



Report on the Procurement of Goods and Services and the Conclusion of Financing Arrangements

2017

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, Juli 2018

Foreword

Dear readers,

This report covers contracts awarded by GIZ in fiscal 2017. It pools information on the award of contracts for services, financing arrangements, and materials and equipment. In doing so, it provides a comprehensive overview of contracts placed by GIZ during the period under review, broken down into contractors, recipients of financial contributions and types of contract, as well as regions and sectors. It also gives an impression of the trends over several years. You can find a list of individual contract awards on the GIZ website. Our aim is to help achieve transparency in the procurement sector.

2017 saw another considerable volume of contracts awarded. The total volume of contracts awarded is around EUR 1,290 million, which represents 50.2 % of our business volume. As such, GIZ has once again awarded more than every second euro to third parties. The regional and sectoral priority areas in which contracts were placed bear witness to the growing extent of fragility and violent conflict, making displacement and migration increasingly important issues on the development-policy agenda. In response, GIZ's work combines short-term assistance with medium-term and long-term projects both in the countries of origin of migrants and refugees, and in the neighbouring host countries and regions. Jordan and Iraq for instance – which have taken in around one million Syrian refugees – are therefore among the countries where most contracts were placed this year.

In 2017, 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 and recipients of financial contributions. In a dynamic business sector like that of international cooperation, flexibility in responding to market requirements plays an increasingly crucial role in safeguarding success. The procurement of relevant services, materials and equipment, and the conclusion of financing arrangements also help 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 recipients of financial contributions.

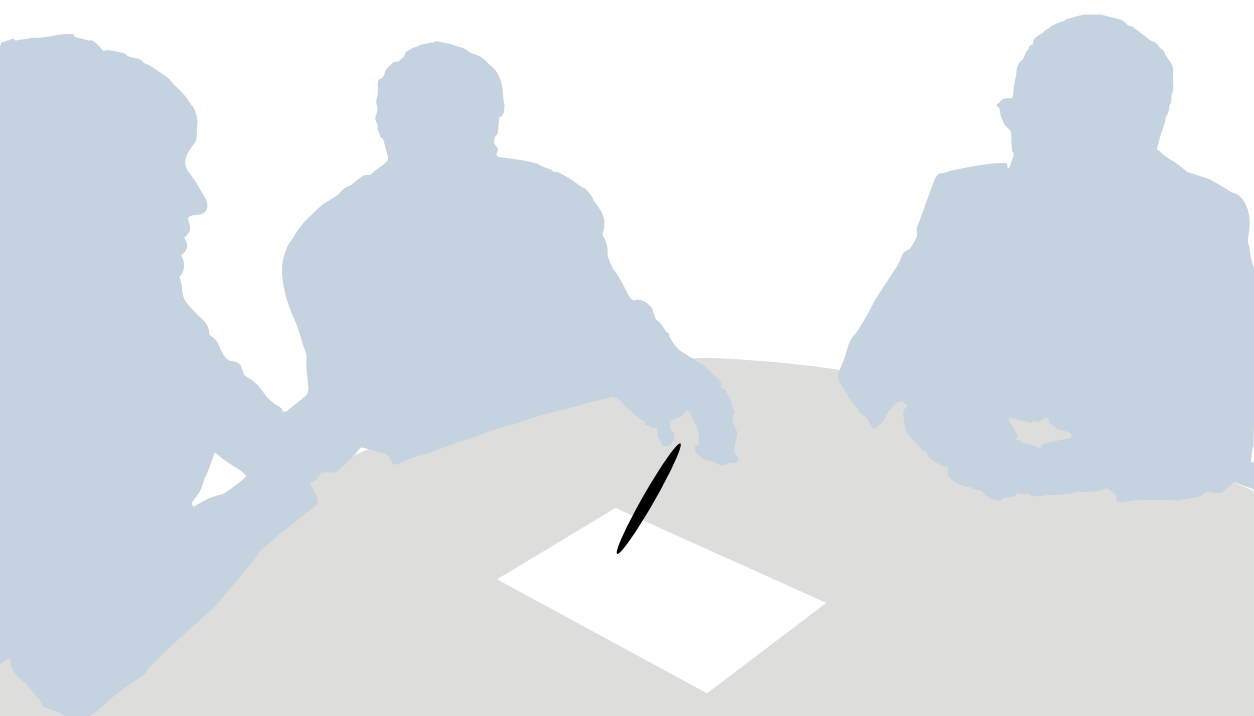
The period under review was the second year running in which GIZ implemented the new EU public procurement regulations, which became effective on 18 April 2016. The reform is helping to increase transparency about public procurement law, make contract award processes securer and more streamlined in the long term, and bring about extensive digitalisation in the procurement process. This should reduce paperwork and costs for public sector clients and economic actors. As the first step in implementing the public procurement law reform, the Procurement and Contracting Division has successfully adjusted the award processes for contracts above the EU threshold.

As a second step, GIZ made the necessary preparations during the report period for digitalising its contract award processes. In line with the statutory regulations, GIZ is introducing an IT-based procurement management system by October 2018, via which all of its future communication with bidders will be handled electronically. Additionally, in the course of 2018, GIZ will make adjustments to the procedure for awarding contracts below the threshold, in accordance with the pertinent regulations.

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



Immanuel Gebhardt
Director of the Procurement and
Contracting Division



Contents

Foreword	3
Contents	5
1 GIZ's legal form and mandate	6
2 Contract placement at GIZ	7
2.1 Awarding of commissions to GIZ	7
2.2 Awarding of contracts by GIZ	7
2.3 Awarding of financing by GIZ	9
3 Trends in contract awards – an overview	11
4 Analysis of contracts awarded	15
4.1 Service contracts and financing arrangements	15
4.1.1 Service contracts and financing arrangements entered into by the Procurement and Contracting Division	15
4.1.2 Service contracts and financing arrangements entered into by GIZ country offices	18
4.2 Procurement of materials and equipment	20
4.2.1 Procurement of materials and equipment by the Procurement and Contracting Division	20
4.2.2 Procurement of materials and equipment by GIZ country offices	21
4.2.3 Vehicle procurement	22
4.2.4 Logistical services	23
Annex I	
Definitions	24
Annex II	
GIZ's regional departments	32
Annex III	
Top 100 service contractors	33
Annex IV	
Top 100 recipients of financing	36
Anhang V	
Top 100 contractors that supply materials and equipment	38

1 GIZ's legal form and mandate

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a federal public-benefit enterprise registered under civil law. It is wholly 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 19,000 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 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 Section 2 (1) of the Articles of Association of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH



2 Contract placement at GIZ

2.1 Awarding of commissions to GIZ

As a federal enterprise, GIZ works primarily for the German Government. It handles commissions on behalf of the federal ministries on the basis of the 'in-house' contracting award provisions established under the German Act Against Restraints of Competition (GWB). This means that the German Government can commission 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 institutions, national governments and private global companies) 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. 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.

GIZ sees the consulting sector 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. Using the specific comparative advantages this cooperation offers helps GIZ achieve added corporate value and enhance development results. Against this backdrop, GIZ intends to further step up cooperation with the consulting sector. 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 99 Item 2 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 (VOL) or for building contracts (VOB)). If the thresholds defined therein are exceeded, the German Regulation on the Award of Public Contracts (VgV) and/or VOB/A Section 2 must be applied.

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. 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. In general, the Procurement and Contracting Division enters into contracts with international contractors.

As a matter of principle, GIZ conducts its procurement activities in compliance with the principles of transparency, economic effectiveness, competition and equality in the treatment of bidders as laid down in the contracting regulations. In this way, GIZ supports equal access to its supply chain and ensures that its procurement processes are economically effective.

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 economically effective 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 is by nature predefined.

Above the relevant thresholds, legal recourse through the public procurement tribunals is available for revision of contract awards by GIZ. Internal processes are audited by external auditors (auditing firms and the Bundesrechnungshof (supreme audit institution of the Federal Republic of Germany)).

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 funding;
- ▶ effective internal controls for management;
- ▶ an accounting system that ensures the proper use of EU funds;
- ▶ independent external audits;
- ▶ public access to relevant information;
- ▶ and 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 contracts for services worth EUR 25,000 or more placed by GIZ's Procurement and Contracting Division are published on its website.² Contracts with companies and institutions and with individuals are listed separately. Contracts for materials and equipment supplies tendered on a restricted basis or awarded directly without competitive tendering are published on the website as well. Materials, equipment and services procured and financing provided under EU Delegation Agreements are published separately.

² www.giz.de/en/workingwithgiz/awarded_contracts.html

The following table (Table 1) provides an overview of the award procedures and the process of publishing contract notices for the specified thresholds:

Table 1

Award procedure for the procurement of services, materials and equipment³

Award procedures for the procurement of services, materials and equipment pursuant to VOL⁴/VgV⁵

Procedure	Contract notice
Up to EUR 20,000: Discretionary award procedure following competitive tender	Not published. GIZ chooses the bidders from among suitable firms.
From EUR 20,000: Public tender or restricted invitation to tender with or without a call for competition or discretionary award	Publication on bund.de and GTAI, and, where appropriate, in the relevant specialist press
From EUR 221,000: Europe-wide public tender (open procedure)	Publication in the Supplement to the Official Journal of the EU or TED ⁶ , on bund.de and GTAI ⁷ and, where appropriate, in the relevant specialist press (with an invitation to submit bids)
From EUR 221,000: Europe-wide restricted invitation to tender with a public call for competition (non-open procedure)	Publication in the Supplement to the Official Journal of the EU or TED, on bund.de and GTAI, and, where appropriate, in the relevant specialist press (with an invitation to submit request to participate)
From EUR 221,000: Europe-wide negotiation procedure with prior public contract notice	Publication in the Supplement to the Official Journal of the EU or TED, on bund.de and GTAI, and, where appropriate, in the relevant specialist press (with an invitation to submit request to participate)
From EUR 221,000: Europe-wide negotiation procedure without prior public contract notice	Publication in the Supplement to the Official Journal of the EU or TED, on bund.de and GTAI, and, where appropriate, in the relevant specialist press (with an invitation to submit bids)

³ For reasons of efficiency, general tenders are conducted for standard services to fix the terms for subsequent individual contracts.

⁴ Regulation on the Award of Contracts for Public Supplies and Services.

⁵ Regulation on the Award of Public Contracts

⁶ Tenders Electronic Daily <http://ted.europa.eu/TED> is the web version of the supplement to the EU Official Bulletin, dedicated to European public procurement.

⁷ Germany Trade and Invest – Gesellschaft für Außenwirtschaft und Standortmarketing mbH www.gtai.de.

