

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

2019

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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Titel: © GIZ/Lennart Kehl. Global programme 'Integrated implementation of the 2030 Agenda in cities and city regions' in Accra, Ghana. Implementation-oriented strategies and approaches to the integrated implementation of the 2030 Agenda in cities and city regions are mainstreamed within the German Federal Ministry for Economic Cooperation and Development (BMZ) and within German development cooperation.

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Eschborn, June 2020

# Foreword

Dear readers,

This report covers contracts awarded by GIZ in fiscal 2019. In it, we seek to provide you with a comprehensive overview of the award of contracts for services, construction, financing arrangements and materials and equipment during the period under review, broken down into regions and sectors. We also present the trends that have emerged over a multiyear period. Our aim is to help achieve transparency in the procurement sector.

2019 saw another considerable volume of contracts awarded. The total value placed is around EUR 1,689.7 million – some 55.2% of our business volume. GIZ has thus awarded more than every second euro to third parties.

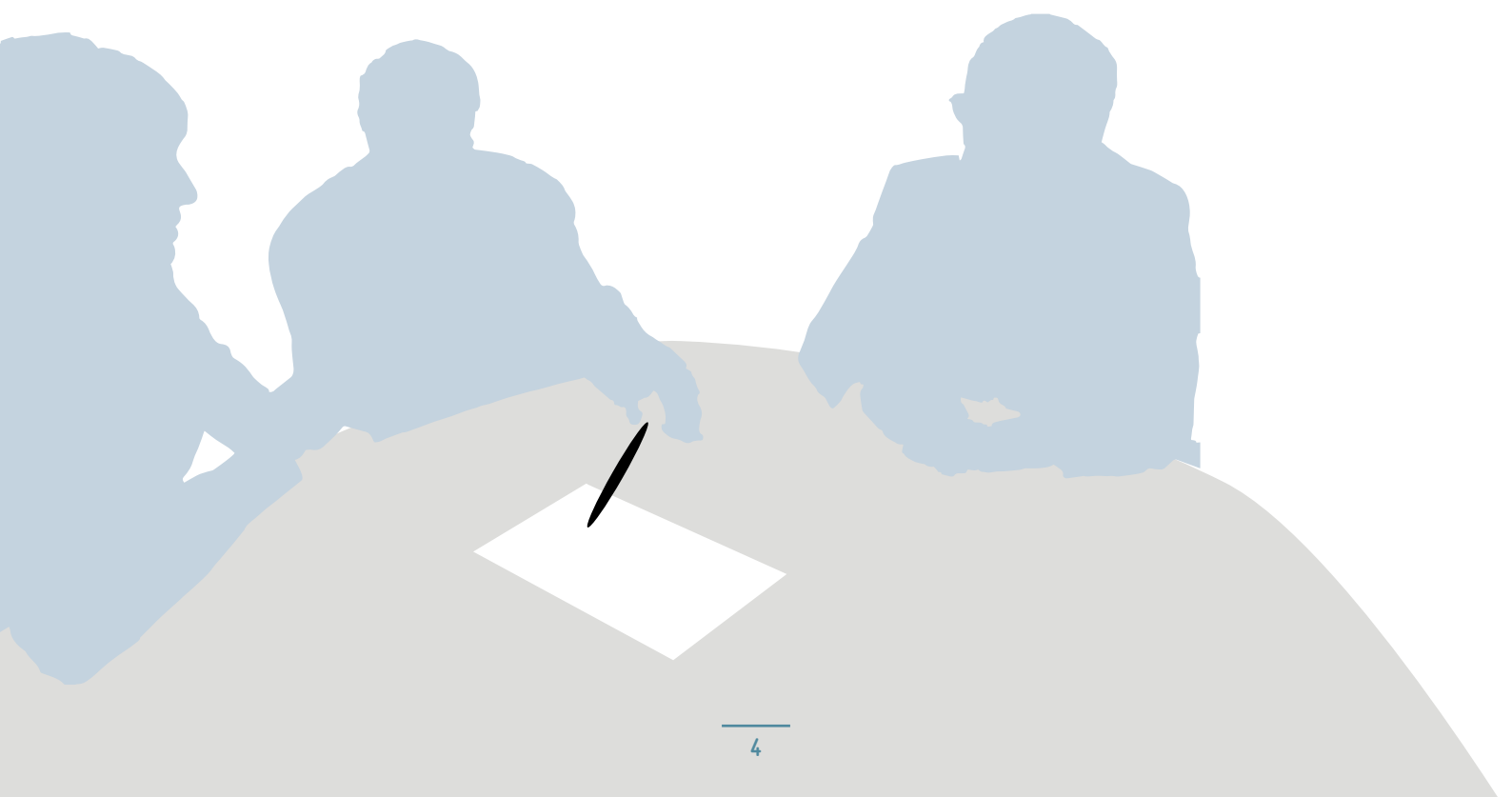
This success is due among other things to transparent and efficient cooperation with our contractors and financing recipients. International cooperation is a dynamic business sector in which flexibility in responding to market requirements is crucial. We can help to achieve this through the procurement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

Following successful rollout in 2018 of the EU public procurement directives for procedures above the EU thresholds, which entered into effect in 2016, we made particular progress in 2019 with digitalising the procurement processes for procedures below the EU thresholds. We began to transfer the remaining contract types to the digital processing system at the end of 2019 using our procurement management system introduced in 2018. The system not only reduces paperwork, it cuts costs and means less work for GIZ and all the economic actors involved in the process. We have also used 2019 to analyse practical experiences and findings from the first year of routinely operating the procurement management system and continue to work on further optimising our processes.

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.<sup>1</sup>

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 22,199 employees in some 120 countries, almost 70 per cent are national staff working on site. As a recognised development service provider, we currently have 556 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 262 integrated and 515 returning experts with local employers abroad in 2019 or provided them with financial support, advice and other services.<sup>2</sup>

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 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 comprises 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.

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

<sup>2</sup> Personnel figures as at 31 December 2019



## 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 on 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

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 German Construction Contract Procedures (VOB) apply to construction works.

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 procedures 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 works. Any procurement above these thresholds requires consultation with the Procurement and Contracting Division, which provides commercial 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.

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.

All contracts for services worth EUR 25,000 or more placed by the Procurement and Contracting Division are published on the GIZ website,<sup>3</sup> where contracts with companies and institutions and with individuals are listed separately.

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<sup>3</sup> [www.giz.de/en/workingwithgiz/awarded\\_contracts.html](http://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:

Procedure	Contract notice
<b>Up to EUR 20,000:</b> Competitive negotiated award	Not published. GIZ chooses the tenderers from among suitable firms.
<b>From EUR 20,000:</b> 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.
<b>From EUR 214,000<sup>8</sup>:</b> Europe-wide open procedure	Publication in the Supplement to the Official Journal of the EU or TED <sup>6</sup> , on bund.de and GTAI <sup>7</sup> and, where appropriate, in the relevant specialist press (with an invitation to submit tenders).
<b>From EUR 214,000<sup>8</sup>:</b> 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).
<b>From EUR 214,000<sup>8</sup>:</b> 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).
<b>From EUR 214,000<sup>8</sup>:</b> 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 bids).

<sup>4</sup> Regulation on Sub-Threshold Procurement.

<sup>5</sup> Ordinance on the Award of Public Contracts (Procurement Ordinance).

<sup>6</sup> 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.

<sup>7</sup> Germany Trade and Invest – Gesellschaft für Außenwirtschaft und Standortmarketing mbH [www.gtai.de](http://www.gtai.de).

<sup>8</sup> EUR 5,350,000 for construction works.

## 2.3 Awarding of financing by GIZ

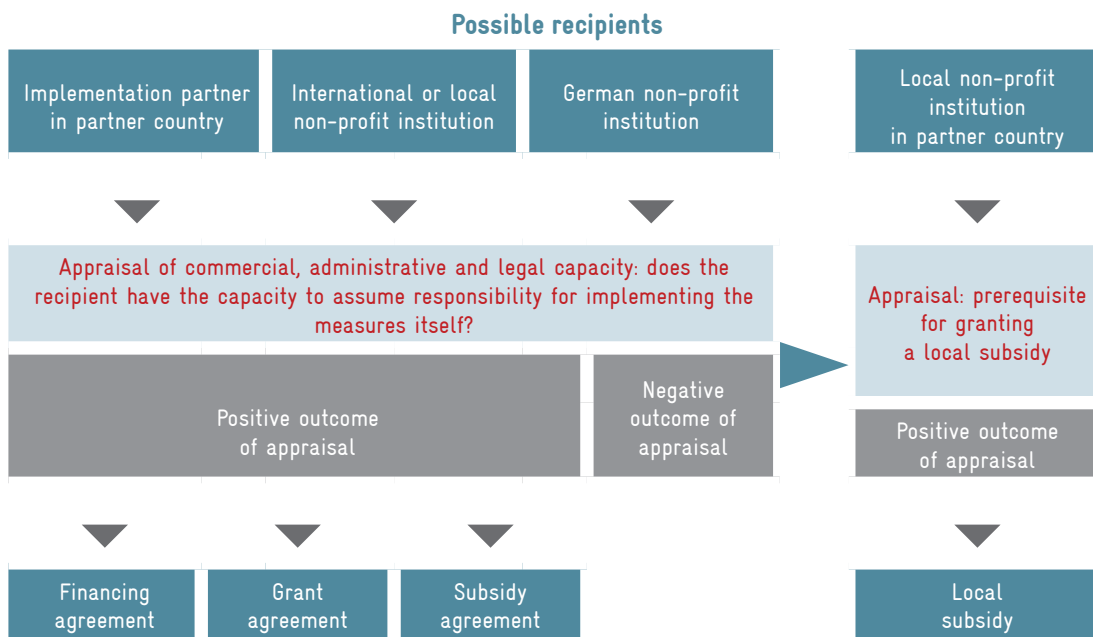
Financing arrangements establish the legal basis on which GIZ makes funding available to recipients for specific purposes to help them carry out certain measures as part of technical cooperation work. The overarching term ‘financing arrangements’ includes financing agreements, subsidy agreements, grant agreements and local subsidy 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 2019, 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 1,689.7 million. This equates to a year-on-year increase of 7.2% in the total volume awarded, with business volume rising by 2.3% over the same period.

