



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

2015

As a federally owned enterprise, GIZ supports the German Government in achieving its objectives in the field of international cooperation for sustainable development.

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Eschborn, July 2016

Foreword

Dear readers,

This report covers procurement at GIZ in fiscal 2015. It pools information on the award of contracts for services, materials and equipment. In doing so, it provides a comprehensive overview of contracts placed by GIZ during the period under review, broken down into region, type of contractor and sector. It also gives an impression of the trends over the past few years. You can find a list of individual contract awards on the GIZ website. Our aim is to help achieve more transparency in the procurement sector.

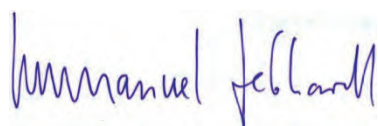
The company's volume of business grew in 2015 and we also managed to increase the total volume of contracts awarded, reaching an impressive EUR 1,012 million, or approximately 48.0 % of our business volume. To put it another way, GIZ passes on almost every second euro of its business volume to third parties. From a regional perspective, the contract awards are relatively evenly distributed, with a clear emphasis on Africa and the Middle East where business volume is highest. The number of orders placed in the 'Rural development and agriculture' sector almost doubled once again, making it the leading sector. In the 'Water' and 'Decentralisation' sectors, however, order figures have decreased significantly.

In 2015, GIZ successfully maintained its position on the global market as the world's leading service provider in the field of sustainable development. This success at the operational level is due among other things to transparent and efficient cooperation with our contractors. In a dynamic business sector like that of international cooperation, flexibility in responding to the market requirements plays an increasingly crucial role in safeguarding success. The procurement of relevant services, materials and equipment helps us to achieve this objective. As part of an optimised supply chain that meets both economic and quality criteria, we therefore rely on having an excellent network of contractors and suppliers.

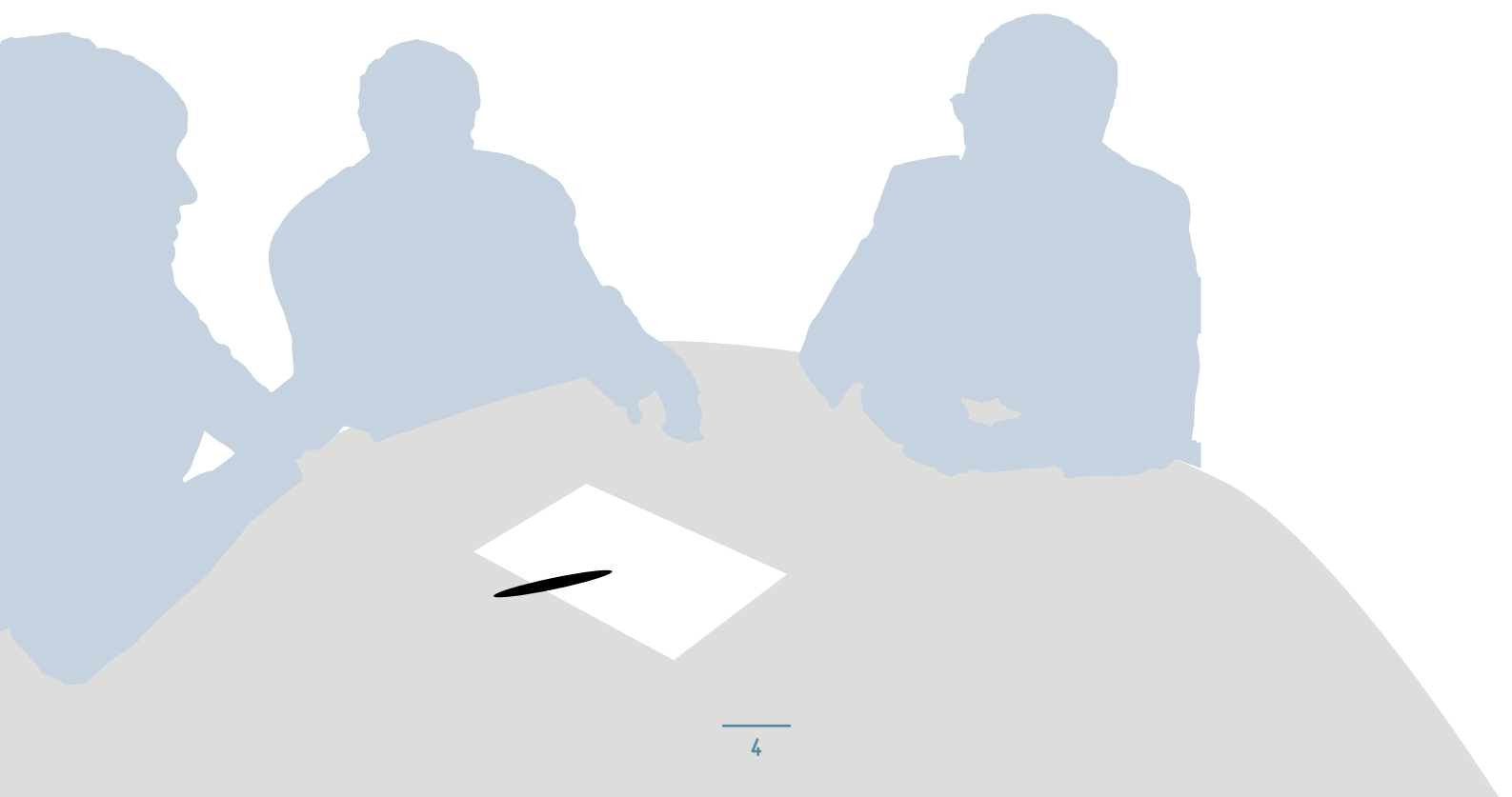
The 2015 financial year was exceptional for GIZ, as the company adopted a new internal structure as of 1 September. All procurement activities in Germany are now pooled within the new Procurement and Contracting Division established on that date. This has served to further enhance the professionalism of our work, enabling us to manage the higher volume of contracts being awarded by the company even more effectively.

The reform of public procurement legislation became effective as of 18 April 2016. As the new provisions did not yet apply during the period under review (fiscal 2015), the remarks in this report relate solely to the legal situation during that period. In future we will also focus to a greater extent on digitising procurement processes in order to implement the new legal requirements, which will become effective as of October 2018.

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



Immanuel Gebhardt
Director of the Procurement and
Contracting Division



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1 GIZ's legal form and mandate

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

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

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

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

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

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



2 Procurement at GIZ

2.1 Awarding of commissions to GIZ²

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

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

2.2 Awarding of contracts by GIZ

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

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

GIZ sees the private sector, and the consulting sector in particular, as its close partner in fulfilling its designated tasks. Consulting companies are part of the ‘GIZ value chain’, which enables GIZ to achieve the maximum results for its commissioning parties and clients at an optimal cost-benefit ratio. GIZ has set out this understanding of what cooperation means in its ‘Guidelines for cooperation with the consulting sector’.³ Using the specific comparative advantages this cooperation offers will help GIZ achieve added corporate value and enhance development results.

² This section presents the procedures that were applicable during the period under review (fiscal 2015). There have been some considerable changes as of 18 April 2016 as a result of the reform of public procurement legislation.

³ See [‘Guidelines for cooperation with the consulting sector’](#), PDF, 238 KB

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

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

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

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

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

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

All orders for services placed by GIZ’s Procurement and Contracting Division are published on its website.⁴ Contracts with companies and with individuals (appraisers or consultants) are listed separately. Contracts worth EUR 25,000 or more for materials and equipment supplies tendered on a restricted basis or awarded directly without competitive tendering are published on the website as well. Grants financed with EU funding are published separately.

