

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

2018

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

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Eschborn, June 2019

Foreword

Dear readers,

This report covers contracts awarded by GIZ in fiscal 2018. It brings together information on the award of contracts for services, construction, financing arrangements and materials and equipment. In doing so, it provides a comprehensive overview of contracts placed by GIZ during the period under review, broken down into types of contract as well as regions and sectors. It also presents the trends that have emerged over a multiyear period. You can find a list of individual contract awards on the GIZ website. Our aim is to help achieve transparency in the procurement sector.

2018 saw another considerable volume of contracts awarded. The total volume placed is around EUR 1,576 million, which represents some 53 % of our business volume. GIZ has thus once again awarded more than every second euro to third parties.

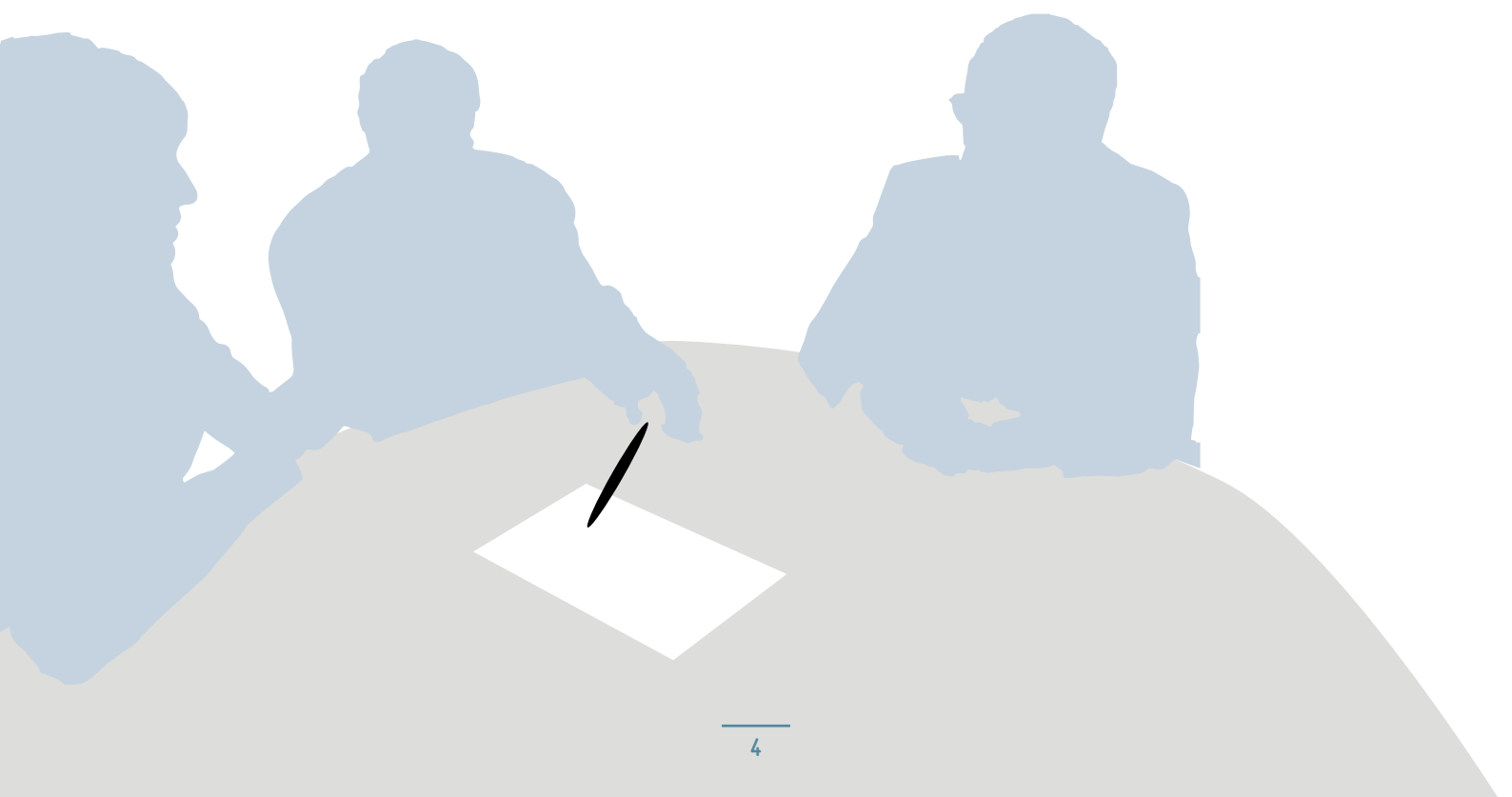
This successful result is due among other things to transparent and efficient cooperation with our contractors and financing recipients. International cooperation is a dynamic business sector in which flexibility in responding to market requirements is crucial. We can help to achieve this through the procurement of appropriate services, materials and equipment and the conclusion of financing arrangements. As part of an optimised supply chain meeting both economic and quality criteria, we are therefore reliant on an excellent network of contractors and financing recipients.

During the period under review, GIZ completed the implementation process for the EU public procurement regulations, thus meeting the statutory deadline of 18th October 2018 for implementation. The changes serve to make public procurement procedures more transparent and in the long term more secure. They also help to streamline contract award processes and bring about extensive digitalisation in procurement. This is cutting both paperwork and costs for GIZ while reducing the inputs required of all the economic actors involved in the process. In future, all communication with tenderers, candidates and applicants will be handled electronically via our newly introduced procurement management system. In the course of 2019, GIZ will also make the remaining adjustments to the procedures for awarding contracts below the EU thresholds in accordance with the new German Regulation on Sub-Threshold Procurement. This will enable us to handle our entire procurement activities fully electronically.

We hope you will enjoy reading this report.



Immanuel Gebhardt
Director of the Procurement and
Contracting Division



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1 GIZ's legal form and mandate

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a federal enterprise registered under private law. It is wholly owned by the Federal Republic of Germany, represented by the German Federal Ministry for Economic Cooperation and Development (BMZ). Its corporate purpose is to promote international cooperation for sustainable development and international education work. GIZ thus aims to support the Government of the Federal Republic of Germany in achieving its development-policy objectives.¹

Opting for the legal form of a GmbH (limited liability company) ensures that commissions from the German Government can be implemented efficiently and cost-effectively by a flexibly operating private company at all times, including in challenging contexts. To fulfil its corporate purpose, GIZ is divided into two business areas: a public-benefit business area and a taxable business area (International Services). The former concentrates exclusively and directly on public-benefit activities and implements commissions from the Federal Republic of Germany (particularly federal ministries) and other public administration bodies at federal and state level, i.e. the majority of commissions awarded to GIZ. By contrast, International Services makes GIZ's concepts and experience available to other (in some cases private sector) clients on a chargeable and thus profit-driven basis. Any surpluses earned may be used only to fulfil the company's public-benefit purpose.

Our registered offices are in Bonn and Eschborn. GIZ also has representations in Berlin and Brussels. Regional offices in Berlin, Düsseldorf, Hamburg and Feldafing (Munich) support German ministries and federal state governments in their international cooperation activities. In addition, GIZ operates around 90 offices across the world, either independently or as joint country offices for German development cooperation.

Of our 20,726 employees in some 120 countries, almost 70 per cent are national personnel working on site. As a recognised development service provider, we currently have 577 development workers in action in partner countries. In addition, the Centre for International Migration and Development (CIM), a joint operation of GIZ and the Federal Employment Agency, placed 317 integrated and 518 returning experts with local employers abroad in 2018 or provided them with financial support, advice and other services.²

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

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

¹ Section 2 (1) of the Articles of Association of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

² Personnel figures as at 31 December 2018



2 Contract placement at GIZ

2.1 Awarding of commissions to GIZ

As a federal enterprise, GIZ works primarily for the German Government, handling commissions on behalf of the federal ministries on the basis of the 'in-house' contracting award principles established by the European Court of Justice and codified in the German Act Against Restraints of Competition (GWB). These allow the German Government to commission GIZ directly without having to conduct a procurement procedure. For its part, GIZ is then obliged to comply fully with the provisions of German and European law governing public procurement when 'passing on' the corresponding commissions/contracts to third parties.

When GIZ works on behalf of other commissioning parties and clients (e.g. international institutions, national governments and private companies active on the global stage) through its International Services business area or applies for grants or other sources of cofinancing from third parties, it must obtain approval from BMZ. In these instances too, GIZ is required to observe the regulations set out by the respective funders governing the awarding of contracts to third parties.

2.2 Awarding of contracts by GIZ

As a company, GIZ is increasingly gearing its services to the global market and is systematically tapping into new priority sectors and business areas in industrialised countries and emerging economies in addition to the traditional field of development cooperation. To ensure that the company is equipped to meet these challenges, we need to continuously adapt the requirement profiles of seconded experts and also make more use of local experts.

GIZ sees the consulting sector in particular as a close partner in fulfilling its tasks. Highly specialised consulting companies are a key component in the GIZ value chain and help the company to achieve maximum results in the interests of its commissioning parties and clients at an optimal price-quality ratio. By drawing on the specific comparative advantages of such collaboration, GIZ generates added corporate value, thus enhancing the development impact of the measures implemented overall. This is why we intend to continue stepping up cooperation with the consulting sector.

For one thing, this cooperation is in keeping with the General Agreement with BMZ, which obliges GIZ to involve suitable private sector companies, governmental bodies and specialised institutions in carrying out development activities where this appears expedient and economical.

Moreover, GIZ is itself a contracting authority under public law within the meaning of Article 99 Item 2 GWB and is therefore also directly legally obliged to observe the relevant provisions of public procurement law when awarding contracts to third parties within the European Economic Area. In the case of services, materials and equipment and depending on the specific contract value, the corresponding provisions are the Rules of Procedure for the Award of Public Supply and Service Contracts below the EU Thresholds (UVgO) and the Ordinance on the Award of Public Contracts (VgV). The Contracting Rules for the Award of Public Works Contracts (VOB) apply to construction work.

When contracts are awarded in the partner country, GIZ is obliged to apply these regulations *mutatis mutandis* in accordance with the provisions of the General Agreement. The tasks involved in procurement processes are clearly divided and demarcated between the Procurement and Contracting Division at Head Office in Germany, and the GIZ country offices on the ground. Offices in partner countries carry out procurement up to company-defined limits themselves. These set amounts are up to EUR 20,000 for materials and equipment and up to EUR 50,000 for services and construction work. Any procurement above these thresholds requires consultation with the Procurement and Contracting Division, which provides commer-

cial and legal support for the process. In other words, it reviews, approves and – where required on cost-effectiveness or other grounds – may take on full responsibility for handling the transaction. As a matter of principle, contracts with international contractors are concluded by the Procurement and Contracting Division.

In all of its procurement activities, GIZ ensures compliance with the basic principles of transparency, economic efficiency, competition and equality in the treatment of all economic actors as laid down in public procurement law. In this way, GIZ guarantees non-discriminatory access to its supply chain and ensures that its procurement processes are cost-effective.

In the case of contracts above certain thresholds, mandatory provisions of EU law that have been enshrined in German law must also be complied with in addition to German law itself. This obligation also applies if commissions are being undertaken on behalf of donors or implementing organisations in another EU member state (such as DFID, SIDA and DANIDA).

