

Reli
ability



Curiosity

To be able to operate flexibly and remain agile in times of constant change, new beginnings and fragmentation, GIZ needs to enhance its existing skill set. Nurturing existing strengths, developing new ones.

This is how we maintain our capacity to implement effective projects – now and in the future.

Reliability

We have been working to shape a future worth living around the world for more than 50 years. Thanks to this experience, we are a strong partner in international cooperation in over 1,600 projects in more than 120 countries. Commissioning parties and partners place their trust in us so that together we can bring about long-term positive change. They value our unwavering reliability.

Curiosity

The challenges our projects pose are many and varied; no two days are the same. Even in the face of constant change, in times of uncertainty and fragility, we remain excited about the future. Curious about people, their circumstances and their needs, we apply ourselves to new challenges. We combine our long-established capacity to implement effective projects with new ideas, technologies and a great deal of flexibility.



Goal 1
No Poverty



Goal 2
Zero Hunger



Goal 3
Good Health and Well-Being



Goal 4
Quality Education



Goal 5
Gender Equality



Goal 6
Clean Water and Sanitation



Goal 7
Affordable and Clean Energy



Goal 8
Decent Work and Economic Growth



Goal 9
Industry, Innovation and Infrastructure



Goal 10
Reduced Inequalities



Goal 11
Sustainable Cities and Communities



Goal 12
Responsible Consumption and Production



Goal 13
Climate Action



Goal 14
Life Below Water



Goal 15
Life on Land



Goal 16
Peace, Justice and Strong Institutions



Goal 17
Partnerships for the Goals

THE 2030 AGENDA AND GIZ

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



Universality

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



Leave no one behind

The focus is on marginalised population groups.



Integrated approach

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



Shared responsibility

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



Accountability

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

The SDG icons next to the projects show how our work in 2019 relates to the goals of the 2030 Agenda.

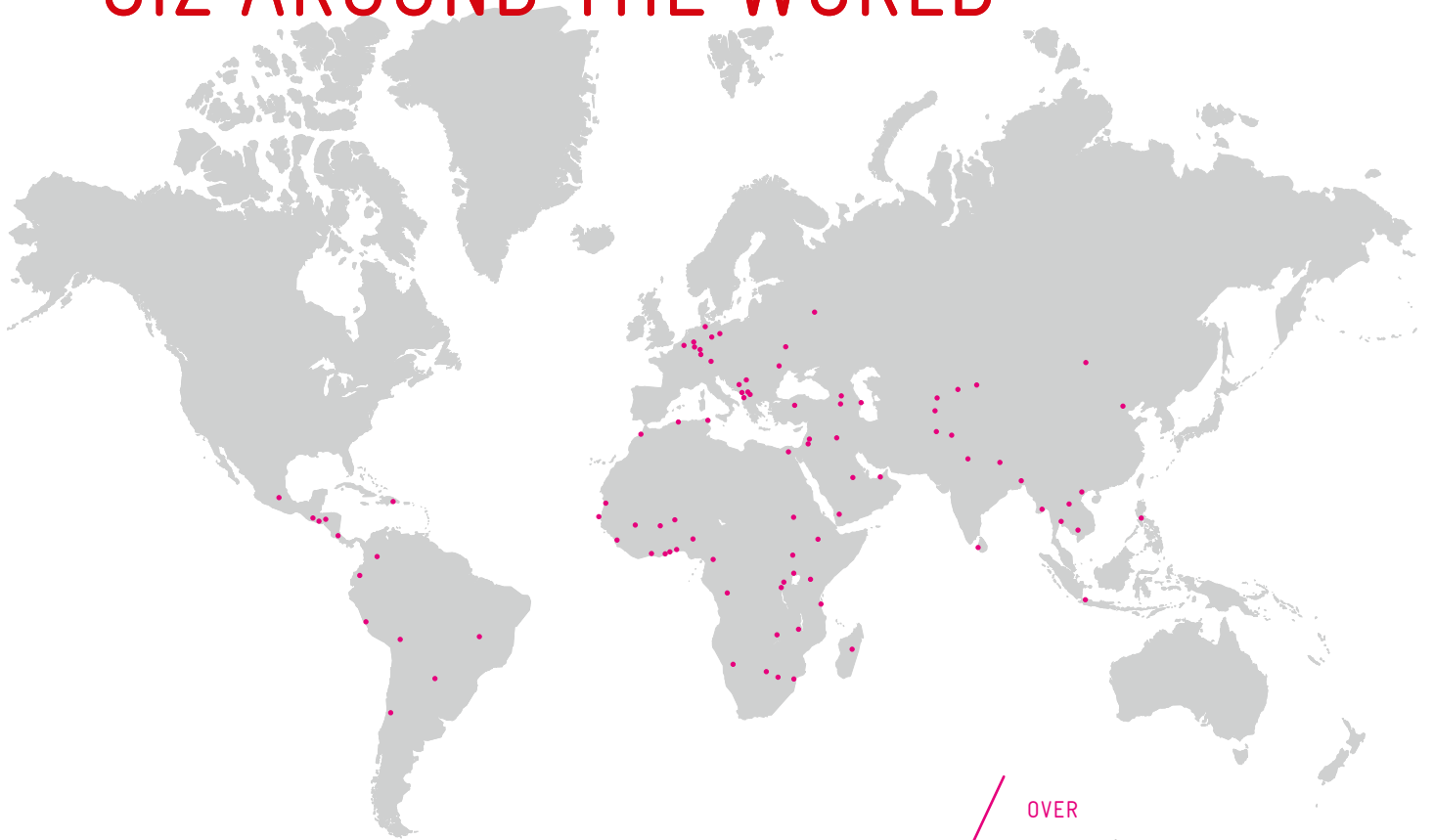


Detailed information on the 2030 Agenda and the SDGs can be found in the digital report and on our website at:

reporting.giz.de/2030agenda

www.giz.de/agenda-2030

GIZ AROUND THE WORLD



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



An overview of all locations is available online at:
reporting.giz.de/locations

Ongoing projects **OVER 1,600**

Business volume **€ 3.1 billion**

Employees worldwide **22,199**

Total operating performance of the taxable business area GIZ International Services **€ 118.3 million**

National staff **INCLUDING 15,120**

Operations in Germany and some **120 COUNTRIES AROUND THE WORLD**

OUR REPORTING

Integrated Company Report

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

Online version of the Integrated Company Report

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



reporting.giz.de

Sustainability reporting

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



reporting.giz.de/sustainability

Annual Statement of Accounts

The Integrated Company Report presents a selection of business and sustainability figures from the year under review. The Annual Statement of Accounts appears separately, both in a printed version and online, and provides information about GIZ's business and the framework within which it operates, as well as details of its assets, financial position and income.



reporting.giz.de/statement-of-accounts

THESE AND OTHER GIZ REPORTS CAN ALSO BE FOUND ONLINE

Corporate Governance Report

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

Climate and Environmental Report

provides a detailed report of our climate and environmental indicators in Germany and abroad.

