hopes to kill two birds with one stone: emissions are to be reduced, while businesses become more efficient and thus more competitive. For this, Turkey is using an online emissions monitoring, reporting and verification (MRV) system that embraces the most important branches of industry.

Under the International Climate Initiative of the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety, GIZ is advising and training the staff of Turkey's Ministry of Environment and Urbanisation, enabling them to establish and manage a nationwide MRV system. For the system to function properly intensive training is needed, not only for industry, which has to submit the data, but also for the state institutions that then process the information. The operators have now learned how to draw up monitoring plans and annual emissions reports. Turkey's industrial enterprises have already submitted more than 600 monitoring plans of this sort to the authorities. On the basis of this data, mitigation mechanisms, such as an emissions trading system or a carbon dioxide levy, can be established. Individual sectors, including the iron and steel industry, the cement industry, the electricity sector and refineries, will be required to reduce their emissions, paving the way for climate-friendly industrial production in the long term.

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staff in Germany and worldwide, whether they are active in established environmental teams or in environmental initiatives they have launched themselves. The Environment Initiative in Eschborn, for instance, is a group of employees who voluntarily ensure that reusable ceramic cups are available at all public coffee machines. There is also a bee-keeping group in Eschborn that keeps several bee colonies on the roofs of GIZ's buildings. In Berlin the Environmental Hero initiative helps raise the awareness among the workforce. This includes encouraging employees to cycle or use public transport.

In 2015 the GIZ Office in Hanoi organised the Green Family Day. Over a weekend, numerous events were held on the theme of sustainability for a total of 225 employees and their families. The main attraction was a flea market selling second-hand clothes, books and toys – which is also recycling of a kind. The profits went to local social projects.



»» Adapting to changes

In spite of all the efforts to mitigate climate change, the impacts are already making themselves felt in many countries; it seems improbable that climate change can still be averted. These states will have to adapt as well as possible to the consequences of climate change in order to secure livelihoods. GIZ is supporting the affected governments and people.

Protecting coastal regions and rice fields

Viet Nam is one of the countries already worst affected by the impacts of climate change. In the Mekong Delta the coastline is being eroded by increasingly violent storms and flooding. The sea is eating into the land at a rate of up to 50 metres a year. The Delta, which is about the size of Belgium, produces enough rice, the staple food in Asia, to feed 145 million people. Protecting the coastline, ensuring appropriate sustainable agriculture and improving water management is therefore a matter of survival for the government and the people of Viet Nam. Assistance takes

the form of the Integrated Coastal Management Programme, which GIZ is implementing on behalf of BMZ in several Mekong provinces. The programme is being cofinanced by the Australian Government.

A specially designed bamboo fence developed by the project demonstrates that even simple measures can have an enormous impact. When installed along the coastal strip, this fence breaks the force of the waves, and particles of earth carried in the water sink to the ground. In some places up to 180 metres of land has been reclaimed from the sea. Mangrove forests also provide lasting protection for rice fields. About 600 hectares of mudflats have been replanted with mangroves.

Rice farming has also changed as a result of GIZ support. New cultivation techniques require less water and fewer pesticides. The fields are now flooded only once every one or two weeks to save water, rather than being flooded almost constantly, and new salt-tolerant varieties can cope with the increasing soil salinity. Together, all these activities are improving the quality of rice, raising yields



»» Travelling and building responsibly

GIZ applies its environmental mission statement throughout the company. Increasingly, business trips are being replaced by video conferences in order to reduce carbon dioxide emissions. And where trips cannot be avoided, staff travel on a climate-neutral basis using the Environment Plus scheme operated by Deutsche Bahn. We are also making our construction activities sustainable. The Meander Building in Bonn and another office building in Eschborn were built to the gold standard of the German Sustainable Building Council, and certified accordingly in 2016. The new building of the Academy for International Cooperation in Bonn-Röttgen and the GIZ campus in Bonn are likewise being planned and built sustainably. And GIZ is a member of the German Association of Environmental Management (B.A.U.M.) and the Biodiversity in Good Company network.



6,000

COFFEE GROWERS IN
COSTA RICA ARE TO ADOPT
CLIMATE-SMART PRODUCTION
METHODS.

and increasing farmers' incomes by up to 40 per cent. But most importantly, they are guaranteeing a sustainable livelihood for up to seven million people in several Mekong provinces.

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📺 youtube.be/MAysgdiBoUk

Adapting production methods

Preserving cropland by protecting it from flooding, as in Viet Nam, is one way to ensure that enough food can be produced for large sections of the population. Another approach involves reducing energy consumption and emissions, which are a causal factor in global warming.

Some emissions are generated by industry, but others come from agricultural production, which makes it important to adopt less harmful cropping and production methods.

Low-emission agriculture

Costa Rica is pursuing an ambitious goal – it aims to become carbon neutral by 2021. With GIZ support, the country is following a bold plan to make its agriculture, especially coffee growing, climate- and environment-friendly. By providing attractive loans to enable coffee farmers to adopt modern technologies and offering extension services on new coffee growing methods, the country hopes to be the first in the world to produce and market 'low-emission coffee'. Currently, coffee growing and processing together account for almost one tenth of the country's total greenhouse gas emissions.

The project is financed by the NAMA Facility, a programme funded by several donors, including the German Federal Ministry for the Environment, Nature Conservation, >>

Saving and offsetting: environmental management at GIZ

Our Bonn, Berlin and Eschborn offices have an environmental management system in place under the European Eco-Management and Audit Scheme (EMAS). In 2015, our Feldafing office once again received the ÖKOPROFIT certificate for its achievements in the field of corporate environmental management. Since 2015, GIZ has been using its Corporate Sustainability Handprint® (CSH) to monitor its resource efficiency worldwide. The CSH records, among other things, our electricity, water and paper consumption. We also record and evaluate carbon dioxide emissions from air travel and fuel consumption by official vehicles and generators. Every two years the in-country CSH teams review whether they have achieved the environmental management targets they have set themselves.

In Nepal, as part of the CSH process, the GIZ country office developed an evaluation formula for sustainable event management. This involves inviting bidders for GIZ events to answer a questionnaire on the areas of activity covering all GIZ's dimensions of sustainability. The contract is then awarded on the basis of a weighting system that gives points for environmental performance and the price offer. At the same time the country office encourages the venues to set themselves targets for improvement.

We offset the remaining carbon dioxide emissions of our German offices to the highest international standards by purchasing climate certificates through the Clean Development Mechanism of the Kyoto Protocol. By the end of 2016 we will be in possession of environmental data and targets for all partner countries where GIZ maintains offices.