Contracts for services or materials and equipment are awarded through competition wherever this is economically efficient or required by law. Restricting the award of contracts to tenderers of specific nationalities or to tenderers based in a specific country is generally not permitted under European law or the principles of competition law. As a basic principle, therefore, GIZ awards contracts without any corresponding restrictions except in the case of financing arrangements, where the recipient is predefined by virtue of the arrangement itself.

Above the relevant thresholds, legal recourse through the German public procurement tribunals is available for review of contract awards by GIZ. Furthermore, internal processes are subject to regular close scrutiny by external auditors (in particular auditing firms and the Bundesrechnungshof (supreme audit institution of the Federal Republic of Germany)).

Since 2008, GIZ has been consistently certified as an organisation that uses procedures corresponding to those of the EU Financial Regulation and that fulfils the following criteria:

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

This entitles GIZ to use its own procedural mechanisms to award contracts for measures being (co)financed by the EU.

In 2009, GIZ was awarded additional certification for possessing suitable implementation and monitoring procedures allowing it to use partner country systems as well to handle project funds.

All contracts for services worth EUR 25,000 or more placed by the Procurement and Contracting Division are published on the GIZ website,³ where contracts with companies and institutions and with individuals are listed separately. Contracts for materials and equipment supplies tendered on a limited basis or awarded in a negotiated procedure without a competitive tender are also published here with full transparency once the process is concluded. Materials, equipment and services procured and financing provided under EU Delegation Agreements are published separately as well.

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

Table 1 below provides an overview of the procurement procedures applied depending on the relevant threshold and the media in which the corresponding contract notices are published:

Table 1

Procurement procedures for purchasing services, construction work, materials and equipment⁴ pursuant to the UVgO⁵/VgV⁶ and VOB/A

Procedure	Contract award notice
Up to EUR 20,000: Competitive negotiated award	Not published. GIZ chooses the tenderers from among suitable firms.
From EUR 20,000: Public invitation to tender or limited invitation to tender with or without a competitive tender or negotiated award with or without a competitive tender	Publication on bund.de and GTAI, and, where appropriate, in the relevant specialist press.
From EUR 221,000⁸: Europe-wide open procedure	Publication in the Supplement to the Official Journal of the EU or TED, ⁷ on bund.de and GTAI ⁹ and, where appropriate, in the relevant specialist press (with an invitation to submit tenders).
From EUR 221,000⁸: Europe-wide restricted procedure with a competitive tender	Publication in the Supplement to the Official Journal of the EU or TED, on bund.de and GTAI and, where appropriate, in the relevant specialist press (with an invitation to submit requests to participate).
From EUR 221,000⁸: Europe-wide negotiated procedure with a competitive tender	Publication in the Supplement to the Official Journal of the EU or TED, on bund.de and GTAI and, where appropriate, in the relevant specialist press (with an invitation to submit requests to participate).
From EUR 221,000⁸: Europe-wide negotiated procedure without a competitive tender	Publication in the Supplement to the Official Journal of the EU or TED, on bund.de and GTAI and, where appropriate, in the relevant specialist press (with an invitation to submit tenders).

⁴ For reasons of efficiency, tenders for framework agreements are conducted for certain standard services to fix the terms for subsequent individual contracts over a set period.

⁵ Regulation on Sub-Threshold Procurement.

⁶ Ordinance on the Award of Public Contracts (Procurement Ordinance).

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

⁸ EUR 5,548,000 for construction work.

⁹ Germany Trade and Invest – Gesellschaft für Außenwirtschaft und Standortmarketing mbH
<https://www.gtai.de/GTAI/Navigation/EN/welcome.html>.

2.3 Awarding of financing by GIZ

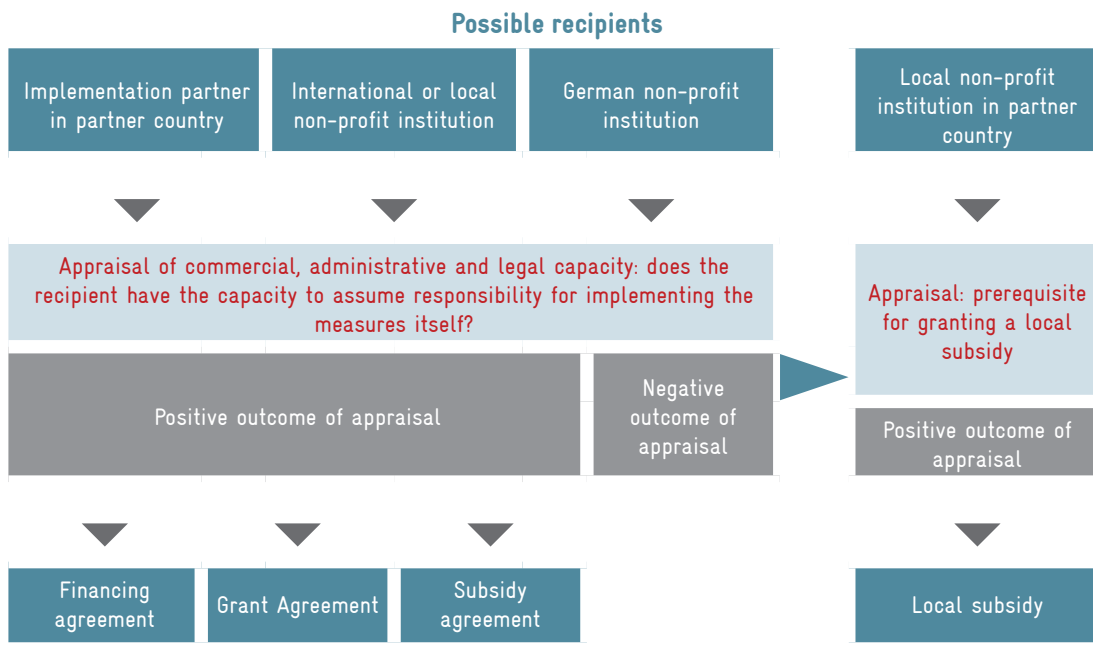
Financing arrangements are intended to help build and expand the capacities of the relevant recipients of the funds and to put them in a position to achieve their own objectives independently through the effective, efficient and sustainable use of resources. Financing arrangements establish the legal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

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

The recipient of funds under a financing, grant or subsidy agreement is itself fully responsible for implementing the relevant measure. Recipients are obliged to repay any funds that have not been correctly used to GIZ. GIZ supports and advises the recipient of local subsidies on how to implement the agreed measure in compliance with the agreement. Local subsidies are classified as GIZ direct contributions as set out in the Guidelines for Bilateral Financial and Technical Cooperation. Unlike with the other forms of financing, therefore, GIZ bears full responsibility for the correct use of local subsidies during implementation.

Figure 1

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



3 Trends in contract awards – an overview

In 2018, GIZ concluded contracts and agreements in the form of service contracts, financing arrangements, construction contracts and orders for materials and equipment worth a total of EUR 1,575.5 million. This equates to a year-on-year increase of 22.4% in the total volume awarded, with business volume rising by 16.6% over the same period.

For the first time, the contracts awarded in the year under review are presented exclusively using the breakdown by contract or agreement type introduced in the previous year. This presentation method mirrors that used in GIZ's Annual Statement of Accounts and Integrated Company Report. A breakdown by contract or agreement type enables the different segments and the relevant trends to be considered individually. Section 4 contains in-depth analyses of the contracts awarded in the various categories.

Table 2 illustrates GIZ's global contract and agreement awards from 2014 to 2018 by type.

Table 2

Overview of commissions awarded to GIZ, GIZ's business volume and contracts awarded in EUR million by contract or agreement type

	2014	2015	2016	2017	2018
I. Overview of commissions and business volume					
Commissions placed with GIZ	2,779.1	2,451.9	3,336.1	3,406.3	3,307.2
Business volume	2,032.1	2,142.4	2,402.1	2,569.0	2,994.9 ¹⁰
II. Contracts awarded					
1. Contracts awarded from Head Office by Procurement and Contracting Division					
Service contracts	367.3	377.6	401.1	421.1	468.7
Financing arrangements	228.8	270.6	368.7	436.9	581.9
Construction contracts	6.2	14.3	173.7	10.3	7.1
Orders for materials and equipment	69.8	50.5	66.4	65.5	86.8
Total	672.1	713.0	1,009.9	933.8	1,144.5
2. Contracts awarded locally by GIZ country offices					
Service contracts	159.5	153.6	143.5	178.1	227.0
Financing arrangements	60.4	69.4	85.3	79.6	74.5
Construction contracts	12.1	14.4	41.2	30.2	54.0
Orders for materials and equipment	56.9	58.4	66.1	65.0	75.5
Total	288.9	295.8	336.1	352.9	431.0
3. Contracts awarded worldwide					
Service contracts	526.8	531.2	544.6	599.2	695.7
Financing arrangements	289.2	340.0	454.0	516.5	656.4
Construction contracts	18.3	28.7	214.9	40.5	61.1
Orders for materials and equipment	126.7	108.9	132.5	130.5	162.3
III. Total orders placed	961.0	1,008.8	1,346.0	1,286.7	1,575.5

¹⁰ Business volume according to the German Accounting Directive Implementation Act (Bilanzrichtlinie-Umsetzungsgesetz, BilRUG), see Annual Statement of Accounts 2018

Most of the contracts awarded by GIZ across the world took the form of service contracts. In 2018, GIZ placed service contracts with a total value of EUR 695.7 million, representing 44 % of the total volume awarded. The volume of service contracts has thus increased by EUR 96.5 million or 16 % year on year, more or less in step with business volume.

At EUR 656.4 million or 42 % of the total volume awarded, the financing awarded worldwide accounts for almost as large a share of the total contracts awarded as service contracts. At EUR 139.9 million or 27 % more than 2017, the increase in financing arrangements clearly outstripped that in business volume.

Construction contracts made up a relatively small share of total contracts awarded at EUR 61.1 million or 4 %. The volume of construction contracts rose by EUR 20.6 million or 51 % year on year.

At EUR 162.3 million, the orders for materials and equipment placed worldwide constituted 10 % of the total volume of contracts awarded in the year under review. Orders for materials and equipment rose by EUR 31.8 million or 24 % compared to the previous year.

Figure 2
Total contracts awarded in 2018 by GIZ by contract/agreement type

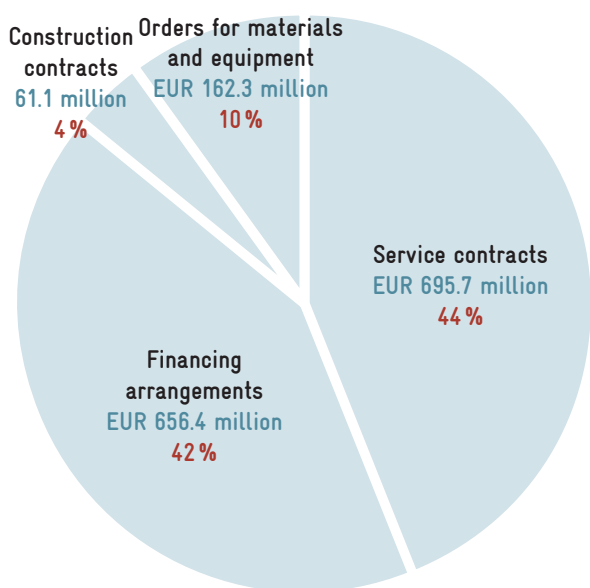


Table 2 clearly highlights the differing trends in the various types of contracts and agreements awarded over the past few years. While the procurement volume of service contracts worldwide has risen by some 32 % since 2014, i.e. not at the same pace as business volume, the volume of financing awarded in the same period has more than doubled, increasing by around 127 %.

