

Integrated Company Report 2018

ACHIEVING

MORE

TOGETHER

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## GIZ AROUND THE WORLD

GIZ has two registered offices in Germany, one in Bonn and one in Eschborn. The company is also represented at six other locations in Germany, as well as over 80 offices around the globe. Some of these are country offices that we share with other German development cooperation organisations and others are our own country offices.

OVER 1,500 ONGOING PROJECTS

JUST UNDER EUR 3 BILLION VOLUME OF BUSINESS

20,726 EMPLOYEES WORLDWIDE

INCLUDING 14,196 NATIONAL PERSONNEL

OPERATIONS IN GERMANY AND SOME 120 COUNTRIES AROUND THE WORLD

TOTAL BUSINESS VOLUME OF TAXABLE BUSINESS AREA GIZ INTERNATIONAL SERVICES AROUND EUR 109 MILLION

As at 31 December 2018

An overview of all locations is available online at: [reporting.giz.de/locations](https://reporting.giz.de/locations)

## COMMISSIONING PARTIES AND PARTNERS

The diversity of our commissioning parties and cooperation partners is also reflected in the Integrated Company Report. The report provides an overview of projects that we have realised in conjunction with our clients and partners, including (in alphabetical order):

ACTION AGAINST HUNGER

BOSCH

DHL

EUROPEAN COMMISSION

FEDERAL FOREIGN OFFICE

FEDERAL MINISTRY FOR ECONOMIC AFFAIRS AND ENERGY

FEDERAL MINISTRY FOR ECONOMIC COOPERATION AND DEVELOPMENT

FEDERAL MINISTRY FOR THE ENVIRONMENT, NATURE CONSERVATION AND NUCLEAR SAFETY

FEDERAL MINISTRY OF FINANCE

FEDERAL MINISTRY OF FOOD AND AGRICULTURE

FEDERAL MINISTRY OF LABOUR AND SOCIAL AFFAIRS

IL

SAP SIEMENS

UK GOVERNMENT

VW

WINGCOPTER

## OUR REPORTING

### INTEGRATED COMPANY REPORT

You have in front of you GIZ's fifth Integrated Company Report. It explains how responsibility and sustainability are strategically anchored and implemented at GIZ. As well as financial data and indicators, it shows how, through its global services, GIZ is working with its commissioning parties and partners to respond to global challenges with effective solutions for sustainable development.

### ONLINE VERSION OF THE INTEGRATED COMPANY REPORT

The various sections of this report and additional information on the year under review can be found online at:

[reporting.giz.de](https://reporting.giz.de)

### SUSTAINABILITY REPORTING

Further information on corporate sustainability in line with the core standards of the Global Reporting Initiative (GRI) can also be found in the online version of the Integrated Company Report. In addition, the online version explains how we translate our voluntary commitment to the Ten Principles of the United Nations Global Compact into measures and services.

[reporting.giz.de/sustainability](https://reporting.giz.de/sustainability)

### THESE AND OTHER GIZ REPORTS CAN ALSO BE FOUND ONLINE.

**ANNUAL STATEMENT OF ACCOUNTS:** gives details about GIZ's business areas and its assets, financial position and income.

**CORPORATE GOVERNANCE REPORT:** provides information on the implementation of recommendations on professional and transparent corporate governance in line with the German Government's Public Corporate Governance Code (PCGK) (only in German).

**CLIMATE AND ENVIRONMENTAL REPORT:** provides a detailed report of our climate and environmental indicators in Germany and abroad.

**EMAS ENVIRONMENTAL STATEMENT:** reports on the objectives, measures and results of GIZ's corporate environmental management (only in German).

**STAKEHOLDER DIALOGUE:** the results report provides information on how GIZ's stakeholders rate its sustainability performance and what they expect from GIZ's sustainability management (only in German).

**GERMAN SUSTAINABILITY CODE (EVERY TWO YEARS):** publication of a Declaration of Conformity ensures compliance with the criteria of the Sustainability Code of the German Council for Sustainable Development.

The reports can be found online at [reporting.giz.de/media-centre](https://reporting.giz.de/media-centre)

Just a click away. The Integrated Company Report is also available online at [reporting.giz.de](https://reporting.giz.de)

## ACHIEVING MORE TOGETHER

### GIZ PROFILE

As a service provider in the field of international cooperation for sustainable development and international education work, we are dedicated to shaping a future worth living around the world. We have over 50 years of experience in a wide variety of areas, including economic development and employment promotion, energy and the environment, and peace and security. The diverse expertise of our federal enterprise is in demand around the globe – from the German Government, European Union institutions, the United Nations, the private sector and governments of other countries. We work with businesses, civil society actors and research institutions, fostering successful interaction between development policy and other policy fields and areas of activity. Our main commissioning party is the German Federal Ministry for Economic Cooperation and Development (BMZ).

The commissioning parties and cooperation partners all place their trust in GIZ, and we work with them to generate ideas for political, social and economic change, to develop these into concrete plans and to implement them. Since we are a public benefit federal enterprise, German and European values are central to our work. Together with our partners in national governments worldwide and cooperation partners from the worlds of business, research and civil society, we work flexibly to deliver effective solutions that offer people better prospects and sustainably improve their living conditions.

The registered offices of GIZ are in Bonn and Eschborn. In 2018, we generated a business volume of around EUR 3 billion. Our 20,726 employees, almost 70 per cent of whom are national personnel, work in around 120 countries. As a recognised development service provider, we currently have 577 development workers in action in partner countries. Furthermore, in 2018, the Centre for International Migration and Development (CIM), which is run jointly by GIZ and the German Federal Employment Agency, placed 317 integrated experts and 518 returning experts with local employers in our partner countries, or provided them with financial support, advice or other services.\*

\* Personnel and business figures: as at 31 December 2018

<http://www.giz.de/profile>



## THE 2030 AGENDA AND GIZ

Within the 2030 Agenda, sustainable development, poverty reduction and climate policy are inextricably linked. That is why the Agenda's 17 Sustainable Development Goals (SDGs) place special emphasis on the weakest and the most vulnerable members of society. They are important benchmarks for GIZ. GIZ's contribution to implementing the SDGs is based on the following five principles:

### UNIVERSALITY

The goals apply to all – developing countries, emerging economies and industrialised nations alike.

### LEAVE NO ONE BEHIND

The focus is on marginalised population groups.

### INTEGRATED APPROACH

The three dimensions of sustainability as well as positive and negative interactions between the goals are taken into account.

### SHARED RESPONSIBILITY

Governments, civil society, business and the scientific and academic communities are all involved and make a contribution.

### ACCOUNTABILITY

Implementation of the Agenda is reviewed at national, regional and global levels.

The SDG icons next to the projects show how our work in 2018 relates to the goals of the 2030 Agenda.

Detailed information on the 2030 Agenda and the SDGs can be found in the digital report and on our website at:

[reporting.giz.de/2030agenda](https://reporting.giz.de/2030agenda)

[www.giz.de/agenda-2030](https://www.giz.de/agenda-2030)

In this Integrated Corporate Report, we outline how GIZ implemented the 2030 Agenda in 2018. The numbering of the goals serves for better orientation in the chapter “Projects and Partners”.

## SDGs:

### GOAL 1

No Poverty

### GOAL 2

Zero Hunger

### GOAL 3

Good Health and Well-Being

### GOAL 4

Quality Education

### GOAL 5

Gender Equality

### GOAL 6

Clean Water and Sanitation

### GOAL 7

Affordable and Clean Energy

### GOAL 8

Decent Work and Economic Growth

### GOAL 9

Industry, Innovation and Infrastructure

### GOAL 10

Reduced Inequalities

### GOAL 11

Sustainable Cities and Communities

**GOAL 12**

Responsible Consumption and Production

**GOAL 13**

Climate Action

**GOAL 14**

Life Below Water

**GOAL 15**

Life On Land

**GOAL 16**

Peace, Justice and Strong Institutions

**GOAL 17**

Partnerships for the Goals

## MESSAGE FROM THE CHAIR OF THE SUPERVISORY BOARD

**Martin Jäger said:**

BECAUSE WE WANT TO MAKE GLOBALISATION FAIR, WE ARE COMMITTED ABOVE ALL TO PROMOTING DECENT WORKING CONDITIONS THROUGH BINDING SOCIAL AND ENVIRONMENTAL STANDARDS IN GLOBAL SUPPLY CHAINS.

Dear readers,

Since the launch of official development cooperation in the 1960s, the global population has more than doubled from just over 3 billion to over 7.5 billion today. Our destinies are now more closely intertwined than ever.

Despite continuing differences worldwide, great progress has been made in developing countries and emerging economies, to which international cooperation for sustainable development has contributed. For instance, technological advancements and modern education and training methods have now reached many of the world's poorest countries. Trade and the movement of goods have also changed the face of many nations over the decades.

Yet our planet's resilience is reaching its limits. The effects of climate change are becoming increasingly difficult to keep in check: global warming and ice melt are evident, and extreme weather conditions such as droughts and floods are becoming more frequent and their impacts more dramatic, with loss of harvests and livelihoods, hunger and the spread of disease posing particular risks for developing countries. Trouble spots, growing inequality, environmental degradation and criticism of international cooperation are significant challenges for the global community.

The German Government therefore works with the international community around the globe to promote decent living conditions, peace, freedom, democracy and human rights, environmental protection and climate change mitigation, and fair globalisation. This is, and will remain, a question of solidarity. At the same time, we have a vested interest in international cooperation for sustainable development and a commitment to a peaceful and rule-based international community.

Our actions in this connection are guided by the 2030 Agenda for Sustainable Development. It aims to promote sustainable development for all, while preserving available resources and protecting the poorest and most disadvantaged sections of society. To achieve this, development, foreign, security and environmental policy must be aligned, and economic and trade relations must play an active part. Because we want to make globalisation fair, we

are committed above all to promoting decent working conditions through binding social and environmental standards in global supply chains.

Together with national and multilateral actors, the German Government is exploring new approaches to development cooperation. Examples of this include the partnerships with reform oriented states in Africa that are a key component of BMZ's Marshall Plan with Africa and the G20's Compact with Africa initiative. They focus on increasing ownership in African states and aim to boost private investment and improve general conditions in areas such as good governance, supreme audit institutions and anti-corruption. And they come with new commitments on jointly agreed objectives. We want to implement these reform partnerships with strong partners such as the World Bank and the African Development Bank and make them even more effective. With the new Special Initiative on Training and Job Creation, our aim is to support business hubs in Africa, remove investment barriers and implement training measures with private enterprise. After all, Africa needs to increase both the quantity and quality of training places and jobs if it is to offer young people prospects in their home countries.

Developing countries are particularly affected by climate change. We know that a global energy transition is the only way to achieve the goals of the Paris Agreement on climate change. We therefore support our partner countries in meeting their growing energy needs through grid based or decentralised renewable energy. Without respecting human rights and consistently empowering women, it will not be possible to achieve our development objectives or to secure peace. Both of these principles are therefore firmly anchored in German development cooperation.

To fulfil these objectives, we have a strong implementing organisation in GIZ. It is GIZ's employees, with their extensive experience and considerable expertise, who translate the German Government's development policy into concrete measures and thus make progress a reality. For this dedication, I would like to sincerely thank all GIZ staff and the Management Board.

Best regards,

**Martin Jäger**

Chair of the GIZ Supervisory Board State Secretary in the German Federal Ministry for Economic Cooperation and Development (BMZ)

## FORWARD BY THE MANAGEMENT BOARD

### Tanja Gönner said:

WITH GLOBAL POWER SHIFTS AND NATURAL DISASTERS, THE INTERNATIONAL COMMUNITY IS FACING CHALLENGES OF AN INCREASINGLY UNPREDICTIBLE NATURE. THESE CAN ONLY BE ADDRESSED BY COMBINING THE STRENGTHS OF VARIOUS PARTNERS.

### Dr Christoph Beier said:

FOR OUR WORK IN THE DIGITAL PRESENT AND FUTURE, OUR AIM IS TO CREATE MORE FLEXIBLE STRUCTURES THAT STRENGTHEN OWNERSHIP.

Dear readers,

By making goals a reality with the support of strong partners, we can make a real difference in the world. After all, we can achieve more together. The title of our report therefore reflects the ethos that guides GIZ's daily work and is firmly anchored in our Corporate Strategy. It also echoes a key objective of the United Nations 2030 Agenda, which has provided the framework for our actions, as a service provider for the German Government, for over three years.

With global power shifts and natural disasters, the international community is facing challenges of an increasingly unpredictable nature. These can only be addressed by combining the strengths of various partners. At the same time, digital transformation is changing the way we work and presenting new opportunities in the field of international cooperation. We therefore believe that working together will play an ever more important role in future.

In our cooperation with Africa, for example: together with local and international businesses, we are providing impetus for the African economy through investments and education and employment initiatives. The aim is to enable young Africans in particular to build a future in their home countries. Education and training also play an important role in controlled migration – a topic to which we once again devoted a great deal of energy and commitment last year.

The increasing number of crises and conflicts is also affecting development cooperation. In over half of our partner countries, people are currently living in fragile contexts, with weak state structures, economic uncertainty and specific threats. Climate change also calls for targeted measures in the area of environmental and resource protection. Examples of projects from the fields of climate and energy, security and stabilisation, and displacement and migration are therefore a key focus of this year's Integrated Company Report.

However, our efforts will only be successful if they are sustainable. That is why we regularly review the global impact of our work in some 120 countries around the world. The result: together with our partners and commissioning parties, we created work for 970,000 people worldwide in the period from 2015 to 2017. That is almost equivalent to the population of a large German city such as Cologne. The number of people that have received a better school education with our support stands at 29 million, roughly the population of Ghana. In the area of environmental protection, too, we delivered tangible results. In the above period, we helped reduce global CO2 emissions by a total of 36 million tonnes. That is equivalent to the annual CO2 emissions of Berlin.

Of course, GIZ is also responsible for how it operates as a company. Sustainability is a central pillar of our corporate policy. As part of our sustainability strategy, we review our own value and supply chains in areas such as procurement for fairness and transparency on an ongoing basis, and monitor compliance with economic and environmental standards. In this connection, GIZ began implementing the German Government's National Action Plan for Business and Human Rights last year. With our online report ([reporting.giz.de](https://reporting.giz.de)), we also met the requirements of the Global Reporting Initiative in 2018, and we reaffirmed our commitment to the Ten Principles of the UN Global Compact.

Another important issue for us in 2018 was how we plan to lay the foundations for working in the digital present and future. The aim is to introduce more flexible structures that strengthen ownership, with a view to facilitating networking in global teams, irrespective of time or location. The principles we apply to working with our partners therefore ultimately apply to us, too: only by working hand in hand and in a spirit of strong mutual trust can we shape a better future. GIZ's HR officers are monitoring the changes closely, which is a necessary step in order to provide a duty of care for our staff. They are also committed to continuously strengthening expertise at GIZ – a central pillar of our Corporate Strategy. After all, the expertise of our 22,000 staff members, development workers and integrated and returning experts is our most important asset. In what can be difficult and often dangerous conditions in countries around the world, they go above and beyond. We would therefore like to take this opportunity to thank them sincerely.

We would also like to thank our commissioning parties, our partners around the globe and our Shareholder, the German Government, for the trust they have placed in us. In 2018, GIZ achieved a business volume of just under EUR 3 billion, another record high. Together, we are guided by the conviction that development cooperation is an investment in the future – for the people in the countries in which we work, and for us all.

We will continue to devote all our energy to these future challenges. From October, we will be aided in this task by our new Managing Director Thorsten Schäfer-Gümbel, who was

appointed by the Supervisory Board in April. My colleague Christoph Beier and I are already looking forward to working with him.