Table 2 illustrates GIZ's global contract and agreement awards from 2015 to 2019 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 (2015 – 2019)

	2015	2016	2017	2018	2019
<b>I. Overview of commissions and business volume</b>					
Commissions placed with GIZ	2,451.9	3,336.1	3,406.3	3,307.2	3,689.0
Business volume	2,142.4	2,402.1	2,569.0	2,994.9	3,062.6
<b>II. Contracts awarded</b>					
<b>1. Contracts awarded by Head Office</b>					
Service contracts	377.6	401.1	421.1	468.7	515.3
Financing arrangements	270.6	368.7	436.9	581.9	654.5
Construction contracts	14.3	173.7	10.3	7.1	3.9
Orders for materials and equipment	50.5	66.4	65.5	86.8	77.9
<b>Total</b>	<b>713.0</b>	<b>1,009.9</b>	<b>933.8</b>	<b>1,144.5</b>	<b>1,251.6</b>
<b>2. Contracts awarded locally by GIZ country offices</b>					
Service contracts	153.6	143.5	178.1	227.0	251.4
Financing arrangements	69.4	85.3	79.6	74.5	62.7
Construction contracts	14.4	41.2	30.2	54.0	50.6
Orders for materials and equipment	58.4	66.1	65.0	75.5	73.4
<b>Total</b>	<b>295.8</b>	<b>336.1</b>	<b>352.9</b>	<b>431.0</b>	<b>438.1</b>
<b>3. Contracts awarded worldwide</b>					
Service contracts	531.2	544.6	599.2	695.7	766.7
Financing arrangements	340.0	454.0	516.5	656.4	717.2
Construction contracts	28.7	214.9	40.5	61.1	54.5
Orders for materials and equipment	108.9	132.5	130.5	162.3	151.3
<b>III. Total orders placed</b>	<b>1,008.8</b>	<b>1,346.0</b>	<b>1,286.7</b>	<b>1,575.5</b>	<b>1,689.7</b>

Most of the contracts awarded by GIZ across the world took the form of service contracts. In 2019, GIZ placed service contracts with a total value of EUR 766.7 million, representing 45.4% of the total volume awarded. The volume of service contracts has thus increased by EUR 71 million or 10.2% year on year.

At EUR 717.2 million or 42.4% of the total volume awarded, the financing awarded worldwide accounts for almost as large a share of the total contracts awarded as service contracts. Financing arrangements increased by EUR 60.8 million or 9.3% relative to 2018.

Both the increase in procurement volume of service contracts awarded worldwide and in the volume of financing awarded worldwide clearly outstripped that in business volume.

Construction contracts made up a relatively small share of total contracts awarded at EUR 54.5 million or 3.2%. The volume of construction contracts fell by EUR 6.6 million or 10.8% year on year.

At EUR 151.3 million, the orders for materials and equipment placed worldwide constituted 9% of the total volume of contracts awarded in the year under review. Orders for materials and equipment dropped by EUR 11 million or 7% compared to the previous year.

Figure 2 shows the different types of contracts and agreements awarded by GIZ worldwide in 2019 as a percentage.

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Figure 2  
Total contracts awarded in 2019 by GIZ by contract/agreement type

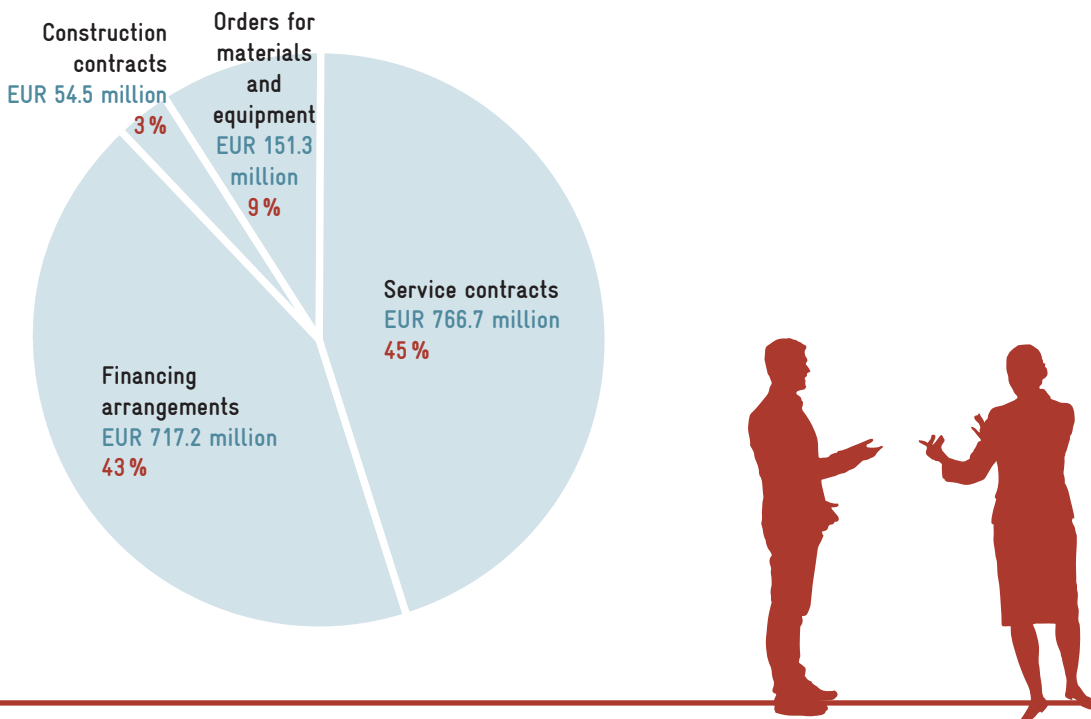


Table 2 highlights clearly the differing trends in the various types of contracts and agreements awarded over the past few years. While the procurement volume of service contracts worldwide has risen by some 44.3% since 2015, i.e. at around the same pace as business volume (43% increase), the volume of financing awarded in the same period has more than doubled, increasing by around 111%.

Figure 3 compares the proportion of the awarded central procurement contracts to the decentralised allocations in the country offices.

EUR 1,251.6 million (74%), or roughly three quarters, was managed at Head Office, while EUR 438.1 million (26%), or around one quarter, was handled at local level in the country offices.

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**Figure 3**  
**Contracts awarded by GIZ Head Office vs. GIZ country offices (2019)**

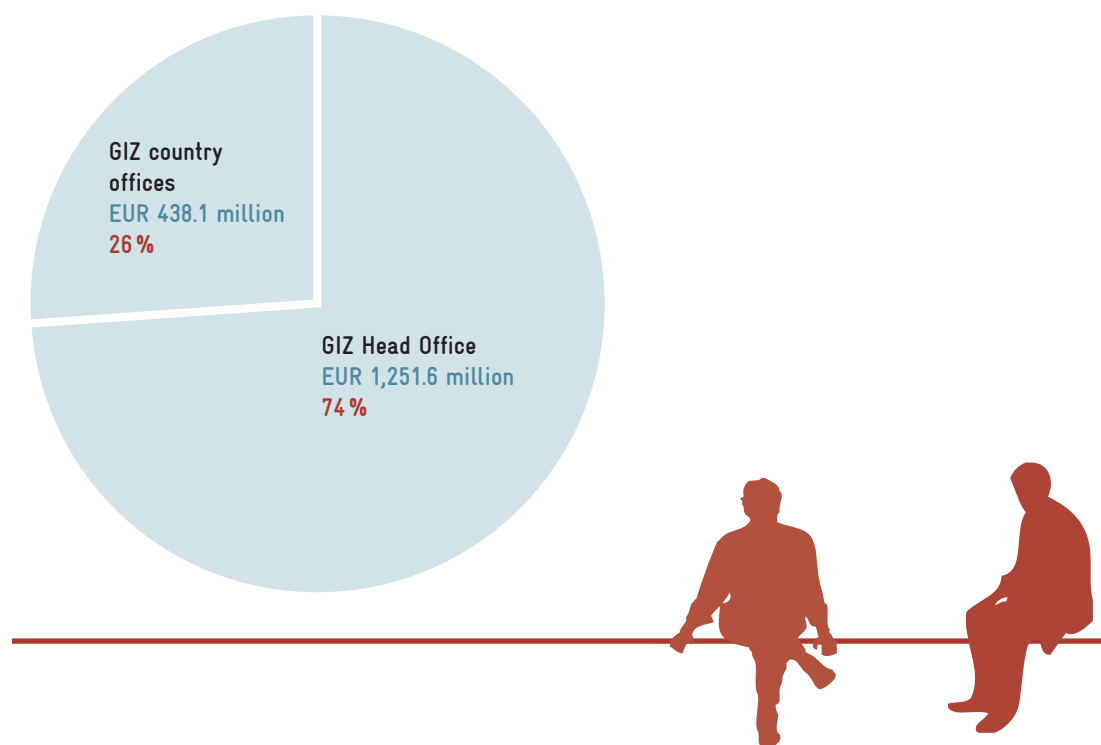
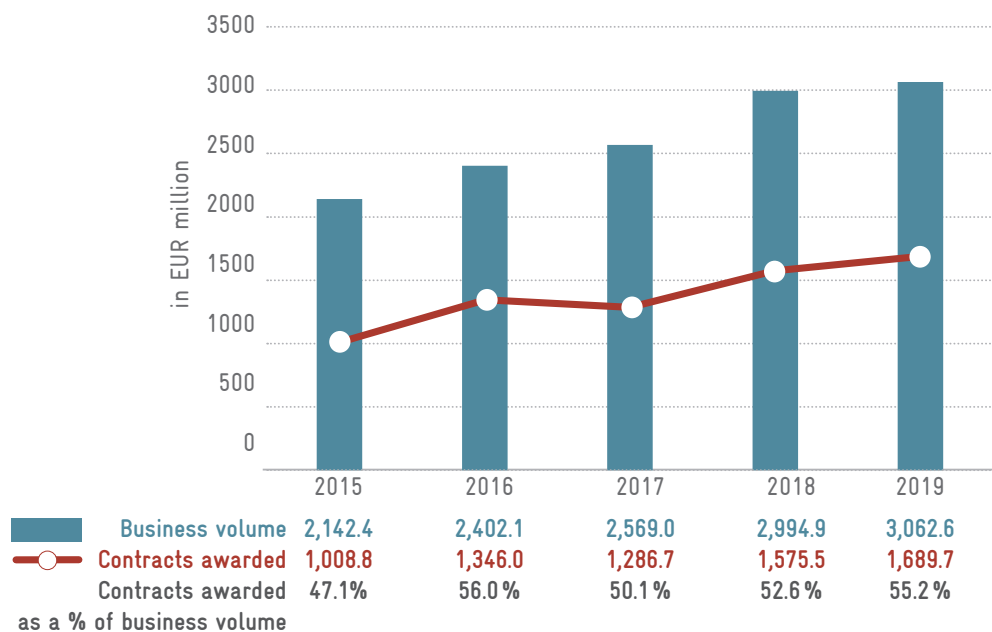


Figure 4 shows the trend in contracts awarded in relation to business volume from 2015 to 2019.

Figure 4

Trend in contracts awarded in relation to business volume (2015 – 2019)



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 8.1 percentage points or 17.2 % since 2015, reflecting GIZ’s increasing cooperation with third parties to provide its services. 55.2% of GIZ’s business volume in 2019 related to work done by third parties.