EUR 1,144.5 million (73 %) was managed at Head Office by the Procurement and Contracting Division, while EUR 431 million (27 %) was handled at local level in the country offices (Figure 3).

Figure 3 compares the proportion of central procurement contracts awarded by the Purchasing and Contracts department to the decentralized allocations in the state offices.

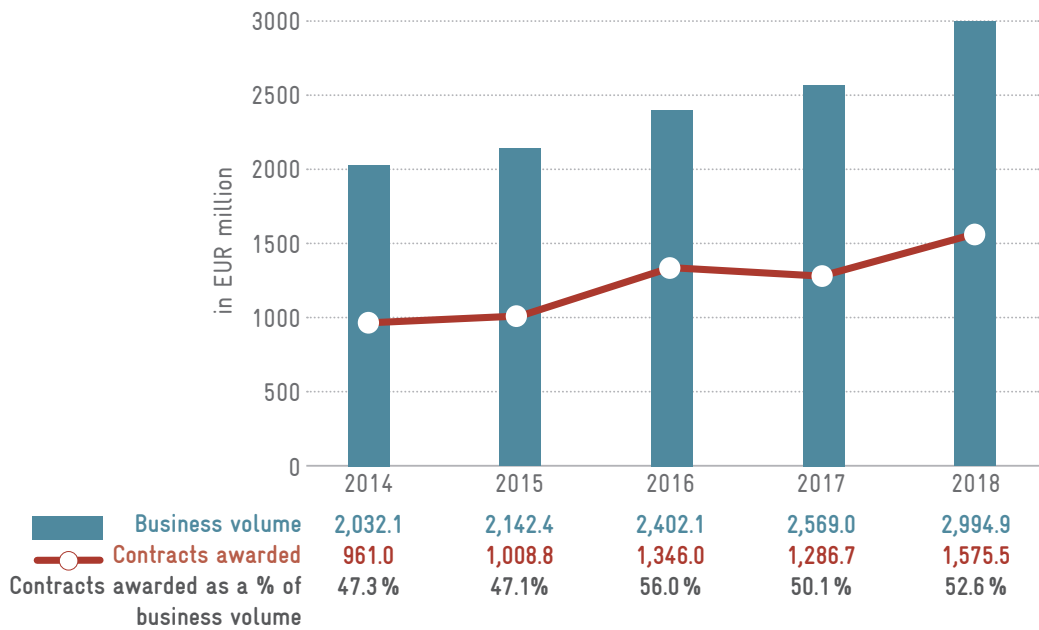
Figure 3
Contracts awarded by GIZ's Procurement and Contracting Division vs GIZ Country offices



Figure 4 shows the trend in contracts awarded in relation to business volume from 2014 to 2018.

Figure 4

Trend in contracts awarded in relation to business volume (2014 – 2018)



The volume of contracts awarded has grown much faster than business volume over the past five years. Total contracts awarded as a percentage of business volume has risen by 5.3 percentage points or 11 % since 2014, reflecting GIZ's increasing cooperation with third parties to provide its services. Nearly 53 % of GIZ's business volume related to work done by third parties in 2018.

4 Analysis of contracts awarded

4.1 Service contracts

GIZ concluded service contracts totalling EUR 695.7 million across the globe in 2018. Most of this amount (EUR 468.7 million or 67 %) was placed by the Procurement and Contracting Division, compared to EUR 227.0 million (33 %) awarded by GIZ country offices.

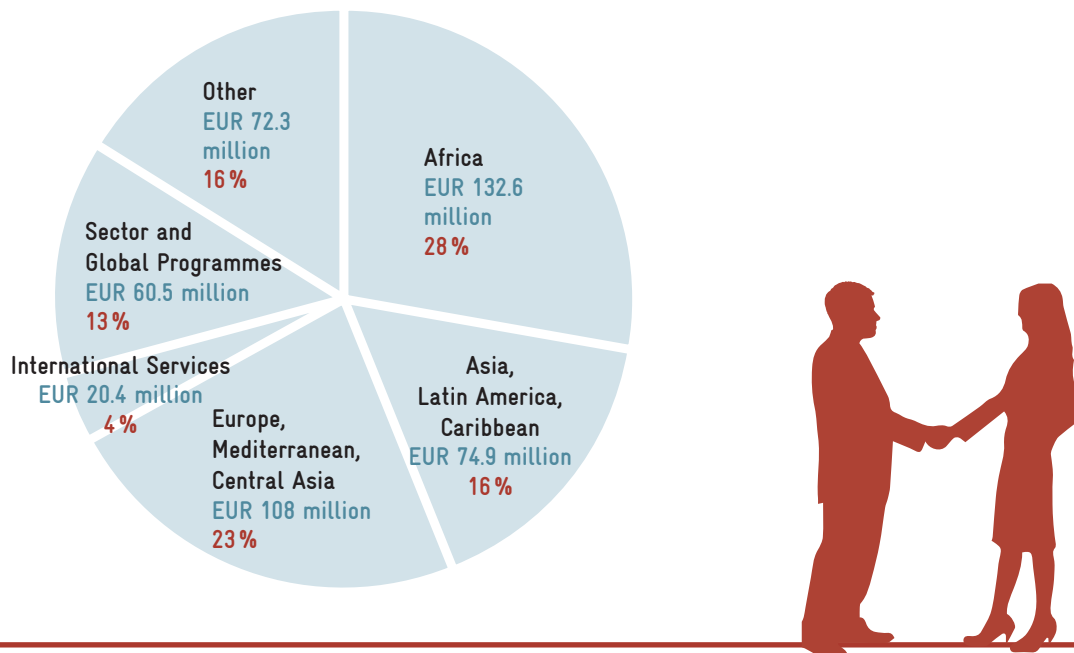
A list of the top 100 contractors who received service contracts in 2018 is provided in Annex III.

4.1.1 Service contracts entered into by the Procurement and Contracting Division

In 2018, the Procurement and Contracting Division entered into service contracts worth EUR 468.7 million as indicated above. Around 96 % of these contracts, amounting to EUR 448.3 million, related to GIZ's public-benefit business area. GIZ's taxable business area (International Services) accounted for 4 % of the contracts, worth EUR 20.4 million.

Figure 5 shows the distribution of the service contracts awarded by the Procurement and Contracting Division across the various departments of the company.

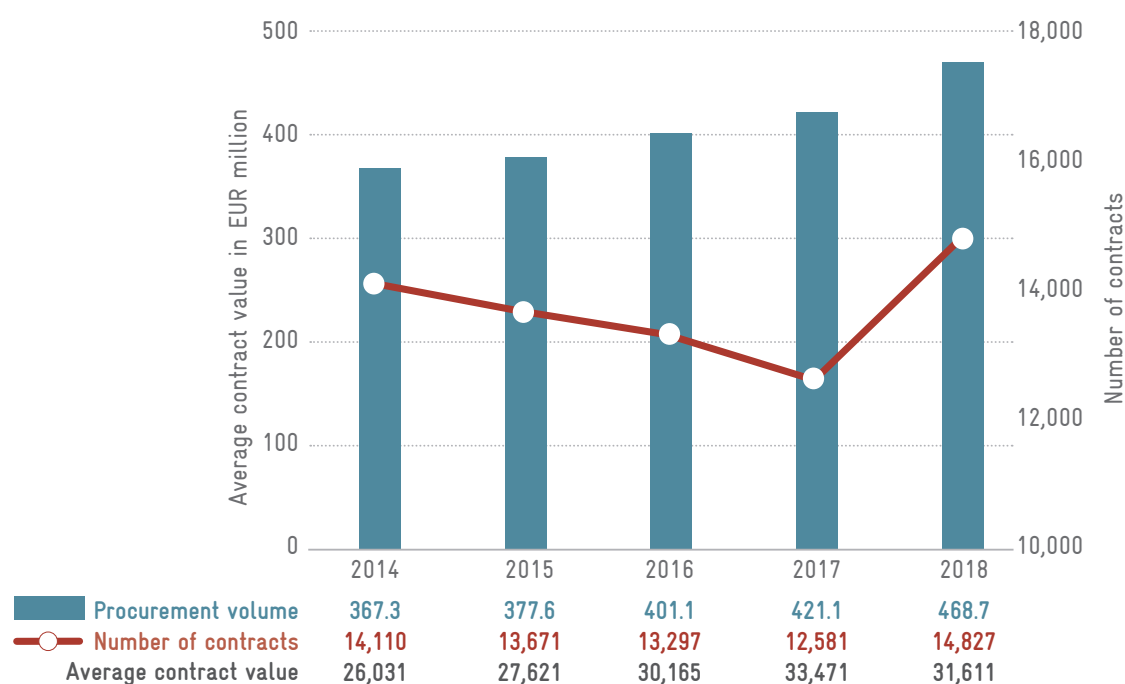
Figure 5
Head Office award of service contracts by department



Of the service contracts with a total volume of EUR 468.7 million that were awarded through Head Office, contracts with a total volume of EUR 396.4 million are directly attributable to the operational, project-managing departments. Consequently, the operational departments account for 84 % of the total volume of service contracts. The Africa Department has a share of 28 % of these contracts; the Asia, Latin America, Caribbean Department 16 %; the Europe, Mediterranean, Central Asia Department 23 %, the Sector and Global Programmes Department 13 % and the International Services Department 4 %. All other organisational units together account for 16 %.¹¹

Figure 6 shows the trend in the average value of service contracts awarded by the Procurement and Contracting Division between 2014 and 2018. The data includes the new contracts concluded during the relevant year under review as well as the addenda applied to existing contracts.

Figure 6
Head Office award of service contracts – trend in procurement volume compared to the number of contracts (2014 – 2018)



The average value of the service contracts concluded in 2018 is EUR 31,611, a slight fall of 5.6 % on the previous year. The average value of service contracts has risen by EUR 5,580 or 21.4 % since 2014.

¹¹ The other organisational units are the Management Board and the corporate units, the Sectoral Department (FMB), the Client Liaison and Business Development Department (AGE), the Digital Transformation and IT Solutions Department (DIGITS) and internal service providers.

Table 3 provides an overview of the ten main sectors for which the Procurement and Contracting Division awarded service contracts in 2018.