🌐 www.giz.de/environmental-management
🌐 www.giz.de/progress-sustainability-2015

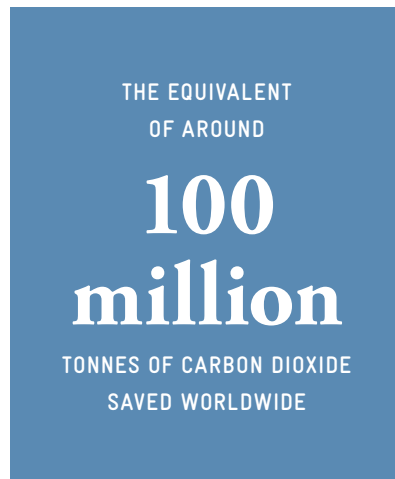
»» Building and Nuclear Safety, the United Kingdom, Denmark, and the European Commission. NAMA stands for Nationally Appropriate Mitigation Action and promotes voluntary nationwide activities that reduce greenhouse gas emissions in emerging economies and developing countries. With the aim of making the coffee sector fit for the future, the NAMA support project is working with 6,000 coffee farmers in more than one quarter of the country's coffee growing area. All major stakeholders are involved, from coffee farmers to private-sector, state and scientific institutions, and coffee exporters. Their shared goal is to produce and process coffee for the European and North American markets using environmentally, socially and economically sustainable methods.

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Manufacturing without CFCs

GIZ's Proklima programme demonstrates that industrial goods can be manufactured in ways that are climate-friendly. On behalf of BMZ and the International Climate Initiative of the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety, the GIZ-implemented programme has already provided support for about 40 partner countries endeavouring to end the production and use of chlorofluorocarbons (CFCs) and hydrochlorofluorocarbons (HCFCs). The Montreal Protocol on Substances that Deplete the Ozone Layer is an international agreement that requires signatory states to do just this. Proklima is also helping countries end the use of substances like hydrofluorocarbons (HFCs), which are highly damaging to the climate. They are to be replaced by natural refrigerants and propellants. Proklima is, for instance, helping manufacturers of refrigeration plants and air conditioning systems, and foam manufacturers, to make the entire life cycle of their products less damaging to the ozone layer and to the climate: from processing raw materials, manufacturing, servicing and repair through to environmentally sound recycling. In China, to take one example, three major manufacturers of air conditioning units today use propane as a refrigerant – a much more environmentally friendly solution. About 80 per cent of the world's air conditioning units are today manufactured in China. Taking stock of Proklima's 280 projects around the world, it is clear that the use of ozone-depleting substances has been cut by more than 8,100 tonnes. That is equivalent to a reduction of about 100 million tonnes of carbon dioxide, which impacts negatively on the climate. To give you another comparison – it is equivalent to the total annual emissions caused by private cars in Germany.

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LINKING EXISTING KNOWLEDGE MANAGEMENT

PLATFORMS THROUGH K-LINK

Sustainable livestock management that preserves the fertility of pastures, timber production that does not destroy forests – just two solutions that have surely been put into practice somewhere in Central Asia. But where? K-Link, the IT-based tool co-developed by GIZ, can make the search for existing solutions much easier. It networks existing online knowledge management platforms and makes available key documents on sustainable resource management from the whole of Central Asia. The development of K-Link is being funded by the European Union and the German Government. Cooperation with the private sector ensures that the system is both sustainable and transferable to other sectors and regions.

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MANAGING MINING CONCESSIONS ONLINE

More money in the tax coffers for the benefit of the population – Sierra Leone is much closer to achieving this goal since the government set up an electronic system for managing mining licences. More than 800 mining licences are currently being managed and made publicly accessible in an online database. GIZ supported this measure on behalf of BMZ. By accessing the database, citizens can see which company has a licence and how much revenue the state is receiving from it. In fiscal 2010/2011, shortly after the system was introduced, Sierra Leone was able to collect over EUR 4.5 million in outstanding fees.

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APP TO PREVENT VIOLENCE AGAINST WOMEN


According to the World Health Organization, six out of every ten women in Ecuador have suffered violence. With a single click, women experiencing violence or people witnessing this first hand can now use the app 'Junt@s' to dial the emergency number 911 directly or call for help immediately from a trusted person. The app is pre-installed on mobile phones supplied with a contract from the Ecuadorian telecommunications company CNT. This means that women do not have to justify why the app is installed on their phones. GIZ is cooperating with CNT in the BMZ-funded project 'Combating violence against women in Latin America (ComVoMujer)'.

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SOLUTIONS FOR TOMORROW'S SOCIETY



People using opportunities, realising ideas, safeguarding their livelihoods. This requires initiative as well as reliable infrastructures and services: opportunities for modern vocational training, companies that provide jobs with a future, and a healthy economic system that is self-sustaining. On the German Government's behalf and together with the governments and institutions of its partner countries, GIZ is reforming vocational training systems, promoting start-ups and job creation, strengthening companies and initiating business cooperation arrangements. But it is not a one-way street. The German private sector also profits from these activities – and through its engagement in partner countries is itself setting standards for socially responsible and environmentally sound conduct.



Developing prospects together

Good training delivers triple benefits: for young people, who are building the foundations on which they will be able to support themselves and their families; for businesses, which need properly trained experts; and for the economy as a whole, in order to be internationally competitive. A modern, professional education system plays a key role in a country's sustainable development. This is why GIZ, on the German Government's behalf and in close consultation with the private sector, is supporting the reform of vocational training systems worldwide. This will facilitate the development of a reliable economic base on which people can build their livelihoods.

Professional training with a future

The future that Afghanistan is able to offer its young people depends not only on the all-important issue of peace and security, but also on whether they have attractive job prospects in their own country. Sound vocational training that meets market needs is the first step in this direction. Afghanistan's national development strategy therefore includes the establishment of an effective country-wide system of vocational schools. The few vocational schools that do exist have so far been poorly equipped. Most teachers lack hands-on experience, there are no standardised curricula or exams, and there is no cooperation with the private sector.

Together with the Deputy Ministry of Technical and Vocational Education and Training, GIZ – on BMZ's behalf – has established a system of 50 pilot schools. Training content is closely aligned with the needs of the national economy. Six new training programmes for technical and commercial occupations have been created in which just under 19,000 young people are now enrolled, a quarter of them women. Two new training centres for vocational teachers have also been opened, and some 10,000 teachers have received in-service training. One important step is the opening of selected vocational schools in Kabul and Mazar-e Sharif for apprentices working in traditional workshops. Previously, the apprentices learned only practical skills in the workshops. Now, 1,600 of them are acquiring the theoretical expertise they need for their trades at the public vocational schools: technology, technical communication, applied mathematics. This is an inclusive approach, because around 60 per cent of Afghans between the age of 15 and 19 are trained in small and micro enterprises. The vocational schools will also offer further training to the workshop proprietors. By modernising its traditional apprenticeships, Afghanistan will develop an effective in-company training system. The country will thus save up to 80 per cent of the investment costs that would otherwise be needed to establish a school-based vocational training system – which would also be less effective.