⁴ www.giz.de/en/workingwithgiz/awarded_contracts.html

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

Table 1
Order placement procedure for the procurement of services, materials and equipment⁵

Tender procedures for the procurement of services pursuant to VOF ⁶ /VOL ⁷	
Procedure	Announcement of tender
Up to EUR 207,000:	
Direct award of contract, following competitive bidding or market survey where possible, in line with VOL Part A, Section 1.	Usually not published in advance. GIZ chooses the bidders from among suitable firms or individuals.
For reasons of efficiency, general tenders are conducted for standard services to fix the terms for subsequent individual contracts.	
From EUR 207,000:	
If classified under VOF/VOL Annex I Part B, negotiation procedure with/without prior announcement of order placement.	Publication of the planned contract award process on GIZ's website. If required or appropriate: publication in the Supplement to the Official Journal of the EU or TED ⁸ , and on GTAI ⁹ , bund.de and, where appropriate, relevant specialist publications.
From EUR 207,000:	
If classified under VOF Annex I Part A, negotiation procedure with prior announcement of order placement (Europe-wide prequalification round).	Publication in the Supplement to the Official Journal of the EU or TED, and on GTAI, bund.de and GIZ's website.
Tender procedure for the procurement of materials and equipment pursuant to VOL	
Procedure	Announcement of tender
Up to EUR 20,000:	
Direct award of contract following competitive bidding.	Not published GIZ chooses the bidders from among suitable firms.
From EUR 20,000:	
Public invitation to tender or restricted invitation to tender with or without a prequalification round, or direct award if Article 3, section 5 VOL/A applies.	Publication on bund.de and GTAI.
From EUR 207,000:	
Europe-wide public tender (open procedure).	Publication in the Supplement to the Official Journal of the EU or TED, and on bund.de and GTAI (with an invitation to submit bids).
From EUR 207,000:	
Europe-wide restricted invitation to tender with a public prequalification round (non-open procedure).	Publication in the Supplement to the Official Journal of the EU or TED, and on bund.de and GTAI (with an invitation to submit applications for participation).
From EUR 207,000:	
Europe-wide negotiation procedure with/without prior public announcement of tender.	Publication in the Supplement to the Official Journal of the EU or TED, and on bund.de and GTAI (with an invitation to submit applications for participation).

⁵ This section presents the procedures that were applicable during the period under review (fiscal 2015). There have been some considerable changes as of 18 April 2016 as a result of the reform of public procurement legislation.

⁶ Regulations on contract awards for independent professional services

⁷ Contracting rules for award of public service contracts

⁸ Tenders Electronic Daily <http://ted.europa.eu/TED> is the online version of the Supplement to the Official Journal of the European Union, dedicated to European public procurement

⁹ Germany Trade and Invest www.gtai.de

3 Trends in contract awarding – an overview

In 2015, GIZ concluded contracts with suppliers, service providers and recipients of financing or grants totalling EUR 1,011.9 million. This is an increase of 4.8 % on the previous year; the business volume¹⁰ rose by 5.4 % in this period.

The following Table shows a breakdown of the various types of contract awarding from 2009 to 2015:

Table 2

Overview of commissions, business volume and contracts awarded by GIZ from 2009 to 2015 (EUR million)

	2009	2010	2011	2012	2013	2014	2015
Overview of commissions and business volume at GIZ							
Commissions placed with GIZ	1,695.0	1,992.5	2,172.0	2,285.1	2,292.4	2,779.1	2,451.9
Business volume	1,486.2	1,851.5	2,031.9	2,104.1	1,931.2	2,032.1	2,142.4
The Procurement and Contracting Division: services, financing arrangements							
Services							
from companies	231.9	231.4	238.6	257.5	299.5	300.1	314.0
from institutions	79.8	95.7	93.8	133.0	133.8	193.0	229.5
from appraisers	58.7	59.2	51.8	74.6	74.4	71.2	74.1
from translators	1.4	2.8	1.7	1.5	2.7	1.6	1.8
Construction services	12.1	15.9	15.3	24.9	7.6	3.6	13.3
Financing arrangements	23.4	49.1	22.9	58.2	33.8	34.6	29.7
Total	407.3	454.1	424.1	549.7	551.8	604.1	662.3
The Procurement and Contracting Division: materials, equipment							
Suppliers	38.2	44.7	35.1	41.0	31.9	54.8	41.3
Procurement by cost centres	3.7	2.8	4.7	5.0	2.2	2.5	3.1
Procurement of medicines (WHO)	25.9	23.9	45.4	51.1	12.9	10.9	5.0
Orders from catalogues (in SAP's SRM system)	-	-	-	1.7	1.5	1.4	2.6
Freight forwarders	1.5	2.5	1.6	1.9	2.2	3.4	1.8
Total	69.3	73.9	86.8	100.7	50.7	73.0	53.7
GIZ country offices							
Services							
from companies	-	-	-	-	-	106.3	102.7
from appraisers	-	-	-	-	-	53.2	50.9
Construction services	-	-	-	-	-	12.1	14.4
Financing arrangements	-	-	-	-	-	60.4	69.4
Total services	100.0	194.1	172.0	235.7	226.2	232.0	237.4
Materials, equipment	39.5	47.7	42.0	72.0	54.8	56.9	58.4
Total	139.5	241.8	214.0	307.7	281.0	288.9	295.8
Total contracts awarded	616.1	769.8	724.9	958.1	883.5	966.0	1,011.9

¹⁰ GIZ's business volume consists of the revenue in the public-benefit business area and the total operating performance of International Services

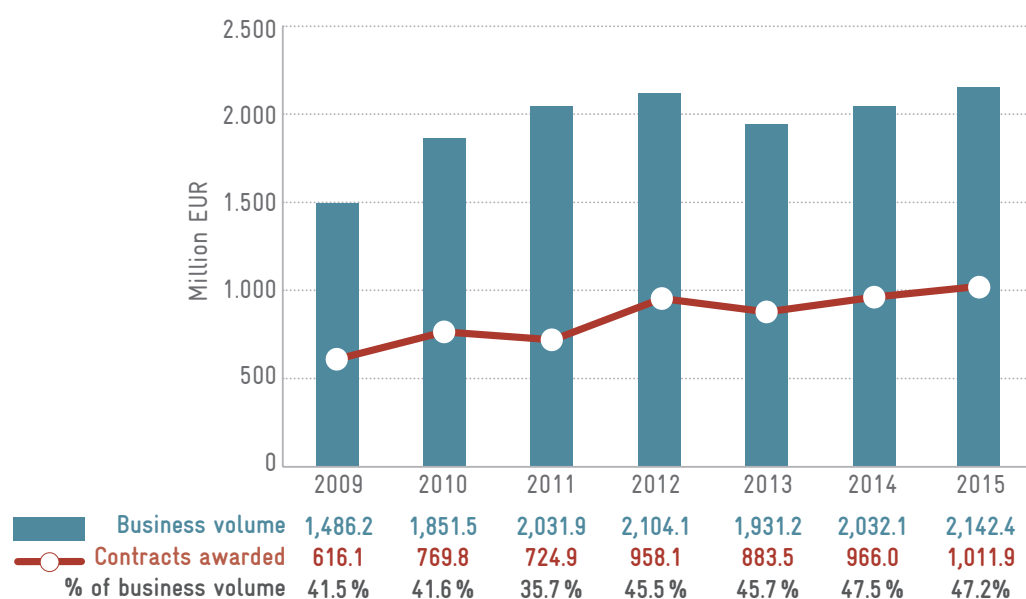
The overview in Table 2 shows that in 2015, GIZ purchased goods, awarded contracts for services and entered into financing arrangements totalling EUR 1,011.9 million. Services accounted for the majority of procurement transactions. GIZ purchased services valued at EUR 773.0 million via the Procurement and Contracting Division and the country offices in partner countries. The high proportion of services purchased (76.4% of the volume of items procured) reflects GIZ's role as a service provider in the fields of international cooperation and education and its strong involvement of third parties in its work.