Table 3
Procurement and Contracting Division, main sectors by procurement volume for services

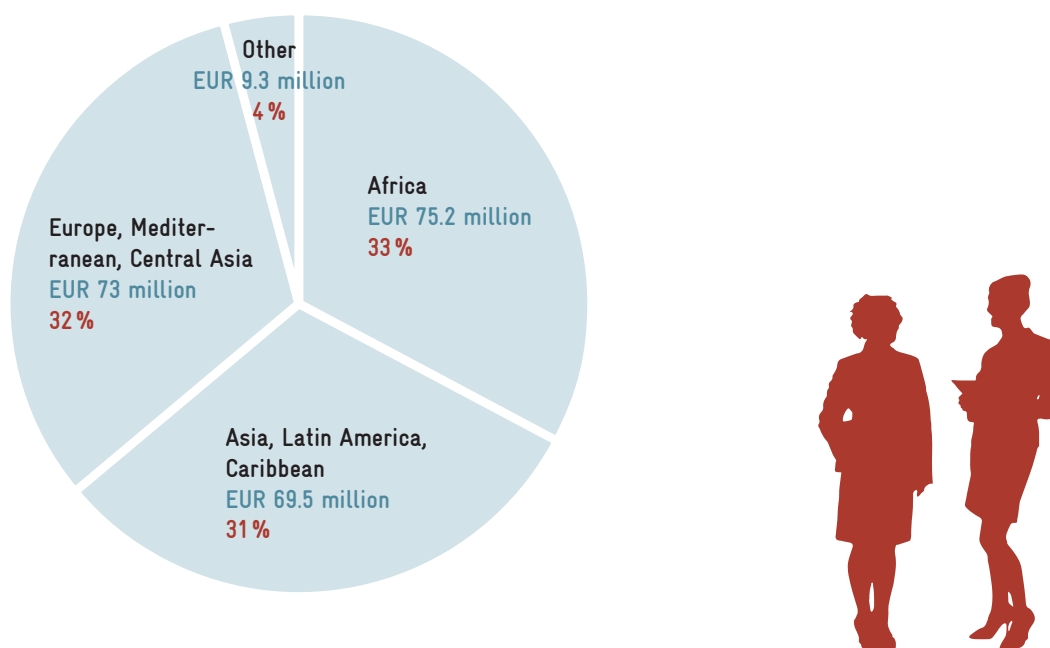
Sector	Procurement volume in EUR million	Percentage of total procurement volume for service contracts awarded by Head Office
Rural development and agriculture	43.4	9.3
Vocational education and training and the labour market	38.5	8.2
Energy	37.7	8.0
Water and wastewater, water resources	33.0	7.0
Decentralisation, urban and regional development	24.3	5.2
Private sector development	22.5	4.8
Organisational and management consulting	20.4	4.4
Forest and biodiversity	17.0	3.6
Crises, conflicts, disasters	15.3	3.3
Climate change	15.1	3.2

4.1.2 Service contracts entered into by GIZ country offices

In 2018, GIZ's country offices awarded contracts for services worth EUR 227 million in total. This is equivalent to nearly one third of the total procurement volume for service contracts.

Figure 7 shows the service contracts awarded by the country offices, broken down according to GIZ's three regional departments.

Figure 7
Service contracts awarded by GIZ country offices by regional department



The largest volume – EUR 75.2 million (33 %) – was placed by the country offices of the Africa Department, closely followed by those of the Europe, Mediterranean, Central Asia Department with EUR 73.0 million (32 %) and the Asia, Latin America, Caribbean Department with EUR 69.5 million (31 %). ‘Other’ covers all contracts not allocated to a particular regional department, e.g. for supraregional or global projects.

Table 4 shows the five highest-ranking countries for each of GIZ's three regional departments in terms of the procurement volume handled locally at the country offices. Apart from the scope of GIZ's engagement in the individual countries, the procurement volumes also indicate the extent to which local service providers and cooperation partners are involved in implementing projects.

Table 4 ^{12, 13}

Excerpt: service contracts awarded by GIZ country offices

	Recipient country	Procurement volume (in EUR million)
Africa Department	South Africa	6.6
	Ghana	4.8
	Benin	4.2
	Ethiopia	4.0
	Burkina Faso	3.5
	Total	23.1
30.7% of service contracts placed locally by this department		
Asia, Latin America, Caribbean Department	India	12.1
	Indonesia	6.8
	Brazil	4.8
	Mexico	4.5
	Bangladesh	4.2
	Total	32.4
46.6% of service contracts placed locally by this department		
Europe, Mediterranean, Central Asia Department	Morocco	6.7
	Belgium	6.7
	Iraq	6.4
	Tunisia	6.1
	Jordan	5.3
	Total	31.2
42.7% of service contracts placed locally by this department		



¹² Please see Annex II for the allocation of the various countries to GIZ's regional departments.

¹³ The contracts awarded by the field structure are classed by recipient country. Procurement at local level is sometimes conducted via the country offices in neighbouring countries if the recipient country has no office structure of its own due, for instance, to a conflict.

4.1.3 Service contracts with companies

Most of the service contracts concluded across the world in 2018 were awarded to companies. Figure 8 shows the trend in contracts awarded by the Procurement and Contracting Division and GIZ's country offices to companies since 2014.

Figure 8
Service contracts awarded to companies across the world



In 2018, service contracts worth EUR 560.5 million in total were concluded with companies. At EUR 382.9 million, over two thirds (68%) of this amount was awarded by the Procurement and Contracting Division. The country offices concluded contracts with a total value of EUR 177.6 million or 32% of the volume awarded to companies.

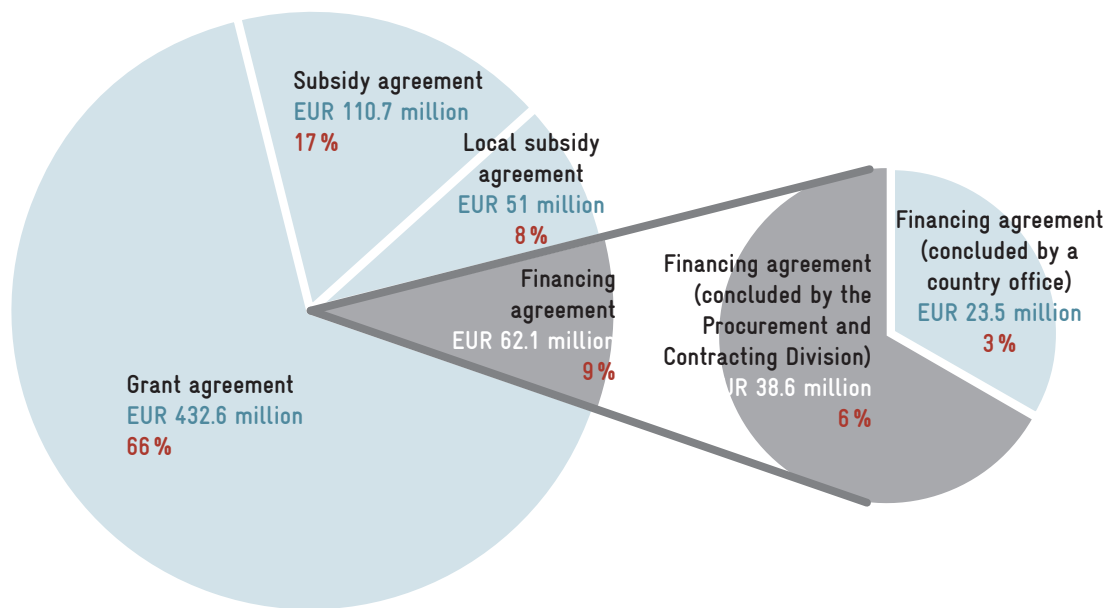
The volume of the service contracts awarded worldwide to companies increased by EUR 70.9 million or 14.5% year on year. This figure has risen by EUR 154.1 million or 38% since 2014.

4.2 Financing arrangements

GIZ entered into financing arrangements totalling EUR 656.4 million across the globe in 2018. Most of this amount (EUR 581.9 million or 88.7%) was placed by the Procurement and Contracting Division, compared to EUR 74.5 million (11.3%) awarded by GIZ country offices.

Figure 9 shows the financing arrangements concluded worldwide by type of agreement.

Figure 9
Financing awarded worldwide by type of agreement



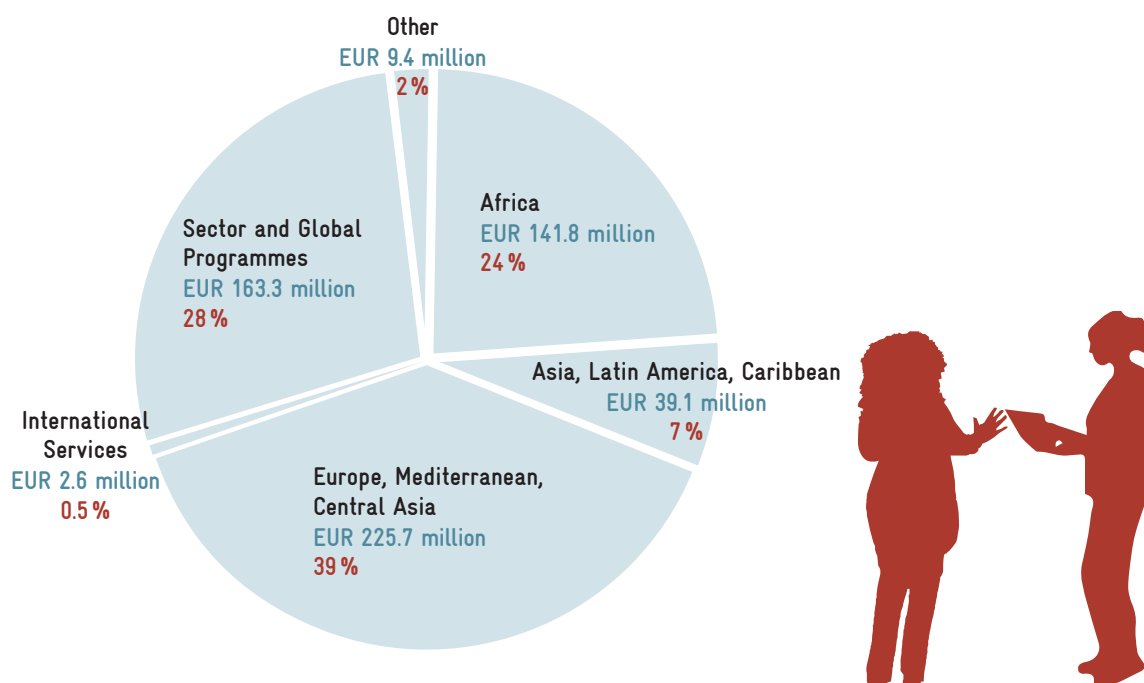
Two thirds of the financing arrangements (EUR 432.6 million) were concluded in the form of grant agreements with international and local non-profit institutions via the Procurement and Contracting Division. Subsidy agreements worth EUR 110.7 million or 17% of the global financing arrangements were concluded between the Procurement and Contracting Division and German non-profit institutions. EUR 38.6 million or 62.2% of the total EUR 62.1 million financing in the form of financing agreements with implementing partners in GIZ's partner countries was awarded by the Procurement and Contracting Division and EUR 23.5 million or 37.8% by the country offices.

4.2.1 Financing awarded by the Procurement and Contracting Division

In 2018, the Procurement and Contracting Division awarded financing worth EUR 581.9 million as indicated above.

Figure 10 shows the distribution of the financing awarded from Head Office by the Procurement and Contracting Division, broken down by department.