## 4 Analysis of contracts awarded

### 4.1 Service contracts

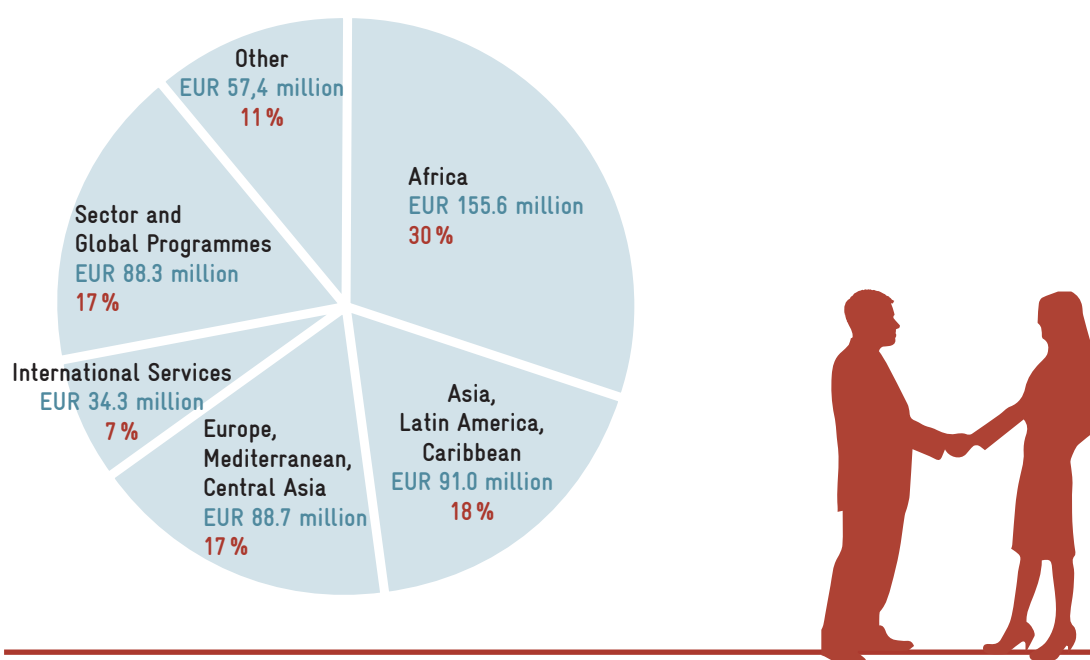
GIZ concluded service contracts totalling EUR 766.7 million across the globe in 2019. Most of this amount (EUR 515.3 million or 67 %) was placed by Head Office, compared to EUR 251.4 million (33 %) awarded by GIZ country offices.

#### 4.1.1 Service contracts entered into by Head Office

As indicated above, GIZ entered into service contracts worth EUR 515.3 million via its central structures in Germany in 2019. Around 93 % of these contracts, amounting to EUR 480.9 million, related to GIZ's public-benefit business area. GIZ's taxable business area (International Services) accounted for 7 % of the contracts, worth EUR 34.3 million.

Figure 5 shows the distribution of the service contracts awarded by Head Office across the various departments of the company.

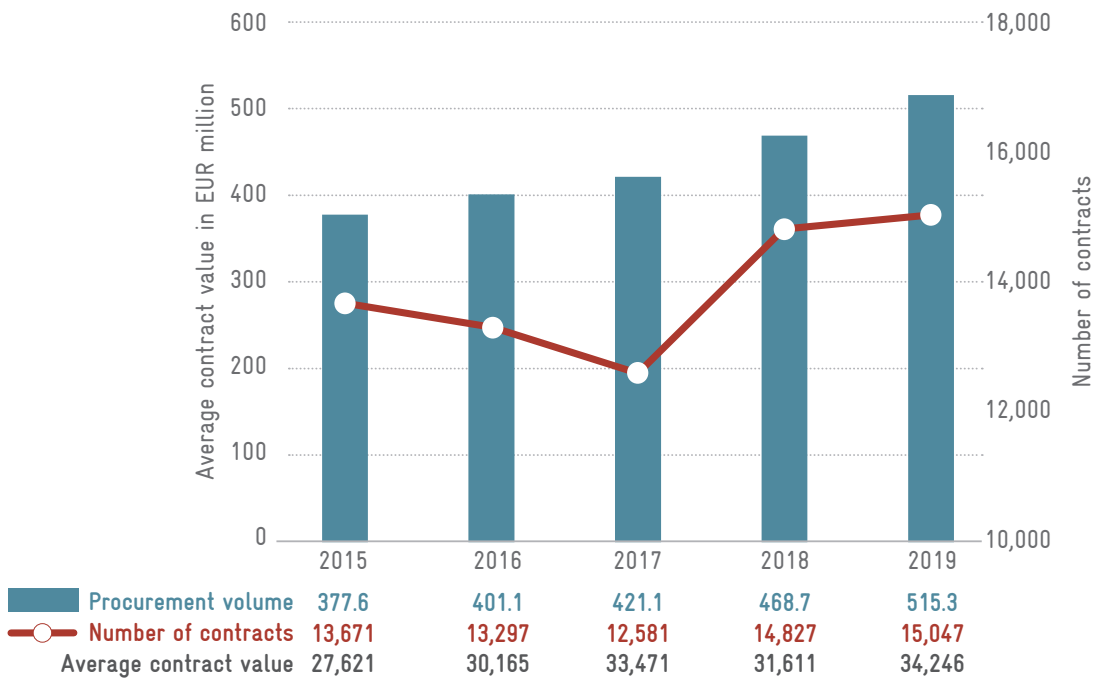
Figure 5  
Head Office award of service contracts by department (2019)



Of the service contracts with a total volume of EUR 515.3 million that were awarded through Head Office, contracts with a total volume of EUR 454.3 million are directly attributable to the operational, project-managing departments. Consequently, the operational departments account for 89% of the total volume of service contracts. The other organisational units together account for 11%.<sup>9</sup>

Figure 6 shows the trend in the average value of service contracts awarded by Head Office between 2015 and 2019. The data includes the new contracts concluded during the relevant year under review as well as the supplements to existing contracts.

**Figure 6**  
**Head Office award of service contracts – trend in procurement volume compared to the number of contracts (2015 – 2019)**



The average value of the service contracts concluded in 2019 is EUR 34,246, an increase of 8.3% on the previous year. The average value of service contracts has risen by EUR 6,625 or 24% since 2015.

<sup>9</sup> 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 GIZ Head Office awarded service contracts in 2019.

**Table 3**  
**Head Office, main sectors by procurement volume for services (2019)**

<b>Sector</b>	<b>Procurement volume (in EUR million)</b>	<b>Percentage of total procurement volume for service contracts awarded by Head Office (in %)</b>
Vocational education and training and the labour market	47.0	9.1
Energy	42.9	8.3
Private sector development	39.1	7.6
Rural development and agriculture	34.9	6.8
Water and wastewater, water resources	33.8	6.6
Democracy, rule of law, gender	27.2	5.3
Information and communications technology	25.3	4.9
Organisational and management consulting	24.6	4.8
Forest and biodiversity	21.4	4.2
Climate change	18.4	3.6

A list of the top 100 contractors who received service contracts from GIZ Head Office in 2019 is provided in [Annex III](#).

#### **4.1.2 Service contracts entered into by GIZ country offices**

In 2019, GIZ's country offices awarded contracts for services worth EUR 251.4 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. 'Other' covers all contracts not allocated to a particular regional department, such as those for supraregional or global projects and programmes.

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Figure 7  
Service contracts awarded by GIZ country offices by regional department (2019)

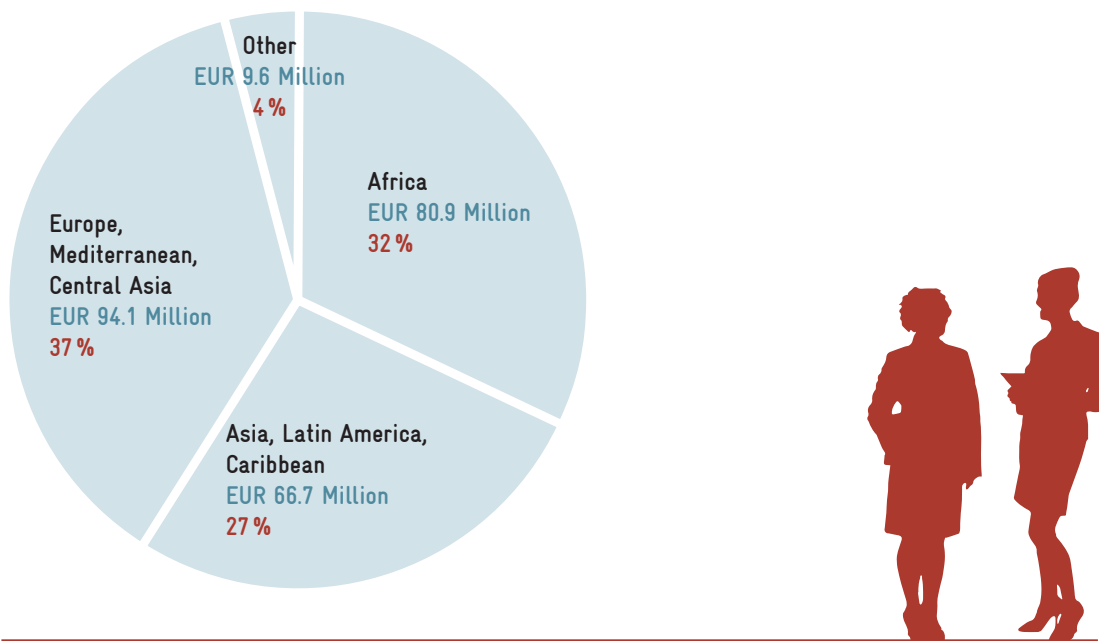


Table 4 shows the five highest-ranking countries for each of GIZ's three regional departments in terms of the procurement volume handled locally at the country offices. Apart from the scope of GIZ's engagement in the individual countries, the procurement volumes also indicate the extent to which local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

Table 4 <sup>10 11</sup>

Excerpt: service contracts awarded by GIZ country offices (2019)

	Recipient country	Procurement volume (in EUR million)
<b>Africa Department</b>	South Africa	7.0
	Rwanda	5.3
	Ghana	5.1
	Ethiopia	4.5
	Senegal	4.4
	<b>Total</b>	<b>26.3</b>
		<b>32.5% of service contracts placed locally by this department</b>
<b>Asia, Latin America, Caribbean Department</b>	India	11.9
	Indonesia	5.8
	Brazil	5.2
	Mexico	4.2
	Peru	3.8
	<b>Total</b>	<b>30.9</b>
		<b>46.3% of service contracts placed locally by this department</b>
<b>Europe, Mediterranean, Central Asia Department</b>	Iraq	22.0
	Ukraine	10.2
	Jordan	8.8
	Tunisia	7.1
	Morocco	6.4
	<b>Total</b>	<b>54.5</b>
		<b>57.9% of service contracts placed locally by this department</b>



<sup>10</sup> Please see [Annex II](#) for the allocation of the various countries to GIZ's regional departments.

<sup>11</sup> 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 2019 were awarded to companies. Figure 8 shows the trend in contracts awarded by GIZ Head Office and the country offices to companies since 2015.

Figure 8  
Service contracts awarded to companies across the world (2015 – 2019)



In 2019, service contracts worth EUR 602.1 million in total were concluded with companies. At EUR 422.9 million, 70 % of this amount was awarded by Head Office. The country offices concluded contracts with a total value of EUR 179.2 million or 30 % of the volume awarded to companies.