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Fostering initiative

Where jobs are in short supply, self-employment can be an alternative – particularly when the labour market offers no prospects for many well-trained people, most of them young. When the path to self-employment is professionally supported, further new jobs are created as a result. Initiatives of this kind also help foster the peaceful development of societies, as high youth unemployment is potentially socially explosive.

Start-ups driving job creation

The countries of North Africa are one example of how high unemployment jeopardises political and economic stability. To tackle growing unemployment and the lack of prospects for young people in particular, BMZ has launched a special initiative for stability and development in the MENA region. In one programme under this initiative, GIZ is helping young people in economically weak regions of Tunisia on the path to self-employment. The programme offers individual coaching and advice during the critical initial years after starting up. The programme is also enabling government institutions to expand their offerings and include services for start-ups. It is envisaged that in the course of the project, 200 mainly young unemployed people will become self-employed, at least 60 of them women. More than 5,000 candidates took a first step in this direction by attending Startup Tunisia in 2015. At this newly developed exhibition for entrepreneurs, which was held in seven regions of Tunisia, they were able to find out more about self-employment and starting a business. A competition was held to identify the ten best start-up ideas in each region. GIZ subsequently supported the winners in getting their ideas off the ground – including one young businesswoman whose idea was to manufacture pallets from palm waste.

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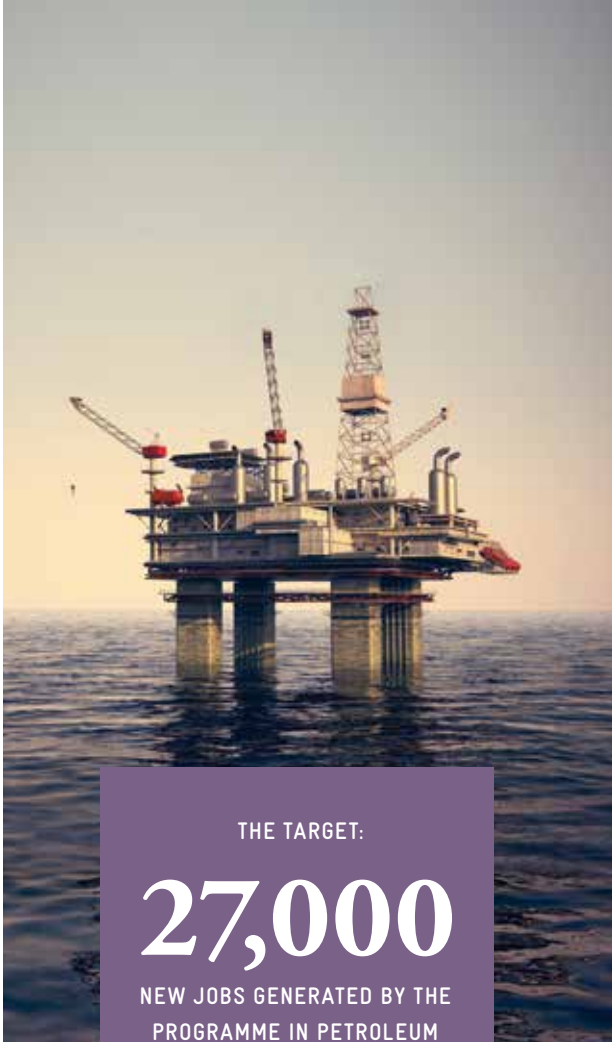
Creating lasting jobs

Fostering initiative and supporting young entrepreneurs, as in Tunisia, is one way of driving economic development. To inject vitality into the economy on a broad basis it is necessary to focus on entire industries and sectors. This is the only way to improve the employment situation for large numbers of people. The Employment for sustainable development in Africa programme sets out to improve the labour market situation in eight sub-Saharan African countries. This initiative, which was launched by BMZ and is also supported by the British and Norwegian governments as well as the UK gas company BG Group, is being implemented by GIZ in close cooperation with international and national companies. One part of the programme focuses on the emerging oil and natural gas industry in East Africa. Thanks to the huge need for supplies and services, it has the potential to become an engine for job creation across the whole region. Here is just one example. The industry needs scaffolding, safety jackets and protective helmets. The idea is that rather than importing these items they should be produced locally. This means jobs and training opportunities for the wider population, rather than for just a few specialists.



ALMOST
19,000
YOUNG PEOPLE IN AFGHANISTAN
HAVE COMPLETED VOCATIONAL
TRAINING IN TECHNICAL AND
COMMERCIAL OCCUPATIONS.





THE TARGET:

27,000

NEW JOBS GENERATED BY THE PROGRAMME IN PETROLEUM AND NATURAL GAS AND THEIR ANCILLARY INDUSTRIES IN EAST AFRICA

>> By 2019, the project expects to help generate some 27,000 new jobs in petroleum and natural gas and their ancillary industries in East Africa. Together with international and national companies, GIZ is helping train specialists to meet the actual needs of the industries concerned. In this way, jobs are being created across the region through the development of the cross-sectoral expertise needed in construction and services, and in the food and utilities sectors.

✉ sonja.palm@giz.de // 🌐 <https://www.giz.de/en/html/37087.html>

Developing business links, stimulating trade

As in East Africa, GIZ is also involved in regional economic development in South-East Asia. Here, however, it is pursuing a different approach. To establish new advisory structures and regional business networks, the Centre for International Migration and Development

**THE DEVELOPMENT SERVICE:
IN THE THICK OF THE ACTION**

The Development Service assigns professionally experienced and socially committed people to partner countries. To Botswana, for instance, where development workers are involved in vocational training. Often working in rural regions, they bring their professional expertise to bear in non-governmental and governmental institutions. Together with partners they provide training and advice, and design projects. Always in the thick of the action, they use their professionalism, experience and intercultural sensitivity to build people’s capacities. Their assignments, which they undertake under customary local conditions, are limited to between two and four years. As at 31 December 2015, 730 development workers were engaged on assignments for GIZ. Of these, 107 were assigned as Civil Peace Service experts. The majority of development workers – 393 – were working in sub-Saharan Africa.

🌐 www.giz.de/entwicklungsdienst/en/html/index.html
🌐 www.giz.de/entwicklungsdienst/en/html/1399.html

(CIM), a joint operation of GIZ and the Federal Employment Agency, has placed an economist as an integrated expert with the German-Thai Chamber of Commerce in Bangkok. Operating where development cooperation and foreign trade promotion overlap, the expert is working within the BMZ-supported ExperTIS programme to boost trade and economic relations in the Mekong region, primarily with Laos, Cambodia and Myanmar. His remit includes organising visits by delegations from Thai companies to neighbouring countries, thus enabling these representatives to forge personal contacts.





Project manager Doris Treis explains how GIZ is supporting vocational training in the mining sector in Botswana.