EMAS Environmental Statement

reports on the objectives, measures and results of GIZ's corporate environmental management.

Stakeholder Dialogue Results Report (every two years)

provides information on how GIZ's stakeholders rate its sustainability performance and what they expect from GIZ's sustainability management.

German Sustainability Code (every two years)

publication of a Declaration of Conformity ensures compliance with the criteria of the Sustainability Code of the German Council for Sustainable Development.



The reports can be found online at

reporting.giz.de/downloads



Curious to find out more? Take a look at the Integrated Company Report online, where you will find additional information:

reporting.giz.de

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MESSAGE FROM THE CHAIR OF THE SUPERVISORY BOARD



«We will all have to redouble our efforts if we want to achieve the SDGs by 2030.»

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

Dear readers,

All of you, indeed all of us, are used to taking action; used to analysing ‘the situation’, drawing conclusions and organising development. We work hand in hand with our partner countries on making the world a better place, in many communities across different regions. GIZ made a major contribution to this in 2019. Now we are facing new challenges.

The coronavirus pandemic took us all by surprise. We can draw certain conclusions from the timeline of the pandemic, but we don’t know enough about its causes and are a long way away from having effective, ready-to-use vaccines. However, our understanding of crisis management does present opportunities, because we operate within a learning system.

We have the ability to manage crises, especially as part of an ongoing process. We proved that when HIV and Ebola were at their height. Moreover, in GIZ we have an excellent actor on the ground – in our partner countries, and in particular in Africa, where it is vital to act swiftly and efficiently to protect truly vulnerable communities. I would like to take this opportunity to thank all GIZ staff who continue to work in the field in our partner countries, achieving so much every day.

We have introduced measures to prevent local health systems from collapse, in the form of the BMZ Emergency COVID-19 Support Programme. Experts suspect that the actual number of people infected in Africa is much higher than the official figures suggest, especially as there are very few laboratories, ventilators or intensive care beds. When supply chains grind to a halt overnight, jobs fall away and at the same time food prices rise as products become scarce, many people go hungry even before the pandemic threatens their lives.

This is why, as a first step, we have redirected more than EUR 1 billion within our own budget to invest in seven relevant areas: health care and pandemic response, food and nutrition, stabilisation of refugee and crisis regions, social protection and jobs, key sectors of regional economies, maintaining our partner countries' liquidity, and multilateral cooperation.

The coronavirus crisis is revealing where and to what extent our global society is open to attack – and it shows that we have to invest in security, first and foremost in developing countries, to prevent suffering and displacement. The post-coronavirus world will be different, indeed it must be. We are all now more aware than ever before that the interplay between globalisation, climate change, urbanisation and species decline promotes the spread of infectious diseases, zoonotic diseases and pandemics. Understanding this and adopting an appropriate response is the truly global challenge now.

Our development cooperation is facing a tough test: will the goals that we have achieved and our projects withstand the impacts of the pandemic? How quickly will our emergency measures take effect? And how will our other areas of work be affected?

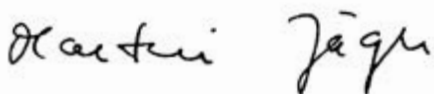
In September 2019, at the Climate Summit and SDG Summit in New York, the UN called for a 'decade of action'. Greater effort is needed if the 17 Sustainable Development Goals (SDGs) are to be met by 2030. The pandemic will make it more difficult for us to achieve all the SDGs. And yet, they continue to be the guideline and programme of action for a sustainable world where everyone is able to live a decent life while respecting the limits of the planet. We will all have to redouble our efforts if we want to achieve the SDGs by 2030.

SUSTAINABILITY HAS TAKEN ITS PLACE AT THE CENTRE OF SOCIETY

In 2019, young people in particular took part in worldwide climate protests demanding greater commitment so that they, too, could still look forward to a good future on our planet – in Africa, Asia and Latin America as elsewhere. And the protests are continuing. We need living wages, compliance with environmental standards, and safe working conditions in global supply chains. When we introduced the Green Button label in September 2019, we took an important step towards greater sustainability in the global textile industry. Sustainability remains a key issue, even – or perhaps especially – when we are dealing with the effects of the crisis. 'Green recovery' is the new catchword, and we want to make use of Germany's Presidency of the EU Council to continue promoting sustainability – for instance expanding and modernising the partnership between the EU and Africa against the backdrop of the European Green Deal. In that way, we could actually emerge from the crisis stronger than before.

May I express my thanks to GIZ's staff who, with their experience, reliability and sensitivity, are working to achieve precisely this goal both in Germany and around the world.

Best regards,



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

FOREWORD BY THE MANAGEMENT BOARD



«The ability to implement demanding commissions rapidly and effectively is at the heart of our strategic thinking.»

Tanja Gönner and Thorsten Schäfer-Gümbel
Management Board of the Deutsche Gesellschaft
für Internationale Zusammenarbeit (GIZ) GmbH

Dear readers,

Looking back on the reporting year 2019 from the perspective of GIZ, there is one constant – and that is constant change. The world is in motion, with dynamics and conflicts that are both fragmented and interlinked taking shape at the same time. While multilateral institutions lose their regulatory functions and their power to bind members together, and global governance becomes more diverse, complex and nationally oriented, thereby also suffering a loss of cohesion, there are nevertheless signs of a new global movement that unites more than it divides: catalysed by young people's involvement in the Fridays for Future demonstrations, millions of people around the globe joined forces to push climate change higher up the international political agenda. They fought for the same goals, organised themselves across borders and adopted a resolute position towards multilateral institutions, governments, politicians, business and society.

In the current year – 2020 – another inexorable issue that affects the whole world has been added to the mix: coronavirus and the COVID-19 pandemic. This new virus has gripped the world to an unprecedented degree, and is still doing so. It is the cause of innumerable deaths and immense suffering, bringing in its wake social, economic and political challenges that the world has never seen before. This is particularly true of the many parts of the world in crisis or at war, where demands are growing every day. The coronavirus crisis is truly global, and the response to it can only succeed through strong international cooperation.

PLAYING OUR PART IN SHAPING CHANGE

In these current times, international cooperation is not only called upon more than ever to find answers to the big questions of sustainability and how to establish new forces for cohesion, it is also needed to help curb the pandemic and its consequences, and ultimately make a contribution to sustainability by doing so. Here GIZ is bringing the very qualities to bear that feature in the title of this year's Company Report: reliability and curiosity. We had already chosen this title before the virus took hold. We decided to stick with it, even if it is difficult at first to wrest anything positive from the dynamics surrounding coronavirus. Overall, though, the fact remains that change is fundamentally a positive thing. We can't stop it, nor do we want to; we want to help shape it. We want to make it easier to assess negative consequences and thus make them easier to operationalise. We are able to do this particularly well when we couple our decades of expertise with a keen and questioning awareness of our environment. When we act on the basis of our experience, but at the same time are open to innovation. When we advocate the greatest possible degree of security in crisis regions and in times of crisis, but also stimulate new developments in stable contexts. And when we continue to be a reliable partner for our commissioning parties and for people around the world – and respond flexibly to changing political requirements.