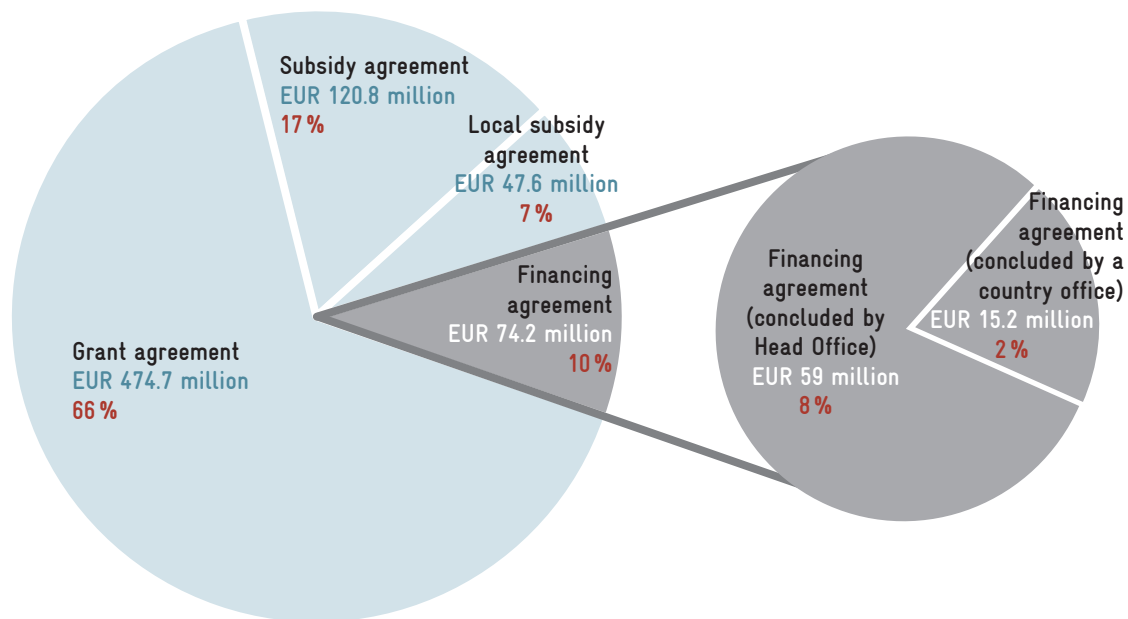
The volume of the service contracts awarded worldwide to companies increased by EUR 41.6 million or 7 % year on year. This figure has risen by EUR 185.5 million or 45 % since 2015.

## 4.2 Financing arrangements

GIZ entered into financing arrangements totalling EUR 717.2 million across the globe in 2019. Most of this amount (EUR 654.5 million or 91 %) was placed via GIZ’s central structures in Germany, compared to EUR 62.7 million (9 %) 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 (2019)



Two thirds of the financing arrangements (EUR 474.7 million) were concluded in the form of grant agreements with international and local non-profit institutions via GIZ Head Office. Subsidy agreements worth EUR 120.8 million or 17% of the global financing arrangements were concluded between GIZ Head Office and German non-profit institutions. EUR 59 million or 80% of the total EUR 74.2 million financing in the form of financing agreements with implementing partners in GIZ's partner countries was awarded by GIZ Head Office and EUR 15.2 million or 20% by the GIZ country offices.

#### Financing awarded as part of the Green Climate Fund (GCF)

Following accreditation by the Green Climate Fund (GCF) in 2016, GIZ serves as an accredited entity for the GCF, the world's largest climate fund. The GCF was set up as an operational unit of the financing mechanism of the UN Framework Convention on Climate Change and the Paris Agreement. For GIZ, working with the GCF provides a key opportunity to support developing countries in their efforts to achieve their climate goals. GIZ's first project in this context, 'Climate-Resilient Water Sector in Grenada (G CREWS)', with a total value of EUR 42.1 million, was approved by the GCF and commissioned by the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) in 2018. The project supports the Grenadian water sector by implementing climate change adaptation measures. GIZ awarded the first financing arrangement under the GCF to the Grenadian Ministry of Finance in 2019 in the form of a EUR 22.7 million grant agreement (see Annex IV – 'Top 100 recipients of financing').

#### 4.2.1 Financing awarded by Head Office

As indicated above, in 2019 GIZ awarded financing worth EUR 654.5 million via its central structures in Germany.

Figure 10 shows the distribution of the financing awarded by Head Office, broken down by department.

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Figure 10  
Head Office award of financing by department (2019)

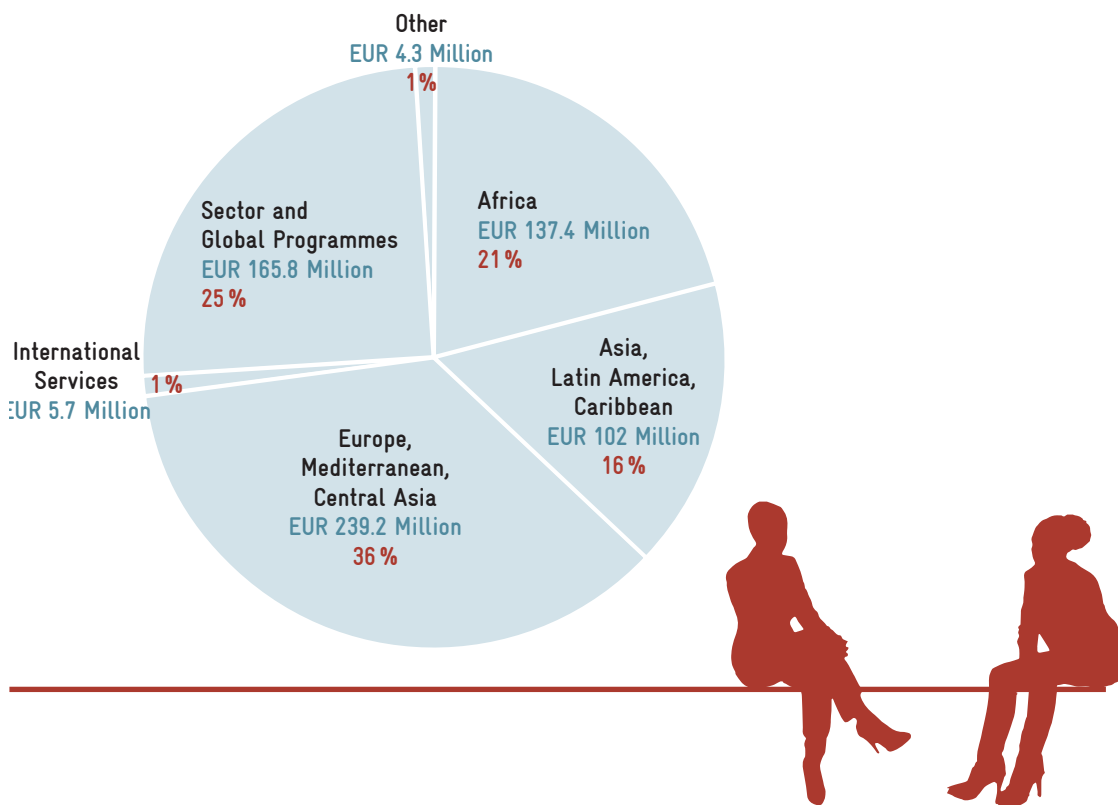
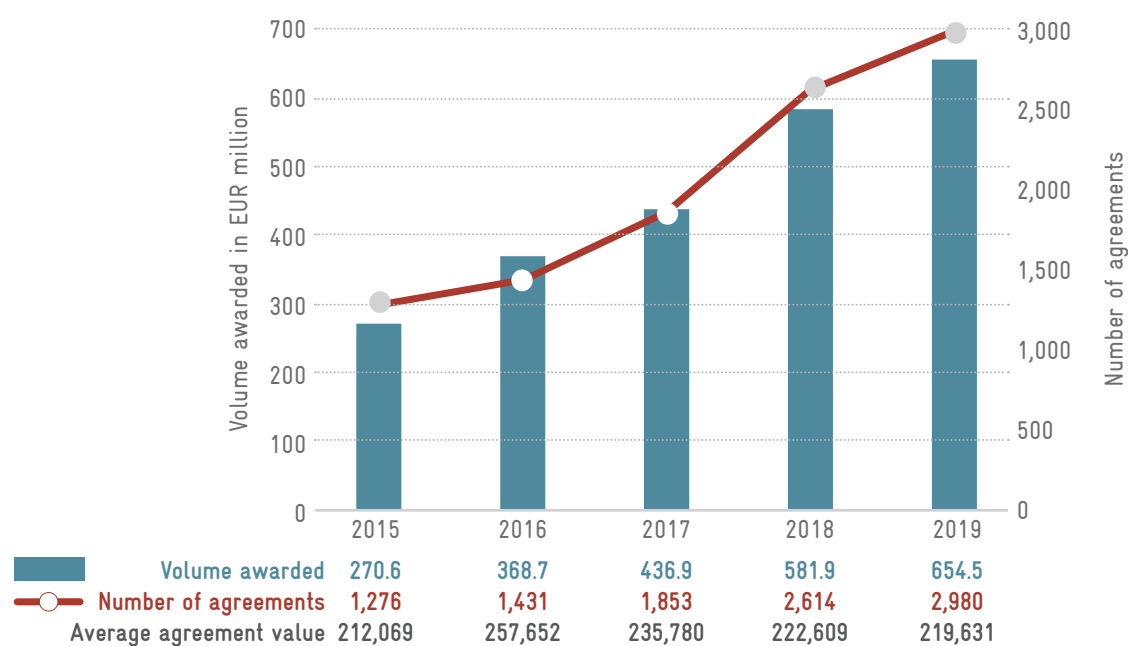


Figure 11 shows the trend in the average value of financing awarded by Head Office between 2015 and 2019. The data includes the new agreements concluded during the relevant year under review as well as the supplements to existing agreements in that year.

Figure 11  
Head Office award of financing – trend in volume awarded compared to number of agreements (2015 – 2019)



The average value of the financing awarded in 2019 amounts to EUR 219,631, a slight fall of 1.3% on the previous year. The average value of financing arrangements has risen by EUR 7,562 or 3.6% since 2015.

Table 5 provides an overview of the ten main sectors for which GIZ awarded financing via its central structures in Germany in 2019.

**Table 5**  
**Head Office, main sectors by volume of financing awarded (2019)**

<b>Sector</b>	<b>Procurement volume (in EUR million)</b>	<b>Percentage of total procurement volume for service contracts awarded by Head Office (in %)</b>
Crises, conflicts, disasters	144.9	22.1
Rural development and agriculture	87.6	13.4
Decentralisation, urban and regional development	47.9	7.3
Energy	40.4	6.2
Democracy, rule of law, gender	40.2	6.1
Water and wastewater, water resources	35.9	5.5
Vocational education and training and the labour market	35.1	5.4
Private sector development	33.1	5.1
Forest and biodiversity	31.7	4.8
Climate change	24.3	3.7

A list of the top 100 recipients of financing from GIZ Head Office in 2019 is provided in [Annex IV](#).





#### 4.2.2 Financing awarded by GIZ country offices

In 2019, GIZ's country offices awarded financing worth EUR 62.7 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. 'Other' covers all financing not attributable to a particular regional department, e.g. for supraregional or global projects.