Figure 10
Head Office award of financing by department

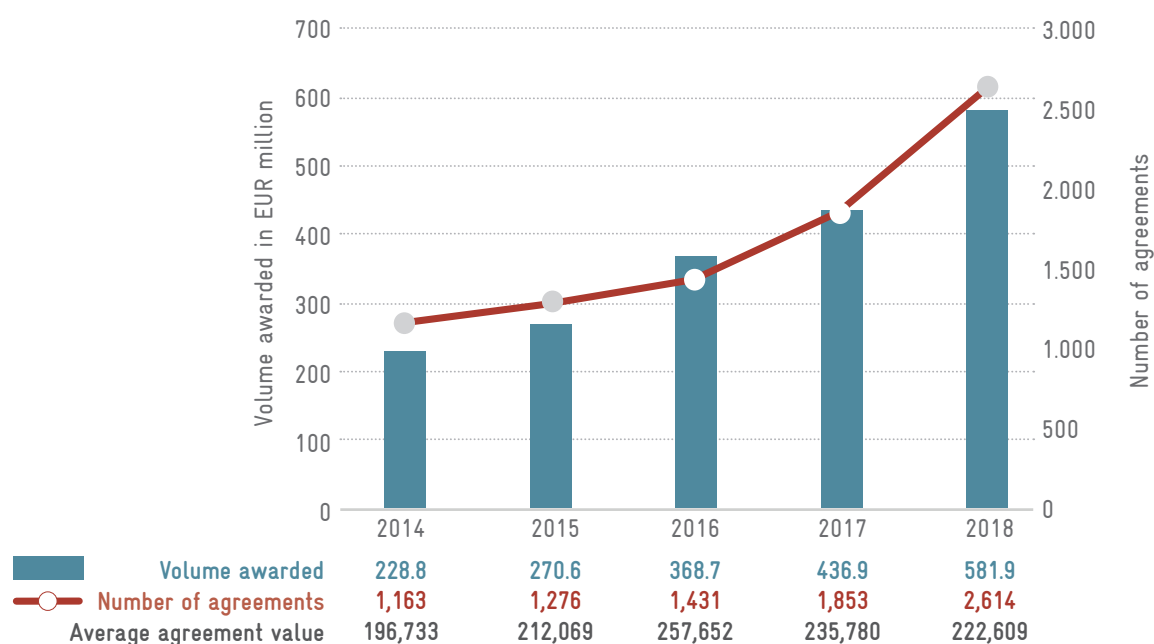


Of the financing with a total volume of EUR 581.9 million that was awarded through Head Office, contracts and agreements totalling EUR 572.5 million are directly attributable to the operational, project-managing departments with the rest going to all other organisational units together¹⁴. Consequently, the operational departments account for 98% of the total volume of financing awarded. The Europe, Mediterranean, Central Asia Department has a 39% share of this financing; the Sector and Global Programmes Department 28%; the Africa Department 24%, the Asia, Latin America, Caribbean Department 7% and the International Services Department 0.5%.

¹⁴ The other organisational units are the Management Board and the corporate units, the Sectoral Department (FMB), the Client Liaison and Business Development Department (AGE), the Digital Transformation and IT Solutions Department (DIGITS) and internal service providers.

Figure 11 shows the trend in the average value of financing awarded by the Procurement and Contracting Division between 2014 and 2018. The data includes the new agreements concluded during the relevant year under review as well as the addenda applied to existing agreements in that year.

Figure 11
Head Office award of financing – trend in volume awarded compared to number of agreements (2014 – 2018)



The average value of the financing awarded in 2018 amounts to EUR 222,609, a slight fall of 5.6% on the previous year. The average value of financing arrangements has risen by EUR 25,876 or 13.2% since 2014.

Table 5 provides an overview of the ten main sectors for which the Procurement and Contracting Division awarded financing in 2018.

Table 5
Procurement and Contracting Division, main sectors by volume of financing awarded (2018)

Sector	Volume awarded in EUR million	Percentage of total financing awarded by Head Office
Crises, conflicts, disasters	138.3	23.8
Rural development and agriculture	89.2	15.3
Vocational education and training and the labour market	32.8	5.6
Decentralisation, urban and regional development	29.2	5.0
Energy	28.0	4.8
Democracy, rule of law, gender	27.6	4.7
Private sector development	27.0	4.6
Climate change	22.0	3.8
Health	18.7	3.2
Forest and biodiversity	18.4	3.2

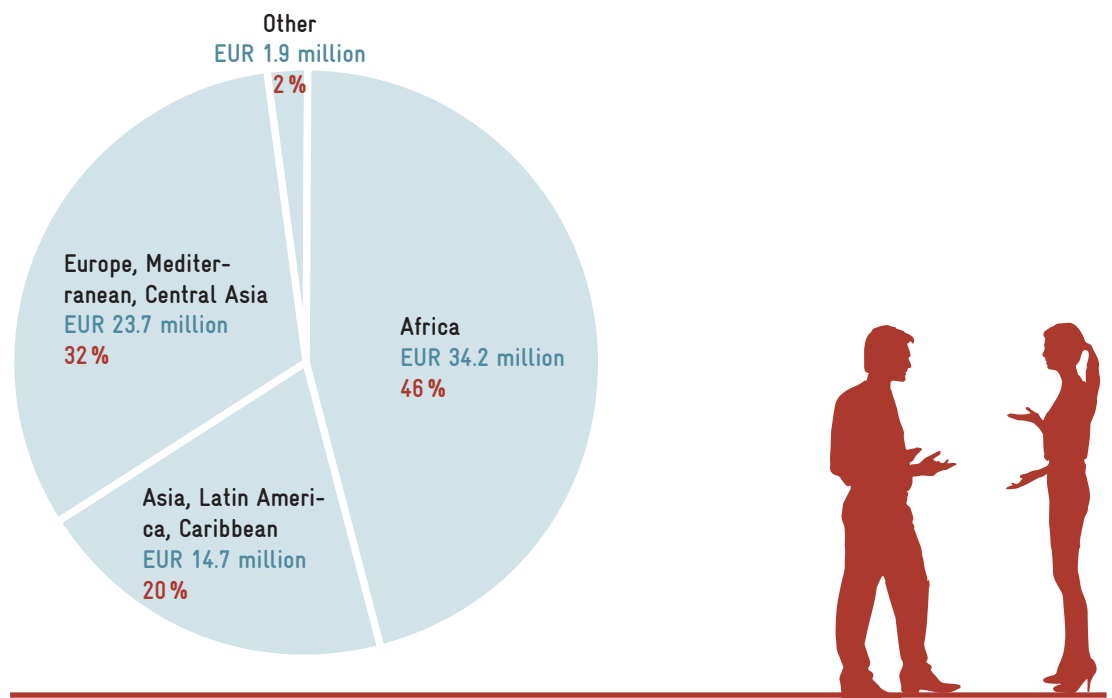


4.2.2 Financing awarded by GIZ country offices

In 2018, GIZ's country offices awarded financing worth EUR 74.5 million in total. This is equivalent to nearly one tenth of the total volume of financing awarded.

Figure 12 shows the financing awarded locally by the country offices, broken down into GIZ's three regional departments.

Figure 12
Financing awarded by GIZ country offices by department



The largest volume – EUR 34.2 million (46%) – was placed by the country offices of the Africa Department, followed by those of the Europe, Mediterranean, Central Asia Department with EUR 23.7 million (32%) and the Asia, Latin America, Caribbean Department with EUR 14.7 million (20%). ‘Other’ covers all financing not attributable to a particular regional department, e.g. for supranational or global projects.

Table 6 shows the five highest-ranking countries for each of GIZ's three regional departments in terms of the volume of financing awarded locally at the country offices. Apart from the scope of GIZ's engagement in the individual countries, the figures also indicate the extent to which local service providers and cooperation partners are involved in implementing projects.

Table 6 ^{15, 16}

Excerpt: financing awarded by GIZ country offices ¹⁷

	Recipient country	Volume awarded (in EUR million)
Africa Department	Ethiopia	3.0
	Somalia	2.9
	Mali	2.8
	Benin	2.6
	Niger	1.8
	Total	13.1
38.3% of financing awarded locally by this department		
Asia, Latin America, Caribbean Department	Laos	3.3
	Colombia	2.0
	Nepal	1.9
	Cambodia	1.4
	Mongolia	1.4
	Total	10.0
68.0% of financing awarded locally by this department		
Europe, Mediterranean, Central Asia Department	Iraq	7.1
	Albania	3.1
	Ukraine	2.3
	Syria	1.4
	Kosovo	1.1
	Total	15.0
63.1% of financing awarded locally by this department		

¹⁵ Please see Annex II for the allocation of the various countries to GIZ's regional departments.

¹⁶ The contracts awarded by the field structure are classed by recipient country. Procurement at local level is sometimes conducted via the country offices in neighbouring countries if the recipient country has no office structure of its own due, for instance, to a conflict.

¹⁷ The country offices award financing in the form of financing agreements and local subsidies (see Section 2.3).

4.3 Procurement of materials and equipment

The number of contracts placed for the procurement of materials and equipment declined slightly in 2018. In 2018, GIZ Head Office and the field structure procured materials and equipment with a total value of EUR 162.3 million, EUR 31.8 million or 24.4 % more than the previous year.

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

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

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

Many of these items are goods and materials that almost all projects need to carry out their work, such as vehicles and IT equipment. However, this list also includes individual purchases for emergency relief measures. A large number of individual orders were also placed to meet specific project needs.

Framework agreements are signed for frequently recurring orders of standardised goods (vehicles, IT, workshop materials, office materials and furniture, etc.). Given the amounts involved, these are concluded on the basis of Europe-wide public invitations to tender. A list of the top 100 suppliers to the Procurement and Contracting Division is attached in Annex V.

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

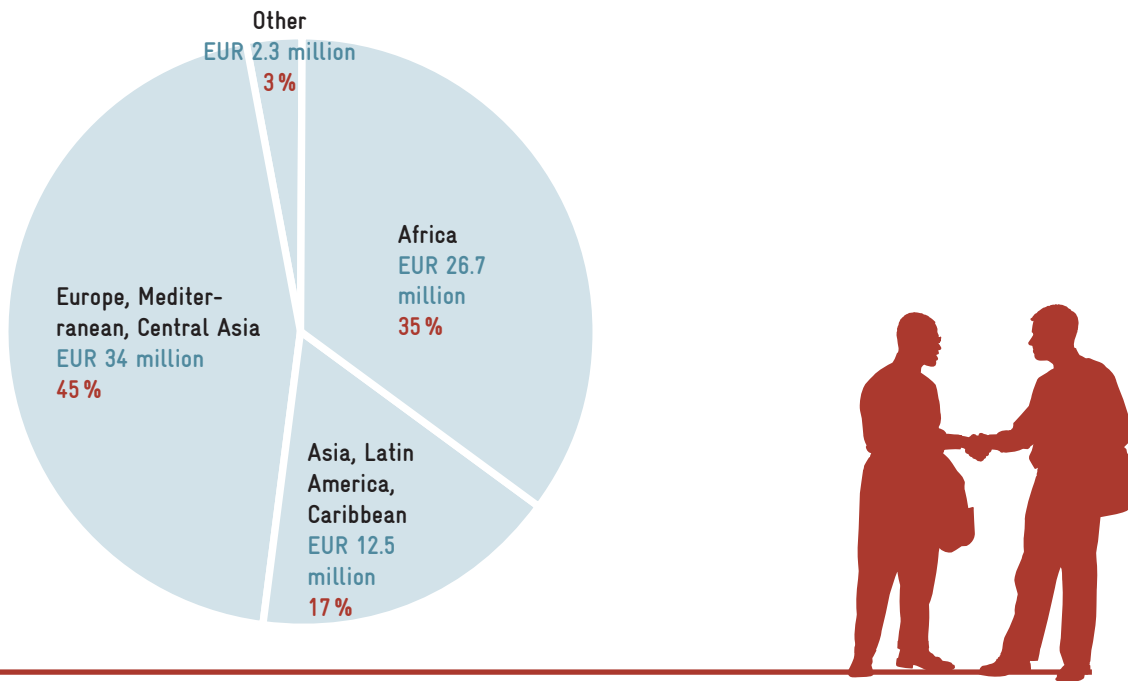
In 2018, GIZ's Procurement and Contracting Division placed orders totalling EUR 86.8 million for materials and equipment, which was EUR 21.3 million (32.5 %) more than in the previous year.