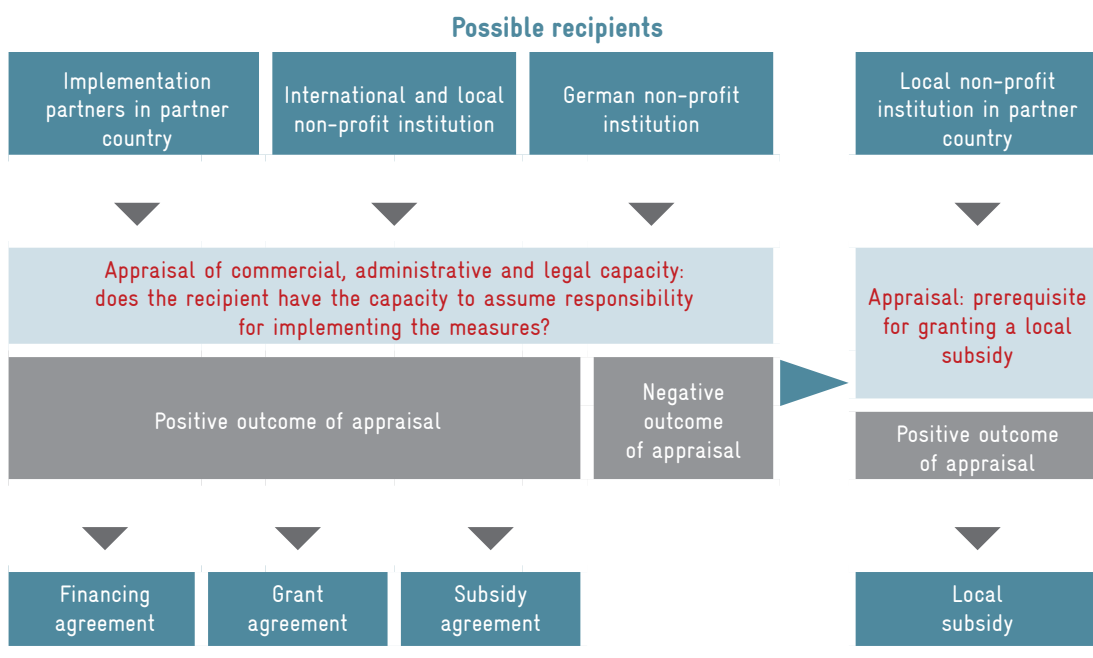
2.3 Awarding of financing by GIZ

Financing arrangements are intended to help build and expand the organisational capacity of the recipient and to put the recipient in a position to achieve its own objectives through the effective, efficient and sustainable use of resources. Financing arrangements establish the legal basis on which GIZ makes funding available to recipients for specific purposes to help them carry out certain measures. The overarching term ‘financing arrangements’ includes financing agreements, local subsidies, subsidy agreements and grant agreements.

Recipients of financing may be the implementation partners of GIZ projects in our partner countries, for example. Other possible recipients are German and international non-profit organisations and institutions.

The recipient of funds under a financing, grant or subsidy agreement is itself fully responsible for implementation. Recipients are obliged to return any funds that have not been correctly used to GIZ. GIZ supports and advises the recipient of local subsidies on how to implement the agreed measure in compliance with the agreement. Local subsidies are GIZ direct contributions as set out in the Guidelines for bilateral financial and technical cooperation. Consequently, GIZ bears full responsibility for the correct use of local subsidies during implementation.

Figure 1
Overview of the different types of financing arrangements and of different recipients



3 Trends in contract awards – an overview

In 2017, GIZ concluded contracts totalling EUR 1,289.8 million with service contractors, contractors who supply materials and equipment, and with recipients of financing. In 2017, for the first time in the time series presented since 2011, the volume of contracts awarded dropped by approx. 4% compared with the previous year, while the business volume rose by about 7%. This development is due to a special effect induced by contract awards in 2016, which included the conclusion of a construction contract for GIZ's new Bonn Campus premises, amounting to EUR 146 million.⁸ After adjustment for this special effect, the total volume of contracts awarded in 2017 increased over the previous year by around 7% in proportion to business volume.⁹

In addition to the familiar overview of contracts awarded by GIZ in Table 2.1, Table 2.2 provides an alternative view. The familiar overview in Table 2.1 shows the total volume of contracts awarded broken down by service contractors, contractors who supplied materials and equipment, and recipients of financing. It further distinguishes between service contractors, breaking them down into firms, institutions, appraisers, translators and construction companies.

However, this presentation does not demonstrate the continuing trend in recent years whereby the sharp rise in cooperation with institutions is largely shaped by financing arrangements. Service contracts, on the other hand, are of little relevance as a cooperation format with institutions.

To adequately reflect this development, the new Table 2.2 structures the total volume of contracts awarded by type of agreement/contract. This presentation clearly shows that the volume of financing has almost doubled since 2014. This trend reflects the new requirements placed on the delivery of services by GIZ. In order to be able to react quickly and flexibly to acute crises and rapidly shifting development-policy agendas, GIZ is constantly developing new forms of cooperation and implementation tools.

A new steering and monitoring system is being introduced to enable IT-based assessment. As part of the switchover to this system, the assessment parameters are being adjusted. This results in slight deviations between the two types of contract award presentation in Table 2.1 and Table 2.2.

Table 2.1 shows global contract awards for 2011–2017, broken down by service contractors, contractors who supply materials and equipment, and recipients of financing.

⁸ See page 12 in the Report on the [Procurement of Goods and Services and the Conclusion of Financing Agreements 2016](#)

⁹ GIZ's business volume consists of the revenue in the public-benefit business area and the total operating performance of International Services.

Table 2.1¹⁰

Overview of commissions awarded to GIZ, business volume and contracts awarded by GIZ from 2014 to 2017 (EUR million) by type of contract

	2011	2012	2013	2014	2015	2016	2017
I. Overview of commissions awarded to GIZ and GIZ's business volume							
Commissions placed with GIZ	2,172.0	2,285.1	2,292.4	2,779.1	2,451.9	3,336.1	3,406.3
Business volume	2,031.9	2,104.1	1,931.2	2,032.1	2,142.4	2,402.1	2,569.0 ¹¹
II. Contracts awarded by GIZ							
1. Contracts awarded by Procurement and Contracting Division							
a) Services, construction, financing arrangements							
Companies	238.6	257.5	299.5	300.1	314.0	344.9	350.6
Institutions ¹²	93.8	133.0	133.8	193.0	229.5	322.9	411.2
Appraisers	51.8	74.6	74.4	71.2	74.1	69.9	61.9
Translators	1.7	1.5	2.7	1.6	1.8	1.9	2.0
Construction companies	15.3	24.9	7.6	3.6	13.3	165.8	6.8
Implementation partners ¹³	22.9	58.2	33.8	34.6	29.7	38.2	38.9
Total	424.1	549.7	551.8	604.1	662.3	943.6	871.4
b) Equipment and materials							
Suppliers	35.1	41.0	31.9	54.8	41.3	57.1	50.3
Procurement by cost centres	4.7	5.0	2.2	2.5	3.1	4.1	6.9
Procurement of medicines (WHO)	45.4	51.1	12.9	10.9	5.0	0.0	0.0
Orders from SRM – framework agreement catalogues	-	1.7	1.5	1.4	2.6	4.6	5.7
Freight forwarders	1.6	1.9	2.2	3.4	1.8	1.5	2.6
Total	86.8	100.7	50.7	73.0	53.7	67.3	65.5
2. Contracts awarded locally by GIZ country offices							
a) Services							
Companies	-	-	-	106.3	102.7	96.7	139.0
Appraisers	-	-	-	53.2	50.9	46.7	39.1
Construction companies	-	-	-	12.1	14.4	41.2	30.2
b) Financing arrangements¹⁴	-	-	-	60.4	69.4	85.3	79.6
Total of services and financing arrangements	172.0	235.7	226.2	232.0	237.4	270.0	287.9
c) Equipment and materials	42.0	72.0	54.8	56.9	58.4	66.1	65.0
Total	214.0	307.7	281.0	288.9	295.8	336.1	352.9
III. Total contracts awarded¹⁰	724.9	958.1	883.5	966.0	1,011.9	1,346.9	1,289.8

¹⁰ Owing to the adjustments of the assessment parameters due to system changeover, there are slight deviations between the total volume of contracts awarded shown in Tables 2.1 and 2.2.

¹¹ Business volume according to the German Accounting Directive Implementation Act (Bilanzrichtlinie-Umsetzungsgesetz, BilRUG), see [Annual Statement of Accounts 2017](#).

¹² Contracts with contractor type 'institutions' refer to both service contracts and financing arrangements (subsidy or grant agreements).

¹³ These refer exclusively to the financing agreements concluded at Head Office with implementation partners of GIZ projects in the partner countries (see Section 2.3).

¹⁴ These refer to the financing agreements concluded locally with implementation partners of GIZ projects and local subsidy agreements with local non-profit institutions in the partner countries (see Section 2.3).

Service contracts and financing agreements accounted for the majority of contracts awarded by GIZ. The total volume of these contracts worldwide was EUR 1,159.3 million. The high share of service contracts and financing arrangements concluded in proportion to the total volume of contracts awarded (almost 90 %) 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. The remaining roughly 10 %, which amounts to EUR 130.5 million, was used for the procurement of materials and equipment and related services by Head Office and the country offices.

73 % of all contracts were placed by Head Office and 27 % were placed in the field.

Table 2.2 shows global contracts awarded for 2014–2017 by type of contract.