We hope you enjoy reading about the multifaceted world of international cooperation and GIZ.

Best regards,

**Tanja Gönner**  
Chair of the Management Board

**Dr Christoph Beier**  
Vice-Chair of the Management Board



## STRATEGY AND FIGURES

### ACHIEVING MORE GOALS FASTER

WITH JUST OVER A DECADE TO IMPLEMENT THE 2030 AGENDA, A STRATEGY NEEDS TO ACCOMPLISH MORE TODAY THAN EVER BEFORE. WE NEED TO ACHIEVE MORE GOALS FASTER AND, AT THE SAME TIME, RESOLVE CONFLICTING OBJECTIVES. THIS CALLS FOR EFFICIENT AND FLEXIBLE ORGANISATION – AS WELL AS NEW AND ESTABLISHED PARTNERS WITH WHOM WE REALISE OUR OBJECTIVES EFFECTIVELY. WITH THIS IN MIND, WE FOCUS ON EFFECTIVE COOPERATION AND ON SOCIAL AND TECHNOLOGICAL INNOVATIONS. OUR STAKEHOLDERS, WITH WHOM WE ENGAGE IN INTENSIVE ONGOING DIALOGUE, ACT AS A COMPASS THAT GUIDES US, AS DO OUR EFFORTS TO MEASURE THE IMPACT OF OUR WORK.

## OUR CORPORATE STRATEGY

AS A SERVICE PROVIDER IN THE FIELD OF INTERNATIONAL COOPERATION FOR SUSTAINABLE DEVELOPMENT AND INTERNATIONAL EDUCATION WORK, GIZ IS A LEADER IN PLANNING, IMPLEMENTING AND OPTIMISING MEASURES FOR SUSTAINABLE DEVELOPMENT WORLDWIDE. OUR FRAMEWORK FOR ACTION IN THIS CONTEXT IS THE GLOBAL 2030 AGENDA. THIS ALSO PROVIDES THE BASIS FOR OUR CORPORATE STRATEGY, WITH WHICH WE PURSUE TWO KEY OBJECTIVES: TO KEEP GETTING BETTER AT WHAT WE DO OVER TIME AND TO DEVELOP AND DISSEMINATE EFFECTIVE SOLUTIONS WITH OUR PARTNERS.

## CORPORATE STRATEGY

‘We work to shape a future worth living around the world’ – that is the vision that we are pursuing with our Corporate Strategy 2017–2019. What did we achieve in 2018, the second year of strategy implementation? We are now even better at working in extremely challenging conditions in our partner countries. We engage in more intensive dialogue with our stakeholders, have expanded our business and document the results of our work more systematically. The four strategic areas of action, and the corresponding objectives and results from the previous year, are outlined briefly below:

### AREA OF ACTION 1 - EFFECTIVENESS

**OUR OBJECTIVE:** We meet the expectations of our partners, commissioning parties and Shareholder by producing tangible, sustainable and measurable results.

**RESULTS:** In 2018, we developed new and digital solutions to issues addressed in the 2030 Agenda. To be able to present and communicate the results of our work faster and more effectively, results data was collected for the period from 2015 to 2017 in an IT-supported process involving more than 80 per cent of our projects worldwide. As a result, we now have access to facts and figures about our results at global and regional level, as well as in individual countries that we can make available to our commissioning parties, partners and the public.

### AREA OF ACTION 2 - BUSINESS DEVELOPMENT

**OUR OBJECTIVE:** We develop economically viable business activities together with our commissioning parties.

**RESULTS:** The volume of our commissions in 2018 increased both in our core business and as a result of special initiatives and new donors. In 2018, we focused on economic transformation in Africa – with an emphasis on job partnerships and strengthening small and medium-sized enterprises there – and on digitalisation in addition to our existing

priority areas of displacement and migration, security and stabilisation, and climate and energy. Strategically, we are looking to the future to better prepare ourselves for future issues and challenges in our partner countries, and we are also working on improving the implementation of our ongoing projects.

### AREA OF ACTION 3 - EXPERTISE AND ALLIANCES

**OUR OBJECTIVE:** We mobilise expertise by harnessing the skills and motivation of our staff, working with strong cooperation partners and forming strategic alliances.

**RESULTS:** In fiscal 2018, we paved the way for enhancing our implementation expertise and for increasing our attractiveness as an employer. With the collective bargaining partner and staff representation bodies, we negotiated and introduced flexible forms of assignment to make foreign assignments more attractive. We also worked on the role and development opportunities of national personnel in our partner countries. We reached new company-wide agreements on mobile and flexible working that are now being implemented. We also further expanded our partnerships with other state, private sector and civil society actors in 2018.

### AREA OF ACTION 4 - VALUE FOR MONEY

**OUR OBJECTIVE:** We remain cost-effective and ensure compliance by using our resources efficiently and responsibly.

**RESULTS:** GIZ's activities are financed primarily by federal budget funds, i.e. by German taxpayers. This is another reason why it is extremely important to use these funds responsibly. With this in mind, new billing rates have been agreed and implemented with our biggest commissioning parties in Germany. To increase transparency about how and for what purposes we use our funds, we are introducing a new cost output monitoring system. And to improve efficiency and value for money, we standardised and part digitalised internal processes in 2018 and established virtual cooperation formats such as IDA (Integrated Digital Applications) – GIZ's internal digital platform that enables international teams to work together. We set up the DIGITS (Digital Transformation and IT Solutions) Department in 2018 to coordinate GIZ's digital transformation and, among other things, further increase process efficiency.

As a federal enterprise, it is also our responsibility to set an example in matters of compliance. In fiscal 2018, we improved our compliance management and risk management systems and adapted processes throughout the company. Both systems will be even more closely dovetailed with our Corporate Strategy in future. With this, we are taking account of the fact that financial and increasingly non-financial risks, such as political changes and staff and compliance risks, play a key role in strategic corporate governance. This is an important step towards integrated corporate governance.

## OUR STRATEGY HOUSE 2017-2019:

The roof of the strategy house is home to our vision: We work to shape a future worth living around the world.

These include the four areas of action of our strategy:

Area of action 1: Effectiveness

Area of action 2: Business Development

Area of action 3: Expertise and Alliances

Area of action 4: Value for Money

The GIZ strategy is influenced by the 2030 Agenda and various trends and developments.

Excerpts from the Business Environment and Trends Report can be found in the Annual Statement of Accounts 2018: [reporting.giz.de/statement-of-accounts](https://reporting.giz.de/statement-of-accounts)

Further information on GIZ's Corporate Strategy and Strategy Architecture can be found at: [reporting.giz.de/2018/strategy](https://reporting.giz.de/2018/strategy)

## STRONG PARTNERSHIPS

BECAUSE THE COMPLEX ISSUES OF THE FUTURE CANNOT BE ADDRESSED ALONE, THE GOALS OF THE 2030 AGENDA CAN ONLY BE ACHIEVED WITH THE SUPPORT OF OTHERS. AS SUCH, COOPERATION IS A BASIC PRINCIPLE OF OUR WORK. THE GOAL WE SET OURSELVES IS TO BE A GOOD PARTNER FOR OTHERS.

Entering into partnerships, shaping them in a flexible way and bringing them to a successful conclusion is a challenging task. We want to keep improving the way in which we jointly build our partnerships on an equal footing.

### WHAT WE ARE DOING TO BE A GOOD PARTNER

- We are improving our partnership management as a core competence of the company.
- We are strengthening our contact structure and increasing staff expertise in the area of partnerships.
- We are creating more coherence for our partners by defining interfaces and processes.

Together with many others, we are continuing to expand our global partnerships. Conceptual approaches are reaching their limits, particularly in a world that is uncertain and increasingly complex. More and more often, cooperation is therefore taking the form of 'co-creation': joint learning and the development of innovative solutions in project work, networks and initiatives enhance the impact of measures. Through partnerships with German institutions and companies, GIZ also wants to help mobilise German expertise and channel it for international cooperation.

### MANAGING CHALLENGES

Coordinating partnerships, however, is a demanding task. Conflicts of interest or objectives are common in development cooperation, and compromises must be negotiated. It is not always easy to build a partnership on an equal footing. Sometimes, for example, a partner might think that tasks or the resources used have not been distributed fairly.

### THE DIVERSE NATURE OF OUR COOPERATION

Specialist German institutions, other bilateral and multilateral development organisations, international and local non-governmental organisations, companies, associations, foundations, and the academic and scientific communities – global challenges can only be addressed by working with a variety of actors. We engage in various forms of cooperation and – in line with the 2030 Agenda – place particular emphasis on multi-stakeholder partnerships, i.e. partnerships of actors from the public sector, private sector, scientific and academic communities and civil society. On behalf of BMZ, GIZ provides practical advice to

facilitate efficient cooperation processes in new and existing multi-stakeholder partnerships.

### PRIVATE SECTOR PARTNERS ARE BECOMING MORE IMPORTANT

Partnerships with the private sector are already an essential part of development cooperation. Together with companies and industry associations, we are committed to building sustainable supply chains and production processes. This makes a long-term improvement to living conditions in countries of origin.

### TOGETHER WE THRIVE

When it comes to successfully building partnerships, the following factors have proven effective for us:

- **Complementarity of partners:** maximum impact can be achieved when all sides bring to the table clearly defined and recognisable strengths.
- **Clear articulation** of mutual interests and joint benefits.
- **Clarity from start to finish:** from identifying worthwhile partnerships, and operational cooperation, to possible separation in the event of irreconcilable conflicts of interest.
- **Good organisation**, with clearly defined structures, processes and contacts.

### COOPERATION IS ESSENTIAL FOR OUR WORK

GIZ has therefore anchored cooperation with others in its Corporate Strategy: we can only deliver on our performance commitments if we continue to focus on pooling the necessary expertise, such as specialist skills and access to various networks.

Cooperation management in practice: in our CAPACITY WORKS handbook, we offer a model of how we believe complex cooperation projects can be managed successfully:

[www.giz.de/capacity-works](http://www.giz.de/capacity-works)

## AN EXAMPLE FROM THE FIELD: PROMOTING SUSTAINABLE ECONOMIC DEVELOPMENT IN EMERGING ECONOMIES

In light of their growing influence on global transformation processes, emerging economies are increasingly being called upon to help shape joint rules and standards on a sustainable basis. This works best by taking a partnership approach. On behalf of BMZ, GIZ therefore coordinates the dialogue platform Emerging Market Sustainability Dialogues (EMSD), which supports think tanks, financial market actors and multinational companies from industrialised countries and emerging economies in developing joint solutions for sustainable economic development.

Specifically, for example, the strategic alliance with the Swedish investment bank SEB has helped to improve technical knowledge of green bonds at key institutions in Brazil, China, India and Mexico. In addition, a long-standing partnership with the China International Contractors Association (CHINCA) served as the basis for the development of sustainability guidelines for Chinese construction companies in international infrastructure projects.

### COMMISSIONING PARTY

Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ)

### GIZ'S ROLE

Coordination of the dialogue platform and the EMSD Secretariat

## EMSD STAKEHOLDER GROUPS AND THEIR STRENGTHS AND ROLES IN THE PARTNERSHIP

### THINK TANKS

are the 'pathfinders' of transformation. Their role is to research sustainability trends and solutions in emerging economies and put them on the political agenda.

### FINANCIAL MARKET ACTORS

are the 'transmission belts' of transformation. Through investment decisions, they can contribute to achieving the goals of the Paris Agreement and the 2030 Agenda.

### MULTINATIONAL COMPANIES

are the 'engines' of transformation. They play a vital role in the practical implementation of environmental and sustainability agendas through viable business models.

## MILESTONES BY THE END OF 2018

**MILESTONE 1:** 90% - Together with the China International Contractors Association, guidelines on sustainable infrastructure development abroad that apply to around 90 per cent of Chinese building contractors had been drawn up.

**MILESTONE 2:** OVER 300 - financial market actors – including banks, issuers, investors and regulators – had received advice on green bonds as part of a strategic alliance between the develoPPP.de programme and investment bank SEB.

**MILESTONE 3:** 7 - proposed solutions to global sustainability challenges had been developed by emerging economies with support from EMSD and presented to the G20 under Germany's Presidency.



## **EFFECTIVENESS - IN PROJECTS, AT COUNTRY LEVEL, WORLDWIDE**

**AT GIZ, WE FOCUS ON THE EFFECTIVENESS OF OUR WORK BECAUSE WE WANT TO CONTRIBUTE TO LONG-TERM POSITIVE CHANGE TOGETHER WITH OUR PARTNERS AND COMMISSIONING PARTIES. FROM PLANNING TO EVALUATION, GIZ REGULARLY ANALYSES ITS PROJECTS AND THE RESULTS IT HAS ACHIEVED. GIZ'S ACHIEVEMENTS IN SPECIFIC COUNTRIES AND PROJECTS ARE WELL DOCUMENTED THROUGH MONITORING AND EVALUATION. BUT WHAT IMPACT DOES GIZ'S WORK HAVE AT INTERNATIONAL LEVEL?**

That is of interest not only to us, but also to our commissioning parties and the public. To answer this question, GIZ conducts regular surveys across all projects and countries. These surveys cover results from selected priority areas, ultimately providing data in aggregated form. Aggregated results have been collected three times in the last four years. And each time the data collection process has been improved.

### **THE DATA COLLECTION PROCESS - IN DETAIL:**

In the 2018 survey round (results from 2015 to 2017), the focus was on 10 priority areas, ranging from displacement and employment to the climate. The survey covered a total of 29 indicators and 1,800 ongoing and completed projects. Project managers enter results data on all relevant topics into an IT tool. All entries are then reviewed and pooled, as data can only be aggregated when definitions and indicator identification procedures are clear and understood by all project managers in the same way. The survey therefore includes coordinated guidelines with standardised indicators, definitions and key questions for orientation. These explain, for example, what is meant exactly by better working conditions – and what is not. If the entries are nonetheless unclear or if questions are left unanswered, experts with a thorough knowledge of the topic area discuss the issues with the project managers and verify the plausibility of the data together. This is how we reach the final figures for publication.

Of course, the survey process also has its limits: it is important that the data reflects the state of affairs when it is collected as opposed to over a period of time, as projects have very different terms and different end dates. Individual data collection rounds therefore cannot be compared with others. Moreover, in many fields the objectives and results that have been achieved sometimes do not become apparent until much later and are often influenced by volatile political frameworks. To understand the data correctly, it is also important to remember that it represents only a cross-section of GIZ's total portfolio: those topics that are particularly important.

**THE AGGREGATED RESULTS DATA COVERS 10 PRIORITY AREAS OF WORK:**

1. Employment
2. Education and vocational training
3. Rural development and food security
4. Good governance
5. Displacement
6. Health and social security
7. Water and wastewater
8. Biodiversity
9. Energy
10. Climate

**IN THE AREA OF EMPLOYMENT, FOR EXAMPLE, THERE ARE FOUR INDICATORS WITH CORRESPONDING DEFINITIONS:****AREA 1: People that came into employment**

Number of people who came into employment as a result of GIZ's contribution

**AREA 2: Additional employment**

Number of people who were able to gain additional employment as a result of GIZ's contribution

**AREA 3: Working conditions**

Number of people who benefit from improved working conditions as a result of GIZ's contribution

**AREA 4: Income**

Number of people who benefit from improved income as a result of GIZ's contribution

BASED ON THIS, THE RESULTS WERE POOLED AND PRESENTED AS GRAPHICS WITH A SHORT EXPLANATORY TEXT:

**1.5 MILLION**

PEOPLE HAVE BEEN ABLE TO REDUCE THEIR LEVEL OF UNDEREMPLOYMENT

**970,000**

PEOPLE HAVE TAKEN UP JOBS

**947,000**

PEOPLE NOW HAVE BETTER WORKING CONDITIONS

**3.8 MILLION**

PEOPLE HAVE INCREASED THEIR INCOME

GIZ's global impact in the areas of displacement and migration, climate and energy and security and stabilisation can be found at the end of each of these sections.