4.3.2 Procurement of materials and equipment by GIZ country offices

In 2018, GIZ's country offices placed orders totalling EUR 75.5 million for materials and equipment, which was EUR 10.5 million (16.2%) more than in the previous year.

Figure 13 illustrates the procurement of materials and equipment by GIZ's country offices, broken down into the company's three regional departments.

Figure 13
Procurement of materials and equipment by GIZ country offices by regional department (2018)



The greatest share of materials and equipment was purchased in the countries of the Europe, Mediterranean, Central Asia Department with a total value of EUR 34 million (45%). This was followed by the Africa Department with EUR 26.7 million (35.3%) and the Asia, Latin America, Caribbean Department with EUR 12.5 million (16.5%). 'Other' covers all contracts not allocated to a particular regional department, e.g. for supraregional or global projects.

Table 7 shows the five highest-ranking countries for each of GIZ's three regional departments in terms of the value of orders placed for materials and equipment in 2018.

Table 7 ^{18, 19}

Excerpt: procurement of materials and equipment by GIZ country offices (2018)

	Recipient country	Volume awarded (in EUR million)
Africa Department	Ethiopia	2.1
	Malawi	2.1
	Mali	1.7
	Chad	1.7
	Niger	1.6
	Total	9.2
34.5 % of contracts placed locally by this department		
Asia, Latin America, Caribbean Department	India	1.3
	Mongolia	1.2
	Colombia	0.9
	El Salvador	0.8
	Bangladesh	0.7
	Total	4.9
39.1 % of contracts placed locally by this department		
Europe, Mediterranean, Central Asia Department	Jordan	4.0
	Palestinian territories	3.8
	Tunisia	3.2
	Turkey	2.6
	Iraq	2.5
Total	16.1	
47.4 % of contracts placed locally by this department		

4.3.3 Vehicle procurement

Vehicles account for a significant proportion of total procurement at GIZ. The procurement volume for materials and equipment includes the purchase of a total of 759 vehicles with an overall value of EUR 22.2 million, representing an increase of 10 % over the previous year.

Vehicles can be purchased either via the Procurement and Contracting Division at Head Office or locally by the country offices, depending on where procurement is more cost-effective and whether import restrictions apply. The Procurement and Contracting Division spent EUR 13.4 million, including shipping, on

¹⁸ Please see Annex II for the allocation of the various countries to GIZ's regional departments.

¹⁹ The contracts awarded by the field structure are classed by recipient country. Procurement at local level is sometimes conducted via the country offices in neighbouring countries if the recipient country has no office structure of its own due, for instance, to a conflict.

purchasing 483 vehicles of all categories for projects and programmes. This is a fall of 7% on the previous year, in which EUR 14.4 million was spent. In 2018, the GIZ country offices purchased 276 vehicles locally, with a value of EUR 8.8 million. Worldwide, 95 more vehicles were purchased in 2018 than in the previous year, an increase of 14.3%.

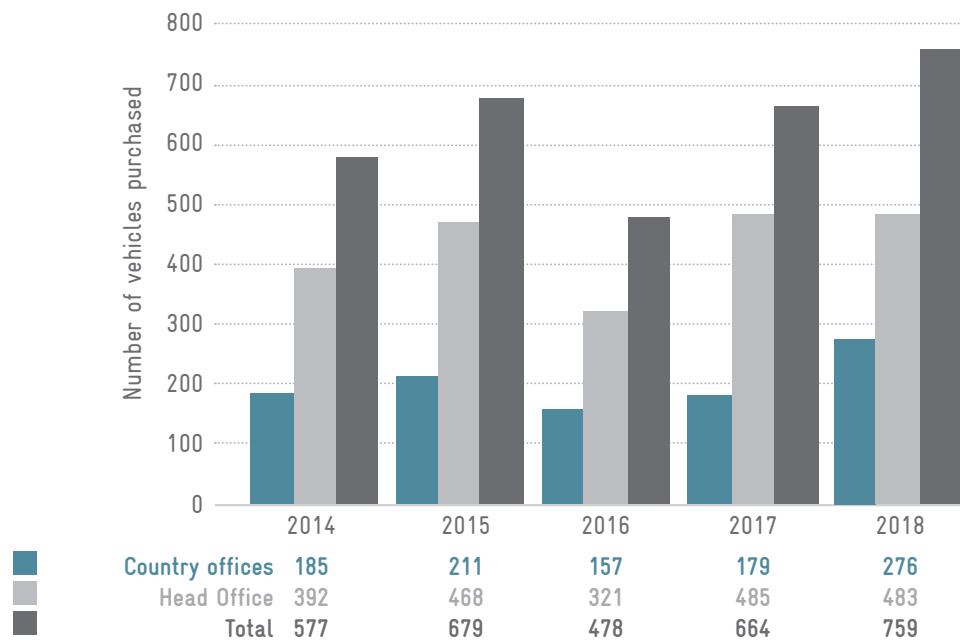
Vehicle procurement is broken down into six categories:

- ▶ Limousine station wagon (estate)
- ▶ Minibus
- ▶ Crew cab 4WD
- ▶ SUV 4WD station wagon
- ▶ Heavy duty (HD) 4WD station wagon
- ▶ Heavy duty (HD) 4WD station wagon with seating for 12/13

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

Figure 14 shows the trend in the numbers of vehicles purchased since 2014.

Figure 14
Procurement of vehicles (2018)



4.3.4 Logistical services

GIZ also purchases logistical services in order to ensure the smooth supply of materials, equipment and technical devices to projects, programmes and measures in Germany and abroad. In 2018, 2,556 contracts for logistical services were entered into for the transportation of goods by land, sea and air.

The total volume of EUR 162.3 million spent on materials and equipment includes contracts for logistical services amounting to EUR 1.3 million.



Annex I

Definitions

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

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

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

Business area

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

Business volume of GIZ

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

Cofinancing

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

Commissions received by GIZ

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

A

B

C

Competition

Competition implies that alternative providers compete with each other. The criterion for the existence of competition in a specific market is therefore the existence of alternatives for the other side of the market. Within GIZ, the term ‘competition’ is also used for all tender procedures with more than one participant (all except cases of direct awards or discretionary awards to an enterprise on exceptional grounds or negotiated procedures without a competitive tender involving a specific enterprise (section 14 (4) no. 2 of the German Ordinance on the Award of Public Contracts (VgV)).

Construction contract

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

Contract notice

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

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

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

Contractor

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

D

Discretionary award with (prior) call for competition

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

Equal treatment of bidders/ Principle of non-discrimination

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

Financing agreement

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

Financing arrangements

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

Follow-on contracts

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

Framework agreement (often termed framework contract)

Framework agreements enable the public contracting authority to combine individual contracts within one procurement procedure. The framework agreement can be concluded with one or several companies or appraisers/individuals and serves to establish the conditions for the public contracts that are to be awarded during a specified period (generally up to four years). The main condition established is the price (see section 103 (5) of the German Act against Restraints of Competition (GWB) and section 21 of the German Ordinance on the Award of Public Contracts (VgV)). Usually, though, no purchase obligation is assumed. On the basis of the signed framework agreement, the public contracting authority calls on its contractual partner to perform individual contracts at later dates to be established by the authority itself.

G

German consultancy sector

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

Grant agreement

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

I

Implementing organisations

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

Individual person(appraiser or advisor)

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

L

Local subsidy

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

M

Market survey

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

P

Principle of competition

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

Principle of economic advantage and principle of economy

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

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

Principle of transparency

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

Procurement

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

Procurement of materials and equipment

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



Publication

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

1. By publishing the contract notice, the public contracting authority publicly declares its intention to award a public contract or to enter into a framework agreement.
2. Prior information notices: procurement law offers the public contracting authority the possibility of announcing planned contract awards by means of what is called a prior information notice. If the authority has published a prior information notice, it can benefit from simplified procedures in the subsequent procurement procedure (shorter time limit for tender submission).
3. Contract award notices are publications of contract awards that have already been placed. The contract awards are additionally published on GIZ's website. This so-called ex-post notice must be published within 30 days of the date on which the contract was awarded or a framework agreement was entered into (section 39 (1) of the German Ordinance on the Award of Public Contracts (VgV)).
4. Notices about contract changes: The public contracting authority is also obliged to publish any changes to the contract that has been placed; the authority is entitled to make these changes without carrying out a new procurement procedure.

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

R

Recipient of financing

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

Regional allocation

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

S

Sectoral focus

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

Service

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

Service contract

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

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

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

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

Eligible private-sector enterprises (all over the world) that are commissioned by GIZ to help fulfil its development-policy tasks and functions when and to the extent that this appears expedient and cost-effective (Article 5 of the General Agreement between BMZ and GIZ). Consulting firms are engaged by GIZ to implement consulting projects and programmes, to produce reports in connection with project appraisals and evaluations, and to prepare feasibility studies.

Service-providing institution

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

Subsidy agreement

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

Tender procedure

The term 'tender' is often used as a synonym for 'procurement' or for the general process of awarding public contracts. Different procedures are followed depending on whether the total value of the contract is below the EU threshold (EUR 221,000) or above (i.e. from EUR 221,000). The types of procurement procedure in the lower band are set out in section 3 of the German Contracting Rules for the Award of Public Service Contracts - Supplies and Services (VOL/A):

- ▶ **Public invitation to tender:** a public invitation to submit tenders, open to any number of enterprises.
- ▶ **Limited invitation to tender:** The tender is open to a limited number of enterprises (always at least three) that are invited to submit tenders (with or without a competitive tender).
- ▶ **Discretionary award procedure:** The client selects and contacts a number of enterprises (always at least three, with or without a competitive tender) to negotiate the terms of the contract.

- ▶ **Direct purchase:** In business with BMZ, services with a value of up to EUR 1,000 (for services related to commissions from the Federal Foreign Office, up to EUR 500) may be procured without holding a competitive tender. (At GIZ, however, this procedure is only used for services that cannot be obtained by means of individual ‘calls’ for services under an existing framework agreement (e.g. via SRM).