GIZ spent an additional EUR 99.1 million on financing arrangements and EUR 27.7 million on construction services. This means that, excluding materials and equipment, GIZ awarded contracts valued at just under EUR 900 million via the Procurement and Contracting Division and country offices. This equates to almost 89% of the total volume of contracts awarded. The remaining 11%, which amounts to EUR 112.2 million, was used by the country offices and the Procurement and Contracting Division to procure materials, equipment and related services.

70.8% of all contracts were placed by Head Office and 29.2% were placed in the field.

Figure 1 shows the contracts awarded by GIZ in proportion to the volume of business from 2009 to 2015.

Figure 1
Contract awarding as a proportion of GIZ's business volume (from 2009 to 2015)



The share of total contracts awarded in relation to the overall volume of business increased significantly between 2009 and 2015. In 2015, this figure was 47.2%, meaning that GIZ passes on almost every second euro of its business volume to third parties. This also shows that GIZ is increasingly working with third parties to deliver its services.

4 Categories of contractor

4.1 Service contracts, construction contracts, financing agreements

Across the globe, GIZ concluded service contracts and financing agreements (including grants) totalling EUR 872.1 million. Most of this amount (EUR 649.1 million) was placed by the Procurement and Contracting Division, compared with EUR 223.0 million awarded by GIZ country offices. A list of the top 100 consulting institutions and recipients of financing agreements entered into by the Procurement and Contracting Division is provided in [Annex III](#). Over EUR 13.3 million in orders for construction services were placed by the Procurement and Contracting Division, while the country offices awarded contracts worth EUR 14.4 million.

The total volume of service contracts, construction contracts and financing agreements concluded was EUR 899.8 million. 73.6% (worth EUR 662.3 million) of these were awarded by the Procurement and Contracting Division and 26.4% (worth EUR 237.5 million) were placed by the country offices.

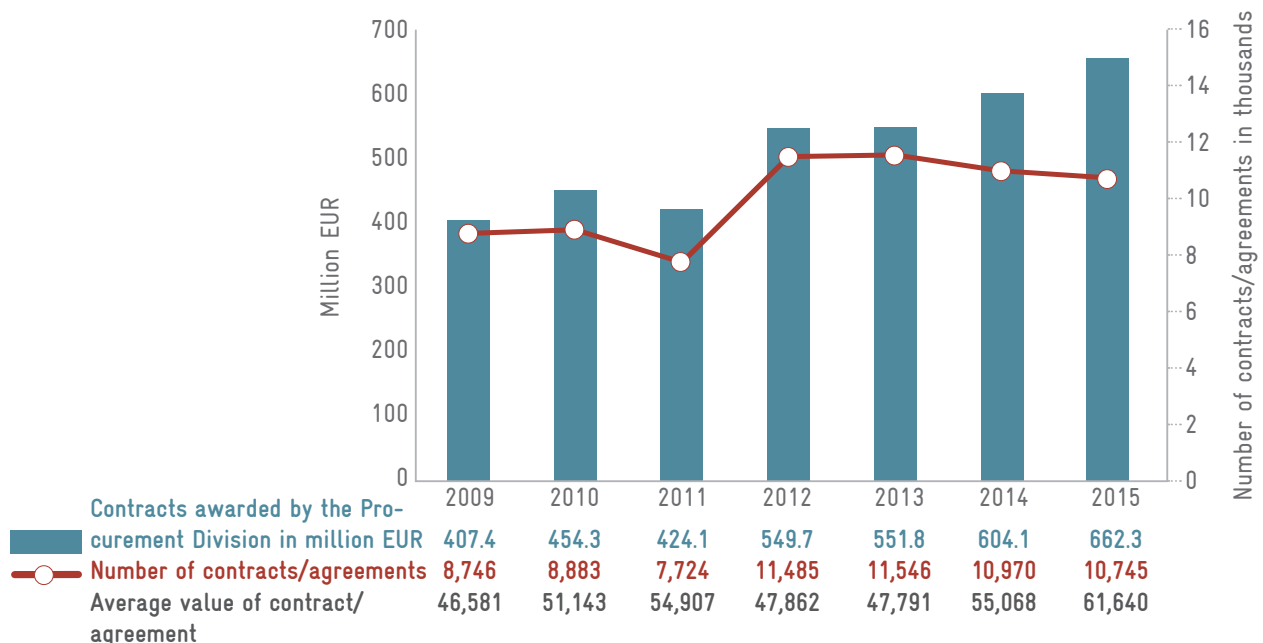
4.1.1 Service contracts, construction contracts and financing agreements placed by GIZ's Procurement and Contracting Division

In 2015, GIZ's Procurement and Contracting Division entered into 10,745 service contracts, construction contracts and financing agreements worth approximately EUR 662.3 million. Around 96.4% of these contracts and agreements, amounting to EUR 638.2 million, related to GIZ's public-benefit business area. Only 3.4% of orders (EUR 24.1 million) concerned GIZ's taxable business area (International Services).

While the overall volume of service and construction contracts and financing agreements concluded by the Procurement and Contracting Division rose by 9.6% compared with the previous year, the total number actually decreased by 2.1%. This means that in 2015 the average value of all contracts increased to EUR 61,640.

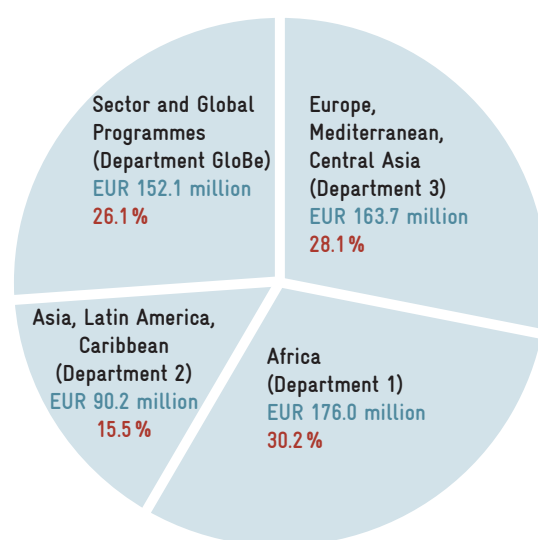
Figure 2

Number of contracts concluded by the Division in relation to the volume of orders GIZ's Procurement and Contracting Division (2009 – 2015)



GIZ purchases services from natural persons and legal persons. A distinction is made between consulting firms, consulting institutions and individual appraisers and consultants.¹¹ The main services purchased are long-term and short-term consultancy and educational activities as part of projects and programmes. Of the contracts awarded, the greatest share by far went to consulting firms. These accounted for more than 50 % of the total volume of contracts for services concluded by the Procurement and Contracting Division in 2015 (worth EUR 314.0 million), followed by consulting institutions (EUR 229.5 million or over 37 %) and individual appraisers (EUR 74.1 million or 12 %). Both the volume (+ 18.9 %) and proportion (+ 5.2 %) of contracts entered into with consulting institutions rose again sharply last year. This shows the rapid development in the technical concepts and forms of implementation and cooperation employed by GIZ in its work in recent years. The average value of the 3,302 service contracts concluded with companies was around EUR 95,063, while the average value of the 922 contracts signed with institutions was approximately EUR 248,928 and the average value of the 6,392 contracts signed with individual appraisers was approximately EUR 11,593.