Table 2.2¹⁵

Overview of commissions awarded to GIZ, business volume and contracts awarded by GIZ from 2014 to 2017 (EUR million) by type of contract

	2014	2015	2016	2017
I. Overview of commissions and business volume at GIZ				
Commissions placed with GIZ	2,779.1	2,451.9	3,336.1	3,406.3
Business volume	2,032.1	2,142.4	2,402.1	2,569.0 ¹⁶
II. Contracts awarded by GIZ				
1. Contracts awarded by Procurement and Contracting Division				
Service contracts	367.3	377.6	401.1	421.1
Financing arrangements	228.8	270.6	368.7	436.9
Construction contracts	6.2	14.3	173.7	10.3
Orders of materials and equipment	69.8	50.5	67.3	65.5
Total	672.1	713.0	1,010.8	933.8
2. Contracts awarded locally by GIZ country offices				
Service contracts	159.5	153.6	143.5	178.1
Financing arrangements	60.4	69.4	85.3	79.6
Construction contracts	12.1	14.4	41.2	30.2
Orders of materials and equipment	56.9	58.4	66.1	65.0
Total	288.9	295.8	336.1	352.9
III. Total contracts awarded¹⁵	961.0	1,008.8	1,346.9	1,286.7

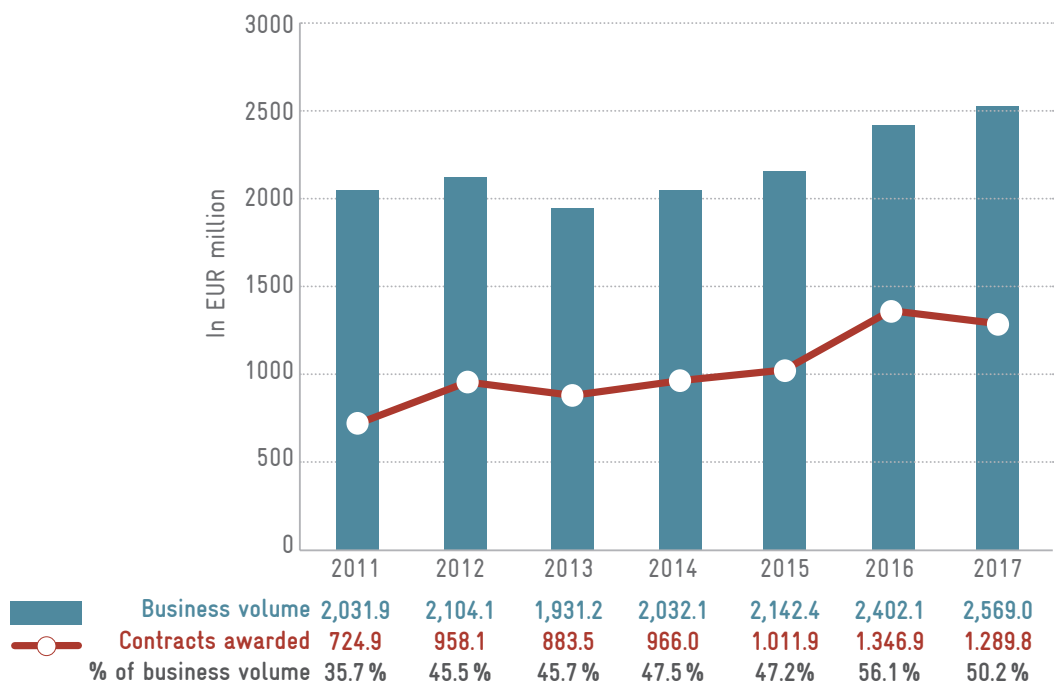
Table 2.2 shows the sharp rise in importance of financing arrangements as an element of GIZ's service delivery. In 2017, GIZ entered into financing arrangements with a total volume of EUR 516.5 million. This corresponds to a share of 40 % in the overall volume of contracts awarded. Service contracts remain the key instrument for implementing global commissions. In 2017, GIZ entered into service contracts with a total volume of EUR 599.2 million, which accounts for 46.6 % of the total contracts awarded.

¹⁵ Owing to the adjustments of the assessment parameters due to system changeover, there are slight deviations between the total volume of contracts awarded shown in Tables 2.1 and 2.2.

¹⁶ Business volume according to the German Accounting Directive Implementation Act (Bilanzrichtlinie-Umsetzungsgesetz, BilRUG), see [Annual Statement of Accounts 2017](#)

Fig. 2 shows the trend in contracts awarded by GIZ in proportion to the volume of business from 2011 to 2017.

Figure 2
Contract awarding as a proportion of GIZ's business volume (2011 to 2017)



The share of total contracts awarded in relation to the overall volume of business increased significantly between 2011 and 2017. This shows that GIZ is increasingly working with third parties to deliver its services. GIZ implemented 50.2% of its business volume via third parties in 2017.

4 Analysis of contracts awarded¹⁷

4.1 Service contracts and financing arrangements

Across the globe, GIZ concluded service contracts and financing agreements totalling EUR 1,159.3 million in 2017. Most of this amount (EUR 871.4 million or 75.2%) was placed by the Procurement and Contracting Division, compared with EUR 287.9 million (24.8%) awarded by GIZ country offices. The service contracts include orders for construction works, of which EUR 6.8 million were placed by Head Office and EUR 30.2 million were placed locally.

Lists of the top 100 contractors who received service contracts and the top 100 recipients of financing from the Procurement and Contracting Division are provided in Annexes III and IV.

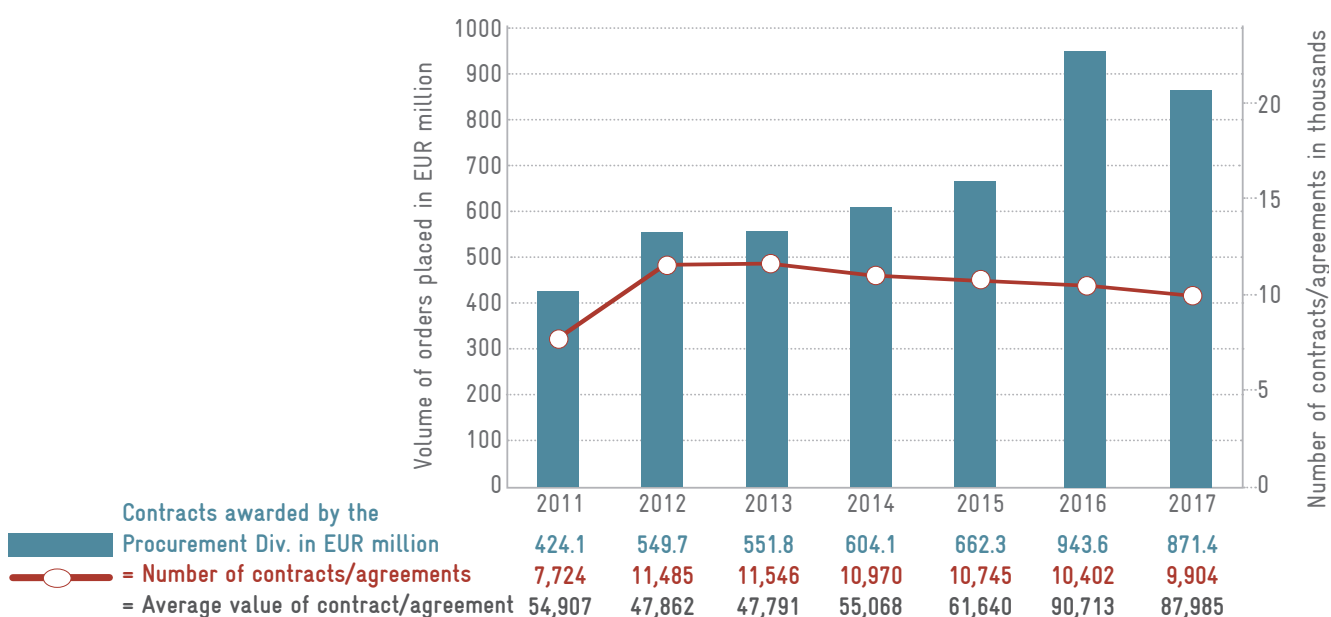
4.1.1 Service contracts and financing arrangements entered into by the Procurement and Contracting Division

In 2017, the Procurement and Contracting Division entered into 9,904 service contracts and financing arrangements worth approximately EUR 871.4 million, as stated above. Around 94% of these contracts and arrangements, amounting to EUR 818.8 million, related to GIZ's public-benefit business area. 6% of the contracts (worth EUR 52.6 million) concerned GIZ's taxable business area (International Services).

While the overall volume of service contracts and financing agreements rose, the total number of contracts decreased again in 2017. With the exception of the one-off distortion of the average value in 2016 due to the above-mentioned construction contract for the GIZ Bonn Campus premises, the trend towards a constant rise in the average contract values continued. The average value of contracts awarded has risen by 84% from EUR 47,862 to EUR 87,985 since 2012.

Figure 3

Number of service contracts and financing arrangements concluded by the Procurement and Contracting Division in relation to the corresponding volume of contracts awarded (2011 to 2017)

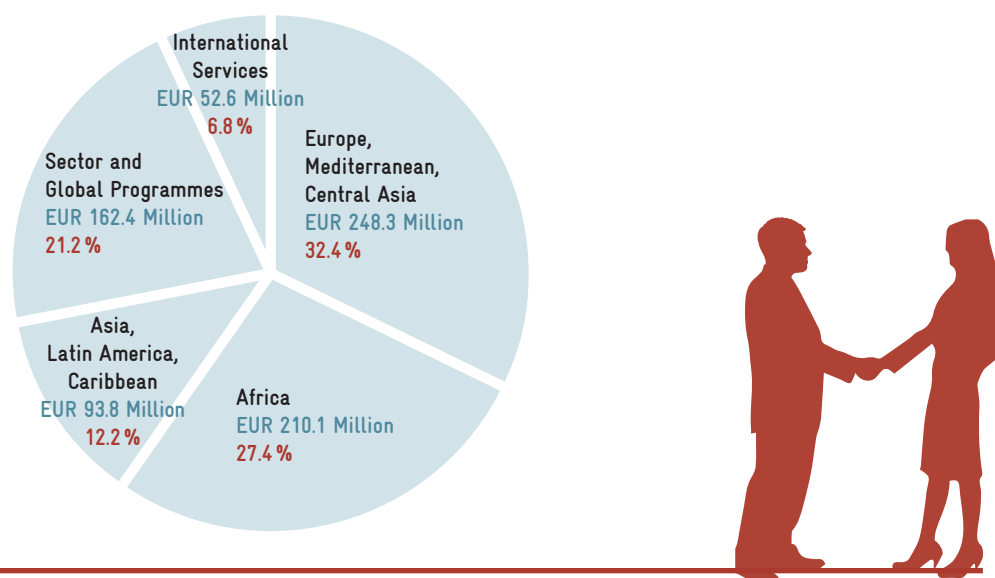


¹⁷ The different assessments of contracts awarded in the entire report in the following sections are based on the conventional assessment of contract award figures in Table 2.1.

In 2017, for the first time, the greatest share of the contracts awarded at Head Office by the Procurement and Contracting Division went to institutions. Following an increase of 27.3% over the previous year (EUR 411.2 million), these accounted for 47.2% of the total volume of service contracts and financing arrangements, followed by contracts with consulting firms, accounting for 40.2% (EUR 350.6 million), and with individual appraisers, accounting for 7.1% (EUR 61.9 million). The average value of the 3,571 service contracts concluded with companies was around EUR 98,182, while the average value of the 1,316 contracts signed with institutions was approximately EUR 312,436, and the average value of the 4,888 contracts signed with individual appraisers was approximately EUR 12,664.

Figure 4

Head Office award of service contracts and financing arrangements by department (2017)



Of the 9,904 contracts with a total volume of EUR 871.4 million that were awarded through Head Office, 7,485 (total volume EUR 767.2 million) were directly attributable to the operational, project-managing departments. The remaining agreements concern all other corporate units.¹⁸ Consequently, the operational departments account for 88% of the total contract volume of EUR 871.4 million. The Africa Department awarded 27.4% of these contracts; the Asia, Latin America, Caribbean Department accounted for a share of 12.2%; the Europe, Mediterranean, Central Asia Department for 32.4%, the Sector and Global Programmes Department for 21.2% and the International Services Department for 6.8%.