Figure 12  
Financing awarded by GIZ country offices by department (2019)

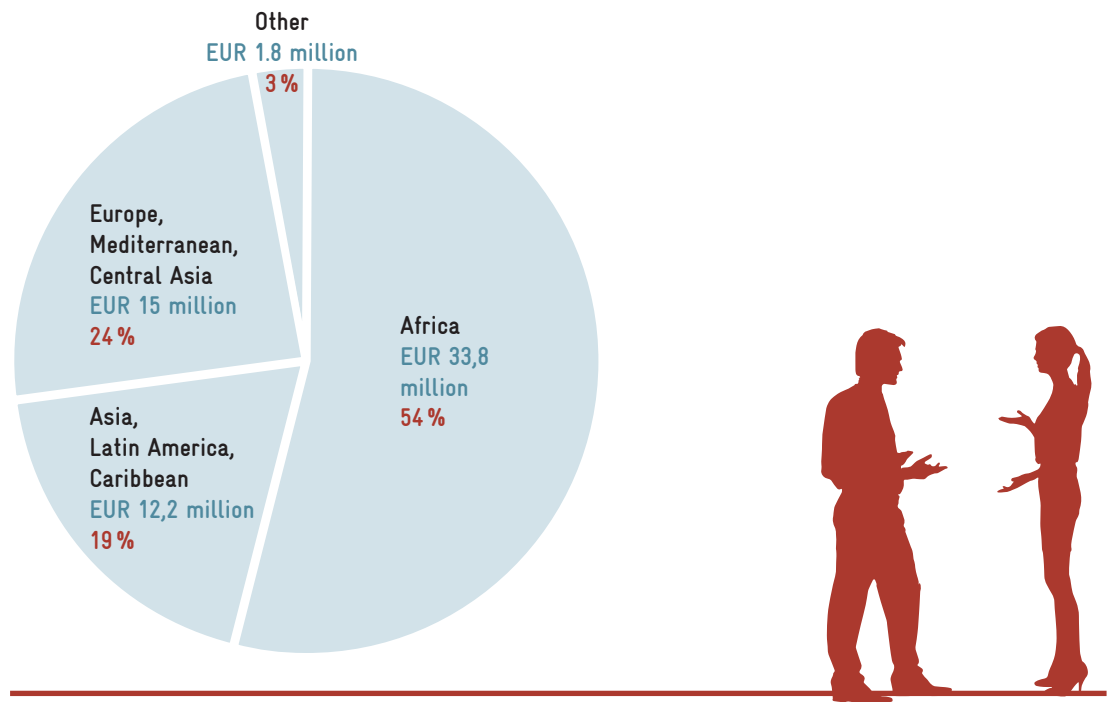


Table 6 shows the five highest-ranking countries for each of GIZ's three regional departments in terms of the value of financing awarded locally at the country offices. Apart from the scope of GIZ's engagement in the individual countries, the figures also indicate the extent to which local cooperation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

Table 6 <sup>12 13</sup>

Excerpt: financing awarded by GIZ country offices (2019) <sup>14</sup>

	Recipient country	Volume awarded (in EUR million)
Africa Department	Ethiopia	4.1
	Mali	2.8
	Somalia	2.7
	Benin	2.5
	Rwanda	2.4
	<b>Total</b>	<b>14.5</b>
		<b>42.9% of financing awarded locally by this department</b>
Asia, Latin America, Caribbean Department	Mongolia	1.8
	Colombia	1.8
	Cambodia	1.5
	Laos	1.4
	Nepal	1.1
	<b>Total</b>	<b>7.6</b>
		<b>62.3% of financing awarded locally by this department</b>
Europe, Mediterranean, Central Asia Department	Iraq	2.8
	Ukraine	2.3
	Kosovo	1.6
	Syria	1.6
	Afghanistan	0.9
	<b>Total</b>	<b>9.2</b>
		<b>61.3% of financing awarded locally by this department</b>



<sup>12</sup> Please see [Annex II](#) for the allocation of the various countries to GIZ's regional departments.

<sup>13</sup> 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.

<sup>14</sup> 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 worldwide declined slightly in 2019. In 2019, GIZ Head Office and the field structure procured materials and equipment with a total value of EUR 151.3 million, EUR 11 million or 6.7% less than the previous year.

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

Materials and equipment are necessary for safeguarding the smooth running of company operations. They are also used as an instrument for ensuring the effective implementation of GIZ projects and are handed over to the implementation partner at the end of the project, if not beforehand. Many of these items are goods and materials that the company and projects need to carry out their work, such as vehicles, office furniture, communications technology and IT equipment. At the same time, they include materials and equipment that complement measures for achieving a project's development objective. Capacity-building measures, for example, can be combined with the procurement of complementary materials and equipment to enable the implementation partner to put the knowledge and skills acquired to more effective use and leverage them for development processes (e.g. through technology transfer), or to become financially sustainable (e.g. by providing a farmers' cooperative with oil presses).

### Sustainable procurement

For GIZ, the guiding principle of sustainability is both a mandate we accept and an obligation we must meet. Sustainable procurement thus forms part of GIZ's sustainability programme with the goal of procuring all materials, equipment and services in accordance with the strictest sustainability criteria.

In addition to product and performance-related criteria, GIZ also considers their sustainability track record when selecting service providers and suppliers. The following aspects are especially relevant in this context:

- corporate environmental management,
- fair working conditions,
- social engagement.

The report on sustainable procurement provides a detailed overview. It illustrates the general conditions for sustainable procurement at GIZ and describes the sustainability criteria of different service and product groups, which usually form part of current framework agreements.



As far as possible and economically viable, products from the partner country or the region are included in the procurement process. To ensure the best possible selection of materials and equipment, implementation partners are involved in procurement processes to the greatest possible extent, e.g. when specifying technical requirements.

The following aspects should also be borne in mind:

- ▶ level of training and technical understanding of local personnel
- ▶ special geographical, climatic and other conditions prevailing in the project country
- ▶ service and repair specialists available locally as well as possible supplies of replacement parts and tools in the partner country
- ▶ follow-on costs for operation, maintenance and replacement parts, and the financial resources needed by the partner for this
- ▶ environmental and social responsibility and resource efficiency

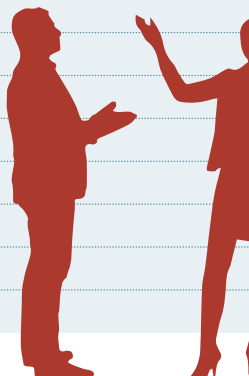
Materials and equipment are also purchased to ensure that GIZ's central structures in Germany are able to carry out their work.

Framework agreements are signed for frequently recurring orders of standardised goods (IT, office materials and furniture, etc.).

Table 7

**Procurement of materials and equipment: overview of the key product categories (2019)**

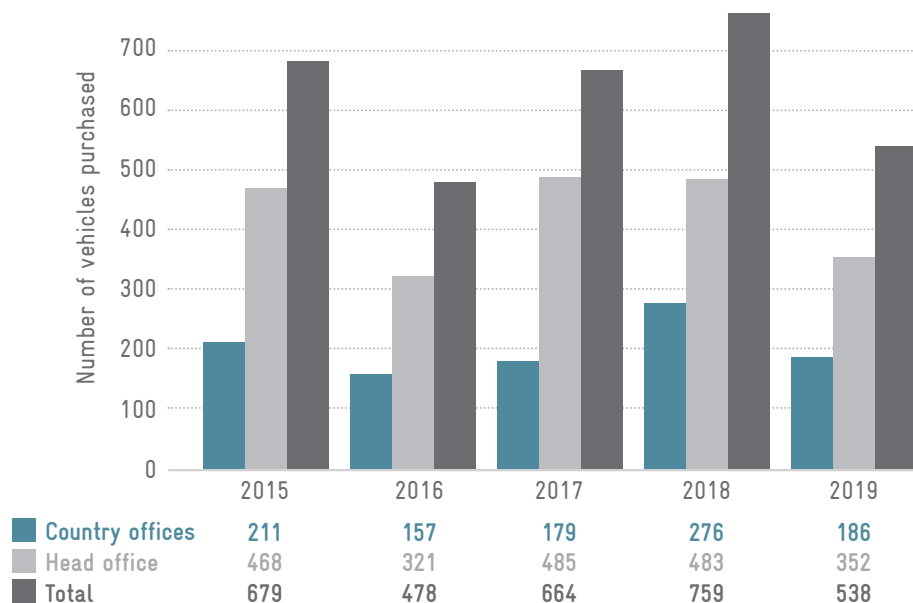
Vehicles
Forestry and agricultural machinery
Air-conditioning technology
Office furniture
Office materials
Geodata and remote sensing
Communications technology
IT hardware and software
Medical equipment and devices
Energy technology (e.g. solar power systems)
Literature and print products
Utility engineering (water/waste)



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 538 vehicles with an overall value of EUR 18.3 million. 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. GIZ Head Office spent EUR 12.2 million, including shipping, on purchasing 352 vehicles of all categories for projects. In 2019, the GIZ country offices purchased 186 vehicles locally, with a value of EUR 6 million.

Figure 13 shows the trend in the numbers of vehicles purchased since 2015.

**Figure 13**  
**Procurement of vehicles (2015 – 2019)**



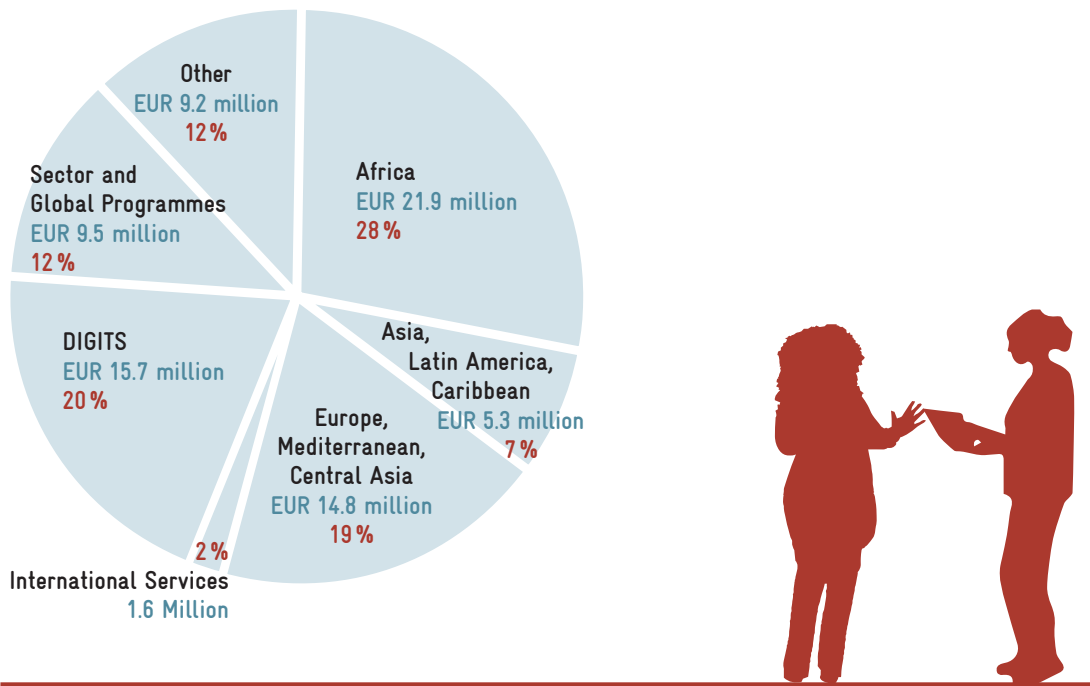
GIZ also purchases logistical services in order to ensure the smooth supply of materials, equipment and technical devices to projects, programmes and measures in Germany and abroad. In 2019, 2,828 contracts for logistical services with a total value of EUR 2.6 million were entered into for the transportation of goods by land, sea and air.