Figure 3
Service contracts and grants awarded by the Procurement and Contracting Division by department (2015)



Of the 10,745 contracts with a total volume of EUR 662.3 million that were awarded by GIZ's Procurement and Contracting Division, 8,228 (total volume EUR 582.0 million) were directly attributable to the four operational, project-managing departments.¹² The remaining agreements concern the other organisational units.¹³ 30.2 % of these EUR 582.0 million involved contracts concluded for Department 1 (Africa), 15.5 % for Department 2 (Asia, Latin America, Caribbean), 28.1 % for Department 3 (Europe, Mediterranean, Central Asia), and 26.1 % for GloBe (Sector and Global Programmes). The four operational, project-managing departments account for 87.9 % of the total contract volume of EUR 662.3 million.

¹¹ Please see [Annex I](#) for a definition of these categories.

¹² GIZ was restructured with four operational, project-managing departments with effect from 1 September 2015. Procurement and contract figures have been allocated to the new organisational units with retrospective effect for the entirety of 2015 in order to provide more reliable data that can be compared with future data.

¹³ The other organisational units are: the corporate units, International Services, Sectoral Department, and internal service providers.

An analysis of the themes and sectors in which the Procurement and Contracting Division places orders shows that, in 2015, EUR 313.1 million was spent on contracts relating to just six thematic areas (Table 3). This corresponds to 50.5 % of the total contract value awarded by the Division for consultancy services. Of these EUR 313.1 million, 36.8 % related to ‘Rural development and agriculture’, 16.7 % to ‘Crises, conflicts, disasters’, 16.2 % to ‘Sustainable energy systems’, 13.3 % to ‘Vocational education and the labour market’, and 10.0 % in each case to ‘Private-sector development’ and ‘Forestry, biodiversity, natural resources management’.

Table 3
The Procurement and Contracting Division: most important sectors by order volume (2015)

Sector	Order value (in EUR million)
Rural development and agriculture	115.1
Crises, conflicts, disasters	52.3
Sustainable energy systems	50.8
Vocational education and the labour market	32.3
Private-sector development	31.3
Forestry, biodiversity, natural resources management	31.3

The volume of rural development and agriculture contracts – which in 2014 amounted to EUR 63.3 million and ranked first on the list with a 70 % increase compared with 2013 – has grown again by over 80 %, far outstripping the other sectors. Figures for service contracts relating to ‘Crises, conflicts, disasters’ – a topic that ranked second on the list in the previous year at EUR 44.0 million – have risen again by almost 20 %.

These two sectors reflect problem areas in different regions of the world and the growing significance of these areas in public debate and international cooperation.

The volume of orders in the area of ‘Sustainable energy systems’, which like last year ranks third on the list, has increased by nearly 50 %, putting it almost back at its 2013 level (EUR 51.7 million).

At EUR 32.3 million, the volume of orders in the area of ‘Vocational education and the labour market’ is similar to that of last year (2014: EUR 32.5 million).

This is followed by ‘Private-sector development’ and ‘Forestry, biodiversity, natural resources management’, each with an order volume of EUR 31.3 million. These two sectors had fallen behind somewhat in the previous year, having ranked among the top six sectors in 2013, when they both had similar volumes.

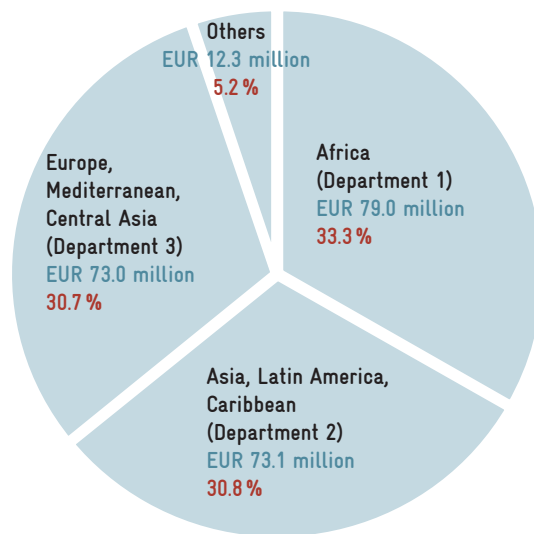
After ranking fourth (EUR 33.6 million) and sixth (EUR 32.2 million) respectively in the last procurement report, the two sectors ‘Water policy, water resources and domestic water supplies’ and ‘Regionalisation, decentralisation, and urban and municipal development’ dropped to eighth and eleventh place respectively in 2015 with EUR 24.4 million and EUR 15.8 million.

4.1.2 Service contracts and financing agreements entered into by GIZ country offices

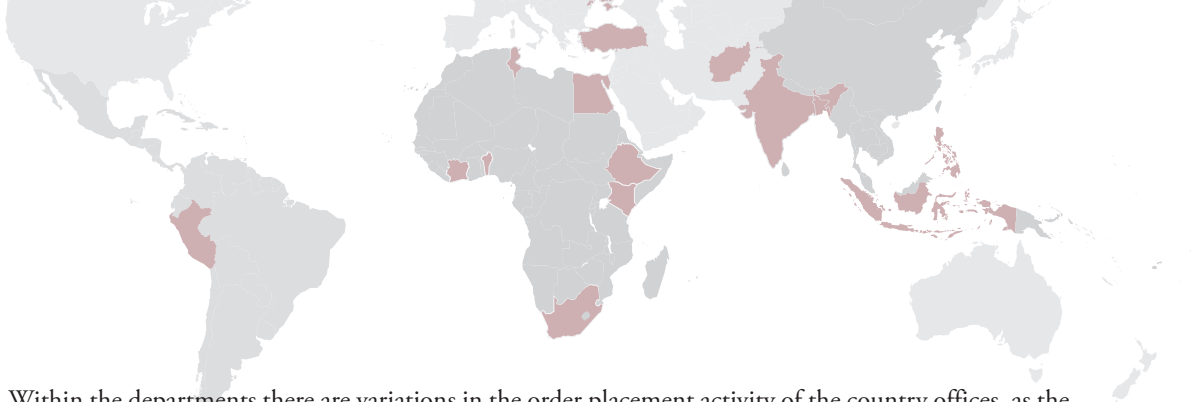
In 2015, GIZ's field structure awarded contracts for services, construction and financing worth approximately EUR 237.4 million in total. This is equivalent to 23.5 % of the total volume of orders placed by GIZ.

As in the previous year, the contracts are relatively equally distributed throughout the different regions. The largest amount – 33.3 % – was placed by the country offices in Department 1 (Africa), followed by the country offices in Department 2 (Asia, Latin America, Caribbean) with 30.8 % and Department 3 (Europe, Mediterranean, Central Asia) with 30.7 % (see Figure 4).