An analysis of the themes and sectors in which the Procurement and Contracting Division places orders shows that, in 2017, EUR 284.3 million was spent on contracts relating to just six thematic areas (Table 3). This corresponds to roughly a third of the total contract value awarded by this division for consultancy services.

¹⁸ The other organisational units are the Management Board and the corporate units, the Sectoral Department, the Client Liaison and Business Development Department and internal service providers.

Table 3

Procurement and Contracting Division, largest sectors by contract volume for services and financing arrangements (2017)

Sector	Contract volume (in EUR million)	Share (%)
Rural Development and Agriculture	104.5	36.8 %
Crises, conflicts, disasters	95.4	33.6 %
Vocational education and the labour market	69.4	24.4 %
Water and wastewater, water resources	41.5	14.6 %
Climate change	41.3	14.5 %
Legal affairs	36.7	12.9 %
Total:	284.3	100.0 %

With an increase of 23 % over 2016, ‘Rural development and agriculture’ was again the priority sector in which the largest number of contracts was awarded in 2017, as in 2014 and 2015.

After reaching a temporary high in 2016 and a subsequent drop of around 25 %, a high volume of contracts was again awarded in the ‘crises, conflicts, disasters’ sector.

The volume of contracts awarded in the ‘vocational education and the labour market’ sector rose sharply again in 2017 (by 58 %), which is related in part to the aforementioned high contract volume in the ‘crises, conflicts, disasters’ sector. On behalf of BMZ, GIZ is creating a larger number of employment and education opportunities, both for refugees and for the population of host regions.

Following a renewed increase of 21 %, the ‘water and wastewater, water resources’ sector is the priority area with the fourth largest volume of contracts awarded in 2017.

With another significant rise of 44 %, the ‘climate change’ sector has for the first time joined the top six sectors with the highest contract volume.

This recognisable partial shift in GIZ’s thematic focus is a result of a number of current trends in GIZ’s business environment in Germany and overseas. Growing fragility and violent conflicts are changing GIZ’s working environment. Topics such as displacement and migration, as well as climate change mitigation and adaptation are increasingly determining the international (development-)policy agenda.

As such, GIZ is making an essential contribution to implementing BMZ’s three special initiatives Tackling the Root Causes of Displacement, Reintegrating Refugees; Stabilisation and Development in the MENA Region; and ONE WORLD – No Hunger.

Under the lead of the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU), the German Government has undertaken substantial efforts to facilitate the Paris Agreement on climate change and has significantly stepped up its involvement in this field in recent years. Alongside a sustained large portfolio of commissions from BMZ and a growing portfolio from BMU, the EU is also increasingly gaining importance as a client and implementation partner in the fight to mitigate climate change.

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

In 2017, GIZ’s field structure awarded contracts for services and financing worth EUR 288 million in total. This is equivalent to about one third of the total volume of service contracts and financing arrangements.

The largest volume – 40.7% – was placed by the country offices in the Europe, Mediterranean, Central Asia Department, followed by the country offices in the Africa Department with 30.9% and the Asia, Latin America, Caribbean Department with 25.2%. ‘Other’ covers all contracts awarded that are not allocated to a particular regional department, such as those for supraregional or global projects and programmes.

Figure 5
Service contracts and financing arrangements entered into by the GIZ field structure by regional department (2017)

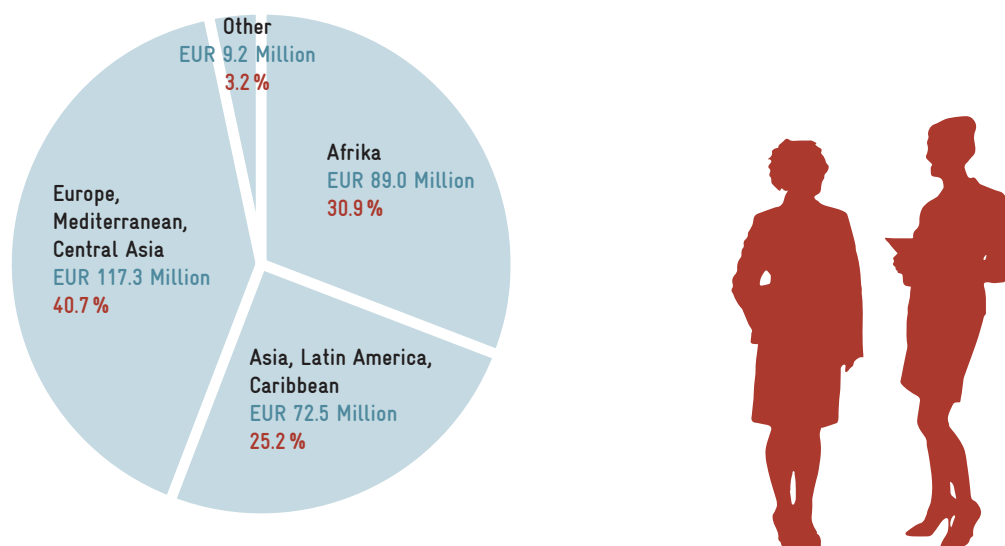


Table 4 shows the five highest-ranking countries in each of GIZ’s three regional departments in terms of the volume of contracts implemented locally at the country offices. The contracts awarded by the field structure are classed by recipient country. In various cases, the country offices carry out local procurements in neighbouring countries, for example when there is no corresponding office structure in the recipient country due to conflict. The contract values show 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.

Table 4¹⁹Excerpt: Service contracts and financing arrangements awarded by country offices²⁰ (2017)

	Recipient country	Contract volume (in EUR million)
Africa Department	Ethiopia	7.4
	Mali	6.0
	South Africa	4.9
	Kenya	4.5
	Ghana	4.4
	Total	27.2
30.6 % of contracts placed locally by this department		
Asia, Latin America, Caribbean Department	Bangladesh	8.1
	Brazil	5.8
	Mexico	5.7
	India	5.5
	Indonesia	5.5
	Total	30.6
42.2 % of contracts placed locally by this department		
Europe, Mediterranean, Central Asia Department	Ukraine	19.1
	Iraq	15.2
	Afghanistan	9.6
	Morocco	6.2
	Albania	6.2
Total	56.3	
48.0 % of contracts placed locally by this department		

The Europe, Mediterranean, Central Asia Department accounts for the largest volume of both contracts awarded by Head Office and contracts awarded by the country offices. This reflects the significant increase in funding from BMZ and the German Federal Foreign Office for fragile contexts, especially those in the Middle East. This increase in funding also enabled GIZ to step up its activities in refugee and internally displaced persons' countries of origin and host countries (e.g. Iraq, Syria, Jordan, Turkey and Ukraine) and make a greater contribution to fighting the structural causes of displacement and supporting refugees and internally displaced persons.

¹⁹ Please see Annex II for the allocation of the various countries to GIZ's regional departments.

²⁰ The financing arrangements concluded by the country offices are financing agreements and local subsidy agreements (see Section 2.3).

4.2 Procurement of materials and equipment

GIZ purchases materials, equipment and technical devices (referred to simply as ‘materials and equipment’ below) in Germany and abroad. Demand arises largely from the projects and programmes. Only a small proportion of these items (EUR 6.9 million) are purchased for GIZ’s own use.

Procurements of materials and equipment declined slightly in 2017. In 2017, GIZ Head Office and the field structure procured materials and equipment with a total value of EUR 130.5 million, about 2 % less than the previous year (EUR 133.4 million).

The procurement of materials and equipment thus makes up roughly one tenth of the total volume of contracts awarded. The Procurement and Contracting Division and the GIZ country offices handled more or less equal shares of orders for materials and equipment.

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

- ▶ Vehicles
- ▶ Printers
- ▶ IT hardware and software and message transmission devices
- ▶ Medical supplies and devices
- ▶ Agricultural supplies
- ▶ Power generation units
- ▶ Measuring devices and control and monitoring systems
- ▶ Water supplies
- ▶ Technical equipment for a range of project needs
- ▶ Solar energy devices
- ▶ Waste containers
- ▶ Fire hoses

Many of these items are goods and materials that almost all projects need to carry out their work, such as vehicles and IT equipment. However, this list also reflects 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 are signed for regular orders of standardised goods (vehicles, IT, workshop materials, office materials and furniture, etc.). Given the amounts involved, these are 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 V.

4.2.1 Procurement of materials and equipment by the Procurement and Contracting Division

In 2017, GIZ’s Procurement and Contracting Division placed orders totalling EUR 65.5 million for materials and equipment, which was roughly 3 % less than in the previous year.

4.2.2 Procurement of materials and equipment by GIZ country offices

In 2017, GIZ's country offices placed orders for materials and equipment worth EUR 65.0 million in total.

The greatest share of materials and equipment was purchased in the countries of the Europe, Mediterranean, Central Asia Department with a value amounting to EUR 28.8 million (44.3%). This was followed by the Africa Department with EUR 22.2 million (34.2%) and the Asia, Latin America, Caribbean Department with EUR 8.5 million (13.1%) (see Fig. 6). 'Other' covers all contracts not allocated to a particular regional department.

Figure 6
Procurement of materials and equipment by the GIZ field structure by regional department (2017)

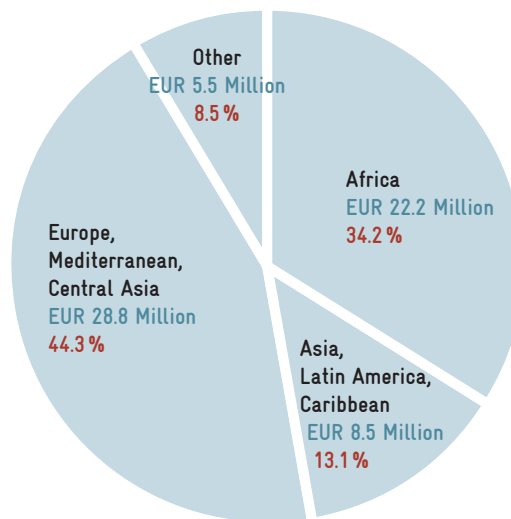


Table 5 shows the five highest-ranking countries in each of GIZ's three regional departments in terms of the value of orders placed for materials and equipment in 2017.