BROADENING AND POOLING OUR EXPERTISE EFFECTIVELY

The ability to implement demanding commissions rapidly and successfully is at the heart of our strategic thinking, which we are re-emphasising this year. Our capacity to implement effective projects requires our full attention. We want to continue enhancing our effectiveness, developing our business and broadening our own skills and expertise. We want to play our part in alliances and always ensure that we are operating efficiently. We want to act even more swiftly, through our staff, our strategies and our processes and organisational structures.

None of this is an end in itself. In times when democracy is coming under ever-increasing pressure worldwide, when human rights are being disregarded in many countries, when industrialised nations, emerging economies and developing countries are drifting ever further apart economically, fragility is increasing and digitalisation is making the world turn faster and faster – in times like these, we are in demand, with the strategies and expertise needed to implement effective projects. As a service provider in the field of international cooperation for sustainable development and international education work, sustainability is a central pillar of our corporate policy, alongside the capacity to carry out successful projects. This is why we reaffirmed our commitment to the Ten Principles of the UN Global Compact in 2019.

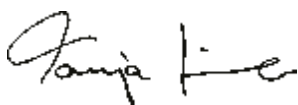
KNOW-HOW AND FRESH IDEAS

Everything that we want to implement sustainably can only be done through a range of different cooperation arrangements and with an experienced, global team of experts. These are our 23,500 staff members, development workers, integrated experts and returning experts carrying out assignments for GIZ in Germany and more than 120 countries around the world. Every day, they play their part with their know-how and fresh ideas – helping us to implement demanding commissions even under the most difficult of circumstances.

We would like to thank not only all our staff members, especially the 15,120 national staff in our countries of assignment, but also our commissioning parties, our partners in the countries where we work, and our Shareholder for the trust placed in us. In 2019, GIZ's business volume rose again, to a total of EUR 3.1 billion. These funds are an important investment in the future: a future in which we strive every day to come a little closer to realising our vision of a life worth living for everyone. And this is driven by our reliability and curiosity.

We hope you enjoy reading and exploring this report.

Best regards,



Chair of the Management Board



Managing Director

GIZ PROFILE

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

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

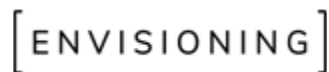
The registered offices of GIZ are in Bonn and Eschborn. In 2019, we generated a business volume of around EUR 3.1 billion. Our 22,199 employees, almost 70 per cent of whom are national staff, work in around 120 countries. As a recognised development service provider, we currently have 556 development workers in action in partner countries. Furthermore, in 2019, the Centre for International Migration and Development (CIM), which is run jointly by GIZ and the Federal Employment Agency, placed 262 integrated experts and 515 returning experts with local employers in our partner countries, or provided them with financial support, advice or other services.¹

 www.giz.de/profile

¹ Personnel and business figures as at 31 December 2019

OUR COMMISSIONING PARTIES AND COOPERATION PARTNERS

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



OUR STRATEGIC DIRECTION





CONSTANT YET CHANGING

GIZ is steady and strong, but continues to evolve at the same time. It is reliable in that it remains steadfastly true to its principles, but also curious about new possibilities. This is the only way it can keep up with the shifts and movements of a changing world. Working in conjunction with our commissioning parties and partners, this approach has enabled us to make substantial achievements in recent years and we are several steps closer to the objectives of the 2030 Agenda.

To that end we adopted a new Corporate Strategy in 2019, which will guide us during the period 2020 to 2022. It serves as a compass, mapping the route to maintaining and optimising GIZ's greatest strength: our capacity to implement effective projects. Or put another way, our ability to carry out demanding commissions in the field of international cooperation rapidly and successfully, even under the most challenging conditions, thereby improving people's lives all around the globe. Our vision steering us on this journey is: we work to shape a future worth living around the world.

INFLUENCES ON GIZ'S WORK

As a federal enterprise working in the field of international cooperation, GIZ is strongly influenced by, and dependent on, external factors and political developments. We continuously monitor our business environment and international trends to ensure that we are well positioned strategically. This involves addressing six key questions that shaped our Corporate Strategy 2020–2022:

1. How is our client base changing?

Our international cooperation work used to be dominated by standard bilateral business from the German Federal Ministry for Economic Cooperation and Development (BMZ). Today, by contrast, GIZ supports a wide range of different forms of commission, some from other German federal ministries. More and more of our commissions come from the EU. We also implement projects on behalf of non-governmental actors such as companies and foundations. Looking ahead, we anticipate further diversification in the international client landscape.

For GIZ, this means that our business will become more volatile and more diverse. In order to meet their requirements, we have to cater to our various commissioning parties more flexibly and more innovatively, using a variety of approaches.

2. How is the competition for new business changing?

The number of organisations providing international cooperation services has increased several times over and will continue to rise. Accordingly, in future GIZ will face greater competition for the best solutions, results and ideas from elsewhere: for instance from think tanks, non-governmental organisations, consulting firms and start-ups.

For GIZ, this means that it has to take on the competition through expertise, intelligent forms of cooperation, strong bonds with partners, and efficient and effective work on the ground.

3. How are our partner countries changing?

Many countries are embracing new approaches in order to make progress. The resulting plethora of strategies and actors also creates greater competition. In response, new partnerships and alliances are emerging – for example with the private sector and the research community – to complement traditional forms of bilateral development cooperation. Finally, new state actors such as China and Brazil are assuming a more prominent role with offers of alternative development models.

For GIZ, this means that it has to adapt to suit countries' changed interests and more varied demand, and that it has to dovetail its activities with those of other partners.

4. What thematic shifts are emerging in the field of international cooperation?

In the past, the focus of cooperation has been on individual sectoral priorities. Future projects will be dominated instead by systemic challenges. Addressing major issues such as climate breakdown, growing inequality, demographic change and the protection of public goods is at the heart of sustainable development. Another key factor is the advent of digitalisation and new technology. GIZ can harness these to achieve greater impact.

For GIZ, this means that to an increasing extent it must view problems holistically and across different policy areas, and make more use of new technologies and digital tools.

5. How are implementation requirements changing?

Commissioning parties are adopting new approaches, setting the bar ever higher in terms of expected results, accountability and compliance. Increasingly, the tasks we are asked to perform involve working in unstable or 'fragile' locations.

For GIZ, this means that it has to respond quickly and flexibly to new situations, while at the same time dealing with complex challenges competently in increasingly insecure regions.

6. How is the legal context changing?

When implementing commissions, GIZ has to comply with new legislation that imposes stricter obligations governing safety and security, tax and employment law, and accountability towards our clients and the public.