Figure 4
Services contracts and financing agreements entered into by the GIZ field structure by regional department (2015)



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



Within the departments there are variations in the order placement activity of the country offices, as the following Table with the five most procurement-intensive offices from each regional department shows:

Table 4
Excerpt: Service contracts and subsidies, GIZ country offices (2015)

	GIZ country office	Order volume (in EUR million)
Department 1 (Africa)	Ethiopia	6.7
	Benin	4.8
	Kenya	4.4
	South Africa	4.1
	Côte d'Ivoire	3.8
	Total	23.8
30.1% of contracts awarded by all GIZ country offices in Department 1		
Department 2 (Asia, Latin America, Caribbean)	Bangladesh	11.5
	Peru	5.6
	India	4.3
	Philippines	4.2
	Indonesia	3.8
	Total	29.4
40.2% of contracts awarded by all GIZ country offices in Department 2		
Department 3 (Europe, Mediterranean, Central Asia)	Afghanistan	14.2
	Egypt	12.0
	Turkey	5.8
	Tunisia	5.7
	Ukraine	3.4
	Total	41.1
56.3% of contracts awarded by all GIZ country offices in Department 3		

The volume of contracts awarded shows the level of GIZ's involvement in each of the countries and the extent to which local service providers and cooperation partners are being involved in the implementation of the projects and programmes. The country offices in Afghanistan and Egypt (Department 3) and Bangladesh (Department 2) played a particular role, with each subcontracting more than EUR 10 million of work. In all three countries, a large volume of work was contracted out to consulting firms and institutions, and agreements were entered into with recipients of financing arrangements: for EUR 10.0 million in Afghanistan, EUR 10.9 million in Egypt and EUR 11.0 million in Bangladesh. In Afghanistan, this was supplemented by a considerable volume of construction contracts (worth EUR 2.8 million) and assignments for individual local consultants (worth EUR 1.4 million).

4.2 Procurement of materials and equipment

Materials, equipment and technical devices (referred to simply as ‘materials and equipment’ below) are purchased in Germany and abroad. The demand depends largely on the requirements of the projects, programmes and measures. Only a small proportion of these items (EUR 4.2 million) are purchased for GIZ’s own use (cost centres).

In 2015, GIZ Head Office and the field structure procured materials and equipment including logistical services at a total value of EUR 112.1 million. This represents a decrease of 13.7 % on the previous year. Logistical services accounted for EUR 1.8 million of this. Consequently the procurement of materials and equipment only amounts to around 11.0 % of the total volume of orders placed.

The Procurement and Contracting Division processed 48 % of all orders for materials and equipment. GIZ country offices accordingly handled 52 % of the procurements.

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

- ▶ Vehicles
- ▶ Agricultural equipment and supplies
- ▶ Technical equipment for a range of project needs
- ▶ Medical equipment and devices
- ▶ Optical devices and laboratory apparatus
- ▶ Meteorological instruments
- ▶ Teaching materials
- ▶ Tents
- ▶ Medication
- ▶ Solar energy devices
- ▶ IT hardware and software and message transmission devices
- ▶ Publicity materials and brochures
- ▶ Workshop materials and equipment

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

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

4.2.1 Procurement of materials and equipment by GIZ’s Procurement and Contracting Division

In 2015, GIZ’s Procurement and Contracting Division placed orders totalling EUR 53.7 million for materials, equipment and technical devices. This was 26.4 % less than in 2014, when there had been an increase of 44 %. This fluctuation is mainly a result of extensive purchases made to support emergency relief measures in the previous year. The procurement of medication for the World Health Organization (WHO) by GIZ’s taxable business area (International Services) fell again, dropping to EUR 5.0 million.

4.2.2 Vehicle procurement

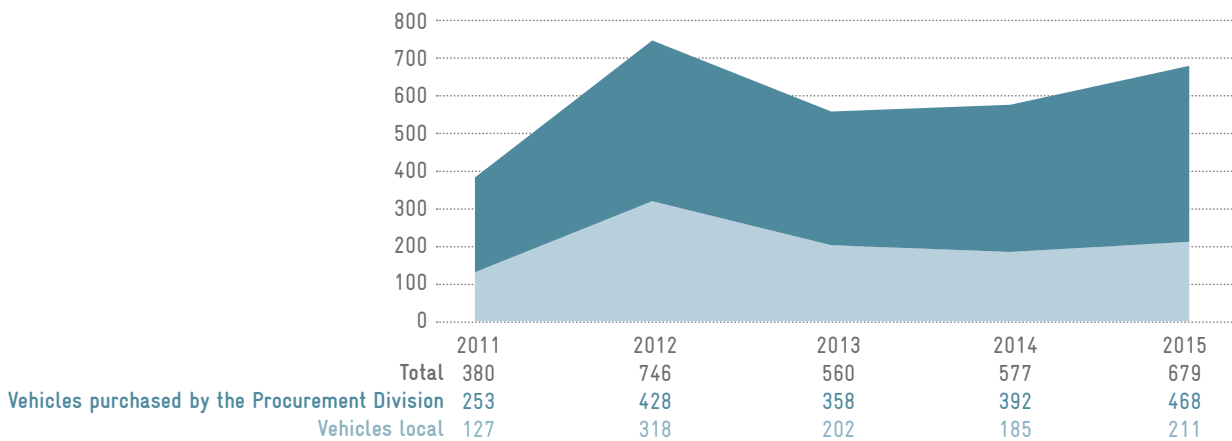
Vehicles account for a significant proportion of the total orders for materials and equipment at GIZ. The Procurement and Contracting Division spent EUR 12.1 million, including shipping, on purchasing 468 vehicles of all categories for projects and programmes. This is an increase of 16.3% on the previous year, in which EUR 10.4 million was spent. In 2015, the GIZ country offices purchased 211 vehicles locally, amounting to EUR 6.2 million. Vehicles are purchased by the GIZ country offices when this is more cost-efficient or when import restrictions apply. The number of vehicles procured around the world in 2015 (679) also increased further compared with the previous year (577). Additionally, the country offices spent over EUR 0.7 million on purchasing 405 mopeds.

Vehicle procurement is broken down into six categories:

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

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

Figure 5
Procurement of vehicles (2015)

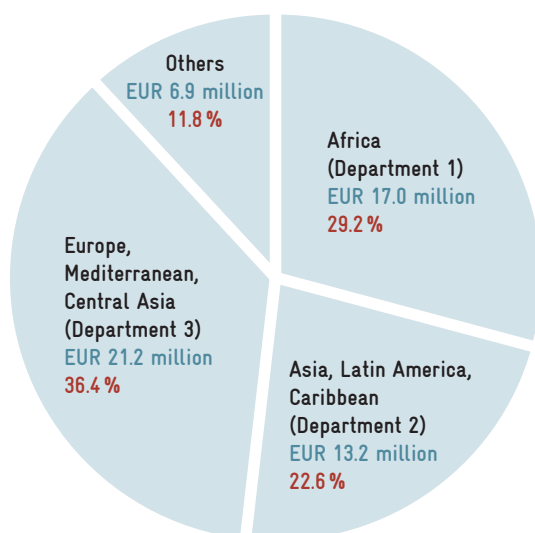


4.2.3 Procurement of materials and equipment by GIZ country offices

In 2015, GIZ's country offices placed orders for materials and equipment worth EUR 58.4 million in total. This equates to a small increase of 2.6 % compared with the previous year.

The greatest share of materials and equipment was purchased in the countries of Department 3 (Europe, Mediterranean, Central Asia), at a total of EUR 21.2 million (36.4 %). This was followed by Department 1 (Africa) with EUR 17.0 million (29.2 %) and Department 2 (Asia, Latin America, Caribbean) with EUR 13.2 million (22.6 %) (see Figure 6).