Table 5²¹

Excerpt: Materials and equipment purchased by country offices (2017)

	Recipient country	Contract volume (in EUR million)
Africa Department	Chad	2.4
	Malawi	1.5
	Namibia	1.4
	Mali	1.2
	Niger	1.8
	Total	8.3
37.4% of contracts placed locally by this department		
Asia, Latin America, Caribbean Department	Cambodia	0.8
	Nepal	0.6
	Peru	0.6
	Mongolia	0.5
	Myanmar	0.5
	Total	3.0
35.3% of contracts placed locally by this department		
Europe, Mediterranean, Central Asia Department	Pal. territories	4.2
	Ukraine	4.1
	Iraq	3.4
	Jordan	2.9
	Tunisia	2.5
	Total	17.1
59.4% of contracts placed locally by this department		

As in the previous year, the high procurement volume in some countries is due in large part to measures relating to crisis situations in these countries, especially as a result of conflict (as in Afghanistan, Iraq, Mali, Ukraine). GIZ additionally supports host countries and regions with projects that benefit the local people and the refugees in equal measure (such as in Jordan, northern Iraq and Chad).

4.2.3 Vehicle procurement

Vehicles account for a significant proportion of the total procurements at GIZ. The volume of contracts awarded for materials and equipment includes the procurement of a total of 664 vehicles with an overall value of EUR 20.2 million, representing an increase of 31.2% over the previous year.

Vehicles can either be purchased via the Procurement and Contracting Division at Head Office or locally by the country offices, depending on where procurement is more cost-effective and whether import restrictions apply. The Procurement and Contracting Division spent EUR 14.4 million, including shipping, on purchasing 485 vehicles of all categories for projects and programmes. This is an increase of 27.4% on the

²¹ Please see Annex II for the allocation of the various countries to GIZ's regional departments.

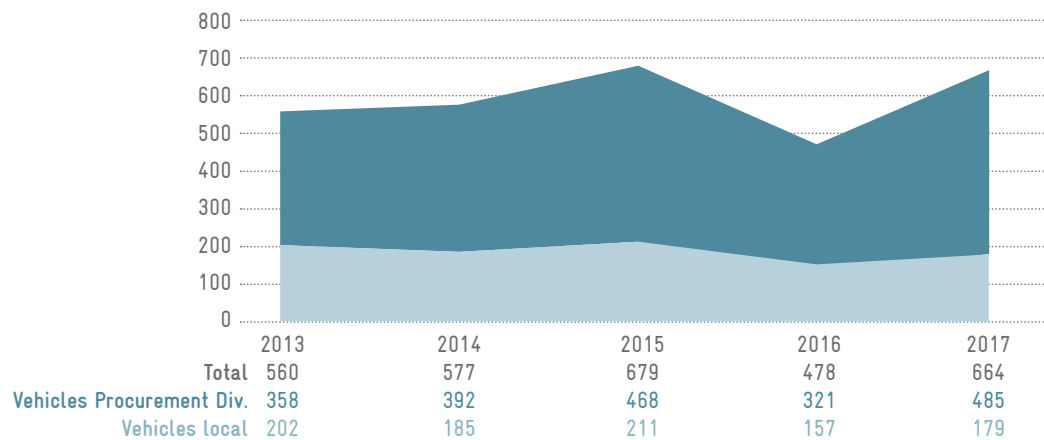
previous year, in which EUR 11.3 million was spent. In 2017, the GIZ country offices purchased 179 vehicles locally, with a value amounting to EUR 5.8 million. The number of vehicles procured around the world in 2017 (664) increased by 39% compared with the previous year (478).

Vehicle procurement is broken down into six categories:

- ▶ Limousine station wagon (estate)
- ▶ Minibus
- ▶ Crew cab 4WD
- ▶ SUV 4WD station wagon
- ▶ Heavy duty (HD) 4WD station wagon
- ▶ Heavy duty (HD) 4WD station wagon 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 7
Procurement of vehicles (2017)



4.2.4 Logistical 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 2017, 2,185 contracts for logistical services were entered into for the transportation of goods by land, sea and air.

The total volume of EUR 130.5 million spent on materials and equipment includes contracts for logistical services amounting to EUR 2.6 million.

Annex I

Definitions

(Public) contracting authority (often referred to in GIZ documents as the 'commissioning party' or 'client')

As defined in German procurement and contract law, the contracting authority is the person or organisation that commissions a contractor to provide works or services in return for payment.

Public contracting authorities are classed as legal persons under public or private law that were established for the specific purpose of meeting non-commercial needs in the general interest if they are mainly financed or their management board is supervised by regional or local authorities (e.g. the Federal Republic of Germany) (section 99 no. 2 of the German Act against Restraints of Competition (GWB). According to this definition, GIZ is a public contracting authority.

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.

Business volume of GIZ

The total value of all income in the public-benefit business area and the total operating performance of the taxable business area 'International Services'

Cofinancing

The term cofinancing is applied to all cases where third parties (e.g. the EU, other international donors, etc.) provide additional funds for a measure that GIZ is implementing either on behalf of BMZ (or another client), or as a GIZ-financed measure. A cofinancier can be any institution that is not the client of the project/programme being subsidised. The cofinancier can either contribute a certain percentage of the overall cost of the project/programme or finance part or all of a component.

Commissions received by GIZ

Total volume of all commissions that GIZ receives from different commissioning parties and clients. Commissioning parties and clients include both German federal ministries (such as BMZ, the German Federal Foreign Office, the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety and the German Federal Ministry of Defence) and foreign governments or international organisations (such as the European Union and the United Nations).

A

B

C

Competition

Competition implies that alternative providers compete with each other. The criterion for the existence of competition in a specific market is therefore the existence of alternatives for the other side of the market.

Within GIZ, the term ‘competition’ is also used for all tender procedures with more than one participant (all except cases of direct awards or discretionary awards to an enterprise on exceptional grounds or negotiated procedures without a call for competition involving a specific enterprise (section 14 (4) no. 2 of the German Regulation on the Award of Public Contracts (VgV)).

Construction contract

Contracts for pecuniary interest (i.e. with payment) involving construction works. Construction contracts are awarded on the basis of Germany’s Contracting Rules for the Award of Public Service Contracts - Construction (VOB).

Contract notice

In accordance with the principle of transparency, public contracting authorities must ensure that the course of the award procedure is predictable. For this reason, the contracting authority must publish its intention to award a public contract or to enter into a framework agreement (see section 37 et seq of the German Regulation on the Award of Public Contracts (VgV) and section 12 of the German Contracting Rules for the Award of Public Service Contracts – Construction Works (VOB/A-EU)). The contracting authority must ensure that the notice and the tender documents are clear and free from contradictions. Contract notices for contracts above the EU threshold must be published on the EU website at <http://simap.ted.europa.eu/de>. Contract notices for contracts below the threshold are published at www.bund.de. For projects that are cofinanced by other donors, or in order to reach a larger market, the publication of a contract notice on another international platform (e.g. <https://www.devex.com/en> or in other media) should be considered. The pdf file used for EU publication is generally made available to the following media:

- ▶ giz-tender@gtai.de
- ▶ mail@ausschreibungsanzeiger-thuringen.de
- ▶ ausschreibungen@bi-medien.de
- ▶ 08@subreport.de

GIZ then publishes the corresponding tender documents on its own website.

Contractor

This term is defined in German procurement and contract law as the contractual partner of the contracting authority. Public contracts may only be awarded to contractual partners that meet certain criteria (expertise and economic, financial, technical and professional capacity) for classification as eligible contractors (e.g. companies, enterprises, consulting firms, institutions such as universities, individual appraisers and consultants, suppliers) (section 122 of the German Act against Restraints of Competition (GWB)).

D

Discretionary award with (prior) call for competition

Under certain conditions laid out in the German Contracting Rules for the Award of Public Service Contracts (VOL), e.g. if the work or service is particularly urgent or if the amount being reordered is classed as minor, the contract may be awarded on a ‘discretionary’ basis. Nevertheless, to ensure that procurement remains cost-effective at least three comparable bids must be obtained.

Equal treatment of bidders/ Principle of non-discrimination

Section 97 (2) of the German Act against Restraints of Competition (GWB) stipulates that all participants in a contract award procedure must be treated equally. The public contracting authority is therefore obliged to handle the procedure in a standard manner, e.g. when it comes to clarifying a bid that can be misunderstood or is ambiguous, or when asking for additional documents and excluding specific bids. Nor may terms of reference be tailored to individual enterprises. If individual applicants or bidders have more knowledge than other enterprises during negotiations, the public contracting authority must ensure that gaps in knowledge are filled, for instance by providing corresponding information to the other enterprises involved or interested in the award procedure. In practice, this often occurs in the case of enterprises that have already supported the public contracting authority in the lead-up to the contract award, for example when drawing up the terms of reference (problem related to enterprises participating in the procurement procedure, section 7 of the German Regulation on the Award of Public Contracts (VgV)).

E

Financing agreement

Financing agreements are a form of 'financing arrangement'. They are concluded with an implementation partner and its downstream partner structures (e.g. ministries, subordinate authorities and universities). In all cases, the recipient must have the commercial, administrative and legal capacity to assume responsibility for implementing the associated measures.

F

Financing arrangements

The overarching term 'financing arrangements' includes financing agreements, local subsidies, subsidy agreements and grant agreements. Financing arrangements establish the legal basis on which GIZ makes funding available to recipients for specific purposes to help them carry out certain measures. GIZ is not entitled to any service in return for providing the funds, merely to repayment of the funds if the recipient does not use them for the agreed purpose. The recipient of funds under a financing arrangement bears full responsibility for their correct use during implementation.

Follow-on contracts

Under certain circumstances, if the purpose of a follow-on contract is to provide materials and equipment, works or services of the same type, the contract may be awarded to the same contractor (i.e. the provider that won the first contract) using the negotiated procedure without a prior call for competition (section 14 IV no. 9 of the German Regulation on the Award of Public Contracts (VgV)).

Framework agreement (often termed framework contract)

Framework agreements enable the public contracting authority to combine individual contracts within one award procedure. The framework agreement can be concluded with one or several companies or appraisers/ individuals and serves to establish the conditions for the public contracts that are to be awarded during a specified period (generally up to four years). The main condition established is the price (see section 103 (5) of the German Act against Restraints of Competition (GWB) and section 21 of the German Regulation



on the Award of Public Contracts (VgV)). Usually, though, no purchase obligation is assumed. On the basis of the signed framework agreement, the public contracting authority calls on its contractual partner to perform individual contracts at later dates to be established by the authority itself.

G

German consultancy sector

German consulting firms, represented by various associations including the German Association of Consulting Engineers (VBI).

Grant agreement

A grant agreement is a form of financing arrangement that is entered into with international and local non-profit institutions. In all cases, the recipient must have the commercial, administrative and legal capacity to assume responsibility for implementing the associated measures.

I

Implementing organisations

Development cooperation organisations commissioned by BMZ and other financiers/clients to implement development projects.