For GIZ, this means that it must ensure that its business operations remain on a firm foundation, even with the flexibility and speed of action that it aims to achieve.



Find out more about risks and opportunities in the Annual Statement of Accounts:
reporting.giz.de/statement-of-accounts

OUR STRATEGY 2020–2022

Implementing effective projects – now and in the future

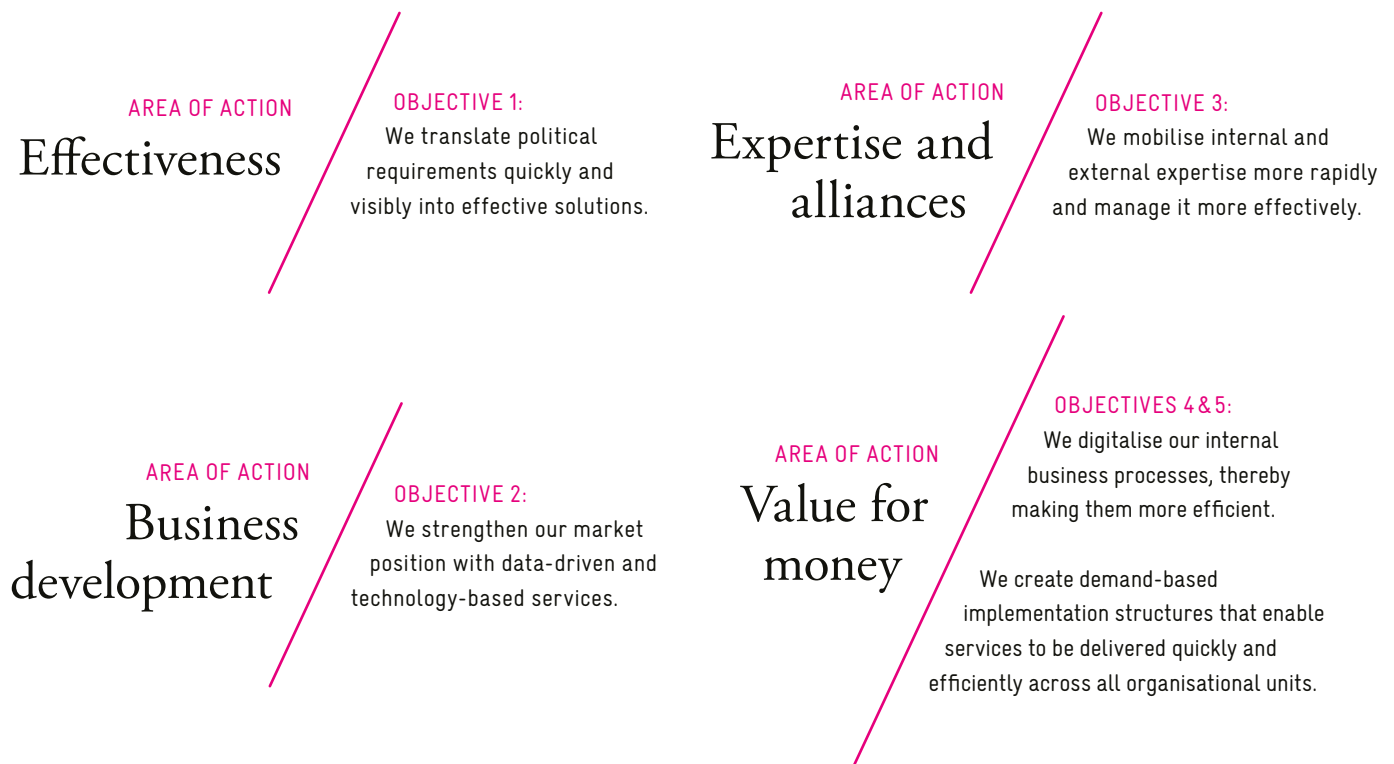
The environment in which GIZ operates is transforming. In order to respond dynamically to these changing conditions, we adopted a new Corporate Strategy in 2019. It came into force in 2020 for a period of three years, and builds on the previous three-year strategy cycle for 2017–2019.

To perform our work effectively in future too, we intend to become more cooperative, more flexible, swifter to respond, more agile and even more digital. The new Strategy will help us to do this. Its focus is on our capacity

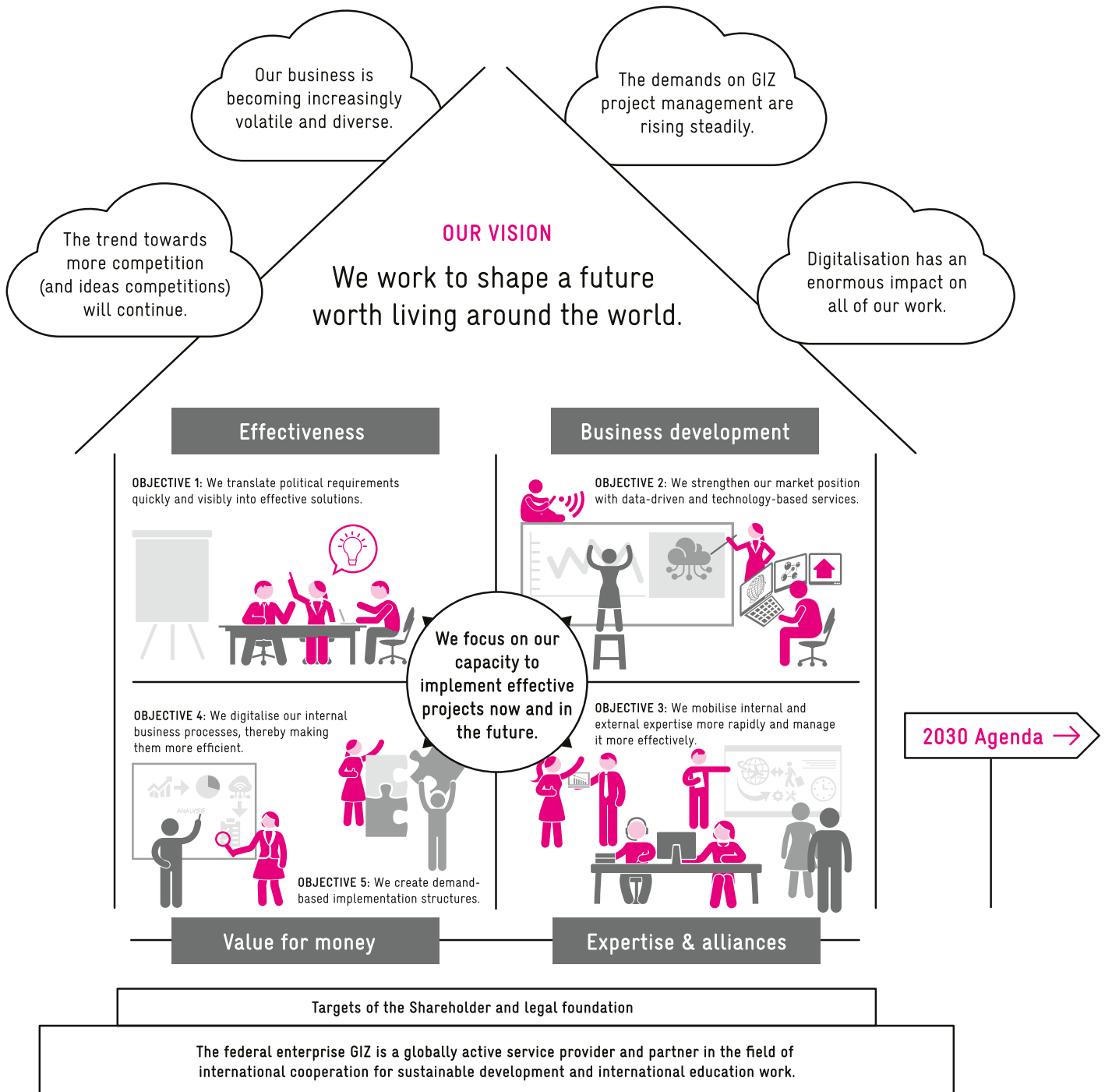
to implement effective projects now and in the future. We have proved in the past that we are able to implement commissions and fulfil mandates reliably and effectively, even under the most difficult conditions. We aim to preserve and develop this capacity.