GIZ Ms Treis, in Botswana you are working not only on BMZ's behalf, but also on behalf of the Government of Botswana and the private sector. How did this come about?

DORIS TREIS Economically speaking Botswana is no longer a developing country. So BMZ has gradually been reducing development cooperation support since 2005. Over the last few years, all of GIZ's work in this country has involved development workers. In vocational training for the mining sector in particular, our partners in Botswana very much appreciate the way they work in and with institutions directly, and the German expertise they deliver. That's why the Botswana side was willing to contribute considerable funds of its own to continue the project. The Chamber of Mines is co-financing the BMZ commission, and the Botswana Government has commissioned us to implement other measures through GIZ International Services.

GIZ The project focuses on vocational training in the mining sector. Why?

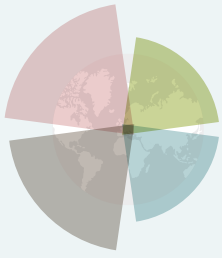
DORIS TREIS Mining is an important sector of the Botswana economy. It creates large numbers of jobs and generates income. The experts the industry needs are not yet available in sufficient numbers or with the required qualifications. So the government and industry are jointly investing in training for sustainable development.

GIZ What is GIZ doing exactly?

DORIS TREIS In the project we focus on developing and introducing curricula, training teachers at the vocational training institutions and involving the private sector in vocational training. We have also piloted a training model for craftsmen in the mining industry that Botswana intends to scale up to other locations and occupational fields.

GIZ How much is Botswana contributing?

DORIS TREIS The financial contribution has increased steadily since the project began. Together, the Government of Botswana and the Chamber of Mines are now meeting approximately two thirds of the programme costs and the BMZ one third. Such a high level of partner contributions is most unusual in development cooperation projects, and demonstrates just how committed they are in this sector.



HR development at GIZ

People who work in international cooperation for sustainable development never stop learning. This applies not only to the specialised fields in which GIZ operates worldwide, but also to the personal and social capacities of our staff themselves. For example, what is the current state of knowledge on topics such as climate change, rural

development or economic development? And what competencies and skills do experts need in addition to their own professional and academic qualifications if they are to plan start-up training programmes in Tunisia, establish a modern vocational school landscape in a fragile context in Afghanistan, or network an entire economic region in South-East Asia?

The Academy for International Cooperation (AIZ)

The place where this learning for sustainable development takes place is the Academy for International Cooperation, or AIZ for short. Since September 2015 it has organised all training and learning services that are part of GIZ's in-company HR development. This can be subject specific, enabling learners to keep their own expertise up-to-date, or it can involve training on how to design change processes or review one's own values and attitudes. The AIZ also offers needs-based training for partner organisations in GIZ projects. External clients too can take advantage of AIZ training courses. These can include experts or consultants who plan to work abroad. Training in project management and organisational development broadens

» Another aim is to strengthen business links between Thailand and Germany – for instance in the field of environmentally sound technologies. By organising conferences and training measures on intelligent electricity networks (smart grids), photovoltaic technology and biogas, the expert brings together potential business partners and facilitates sustainable technology transfer between

the two countries. He also advises German companies planning to invest in the region. These include a German engine manufacturer that has since opened a production plant in Thailand and created new jobs. The Chamber is now a highly sought-after point of contact for cooperation arrangements and market entry in the region.

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EXPERTS – PLACING EXPERTS WITH GERMAN CHAMBERS OF COMMERCE ABROAD

Through the ExperTS programme, the Centre for International Migration and Development (CIM) places experts with chambers of commerce throughout the world. These integrated experts, as they are known, are specialists in renewable energy, energy efficiency, vocational training or sustainable economic development, as well as the development of new structures for chambers and business associations. Acting as local liaison officers they advise companies on tapping into new markets and launching innovative cooperation arrangements. They also build regional networks and so lay the foundations for long-term business cooperation. This BMZ-funded programme is being jointly implemented by GIZ, the chambers of commerce abroad, German business delegations and bilateral business associations.

🌐 www.giz.de/Wirtschaft/de/html/2320.html (German only) // 🌐 www.bmz.de/wirtschaft (German only)

the managerial expertise of staff. The AIZ pays special attention to leadership development within the company. Managers also learn to lead international teams and to encourage staff to develop their own capacities.

Systematically developing the capacities of national personnel

In order to secure international expertise, one particular focus of future HR development will be on staff with local contracts of employment. We have systematically developed and expanded the training we offer national personnel, as this group is known. By the end of 2015, guidelines had been developed in partner countries to align the professional development opportunities open to this group even more closely with the needs of the company, and to prepare them for taking on more demanding and responsible tasks. The GIZ offices in partner countries have also introduced country-wide procedures to appoint national personnel to managerial positions.

Seminars for national personnel and all other GIZ personnel in partner countries are organised by the AIZ on a regional basis at, what we term learning hubs. These have been set up for example in Ethiopia, Colombia and Thai-

land. GIZ focuses special attention on training national managers, offering a five-day training course at one of our learning hubs to boost their managerial expertise. This course gives them basic managerial skills and introduces them to GIZ's management tools, thus giving staff with line management responsibility the basic tools they need to understand and meet the demands of their managerial role.

Key topics on the agenda

The year 2015 saw yet another innovation. All newcomers to GIZ must now study the 'key sustainable development topics' as soon as they begin. This newly-designed key induction module is obligatory for all new recruits. GIZ uses it to communicate its basic principles from the outset. Human rights, gender equality, environmental and climate protection, and the reduction of poverty and inequality are not abstract concepts. Only when these principles are interlinked in our projects and in the company itself, and only when expert staff around the world inject life into them, does sustainable development become possible.

aiz-kundenservice@giz.de // www.giz.de/akademie (German only)

Building trust, face-to-face

Advising companies on social and cultural norms and legal frameworks is essential if they are to gain a foothold in new markets. However, personal contacts are in most cases the guarantor of successful business relationships over the long term. At GIZ special programmes help forge these links.



Fit for business with Germany

Germany has for years been one of the countries with the highest export surpluses. This is a reflection of its close and often highly personal economic ties with other countries, which are built on trust. The manager training programme Fit for Partnership with Germany, funded by the Federal Ministry for Economic Affairs and Energy, aims to further deepen these links and help small and medium-sized enterprises tap into new markets. Implemented by GIZ, this programme provides executives from Asia, Eastern Europe, North Africa and Latin America with professional managerial training and insights into the German business world. More than 10,000 managers have since established links with German companies and initiated business deals. Several thousand German companies are taking part in the programme – most of them medium-sized.

Every year just under 1,000 foreign managers come to Germany for four weeks. In groups of around 20 participants they hone their managerial skills and establish links with some 60 German companies. In mid-2015, for instance, managers from the health sector spent time in



>> German hospitals and pharmaceutical companies, where they were able to familiarise themselves with modern diagnostic and therapeutic methods, and state-of-the-art medical technology. Other key areas include renewable energy, energy efficiency, solid waste management, the agricultural sector and mining.