#### **4.3.1 Procurement of materials and equipment by Head Office**

In 2019, GIZ placed orders totalling EUR 77.9 million for materials and equipment via its central structures in Germany, which was EUR 8.9 million (10.3%) less than in the previous year.

Figure 14 illustrates the procurement of materials and equipment by Head Office, broken down into departments.

Figure 14  
Procurement of materials and equipment by GIZ Head Office by department (2019)



Besides the operational departments, the Digital Transformation and IT Solutions Department (DIGITS) accounts for a significant proportion of the materials and equipment procured by Head Office. DIGITS promotes digital transformation at GIZ and is responsible among other things for IT project management, IT system development and operation, and IT security and data protection management. It supports the IT needs of the field structure and Head Office. Established in 2018, DIGITS accounts for EUR 15.7 million, that is, approximately one fifth, of the materials and equipment procured by Head Office. This primarily concerns the purchase of software licences and hardware for GIZ.

A list of the top 100 contractors supplying materials and equipment to GIZ Head Office is attached in [Annex V](#).

#### 4.3.2 Procurement of materials and equipment by GIZ country offices

In 2019, GIZ’s country offices placed orders totalling EUR 73.4 million for materials and equipment, which was comparable to the total for the previous year (EUR 75.5 million).

Figure 15 illustrates the procurement of materials and equipment by GIZ's country offices, broken down into the company's three regional departments. 'Other' covers all contracts not allocated to a particular regional department, e.g. for supraregional or global projects.

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Figure 15  
Procurement of materials and equipment by GIZ country offices by regional department (2019)

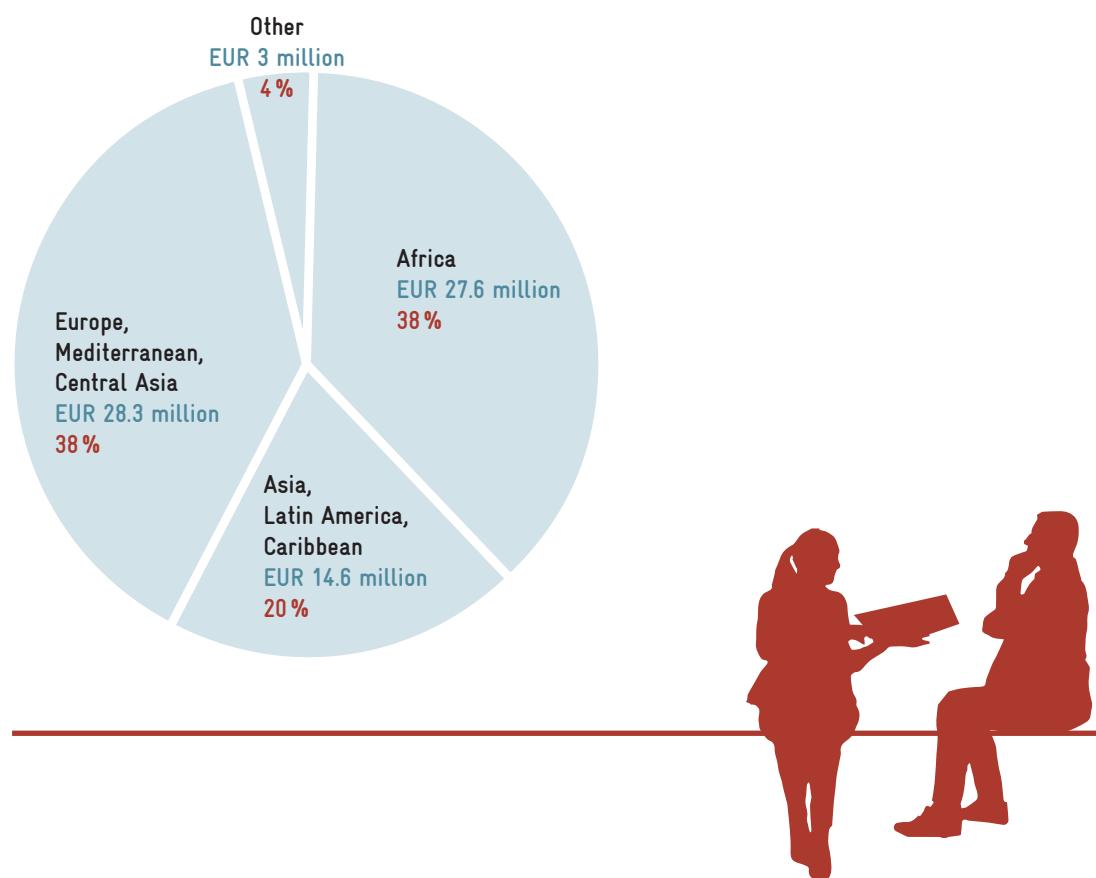


Table 8 shows the five highest-ranking countries for each of GIZ's three regional departments in terms of the value of orders placed for materials and equipment in 2019.

Table 8 <sup>15 16</sup>

Excerpt: Procurement of materials and equipment by GIZ country offices (2019)

	Recipient country	Volume awarded (in EUR million)
Africa Department	Mali	2.4
	Namibia	2.1
	Malawi	1.7
	Nigeria	1.7
	Uganda	1.7
	<b>Total</b>	<b>9.6</b>
		<b>34.7% of contracts placed locally by this department</b>
Asia, Latin America, Car- ibbean Depart- ment	India	1.5
	Colombia	1.4
	Mongolia	1.3
	Peru	1.2
	Laos	1.0
	<b>Total</b>	<b>6.4</b>
		<b>43.8% of contracts placed locally by this department</b>
Europe, Mediterranean, Central Asia Department	Jordan	3.9
	Tunisia	2.7
	Iraq	2.7
	Egypt	2.2
	Yemen	2.1
	<b>Total</b>	<b>13.6</b>
		<b>48.1% of contracts placed locally by this department</b>



<sup>15</sup> Please see [Annex II](#) for the allocation of the various countries to GIZ's regional departments.

<sup>16</sup> 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.



# Annex I

## Definitions

### B

#### 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'.

### C

#### 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).

#### 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 Construction Contract Procedures (VOB).

## (Public) contract

As defined in German procurement and contract law, this is a contract for pecuniary interest (i.e. with payment) concluded between (public-sector) clients and contractors (e.g. companies, enterprises (within GIZ, also termed consulting firms), institutions (such as universities), individual appraisers and consultants, suppliers) concerning the procurement of services, the supply of goods (supply contracts), the performance of construction works (construction contracts) or the provision of services (service contracts).

## (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 on Competition (GWB)). According to this definition, GIZ is a public contracting authority.

## 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 Construction Contract Procedures (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](http://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 platform (e.g. [www.devex.com](http://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](mailto:giz-tender@gtai.de)
- ▶ [mail@ausschreibungsanzeiger-thueringen.de](mailto:mail@ausschreibungsanzeiger-thueringen.de)
- ▶ [ausschreibungen@bi-medien.de](mailto:ausschreibungen@bi-medien.de)
- ▶ [08@subreport.de](mailto: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 on Competition (GWB)).

# D

## Discretionary award with a competitive tender

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.

# E

## Equal treatment of tenderers/Principle of non-discrimination

Section 97 (2) of the German Act against Restraints on 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 standardised 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. Terms of reference cannot be tailored to individual enterprises either. If individual candidates 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)).

# F

## 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 call for competitive tender (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 on 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.

## 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.

## 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.

## Local subsidy

If the recipient of a financing arrangement does not yet have the required capacity to administer and assume responsibility for implementing the measures 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.

## 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.

G

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M

# 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 on 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 option 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 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 a procurement procedure is suspended before the contract is awarded, this must also be published.

## 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.

## 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.

R

S

## 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 standalone 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 (below EUR 214,000) or above it (above EUR 214,000).



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

## (EU) threshold

The thresholds are the limits that apply under European specifications for award procedures. They are regularly adjusted by the European Commission and are currently EUR 221,000 for contracts for supplies and services and EUR 5,548,000 for public construction contracts

## 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><b>Countries</b></p> <ul style="list-style-type: none"> <li>• Angola</li> <li>• Benin</li> <li>• Botswana</li> <li>• Burkina Faso</li> <li>• Burundi</li> <li>• Cameroon</li> <li>• Central African Republic</li> <li>• Chad</li> <li>• Côte d'Ivoire</li> <li>• DR Congo</li> <li>• Eritrea</li> <li>• Ethiopia</li> <li>• Ghana</li> <li>• Guinea</li> <li>• Kenya</li> <li>• Lesotho</li> <li>• Liberia</li> </ul>	<p><b>Countries</b></p> <ul style="list-style-type: none"> <li>• <b>Malawi</b></li> <li>• Madagascar</li> <li>• Mali</li> <li>• Mauritania</li> <li>• Mozambique</li> <li>• Namibia</li> <li>• Niger</li> <li>• Nigeria</li> <li>• Rwanda</li> <li>• Senegal</li> <li>• Sierra Leone</li> <li>• South Africa</li> <li>• South Sudan</li> <li>• Sudan</li> <li>• Tanzania</li> <li>• Togo</li> <li>• Uganda</li> <li>• Zambia</li> <li>• Zimbabwe</li> </ul>	<p><b>Countries</b></p> <ul style="list-style-type: none"> <li>• Afghanistan</li> <li>• Argentina</li> <li>• Bangladesh</li> <li>• Bolivia</li> <li>• Brazil</li> <li>• Cambodia</li> <li>• Chile</li> <li>• China</li> <li>• Colombia</li> <li>• Costa Rica</li> <li>• Cuba</li> <li>• Ecuador</li> <li>• El Salvador</li> <li>• Guatemala</li> <li>• Haiti</li> <li>• Honduras</li> <li>• India</li> <li>• Indonesia</li> <li>• Laos</li> <li>• Malaysia</li> <li>• Maldives</li> <li>• Mexico</li> <li>• Mongolia</li> <li>• Myanmar</li> <li>• Nepal</li> <li>• Nicaragua</li> <li>• Pakistan</li> <li>• Paraguay</li> <li>• Peru</li> <li>• Philippines</li> <li>• Sri Lanka</li> <li>• Thailand</li> <li>• Timor Leste</li> <li>• Venezuela</li> <li>• Viet Nam</li> <li>• Uruguay</li> </ul>
		<ul style="list-style-type: none"> <li>• Albania</li> <li>• Algeria</li> <li>• Armenia</li> <li>• Azerbaijan</li> <li>• Belarus</li> <li>• Bosnia and Herzegovina</li> <li>• Bulgaria</li> <li>• Croatia</li> <li>• Egypt</li> <li>• Georgia</li> <li>• Iraq</li> <li>• Iran</li> <li>• Jordan</li> <li>• Kazakhstan</li> <li>• Kyrgyzstan</li> <li>• Kosovo</li> <li>• Lebanon</li> <li>• Morocco</li> <li>• Macedonia</li> <li>• Moldova</li> <li>• Montenegro</li> <li>• Palestinian territories</li> <li>• Romania</li> <li>• Russian Federation</li> <li>• Serbia</li> <li>• Syria</li> <li>• Tajikistan</li> <li>• Turkey</li> <li>• Tunisia</li> <li>• Ukraine</li> <li>• Uzbekistan</li> <li>• Yemen</li> </ul>