Figure 6
Procurement of materials and equipment by the GIZ field structure by regional department (2015)



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

Between 2014 and 2015, the volume and proportion of orders for materials and equipment shifted somewhat between the departments. In 2014, Department 3's share was 43.2 %, Department 1's was 30.0 % and Department 2's was 21.9 %.

As a result of large-volume purchases of materials and equipment in individual countries, the list of the five most procurement-intensive offices in each of the three regional departments has changed significantly, with nine of the 15 offices appearing on the list for the first time.

As in the previous year, the high procurement volumes of these offices are due in large part to measures relating to crisis situations in the respective countries, especially as a result of conflict (as in Afghanistan, Ukraine, Iraq, Yemen, Chad, South Sudan) or natural disaster (Nepal). Consequently, the proportion of local, department-based materials and equipment procurement accounted for by the five country offices in Department 3 is also very high (55.7 %). However, relatively large volumes of materials and equipment were also purchased for individual projects in the solar energy sector (India) and the vocational education sector (Pakistan).

The following Table shows the five highest-ranking countries in each of GIZ's three regional departments in terms of the value of orders placed for materials and equipment in 2015.

Table 5
Excerpt: Procurement of materials and equipment by GIZ country offices (2015)

	GIZ office	Order volume (in EUR million)
Department 1 (Africa)	Chad	3.5
	South Sudan	0.9
	Kenya	0.7
	Mali	0.6
	Benin	0.5
	Total	6.2
36.2% of orders placed by all country offices in Department 1		
Department 2 (Asia, Latin America, Caribbean)	India	2.4
	Nepal	1.2
	Colombia	1.0
	Peru	0.8
	Bangladesh	0.7
	Total	6.1
46.2% of orders placed by all country offices in Department 2		
Department 3 (Europe, Mediterranean, Central Asia)	Afghanistan	4.7
	Ukraine	2.2
	Iraq	2.1
	Yemen	1.4
	Pakistan	1.4
	Total	11.8
55.7% of orders placed by all country offices in Department 3		

4.3 Logistics services

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

In 2015, 1,996 contracts for logistical services were entered into for the transportation of goods by land, sea and air.

GIZ's Procurement and Contracting Division purchased logistical services to the value of EUR 1.8 million in total.

Annex I

Definitions

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

Unit placing or awarding the contract

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

Business area

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

Contractors

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

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

Regional departments

GIZ operates worldwide, and during the period under review its business was organised into four operational, project-managing departments – Department 1: Africa; Department 2: Asia, Latin America, Caribbean; Department 3: Europe, Mediterranean, Central Asia¹⁴; and GloBe: Sector and Global Programmes.

Sectoral focus

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

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

¹⁴ The partner countries and regional associations are allocated to one of these three regional departments. [Annex II](#) provides a list of partner countries and associations and shows the department to which they are allocated.



Annex II

GLZ's regional departments

Department 1 Africa	Department 2 Asia, Latin America, Caribbean	Department 3 Europe, Mediterranean, Central Asia
<p>Countries</p> <ul style="list-style-type: none"> • Angola • Benin • Botswana • Burkina Faso • Burundi • Cameroon • Cape Verde • Central African Republic • Chad • Côte d'Ivoire • Djibouti • DR Congo • Eritrea • Ethiopia • Ghana • Guinea • Kenya • Lesotho • Liberia • Madagascar • Malawi • Mali • Mauritania • Mauritius • Mozambique • Namibia • Niger • Nigeria • Rwanda • Senegal • Sierra Leone • Somalia • South Africa • South Sudan • Sudan • Tanzania • Togo • Uganda • Zambia • Zimbabwe 	<p>Countries</p> <ul style="list-style-type: none"> • Argentina • Bangladesh • Barbados • Bhutan • Bolivia • Brazil • Cambodia • Caribbean • Chile • China • Colombia • Costa Rica • Cuba • Dominican Republic • East Caribbean Islands • Ecuador • El Salvador • Fiji • Guatemala • Haiti • Honduras • India • Indonesia • Laos • Malaysia • Maldives • Mexico • Mongolia • Myanmar • Nepal • Nicaragua • Papua New Guinea • Paraguay • Peru • Philippines • Republic of Korea • Singapore • Sri Lanka • St. Lucia • Thailand • Timor-Leste • Uruguay • Vanuatu • Viet Nam 	<p>Countries</p> <ul style="list-style-type: none"> • Afghanistan • Albania • Algeria • Armenia • Azerbaijan • Belarus • Bulgaria • Croatia • Egypt • Georgia • Germany • Iran • Iraq • Israel • Jordan • Kazakhstan • Kosovo • Kyrgyzstan • Lebanon • Macedonia • Moldova • Montenegro • Morocco • Pakistan • Palestinian territories • Romania • Russian Federation • Serbia • Syria • Tajikistan • Tunisia • Turkey • Ukraine • Uzbekistan • Yemen
<p>Regional associations</p> <ul style="list-style-type: none"> ▶ <i>African Union</i> ▶ <i>ASEAN – Association of Southeast Asian Nations</i> ▶ <i>CARICOM – Caribbean Community and Common Market</i> ▶ <i>CBLT – Commission du Bassin du Lac Tchad</i> ▶ <i>CCAD – Central American Commission on Environment and Development</i> ▶ <i>COMIFAC – Commission des Forêts d'Afrique Centrale</i> ▶ <i>EAC – East African Community</i> ▶ <i>ECOWAS – Economic Community of West African States</i> ▶ <i>ECLAC – Economic Commission for Latin America and the Caribbean</i> ▶ <i>FIO – Ibero-American Federation of Ombudsmen</i> ▶ <i>EFDI – Fondo Indígena</i> ▶ <i>MRC – Mekong River Commission</i> ▶ <i>NEPAD – New Partnership for Africa's Development</i> ▶ <i>OAS – Organization of American States</i> ▶ <i>ACTO – Amazon Cooperation Treaty Organization</i> ▶ <i>SICA – Sistema de la Integración Centroamericana</i> ▶ <i>SAARC – South Asian Association for Regional Cooperation</i> ▶ <i>SEAMEO – Southeast Asian Ministers of Education Organization</i> ▶ <i>SPC – Secretariat of the Pacific Community</i> ▶ <i>SADC – Southern African Development Community</i> 		



Annex III

Top 100 consulting firms, institutions and recipients of financing arrangements ¹⁵