In the new Strategy, we have set ourselves five objectives in four areas of action: effectiveness, value for money, business development, and expertise and alliances. These areas also guided our actions in the previous Strategy.

OUR OBJECTIVES



We have set up four focus projects to achieve these strategic objectives. They cover four areas: data-driven and technology-based services, tailored expertise, digitalised processes and new implementation structures.



Further information on GIZ's Corporate Strategy and Strategy Architecture can be found at: reporting.giz.de/strategy

STRATEGY CYCLE 2017–2019: WHAT WE HAVE ACHIEVED

The new Strategy is based on findings from the previous cycle, which ended in 2019. Both are aligned with the four areas of action: effectiveness, business development, expertise and alliances, and value for money. The objectives and results from the last strategy cycle are summarised below.

AREA OF ACTION

Effectiveness

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

RESULTS:

We developed new digital solutions in order to achieve better results. One example is the techDetector, which is a digital application that can be used to analyse innovative technologies and the benefits they potentially offer for sustainable development. We also opened a GIZ Data Lab. We want to use this to harness the potential of big data and improve how we communicate our results.

AREA OF ACTION

Business development

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

RESULTS:

The volume of commissions has grown in recent years. We continued our work in the displacement and migration, climate and energy, and security and stabilisation business sectors and opened up two additional business sectors: digitalisation, and employment and development. We also made further progress in developing our range of services for cooperation with the private sector, including services to promote small and medium-sized enterprises in Africa.

AREA OF ACTION

Expertise and alliances

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

RESULTS:

We have worked to ensure that our workforce is equipped to meet future needs. For instance, we introduced more flexible guidelines on working hours and locations with a new company-wide agreement. We adopted new, standardised rules for staff assignments in fragile contexts, which put work in these countries on a clearer and more consistent basis. We also strengthened the position of national staff with a new mission statement and a revised selection procedure for national managers.

AREA OF ACTION

Value for money

OUR OBJECTIVE:
We ensure value for money and compliance by using our resources efficiently and responsibly.

RESULTS:

GIZ is taking account of the growing requirements in terms of value for money, efficiency and information security. We have defined parameters for cost-output reporting, for example, which enables us to increase transparency about how we use our funds, and for what purposes. To enhance process efficiency in the field structure, we have created organisational standards and worked to pool commercial roles and consolidate our implementation structures at regional level. We have also improved our compliance and risk management systems and made GIZ more secure in the digital world. We monitor our IT architecture and protect our sensitive data better.

ENGAGING IN DIALOGUE, LEARNING FROM ONE ANOTHER

We work to shape a future worth living around the world – that is our vision. It is a vision we can only come closer to achieving in concert with a variety of actors. As a sustainable company, it is hugely important for us to involve different interest groups and to maintain a regular dialogue with them. We value their opinion – because of our size and global orientation, but also because of our responsibility as a federal enterprise; we consider it

crucial to learn from one another and with one another. That helps to identify risks, prevent mistakes and build trust, and strengthens each in turn. This is why we are in contact with numerous stakeholders who influence our objectives, work methods and business operations. We have established individual forms of dialogue for the various stakeholder groups.



POOLING OUR STRENGTHS

Nobody can solve the complex challenges facing our world alone. We can only achieve maximum impact if different stakeholders come together and pool their strengths. These kinds of partnerships are a relevant way to keep pace with developments, look at issues from different perspectives, capitalise on opportunities and ultimately, more than anything, deliver better and sustainable development results.

ENSURING CONTINUOUS DIALOGUE

Since 2016, we have held a Stakeholder Dialogue to identify what policy-makers, the private sector, the academic and scientific community, and civil society need and expect from us as regards sustainability management and to take on board any criticism. The findings of this Stakeholder Dialogue are essential to continually developing our Sustainability Programme and Environmental Programme. Our third GIZ Stakeholder Day will take place in summer 2020.



Learn more at: www.giz.de/stakeholderdialogue

We also use various formats to exchange ideas with different stakeholder groups, for instance:

- **With commissioning parties:** GIZ conducts surveys among representatives of German federal ministries, the EU and selected international donors every three years to help us continuously improve our work and meet with the approval of our commissioning parties.

- **With partners:** We cultivate cooperation arrangements with non-governmental organisations, companies, associations, foundations, other bilateral implementing organisations, multilateral institutions and stakeholders from the world of academia and research. Our work is only successful because we cooperate with diverse partners in the countries in which we operate. Developing and cultivating partnerships is an issue that affects all areas at GIZ and is consolidated by central partnership managers. We use a range of dialogue formats, such as participation in GIZ's official bodies, joint events, internal workshops and high-level meetings.

- **With staff:** We carry out a survey among our staff and development workers every three years to find out what is important to them, whether they are satisfied with their day-to-day work and where change might be needed. Around 60 per cent of GIZ's workforce participated in the last survey, which was conducted in 2019.



Learn more at: reporting.giz.de/hr-strategy

We incorporate the insights that we gain from these different formats and encounters with our stakeholders into our strategy and our day-to-day work – ensuring that we remain a company that learns, a company that is not content to stand still.