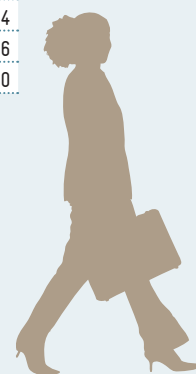


## Annex III

# Top 100 contractors of service contracts awarded by Head Office <sup>17</sup>

Name	No. of contracts/agreements	Contract/agreement value in EUR
GFA Consulting Group GmbH, Hamburg	107	42,300,413
GOPA Worldwide Consultants GmbH, Bad Homburg	54	15,257,317
AFC Agriculture and Finance Consultants GmbH, Bonn	26	17,104,181
GOPA Gesellschaft für Organisation, Planung und Ausbildung mbH, Bad Homburg	31	10,557,442
NIRAS-IP Consult GmbH, Stuttgart	10	6,427,091
Integration International Management Consultants GmbH, Frankfurt	13	5,766,666
ICON-INSTITUTE GmbH & Co. KG Consulting Gruppe, Köln	15	5,584,229
PEM GmbH, Düsseldorf	13	5,514,462
Akut Umweltschutz Ingenieure Burkard & Partner, Berlin	5	5,343,695
AMBERO Consulting Gesellschaft mbH, Kronberg	18	5,121,074
HEAT GmbH, Königsstein	11	4,982,637
AHT Group AG Management & Engineering, Essen	15	4,648,598
COMO Consult GmbH, Hamburg	68	4,456,029
DFS - Deutsche Forstservice GmbH, Feldkirchen	7	3,787,681
GITEC-IGIP GmbH, Köln	3	3,606,518
Moore Ludewig AG, Kassel	726	3,545,720
ECO Consult Sepp & Busacker Partner, Oberaula	26	3,436,850
Intec - GOPA International Energy Consultants, Bad Homburg	7	2,434,231
GOPA Infra GmbH, Bad Homburg	12	3,284,448
Renewables Academy (RENAC) AG, Berlin	19	2,915,819
NIRAS Zambia Ltd., Lusaka	1	2,723,018
sequa gGmbH, Bonn	6	2,461,348
SAP SE, Walldorf	1	2,458,950
CDC Consult Limited, Accra	8	2,345,611
denkmodell GmbH, Berlin	117	2,336,018
Unique Forestry and Land Use GmbH, Freiburg	26	2,217,600
Interface Consulting Ltd., Kampala	2	2,190,090
Mott MacDonald Romania SRL, Bucharest	1	2,137,824
PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft, Frankfurt am Main	70	2,101,181
Health Focus GmbH, Potsdam	12	2,068,978
Madiba Consult GmbH, Bonn	15	1,810,473
NIRAS A/S, Allerød	3	1,802,114
Inensus GmbH, Goslar	10	1,789,620
DLG International GmbH, Frankfurt	2	1,783,514
EPOS Health Management GmbH, Bad Homburg	7	1,735,506
Ost-Ausschuss - Osteuropaverein der Deutschen Wirtschaft, Berlin	1	1,708,171
tippingpoints GmbH, Berlin	1	1,591,300
Tinkerbelle GmbH, Berlin	1	1,591,300
Partners for Innovation BV, Amsterdam	5	1,584,995
Oxford Policy Management Ltd., Oxford	3	1,546,621
INTEGRATION Umwelt & Energie GmbH, Gräfenberg	17	1,541,990
SAP Deutschland SE & Co. KG	6	1,518,719
Geomedia GmbH, Bonn	7	1,502,104
WINS Global Consult GmbH, Berlin	19	1,443,256
ICUnet Group, Passau	4	1,412,860

<sup>17</sup> For the purposes of this list, service contracts with joint ventures have been distributed among the individual contractors in the respective joint venture. In this context, the contract value is divided up using a key stored in the system and allocated to the companies participating in the joint venture.



Mierke Investment & Development, Freiburg	2	1,398,816
Paticip GmbH, Freiburg	13	1,384,392
Moeller & Poeller Engineering GmbH, Tübingen	11	1,382,875
Ecorys Nederland BV, Rotterdam	1	1,335,682
CEFE International GmbH, Köln	20	1,318,682
Adelphi Consult GmbH, Berlin	39	1,301,911
Mainlevel Consulting AG, Eschborn	38	1,301,314
Microsoft Deutschland GmbH, München	1	1,294,992
Secours Islamique France, Massy	1	1,253,762
ICEM Asia Consulting Pte. Ltd, Singapore	1	1,185,593
Fazit Communication GmbH, Frankfurt am Main	8	1,165,799
Mesopartner PartG, Duisburg	8	1,088,742
Development Pathways Ltd, Orpington	2	1,051,814
management4health GmbH, Frankfurt am Main	11	1,047,421
FAKT-Beratung für Management, Stuttgart	46	1,040,856
Akademie Deutscher Genossenschaften, Montabaur	2	1,038,975
VDI/VDE Innovation + Technik GmbH, Berlin	10	1,026,222
ARAMARK Holdings GmbH & Co. KG, Neu Isenburg	1	1,025,000
Union for Ethical Bio Trade, Geneva	1	1,020,400
IP Institut für Projektplanung GmbH, Stuttgart	4	1,014,852
Energynautics GmbH, Darmstadt	5	976,898
BongoHive Technology & Innovation Hub, Lusaka	1	974,100
pme Familienservice GmbH, Berlin	3	966,180
RAL gGmbH, Bonn	2	962,242
DIW econ GmbH, Berlin	3	956,313
Indra Business Consulting, S.L.U., Barcelona	1	950,600
IBF International Consulting, Brussels	1	946,995
Perspectives Climate Group GmbH, Freiburg	23	939,849
Tractebel Impact Belgium SA, Brussels	7	928,969
IGIP mbH, Köln	2	914,670
Bechtle GmbH & Co. KG, Darmstadt	1	900,000
IRAM - Institut de recherches et d'applications des méthodes de développement, Paris	3	879,368
evaplan GmbH, Heidelberg	5	868,823
energy & meteo systems GmbH, Oldenburg	4	862,812
Africa Practice East Africa Ltd	1	828,920
ONF International, Nogent-sur-Marne	2	828,750
ACSET, Lira, Uganda	2	822,228
Wilde Beissel von Schmidt GmbH, Berlin	9	819,526
First Climate AG, Zürich	1	785,000
Tactical Survival Concepts GbR	4	781,682
Ernst & Young GmbH, Eschborn	2	781,580
GWS Gesellschaft für Wirtschaftliche Strukturforschung mbH, Osnabrück	2	779,000
Harlow International, Baghdad	2	775,895
Deloitte Consulting GmbH, Düsseldorf	2	773,740
Syspons GmbH, Berlin	23	751,658
Development Transformations LLC, Washington D.C.	2	747,588
TIE Kinetix DACH GmbH, München	3	745,640
Pan Pet Ltd, Nicosia	1	739,500
REEEP - Renewable Energy & Energy Efficiency Partnership, Wien	1	739,500
Passivhaus Institut GmbH, Darmstadt	4	738,402
BlackForest Solutions GmbH, Berlin	11	736,740
]init[ Aktiengesellschaft für digitale Kommunikation, Berlin	15	735,513
Friedrichsdorfer Institut zur Nachhaltigkeit (IzN) e.V., Friedrichsdorf	1	728,166
PT Sigma Solusi Integrasi, Jakarta	1	726,461
Impact Hub Berlin GmbH, Berlin	13	725,948
<b>Total</b>	<b>1,914</b>	<b>256,275,618</b>



# Annex IV

## Top 100 recipients of financing from Head Office

Name	No. of contracts/agreements	Contract/agreement value in EUR
Ministry of Finance of the Government, St. George's	1	22,721,686
The World Bank, Washington	15	16,474,258
Deutsche Welthungerhilfe e.V., Bonn	21	15,328,243
Swisscontact, Zürich	8	13,407,866
Regionalentwicklungsagentur Zentrum, Ialoveni	2	11,933,611
SENAR - serviço nacional de aprendizagem rural, Brasília	1	10,600,000
Regionalentwicklungsagentur Süd, Cimislia	2	10,373,155
SNV Netherlands Development Organisation, Den Haag	14	10,205,114
Regionalentwicklungsagentur Nord, Balti	2	10,119,256
UNHCR, Genf	2	8,500,000
Norwegian Refugee Council (NRC), Oslo	7	8,052,518
Enabel Belgian development agency, Brüssel	2	7,594,686
Danish Refugee Council, Copenhagen	12	7,184,515
UNDP - United Nations Development Programme, New York	17	6,989,504
United Nations Secretary-General, New York	23	6,165,348
Union of Medical Care and Relief Organizations, Paris	5	6,153,771
ILO International Labour Organization, Genf	8	6,129,021
The Asia Foundation, San Francisco	5	5,892,024
Goethe-Institut e. V., München	9	5,870,593
Hungarian Interchurch Aid, Budapest	1	5,517,914
Association for Solidarity with Asylum-Seekers and Migrants, Ankara	3	5,515,370
Mercy Corps Europe, Edinburgh	13	5,178,910
Bildungswerk der Deutschen Landwirtschaft, Bonn	6	4,226,623
CARE Deutschland-Luxemburg e.V., Bonn	4	3,966,244
Catholic Relief Services, Baltimore	3	3,937,334
sequa gGmbH, Bonn	7	3,818,710
Fundacao para o Desenvolvimento da Comunidade, Maputo	2	3,798,737
World Vision Deutschland e.V., Friedrichsdorf	7	3,738,045
CIP-Centro Internacional de la Papa Peru, Lima	7	3,597,924
BUN-CA Fundación Red de Energía, San Jose	1	3,500,000
Local Government Development Centre, Kiev	2	3,372,527
International Blue Crescent Relief and Development Foundation, Istanbul	5	3,315,384
IB Internationaler Bund - Freier Träger der Jugend-, Sozial- und Bildungsarbeit e.V., Frankfurt	4	3,221,132
IBB gGmbH, Dortmund	2	3,126,767
WWF Deutschland, Berlin	6	2,950,586
ACTED, Paris	8	2,889,447
Syrian American Medical Society (SAMS), Washington	4	2,874,913
Gaziantep Chamber of Industry (GCI), Gaziantep	3	2,842,173
Handicap International e. V., Berlin	1	2,789,863
DAAD: Deutscher Akademischer Austauschdienst, Bonn	3	2,764,325
Community Markets for Conservation, Lusaka	1	2,655,937
RWANGA Foundation, Erbil	4	2,651,457
Helmholtz-Zentrum für Infektionsforschung, Braunschweig	2	2,642,670
ICRAF World Agroforestry Centre, Nairobi	6	2,637,550
Grenada Development Bank, St. George's	1	2,592,864
International Rescue Committee (IRC), Berlin	3	2,498,437