Further information and contact details:

<http://www.giz.de/results>

[evaluierung@giz.de](mailto:evaluierung@giz.de)

### WHAT'S MORE: WE KNOW WHAT WORKS

Evaluation plays an important role at GIZ: it provides key information that helps us to make better decisions, be accountable and continue to develop the company. With project evaluations, GIZ analyses the impact, value for money and sustainability of projects.

Corporate strategy evaluations, in turn, investigate how GIZ delivers its services and how the company is positioned. In addition, a cross-section of evaluations is analysed every two years. This enables knowledge – on a particular sector or country, for example – to be pooled to identify factors that contribute to success or failure.

An overview of the evaluation system can be found in GIZ's Evaluation Report, which is published every two years.

<http://www.giz.de/knowing-what-works>

## STAKEHOLDER DIALOGUE

AS A FEDERAL ENTERPRISE, WE AIM TO ACT CREDIBLY AND BE A MODEL OF BEST PRACTICE IN THE AREA OF CORPORATE SUSTAINABILITY. OUR STAKEHOLDERS EXPECT THAT FROM US TOO. THAT IS ONE OF MANY FINDINGS OF THE STAKEHOLDER DIALOGUE, WHICH WE HELD ONCE AGAIN IN 2018.

### ORIENTATION AND INSPIRATION FOR CONTINUOUS DEVELOPMENT

What do our internal and external stakeholders expect of us, and how do they rate GIZ's key issues, opportunities and risks? The answers to these questions are an important point of orientation for corporate governance – and not least a source of inspiration for the continuous development of our services. We are therefore fastidious in evaluating the information we receive from various bodies and advisory boards as well as through surveys and dialogue with commissioning parties and partners.

### MULTIFACETED STAKEHOLDER DIALOGUE

In 2018, we conducted our second Stakeholder Dialogue, which we hold every two years. The starting point was an online survey involving over 1,700 internal and external stakeholders. They evaluated GIZ's services in the area of sustainability, and specified and prioritised what they considered to be the most important topics. Managers from GIZ then examined the survey results in greater detail with a total of 70 participants – including around 50 externals – at GIZ's Stakeholder Day in Berlin, and developed ideas and solutions with them.

### RESULTS OF THE STAKEHOLDER DIALOGUE

The results show that our internal and external stakeholders consider credibility to be a central requirement for our work, and are keen to know how seriously we take the topic of sustainability within the company. They would like to see GIZ take a pioneering role as a sustainable company. The feedback also suggests that GIZ should be mindful of what its partners in Germany and abroad need to work together more effectively and, above all, on an equal footing, and what they need to achieve joint objectives in an optimal way. Environmental protection and climate change mitigation are extremely important for both internal and external stakeholders – whether in terms of how we apply environmental criteria in procurement, how we can expand green mobility or how we can make our project work even more climate-friendly. Social aspects are also becoming increasingly relevant, including issues such as work-life balance, health and procurement.

### GIZ MATERIALITY MATRIX 2018

The Materiality Matrix brings together the views of GIZ's external and internal stakeholders as well as those of the Sustainability Board, GIZ's top decision-making body for

sustainability management. The vertical axis of the matrix shows the topics prioritised by our cooperation partners and commissioning parties. The horizontal axis shows the areas prioritised by GIZ. The dark square shows the highest rated topics overall.

**The following topics were very important from the stakeholders' point of view:**

- Credibility in actions and communication
- Environmental and climate protection in projects
- Partner orientation
- Compliance and anti-corruption
- GIZ as a pioneer
- Results orientation and lasting effects
- Human rights in projects
- Resource efficiency
- Communication and transparency
- Cost-effectiveness and efficiency
- Sustainable mobility

**The following topics were important from the stakeholder's point of view:**

- Culture of cooperation
- Learning organisation
- Social engagement
- Work-life balance and health
- Digitalisation in projects
- Diversity and gender
- Sustainable event management
- Risk management
- Service quality and innovation management
- Client focus
- Staff safety and security
- Digitalisation within the company
- Data protection
- Employability
- Biodiversity at German locations

**The following topics were very important from the point of view of GIZ (management and employees):**

- Credibility in actions and communication
- Learning organisation
- Results orientation and lasting effects
- Sustainable procurement

Sustainable mobility  
 Partner orientation  
 Compliance and anti-corruption  
 Digitalisation within the company  
 Communication and transparency  
 GIZ as a pioneer  
 Diversity and gender

**The following topics were important from the point of view of GIZ (management and employees):**

Cost-effectiveness and efficiency  
 Environmental and climate protection in projects  
 Human rights in projects  
 Social engagement Work-life balance and health  
 Staff safety and security  
 Service quality and innovation  
 Client focus  
 Resource efficiency  
 Sustainable event management  
 Digitalisation in projects  
 Employability  
 Data protection  
 Risk management  
 Biodiversity at German locations

**WHAT HAPPENS AS A RESULT OF THE STAKEHOLDER DIALOGUE AND MATERIALITY MATRIX?**

- Specific ideas and proposals were developed for a total of five thematic blocks at Stakeholder Day. These were communicated to internal and external stakeholders and to the responsible departments at GIZ, where they will now be processed.
- Many topics in the Materiality Matrix are also relevant to GIZ's Corporate Strategy. For instance, aspects of sustainable procurement, climate change mitigation and issues affecting personnel are factored into our corporate objectives for 2019.
- The topics and priorities from the Materiality Matrix provide key points of reference for updating our Corporate Strategy and Sustainability Programme. More information on our Sustainability Programme can be found on pages 52/53.

Documentation of the Stakeholder Dialogue as a whole is available at:

<http://www.giz.de/stakeholderdialogue>

## OUR PERSONNEL

THE SECRET TO OUR SUCCESS AS A COMPANY IS THE GREAT DEDICATION AND EXPERTISE OF OUR STAFF. TOGETHER WITH COMMISSIONING PARTIES AND PARTNERS, OUR EMPLOYEES ARE ACTIVELY COMMITTED TO REALISING JOINT OBJECTIVES AND SUSTAINABLY IMPROVING THE LIVES OF PEOPLE IN AROUND 120 COUNTRIES – EVEN IN PLACES WHERE THAT IS DIFFICULT.

And that drive is growing: in 2018, our staff numbers exceeded 20,000 for the first time. As at 31 December 2018, GIZ had 20,726 staff worldwide (2017: 19,506), a number that both confirms the growing demand for our services in the field of international cooperation and highlights our attractiveness as an employer. Overall, our staff numbers rose by six per cent, including a five per cent increase in national personnel. Most of the workforce – over 80 per cent – work abroad. In addition to our staff in Germany, seconded personnel and national personnel, 1,412 people had positions through GIZ as seconded development workers, integrated experts and returning experts in 2018.

### GREATER FLEXIBILITY AT WORK

GIZ is making it increasingly easy for staff to determine their working hours and locations flexibly, ensuring that commissions are implemented effectively while at the same time taking into account the personal circumstances of staff. Based on their individual situations, employees will have more say in how they divide up their working time and where they work in future. GIZ and the Central Staff Council signed an agreement to this effect in 2018. It gives staff the option, as a general rule, of mobile working for two days a week and the freedom to organise their working time between the hours of 06:00 and 22:00 – in consultation with their team and taking into account what is required to complete individual tasks. This calls for a great deal of responsibility, team spirit and collaboration on the part of everyone involved. The agreement reflects changes in working life. We firmly believe that greater flexibility for staff and managers boosts motivation, makes it easier to combine work and family, increases GIZ's attractiveness as an employer and enables the company to deliver its services more effectively.

Find out more about working for GIZ:

<http://www.giz.de/jobs-en>

**57,3 %**

**PERCENTAGE OF WOMEN IN THE WORKFORCE\***

(2017: 57.1 %)

\*without national personnel

## PERCENTAGE OF WOMEN IN THE WORKFORCE

As at 31 December 2018

Workforce as a whole						Management Board		Managerial positions					
Germany		Abroad		Total				Germany		Abroad		Total	
2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
66,0	65,2	42,6	44,4	57,1	57,3	50,0	50,0	43,8	44,6	34,7	36,6	38,2	39,8

## PERSONNEL IN THE REGIONS\*

As at 31 December 2018

	Seconded experts		National personnel		Development workers**		Integrated experts***		Returning experts***	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
Sub-Saharan Africa	909	1.021	5.239	5.911	317	304	122	84	198	192
Asia/Pacific	399	393	2.327	2.339	142	138	61	59	133	169
Europe, Caucasus and Central Asia	415	430	3.287	3.114	11	10	116	100	72	68
Latin American/ Caribbean	220	206	1.223	1.219	81	75	67	57	51	66
Mediterranean Region and Middle East	328	370	1.339	1.576	39	50	19	17	30	23
Industrialised countries (Europe,USA)	34	42	33	37	0	0	0	0	0	0
<b>Total</b>	<b>2.305</b>	<b>2.462</b>	<b>13.448</b>	<b>14.196</b>	<b>590</b>	<b>577</b>	<b>385</b>	<b>317</b>	<b>484</b>	<b>518</b>



**1.412**

INTEGRATED AND RETURNING EXPERTS AND DEVELOPMENT WORKERS (2017: 1,459), thereof:

835 Integrated and returning experts\*\*\* (2017: 869)

577 Development workers\*\* (2017: 590)

- \* Not including personnel in Germany
- \*\* 104 of the 577 development workers were deployed as Civil Peace Service experts.
- \*\*\* Integrated experts are placed with employers in cooperation countries by the Centre for International Migration and Development (CIM), a joint operation of GIZ and the German Federal Employment Agency. The local employers pay them a salary at the going rate in the area, to which CIM adds a salary subsidy. Returning experts also receive a salary subsidy from CIM, as well as advisory and other support services.

**20.726**

STAFF MEMBERS (2017: 19,506)

14,196 national personnel\* (2017: 13,448)

2,462 seconded experts (2017: 2,305)

4,068 Germany-based staff\*\* (2017: 3,753)

- \* National personnel are recruited and given employment contracts in countries in which we operate.
- \*\* 2,223 (2017: 2,061) Germany-based staff with Head Office functions and 1,845 (2017: 1,692) staff in programmes and projects.

## FISCAL 2018

ONCE AGAIN, A WIDE VARIETY OF COMMISSIONING PARTIES ENTRUSTED GIZ WITH THE IMPLEMENTATION OF THEIR COMMISSIONS IN FISCAL 2018. OUR BUSINESS VOLUME INCREASED BY 17 PER CENT YEAR ON YEAR TO JUST UNDER EUR 3 BILLION IN 2018 (2017: EUR 2.6 BILLION).

### BUSINESS VOLUME IN 2018

Around EUR 2.9 billion of the total business volume was generated by the public benefit business area, in which the majority of GIZ's work is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and other German public sector clients.

The remaining EUR 109.3 million – an increase of 24 per cent against 2017 (EUR 88 million) – was attributable to the taxable business area, International Services. Through this business area, international institutions such as the European Union, the United Nations, governments worldwide, foundations and businesses with international operations commission GIZ directly.

### WORKING WITH THIRD PARTIES

Together we can achieve more. Cooperation with companies, consulting institutions, appraisers and translators based on service contracts therefore continued to be an important instrument for the implementation of our commissions in 2018. The volume of contracts placed amounted to EUR 696 million overall, a 16 per cent rise compared with 2017. The volume of service contracts awarded by GIZ Head Office increased by 11 per cent to EUR 469 million. In the field structure, the number of contracts with service providers increased by a quarter against the previous year to a total volume of EUR 227 million.

### MORE FUNDING ACQUIRED THROUGH COMPETITIONS

GIZ is increasingly acquiring funding through ideas competitions, in which it competes with other public and public benefit institutions. One example is funding from BMZ's special initiatives, with which the ministry sets precise development priorities that allow it to respond to specific challenges. In the last three years, income generated in this way has more than tripled, from EUR 94 million to EUR 301 million. GIZ is also implementing the Special Initiative on Training and Job Creation, which was announced in 2018.

### COFINANCING

GIZ's value as an implementing organisation for many commissioning parties is also reflected in the steady rise in cofinancing in recent years. Cofinancing describes a situation

in which third parties such as the European Union, UN organisations or private enterprises provide additional funding for measures carried out by GIZ on behalf of BMZ or other German public sector clients, or where they partially or fully fund a component of the measure. In fiscal 2018, cofinancing accounted for EUR 435 million of GIZ's total income, a year-on-year increase of around 11 per cent. Cofinancing for German public sector client projects alone doubled against the previous year, increasing from EUR 25 million to EUR 53 million. The largest cofinancier, with income of EUR 309 million (2017: EUR 245 million), was the European Union.

Detailed information on GIZ's financial position and income can be found in the Annual Statement of Accounts 2018:

[reporting.giz.de/annual-statement-of-accounts](http://reporting.giz.de/annual-statement-of-accounts)

## TREND IN PUBLIC-BENEFIT BUSINESS AREA

As at 31 December 2018

<b>Income in EUR million*</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Total	<b>1.977</b>	<b>2.253</b>	<b>2.481</b>	<b>2.886</b>
BMZ	1.699	1.915	2.130	2.479
Cofinancing**	236	286	367	382
Special initiatives	94	244	255	301
Other income in public-benefit business***	278	338	351	406

\* All values shown without decimal places. There may therefore be rounding differences.

\*\* This figure shows only cofinancing for BMZ commissions, which is included in the total income generated in commissions implemented on behalf of BMZ.

\*\*\* Income from German public sector clients, micro measures in the public-benefit sector and grants.

**GERMAN PUBLIC SECTOR CLIENTS**

As at 31 December 2018

<b>Income in EUR million*</b>	<b>2017</b>	<b>2018</b>
Federal Ministry for the Environment, Nature Conservation and Nuclear Safety	134	147
Federal Foreign Office	108	111
Cofinancing **	25	53
Federal Ministry for Economic Affairs and Energy	27	30
Federal Ministry of the Interior, Building and Community	13	14
Other federal ministries	7	8
Federal Ministry of Defence	4	6
EU twinning agreements***	7	3
Federal Ministry of Food and Agriculture	5	3
Federal Ministry of Finance	1	1
<b>Total</b>	<b>330</b>	<b>375</b>

\* All values shown without decimal places. There may therefore be rounding differences.

\*\* Cofinancing arrangements involving commissions from all other German public sector clients (with the exception of BMZ).

\*\*\* Indirect income from European Commission--financed bilateral administrative partnerships between the German Government and accession candidates or European Neighbourhood Policy states; GIZ is commissioned by the pertinent German federal ministry to prepare and support such measures.