Name	No. of contracts/ agreements	Contract/ agreement value in EUR
GFA Consulting Group GmbH, Hamburg	82	31,447,084
Deutsche Welthungerhilfe e.V. Bad Godesberg, Bonn	23	22,573,220
UNICEF The United Nations Children's Fund, New York, USA	7	18,041,234
GOPA Consultants GmbH, Bad Homburg	43	13,260,272
AFC Consultants International GmbH, Bonn	22	11,806,147
Deutscher Pensionsfonds AG, Bonn	1	9,000,000
Commission of the African Union, Addis Ababa, Ethiopia	3	8,347,665
Assoziation gesell. Vereinigungen, Moskau, Russia	8	7,100,906
SNV - Netherlands Development, Den Haag, The Netherlands	13	6,866,499
DAAD - Deutscher Akademischer Austauschdienst, Bonn	6	6,591,502
Expertise France, France	2	4,676,371
IP Institut für Projektplanung GmbH, Stuttgart	14	4,509,415
AMBERO Consulting Gesellschaft mbH, Kronberg	17	4,363,247
Africa Rice Center (AfricaRice), Benin	5	4,162,793
ECO Consult Sepp & Busacker Partner, Oberaula	23	4,154,750
Stichting Hivos, The Hague, The Netherlands	3	4,139,851
EPOS Health Management, Bad Homburg	6	4,111,162
COMO Consult GmbH, Hamburg	73	4,062,325
SNV Headquarters, The Netherlands	3	4,052,620
Dorsch International Consultants GmbH, München	4	4,025,701
International Institute of Tropical Agriculture IITA, Nigeria	5	3,568,408
Unique Forestry and Land Use GmbH, Freiburg	27	3,426,707
Duban company for General contracts, Iraq	5	3,172,277
United Nations Secretary General, USA	8	3,104,381
The World Bank, Washington, USA	6	3,027,800
INTEGRATION Umwelt & Energie GmbH, Gräfenberg	12	3,020,000
Andreas Hermes Akademie GmbH, Bonn	3	2,895,510
United Nations Development Programme, New York, USA	8	2,734,819
COMPAREX AG, Frankfurt am Main	6	2,680,072
CIAT Centro Internacional de Agric, Cali, Colombia	7	2,627,106
sequa gGmbH, Bonn	15	2,528,885
Direktion für Entwicklung und Zusammenarbeit (DEZA), Switzerland	2	2,520,000
RODECO Consulting GmbH, Bad Homburg	3	2,469,534
IAK AGRAR CONSULTING GmbH, Leipzig	3	2,446,384
KOCKS Consult GMBH, Koblenz	2	2,426,022
Akut Umweltschutz Ingenieure Burkard & Partner, Berlin	7	2,345,604
Micro Enterprises Support Programme Trust, Kenya	1	2,269,244
ILRI-International Livestock Research Institute, Nairobi, Kenya	3	2,267,552
Danish Institute for Human Rights, Denmark	2	2,208,110
Center for International Legal Cooperation CILC, The Netherlands	1	2,204,124
Health Focus GmbH, Potsdam	5	2,179,413
Aktion gegen den Hunger gGmbH, Berlin	3	2,155,459
Adelphi Consult GmbH, Berlin	36	2,126,643
Particip GmbH, Freiburg	9	2,076,939
Norwegian Refugee Council (NRC), Norway	4	2,071,773
Wilde Beissel von Schmidt GmbH Veranstaltungsmanagement, Berlin	4	2,052,251

¹⁵ In the case of joint ventures, amounts are allocated to participating firms proportionately



Int. Center for Living Aquatic Resources Management The WorldFish Center, Penang, Malaysia	3	2,049,543
DLG International GmbH, Frankfurt	2	2,046,159
Castalia, USA	4	2,037,829
South African National Energy Development Institute, South Africa	1	2,000,000
denkmodell GmbH, Berlin	113	1,989,507
Watershed Organisation Trust – WOTR, India	2	1,946,410
General Secretariat of the Organization of American States, Washington DC, USA	1	1,860,000
ICIMOD, Kathmandu, Nepal	1	1,800,000
Integration International Management Consultants GmbH, Frankfurt	10	1,795,999
Association der gesell. Vereinigung der Deutschen Kasachstans „Wiedergeburt“, Almaty, Kazakhstan	3	1,770,806
SAP Deutschland AG & Co. KG, Walldorf	6	1,738,674
ACTED, France	3	1,687,263
Dreyer Stiftung, Berlin	2	1,673,950
Foundation for Ecological Security (FES), India	1	1,671,360
CID Consulting, Egypt	2	1,650,324
GITEC Consult GmbH, Köln	3	1,603,129
UN Volunteers, Bonn	1	1,600,000
Kofi Annan International Peacekeeping Training Centre, Accra, Ghana	1	1,600,000
IFPRI - International Food Policy Research Institute, Washington, USA	2	1,584,000
Open Text Software GmbH, Grasbrunn	10	1,577,544
Dirk Müller Gebäudedienste GmbH, Bonn	2	1,565,101
Agence pour le Développement de la Coopération Internationale dans les domaines de l'agriculture, de l'alimentation et des espaces ruraux, France	1	1,543,668
Asian Vegetable Research and Development Center, Tainan, Taiwan	3	1,529,000
CIFOR Center for International Forestry Research, Indonesia	3	1,527,000
ICARDA International Center for Agricultural Research in the Dry Area, the Lebanon	5	1,511,818
PRO.ATEC S.r.l., Italy	1	1,479,139
Norwegian Church Aid, Norway	1	1,464,700
Infrastructure Development Company Limited, Dhaka, Bangladesh	1	1,447,500
IGIP Ing.-Ges. für internationale Planungsaufgaben GmbH, Darmstadt	2	1,431,920
Dornier Consulting GmbH, Berlin	2	1,411,762
Catholic Relief Services United States Conference of Catholic Bishops, USA	1	1,375,102
Collaborative Labelling and Appliance Standard Program, USA	1	1,357,300
ARTOSH COMPANY, Iraq	1	1,351,351
Autorité pour le Désarmement la Démobilisation et la Réintégration, Côte d'Ivoire	1	1,339,105
Community Markets for Conservation COMACO, Zambia	1	1,328,412
ARAMARK Holdings GmbH & Co. KG, Neu Isenburg	10	1,301,452
AMREF Deutschland, Gesellschaft für Medizin und Forschung in Afrika e. V., München	4	1,299,999
Balata Company, Iraq	2	1,275,638
Première Urgence-Aide Médicale Internationale, France	2	1,269,505
United Nations Conference on Trade and Development, Genf, Switzerland	4	1,250,800
Ministry of Finance Al Irsal, Ramallah, Palestinian territories	3	1,205,000
Sehad Company, Iraq	1	1,193,432
Swar Company, Iraq	1	1,183,901
International Blue Crescent Relief and Development Foundation – IBC, Turkey	2	1,156,337
AHT Group AG Management & Engineering, Essen	5	1,152,748
United Nations Environment Programme, Kenya	2	1,130,000
Foranim-Consult, Mali	1	1,116,318
BAIF Development Research Foundation, India	1	1,093,900
Harikar NGO, Iraq	5	1,090,063
OECD Programme Budget and Financial Management Service, France	9	1,075,453
Naturschutzbund Deutschland (NABU) e.V., Berlin	1	1,057,056
Deutsche Stiftung für internationale nationale rechtliche Zusammenarbeit e.V., Bonn	1	1,051,526
Stiftung Menschen für Menschen Karlheinz Böhm's Äthiopienhilfe, München	1	1,040,860
Malteser Hilfsdienst Malteser Auslandsdienst, Köln	4	1,035,084
Total	801	323,222,228