Individual person (appraiser or advisor)

Natural persons who are engaged to perform specific components of larger tasks. Most work on a freelance self-employed basis, although some are public-sector employees.

L

Local subsidy

If the recipient of a financing arrangement does not yet have the required capacity to administer and assume responsibility for implementing the measure being funded, the appropriate choice of financing instrument is a local subsidy agreement. GIZ supports and advises the recipient of local subsidies on how to implement the agreed measure in compliance with the agreement. Local subsidies are classed as direct contributions. Consequently, GIZ bears full responsibility for the correct use of local subsidies during implementation.

M

Market survey

Before conducting a competitive tender, it is important to find out whether the goods or services to be procured are available on the market, or which goods or services are available on the market, which enterprises can (reliably) supply the goods or services and what the goods or services are expected/projected to cost.

P

Principle of competition

Public contracts and concessions must be awarded by means of competitive tender (section 97 (1) sentence 1 of the German Act against Restraints on Competition (GWB)). The principle of competition states that preference must always be given to competitive award procedures. Public contracting authorities are furthermore obliged not to impede competition among companies and to neither permit nor condone distortions of competition or any conduct that undermines competition.

Principle of economic advantage and principle of economy

The principles of economic advantage and of economy that are enshrined in the financial regulations are also reflected in procurement law. The public contracting authority must take this into consideration when determining the supplies, works or services to be tendered. The principle of economic advantage rules that the most favourable relationship must be sought between the intended purpose and the funds to be used. The principle of economy states that the funds to be used must be restricted to the scope necessary for fulfilling the given tasks.

The contract must be awarded to the bidder that submits the most ‘economically advantageous’ bid (section 127 (1) in conjunction with section 97 (1) sentence 2 of the German Act against Restraints on Competition (GWB)). The most advantageous bid is that which offers the best price-performance ratio. The price of the bid must be appropriate in relation to the performance to be delivered. When determining the most advantageous bid, consideration may be given to qualitative, environmental or social aspects in addition to the price or costs involved.

Principle of transparency

Section 97 (1) sentence 1 of the German Act against Restraints of Competition (GWB) stipulates that public contracts and concessions must be awarded by means of transparent procedures. The greatest possible level of competition should be arranged so that the public sector can obtain supplies and services from a broad base of private-sector contractors, thus ensuring that public funds are used economically, efficiently and effectively. Compliance with transparent procedures also helps to prevent corruption and other fraudulent conduct. For this reason, GIZ publishes all tenders on its own website and on other sites (see ‘Contract notice’ and ‘Publication’), and publishes the award once the procedure is completed.

Procurement

Purchasing of materials and equipment, construction works and other work and services.

Procurement of materials and equipment

Within GIZ, the procurement of materials and equipment refers to the procurement of supplies. This concerns the procurement of goods, in particular through purchasing or instalment purchasing, leasing or renting with or without a purchase option.

Publication

The term ‘publication’ is often used as a synonym for the contract notice or the tender procedure. The corresponding regulation (section 40 (1) of the German Regulation on the Award of Public Contracts (VgV)) distinguishes between four types of notice:

1. By publishing the contract notice, the public contracting authority publicly declares its intention to award a public contract or to enter into a framework agreement.
2. Prior information notices: procurement law offers the public contracting authority the possibility of announcing planned contract awards by means of what is called a prior information notice. If the authority has published a prior information notice, it can benefit from simplified procedures in the subsequent award procedure (shorter time limit for tender submission).

3. Contract notices are publications of contract awards that have already been placed. The contract awards are additionally published on GIZ's website. This so-called ex-post notice must be published within 30 days of the date on which the contract was awarded or a framework agreement was entered into (section 39 (1) of the German Regulation on the Award of Public Contracts (VgV)).
4. Contract modification notice: The public contracting authority is also obliged to publish any modifications to the contract that has been placed: the authority is entitled to make these changes without carrying out a new award procedure.

If the tender documents need to be changed or if an award procedure is suspended before the contract is awarded, this must also be published.

R

Recipient of financing

Recipients of financing may, for example, be the implementation partners of GIZ projects in our partner countries. Other possible recipients are German and international non-profit organisations and institutions.

Regional allocation

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

S

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.

Service

Intangible goods centred primarily on a service provided by a natural or legal person in order to meet a need or demand.

Service contract

In service contracts, GIZ pays a third party (usually in the private sector) to provide a service that it has itself committed to providing for its own commissioning party or client. The contractor in a service contract is generally a consulting firm or an individual consultant/appraiser.

A distinction is made between contracts for works and contracts for services. In a service contract (section 611 of the German Civil Code, BGB) the contractor (usually a consulting firm or an appraiser) must perform a service, i.e. in most cases an activity whose result cannot be measured (typical example: appraiser contract for advisory services – a stand-alone service).

In a contract to produce a work (section 631 of the German Civil Code, BGB), the contractor is liable for the success of the work provided, i.e. the work can be physically accepted. This typically involves preparing a study.

Service-providing enterprises/Service-providing companies/Consultancy sector

Eligible private-sector enterprises (all over the world) that are commissioned by GIZ to help fulfil its development-policy tasks and functions when and to the extent that this appears expedient and cost-effective (Article 5 of the General Agreement between BMZ and GIZ). 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.

Service-providing institution

Non-commercial institutions (such as universities, research institutes, foundations, non-governmental organisations and regional or international executing agencies) that may be involved in the implementation of GIZ projects through financing, subsidy and grant agreements or through contracts for services.

Subsidy agreement

A subsidy agreement is a form of financing arrangement used with German public-benefit recipients. In all cases, the recipient must have the commercial, administrative and legal capacity to assume responsibility for implementing the associated measures.

Tender procedure

The term 'tender' is often used as a synonym for 'procurement' or for the general process of awarding public contracts.

Different procedures are followed depending on whether the total value of the contract is below the EU threshold (EUR 221,000) or above (i.e. from EUR 221,000).

The types of contract in the lower band are set out in section 3 of the German Contracting Rules for the Award of Public Service Contracts - Supplies and Services (VOL/A):

- ▶ Public invitation to tender: a public invitation to submit bids, open to any number of enterprises.
- ▶ Restricted tender: The tender is open to a limited number of enterprises (always at least three) that are invited to submit bids (with or without a call for competition)
- ▶ Discretionary award procedure: The client selects and contacts a number of enterprises (always at least three, with or without a call for competition) to negotiate the terms of the contract.
- ▶ Direct purchase: In business with BMZ, services with a value of up to EUR 1,000 (for services related to commissions from the Federal Foreign Office, up to EUR 500) may be procured without holding a competitive tender. (At GIZ, however, this procedure is only used for services that cannot be obtained by means of individual 'calls' for services under an existing framework agreement (e.g. via SRM).

The rules on the various procurement procedures used in the higher band are set out in section 14 of the German Regulation on the Award of Public Contracts (VgV):

- ▶ Open procedure: a public invitation to submit bids, open to any number of enterprises.

T

- ▶ Restricted procedure: a public invitation to submit requests to participate, open to any number of enterprises. A restricted number of participants (always at least five) is invited to submit bids.
- ▶ Negotiated procedure (with and without a call for competition): once it receives the tenders, GIZ enters into negotiations with the tenderers on price and technical aspects.
- ▶ Competitive dialogue or innovation partnership

Unit placing or awarding the contract

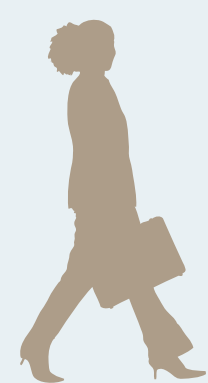
Contracts can be awarded to third parties by GIZ's Procurement and Contracting Division in Germany (including contracts processed in regional departments) or by GIZ country offices in the partner countries. When dealing with procurement transactions, there is an agreed division of tasks between the Procurement 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, 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.



Annex II

GLZ's regional departments

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



Annex III

Top 100 service contractors

Name	No. of contracts/ agreements	Contract/ agreement value in EUR
GFA Consulting Group GmbH, Hamburg	95	27,460,566
Alte Leipziger Versicherung AG, Oberursel	2	24,112,734
AFC Consultants International GmbH, Bonn	22	18,550,197
GOPA Consultants GmbH, Bad Homburg	38	14,882,507
Deutscher Pensionsfonds AG, Bonn	1	11,260,000
GITEC-IGIP GmbH, Köln	9	7,788,939
IP Institut für Projektplanung GmbH, Stuttgart	12	5,658,489
ECO Consult Sepp & Busacker Partner, Oberaula	25	5,152,144
Adelphi Consult GmbH, Berlin	41	4,058,388
ICON-Institut GmbH, Köln	18	4,021,858
SAP Deutschland AG & Co. KG, Walldorf	12	3,819,791
COMO Consult GmbH, Hamburg	52	3,692,737
EPOS Health Management, Bad Homburg	5	3,161,803
AMBERO Consulting Gesellschaft mbH, Kronberg	16	3,055,904
CDC Consult Limited, Accra, Ghana	3	2,467,122
Niras A/S, Allerød, Denmark	3	2,375,464
Ost-Ausschuss der Deutschen Wirtschaft, Berlin	3	2,349,764
IDC Unternehmensberatung GmbH, Aachen	14	2,164,293
ITB B9-Offices Bonn GmbH & Co. KG, Bocholt	1	2,141,355
Integration International Management Consultants GmbH, Frankfurt	11	2,128,119
PEM GmbH Consulting-Planning-Realisation-Management, Düsseldorf	6	2,125,889
SNV Headquarters, Den Haag, The Netherlands	2	2,108,334
ICPS - International Centre for Policy Studies, Kiev, Ukraine	1	2,103,703
Pact Peru, San Isidro, Peru	3	2,009,722
Dorsch International Consultants GmbH, München	7	2,001,053
PLANCO Consulting GmbH, Hamburg	6	1,831,681
sequa gGmbH, Bonn	13	1,723,578
DLG International GmbH, Frankfurt	3	1,663,850
cosinex GmbH, Bochum	1	1,589,870
Renewables Academy (RENAC) AG, Berlin	11	1,578,477
Bez+Kock Generalplaner GmbH, Stuttgart	3	1,564,835
AMC - Asian Management Consulting Andalas Mitra Cagar, PT, Jakarta Selatan, Indonesia	2	1,499,913
Julius Berger International GmbH, Wiesbaden	2	1,497,184
Moore Stephens LLP, London, Great Britain	253	1,469,242
VAGEDES & SCHMID GmbH, Hamburg	7	1,406,618
Altair Asesores S.L, Madrid, Spain	1	1,377,559
Iproplan Planungsgesellschaft mbH, Chemnitz	2	1,366,269
Moore Stephens Ludwig AG, Kassel	247	1,345,087
Royal Manotel SA, Genf, Switzerland	8	1,343,445
Institute for Global Environmental Strategies (IGES), Hayama, Japan	1	1,323,749
Health Focus GmbH, Potsdam	11	1,285,246
Akademie Deutscher Genossenschaften ADG, Montabaur	4	1,284,081
Eptisa Servicios de Ingenieria S. L, Madrid, Spain	2	1,279,976