**INCREASE IN COFINANCING (German public sector clients)**

**INCOME FROM COFINANCING FOR GERMAN PUBLIC SECTOR CLIENT PROJECTS HAS MORE THAN DOUBLED YEAR ON YEAR.**

**EUR 53 million in 2018**

**EUR 25 million 2017**

**GIZ INTERNATIONAL SERVICES IN COMPARISON FROM 2018 TO 2017**

As at 31 December 2018

**TOTAL BUSINESS VOLUME IN EUR MILLION\***

Divided into:

European Union: EUR 49.9 million (2017: EUR 44 million)

Bilateral donors<sup>\*\*</sup>: EUR 7.0 million (2017: EUR 11 million)

Financial institutions and funds :EUR 5.8 million (2017: EUR 5 million)

UN organisations :EUR 0.1 million (2017: EUR 1 million)

Private sector : EUR 9.1 million (2017: EUR 8 million)

National governments<sup>\*\*\*</sup> : EUR 6.7 million (2017: EUR 5 million)

German public sector clients<sup>\*\*\*\*</sup>: EUR 25.4 million (2017: EUR 9 million)

Other: EUR 5.3 million (2017: EUR 5 million)

- \* All values shown without decimal places. There may therefore be rounding differences.
- \*\* Includes all funding from a national budget unless the funds can be attributed to a country in which we operate (in which case they are included under 'national governments'). Examples of traditional bilateral donors are DFID, SDC, DGIS and Australian Aid.
- \*\*\* Includes financing bodies that use funds from the budget of a country in which we operate, e.g. ministries of the Kingdom of Saudi Arabia and the Ethiopian Government.
- \*\*\*\* Covers all German public sector clients including federal ministries but in the case of InS also, for instance, the German Aerospace Center (DLR) and Engagement Global.

## PROJECTS AND PARTNERS

# SHAPING FUTURES TOGETHER: OUR ACTIVITIES WORLDWIDE

ACHIEVING MORE TOGETHER – THIS IS THE CONVICTION THAT DRIVES OUR WORK IN AROUND 120 COUNTRIES AROUND THE WORLD, TOGETHER WITH STRONG PARTNERS AND COMMISSIONING PARTIES. OUR FIELDS OF WORK ARE DIVERSE AND OVERARCHING. THE FOLLOWING SECTION PRESENTS A SELECTION OF PROJECTS FROM 2018, INCLUDING INTERVIEWS WITH THOSE INVOLVED. SPECIAL EMPHASIS IS PLACED ON ECONOMIC DEVELOPMENT AND INVESTMENT IN AFRICA, HIGHLIGHTING BOTH THE CONTINENT’S ENORMOUS POTENTIAL AND THE SIGNIFICANT CHALLENGES IT FACES. WE ALSO TAKE A CLOSER LOOK AT THE AREAS THAT ACCOUNTED FOR MUCH OF OUR WORK IN THE LAST YEAR, NAMELY DISPLACEMENT AND MIGRATION, CLIMATE AND ENERGY, AND SECURITY AND STABILISATION.

## ECONOMIC DEVELOPMENT AND INVESTMENT IN AFRICA

### AFRICA RISING

AFRICA IS CULTURALLY DIVERSE, POLITICALLY HETEROGENEOUS AND HAS GREAT ECONOMIC POTENTIAL. POVERTY HAS FALLEN IN RECENT YEARS, AND THE ECONOMY IS GROWING. THE CONTINENT HAS MANY OPPORTUNITIES TO OFFER IF THE RIGHT STEPS ARE TAKEN. GIZ IS SUPPORTING AFRICAN COUNTRIES IN THIS PROCESS OF CHANGE.

African countries offer plenty of opportunity for further development: the continent has a huge reservoir of renewable energy, the world's largest amount of open space for agriculture and a rapidly expanding market for digital products and applications. It also has a growing middle class and a young population with a passion for technology.

A number of positive trends have been observed in recent years. To consolidate these, however, even more inputs and investments (including from abroad), more small and medium sized enterprises and, above all, decent and secure jobs are required. Over 80 per cent of Africans are currently in informal employment.

Moreover, around 20 million young people enter the labour market every year.

GIZ has been involved for many years in creating adequate political and economic frameworks that help to improve the overall business and investment climate. It advises African countries on reform, including issues related to economic policy and the rule of law, regional integration and the development of suitable education and training courses. These measures must also be seen in the context of the German Development Ministry's Marshall Plan with Africa and the Compact with Africa, an initiative launched by the G20 states under Germany's Presidency in 2017 that focuses more closely on macroeconomic factors.

GIZ also provides direct support for companies and regional business hubs to enable them to grow and create jobs. To this end, GIZ – in conjunction with KfW and other organisations – began implementing the German Development Ministry's Special Initiative on Training and Job Creation at the end of 2018. This initiative aims to create thousands of regular jobs.

The project contributes, inter alia, to the following SDGs: 8, 9, 17

## MOBILITY IN RWANDA – GETTING THINGS MOVING

Around half of all Africans own a mobile phone, but just four per cent own a car. However, because mobility is a crucial factor for economic development, the Moving Rwanda initiative is addressing this issue. The aim is to develop mobility solutions through digital (sharing) concepts, using apps to easily find carpool partners or rent cars, for instance. Digital solutions are also being developed to facilitate the movement of goods, logistics and infrastructure. Among those involved is a center for digitalisation in the capital, Kigali, where GIZ is offering training courses on digital know-how in cooperation with Rwandan partners.

The initiative was launched by Volkswagen South Africa, Siemens, SAP and engineering company Inros Lackner in February 2018. GIZ is providing support on behalf of the German Development Ministry. The first training courses have already begun, and the first apps have been developed. This cooperation is made possible by the Strategic Partnership Digital Africa (SPDA), a network consisting of BMZ and around 180 European companies at present. It aims to utilise the opportunities offered by digitalisation to support development in Africa – and open up new business areas.

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## ‘100,000 NEW JOBS’

### Interview with Dr Sabine Müller, Director General of GIZ's Africa Department

**Africa is still lagging behind economically, but it actually has great potential ...**

**DR SABINE MÜLLER SAID:** That is true, but there are still a number of limiting factors, including a lack of governance and legal certainty, levels of training that are in some cases inadequate and the fragmented African markets. For many years now, we have been working at various levels to address these structural obstacles by changing legislation and building institutions, for example. However, fundamental reform of this kind takes time.

**Strong population growth is one of the key reasons why there is a lack of jobs in Africa. How can more jobs be created with GIZ's support?**

**DR SABINE MÜLLER SAID:** We are due to start implementing the Special Initiative on Training and Job Creation on behalf of BMZ soon. The aim of the initiative is to support the private sector and sustainable investment, as jobs can only be created by and with the private sector. We have defined three areas of action in this connection. Firstly, we plan to provide targeted support to a select number of locally concentrated business hubs and sectors, such as the automotive supply industry in Tunisia. Secondly, we will support sustainable investments by German and European companies by working with them to identify investment barriers, develop corresponding projects and improve supply chains.



Thirdly, we will support small and medium sized enterprises in Africa, as they drive employment on the continent and will continue to do so in future.

### Does the initiative cover all of Africa?

**DR SABINE MÜLLER SAID:** The first wave will focus on Ethiopia, Tunisia and Morocco, followed by Ghana, Senegal and Côte d'Ivoire. And there will probably be a third wave with other countries in the near future. The various measures aim to create 100,000 new jobs in Africa's private sector by 2021.

The full interview with Dr Sabine Müller (video and audio) is available at:  
[reporting.giz.de/interview-jobs-africa](https://reporting.giz.de/interview-jobs-africa)

Find out about GIZ's projects to promote economic development and investment in Africa on the next page.

## BOOSTING THE ECONOMY

BUILDING ON AFRICA'S STRENGTHS TO PROMOTE ECONOMIC DEVELOPMENT IS SOMETHING GIZ TAKES SERIOUSLY. TO ACHIEVE THIS, WE ARE MOBILISING AFRICA'S ASSETS, FOR EXAMPLE THROUGH TRAINING, EDUCATION AND TARGETED NETWORKING.

### FOCUSING ON STRONG STRUCTURES

The right business climate is a magnet for investment. It stands to reason, therefore, that Africa needs the right general conditions to attract private capital. These include legal certainty, efficient government authorities, fair taxation and transparent public finances. These factors are decisive in attracting private investment and, as such, are important preconditions for Africa's future economic development. On behalf of the German Federal Ministry of Finance and BMZ, GIZ is supporting various International Monetary Fund training centres in Africa that focus on precisely this kind of capacity development by offering practical advice and training and facilitating mutual learning. The programme ensures that the centres are aligned with the objectives and measures of German development cooperation, and provides technical advice at steering meetings. Through their training measures, the centres aim to contribute to the success of the Compact with Africa, an initiative launched in 2017 during Germany's Presidency of the G20. It seeks to improve investment conditions in Africa and create jobs.

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The project contributes, inter alia, to the following SDGs: 5, 16, 17

### ASPIRING MANAGERS, TAKE NOTE!

Building bridges between continents reaps rewards: for more than a decade, the AFRIKA KOMMT! programme has been bringing together German companies and future managers from sub-Saharan Africa. The young professionals spend eight months at a German company, with the aim of gaining experience and broadening their horizons. Since it was first introduced, more than 150 highly qualified individuals from over 20 African countries have completed the programme. The companies, in turn, get to expand their networks in Africa and benefit from the country specific knowledge of highly motivated and talented individuals. The AFRIKA KOMMT! initiative was founded by 19 leading German companies in 2008. The programme is now so popular that around 6,000 young Africans apply for the 25-30 places that are available each year. Almost three quarters of participants continue to work for the companies once their time in Germany is over – for example helping to set up the first branch offices in their home countries. The companies are thus able to improve their business operations in Africa and, at the same time, support local economies. GIZ

manages the entire programme on behalf of the initiative and selects candidates together with the companies.

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<http://www.giz.de/en/workingwithgiz/9611.html>

The project contributes, inter alia, to the following SDGs: 4, 5, 8, 9, 17

### FOR A BRIGHT FUTURE

With an average of eight hours of sunlight per day, Tunisia is a real place in the sun. That is why it is pursuing ambitious objectives for the expansion of renewable energy: by 2030, the aim is to increase the proportion of power generated by renewable energy sources from the current figure of 3 per cent to 30 per cent – mainly as a result of photovoltaic energy. This will reduce Tunisia's dependence on costly energy imports, lower emissions and protect the climate. However, Tunisia does not have enough solar experts or relevant training courses. Government bodies also lack the technical know-how. To improve the conditions for expanding the solar market, GIZ is providing Tunisia with extensive support on behalf of the German Federal Foreign Office in training experts and managers: there are now 12 accredited training centres and a national training system for the photovoltaic sector. This includes standardised, internationally recognised certification and mandatory training for all photovoltaic installation engineers. Over 250 people have completed these courses since 2017, and 76 new and existing installation companies now have market approval. Every additional training course and licensed company brings Tunisia one step closer to a bright future.

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<http://www.giz.de/en/worldwide/58176.html>

The project contributes, inter alia, to the following SDGs: 7, 8, 9

### ECONOMIC DEVELOPMENT AND INVESTMENT IN AFRICA

#### UWE RASCHKE, MEMBER OF THE BOARD OF MANAGEMENT ROBERT BOSCH GMBH, SAID:

More than ten years on, we can say that AFRIKA KOMMT! is a huge success: participating companies are extremely satisfied with both the programme organisation and the quality of selected candidates. It is not easy to choose candidates, as the number of highly qualified applicants far exceeds the number of available places.'

An in-depth interview with Uwe Raschke is available online at:

[reporting.giz.de/interview-afrika-kommt](https://reporting.giz.de/interview-afrika-kommt)

**IFEOLUWA OGUNYEBI, NIGERIA, DIGITAL MARKETING EXPERT, AFRIKA KOMMT! 2016–2018, SAID:**

'Managers are not born, they are made – and AFRIKA KOMMT! is a phenomenal springboard that enables young Africans to become managers capable of successfully harnessing Africa's potential.'

**IBTIHEL BOUGHANMI, PARTICIPANT ON A PHOTOVOLTAICS TRAINING COURSE, TUNISIA, SAID:**

'I really appreciate the quality of the training, especially the practical element. Although I've got a Master's degree in energy, there were aspects that were new to me. What's more, the project has allowed me to expand my network of industry experts, make new contacts and find a permanent job in the solar sector.'

## CREATING PROSPECTS TOGETHER

NOT SINCE THE SECOND WORLD WAR HAVE SO MANY PEOPLE FLED THEIR HOMES AS TODAY. MOST WANT TO ESCAPE CONFLICT, VIOLENCE, HUNGER, POVERTY AND A LACK OF PROSPECTS.

The number of displaced persons was almost 70 million in mid-2018. There are many reasons for this: in addition to conflict and violence, religious and political persecution and climate change play a role. Most refugees seek sanctuary in neighbouring regions or countries. As a result, around 85 per cent of refugees end up in developing countries. These poorer states in particular cannot be left to deal with the associated challenges themselves. People in need who have been forced to leave their homes require help quickly. They then need help finding their feet in their new surroundings. GIZ is involved in this global task, and combines short-term aid with medium-term and long-term programmes. We support internally displaced persons and refugees as well as host communities. We help returnees to reintegrate, and contribute to improving prospects in countries of origin on a long-term basis.

But not everyone who leaves their home is displaced. Some people are looking for new jobs or training opportunities. GIZ is working on making regular migration a positive experience while, at the same time, supporting employment and training opportunities in countries of origin. After all, migration offers opportunities for everyone involved: for the people themselves who find temporary or permanent job prospects in a new home; for the host country that is able to make up for labour shortages, for example; and for the country of origin where the strain on the labour market is reduced and which benefits, for example, from migrants' remittances. Migrants also maintain close ties with their countries of origin: with their know-how, ideas, experience and contacts, they can drive innovation and development there.

## DISPLACEMENT AND MIGRATION

### LEARNING FROM ONE ANOTHER

ANYONE WHO DOES NOT TURN A BLIND EYE TO THE FATE OF REFUGEES  
SHIFTS THE FOCUS TO THEIR RIGHTS AND DOES JUSTICE TO EACH INDIVIDUAL.

#### MOROCCO: ALL THAT IS RIGHT AND PROPER

What use are international documents in protecting refugees if the people charged with upholding their rights are barely familiar with the documents, if at all? This is why a project in Morocco implemented on behalf of the German Federal Foreign Office focuses on training government officials and legal practitioners. It is taking this North African country another step along the route towards establishing a migration and asylum policy based on human rights. International refugee law is now a fixed part of the curriculum – a consequence of cooperation with the Higher Institute of Magistracy. A training module for multipliers is designed to reach as many experts as possible: in 2018, it was used to train 15 judges in Morocco as experts in international refugee law, who then, in turn, passed on their newly acquired knowledge to more than 150 other judges.

The project also helps people who choose Morocco as a transit or host country to learn more about their rights, having produced films and websites specifically for this purpose.

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#### MOURAD AIT SAKEL, HEAD OF TRAINING AT THE HIGHER INSTITUTE OF MAGISTRACY IN RABAT, MOROCCO, SAID:

‘Judicial training in international refugee law is now fully anchored in the curriculum of the Higher Institute of Magistracy thanks to our exemplary cooperation with GIZ which has enabled us to professionalise the teaching of refugee law by creating a body of specialised trainers in the field for the first time in the history of our Institute.’

The project contributes, inter alia, to the following SDGs: 4

#### EASTERN SUDAN: CREATING NEW PROSPECTS

Kassala, a city at the foot of the striking Taka Mountains in eastern Sudan, has very few trained mechanics. However, young locals and refugees living in the city are hoping for a job and better prospects in life. To match job seekers with labour market needs, the first one year training course on repairing small engines was launched in the third quarter of 2018, following the dual vocational training model. GIZ devised the course with local experts in cooperation with the northeast African Intergovernmental Authority on Development

(IGAD), and drew up the curricula. A training scheme for electricians was also granted nationwide approval in 2018, in addition to the one for mechanics. When preparing the curricula, GIZ was able to draw on experience from a short three-month course that 240 young people – refugees and locals – had completed by the end of 2018. The project is being implemented on behalf of the German Development Ministry and cofinanced by the European Union. In 2018, the UN Refugee Agency (UNHCR) registered more than 7,000 new refugees in eastern Sudan alone, over 10 per cent of them children with no parents. The majority of the more than 900,000 refugees in Sudan come from South Sudan and Eritrea.