Both sides benefit. While the managers from 17 partner countries gain business contacts, current managerial expertise and new products, German companies profit from the subsequent orders for services and goods – and in some cases the establishment of joint ventures.

✉ reimut.duering@giz.de // www.managerprogramm.de/en

Matching business ideas with the right partners

The Global Business Exchange Programme – known as GloBus for short – also aims to facilitate lasting business contacts. Through the programme, GIZ trains managers in small and medium-sized Moroccan enterprises in readiness for establishing business links with German companies. On BMZ's behalf, GIZ is also implementing GloBus in Colombia and Peru. The programme focuses on the food industry, mechanical engineering, electrical engineering and renewable energy.

Companies interested in international networking and cooperation can prepare themselves by taking part in management training courses. Those with the best ideas for cooperation are then invited to Germany for ten days. Here they can find out more about the latest developments in their industry by visiting trade fairs, business associations and chambers. The pivotal element of their stay in Germany is the GloBus Session, a networking event that brings companies from both countries together around one table. They compare notes on current business trends and market opportunities, and explore specific joint projects. To place the cooperation on an even firmer footing, disseminators are trained in Morocco who teach in Moroccan business schools. We hope they will encourage business leaders to extend their horizons beyond the country's national borders in the spirit of the GloBus motto: 'Connect. Share. Succeed.'

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Ensuring fair production

Policy frameworks that encourage investment, professionally trained experts and good infrastructure for transport and telecommunications – these are all key factors that enable companies to do business successfully. However, more and more clients are also coming to appreciate products manufactured on an environmentally sound and socially responsible basis. To remain competitive in the long term, companies are therefore coming under increasing pressure to demonstrate that their products meet these criteria.

Many German companies are actively encouraging their foreign suppliers to ensure decent working conditions and environmentally sound production methods. These include the German food retailers Lidl and the REWE Group, which are relying on the expertise of GIZ International Services to help them do so. The challenge here is to harmonise German standards with local conditions. Under the motto 'Heading for tomorrow', the food retailer Lidl has been working to improve the living and working conditions of employees in the production plants of its own textile and shoe brands for years. One example is its textile suppliers in Bangladesh. On Lidl's behalf, GIZ International Services has been conducting training measures there for textile manufacturers and their employees since 2008. Based on international standards, the training covers issues such as higher wages, overtime rules, health, worker representation and freedom of assembly. Since GIZ International Services has been involved, a great deal has already changed in the plants that supply Lidl. In some 80 factories there are now committees in





LIDL: HEALTH SERVICES
FOR MORE THAN
40,000
EMPLOYEES IN BANGLADESH

which management and the workforce jointly agree things like overtime rules, and ensure compliance with safety regulations e.g. for fire protection in the workplace. In Bangladesh there is no basic medical care. Since 2009, together with a mobile team of doctors, Lidl and GIZ International Services have therefore been offering basic medical services during working hours. For employees of Lidl's suppliers these services are free of charge, since they are funded entirely by Lidl – as are all the other support measures. As a result, between 2009 and 2014 over 40,000 people received medical treatment and more than 36,000 were vaccinated against tetanus. On behalf of the REWE Group, GIZ International Services is implementing social, environmental and educational projects in *Costa Rica* and *Panama*, which the trading group is financing from its 'banana fund'. As part of the PRO PLANET sustainability strategy, the fund is being used to improve environmental and living conditions in the producer countries and to promote responsible banana production. Financed in full by the REWE Group, the fund is being managed by GIZ.

The project work focuses particularly on children and young people. In the communities adjoining banana plantations, the project is supporting nursery schools as well as youth centres in order to help single mothers. Sports and leisure projects are also being implemented. Health posts are being better equipped, and solid waste management and recycling projects are being supported. The project proposals are submitted by local organisations, which means that local people are involved in the decision-making. A further aim of the project is to enable local organisations to implement projects for their communities self-reliantly and sustainably. To facilitate this, the board that decides on funding allocations is advised by a committee of non-governmental organisations. In Panama, the fund was used to reforest 34 hectares of pastureland and transform it into a biological corridor. As a result some 500 schoolchildren learned what protecting the environment and conserving natural resources actually means at a practical level, and how important the mangrove forest is for the ecosystem.

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LOOKING AHEAD



GIZ. SOLUTIONS THAT WORK.

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Fiscal 2015

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Our personnel

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Organisation chart

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GIZ's official bodies

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Publication details

Abbreviations

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GIZ. SOLUTIONS THAT WORK.

COOPERATING IN A CHANGING WORLD

Rarely have trends in international cooperation been as dynamic as they are now. With the 2030 Agenda, the international community has created a road map for the next 14 years that makes cooperation more pivotal than ever before. In the future, cooperation will take place in the form of global alliances and more partnerships. As a service provider for international cooperation with worldwide operations, GIZ is ideally placed to translate the spirit and the goals of the 2030 Agenda into practice – on behalf of its commissioning parties and together with its partners.

LINKING COMPETENCIES AND CAPACITIES MORE EFFECTIVELY

The global order is now multipolar. Countries such as Brazil, India, China, Russia, South Africa and Indonesia have long since become important alliance partners with the power to shape outcomes. Through the newly established development banks they are already making a clear contribution toward development finance for poor countries. The future of international cooperation will therefore involve linking more effectively the interests, competencies and funds of players old and new.

The European Union's partnership initiative in the energy sector – a multi-donor community comprising 21 countries, for which GIZ is providing the secretariat – is one such example with an international focus. One national approach is the joint pilot programme of Germany's federal and state governments, which GIZ is implementing on BMZ's behalf. The programme is designed to develop new cooperation arrangements that better interlink the development activities of the federal government with those of the state governments.

Here is an example. The German state of North Rhine-Westphalia, which is partnered with Ghana, is promoting cooperation between RWTH Aachen University and the University of Ghana in Accra. The aim is to build a health post on one of the world's largest e-waste dumps, located in the Agbogbloshie district of Accra. For the first time, people who recycle e-waste for a living will be able to receive treatment in case of accidents or illness, and obtain advice on health and safety at work. Laboratory technicians will also be trained to precisely determine pollution levels caused by e-waste. The joint pilot programme of the federal and state governments will closely link these activities with BMZ's Sustainable Waste Management and

Recycling programme, which GIZ is also implementing. This programme addresses the environmentally sound and safe disposal and recycling of e-waste.