Mercy Corps Scotland, Edinburgh, Great Britain	1	1,230,000
ADT Projekt Gesellschaft der Arbeitsgem. Deutsch. Tierzüchter, Bonn	1	1,221,409
UNIFY Communications and Collaboration GmbH & Co. KG, München	5	1,214,746
IFDC Intern. Fertilizer Development Center, Muscle Shoals, USA	1	1,206,762
Goethe Institut e. V., München	3	1,194,513
VNG International B.V., Den Haag, The Netherlands	2	1,186,962
init Aktiengesellschaft für digitale Kommunikation, Berlin	4	1,166,630
HEAT GmbH Househ.Energy,Appropri.Techno., Glashütten	8	1,144,214
denkmodell GmbH, Berlin	84	1,138,940
Real Innenausbau AG, Kulsheim	4	1,105,273
The West African Rice Company Limited, Freetown, Sierra Leone	1	1,097,500
DFS - Deutsche Forstservice GmbH, Feldkirchen	2	1,096,810
IRAM, Institut de Recherches et d'Applications des Méthodes de Développement, Paris, rance	5	1,088,188
Carl Duisberg Centren gemeinnützige GmbH, Köln	16	1,071,772
Akut Umweltschutz Ingenieure Burkard & Partner, Berlin	5	1,050,156
BSD Consulting, Zürich, Switzerland	2	1,030,989
Particip GmbH, Freiburg	10	1,018,113
Wuppertal-Institut, Wuppertal	5	1,001,458
L & D GmbH, Bonn	1	998,204
BMB Mott MacDonald B.V., Arnhem, The Netherlands	1	991,500
labconcepts GmbH, Bonn	7	982,575
INBAS GmbH, Offenbach	7	968,872
A. Frauenrath Landschaftsbau GmbH & Co. KG, Heinsberg	3	903,916
British Embassy Baghdad, Baghdad, Iraq	2	899,814
comit GmbH, Berlin	29	882,937
ARAMARK Holdings GmbH & Co. KG, Neu Isenburg	4	838,721
INTEGRATION Umwelt & Energie GmbH, Gräfenberg	12	822,111
PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft, Frankfurt am Main	44	821,802
CID Consulting, Cairo, Ethiopia	2	818,211
Instituto de Pesquisa Ambiental da Amazonia - IPAM, Brasilia-DF, Brazil	1	815,280
GeoMedia GmbH, Bonn	11	801,679
Stichting ZOA, Apeldoorn, The Netherlands	1	800,000
Microsoft Deutschland GmbH, München	2	793,689
Harlow International Harlow/Harlow Group, Baghdad, Iraq	1	738,278
HAYS AG, Frankfurt am Main	4	728,840
evaplan GmbH; Heidelberg	8	714,311
Control Risks Group Limited Iraq, Baghdad, Iraq	6	685,096
Deutsches Institut für Menschenrechte (DIMR), Berlin	1	682,505
FAKT-Beratung für Management, Bildung u. Technologien GmbH, Stuttgart	21	679,617
MediaCompany-Agentur für Kommunikation GmbH, Berlin	13	674,718
ENGIE Deutschland GmbH, Essen	1	672,000
Berufsförderungswerk Bau Sachsen e.V., Leipzig	1	670,192
COWI A/S, Kongens Lyngby, Denmark	1	668,656
AHT Group AG Management & Engineer, Essen	12	657,339
GWT-TUD GmbH, Dresden	1	649,964
360 degrees Cupola GmbH, Berlin	5	649,413
COFAD Beratungsgesellschaft für Fischerei, Aquakultur und Regional- Entwicklung GmbH, Weilheim	2	638,111
Milango GmbH, Worms	34	631,086
KEMA Consulting GmbH, Bonn	1	625,668
WMU GmbH, Magdeburg	16	617,897
Deutsche Welle DW-Akademie Fortbildungszentrum Hörfunk, Bonn	7	616,278
Conrad Consulting, Stäfa, Switzerland	14	607,856
Hogg Robinson Germany GmbH & Co. KG Agrippeum, Köln	1	600,000
Fujitsu Technology Solutions GmbH, Düsseldorf	5	598,791
Sustainet EA, Nairobi, Kenya	1	592,767
Micado Migration gGmbH, Sankt Ingbert	2	589,280
Reisebüro Frenzen GmbH, Köln	2	585,000
Total	1,425	236,058,944



Annex IV

Top 100 recipients of financing

Name	No. of contracts/ agreements	Contract/ agreement value in EUR
International Organization for Migration (IOM), Genf, Switzerland	7	16,634,834
Norwegian Refugee Council (NRC), Oslo, Norway	7	16,329,615
Uluslar Arasi Organizasyoun Saglik Medikal Dernegi (UOSSM), Gaziantep, Turkey	8	10,630,644
Danish Refugee Council/Danish Demining Group, Copenhagen, Denmark	9	9,300,996
Deutsche Welthungerhilfe e.V. Bad Godesberg, Bonn	12	8,465,361
The Electricity Generating Authority of Thailand, Nonthaburi, Thailand	1	8,300,000
Assoziation gesell. Vereinigungen, Moskau, Russia	2	7,313,209
Internationaler bund (IB) Freier Träger der Jugend-, Sozial- und Bildungsarbeit e.V., Frankfurt	3	6,015,935
Expertise France, Paris, France	3	5,621,195
IMF - International Monetary Fund, Washington, USA	1	5,500,000
NIMR Mbeya Medical Research Center, Dar Es Salaam, Tanzania	4	5,290,180
Ceasefire and Transitional Security Arrangements Monitoring Mechanism, Juba, South Sudan	2	5,200,141
SNV Headquarters, Den Haag, The Netherlands	13	5,018,297
International Rescue Committee, New York, USA	1	4,999,139
T.C. MILLI EGITIM BAKANLIGI Hayat Boyu Öğrenme Genel Müdürlüğü, Ankara, Turkey	1	4,200,000
DAAD - Deutscher Akademischer Austauschdienst, Bonn	8	3,877,628
United Nations Secretary General, New York, USA	7	3,819,168
ITC - International Trade Center, Genf, Switzerland	4	3,687,910
Mercy Corps Scotland, Edinburgh, Great Britain	3	3,370,331
Syrian American Medical Society (SAMS), Washington, USA	2	3,269,668
YUVA ASSOCIATION, Istanbul, Turkey	4	3,218,601
HELP-Hilfe zur Selbsthilfe e. V., Bonn	2	3,142,474
T.C Bahcesehir Üniversitesi, Istanbul, Turkey	1	3,028,800
Deutscher Volkshochschul-Verband DVV, Bonn	6	2,943,806
Water Authority of Jordan, Amman, Jordan	2	2,903,548
Kumasi Centre for Collaborative Research into Tropical Medicine (KCCR) Filariasis, Knust, Kumasi, Ghana	1	2,771,987
British Council, London, Great Britain	1	2,604,708
Nile Basin Initiative Secretariat, Entebbe, Uganda	5	2,547,121
UNICEF The United Nations Children's Fund, New York, USA	5	2,510,742
Dreyer Stiftung, Berlin	1	2,498,000
ACTED, France	2	2,435,050
World Vision Deutschland e.V., Friedrichsdorf	5	2,424,906
CIAT Centro Internacional de Agric, Cali, Colombia	8	2,420,163
International Center for Living Aquatic Resources Management The WorldFish Center, Penang, Malaysia	1	2,394,270
Institut National De Recherche Biomédicale (INRB), Kinshasa, Democratic Republic of the Congo	1	2,264,132
United Nations Development Programme, New York, USA	16	2,169,690
Social Impact gGmbH, Potsdam	1	2,167,048
New Partnership for Africa's Development (NEPAD) Planning and Coordinating Agency, Midrand, Johannesburg, South Africa	5	2,156,750
Andreas Hermes Akademie GmbH, Bonn	1	2,096,596
Zoologische Gesellschaft Frankfurt von 1858 e.V., Frankfurt	2	2,095,870
Cotton Expert House Africa gGmbH, Hamburg	1	2,074,898
International Labor Office, Geneva, Switzerland	4	2,068,630
Centro Intern.de Mejoramiento De Maiz y Trigo A.C, Mexico D.F., Mexico	5	2,026,354
Bangladesh Bondhu Foundation (BONDHU), Dhaka, Bangladesh	1	2,008,878
Revenue Development Foundation, Oslo, Norway	8	1,924,709
International Institute of Tropical Agriculture IITA, Ibadan, Nigeria	5	1,918,375
CIP-Centro Internacional de la Papa, Lima, Peru	4	1,913,000
General Secretariat of the Organization American States (GS/OAS), Washington, USA	1	1,880,000