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The project contributes, inter alia, to the following SDGs: 1, 4, 5, 10, 16, 17

## A FRESH START BACK HOME

WHETHER IT IS BECAUSE OF WAR, DROUGHT OR FAMINE, IN MOST CASES PEOPLE FLEE THEIR HOMES ONLY IN SITUATIONS OF GREAT DISTRESS, AND RETURN THERE AS SOON AS CIRCUMSTANCES ALLOW. TO MAKE A FRESH START, THOUGH, THEY OFTEN NEED SUPPORT. WHICH IS WHY GIZ IS HELPING IN A NUMBER OF COUNTRIES, INCLUDING SOMALIA AND AFGHANISTAN, TO DEVELOP NEW OPPORTUNITIES FOR PEOPLE RETURNING HOME.

### SOMALIA: GETTING A GOOD START TO A NEW LIFE

From working on an ice stall to running their own business, from street vendor to owning a permanent shop – many such tales of success can be heard in Kismayo. This port city hosts most of Somalia's returnees and internally displaced persons, and is where they are given a vital lift as they look to start a new life. They can train in a range of vocational fields, including as electricians, joiners or solar engineers, or learn management skills to run a small business. The project also encourages, advises and supports people wanting to set up a business and in need of start-up capital. The local population is equally welcome to make use of these opportunities. Working on behalf of the German Development Ministry, GIZ assists the city of Kismayo in integrating returnees and internally displaced persons into day-to-day life, with the involvement of the local community. This opens up new avenues, and these are particularly important in a country that was riven by a civil war for more than two decades and classed as a failed state. The aim must be that the hard-won progress is not put at risk again.

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**SUKRI HARED, PARTICIPANT IN A BUSINESS TRAINING COURSE AND OWNER OF A SHOP IN KISMAYO , SAID:**

‘My business life was never the same again after attending the training; I understand a lot about running business now. My future looks brighter and I am so grateful.’

The project contributes, inter alia, to the following SDGs: 4, 8, 11

**AFGHANISTAN: BETTER CHANCES OF SECURING A LIVING**

Breathing new life into the local economy and thereby advancing the prospects of the local population and returnees alike: this is the aim behind the Sustainable Economic Development and Employment Promotion (SEDEP) project in six northern provinces of Afghanistan. On behalf of the German Development Ministry, GIZ is promoting business start-ups and is training people involved in agriculture and small businesses to improve the production, sale and marketing of agricultural produce. One of the main purposes is to enhance the opportunities for a fresh start for the many thousands of Afghans currently returning home, mostly from neighbouring countries such as Pakistan and Iran. The project is implementing BMZ’s Returning to New Opportunities programme, and has already achieved a lot: more than 3,000 people, the majority of them women and roughly a quarter of them returnees, have taken part in training so far, covering topics ranging from IT skills and mobile phone repair to tailoring. Almost 600 young people, of whom around 400 were returnees, have had training in how to set up a business, and more than 100 graduates of various courses have gone on to establish their own company. An important step towards a secure future.

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The project contributes, inter alia, to the following SDGs: 4, 5, 8



## RAYS OF HOPE IN UKRAINE

VILLAGES AND TOWNS IN EASTERN UKRAINE HAVE SHOWN THEIR WILLINGNESS TO HELP OTHERS BY OFFERING REFUGE TO 1.5 MILLION INTERNALLY DISPLACED PERSONS WHO HAD FLED SHELLING AND SIEGE CONDITIONS IN THE WAR-TORN AREAS OF THE COUNTRY. THIS HAS PRESENTED THE HOST COMMUNITIES WITH HUGE CHALLENGES, HOWEVER. THAT IS WHERE GIZ'S WORK COMES IN, WHICH IT IS CARRYING OUT ON BEHALF OF THE GERMAN DEVELOPMENT MINISTRY. AS MANY AS 6.5 MILLION PEOPLE, 350,000 OF THEM INTERNALLY DISPLACED PERSONS, NOW BENEFIT FROM 800 ACTIVITIES IN EASTERN UKRAINE. TWO EXAMPLES ILLUSTRATE THE BREADTH OF THE MEASURES ON OFFER.

### PROPER EQUIPMENT SAVES LIVES

One vital part of the support provided for host communities is the help for helpers: those working with the fire service and the disaster relief and rescue services. Rescue personnel received training in cooperation with the State Emergency Service of Ukraine and the Ukrainian Red Cross, and were provided with new equipment. As a consequence, the number of people that have died or been injured in fires has fallen by 30 per cent. In eastern Ukraine, 37 vans were converted for rapid deployment on rescue missions in 2018. These maneuverable, versatile vehicles replaced the obsolete, cumbersome fire trucks. Rescue teams are now able to free victims from damaged vehicles more quickly and provide first aid immediately at the site of the accident. This is a more effective way of bridging the time until an ambulance arrives, a period which is crucial to survival. The lives of over 140 people involved in accidents have been saved thanks to greater knowledge and extra technical equipment.

### FOUR-LEGGED THERAPISTS

It is well known that war hits the most vulnerable the hardest, so children are the focal point of an initiative in the Ukrainian port city of Mariupol. Here, specially trained dogs, such as a Labrador called Crass, accompany traumatised and physically or mentally disabled girls and boys during their therapy with experts. This approach was largely unheard of in Ukraine before the project introduced it. In 2018, over 1,000 children and their families benefited from the new form of therapy. GIZ worked with local specialists to develop a training programme for both humans and dogs. The pilot project is now being expanded across the region.

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<http://akzente.giz.de/en/artikel/four-legged-therapist>

The projects contribute, inter alia, to the following SDGs: 3, 4, 11

## GETTING ON WELL

OF THE ALMOST 70 MILLION FORCIBLY DISPLACED PEOPLE WORLDWIDE IN 2018, AROUND 60 PER CENT SOUGHT REFUGE WITHIN THEIR OWN HOME COUNTRY. THE HOST COMMUNITIES COPE BETTER WITH THIS HUGE CHALLENGE OF INTEGRATION IF THEY HAVE SUPPORT.

### YEMEN: WATER FOR ALL

Day after day, Sha'ban Salman Kadaf Sa'd hauled containers full of water back to his hut. It was never enough. Since 2015, he and his family have been living in a camp for internally displaced people near Taiz, a city in Yemen. Now, after three years, the 62-year-old has finally had a water tank installed right next to his accommodation, connected by a pipe through which it is filled with its precious contents free of charge. This was a stroke of luck for him, partly of course because it helps improve domestic hygiene.

Over the past few years, the war has forced some three million Yemenis to flee their homes. These internally displaced persons are reliant on support. At the same time, millions of people in the country – total population 29 million – are going hungry. GIZ is working on behalf of the German Development Ministry to strengthen municipalities that have taken in particularly large numbers of people. Water supply is a key consideration. In 2018 alone, three communities were supplied with water pumps and generators, 37 schools were fitted with water tanks and a total of 143,000 people now have better water supplies and improved hygiene – among them Sha'ban Salman Kadaf Sa'd.

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### FOCUS ON PEOPLE IN THE SOUTH CAUCASUS

Each of the countries of the South Caucasus faces similar challenges, despite their different backgrounds. The region has various smoldering territorial conflicts that have driven more than 900,000 people to flee their homes: Armenia has 8,400 internally displaced persons, Azerbaijan 613,000 and Georgia 283,000. In addition, Armenia has a further 15,000 ethnic Armenian refugees from Syria. In early 2018, GIZ launched the first project in the region under the German Development Ministry's special initiative Tackling the Root Causes of Displacement, Reintegrating Refugees. Its purpose is to train vulnerable displaced persons and members of the local population and get them into jobs. For a fulfilled life, however, participation in the community is essential, along with economic integration. This is why the project promotes public benefit initiatives such as art events, youth projects, women's associations and regional exchange.

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[www.giz.de/en/ourservices/54734.html](http://www.giz.de/en/ourservices/54734.html)

**MARCELLA MAXFIELD, REGIONAL DIRECTOR OF THE AID ORGANISATION ACTION AGAINST HUNGER (AAH) IN THE SOUTH CAUCASUS, SAID:**

‘We value GIZ’s openness in defining shared objectives through dialogue. The joint regional approach and the good understanding among staff are vital for securing the social and economic inclusion of internally displaced persons and their host communities.’

The project contribute, inter alia, to the following SDGs: 1, 3, 5, 6, 8, 10, 16

**DELIVERING RESULTS AT ALL LEVELS:  
DIASPORA EXPERTS BUILDING BRIDGES BETWEEN COUNTRIES**

**GLOBAL IMPACT**

6,200 health care facilities such as hospitals, nursing homes or medical care centers have been improved worldwide.\*

**REGIONAL IMPACT**

More than 1,800 of these health care facilities were in Europe alone.\*

**LOCAL IMPACT**

Dr Stefan Stefanovic, a doctor at Heidelberg University Hospital, arrived from Serbia as a young man to study in Germany. He worked as a diaspora expert in 2018. He told us:

‘Together with a team of doctors at the Clinical Centre in Belgrade, I’m working on a research project that uses new methods to examine patients with breast cancer. This will enable clinicians to prescribe more appropriate treatment options. In the long term, everyone will benefit from this: my Serbian colleagues, the clinic and in particular the patients.’

Improving treatment for breast cancer patients in Serbia, raising awareness of making good use of drinking water in Ukraine, and caring for the elderly in Ethiopia. However different these examples may be, what links them is the input from three people who, after acquiring knowledge in Germany, are now sharing it in their countries of origin. Doctor Stefan Stefanovic, organisation consultant Hanna Slobody-anyuk-Montavon, and nurse Surafel Mengistu are building bridges between the places they originally came from and Germany, where they now live and work. By providing placement services for these diaspora experts, GIZ plays a part in harnessing the potential of migration for sustainable development. The programme works on behalf of the German Development Ministry and is implemented by the Centre for International Migration and Development (CIM), which is run jointly by GIZ and the German Federal Employment Agency. CIM supports visits by experts to their

country of origin where they offer their skills on a voluntary basis. CIM placed 95 diaspora experts in 2018.

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The project contributes, inter alia, to the following SDGs: 10

\* These results were achieved thanks to the contribution of GIZ and its commissioning parties and partners. All data is for the period 2015–2017.

## **OUR DISPLACEMENT AND MIGRATION PROJECTS HAVE A GLOBAL REACH**

TOGETHER WITH OUR COMMISSIONING PARTIES AND PARTNERS, WE ACHIEVED THE FOLLOWING RESULTS AROUND THE WORLD:\*

### **MORE THAN 6 MILLION DISPLACED PEOPLE REACHED.**

To put this in perspective, this is more than the entire population of Denmark.

### **12.8 MILLION**

**PEOPLE IN HOST COMMUNITIES HAVE BETTER LIVING CONDITIONS.**

To put this in perspective, this is roughly equivalent to the population of Rwanda.

### **635.000**

**PEOPLE HAVE RECEIVED SUPPORT AFTER RETURNING TO THEIR HOME COUNTRY.**

\*All data collected in 2018.

## **TRAINEES FROM MOROCCO: SOUGHT AND FOUND**

The demand is here, the potential workforce is there: future prospects in Morocco are scarce, especially for young people, but the hotel and catering industry in Germany is desperately seeking new recruits. This is the starting point for a pilot project by GIZ

International Services on behalf of Morocco's employment agency ANAPEC. Since 2017, over 100 Moroccan school leavers have been attending a three-year dual training course to become chefs or hospitality professionals in Germany. The project, which is financed by the World Bank, is showing people how they can gain access to the German labour market via established routes. There are plans to extend the project and to expand it to cover other occupations in industry and the craft sector.

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The project contributes, inter alia, to the following SDGs: 1, 4, 8, 9

## CLIMATE AND ENERGY

### LIVING TOGETHER IN THE SPIRIT OF CLIMATE JUSTICE

HEAT WAVES, STORMS OR EXTREME RAINFALL, RISING SEA LEVELS AND SHIFTING SEASONS: THE IMPACTS OF GLOBAL CLIMATE CHANGE CAN BE SEEN EVERYWHERE. TO BE ABLE TO COUNTER THESE EFFECTIVELY, FORCES MUST BE UNITED ACROSS THE WORLD.

Thinking on a large scale and taking swift global action to keep climate change in check as much as possible – this is the goal that experts believe we need to work towards. In the interest of climate justice, it is our responsibility to support the countries that are particularly affected by the impacts of climate change. A third of our work in the public benefit business area is directly climate related. In concert with our national and international commissioning parties and partners, we are helping to shape the global transformation to a climate friendly world that is adapted to the consequences of climate change. In this endeavor we are directing our efforts towards implementing the global accords: the 2030 Agenda for Sustainable Development and the Paris Agreement with its nationally determined contributions, or NDCs for short. GIZ helps countries convert their climate targets into concrete plans and put the plans into practice. In 2018, we also intensified our cooperation with the United Nations Climate Change Secretariat (UNFCCC). GIZ is the first organisation outside the UN system with which the Climate Change Secretariat has signed a declaration of intent along these lines. If global efforts in the fight against climate change are ultimately to be successful, climate damaging emissions must be drastically reduced – for instance in the energy sector. With this in mind, we work with those countries where we have a presence on the ground to develop solutions for the use of renewable energy and energy efficient technologies.

## TAKING ACTION ON CLIMATE CHANGE

THE NATIONALLY DETERMINED CONTRIBUTIONS (NDCS) ARE THE CENTREPIECE OF THE PARIS AGREEMENT. THE NDCS DEFINE CLIMATE TARGETS THAT ARE BINDING UNDER INTERNATIONAL LAW, AND TO HELP ACHIEVE THESE, GIZ ASSISTS COUNTRIES AROUND THE WORLD IN MEETING THEIR COMMITMENTS: THROUGH TECHNOLOGY TRANSFER, EXPERTISE, IMPROVED NETWORKING AND STRATEGIC ADVICE. WORDS THUS BECOME COORDINATED ACTION – TO PROTECT THE FOUNDATIONS OF OUR EXISTENCE ON THIS BLUE PLANET.

### PHILIPPINEN: MEGACITIES AS CLIMATE PROTECTORS

People in the Philippines are feeling the consequences of climate change: extreme weather events such as the super typhoon in September 2018 have hit the archipelago, leaving a trail of devastation and millions of people without power. At the same time, Quezon City, with its three million inhabitants, is generating harmful greenhouse gases. In order to take steps against climate change, Quezon City is exploring new urban development pathways. GIZ and C40 Cities, an international association of megacities, are supporting this Philippine metropolis in installing photovoltaic systems on the roofs of 50 schools. Through this scheme, the city is sending a signal in favor of renewable energy expansion across the country. Of course, it also means that the schools – some of which serve as assembly points and emergency accommodation in times of crisis – have their own direct, reliable electricity supply. With a more dependable light source, lessons can go on longer, too. Quezon City is one of 15 megacities around the world that we are helping to tap into funding for climate-conscious urban development on behalf of the German Development Ministry, with support from the United States Agency for International Development (USAID) and, since August 2018, from the UK Department for Business, Energy and Industrial Strategy as well. The reasoning behind this is that over 70 per cent of the world's energy related greenhouse gas emissions derive from cities and megacities.

### HERBERT BAUTISTA, MAYOR OF QUEZON CITY, SAID:

‘The partnership C40 Cities affirms our global commitment and inspires us to amplify our efforts towards an inclusive, low-carbon and resilient urban development pathway.’