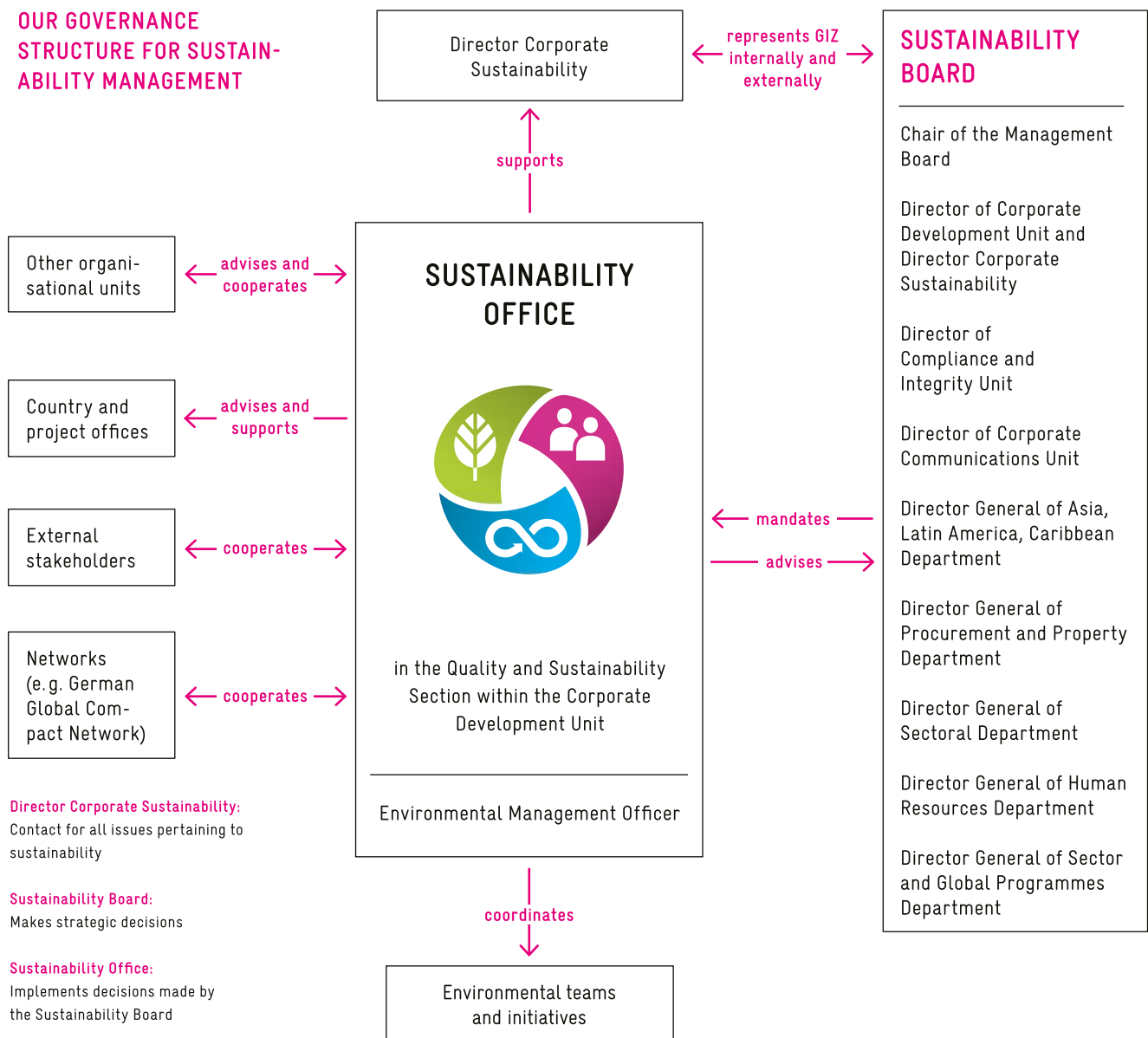
SUSTAINABILITY MANAGEMENT: STRATEGIC AND SYSTEMATIC

Sustainability management has been systematically mainstreamed in our company. Over the past two years, we have significantly expanded climate management measures as well.

Sustainability guides everything we do. At GIZ, the Chair of the Management Board is responsible for corporate sustainability. The Sustainability Board, Director Corporate Sustainability and the Sustainability Office work together

closely to systematically anchor and develop this issue within our company. To this end, the Sustainability Office coordinates actions with other organisational units at GIZ.

OUR GOVERNANCE STRUCTURE FOR SUSTAINABILITY MANAGEMENT



SUSTAINABILITY MANAGEMENT: WHERE WE STAND

GIZ commissioned a corporate strategy evaluation of our sustainability management practices to determine where improvements are needed. The external evaluators highlighted GIZ's positive systematic approach and the structures and instruments that are in place to manage sustainability. Standards, voluntary commitments and detailed reporting guide our actions and create transparency. In particular, our structure – made up of the Sustainability Board, Director Corporate Sustainability and Sustainability Office – is a good foundation for effective management. The evaluators recommended drawing up guidelines for resolving conflicting objectives. Conflicting objectives occur, for instance, when travel decisions have to take into account sustainability on the one hand, and social considerations, such as health and work-life balance, on the other. The sustainability management team is now preparing guidance on how to resolve conflicting objectives.

CLIMATE MANAGEMENT IN THE SPOTLIGHT

GIZ works on the principle of first avoiding greenhouse gas emissions (GHGs) wherever we can, before reducing them and finally offsetting emissions where neither is possible. We are systematically mapping our GHG emissions as we move towards becoming a climate-neutral company. The Eco-Management and Audit Scheme (EMAS) is our tool of choice in Germany, while we use a tool developed in-house – the Corporate Sustainability Handprint® (CSH) – to identify emissions produced by our country offices abroad.

In recent years, GIZ has reduced its overall GHG emissions per staff member in Germany. Our new buildings were constructed to the most rigorous energy-efficiency standards. GIZ locations in Germany use almost exclusively green electricity. The consumption of conventional electricity stems from the use of common spaces, such as reception areas and lifts. Since GIZ rents some buildings, it has only limited influence on the choice of electricity product.

ON THE ROAD TO CLIMATE NEUTRALITY

Travel is part of everyday life for GIZ staff. Digital technologies like online conferences can replace some, but not all, of this travel. After all, personal interaction is critical for GIZ to work effectively in many cases. The maxim of first avoiding (verifying the need for travel), then reducing (making business trips climate-friendly) and finally offsetting GHG emissions applies here too.

GIZ has been climate-neutral in Germany since 2013. All of our GHG emissions in Germany are offset, not only those produced by commuter travel and flights by Germany-based staff, but also those from other sources, such as natural gas heating and emissions from coolants. Starting in 2020, GIZ aims to offset all of its GHG emissions outside Germany, too.

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IN 2018, GIZ EMITTED 28,142 TONNES OF GREENHOUSE GASES IN GERMANY FROM:

Natural gas heating, fuel for company vehicles, coolants and generators / 2,040 t

District heating/cooling and electricity / 764 t

Commuting, flights by Germany-based staff / 25,338 t

100,000 TONNES OF GREENHOUSE GASES OUTSIDE GERMANY, INCLUDING:

Air travel / APPROX. 75,000 t

GIZ'S CONTRIBUTION TO GREENHOUSE GAS EMISSION SAVINGS:

Skype or other video conferences per year / APPROX. 400,000

OUR WORK AROUND THE WORLD





WE ARE RIGHT WHERE WE ARE NEEDED. NOW AND IN THE FUTURE.