Global Network of Civil Society Organisations for Disaster Reduction, London, Great Britain	2	1,850,000
School of Veterinary Medicine, University of Zambia Paraclinical Studies, Lusaka, Zambia	1	1,826,529
Centre Hospitalier et Universitaire de Bouaké (CHU de Bouaké) Laboratoire, Bouaké, Côte d'Ivoire	1	1,817,714
Banco Centroamericano de Integración Económica (BCIE), Tegucigalpa, Honduras	1	1,800,000
Instituto Nacional de Saúde (INS), Maputo, Mozambique	1	1,783,681
CAP Youth Empowerment Institute (CAP YEI), Nairobi, Kenya	2	1,778,792
Rwanga Foundation, Erbil, Iraq	3	1,775,299
Ministry of Economy of the Government of the Republic of Fiji Permanent Secretary for Economy, Suva, Fiji	2	1,700,000
Medical Research Council, Swindon, Great Britain	1	1,697,578
Association for solidarity with asylum seekers and migrants (SGDD), Ankara, Turkey	3	1,674,445
American Refugee Committee, Minneapolis, USA	5	1,654,050
University of Rwanda College of Medicine and Health Sciences, Kigali, Rwanda	1	1,587,718
Association der gesellschaftlichen Vereinigung der Deutschen Kasachstans „Wiedergeburt“, Almaty, Kazakhstan	1	1,577,480
Gaziantep Chamber of Industry (GCI) (Gaziantep Sanayi Odası - GSO), Gaziantep, Turkey	1	1,551,255
Action Contre la Faim, Paris, France	3	1,540,000
TRAFFIC International UK, Cambridge, Great Britain	1	1,537,437
Sokoine University of Agriculture Veterinary Medicine and Public Health, Morogoro, Tanzania	2	1,509,498
Assistance Coordination Unit (ACU), Gaziantep, Turkey	9	1,500,977
Stellenbosch University Centre for Evidence-based Health Care (CEBHC), Faculty Medicine and Health Sciences (FMHS), Cape Town, South Africa	1	1,481,115
Eduardo Mondlane University & Mozambique Institute for Health Education and Research Sergio Noormahomed, Maputo, Mozambique	1	1,441,639
Africa Rice Center (AfricaRice), Benin	2	1,434,000
International HIV/AIDS Alliance Preece House, East Sussex, Great Britain	2	1,419,546
European Technology And Training Center, Erbil, Iraq	1	1,417,173
Royal Society for the Conservation of Nature (RSCN), Amman, Jordan	1	1,401,013
Aktion gegen den Hunger gGmbH, Berlin	2	1,400,000
United Nations Office for Project Services (UNOPS), Copenhagen, Denmark	1	1,400,000
APDRA Pisciculture paysanne, Massy, France	1	1,393,900
Collaborative Labelling and Appliance Standard Programm, Washington DC, USA	1	1,378,446
Commission of the African Union, Addis Ababa, Ethiopia	4	1,361,953
University of Buea Microbiology and Parasitology, Buea, Cameroon	1	1,341,349
Ministry of Social Welfare and Youth, Tirana, Albania	1	1,300,000
Smart Energy for Europe (SEFEP) gGmbH, Berlin	3	1,294,028
Centre MURAZ, Bobo-Dioulasso, Burkina Faso	1	1,278,887
Ministry of Environment and Tourism, Windhoek, Namibia	2	1,271,015
Sparkassenstiftung für intern. Kooperation, Bonn	4	1,267,827
WWF Deutschland, Berlin	5	1,265,811
CIFOR Center for International Forestry Research, Bogor Barat, Indonesia	2	1,260,866
Première Urgence-Aide Médicale Internationale, France	3	1,245,000
Ministry of Internal Affairs (MIA), Pristina, Kosovo	1	1,214,762
IRRI The International Rice Research Institute, Manila, the Philippines	1	1,200,000
Stift.Menschen f.Menschen e.V., München	1	1,200,000
Rainforest Foundation UK, London, Great Britain	1	1,182,873
EPS EMAPA SAN MARTIN S.A., San Martin, Peru	1	1,178,595
Makerere University Medicine, Kampala, Uganda	2	1,145,484
Government of Papua New Guinea, Ministry of Treasury, Port Moresby, Papua New Guinea	1	1,141,500
The Aurum Institute Implementation Research, Johannesburg, South Africa	1	1,130,820
dlv-LandFrauen gGmbH, Berlin	1	1,098,607
International Water Management Institute (IWMI), Battaramulla, Sri Lanka	2	1,095,936
IPSO gGmbH, Konstanz	1	1,022,250
FONDAZIONE ACRA, Milano, Italy	2	1,014,868
Search for Common Ground, Bruxelles, Belgium	6	1,013,878
Leuphana Uni Lüneburg Centre for Sustainability Management (CSM), Lüneburg	1	1,010,126
Total	298	276,319,077



Anhang V

Top 100 contractors that supply materials and equipment

Name	No. of contracts/ agreements	Contract/ agreement value in EUR
Toyota Motors Europe TGS Toyota Gibraltar – Stockholdings Ltd., Gibraltar, Gibraltar	207	11,532,645
ALGA Nutzfahrzeug- und Baumaschinen GmbH + Co. KG, Sittensen	16	6,303,493
Crayon Deutschland GmbH, Oberhaching	5	4,846,304
Horn & Cosifan Computersysteme GmbH, Frankfurt	9.970	4,596,796
Alfers & Sohn Nutzfahrzeuge GmbH, Cloppenburg	17	4,361,246
Handelsges. Hinrich Zieger mbH, Hamburg	3.057	1,709,504
U Project Mobile Saglik ve Korunma Teknolojileri A.S., Ankara, Turkey	1	1,474,523
Wilhelm Barth GmbH & Co. KG, Fellbach	1	1,150,429
Kjaer & Kjaer Worldwide A/S, Svendborg, Denmark	29	997,164
CECOM WATER TREATMENT ANTOINE MATTAR DORA, Jounieh, Lebanon	3	976,730
GESAT Ges.f.Software Automatisierung & Technik mbH, Frankfurt	138	959,194
SDMO GmbH, Zweibrücken	4	938,039
Zeppelin International AG, Steinhausen	2	840,252
NISSAN TRADING CO., LTD., Yokohama, Japan	23	829,632
Solar23 GmbH Büro Ulm/Memmingen, Ulm	1	773,624
Technologie Transfer Marburg in die Dritte Welt e.V. – TTM, Cölbe	21	758,339
C.E.C.I., Casablanca, Morocco	2	731,000
Netmedianer GmbH, Saarbrücken	1	721,600
Nayo Tropical Technology Limited, Abuja, Nigeria	3	651,688
LMS Consult GmbH & Co. KG, Brigachtal	27	634,946
Farmingtons AUTOMOTIVE GmbH, Georgsmarienhütte	6	610,120
Volkswagen AG, Wolfsburg	20	605,273
NORCROS GMS GROUP S.L., San Sebastian, Spain	1	597,060
Adelmann Umwelt GmbH, Karlstadt	1	532,296
Georg H. Knickmann e. K., Hamburg	1	518,350
ARAMARK Holdings GmbH & Co.KG	30.017	499,706
Withinrich GmbH, Potsdam	1	493,841
MANSARD Werbemittel GmbH, Bad Soden	39	476,671
COMPAREX Deutschland AG, Leipzig	617	466,180
Albacon Systemhaus GmbH, Bad Doberan	92	456,897
Walter & Müller GmbH, Saarbrücken	33	429,791
Bechtle GmbH & Co. KG, Darmstadt	39	426,687
J.Gerber & Company (Japan) LTD, Tokio, Japan	13	424,707
Amex Export - Import GmbH, Wien, Austria	14	419,010
ESE Expert GmbH, Neuruppin	2	407,160
Asantys Systems GmbH, Hausach	10	365,552
Wolfgang Walter GmbH, Darmstadt	20.894	327,726
AGI Technologies, Düsseldorf	18	320,595
BS-consult-invest Sebastian Becker&Anton Stockmann GbR, Dresden	14	301,874
RF Syscon Umweltsysteme GmbH, Freudenberg	3	256,751
Fujitsu Technology Solutions GmbH, Düsseldorf	11	251,183
FRIGOPOL Kälteanlagen GmbH Frauental a. d. L., Austria	1	247,558
E+ E. BOSS GmbH Werkzeuge-Maschinen, Albstadt	2	234,723
Antonius-Apotheke, Deggendorf	74	220,557
Claas KGaA, Harsewinkel	2	216,613



Think About IT GmbH, Münster	9	215,627
NetApp Deutschland GmbH, Kirchheim bei München	3	204,631
Köppl GmbH, Entscheneuth-Saldenburg	2	199,058
PA-ID GmbH, Kleinostheim	1	198,882
ENAnet GbR, Dasing	101	192,905
Grundfos GmbH, Erkrath	1	188,211
Controlware GmbH, Dietzenbach	1	181,710
SETEC Engineering GmbH & Co. KG, Klagenfurt, Austria	6	181,135
Zirux GmbH, Riegelsberg	401	178,795
Rediger GmbH, Rheinbach	14	176,350
Fruit Development International B.V., HA Wageningen, the Netherlands	4	167,981
Telekom Deutschland GmbH, Bonn	835	165,173
Esri CIS, Russia	1	158,723
Wichmann Datentechnik Sangerhausen GmbH, Halle	99	157,171
PSR Inc. Centro Empresarial Rio, Rio de Janeiro, Brazil	1	154,764
PPPP Service & Verlag, Norbert Wege e.K., Gladenbach	45	141,183
Ernst Klett Verlag GmbH, Stuttgart	3	139,931
Al-Faiha For Laboratories & Scientific Supplies W.L.L., Amman, Jordan	1	137,381
stilfabrik GmbH, Neuss	1	131,315
Kreuzmayr Maschinenbau GmbH, Wallern an der Trattnach	2	123,920
Trimble Europe BV, Eersel, the Netherlands	1	123,133
G.U.N.T. Gerätebau GmbH, Barsbüttel	2	118,504
Geozone AG, Switzerland	2	117,468
Druckerei Lokay, Rheinhaim	19	117,348
Druckreif GmbH & Co. KG, Frankfurt	144	111,625
Bürodesign Nejedly GmbH, Darmstadt	1	108,934
Bosch Sicherheitssysteme GmbH, Frankfurt	1	104,009
FLOETOTTO EINRICHTUNGSSYSTEME GMBH & CO., Rietberg	1	103,706
Boss Pro-Tec GmbH, Albstadt	8	103,322
Grube KG, Bispingen	7	100,432
Röder HTS Höcker GmbH, Kefenrod	2	95,255
Phaesun GmbH, Memmingen	4	92,649
Vivai F. LLI ZANZI die Carlo Zanzi & C s. s., Ferrara, Italy	1	83,700
SEBA HYDROMETRIE GmbH, Kaufbeuren	1	80,344
KLIMTOP Controls SARL, Hardifort, France	1	79,200
Energynautics GmbH, Darmstadt	1	77,680
Atos IT Solutions and Services GmbH, München	1	76,008
Oil press GmbH & Co. KG, Reut	5	71,797
SVA System Vertrieb Alexander GmbH, Vertriebsbeauftragter - Geschäftsstelle für den Öffentlichen Dienst, Berlin	23	68,989
IDA HIV/AIDS Group, Amsterdam, The Netherlands	1	68,681
LABSCO Laboratory Supply Company GmbH & Co. KG, Friedberg	3	66,766
KNT Telecom GmbH, Balingen	10	65,917
Zehnbauer-IT GmbH, Mannheim	9	63,044
Giegerich & Partner GmbH, Dreieich-Sprendlingen	4	57,037
Bloomberg Finance L.P., New York, USA	1	57,029
ASSEM AUDI Handelsgesellschaft mbH, Meckenheim	13	55,886
Springer Fachmedien Wiesbaden GmbH, Wiesbaden	3	55,500
Datavision Deutschland GmbH, Düsseldorf	3	52,912
SPARKMETER, Washington, USA	2	52,793
Midea Group RAC Division, Foshan City, Guangdong Province, China	1	52,025
Sté GEHS, Ariana, Tunisia	1	49,563
Dalmonete Guido e Vittorio Vivai, Brisighella (RA), Italy	1	48,970
Lerbs AG, Stuhr	4	47,918
WOHNRAUM Atelier für Wohngestaltung, Meerbusch-Osterath	3	43,264
Krüger Druck + Verlag GmbH & Co. KG, Merzig	13	43,025
Summe	67.281	62,003,305





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