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The project contributes, inter alia, to the following SDGs: 9, 11, 13, 17

## CLIMATE-FRIENDLY COFFEE FROM COSTA RICA

Coffee from Costa Rica is synonymous with quality, and now this Central American country is also scoring a hit by using climate friendly methods to cultivate coffee beans. On behalf of the German Environment Ministry and the UK Department for Business, Energy and Industrial Strategy, GIZ is advising the country on how to go about this task. Since 2016, more than 5,000 Costa Ricans in the coffee sector have learned new methods of cultivation, and 80 per cent of them are already putting their new expertise to use. Waste products such as the flesh of the coffee cherry are now composted to reduce the release of greenhouse gases. Instead of using wood to fuel roasting ovens, some processing companies have partly switched to burning the shells of the coffee beans, again cutting down on CO<sub>2</sub> emissions. The application of nitrogen fertiliser is also being optimised to improve the ecological footprint of the coffee. In addition, the project helps the companies by facilitating access to funding for eco-efficient equipment such as drying ovens or solar panels for energy generation. CO<sub>2</sub> emissions have already been cut by a total of 36,500 tonnes. That is roughly the amount that 3,300 individuals produce in Germany in one year.

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The project contributes, inter alia, to the following SDGs: 6, 7, 9, 11, 12, 13

## BREATHING LIFE INTO THE DEAL

The Paris Agreement calls for the global temperature rise to be kept below 2 degrees Celsius. It requires all countries around the world to play their part, and places the focus on their nationally determined contributions (NDCs). These have to be activated in all parts of the economy, whether in the energy sector, agriculture or urban development. Countries' long-term development plans and budget plans are also required to be geared to climate justice. GIZ is working on behalf of the German Environment Ministry with a global project at this nexus between international climate policy and development cooperation. Across the globe, experts and decision-makers at all levels, from local authorities to national governments, receive support from GIZ in building their skills, for example to encourage businesses to invest in climate action. Networks are established between government institutions, the private sector and civil society. A working meeting initiated by the project provided input for the UN Climate Change Conference in Katowice (COP 24) in December 2018.

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The project contributes, inter alia, to the following SDGs: 13, 17



## INTERVIEW WITH DR KARSTEN SACH, DIRECTOR GENERAL INTERNATIONAL AND EUROPEAN POLICY, CLIMATE POLICY, GERMAN FEDERAL MINISTRY FOR THE ENVIRONMENT, NATURE CONSERVATION AND NUCLEAR SAFETY (BMU)

### **DR KARSTEN SACH SAID: 'SOLIDARITY IS IN OUR OWN INTEREST.'**

#### **WHAT CHALLENGES ARE COUNTRIES FACING IN MEETING THEIR NDCS?**

**DR KARSTEN SACH SAID:** Virtually every country in the world has drafted and submitted national climate action plans. This is a huge initial success for the Paris Agreement. However, these are only abstract plans. Now they have to be translated into concrete programmes, measures and investment plans. Government departments and all actors involved in the fields of energy, business, agriculture, construction, transport and finance must make implementation one of their priorities and ensure that everything they do is Paris compatible. This is why in Germany we intend to use the new climate change law to oblige the responsible ministries to make their contributions.

#### **WHY SHOULD GERMANY SUPPORT OTHER COUNTRIES?**

**DR KARSTEN SACH SAID:** Industrialised countries not only have a historical responsibility, they also have the technological and financial capacity. Above all, though, climate change threatens us all and can only be tackled together. Effective action on climate change opens up future markets and is essential for our economic success. Solidarity is in our own interest. This is why we have set up mechanisms such as the International Climate Initiative and the NDC Partnership.

#### **IN YOUR VIEW, WHAT SKILLS DOES GIZ HAVE THAT CONTRIBUTE TO ADVANCES IN THE GLOBAL STRUGGLE TO ATTAIN THE CLIMATE TARGETS AND CLIMATE RESILIENCE?**

**DR KARSTEN SACH SAID:** Its strong presence on the ground, many years of experience in all fields of sustainable development and professional teams of international and national personnel make GIZ an excellent partner. The involvement of local implementing organisations and good access to partner governments provide the foundation for linking project work and international climate policy efficiently.

The full interview is available online at:  
[reporting.giz.de/interview-climate-goals](https://reporting.giz.de/interview-climate-goals)

## DELIVERING RESULTS AT ALL LEVELS: THE INTERNET OF TREES

### GLOBAL IMPACT

14 million people worldwide supported in coping with climate change.\*

### REGIONAL IMPACT

Of these, 7.7 million were in Asia and Latin America alone.\*

### LOCAL IMPACT

Mario Roberto Arauz Abarca, General Coordinator for Government Innovation in the Mexican state of Jalisco told us:

‘The cooperation between private individuals, the scientific and academic community, the government and numerous groups to increase climate action in Guadalajara was impressive. In the first test phase for the Internet of Trees, local residents sent over 11,000 messages. Around 3,300 trees were checked and almost 400 were newly registered. Five sensor prototypes are measuring air quality in the pilot area. All of this is designed to make us more resilient to climate change.’

By 2050, two thirds of the world’s population will be living in cities, which both drive climate change and feel the effects of it. Guadalajara, Mexico’s second largest city, comes into this category. New approaches to climate friendly urban development are being taken there in collaboration with the city’s residents. The Internet of Trees, a digital platform, involves citizens in efforts to keep a record of the city’s existing tree stocks. People use their smartphones to register trees, and note information about the species and the trees’ condition. A points system with virtual rewards encourages locals to take part – attracting children and young people, too. The trees are also linked to sensors that record details of air pollution and weather data. All of this data is valuable for the municipal authorities when it comes to planning for the city to be more climate friendly and greener, because a tree absorbs a tonne of the harmful greenhouse gas carbon dioxide over the course of its life, making it a true protector of the climate. GIZ worked with Mexican partners to initiate development of the digital platform on behalf of the German Environment Ministry. As it is open source software, it will soon be made available to other cities, too, including in other countries.

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The project contributes, inter alia, to the following SDGs: 11, 13

\*These results were achieved thanks to the contribution of GIZ and its commissioning parties and partners. All data is for the period 2015–2017.

**OUR CLIMATE AND ENERGY PROJECTS HAVE A GLOBAL REACH**  
TOGETHER WITH OUR COMMISSIONING PARTIES AND PARTNERS, WE  
ACHIEVED THE FOLLOWING RESULTS AROUND THE WORLD:\*

**6 MILLION PEOPLE HAVE ACCESS TO MODERN FORMS OF ENERGY.**

More specifically, this means that they are connected to the electricity grid, have artificial light and can use efficient methods of cooking.

**LOWER LEVELS OF GREENHOUSE GASES: EMISSIONS HAVE BEEN  
REDUCED BY 36 MILLION TONNES OF CO2 EQUIVALENTS.**

To put this in perspective, that is more than the total emissions produced in Berlin every year.

**POWER PLANTS FOR GENERATING 1,374 MEGAWATTS OF GREEN  
ELECTRICITY HAVE BEEN INSTALLED.**

To put this in perspective, that is equivalent to more than 400 modern wind turbines.

\*All data collected in 2018.

**PROTECTING PRECIOUS SWAMPS AND FORESTS**

Indonesia has a real treasure: its peat swamp forests are a huge carbon sink. If the rainforests are burned down to make way for palm oil plantations, for example, the soil releases the stored greenhouse gases at a stroke. To put a stop to this, on behalf of the EU, GIZ advised the Southeast Asian country on drafting environmental legislation. Drones were used to help produce maps to enable badly affected regions such as Aceh in Sumatra to develop alternative plans for low emission land use and approach environmentally aware investors so that the precious swamps and forests can be preserved and the environment and climate protected.

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The project contributes, inter alia, to the following SDGs: 13, 15, 17

## SECURITY AND STABILISATION

### TOGETHER FOR PEACE AND A BRIGHTER FUTURE

HUMAN SECURITY MEANS MORE THAN THE ABSENCE OF VIOLENCE. IT ENCOMPASSES THE RIGHT OF THE INDIVIDUAL TO LIVE IN FREEDOM AND DIGNITY, FREE FROM POVERTY AND FEAR. WHEN ALL THIS IS IN PLACE, SUSTAINABLE DEVELOPMENT CAN THRIVE.

People who feel safe have a clear mind and are able to look to the future with optimism. This is why GIZ works with its commissioning parties and partners – countries, local initiatives, businesses and regional organisations – to enable people to live good, peaceful lives around the world and thus create the environment for sustainable development. Our examples show just some of the diverse range of forms that promoting security and stabilisation can take. For instance, we are supporting Colombia on its difficult path towards implementing the peace agreement on a lasting basis. In Africa, the aim is to prevent conflicts through the clear demarcation of borders while at the same time improving management to speed up cross border traffic. People also feel safe when they know that they will be well cared for in the event of a medical emergency. And good working conditions for employees in poor countries are another important aspect of security. Young people in particular are central to many of our projects, as beacons of hope and ambassadors for a peaceful future.

## PROMOTING YOUNG PEOPLE, SECURING PEACE

YOUNG PEOPLE SUFFER PARTICULARLY BADLY IN TIMES OF CRISIS AND CONFLICT, YET AT THE SAME TIME THEY ARE A SOURCE OF HOPE FOR A MORE PEACEFUL FUTURE.

EMPOWERING THEM ALSO MEANS CONSOLIDATING A FRAGILE PEACE. THIS IS WHY WE PROMOTE PROJECTS THAT BRING CHILDREN AND YOUNG PEOPLE TOGETHER, AND ENCOURAGE THEM TO CUT THEIR OWN PATH IN LIFE.

## ENCOURAGING YOUNG PALESTINIANS THROUGH SPORT

Using sport to find a new zest for life – this is the goal of a project in the Palestinian territories that GIZ is implementing on behalf of the German Federal Foreign Office. Playing football or volleyball together is designed to improve young people's wellbeing. After all, everyday life in the West Bank and the Gaza Strip has been dominated by conflict for years. People there have to contend with violence, an uncertain economic situation and high unemployment. This traumatises children and young people in particular. Sport, in combination with psychosocial support, can offer help here, for instance as part of the Sports for Smiles initiative. Through this initiative, around 500 young people, some of them disabled, regularly engaged in sport in 2018 and were assisted by specialised trainers, who in turn discussed issues with psychologists. This is one of many schemes that aim to have a positive influence on child development. In acute emergencies, children can receive direct psychological support. Meeting centers, kinder-gartens and playgrounds are also being set up.

## DR YASSER ABU JAMEI, GENERAL DIRECTOR OF THE GAZA COMMUNITY MENTAL HEALTH PROGRAMME SAID:

'There is no better reward for a mental health professional than seeing a child smile again.'

An in-depth interview with Dr Abu Jamei is available online at:

[reporting.giz.de/interview-sport-palestine](http://reporting.giz.de/interview-sport-palestine)

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<http://www.giz.de/en/worldwide/18083.html>

The project contributes, inter alia, to the following SDGs: 3, 4, 16

## COMBATING VIOLENCE IN SOUTH AFRICA WITH AN APP

Young people are often the best ambassadors for a good cause. This is how it is in South Africa, too, where the high level of violence is seen as one of the greatest obstacles to the country's development. Driving down the level of violence is part of a programme to make communities safer that GIZ is implementing in the country on behalf of the German Development Ministry. It focuses on young volunteers, who receive training in how to go

about reducing violence in their districts. To help youngsters from different areas learn from each other, development worker Thomas Hellmann and his colleagues had the idea of creating an app. They teamed up with similarly committed members of a project in neighbouring Lesotho to do this, while the funding for the app came from the GIZ Innovation Fund via an internal competition. The young people are now finding out about other creative ideas through the YouthActs app. This makes their work more effective and more exciting. All in all, over 4,000 young people in South Africa alone have now been put in a position to play an active part in countering violence in their communities, through various programmes and channels.

**THOMAS HELLMANN, DEVELOPMENT WORKER, SAID:**

‘We work with youth groups who are committed to improving conditions in the areas where they live and making their environment safe. To exchange lessons learned, they have to be able to record and share their activities and network with each other. YouthActs makes all of this possible.’

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<http://www.giz.de/en/worldwide/17705.html>

The project contributes, inter alia, to the following SDGs: 11, 16

## STRUCTURES FOR GREATER SECURITY

PEOPLE MAY FEEL INSECURE IN MANY DIFFERENT SITUATIONS, FOR EXAMPLE BECAUSE THEIR WORK- PLACE IS DANGEROUS OR THEY LIVE IN A CONFLICT ZONE. REGARDLESS OF THE CIRCUMSTANCES, CLEAR OBJECTIVES AND STRONG STRUCTURES ARE ALWAYS REQUIRED IN ORDER TO AVERT DANGER AND ESTABLISH GREATER SECURITY.

### PREVENTING THE REPEAT OF DISASTERS LIKE THE ONE IN BANGLADESH

Images of Rana Plaza were seen all around the world: in 2013, this eight-storey building in Savar near Dhaka collapsed, sending more than 1,100 people to their deaths. Five garment factories were housed in the building, which simply fell in on itself under the weight of people and machinery. To prevent such fatal accidents from happening again and to improve working conditions in less developed countries, the Vision Zero Fund was launched in 2015 under the German G7 Presidency. It brings state and private actors together and places the emphasis on prevention, with the aim of raising the standard of workplace safety, improving fire protection and avoiding occupational illnesses. The International Labour Organization (ILO) administers the fund, and GIZ supports the ILO on behalf of the German Federal Ministry of Labour and Social Affairs and the EU. It supplements the ILO's fund monitoring work and offers advice – effectively operating as a 'second pair of eyes'. In this way, GIZ helps to manage the fund effectively and efficiently while simultaneously driving its development.

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### SECURING THE PEACE IN COLOMBIA

Colombia struggled for decades with a bloody civil war, fought between guerrilla groups, the country's army and paramilitary units. Fresh hope emerged in 2016, when the government signed a peace agreement with the largest of the guerrilla groups, the Fuerzas Armadas Revolucionarias de Colombia – Ejército del Pueblo (FARC-EP). Since then, Colombia has been trying to put this deal into practice. The regions and local authorities have a key role to play in this because they have to secure the peace from below. To reinforce this process, the EU and the German Development Ministry commissioned GIZ to implement the ForPaz programme. It encompasses a range of measures aimed at tackling the sources of conflict directly at the root. Development and regional plans are drawn up in consultation with the population in order to de-escalate disputes over land use or water rights. The rights of women also receive a boost – crucial steps for Colombia on its path towards achieving a lasting peace.

## DANIELA CARAVALI ARARÁ OF THE ASSOCIATION OF MUNICIPAL COUNCILS OF BUENOS AIRES, CAUCA, SAID:

‘We are working together to implement the peace agreement, especially in our communities. The regional development plans are a vital part of this; they set the future path for us here in the north of Cauca, which was very badly affected by the conflict.’

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<http://www.giz.de/en/downloads/giz2017-en-forpaz.pdf>

The projects contribute, inter alia, to the following SDGs: 5, 8, 12, 16, 17

## DELIVERING RESULTS AT ALL LEVELS:

### RAPID RESPONSE FROM THE AIR

#### 1. GLOBAL IMPACT:

51 million people world- wide have been able to make use of better health services.\*

#### 2. REGIONAL IMPACT:

16 million people have benefited from this in Africa alone.\*

#### 3. LOCAL IMPACT:

Matthäus Pruski, eMobility Innovation senior expert, Deutsche Post DHL Group, said:

‘The Deliver Future project is a good example of how local living conditions can be improved through the use of technology in logistics. Thanks to outstanding teamwork with GIZ, we are making it possible to overcome the obstacle of non-existent infra- structure with the DHL Parcelcopter, helping to improve many people’s lives.’