Partners and commissioning parties can count on the services we provide in around 120 countries – now and in the future. Our decades of experience and extensive networking lay a solid foundation for tackling the challenges of the 21st century: mitigating the negative impacts of climate change, strengthening democracy and good governance, ensuring migration happens under decent conditions, promoting participation in the economy and protecting human health are just a few of the issues where international cooperation is needed. At the same time, we act with foresight and enhance our capacity to implement effective projects by drawing on new technologies and ensuring a high degree of flexibility.

We undertake our commissions in a spirit of curiosity, which we share with the people involved in our projects. Often, they are young people who we support in their thirst for knowledge and in their desire to play their part in shaping a peaceful and fair future that is worth living on our planet. In the next chapter, we showcase projects that actively pursue these objectives – often in difficult conditions. And we hear from the men and women working with us to shape the future.



‘That’s when I realised that the demand is huge. Just offering training sessions and events was not going to be enough. We needed a real space.’

Salih Mahmud, founder of the Mosul Space



IRAQ: HACKATHONS & HOPE

Young people in Iraq are discovering the opportunities afforded by digital careers with a sense of curiosity and energy. GIZ is supporting these programmers in the making and technology start-ups.

The walls are covered in colourful stickers and graffiti with motivating slogans. Coffee and tea are available on the counter. Men and women sit casually at tables dotted among concrete columns, put their heads together or type away on their laptops. This loft office could be in Berlin. In actual fact, though, these young people are working 4,000 kilometres away: The Lab:Suli is located in Sulaymaniyah, Iraq. It’s one of five cities that took part in Iraq’s first nationwide hackathon in April 2019.

This competition – a neologism that combines the ideas of ‘hacking’ and a ‘marathon’ – illustrates one way that GIZ is helping to create digital job prospects for the country’s young people. Teams work in small groups during the hackathon to come up with technology-based solutions to specific issues. More than 700 young people attended the event in person in Iraq, with another 10,000 participating online. They delved into environmental issues, such as how to reduce plastic waste throughout the country.

Working on behalf of the German Development Ministry, GIZ is helping to promote the creation of a sustainable ecosystem for tech start-ups in Iraq. One of the aims is for women, internally displaced people and refugees, in particular, to acquire digital skills and develop their own ideas for technical initiatives that will enable them

to benefit from better employment opportunities. Iraq now has five innovation hubs – in Sulaymaniyah in the north of the country, as well as in Erbil, Mosul, Basra and Baghdad. GIZ helped to set up these hubs and equipped them with coworking spaces, 3D printers, laser cutters and robotic equipment. These centres, which have different focuses and work independently of one another, were interlinked as part of the project. In addition to helping with setting up and equipping the centres, GIZ is also supporting programming courses, business training sessions and events at the five innovation hubs. Around 5,300 people have taken part to date in order to improve their skills for the labour market.

HACKATHONS OVERCOME BARRIERS

This is something that is extremely important in a country where almost two thirds of the population are under 25 years of age. Many of them are internally displaced people or Syrian refugees. What they have in common is that they have few employment prospects on the traditional labour market. The digital courses are highlighting new opportunities. ‘The hackathon was a huge success as it opened the eyes of many youth across the country on what can be achieved over a weekend. For most people, it was their first hackathon and it encouraged participants to think creatively and act upon their ideas for a better future for Iraq,’ underscores Zahra Shah from Re:Coded House, the innovation hub in Erbil. What’s more: the joint hackathon has overcome barriers in a country where decades of armed conflict have taken their toll. In this way, digital technology can also serve as a tool to build peace.



Learn more online: reporting.giz.de/iraq-hackathons

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🌐 www.giz.de/en/worldwide/83225.html

SRI LANKA: UNDERSTANDING & RECONCILIATION

Lasting reconciliation is at the heart of GIZ's work.

A country that had seemed to have settled into a period of calm found itself back in the international headlines in the wake of the Easter Sunday attacks in 2019. The repercussions of the attacks highlighted just how fragile Sri Lanka's peace is. Ethnic divides re-emerged in Sri Lanka 10 years after the lengthy civil war ended. The top priority of the reconciliation programme, which is funded by the European Union and German Federal Foreign Office, is to make sure that civil war does not break out again. GIZ is working here in cooperation with the British Council to support the process launched

by the Sri Lankan Government in 2015. Delving into the root causes of the conflict plays a critical role here: together with its partners, GIZ designed a mobile history museum that tours the island. It had already reached around 20,000 people from all population groups by 2019. Moreover, artists, film directors, musicians and community theatre groups receive support in using their art to facilitate constructive dialogue on reconciliation, national identity and diversity. This approach is also promoting public discourse, laying the groundwork for social reconciliation that has a stabilising effect. But quick help is needed too: immediately after the attacks, GIZ assisted victims and relatives and worked with young people to counteract hate speech on social media.



Learn more online about the mobile museum and reconciliation initiatives: reporting.giz.de/srilanka-understanding

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'We need to think about projects more from a political perspective and tailor their design and implementation more closely to the political process.'

An interview with Heike Thiele, Director for Civilian Crisis Prevention and Stabilisation at the German Federal Foreign Office

Germany is supporting Sri Lanka's Government in its work on the national reconciliation process. What role is it playing?

Heike Thiele: Alongside encouraging a reflective, wide-ranging culture of remembrance after the civil war between the Tamils and the Sinhalese ended, the Federal Foreign Office is also supporting reforms to the justice and security sector. This makes Sri Lanka one of the few countries in Asia where all three of the German Government's strategies can be applied in the context of crisis prevention, conflict management and peacebuilding.

What can GIZ do to help?

Heike Thiele: As a federal enterprise, GIZ works in similar contexts to the Federal Foreign Office and has extensive expertise and experience of implementation as a result. Together with our robust networks on the ground, this is a highly valuable tool for Federal Foreign Office projects. Since foreign policy backed by practical, context-specific action is involved here, we need to think about our projects more from a political perspective and tailor their design and implementation more closely to the political process.

What kinds of challenges exist when working in a fragile context like Sri Lanka?

Heike Thiele: Compared with other countries in the region, Sri Lanka has a high level of development, but its society is deeply divided after a civil war lasting close to 30 years. Ethnic minorities, in particular, do not yet have full and equal access to all institutions, even more than a decade after the civil war ended. Nationalistic voices are also mobilising against Muslims, mainly on social media.



The full interview is available online at: reporting.giz.de/interview-srilanka



CAMEROON: LOCAL & DIGITAL

Development worker David Larcher supports communities in Cameroon in getting ready for digital change.