INTEGRATING SUSTAINABILITY INTO ALL PROCESSES

Following the positive assessment of the company's first sustainability programme in the GIZ Progress Report on Sustainability 2015, we have set ourselves ambitious new targets in the Sustainability Programme 2016–2020. Key elements will be incorporated into the new company-wide strategy process (see the interview on page 56). A sustainability guideline approved in 2015 will link our corporate sustainability management with corporate social responsibility management for GIZ's programmes and projects. This will bring together in a new system several long-standing instruments, such as the environmental and climate assessment, the gender analysis and the human

INNOVATION MANAGEMENT AT GIZ

Whether we're talking about a digital app for women in Ecuador, the development and roll-out of disaster early warning systems, or an interactive platform to facilitate the steering and monitoring of rainforest protection measures in eight Central American countries – at GIZ, innovations like these do not emerge in the lab or from innovation teams. They arise in day-to-day work with our partners and the people who benefit from them. In the permanent competition of ideas with other actors, GIZ relies on its own innovation management system. Approaches that have proved successful in partner countries are captured on a company-wide basis, evaluated and made available to all. Here GIZ relies on a blend of market, sectoral and methodological expertise in conjunction with regional experience. Since innovations have already been tested under real conditions they are readily accepted. At the same time they are efficient, because they can also be used in other settings. This means that in the future, GIZ will remain able to respond flexibly to new client requirements while still managing existing resources cost-effectively.

rights assessment. From July 16 onward, a standardised framework for environmental, climate and social responsibility management will be introduced throughout the company and for all commissioning parties. This will be integrated in the design of projects, and regularly monitored in the course of project implementation.

By taking this step, GIZ will at the same time meet the generally recognised Environmental and Social Performance Standards of the International Finance Corporation, an organisation of the World Bank Group. This will smooth the path for GIZ's accreditation with the United Nations Green Climate Fund (GCF). Established in 2010, the GCF is a key instrument in international climate finance. By 2020 it is expected to make available USD 100 billion each year for the prevention and mitigation of greenhouse gas emissions as well as adaptation to the impacts of climate change. GIZ submitted its application in 2015. It hopes to receive accreditation before the end of 2016 so that it can expand its portfolio of commissions in the field of climate change.

CORPORATE SUSTAINABILITY IN PRACTICE

Worldwide, GIZ purchases services and goods worth over EUR 900 million a year – almost half its business volume, and thus an important lever for promoting sustainable development in its supply chains. GIZ therefore intends to further step up its sustainable procurement practices. A sustainable procurement report adopted in 2015 serves as a comprehensive practical guide. It addresses not only environmental aspects, but social criteria too. GIZ has long required all its business partners to comply with the core labour standards of the International Labour Organization (ILO), a specialised organisation of the United Nations. In 2016, sustainable procurement will also be a topic addressed by a cross-departmental GIZ coordination committee, which will be working on the 2030 Agenda's implementation in and by GIZ. The committee will align GIZ's sustainability management with the 2030 Agenda. Based on the Sustainable Procurement Report, proposals will be developed on how to make GIZ's procurement policy and its implementation even more sustainable in Germany and abroad.

COMPLIANCE AT GIZ

GIZ has introduced a compliance management system to make sure that, even as requirements change, public funds will continue to be managed carefully and responsibly in the course of its future business. By continuously



Menschenrechte und mensverantwortung



Elke Siehl, GIZ's Corporate Sustainability Director, explains how the company is systematically integrating sustainability into all processes and the corporate strategy.

GIZ Ms Siehl, you are the Director of the Corporate Development Unit as well as being the Corporate Sustainability Director. What opportunities does this create?

ELKE SIEHL GIZ's work is all about sustainability. It is an integral part of our Corporate Principles, and our rules and standards. Linking the two roles enables us to advance the sustainability agenda even more systematically, in our projects and services, and in the company itself. Supported by a task force, the Corporate Development Unit is currently further developing GIZ's company-wide strategy process. Key elements of the GIZ Sustainability Programme 2016–2020 are now being gradually integrated into the corporate strategy.

GIZ What are the key elements of the sustainability programme and which parts of the previous programme are being further developed?

ELKE SIEHL The new programme covers a five-year period, so it's longer term and contains even more ambitious targets. Taking 2016 as a baseline, we'd like to reduce the consumption of paper, electricity and water per head by a further 10 per cent. We'd also like to systematically increase the percentage of personnel on local employment contracts who hold expert and managerial positions.

GIZ GIZ has a particular partner-oriented approach and cooperates with numerous actors. What will this mean for our communication with stakeholders in the future?

ELKE SIEHL The strategic orientation and management of partnerships, cooperation arrangements, alliances and networks is an integral part of our work. We use various platforms and bodies for this. Firstly, we intend to further develop the dialogue with consulting companies that implement measures and projects on our behalf, and also the dialogue with our partners in project countries. So this year we'll be testing an updated dialogue format with our stakeholders. And by the way, we'll also be stepping up the involvement of these stakeholders in our new strategy process.



SAFETY AND SECURITY FIRST – WORKING IN FRAGILE STATES

Poverty and high unemployment, a rise in violent crime, armed conflicts and natural disasters – these are just some of the factors that give rise to social insecurity and destabilise economies and political systems in many countries. All this places high demands on our personnel, and not least on the company's duty of care. In more than 50 countries GIZ is already operating in settings where the threat of violence and conflict is acute, and the risks to staff are growing. In high-risk countries, we have full-time security and risk management advisors and risk management offices that operate round-the-clock (see page 27). In Germany, GIZ is expanding the existing Security Management Abroad section into a Corporate Security Unit that will report directly to the Management Board. Its job will be to analyse security risks and advise on specific precautions and protective measures. The new unit will ensure that GIZ has a professional crisis management system in place worldwide to deal with any acute crises.

>> improving its internal rules and processes GIZ intends to further increase the certainty, clarity and quality of its business activity, enabling the company to operate reliably on the market in the long term. With these aims in mind,

GIZ's existing human rights complaint mechanism (see page 29) will become even more visible and clearer to outsiders in 2016, for example by producing a transparent description of the process. GIZ intends to further expand the training it provides on human rights issues. By doing so, it will at the same time comply with the standards of the United Nations Guiding Principles on Business and Human Rights.

GOING FORWARD SUSTAINABLY AND COMPETITIVELY

GIZ can face the challenges in international cooperation with confidence. Swift and flexible, and with highly qualified personnel on board, GIZ will continue to discharge the mandate it holds from the German Government to promote sustainable development worldwide. To successfully cope with these demands GIZ will focus on four key areas in its corporate strategy: effectiveness, efficiency, business development, and capacities and alliances. Objectives and indicators for sustainability will be integrated into all these areas. Through its internal change project *bauhaus15*, GIZ created the organisational preconditions for service offerings that will be competitive in the long term, even more client-oriented and demonstrably sustainable. Capacities and expertise are now clustered more tightly, and internal processes have been made even more efficient. While the organisational changes and new processes have been operational in Germany since 1 September 2015, corresponding changes in our partner country offices will follow in 2016.