When you are bitten by a poisonous snake, minutes matter. By road or boat, though, it can take up to six hours for emergency medication to reach the clinic on Ukerewe Island in Lake Victoria, Tanzania. One of the typical challenges facing remote regions of Africa is that it takes too long to deliver medicines that require cooling, and also to send blood samples for diagnosis. The pilot project Deliver Future by the logistics company DHL, the German drone manufacturer Wingcopter and GIZ on behalf of the German Development Ministry shows how medical care can be revolutionised: in 2018, the autonomous DHL Parcelcopter was tested on set routes from the medicines store to Ukerewe and back to the hospital in Mwanza. At the end of November 2018, the decision was taken to continue the pilot project and expand it. The next phase will explore whether the drones can be used for regular medical delivery services. The people on Ukerewe are thrilled: thanks to the use of these drones, medicines from the mainland could soon be landing within just 45 minutes.



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The project contributes, inter alia, to the following SDGs: 3, 17

For more information, and to watch the award-winning short film Deliver Future, go to:  
<http://www.giz.de/deliverfuture>

## **OUR SECURITY AND STABILISATION PROJECTS HAVE A GLOBAL REACH**

**TOGETHER WITH OUR COMMISSIONING PARTIES AND PARTNERS, WE ACHIEVED THE FOLLOWING RESULTS AROUND THE WORLD:\***

### **3.4 MILLION**

**PEOPLE HAVE PARTICIPATED DIRECTLY IN POLITICAL PROCESSES.**

They were able to vote, for example, or to submit their own policy ideas.

### **947,000**

**PEOPLE NOW HAVE BETTER WORKING CONDITIONS.**

Occupational health and safety standards are now adhered to, for instance. Health insurance premiums are paid and employment contracts are agreed.

### **148.5 MILLION**

**PEOPLE BENEFIT FROM BETTER ADMINISTRATIVE STATE SERVICES.**

More specifically, simple forms, expert advice and swift online processing help people apply for things like passport renewals and construction permits.

\*All data collected in 2018.

## **GREATER STABILITY WITH CLEAR BORDERS**

What you will not see when you look at a map of Africa is that only a third of the continent's borders are clearly defined. This is a potential source of conflict, for instance if mineral resources are discovered. The African Union (AU) has been working on the clear demarcation of borders since 2007. GIZ has been supporting the AU's programme for ten

years now on behalf of the German Federal Foreign Office – to boost peace and security on the ground. More than 4,700 kilometres of border lines have been defined altogether. In 2018 alone, 90,000 people benefited from cross border measures, such as two countries making joint use of wells.

Find out more at:

[reporting.giz.de/African-union-borders](https://reporting.giz.de/African-union-borders)

[esayas.abebe@giz.de](mailto:esayas.abebe@giz.de)

<http://www.giz.de/en/worldwide/15759.html>

The project contributes, inter alia, to the following SDGs: 1, 6, 16

## INSIGHTS INTO OUR WORK IN 2018

### GIZ OFFERS A WIDE RANGE OF EXPERTISE AND OPPORTUNITIES FOR COOPERATION

From rural development and vocational training to good governance, and from urban development to sustainable infrastructure – GIZ offers its commissioning parties a broad array of services, and does so using a variety of approaches and methods while also benefiting from diverse forms of cooperation and partnerships.

Our work covers many different thematic areas in over 120 countries around the world. For instance, we are involved in centers for sustainable development, promote environmentally friendly products, manage international secretariats, and support the alignment efforts of states seeking to join the EU. Our highly motivated, internationally oriented workforce is the foundation for all we do.

### GIZ'S GERMANY STUDY: GERMANY IN THE EYES OF THE WORLD

Germany should play a greater role around the globe, as a guardian of Western values and as a passionate representative of international cooperation: this was one of the principal findings of the GIZ study Germany in the Eyes of the World in 2018. For the third time, our perceptions of Germany, talking to 150 individuals from 24 countries. The interviewees included representatives from the areas of business, science and academia, politics, the arts, journalism and many other professions across all continents. The study was conducted for the first time in 2011, and again in 2014, using the same methodology. It complements other studies on how Germany is perceived elsewhere, most of which use quantitative methods.

### INSIGHT 1: 4,200 STATEMENTS COLLECTED AND EVALUATED IN PERSONAL CONVERSATIONS.

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<http://www.giz.de/eyes-of-others>

### WORTHWHILE IN EVERY WAY: SUSTAINABLE COTTON

There are many benefits to organic cotton: it is skin-friendly and anti-allergic, and the cultivation methods protect the soil and groundwater. More and more farmers in Tanzania are turning to organic cotton farming – and are receiving support from GIZ. Working with the Swiss development organisation Helvetas on behalf of the C&A Foundation, GIZ is pursuing the aim of boosting environmentally friendly cotton production and giving

Tanzania access to the global market. Farmers receive training to gain skills and knowledge in organic farming, and also learn business skills at Farmer Business Schools. Thousands of farmers took part in this training in 2018 alone.

**INSIGHT 2: 8,000 FARMERS HAVE TAKEN PART IN COURSES, AND A FURTHER 10,000 ARE TO FOLLOW.**

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<http://www.giz.de/en/mediacenter/71412.html>

### GETTING THE CHEMISTRY RIGHT

Whether T-shirts or cars, medicines or mobile phones – 90 per cent of all products are made using chemical substances. To promote the use of environmentally friendly chemicals, the German Environment Ministry and Federal Environment Agency created the International Sustainable Chemistry Collaborative Centre (ISC3) and commissioned GIZ to set it up and get it running. ISC3 is based close to the United Nation's Bonn location, and also collaborates with the UN Environment Programme. Its primary aim is to advance the transformation in chemistry towards sustainability and to target support for sustainable innovations. And it is succeeding, having already achieved international recognition in the first year of its existence. As well as being a hub for knowledge exchange and training, the center supports start-ups from around the world in putting sustainable business ideas into practice.

**INSIGHT 3: ISC3 HAS HUBS ON 2 CONTINENTS, EUROPE AND AMERICA.**

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<http://www.giz.de/en/mediacenter/69946.html>

### SINO-GERMAN CENTER IN BEIJING

China is one of the key actors on the international stage, and is playing an active part in shaping global politics. For example, it is one of the most important drivers of South-South cooperation in the world. Germany, too, is highly committed to international cooperation. In order to pool strengths, benefit from each other's experience, form cooperative partnerships with third parties and drive projects forward together, the German Development Ministry and the Chinese Ministry of Commerce founded the Sino-German Center for Sustainable Development in Beijing. Since 2017, GIZ has been managing and leading the center in partnership with China's Trade Development Bureau. The second Sino-German forum on jobs in Africa was held in 2018.

#### INSIGHT 4: 170 PARTICIPANTS IN TWO SINO-GERMAN FORUMS ON JOBS IN AFRICA AND TRILATERAL COOPERATION.

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#### INDULGING WITHOUT A BITTER AFTERTASTE

Germans love chocolate, with annual consumption averaging nine kilogrammes per person. In many countries, though, working conditions for cocoa farmers are a cause for concern. This is why, a few years ago, the German Initiative on Sustainable Cocoa was set up, creating an alliance of state, private sector and non-governmental actors. GIZ manages the Initiative's secretariat on behalf of the German Federal Ministry of Food and Agriculture. It also implements projects under the auspices of the Initiative. In Côte d'Ivoire, it advocates greater sustainability and better conditions in cocoa farming. The PRO-PLANTEURS project strengthens farmer organisations and trains farmers in more professional practices – in 2018 alone, the project added a further 18 farmer organisations.

#### INSIGHT 5: 20,000 COCOA PRODUCERS IN CÔTE D'IVOIRE WORK MORE PRODUCTIVELY.

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<http://www.giz.de/en/worldwide/63325.html>

#### TWINNING: HOW ACCESSION COUNTRIES ALIGN THEMSELVES WITH THE EU

Properly functioning administrative structures are an important lever for change. The EU set up its Twinning programme in order to prepare authorities in future member states for their accession to the European Union. The sentiment behind the concept of twinning is just that: the accession countries should grow closer in a process of convergence, modernise and in turn feed ideas back into the EU. Authorities from EU member states help them in doing so. Twinning celebrated its 20th anniversary in 2018. During this time, more than 2,700 projects have been implemented, with significant support from GIZ as the main implementing organisation in Germany.

#### INSIGHT 6: 800 PROJECTS CARRIED OUT BY GERMAN AUTHORITIES.

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## EXPERTISE AND RESPONSIBILITY

### TAKING RESPONSIBILITY TOGETHER: OUR SUSTAINABILITY MANAGEMENT

WE PROMOTE SUSTAINABLE PROJECTS WITH OUR PARTNERS ACROSS THE GLOBE. AND SUSTAINABILITY IS ALSO FIRMLY EMBEDDED IN OUR STRATEGY AND MANAGEMENT, POINTING OUR EMPLOYEES IN THE RIGHT DIRECTION TO ACT RESPONSIBLY IN THEIR DAY-TO-DAY WORK. THE POSITIVE INTERIM RESULTS OF THE SUSTAINABILITY PROGRAMME 2016-2020 INDICATE HOW FAR WE HAVE ALREADY COME. THE FACT THAT JOINT ACTION INSPIRES CREATIVITY IS DEMONSTRATED BY GIZ'S NEW SUSTAINABILITY CONTEST, WHICH LED TO 30 INTERNATIONAL TEAMS PRESENTING THEIR PIONEERING IDEAS. MOREOVER, WE COVER A BROAD SPECTRUM OF ISSUES, FROM HUMAN RIGHTS TO CLIMATE CHANGE AND MOBILITY MANAGEMENT, SHOWING THAT SUSTAINABILITY IS RELEVANT AT EVERY LEVEL.

## **SUSTAINABILITY AS A SUCCESS FACTOR**

**SUSTAINABILITY IS NOT A SLOGAN FOR US – IT IS THE PRINCIPLE THAT GUIDES OUR WORK. IN OUR PROJECTS, WE MAKE SUSTAINABLE DEVELOPMENT HAPPEN, TOGETHER WITH OUR PARTNERS. AND WE ALSO FOLLOW THIS SAME PRINCIPLE IN OUR OWN COMPANY.**

For GIZ, this means treating the environment and our staff with care. Sustainability management is one of the key success factors for our company's competitiveness and future viability.

At GIZ, corporate sustainability is the responsibility of the Chair of the Management Board. It is enshrined in our Corporate Principles and embedded in our Sustainability Programme and Corporate Strategy as measurable goals. We believe that corporate sustainability must encompass social responsibility, ecological balance and economic capability. We see political participation as a fundamental prerequisite for truly sustainable action.

Our approach goes well beyond what is required by law, and we have committed ourselves to voluntary national and international agreements. These include the 2030 Agenda, the Paris Agreement on Climate Change and Germany's National Sustainable Development Strategy. Our intention is to play a pioneering role in sustainable corporate management.

<http://www.giz.de/sustainability-reporting.giz.de/2017/governance-sustainability>

## **INTERVIEW WITH ELKE WINTER, HEAD OF THE QUALITY AND SUSTAINABILITY SECTION AT GIZ SHE TOLD US:**

**'WE HAVE ALREADY ACHIEVED MANY GOALS.'**

### **WHAT DOES GIZ DO TO MAKE SURE CORPORATE SUSTAINABILITY IS SUCCESSFUL?**

**ELKE WINTER SAID:** One thing we did was launch the Sustainability Programme 2016–2020. It includes clear objectives, measures and indicators as guidance for our corporate sustainability. Part of the Sustainability Programme is also incorporated into our Corporate Strategy 2017–2019, for instance measures to strengthen sustainable business practices and sustainable procurement.

**WHAT THEMES OR PRIORITIES DO YOU HAVE?**

**ELKE WINTER SAID:** We are illustrating our achievements to date in this year's Integrated Company Report, using examples of selected sustainability goals that cover three dimensions: social responsibility, ecological balance and economic capability. Our commitment to sustainability means taking equal account of all these different areas, and also looking at the way they interact, their interdependencies and conflicting objectives. This provides the foundation for professional implementation.

**2018 MARKED THE HALF-WAY POINT FOR THE SUSTAINABILITY PROGRAMME. ARE YOU SATISFIED WITH HOW IT HAS BEEN IMPLEMENTED SO FAR?**

**ELKE WINTER SAID:** It is very satisfying that we have already been able to achieve many of our goals, and are otherwise on schedule with implementation. For instance, we have met the target to increase our competitiveness by taking relevant steps, such as digitalisation, and to set up a compliance management system. We are still in the process of working towards some goals, such as those for sustainable procurement or increasing the proportion of experts and managers among our national personnel.

[reporting.giz.de/2018/midtermreview-sustainabilityprogramme](https://reporting.giz.de/2018/midtermreview-sustainabilityprogramme)  
[sustainabilityoffice@giz.de](mailto:sustainabilityoffice@giz.de)

**INTERIM RESULTS OF THE SUSTAINABILITY PROGRAMME 2016-2020**

**FOR GIZ, SUSTAINABILITY MEANS COMBINING SOCIAL RESPONSIBILITY, ECOLOGICAL BALANCE AND ECONOMIC CAPABILITY.**

We see political participation – which is included as a fourth dimension in the Sustainability Programme and the competition described on page 55 – as a basic prerequisite for enabling sustainable development in the other three dimensions. We are taking this step because we want to make our reporting on sustainability even more relatable to the international debate on sustainable development.

**DIMENSION 1: SOCIAL RESPONSIBILITY**

We promote gender equality in the company. Between 2013 and 2018, we raised the proportion of women in managerial positions by a total of 7.1 percentage points in Germany and abroad, thereby exceeding the objectives of our Gender Equality Plan. By the end of 2018, the proportion in Germany had reached 48.6 per cent. Although fewer women work in managerial positions abroad (38.4 per cent), here too the trend is significantly above the targets, with a rate of increase of 10.3 percentage points over the past five years.

[reporting.giz.de/2018/diversity-gender](https://reporting.giz.de/2018/diversity-gender)



## **DIMENSION 2: ECOLOGICAL BALANCE**

We are reducing our CO2 emissions and striving for climate neutrality worldwide. We avoid, reduce and offset CO2 emissions. Our decisions on these are based on valid environmental and climate data. For example, we record business flights, fuel use by company vehicles and generators, and energy consumption. We have very reliable data in Germany thanks to our environmental management system, the Eco-Management and Audit Scheme (EMAS). We are constantly working to improve the quality of data available abroad.

[reporting.giz.de/2018/climatemanagement](https://reporting.giz.de/2018/climatemanagement)

## **DIMENSION 3: ECONOMIC CAPABILITY**

We operate with an effective compliance management system (CMS). GIZ had implemented a comprehensive CMS by the end of 2018. This is important for GIZ – particularly in light of our work in countries around the world – in order to be able to deliver our services in accordance with regulations and achieve the agreed objectives efficiently. It also promotes a corporate culture that is geared to compliance with rules and regulations and to integrity and anti-corruption. Now that the start-up phase has been completed, the CMS will be continuously refined and improved.

[reporting.giz.de/2018/compliance](https://reporting.giz.de/2018/compliance)

## RESPECTING HUMAN RIGHTS IS A KEY ELEMENT OF OUR WORK

WE TAKE OUR RESPONSIBILITY FOR HUMAN RIGHTS SERIOUSLY. THIS RESPONSIBILITY IS PARTICULARLY GREAT FOR A STATE-OWNED COMPANY. AND GIVEN THAT WE ALSO WORK IN COUNTRIES THAT EXHIBIT MAJOR SHORTCOMINGS IN THE IMPLEMENTATION OF HUMAN RIGHTS, THIS TASK IS ESPECIALLY URGENT FOR US.