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

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

Unit placing or awarding the contract

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



Annex II

GLZ's regional departments

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



Annex III

Top 100 service contractors

Name	No. of contracts/ agreements	Contract/ agreement value in EUR
GFA Consulting Group GmbH, Hamburg	101	56,342,281.00
GOPA Infra GmbH, Bad Homburg	16	11,259,905.00
AFC Agriculture and Finance Consultants GmbH, Bonn	22	7,575,808.00
GOPA Gesellschaft für Organisation, Planung und Ausbildung mbH, Bad Homburg	27	6,553,255.00
ECO Consult Sepp & Busacker Partner, Oberaula	29	6,301,004.00
Adelphi Consult GmbH, Berlin	52	6,162,148.00
Integration International Management Consultants GmbH, Frankfurt	14	5,788,939.00
GOPA Worldwide Consultants GmbH, Bad Homburg	8	5,723,769.00
Hogg Robinson Germany GmbH & Co. KG Agrippeum, Cologne	2	5,641,804.00
AMBERO Consulting Gesellschaft mbH, Kronberg	21	5,089,197.00
INTEGRATION Umwelt & Energie GmbH, Gräfenberg	19	4,045,165.00
Landell Mills International Ltd, Dublin, Ireland	1	3,974,943.00
GOPA Consultants GmbH, Bad Homburg	17	3,635,707.00
COMO Consult GmbH, Hamburg	54	3,397,834.00
HEAT GmbH, Glashütten	10	3,345,122.00
Harlow International Harlow/Harlow Group, Baghdad, Iraq	1	3,336,317.00
PSD Piepenbrock Sicherheitsdienste GmbH & Co KG, Frankfurt	3	3,060,012.00
Moore Stephens LLP, London, UK	467	2,907,800.00
Akademie Deutscher Genossenschaften, Montabaur	7	2,752,434.00
Geomedia GmbH, Bonn	10	2,656,609.00
denkmodell GmbH, Berlin	120	2,571,161.00
INBAS GmbH, Offenbach	5	2,513,140.00
Renewables Academy (RENAC) AG, Berlin	9	2,448,244.00
Unique Forestry and Land Use GmbH, Freiburg	30	2,275,563.00
Mott MacDonald Romania SRL, Bucharest, Romania	4	2,270,328.00
Moore Stephens Ludewig AG	450	2,175,364.00
Health Focus GmbH, Potsdam	14	2,073,114.00
Aramark GmbH, Eschborn	2	1,979,485.00
Energyonautics GmbH, Darmstadt	11	1,971,651.00
Open Text Software GmbH, Grasbrunn	9	1,952,248.00
Dorsch International Consultants GmbH, Munich	5	1,893,832.00
IP Institut für Projektplanung GmbH, Stuttgart	10	1,844,217.00
K.I.T. GmbH Association & Conference, Berlin	2	1,843,635.00
FAZIT Communication GmbH, Frankfurt	5	1,692,262.00
DFS – Deutsche Forstservice GmbH, Feldkirchen	7	1,669,132.00
Partners for Innovation BV, Amsterdam, Netherlands	3	1,661,778.00
Intec – GOPA International Energy, Bad Homburg	5	1,650,021.00
PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft, Frankfurt am Main	64	1,537,873.00
PEM GmbH, Düsseldorf	11	1,414,345.00
Control Risks Group Limited Iraq, Baghdad, Iraq	1	1,395,651.00
GKW Consult GmbH	2	1,377,399.00
management4health GmbH, Frankfurt am Main	19	1,364,399.00
IRAM, Institut de recherches et d'applications des méthodes de développement, Paris, France	6	1,340,274.00
ICON Institut GmbH, Cologne	19	1,333,741.00
Wuppertal Institut, Wuppertal	5	1,331,625.00
Carl Duisberg Centren gemeinnützige GmbH, Cologne	15	1,321,785.00
EPOS Health Management, Bad Homburg	6	1,311,515.00
Particip GmbH, Freiburg	12	1,268,862.00
sequa gGmbH, Bonn	5	1,268,567.00



Akut Umweltschutz Ingenieure Burkard & Partner, Berlin	8	1,217,431.00
COFAD Beratungsgesellschaft für Fischerei, Aquakultur und Regionalentw. mbH, Weilheim	5	1,162,806.00
Dna Economics, Pretoria, South Africa	1	1,144,870.00
Mainlevel Consulting AG, Eschborn	33	1,107,148.00
CIWI. POL Conseil, Paris, France	2	1,072,975.00
Microsoft Deutschland GmbH, Munich	2	1,054,530.00
Frankfurt School of Finance and Management	7	1,047,691.00
Zebralog GmbH & Co. KG, Berlin	2	1,037,178.00
Fraunhofer-Gesellschaft, Munich	17	1,013,677.00
BVZ gGmbH	1	1,000,000.00
ECO Consult Sepp & Busacker Partner, Oberaula	4	989,896.00
Syspons GmbH, Berlin	34	962,104.00
Inensus GmbH, Goslar	5	944,690.00
Wilde Beissel von Schmidt GmbH Veranstaltungsmanagement, Berlin	8	930,797.00
Fakt-Beratung für Management, Bildung und Technologien GmbH, Stuttgart	44	924,640.00
Moeller & Poeller Engineering(M.P.E.) GmbH, Tübingen	12	910,946.00
PLANCO Consulting GmbH, Hamburg	6	903,044.00
IAK AGRAR CONSULTING GmbH, Leipzig	2	893,276.00
MediaCompany GmbH, Bonn	26	890,156.00
2D3D. GIS, La Rochelle, France	4	885,332.00
DFIC – Dr. Fromme International Consulting, Essen	5	878,180.00
KIAG Knowledge Intelligence Applications GmbH, Bonn	6	874,681.00
Öko-Institut e.V., Freiburg	5	858,923.00
Solid Rock Life and Business Ltd, Kampala, Uganda	1	854,799.00
Fichtner GmbH & Co. KG, Stuttgart	8	809,617.00
Aramark Holdings GmbH & Co. KG, Neu Isenburg	5	803,382.00
ADT Project Consulting GmbH, Bonn	3	803,265.00
Gottschalk Logistic System GmbH, Kerpen	2	802,500.00
GOPA Jordan LLC	1	774,885.00
WMU GmbH, Madgeburg	17	773,297.00
evaplan GmbH; Heidelberg	11	756,179.00
Jeunesse Active Pour la Lutte Contre la Pauvreté, Yaoundé, Cameroon	1	755,352.00
The Energy and Resources Institute, New Delhi	1	749,936.00
The Cadmus Group LLC	1	749,936.00
KPMG Advisory Services, Gurugram, India	1	747,912.00
IHS Institute for Housing and Urban Development, Rotterdam, Netherlands	1	744,520.00
NIRAS A/S, Allerød, Denmark	2	738,750.00
Dornier Consulting GmbH, Berlin	1	736,162.00
Dirk Müller Gebäudedienste GmbH, Bonn	4	717,370.00
Econoler International Inc., Quebec	5	716,201.00
Alte Leipziger Versicherung AG, Oberursel	1	696,498.00
Milango GmbH, Worms	39	679,151.00
COMETE Engineering, Mahrajène, Tunis, Tunisia	1	675,000.00
Development Transformations, LLC, Washington, USA	4	664,551.00
Tactical Survival Concepts GbR Mario Nowak, Dortmund	13	663,056.00
AHT Group AG Management & Engineering, Essen	7	658,465.00
GITEC-IGIP GmbH, Cologne	2	639,646.00
Ressourcenmangel GmbH, Berlin	2	632,770.00
Export Akademie Baden Württemberg GmbH, Tübingen	12	623,756.00
Oxford Policy Management Ltd., Oxford, UK	9	617,709.00
Deutsche Management Akademie Niedersachsen gemeinnützige GmbH, Celle	12	614,453.00
Total	2,147	243,261,234.00



Annex IV

Top 100 recipients of financing

Name	No. of contracts/ agreements	Contract/ agreement value in EUR
The World Bank, Washington, DC	20	20,488,497.00
Deutsche Welthungerhilfe e.V., Bonn	21	18,151,620.00
United Nations Secretary General, New York	28	18,071,301.00
C40 Cities Climate Leadership, New York	5	14,497,006.00
United Nations High Commissioner, Geneva	2	11,990,219.00
IMF – International Monetary Fund, Washington DC	1	9,500,000.00
Danish Refugee Council, Kopenhagen	8	8,378,683.00
ILRI – International Livestock Research Institute, Nairobi	4	7,215,179.00
Expertise France, Paris	4	6,541,343.00
SNV Netherlands Development, Den Haag	15	6,443,174.00
Mercy Corps Europe, Edinburgh, Ashqelon	9	6,207,626.00
The United Nations Relief and Works Agency	11	6,154,681.00
Local Government Development Centre, Kiev	2	5,970,919.00
Assoziation gesell. Vereinigungen, Moskau	2	5,831,982.00
Action Contre la Faim, Paris	2	5,735,000.00
UNDP – United Nations Development, New York	17	5,602,109.00
ACTED, Paris	5	5,581,302.00
United Nations Entity for Gender Equality, New York	2	5,344,068.00
Aktion gegen den Hunger gGmbH, Berlin	8	5,063,192.00
Norwegian Refugee Council, Oslo	7	4,485,406.00
CIP-Centro Internacional de la Papa, Lima	7	4,394,318.00
International Organization for Migration, Genf	8	4,292,273.00
Ministère des Finances et du Budget, Antananarivo	1	3,923,620.00
Center for International Legal Cooperation, The Hague	2	3,773,658.00
Nachwuchsstiftung Maschinenbau gGmbH, Bielefeld	1	3,642,749.00
Roads Development Agency, Hargeisa	1	3,635,761.00
CARE Deutschland-Luxemburg e.V., Bonn	7	3,501,877.00
RWANGA FOUNDATION, Ebril	3	3,456,906.00
British Council, London	2	3,296,857.00
T.C. MILLI EGITIM BAKANLIGI, Ankara	2	3,019,267.00
World Vision Deutschland e.V., Friedrichsdorf	4	3,010,018.00
Instituto Interamericano de Cooperation, Lima	1	3,000,000.00
Hungarian Interchurch Aid, Budapest	1	2,998,157.00
Internationaler Bund (IB) Träger der Jugend-, Sozial- und Bildungsarbeit, Frankfurt	1	2,818,774.00
Norwegian Church Aid, Oslo	1	2,800,000.00
Catholic Relief Services, Baltimore	1	2,731,305.00
Deutscher Akademischer Austauschdienst e.V., Bonn	8	2,512,080.00
UNESCO-UNITED NATIONS EDUC., Paris	9	2,430,896.00
Gesellschaftliche Stiftung „Vereinigung der Deutschen Kasachstans – Wiedergeburt“, Astana	2	2,343,871.00
Royal Society for the Conservation of Nature, Amman	1	2,331,753.00
Un ponte per#, Roma	1	2,295,325.00
Bildungswerk der Deutschen Landwirtschaft, Bonn	5	2,236,950.00
WHO World Health Organization, Genf	5	2,175,020.00
Berufliche Fortbildungszentren der bayrischen Wirtschaft, München	2	2,129,471.00
Oxfam Deutschland e. V., Berlin	1	2,109,858.00
Social Impact gGmbH, Potsdam	1	2,092,230.00
Stiftung Menschen für Menschen, München	1	2,077,627.00
Goethe Institut e. V., München	5	2,031,772.00