BUSINESS WORTH OVER EUR
2.1 billion

FISCAL 2015

In fiscal 2015, GIZ once again succeeded in increasing its business volume. The total recorded, at EUR 2,142 million, was EUR 110 million up on the previous year's figure (EUR 2,032 million). Some 92% of our total business volume was accounted for by the public-benefit business area. This is the area in which GIZ operates on behalf of the German Government (chiefly the Federal Ministry for Economic Cooperation and Development), as well as for governments and ministries of Germany's federal states. The remaining 8% was generated in GIZ's taxable business area, International Services. Through this business area, international institutions such as the European Union, the United Nations, governments worldwide, foundations and businesses with international operations commission GIZ directly.

COFINANCING

Under cofinancing arrangements, third parties provide additional funds for a measure that GIZ is implementing on behalf of BMZ or another German public-sector client. When GIZ is commissioned by third parties to implement supplementary measures, these are also recorded as cofinancing arrangements. In relation to the income generated in 2015, the largest cofinancing bodies were the European Union (EUR 108 million) and the UK's DFID (EUR 36 million).

TREND IN PUBLIC-BENEFIT BUSINESS

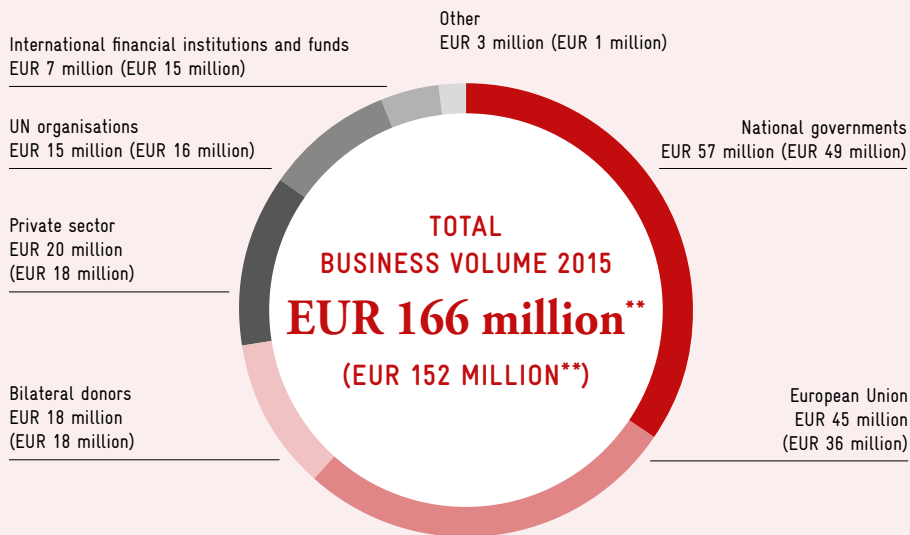
AS AT 31 DECEMBER 2015

Income in EUR million	2011	2012	2013	2014	2015
Total	1,755	1,874	1,753	1,880	1,977
BMZ	1,526	1,627	1,464	1,615	1,699
Cofinancing*	170	179	170	181	236

*includes income from BMZ business

GIZ INTERNATIONAL SERVICES 2015 (2014)*

AS AT 31 DECEMBER 2015



* total business volume 2014 and 2015 by main commissioning parties

**All values shown without decimal places. Rounding differences therefore occur.

GERMAN PUBLIC-SECTOR CLIENTS

AS AT 31 DECEMBER 2015

Income* in EUR million	2014	2015
Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety	100	110
Federal Foreign Office	91	85
Federal Ministry for Economic Affairs and Energy	21	20
Federal Ministry of the Interior	14	13
Cofinancing	6	10
Other clients	5	7
EU twinning agreements, EU grants	3	4
Total	239	250

*All values shown without decimal places. Rounding differences therefore occur.



MORE ON GIZ AS AN EMPLOYER:

WWW.GIZ.DE/EN/HTML/JOBS.HTML

OUR PERSONNEL

For decades, we have been working together with our partners to develop sustainable and innovative solutions that support our commissioning parties in planning and realising their ideas for change. In this we rely on our long- and short-term experts, development workers, integrated and returning experts, and our national personnel in the 130 or so countries where we operate. They combine a wide array of skills with sectoral, methodological and regional expertise, as well as intercultural sensitivity. As at 31 December 2015 GIZ had a total of 17,319 staff members (compared to 16,410 in 2014) – in other words, 909 more than in the previous year. A total of 1,721 people were also working for GIZ around the world as development workers, integrated experts or returning experts. This trend reflects GIZ's attractiveness as an employer in international cooperation for sustainable development.

Staff members in programmes
and projects in Germany

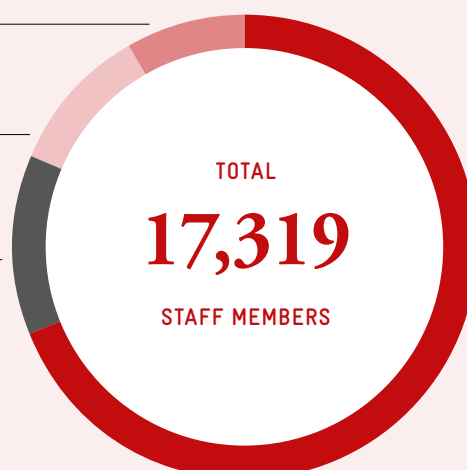
1,398

Staff members in Germany with
Head Office functions

1,803

Seconded experts

2,169



National personnel*

11,949

*National personnel are recruited and given employment contracts locally.

PERCENTAGE OF WOMEN IN THE WORKFORCE

AS AT 31 DECEMBER 2015

		Workforce as a whole				Management Board				Managerial positions					
		Germany		Partner countries		Total		Germany		Partner countries		Total			
		2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015		
		66.8%	66.7%	37.7%	39.2%	55.1%	55.6%	50%	50%	45.3%	44.7%	29.4%	31.1%	36.7%	36.8%