IFPRI International Food Policy Research Institute, Washington, D.C.	4	2,313,019
University of Oxford, Oxford	4	2,270,886
gut.org gemeinnützige Aktiengesellschaft, Berlin	6	2,211,059
Action Contre la Faim, Paris	1	2,190,000
Nile Basin Initiative Secretariat, Kigali	7	2,172,331
DEZA Direktion für Entwicklung und Zusammenarbeit, Bern	2	2,100,000
AISPO Italian Association for Solidarity Among People, Milan	1	2,078,796
Gesellschaftliche Stiftung „Vereinigung der deutschen Kasachstans – Wiedergeburt“, Astana	2	2,046,415
Rwanda Development Board, Kigali	1	2,000,000
CLASP, Washington, D.C.	1	1,999,865
National Alliance For Local Economic Development, Beograd	5	1,999,500
OECD, Paris	13	1,972,652
Cotton Expert House Africa gGmbH, Hamburg	1	1,961,980
Tierärzte ohne Grenzen e.V., Berlin	1	1,903,863
Ecole Régionale Post-Universitaire, Kinshasa	1	1,870,261
Swiss Peace Foundation, Bern	7	1,867,891
CIAT Centro Internacional de Agricultura Tropical, Cali	7	1,865,345
Fondazione ACRA, Milan	3	1,864,758
International Water Management Institute, Battaramulla	4	1,847,557
Royal Society for the Conservation of Nature, Amman	2	1,822,000
GOAL, Dublin	1	1,812,624
ITC - International Trade Center, Genf	4	1,805,582
Mines Advisory Group, Manchester	1	1,800,000
Deutscher Volkshochschul-Verband, Bonn	6	1,785,885
Caribbean Centre For Renewable Energy And Energy Efficiency, Bridgetown	2	1,777,007
Danish Institute for Human Rights, Copenhagen	2	1,724,882
Sosyal Suriye Gruplan (SSG), Antakya/Hatay	3	1,714,284
Deutsche Stiftung für Internationale Rechtliche Zusammenarbeit, Bonn	1	1,654,279
SAP Training & Development Institute, Dubai	1	1,653,600
IMPACT Transforming Natural Resource Management, Ottawa	3	1,639,036
Groupement d'Intérêt Public Justice Coopération Internationale, Paris	3	1,605,416
BMN Bureau de Mise à Niveau, Dakar	1	1,580,980
Bioversity International, Maccarese	3	1,563,000
Agence Côte d'Ivoire PME, Abidjan	2	1,559,651
Africa Rice Center (AfricaRice), Abidjan	3	1,539,000
Uluslararası Gençlik Dayanisma Derneği, Konya	2	1,492,741
Adventist Development and Relief Agency, Accra	1	1,467,992
University of the People, Pasadena	1	1,446,700
Ministère de l'Économie et des Finances, Antananarivo	1	1,427,801
Ministère de la Santé et de l'Action Sociale, Dakar	6	1,405,218
Bildungswerk der Bayerischen Wirtschaft, München	2	1,389,235
World Vision Albania, Tirana	1	1,370,977
The Sustainability Institute Trust, Cape Town	2	1,367,551
Fraunhofer-Gesellschaft zur Förderung der angewandten Forschung e.V., München	26	1,356,374
UNICEF, New York	5	1,319,062
Deutsches Zentrum für Luft- und Raumfahrt, Köln	2	1,305,283
International Center for Living Aquatic Resources Management, Phnom Penh	2	1,299,999
FAO - Food and Agriculture Organization of the United Nations, Rome	5	1,271,348
International Institute of Tropical Agriculture, Ibadan	3	1,269,365
Potsdam-Institut für Klimafolgenforschung, Potsdam	6	1,252,107
CANDID Foundation gGmbH, Berlin	3	1,250,706
International Cotton Advisory Committee, Washington, D.C.	2	1,244,680
Technische Universität München, München	2	1,231,096
BCI - Better Cotton Initiative, Châtelaine	1	1,211,255
<b>TOTAL</b>	<b>447</b>	<b>373,269,906</b>

## Annex V

# Top 100 contractors supplying materials and equipment to GIZ Head Office

Name	No. of contracts/ agreements	Contract/ agreement value in EUR
Crayon Deutschland GmbH, Oberhaching	17	8,868,641
Toyota Gibraltar Stockholdings Ltd., Gibraltar	182	8,780,921
CANCOM on line GmbH, Berlin	14,773	6,734,996
Amex Export-Import GmbH, Wien	14	4,243,886
Bechtle GmbH & Co. KG, Darmstadt	4,111	4,055,149
Handelsgesellschaft Hinrich Zieger mbH, Hamburg	2,490	3,595,058
Max Medica Company, Duhok	5	3,218,633
Fujitsu Technology Solutions GmbH, Frankfurt am Main	16	1,971,199
Reetaj Technology & Technical Services, Amman	1	1,860,001
designfunktion Kronberg GmbH, Kronberg	12	1,751,362
TTM Technologie Transfer Marburg e. V., Cölbe	39	1,668,225
Kjaer & Kjaer Worldwide A/S, Svendborg	34	1,202,490
Al Bayan Healthcare Solutions, Amman	2	1,072,692
Walter & Müller GmbH, Saarbrücken	71	933,533
KBA-NotaSys SA, Lausanne	2	931,400
I.S.M.S. Co.Ltd., Erbil	1	893,307
Elite International Medical & Lab Equipment, Baghdad	1	886,113
Nissan Trading Co. Ltd., Yokohama	23	804,399
Stoof International Vertriebsgesellschaft mbH, Borkheide	1	779,641
GESAT Gesellschaft für Software Automatisierung & Technik mbH, Frankfurt	113	767,626
Raach Solar, Dettingen/Iller	13	754,031
Agralis GmbH, Oelde	8	744,035
ARAMARK Holdings GmbH & Co.KG, Neu-Isenburg	36,081	710,265
E+ E. BOSS GmbH, Albstadt	13	706,725
DataVision Deutschland GmbH, Neu-Isenburg	12	703,733
MVC Mobile VideoCommunication GmbH, Kronberg	57	680,079
ALGA Nutzfahrzeug- und Baumaschinen GmbH + Co. KG, Sittensen	6	653,380
Waldmann - Engineers of Light - H. Waldmann GmbH & Co. KG, Villingen-Schwenningen	3	583,407
Wilkahn Wilkening + Hahne GmbH & Co. KG, Bad Münster am Deister	6	563,098
M.C. Medizintechnik-Export GmbH & Co. KG, Wurmlingen	1	553,074
SWANSTON LP, Edinburgh	1	494,800
SPM Steuer GmbH & Co. KG, Leinfelden-Echterdingen	1	490,652
PPPP Service & Verlag, Gladenbach	1,397	427,711
Rediger GmbH, Rheinbach	24	424,806
BlackBerry UK Limited, Maidenhead	1	412,800
Wolfgang Walter GmbH, Darmstadt	17,567	377,128
NORCROS GMS GROUP S.L., San Sebastián	2	368,592
TGS business and development initiatives, Wageningen	1	359,600
Albacon Systemhaus GmbH, Bad Doberan	83	346,014
J.Gerber & Company (Japan) LTD, Tokyo	11	316,118
Solar23 GmbH, Ulm	11	294,463
Questek Advanced Technologies, Sandton	1	283,829
WATALUX SA, Geneva	1	265,908
Fruit Development International, Wageningen	2	264,162
Wichmann Datentechnik Sangerhausen GmbH, Halle	79	258,716



Antonius-Apotheke, Deggendorf	62	252,456
ESCUDO Group A.S., Amman	4	241,632
InteTrade Ltd, Newport Pagnell	1	228,749
WeldPlus GmbH, Müschenbach	1	214,215
Schuster Hoteleinrichtungen GmbH, Grabenstätt	2	211,354
SETEC Engineering GmbH & Co. KG, Klagenfurt	11	205,016
FAZZINI SRL, Vimodrone	1	201,721
AGI Technologies, Düsseldorf	8	194,318
Impulsores Internacionales S.A.S., Bogotá	1	184,336
AllTerra Deutschland GmbH, Wunstorf	1	179,990
RID GmbH, Kirchardt	5	179,494
multimatic EDELSTROM GmbH, Villingendorf	1	176,820
Hüdig GmbH & Co. KG, Celle	1	173,829
EGA S.r.l., Mestrino	1	173,487
LMS Consult GmbH & Co. KG, Brigachtal	15	172,627
Druckerei Lokay, Rheinheim	13	168,228
Festo Didactic SE, Denkendorf	6	157,438
BS-consult-invest Sebastian Becker&Anton Stockmann GbR, Dresden	12	154,249
exceet Secure Solutions GmbH, Düsseldorf	1	152,763
Deutsches Medikamenten-Hilfswerk action medeor e.V., Tönisvorst	1	149,437
think About IT GmbH, Münster	41	144,918
Farmingtons AUTOMOTIVE, Georgsmarienhütte	1	138,395
Kerst + Schweitzer, Frankfurt am Main	821	133,767
Zirux GmbH, Riegelsberg	551	133,184
Braun & Sohn Druckerei GmbH & Co. KG, Maintal	80	132,675
COMPAREX Deutschland AG, Leipzig	119	123,513
Boss Pro-Tec GmbH, Albstadt	10	120,714
Oconus LLC, Philadelphia	7	120,506
Alvan Blanch, Chelworth Malmesbury Wiltshire	1	112,971
A.N.A.P.R.I, Udine	1	102,100
rf-syscon Umweltsysteme GmbH, Freudenberg	2	101,751
Lucas-Nülle GmbH, Kerpen	2	100,375
TRACK Manufacturing Co. Pvt. Ltd., New Delhi	1	99,000
ProContain GmbH, Morsbach	1	96,088
B. Schmitt mobile GmbH, Frankfurt am Main	1	95,760
Fenz Feuerwehrausstattung, Lanzenkirchen	2	94,426
Global Innovation Management GmbH, Hamburg	1	91,550
Labsco Laboratory Supply Company GmbH & Co. KG, Friedberg	5	91,275
INSEME S.P.A., Saliceta San Giuliano	1	90,714
Iveco Magirus AG, Ulm	1	90,650
Starmind International AG, Küsnacht	1	90,000
Gazilab Medical A.S., Gaziantep	1	88,745
Zenner International GmbH & Co. KG, Saarbrücken	1	85,462
ESE Expert GmbH, Neuruppin	3	84,756
Voigtländer GmbH, Blumberg	1	84,621
U Project Mobil Saglik ve Korunma Teknolojileri A.S., Ankara	1	83,576
Gebr. Bauer GbR, Mindelheim	1	81,967
Connectware Distributions GmbH, Mühlthal	1	74,900
Schmidt Kommunalfahrzeuge GmbH, Groß-Rohrheim	1	74,216
Wilhelm Barth GmbH & Co. Feuerwehrtechnik, Fellbach	4	73,435
VAUDE Sport GmbH & Co. KG, Tettngang	1	72,682
CCP Software GmbH, Marburg	43	68,408
Zehnbauer-IT GmbH, Mannheim	11	68,076
Unify Communications and Collaboration GmbH & Co. KG, München	3	62,826
Tehnix d.o.o., Donji Kraljevec	2	57,464
<b>TOTAL</b>	<b>79,162</b>	<b>74,194,021</b>





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