Annex IV

Top 100 suppliers

Supplier	Number of items	Total net value
Toyota Motors Europe TGS Toyota Gibraltar - Stockholdings Ltd., Gibraltar, Gibraltar	264	9,389,899,03
F.H. SCHULE Mühlenbau GmbH, Reinbek, Germany	2	3,985,320,00
Horn & Cosifan Computersysteme GmbH, Frankfurt, Germany	7.095	2,478,398,05
Turmaks Insaat Turizm Iletisim, Turkey	1	2,226,000,00
NISSAN TRADING CO., LTD., Yokohama, Japan	54	1,883,540,39
Handelsges. Hinrich Zieger mbH, Hamburg, Germany	2.595	1,575,111,66
Dräger Safety AG & Co. KGaA, Lübeck, Germany	4	1,554,384,40
Feuerwehrausstattung Fenz, Austria	8	1,260,772,58
Röder HTS Höcker GmbH, Kefenrod, Germany	5	1,024,381,20
Alfers & Sohn Nutzfahrzeuge GmbH, Cloppenburg, Germany	35	980,769,80
LMS Consult GmbH & Co. KG, Brigachtal, Germany	38	895,357,54
PETKUS Technologie GmbH, Wutha-Farnroda, Germany	3	810,764,87
Kjaer & Kjaer Worldwide A/S, Svendborg, Denmark	26	775,569,81
Asantys Systems GmbH, Hausach, Germany	12	604,313,10
Volkswagen AG, Wolfsburg, Germany	29	576,392,57
Bechtle GmbH & Co. KG, Darmstadt, Germany	183	569,042,33
Rediger GmbH, Rheinbach, Germany	11	563,591,03
ELABO TrainingsSysteme GmbH, Kinding Haunstetten, Germany	3	523,086,60
SEBA HYDROMETRIE GmbH, Kaufbeuren, Germany	2	516,999,33
GESAT Ges.f.Software Automatisierung & Technik mbH, Frankfurt, Germany	80	486,913,67
SEIWO Technik GmbH, Drebach OT Scharfenstein, Germany	1	446,661,00
Claas KGaA, Harsewinkel, Germany	2	426,254,79
COMPAREX Deutschland AG, Leipzig, Germany	610	410,936,18
F. Undütsch GmbH, Bremen, Germany	6	342,672,00
Simply Solar GbR, Aislingen, Germany	1	331,689,00
AGRICO, Emmeloord, The Netherlands	1	331,175,00
Hiller Objektmöbel GmbH, Kippenheim, Germany	5	328,974,96
Rosenbauer International AG, Austria	4	308,339,20
Technologie Transfer Marburg in die Dritte Welt e.V. - TTM, Cölbe, Germany	25	298,259,17
Dr.-Ing. Georg Wazau Mess- und Prüfsysteme GmbH, Berlin, Germany	1	287,137,50
KNT Telecom GmbH, Balingen, Germany	23	270,711,04
Wolfgang Walter GmbH, Darmstadt, Germany	18.681	268,052,38
ProContain GmbH, Coswig, Germany	2	264,069,00
Dirks Defence Security GmbH Co. KG, Emden, Germany	1	263,766,00
UNIFY GmbH & Co. KG, Köln, Germany	14	260,329,65
Holmatro Rescue Equipment, The Netherlands	3	254,228,28
Central European Telecom Services (CETel) GmbH, Ruppichteroth, Germany	5	253,915,00
CANCOM on line BVBA, Belgium	2	247,168,00
ALVAN BLANCH, Great Britain	1	243,361,00
J.Gerber & Company (Japan) LTD, Tokio, Japan	10	227,207,38
Albacon Systemhaus GmbH, Bad Doberan, Germany	40	221,487,50
Fujitsu Technology Solutions GmbH, Düsseldorf, Germany	4	215,657,06
Walter & Müller GmbH, Saarbrücken, Germany	26	211,577,35
Karl Storz GmbH & Co. KG, Tuttlingen, Germany	2	201,928,63
Antonius-Apotheke, Deggendorf, Germany	71	200,746,46
Dunkermotoren GmbH, Bonndorf, Germany	2	194,170,00
Boss Pro-Tec GmbH, Albstadt, Germany	17	192,912,29
MANSARD Werbemittel GmbH, Bad Soden, Germany	26	183,071,01
Carl Friederichs GmbH, Frankfurt, Germany	1	182,500,00



PRALL-TEC GmbH, Lengerich, Germany	1	181,933,20
Grube KG, Bisingen, Germany	10	172,325,26
Metzger-Druck GmbH, Obrigheim, Germany	15	170,599,75
Binst Breeding & Selection nv, Grimbergen, Belgium	1	158,450,00
FESTO Didactic GmbH & Co. KG, Denkendorf, Germany	2	149,805,55
BlackBridge AG, Berlin, Germany	2	149,423,00
SDMO GmbH, Zweibrücken, Germany	5	148,673,00
Siemens Turbomachinery Equipment GmbH, Frankenthal, Germany	1	148,626,80
baumat GmbH & Co. KG, Porta Westfalica, Germany	1	134,740,00
Wichmann Datentechnik Sangerhausen GmbH, Halle, Germany	53	131,033,65
RzK GmbH, Asbach, Germany	27	129,795,82
ARAMARK Holdings GmbH & Co.KG, Neu Isenburg, Germany	7.785	115,562,59
Off-Grid Solution B. V. WAKA WAKA, The Netherlands	5	113,932,14
Soilcares Holding BV, Kenya	1	113,175,00
SVA System Vertrieb Alexander GmbH, Berlin, Germany	4	108,554,06
Oil press GmbH & Co. KG, Reut, Germany	3	106,459,00
Wiegand International GmbH, Hamburg, Germany	8	106,370,50
Schleunungdruck GmbH, Marktheidenfeld, Germany	25	105,424,55
Schulte Tiefbauhandel, Nufringen, Germany	2	103,205,00
AZIENDA Mohamed Chabaane, Austria	2	102,984,92
Vaisala Oyj, Finland	1	96,325,00
PPPP Service & Verlag, Norbert Wege e.K., Gladenbach, Germany	32	94,072,33
Laerdal Medical GmbH, Puchheim, Germany	2	92,240,60
Geozone AG, Switzerland	2	91,168,20
AGI Technologies, Düsseldorf, Germany	11	84,080,39
Druckerei Lokay, Rheinhain, Germany	11	83,179,03
Bavaria-Saat Vertriebs GmbH, Schrobenhausen, Germany	1	79,700,00
Telekom Deutschland GmbH, Bonn, Germany	881	78,554,17
Oberaigner Automotive GmbH, Laage, Germany	1	78,389,01
Druckreif GmbH & Co. KG, Frankfurt, Germany	107	77,261,64
Dönges GmbH & Co. KG, Remscheid, Germany	2	75,400,80
Gullyver - Gesellschaft für mobile Inspektionssysteme mbH, Bremen, Germany	1	73,869,45
Naatz Integrated Services GmbH, Idstein, Germany	460	72,422,77
CCP Software GmbH, Marburg, Germany	3	71,065,00
Ateliers Dorez, France	1	68,820,00
ENAnet GbR, Dasing, Germany	105	67,430,16
BS-consult-invest Sebastian Becker&Anton Stockmann GbR, Dresden, Germany	2	64,598,85
Klaus Ruttman GmbH, Hamburg, Germany	1	63,800,00
NEUhaus Einrichtungen GmbH + Co. KG, Kelkheim, Germany	6	59,082,77
Siemens AG, Erlangen, Germany	2	57,703,05
Lotter+Liebherr GmbH, Bonn-Beuel, Germany	1	57,191,64
Emcotrade Lighting, Knittlingen, Germany	2	56,740,00
Agralis GmbH, Oelde, Germany	2	56,682,00
johnen-druck GmbH & Co. KG, Bernkastel-Kues, Germany	1	51,304,00
Phaesun GmbH, Memmingen, Germany	2	49,860,70
IKS Photovoltaik, Kassel, Germany	3	49,131,00
designfunktion Gesellschaft für moderne Einrichtung mbH, Bonn, Germany	4	47,920,19
Amex Export - Import GmbH, Wien, Austria	1	45,820,20
leXsolar GmbH, Dresden, Germany	3	44,856,00
Adolf Würth GmbH & Co. KG, Künzelsau, Germany	1	43,082,12
INENSUS GmbH, Goslar, Germany	3	39,839,00
Total	39.645	45,272,228,65



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