PERSONNEL IN THE REGIONS*

AS AT 31 DECEMBER 2015

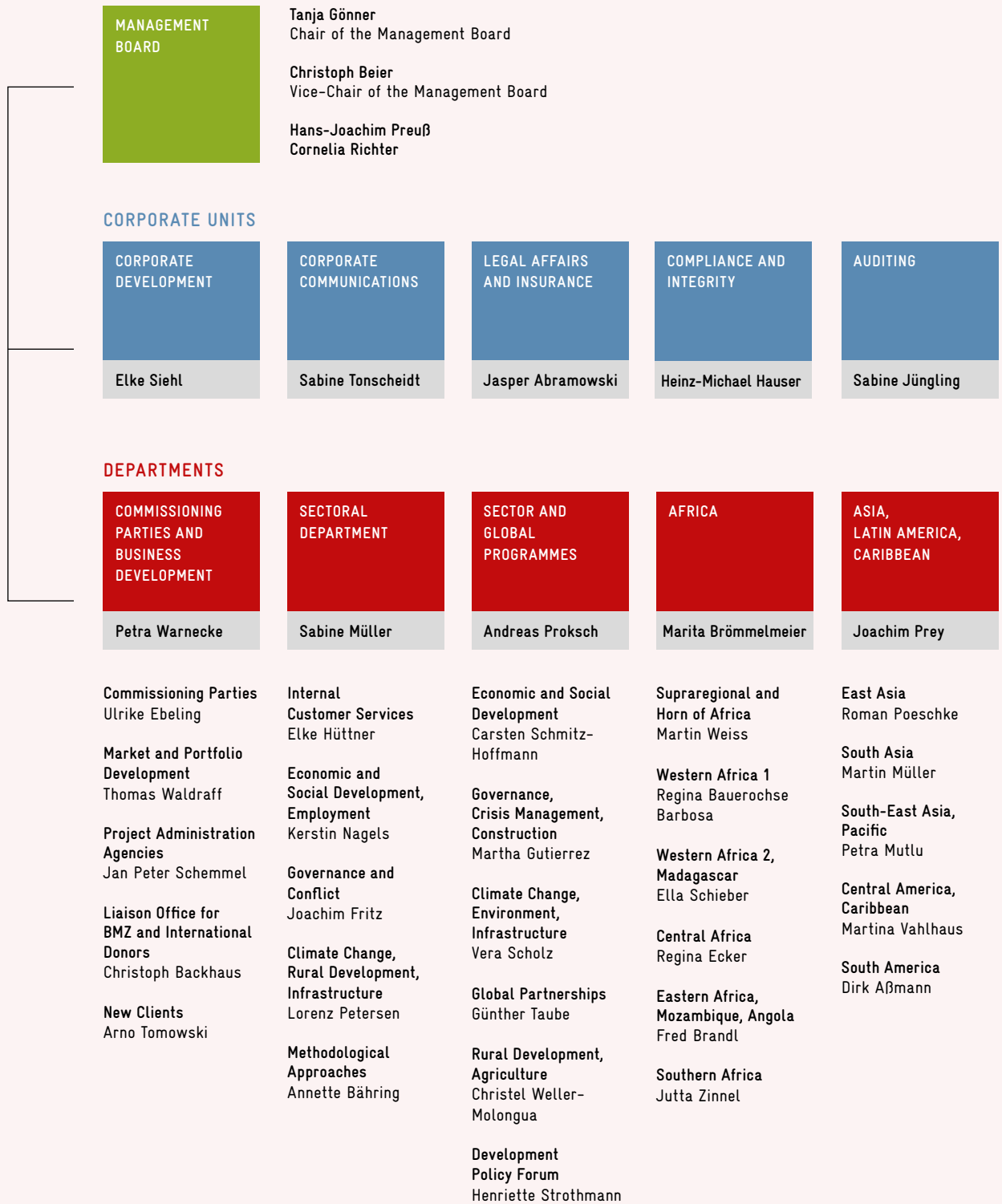
	Seconded experts		National personnel		Development workers**		Integrated experts***		Returning experts***	
	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
Sub-Saharan Africa	696	786	3,633	4,140	431	393	147	141	134	159
Asia/Pacific	440	451	2,380	2,428	155	138	79	74	153	157
Europe, Caucasus and Central Asia	454	413	3,145	3,138	28	35	176	162	77	73
Latin America, Caribbean	207	207	1,212	1,233	127	119	96	80	59	52
Mediterranean Region and Middle East	254	287	860	977	44	45	29	28	50	65
Industrialised countries (Europe, USA)	27	25	30	33	0	0	0	0	0	0
Total	2,078	2,169	11,260	11,949	785	730	527	485	473	506

* not including personnel in Germany

** 107 of the 730 development workers were deployed as Civil Peace Service experts.

*** Integrated experts are placed with employers in partner countries by the Centre for International Migration and Development (CIM), a joint operation of GIZ and the German Federal Employment Agency. The local employers pay them a salary at the local going rate, to which CIM adds a top-up payment. Returning experts also receive a salary top-up payment from CIM, as well as advisory and other support services.

ORGANISATION CHART



EVALUATION

Ricardo Gomez

CORPORATE SECURITY

N. N.

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As at: 20 May 2016

PUBLICATION DETAILS

PUBLISHED BY

Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

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with the support of:
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Design and layout:
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Frankfurt am Main

Proofreading:
textschriftmacher, Lübeck

Litho:
Die Lithographen, Darmstadt

Translation:
John Cochrane, Lynne Jagau,
Jonathan Phillips (GIZ)

Published in: July 2016

Printed by:
Henrich Druck + Medien GmbH
Schwanheimer Str. 110
60528 Frankfurt am Main

Carbon-neutral printing process using 100%
recycled paper, Circleoffset Premium White

Printed on:
Cover: Circleoffset Premium White 300 g/m²
Inside: Circleoffset Premium White 120 g/m²

Circleoffset Premium White complies with
the RAL-UZ 14/26770 criteria for award of
the Blue Angel label.

Circleoffset Premium White complies with
the AT/11/002 criteria for award of the
EU 'flower' ecolabel.



ABBREVIATIONS

AIZ:	Academy for International Cooperation
B.A.U.M.:	German Association of Environmental Management
BMUB:	Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety
BMZ:	German Federal Ministry for Economic Cooperation and Development
CFC:	chlorofluorocarbon
CIM:	Centre for International Migration and Development
CSH:	Corporate Sustainability Handprint®
DFID:	Department for International Development (UK)
DIMAK:	German Information Point for Migration, Education and Career (in Kosovo)
EAC:	East African Community
EMAS:	Eco-Management and Audit Scheme
EU:	European Union
EUEI-PDF:	EU Energy Initiative Partnership Dialogue Facility
Gavi:	The Vaccine Alliance (formerly known as the Global Alliance for Vaccines and Immunisation)
GCF:	Green Climate Fund (of the United Nations)
GloBus:	Global Business Exchange Programme
HCFC:	hydrochlorofluorocarbon
HFC:	hydrofluorocarbon
HR:	Human Resources
IDPs:	Internally Displaced Persons
ILO:	International Labour Organization (of the United Nations)
INDCs:	Intended Nationally Determined Contributions
K-Link:	IT-based knowledge management platform
MENA:	Middle East and North Africa
MRV:	Monitoring, Reporting and Verification
NAMA:	Nationally Appropriate Mitigation Action
RWTH:	Rheinisch-Westfälische Technische Universität (Aachen University)
SDC:	Swiss Agency for Development and Cooperation
SDGs:	Sustainable Development Goals
UNDP:	United Nations Development Programme
UNICEF:	United Nations Children's Emergency Fund

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