‘All human beings are born free and equal in dignity and rights.’ Thus begins Article 1 of the Universal Declaration of Human Rights, which the international community agreed upon in 1948. For GIZ as a federal enterprise, the international and regional canon of binding human rights treaties that subsequently arose serves as a frame of reference when designing and implementing its projects worldwide.

In recent years, important guidelines for the corporate responsibility to respect human rights have also been defined. These include the German Government’s National Action Plan for Business and Human Rights 2016–2020 (NAP). This specifically aims to safeguard human rights along global value and supply chains. GIZ undertook numerous steps in 2018 to implement the Action Plan.

### HUMAN RIGHTS IN COMPANIES: FIT FOR THE NAP

Between May 2018 and January 2019, GIZ took part in the Fit for the NAP programme, which was set up to help companies design processes that guarantee observance of human rights. With assistance from the programme, GIZ defined the next steps for implementing the NAP: as well as a gap and risk analysis, this includes a set of improvement measures. The training programme is run by the Global Compact Network Germany (DGCN), an association of some 400 German businesses and around 60 organisations that have signed the UN Global Compact.

### HUMAN RIGHTS IN STANDARDS AND PROCESSES: ENSURING FULL COMPLIANCE IN FUTURE

GIZ is systematically examining where there might be gaps in human rights due diligence within the company. The analysis was supported by external experts and will pave the way for a risk analysis to be performed in 2019. The risk analysis is also part of the process of implementing the NAP. This is not (only) a matter of looking at risks to our own business operations, but in particular about human rights risks for those potentially affected by our actions as a company. If themes and business areas are found where such risks apply, GIZ will take appropriate counter-measures. By taking these necessary steps, GIZ is expected to meet the requirements of the NAP by the end of 2020.

## HUMAN RIGHTS IN PROJECTS: SYSTEMATIC APPRAISAL

When GIZ plans and prepares projects around the world, another building block of its commitment to human rights comes into play: the in-house Safeguards+Gender Management System. GIZ uses this to examine system-atically – before the project even begins – the extent to which possible unintended negative impacts on human rights might arise and how they can be prevented or mitigated.

[reporting.giz.de/2018/humanrights](https://reporting.giz.de/2018/humanrights)

All of the SDGs are founded on human rights and must be implemented in compliance with human rights.

**SUSTAINABLY OUTSTANDING!**

**SUSTAINABILITY CHAMPIONS – THAT IS THE NAME GIZ GAVE TO THE SUSTAINABILITY CONTEST THAT IT LAUNCHED FOR ITS STAFF IN 2018. THIRTY TEAMS FROM ACROSS THE GLOBE APPLIED, AND FIVE WINNERS WERE CHOSEN. THE CONTEST WAS SO SUCCESSFUL THAT IT WILL NOW BE REPEATED EVERY TWO YEARS.**

In 2018, GIZ paid tribute to staff members' corporate sustainability initiatives through its Sustainability Champions contest. The strong level of participation highlighted the creative potential among our workforce. A company-wide vote on the entries enabled colleagues to exchange opinions and develop all sorts of suggestions as to how sustainability can be part of our daily routine. The award ceremony was streamed live to all of our locations, so the level of engagement was plain for all to see throughout the company. The winning teams are shown below.

**LIVINGSTONE MUGISHA, CORPORATE SUSTAINABILITY HANDPRINT® (CSH) OFFICER AT GIZ'S COUNTRY OFFICE IN RWANDA SAID:**

'Before purchasing anything, we make sure that our office supplies are environmentally friendly and made here in Rwanda. Combining sustainable procurement with our Made in Rwanda programme requires constant effort. Receiving an award in this competition boosted our morale and our motivation to continue advancing the subject of sustainability.'

**CATEGORY 'ECONOMIC CAPABILITY': TEAM THAILAND**

'First we show what the problem is – for example on a joint beach clean. Then we find solutions.' This was the principle adopted by the team from Thailand in tackling three themes: plastic waste, recycling and procurement. Paper use at the GIZ country office in Thailand was reduced by 30 per cent between 2015 and 2017, for instance, and it now produces its own cleaning agents, more cheaply and with less environmental impact.

**CATEGORY 'POLITICAL PARTICIPATION': TEAM BOSNIA AND HERZEGOVINA**

At a volunteers' day for disadvantaged children and young adults, GIZ staff made greetings cards and gift boxes with the children. The team helped young adults with various useful tips, including on writing CVs.

**CATEGORY 'SOCIAL RESPONSIBILITY': TEAM BRAZIL**

Caronear is the name of a carpool app that our Brazilian staff can use to find and book a ride. It was developed by a Brazilian start-up on behalf of GIZ's country office in Brazil. The

app reduces the problems staff have with parking and encourages greater social interaction. Not only that, it can also easily be used in other countries.

### **CATEGORY 'ECOLOGICAL BALANCE': TEAM BOLIVIA**

The GIZ country office in Bolivia installed a solar charging station for e-bikes. Surplus power from the two photovoltaic modules is put to use by the office. Within a year, the charging station and e-bikes reduced the office's CO2 emissions by 955 kilogrammes. This is equivalent to a one-way flight from Frankfurt to Cairo.

### **SPECIAL PRIZE 'SUSTAINABLE PROCUREMENT': TEAM RWANDA**

Rwanda won its award with a campaign to raise awareness of sustainable procurement. One motivation behind the initiative was that the GIZ country office did not perform well in an internal assessment in the 'ecological balance' category. The team now buys its own office materials and furniture that are preferably 'made in Rwanda'.

The projects contribute, inter alia, to the following SDGs: 7, 12, 13

## ACHIEVING AMBITIOUS GOALS TOGETHER

TACKLING CLIMATE CHANGE AND PROTECTING THE ENVIRONMENT MATTER TO US ALL. WE WANT TO PLAY A PIONEERING ROLE IN THIS, WHICH IS WHY WE SET OURSELVES THE HIGHEST STANDARDS. FOR EXAMPLE, WE ARE REDUCING OUR GLOBAL CO<sub>2</sub> EMISSIONS, AIMING TO MAKE GIZ CLIMATE-NEUTRAL WORLDWIDE AND ENCOURAGING OUR STAFF TO CHOOSE ENVIRONMENTALLY FRIENDLY, HEALTHY FORMS OF MOBILITY. A GLANCE AT OUR ENVIRONMENTAL PROGRAMME SHOWS HOW MUCH WE HAVE ALREADY ACHIEVED.

### SUSTAINABLE CONSTRUCTION: GOOD FOR PEOPLE AND THE ENVIRONMENT

**KOTTENFORST CAMPUS** – If a training facility has its own day-care center and is surrounded by nature, a lot of the right boxes have already been ticked. The Academy for International Cooperation (AIZ) moved into its new campus on the edge of the Kottenforst nature park near Bonn in January 2018. The building complex, with much wood and glass on show, has even more to offer: it was built to meet the standards of the gold certificate awarded by the German Sustainable Building Council (DGNB). This means, for instance, that the buildings are run on an almost carbon-neutral basis, and rely totally on green electricity. Staff can now complete their preparations for assignments abroad and other training courses in style: their children are in good hands, and the environmentally friendly surroundings help them both learn and switch off.

**EMAS** – These four letters stand for the most demanding level of certification in corporate environmental management: the Eco-Management and Audit Scheme. GIZ voluntarily committed itself to the scheme, and we have now fully met the target we set ourselves in our Environmental Programme: in 2018, several buildings received EMAS validation, including the new Kottenforst Campus, a building in Eschborn and a site in Berlin. This means that all of GIZ's major locations in Germany now have the sought-after quality certification. This was a significant challenge for the EMAS environmental management officer and for the staff of the Property Division, for example, because the requirements of the EMAS regulation had been raised once again at the end of 2017.

**CAMPUS 2020** – The new GIZ campus in Bonn is due to be completed by the end of 2019. The Meander Building was officially opened in 2015, and now a six-storey structure with 28,000 square meters of floor space is being added to it. The new building, too, is being constructed to the highest standards, and once finished will be awarded a gold certificate by DGNB. Some of its climate friendly properties include its use of rainwater and of waste heat from the computer centre. The new campus also represents progress in an entirely

different respect: all 1,100 or so staff, who currently work at several locations spread across Bonn and the surrounding area, will be brought together on one site. This means more people meeting face-to-face and exchanging ideas.

### **CLIMATE NEUTRALITY: DOWN WITH GREENHOUSE GASES!**

Avoid, reduce, offset – this is GIZ's chosen sequence for dealing with greenhouse gas emissions. Following this principle, it is striving to achieve climate neutrality worldwide for 2020. Average annual CO<sub>2</sub> emissions per GIZ staff member have fallen by 4.6 per cent since 2015. The aim is to reduce per-capita emissions by 2.5 per cent per year. GIZ has set up its own project in Thailand that it uses to offset its CO<sub>2</sub> emissions. The steps taken by GIZ mean that it is also contributing to the German Federal Ministry for Economic Cooperation and Development's target of becoming climate neutral.

### **MOBILITY: RIDE A BIKE!**

If you ride a bike you have every right to take the moral high ground – because no other means of transport has so many things going for it. Bikes are climate friendly, quiet and compact, and good for your health besides. Not only that, in cities they are also the quickest way of travelling distances of less than five kilometers. This is why, in 2018, GIZ further increased its emphasis on promoting cycling as the centerpiece of sustainable mobility. With this in mind, it had new bike stands installed, for example, and at events it put bike riding staff in touch with technicians who inspected and repaired the bikes. In response, the German Association of Environmental Management e.V. (B.A.U.M.) recognised our Eschborn, Bonn and Berlin locations as cycle friendly. Numerous colleagues are also committed to sustainable mobility at international level, too. The country office in La Paz, Bolivia, for instance, installed a charging station for e-bikes, proving that bike-riding is even possible at an altitude of 3,600 meters.

### **SUSTAINABILITY CONTEST: EXAMPLES OF ECO-FRIENDLY IDEAS**

When GIZ ran its new Sustainability Champions contest, 30 teams from around the world applied. The number of entries in the 'ecological balance' category was particularly high. The initiatives submitted by the teams ranged from reducing flight related CO<sub>2</sub> emissions to protecting bees and avoiding plastic waste. In Kenya, GIZ's Civil Peace Service launched a campaign to collect and recycle its waste, in collaboration with a local partner. The campaign is helping to raise awareness of how to deal with waste, while also avoiding 422 kilograms of CO<sub>2</sub> emissions per year. Our office in Liberia has installed a photovoltaic system on its roof and is now getting its electricity from renewable solar power. The contest was so successful that it will now be repeated every two years. There are brief profiles of the five winners on page 55.

<http://www.giz.de/environmental-management-reporting.giz.de/2018/ecology>

The project contributes, inter alia, to the following SDGs: 13

## ENVIRONMENTAL PROGRAMME 2016–2020: RESOURCE CONSERVATION AND SUSTAINABLE PROCUREMENT

We have already achieved a lot with our Environmental Programme. We now record CO2 emissions in a large proportion of our country offices through the Corporate Sustainability Handprint® (CSH). We are also recording CO2 emissions for key materials and equipment purchased in Germany, such as laptops, monitors, desktop PCs and cars, on a trial basis. We look for potential reductions in all areas, or devise measures to avoid or reduce emissions. In recent years, we have specified the most demanding sustainability criteria in many general tenders. We are still working intensively on many goals, including developing principles of sustainable procurement for the key product and service groups. We aim to put these principles into practice in our country offices, too, and are working on incorporating environmental and social criteria into invitations to tender for services, materials and equipment there.

[reporting.giz.de/2017/csh](https://reporting.giz.de/2017/csh)



## **OUR ORGANISATION CHART**

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Jochen Quinten

**Funding Programmes**

Jan Peter Schemmel

**Liaison Office for BMZ**

Reiner Forster

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**Governance and Conflict**

Joachim Fritz

**Climate Change, Rural Development, Infrastructure**

Jochen Renger

**Methods, Digital Transformation, Innovation**

Annette Bähring

**SECTOR AND GLOBAL PROGRAMMES (GloBE)**

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Axel Klaphake

**Crisis and Conflict Management, Migration, Construction**

Martha Gutierrez

**Climate Change, Environment, Infrastructure**

Vera Scholz

**Global Policy, Governance**

Joachim Göske

**Rural Development, Agriculture**

Christel Weller-Molongua

**Development Policy Forum**

Sandra Retzer

**AFRICA**

Sabine Müller

**Western Africa 1**

Ulrike Maenner

**Southern Africa**

Matthias Rompel

**Central Africa**

Regina Ecker

**Eastern Africa**

Jürgen Dierlmaier

**Western Africa 2, Madagascar**

Holger Neuweiger

**Supraregional and Horn of Africa**

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**East Asia**

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As at 30 April 2019

GIZ's latest organisation chart is available  
at: <http://www.giz.de/organisation-chart>

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OPEN EYES AND REGULAR EXCHANGE OF INFORMATION AND VIEWS: GIZ'S OFFICIAL BODIES ARE IMPORTANT MONITORING BODIES, ADVISORS AND GENERATORS OF NEW IMPETUS.

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**ABBREVIATIONS**

<b>AAH</b>	Action Against Hunger
<b>AIZ</b>	Academy for International Cooperation
<b>ANAPEC</b>	Agence nationale de promotion de l'emploi et des compétences (Moroccan employment agency)
<b>AU</b>	African Union
<b>B.A.U.M.</b>	German Association of Environmental Management
<b>BMU</b>	German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety
<b>BMZ</b>	German Federal Ministry for Economic Cooperation and Development
<b>CHINCA</b>	China International Contractors Association
<b>CIM</b>	Centre for International Migration and Development
<b>CMS</b>	Compliance Management System
<b>COP 24</b>	United Nations Framework Convention on Climate Change, 24th Conference of the Parties
<b>CSH</b>	Corporate Sustainability Handprint®
<b>DFID</b>	Department for International Development (of the United Kingdom)
<b>DGCN</b>	Global Compact Network Germany
<b>DGIS</b>	Directorate-General for International Cooperation (of the Netherlands)
<b>DGNB</b>	German Sustainable Building Council
<b>DIGITS</b>	Digital Transformation and IT Solutions
<b>DÖAG</b>	German Aerospace Center
<b>EMAS:</b>	EU Eco-Management and Audit Scheme
<b>EMSD</b>	Emerging Market Sustainability Dialogues
<b>EU</b>	European Union
<b>FARC-EP</b>	Fuerzas Armadas Revolucionarias de Colombia – Ejército del Pueblo (Revolutionary Armed Forces of Colombia – People's Army)
<b>G7</b>	Group of Seven (forum of industrialised nations consisting of Canada, France, Germany, Italy, Japan, United Kingdom, United States)
<b>G20</b>	Group of Twenty (leading forum of industrialised countries and emerging economies)
<b>GnB</b>	Gemeinnütziger Bereich
<b>IDA</b>	Integrated Digital Applications
<b>IGAD</b>	Intergovernmental Authority on Development
<b>ILO</b>	Intergovernmental Authority on Development International Labour Organization
<b>InS</b>	GIZ International Services
<b>ISC3</b>	International Sustainable Chemistry Collaborative Centre
<b>KfW</b>	Kreditanstalt für Wiederaufbau

<b>NAP</b>	National Action Plan on Business and Human Rights 2016-2020 of the German Government
<b>NDCs</b>	Nationally Determined Contributions
<b>SDGs</b>	Swiss Agency for Development and Cooperation Sustainable Development Goals
<b>SEDEP</b>	Sustainable Economic Development and Employment Promotion in Afghanistan
<b>SPDA</b>	Strategic Partnership Digital Africa
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>USAID</b>	United States Agency for International Development

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