Plan International Deutschland, Hamburg	1	2,000,000.00
OECD Programme Budget, Paris	12	1,892,569.00
Union of Medical Care and Relief, Gaziantep	2	1,852,957.00
Foundation for Ecological Security, Gujarat	1	1,846,783.00
SOLWODI Deutschland e.V., Boppard (Hirzenach)	3	1,786,107.00
International Blue Crescent Relief, Istanbul	2	1,785,714.00
Southern African Development, Gaborone	4	1,751,608.00
Terre des Hommes Fondation, Lausanne	4	1,724,356.00
International Labour Organization, Geneva	8	1,721,454.00
Jiyan Foundation for Human Rights, Erbil	1	1,702,489.00
Diwan Company, Mosul	1	1,700,000.00
Community Markets for Conservation, Lusaka	2	1,684,574.00
ICRAF World Agroforestry Centre, Nairobi	4	1,684,000.00
National Commission for Social Action, Freetown	2	1,627,844.00
ODI Overseas Development Institute, London	7	1,601,818.00
International Water Management, Battaramulla	10	1,562,906.00
WITS Health Consortium (Pty) Ltd., Johannesburg	1	1,551,247.00
CIAT Centro Internacional de Agricultura, Cali	4	1,549,809.00
Sosyal Suriye Grouplari (SSG), Antakaya	2	1,543,887.00
Regional Rural Development, Skopje	4	1,519,744.00
Polska Akcja Humanitarna, Warsaw	4	1,515,686.00
Rehabilitation Education and – Community Health, Sulaymanya	2	1,510,180.00
International HIV/AIDS Alliance, East Sussex	1	1,491,296.00
OTTO-BENECKE-STIFTUNG, Bonn	1	1,435,257.00
ICRISAT International Crops Research Institute for the Semi-Arid Tropics, Andhra Pradesh	5	1,416,226.00
International Center for Living, Penang	2	1,414,332.00
Water Authority of Jordan, Amman	2	1,400,000.00
Asian Vegetable Research and Development, Tainan	3	1,379,954.00
Bioversity International, Maccarese	3	1,370,000.00
Innovation Centre Kosovo – ICK, Prishtina	1	1,366,051.00
Search for Common Ground, Bruxelles	5	1,352,567.00
Electricidade De Mocambique E.P., Maputo	2	1,349,778.00
enpact e.V., Berlin	3	1,308,078.00
ICIPE International Centre of Insect Physiology and Ecology, Nairobi	2	1,300,000.00
The International Rice Research, Los Banos Laguna	2	1,300,000.00
Municipal Development and Lending Fund Palestine, Al Bireh	1	1,300,000.00
Gaziantep Chamber of Industry (GCI), Gaziantep	1	1,261,899.00
Fondazione AVSI, Milan	6	1,258,232.00
UNIDO United Nations Industrial, Wien	5	1,256,969.00
Watershed Organisation Trust, Maharashtra	1	1,253,346.00
YUVA ASSOCIATION, Istanbul	5	1,227,333.00
Potsdam-Institut für Klimafolgen, Potsdam	3	1,222,869.00
NYIRAHINDWE HPP LTD, Kigali	1	1,201,896.00
Regionalentwicklungsagentur Zentrum, Ialoveni	2	1,200,740.00
NET – National Employment and Training, Amman	2	1,200,677.00
Freundeskreis Asyl Karlsruhe e.V., Karlsruhe	1	1,200,206.00
International Medical Corps UK, London	1	1,200,000.00
ITC – International Trade Center, Genf	3	1,198,596.00
Munich Climate Insurance Initiative, Brussels	4	1,193,392.00
European Institute of Peace, Bonn	4	1,187,068.00
National Board of Small Scale Indus, Accra	1	1,176,785.00
WWF Deutschland, Berlin	3	1,172,323.00
Total	417	334,464,939.00



Annex V

Top 100 contractors supplying materials and equipment

Name	No. of contracts/ agreements	Contract/ agreement value in EUR
ToyotaMotorsEuropeTGSToyotaGibraltar–StockholdingsLtd.,Gibraltar	213	11,206,539.9
CrayonDeutschlandGmbH,Oberhaching	9	8,337,679.0
CANCOMonlineGmbH,Berlin	11,118	5,589,039.4
ALGANutzfahrzeug-undBaumaschinenGmbH+Co.KG,Sittensen	12	4,882,201.9
FWWFahrzeugwerkGmbH,Helpt	1	3,811,855.5
FarmingtonsAUTOMOTIVEGmbH,Georgsmarienhütte	6	2,992,800.0
AmexExport–ImportGmbH,Vienna,Austria	19	2,660,215.1
Handelsges.HinrichZiegermbH,Hamburg	3,108	2,332,576.3
KonumDisTicaretLtd.Sti.,Cukurova–Adana,Turkey	2	2,214,670.0
BechtleGmbH&Co.KG,Darmstadt	592	1,877,554.0
WilhelmBarthGmbH&Co.KG,Fellbach	5	1,218,080.8
StoofInternationalVertriebsgesellschaftmbH,Borkheide	1	1,172,940.0
Kjaer&KjaerWorldwideA/S,Svendborg,Denmark	27	1,129,057.2
BossPro–TecGmbH,Albstadt	12	1,100,859.1
TechnologieTransferMarburgindieDritteWelte.V.–TTM,Cölbe	34	1,097,347.7
NISSANTRADINGCO.,LTD.,Yokohama,Japan	38	1,015,558.6
E.+E.BOSSGmbHWerkzeuge–Maschinen,Albstadt	17	913,292.3
GESATGes.f.SoftwareAutomatisierung&TechnikmbH,Frankfurt	131	872,537.3
FujitsuTechnologySolutionsGmbH,Frankfurt	6	828,132.4
ECODistributionLimited,Dhaka,Bangladesh	1	821,259.5
Lucas–NülleGmbH,Kerpen	6	742,473.1
KMRINSAATELEKT.ITH.IHR,Sirnak,Turkey	3	725,248.0
FujitsuTechnologySolutionsGmbH,Düsseldorf	14	720,434.2
GrundfosGmbH,Erkrath	2	704,174.9
ActiveHealth,Duhok,Iraq	1	659,205.0
SETECEngineeringGmbH&Co.KG,Klagenfurt,Austria	3	601,843.5
EnergieversorgungOffenbachAG,Offenbach	1	553,470.0
FESTODidacticGmbH&Co.KG,Denkendorf	7	552,830.1
LMSConsultGmbH&Co.KG,Brigachtal	33	520,653.0
BS–consult–investSebastianBecker&AntonStockmannGbR,Dresden	22	510,349.4
ecadiaGmbH,Kornwestheim	1	492,517.5
Walter&MüllerGmbH,Saarbrücken	32	471,867.7
BakentAmbulansBSK,EtimesgutAnkara,Turkey	1	438,000.0
Horn&CosifanComputersystemeGmbH,Frankfurt	1,110	422,672.0
WolfgangWalterGmbH,Darmstadt	21,022	412,217.8
OilpressGmbH&Co.KG,Reut	5	386,203.0
HaffendenGroves(PTY)LTDt/adryersforAfrica,Nelspruit,SouthAfrica	2	386,056.0
AGITechnologies,Düsseldorf	17	379,666.6
WichmannDatentechnikSangerhausenGmbH,Halle	120	378,033.3
ESEExpertGmbH,Neuruppin	5	371,983.8
ARAMARKHoldingsGmbH&Co.KG	23,558	365,950.6
AlDarbLTD.,Amman,Jordan	1	365,440.0
RFSysconUmweltsystemeGmbH,Freudenberg	7	353,532.2
Kerst+Schweitzer,FrankfurtamMain	1,124	339,657.8
J.Gerber&Company(Japan)LTD,Tokyo,Japan	24	332,325.9



Pulsonic,Orsay,France	2	319,736.2
ETSDIDACTICGmbH,Kinding	3	318,535.0
RAACHSOLAR,Dettingen/Ilfer	9	315,375.9
VanAmerongenBV,Tiel,Netherlands	1	309,748.2
ThinkAboutITGmbH,Münster	47	306,296.1
OttoBockHealthCareGmbH,Duderstadt	1	306,059.0
Alfers&SohnNutzfahrzeugeGmbH,Cloppenburg	5	279,403.3
STAMASTahl-undMaschinenbauBadSaarowGmbH,BadSaarow	1	264,820.0
AlbaconSystemhausGmbH,BadDoberan	86	264,337.9
BlackBridgeAG,Berlin	1	263,901.2
VolkswagenAG,Wolfsburg	6	261,674.2
ZiruxGmbH,Riegelsberg	594	258,590.3
ReminLtd,Dobrich,Bulgaria	3	258,250.0
RedigerGmbH,Rheinbach	13	256,399.9
FirmaContenur,Siegen	1	248,961.6
Antonius-Apotheke,Deggendorf	70	228,111.6
ATNEngineeringB.V.,Stadskanaal,Netherlands	2	224,000.0
SebaDynatronicMess-undOrtungstechnikGmbH,Baunach	2	211,981.0
AsantysSystemsGmbH,Hausach	5	207,991.1
TesaMedikalSaglikHimz.San.Tic.LTD.Stl.,Ankara,Turkey	1	203,361.0
Projektions-Systeme-Schmitte.K.,Leimen	1	199,492.0
analyticoninstrumentsgmbh,Rosbach	1	199,009.4
EggersmannAnlagenbauConceptGmbH,BadOeynhaus	1	188,614.5
ARAMARKHoldingsGmbH&Co.KG	9,689	185,984.7
HexagonMetrologyGmbH,Wetzlar	1	184,100.0
WoodwardGmbH,Stuttgart	2	183,746.5
AJPowerLtd,Craigavon,Ireland	1	180,323.2
KNTTelecomGmbH,Balingen	28	178,442.2
PhaesunGmbH,Memmingen	3	176,159.8
R.I.D.GmbH,Kirchardt	2	174,975.4
Solar23GmbHBüroUlm/Memmingen,Ulm	3	174,572.9
WAMAXAG,Avenches,Switzerland	1	171,448.2
BAUERKOMPRESSORENGes.m.b.H.,WienerNeudorf,Austria	1	168,000.0
AlvanBlanch,Chelworth,Malmesbury,Wiltshire,UK	2	157,208.0
E.W.NeuGmbH,Werkzeuge,Maschinen,Worms	2	156,340.0
PA-IDGmbH,Kleinostheim	3	150,836.9
MANSARDWerbemittelGmbH,BadSoden	12	150,434.8
ENAnetGbR,Dasing	82	150,370.5
FPSWerkzeugmaschinenGmbH,Warngau	1	148,100.0
SpinnerWerkzeugmaschinenfabrikGmbH,Sauerlach	1	146,900.5
WeldPlusGmbH,Münschenbach	2	146,456.4
KabeckHansDieterBeckerGmbH,Dillingen	1	142,000.0
DruckereiLokay,Rheinhain	22	141,583.7
AyanAmbulansA.S.,Ankara,Turkey	1	131,190.0
PeerlessPumpCompany,Indianapolis,USA	1	130,961.6
CitizenOffice,Düsseldorf	5	130,193.0
KSBAG,Halle	1	129,379.2
FinalMileLogistics,Amman,Jordan	1	126,123.8
FESTODidacticGmbH&CO.,Esslingen	1	125,488.5
G.U.N.T.GerätebauGmbH,Barsbüttel	1	124,441.0
COMPAREXDeutschlandAG,Leipzig	195	123,102.7
Zehnbauer-ITGmbH,Mannheim	29	121,623.1
TeslaGermanyGmbH,Munich	1	119,280.0
GrubeKG,Bispingen	5	117,981.6
PPPSservice&Verlag,NorbertWegee.K.,Gladenbach	218	113,424.4
Total	73,647	78,916,822.8





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