David Larcher was well prepared to start his new job in northern Cameroon at the end of 2018. He had the professional training he needed thanks to a Master's degree in network engineering and several years of experience working for telecommunications companies. He had also become aware of intercultural cooperation during time spent in places like Poland and the South Pacific island of Vanuatu. The 35-year-old Frenchman is one of around two dozen digital ambassadors: these socially committed development workers have in-depth IT knowledge and have been assigned by GIZ to a number of African

countries since 2018. These experts are available for a limited period of time and support disadvantaged regions in bridging the digital divide so that they too can benefit from the opportunities of digital change. 'I am out and about a lot talking to people. Together we consider which problems can be tackled with existing digital solutions,' says Larcher. Quite a bit has happened in the short time since he arrived. For instance, the installation of local mesh networks has given communities in two remote areas access to local digital services, information and training courses using hotspots at health centres, schools and town halls. Affordable internet will follow soon.



Learn more about municipal development in Cameroon and David Larcher by visiting: reporting.giz.de/cameroon-local

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🌐 www.giz.de/en/worldwide/72772.html



INDIA: HEALTH & SOCIAL SECURITY

Digital tools are making it possible to manage a health insurance scheme for 500 million people.

The Indian Government has succeeded in the mammoth task of setting up a health insurance scheme that covers half a billion people – making it a positive example for other countries. GIZ is providing support on behalf of the German Government. Launched in 2018, the health insurance scheme is known as PM-JAY and roughly translates into English as the prime minister's health care scheme for the people. It targets people who have inadequate or no social health protection: poor and disadvantaged people, especially those working in the informal sector, who account for 80 per cent of India's working population. Besides day labourers, they include taxi drivers and people working in the retail trade.

PM-JAY entitles every registered family to use health care services in hospitals for the equivalent of up to EUR 6,300 per year. People can enrol easily right at the hospital by presenting identification. It is free of charge for families. Almost five million hospital treatments were funded by PM-JAY in its first year. Around 20,000 hospitals are part of the system's network, which is already active almost everywhere throughout the country. PM-JAY is a project that evolved over time, kicking off in 2008 with the Indian Government's national health insurance scheme. GIZ was involved from the outset and has been running the Indo-German Social Security Programme since 2011. This programme was commissioned by BMZ and has been cofinanced by the Bill & Melinda Gates Foundation since 2017.



PM-JAY has now become the world's largest completely government-funded health insurance scheme. Its previous incarnation already served 134 million people; its scope has now widened to 500 million beneficiaries. Reaching this massive number would be impossible without digital tools. That's why GIZ is also providing IT advice. The digital building blocks of the insurance scheme include online enrolment for insured people and hospitals, billing insurance services and automatically identifying irregularities in the invoicing system. Once registered, beneficiaries receive a print-out confirming that they are insured. It has a QR code that they can use to be identified straight away the next time they go to hospital. PM-JAY has created a modern health care system that reaches an unprecedented number of people.

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'Better access to health care and better quality of services while also slowly progressing towards achieving Universal Health Coverage – is our shared goal for India. GIZ is one of our reliable and committed partners in this journey, as we continue to support these health care goals for the Government of India.'

Hari Menon, India Country Director
for the Bill & Melinda Gates Foundation



GLOBAL: REAP & REDUCE



An international alliance for sustainable rice is making a concerted effort to advance the agricultural transition. GIZ is supporting it at a central point.



There are two sides to the rice crop: growing and selling this important foodstuff provides income to safeguard the livelihoods of millions of people. At the same time, growing rice is a resource-intensive process and contributes to climate change. Rice production is responsible for 10 per cent of methane gas emissions, which are especially harmful to the climate. Furthermore, many farmers are themselves suffering from the effects of global warming, such as droughts and rising sea levels.



In order to improve the environmental footprint of rice and crop yields, the United Nations Environment Programme founded the Sustainable Rice Platform (SRP) with the help of the International Rice Research Institute and GIZ almost a decade ago. On behalf of the German Development Ministry and the German Environment Ministry, GIZ supports this work. The alliance has more



than 100 member organisations, including international companies and civil society associations. Their joint goal is to promote sustainable rice cultivation around the world. SRP has developed global standards to this end.

HOW THE PLATFORM IS MAKING RICE FARMING MORE SUSTAINABLE WORLDWIDE

Smallholders around the globe are receiving training, for instance on alternating wet and dry cultivation periods and reducing pesticide use. Some 215,000 farmers in 20 countries had benefited and gradually changed their cultivation practices by 2019. In some instances, they halved their greenhouse gas emissions and raised their income by at least 10 per cent. This combination is critical as the sustainable agricultural transition will only succeed for rice growers if their quality of life also improves. This is already evident: the alliance is working, and the food industry is on board too. For instance, MARS Food, which includes the Uncle Ben's brand, already sources 97 per cent of its rice from enterprises complying with the SRP standard.



Learn online how the standards are used in Thailand:
reporting.giz.de/thailand-reap

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🌐 www.giz.de/en/mediacenter/78892.html



SOUTH AFRICA: WATER & RESPONSIBILITY

Climate change is taking its toll on water resources all around the globe. A global water conservation platform is aiming to bring more resiliency to arid regions, such as those found in South Africa, by working together with all local stakeholders.

In 2018, Cape Town was on the brink of Day Zero – the day the public water taps would run dry. The city thankfully managed to avert that particular crisis. But in the era of climate change, how does a country with low levels of rainfall, like South Africa, combat fresh water shortages while safeguarding economic development? A local partnership in the vicinity of George, a coastal city located around 400 kilometres east of Cape Town, illustrates one way forward. This hop and wine-growing region is contending with drought as well as the spread of black wattle, an invasive tree species.

Introduced from Australia more than 50 years ago to extract tannin from its bark for the leather industry, black wattle has spread and is now threatening the native flora. The biggest problem is that black wattle needs an especially large amount of water, putting a strain on the ecosystem. This has prompted landowners, farmers and a large brewery to launch the George Partnership together with the GIZ International Water Stewardship Programme (IWaSP) and the environmental organisation WWF. Its goal? To take joint responsibility for combating water scarcity, and to raise the water table.



‘Our partnership with GIZ, WWF and farmers has become a real success story. Within three years, we have rid more than 800 hectares of land of invasive plant species that were using a huge amount of water. This project is actually releasing 40 to 60 per cent more water back into the ecosystem.’

Lauren Steytler, plant manager for hops farms in the South African region of George, AB InBev South Africa



This involved forestry workers felling numerous black wattle trees, for example. An area roughly the size of 1,000 football pitches has now been rid of this invasive species. As a result, the groundwater level has risen and more native plants are thriving along river banks. ‘We have created a sound platform for water conservation together with GIZ,’ says Eugene Matthews from the South African Hops Growers Association.

TAKING ON JOINT RESPONSIBILITY

The George Partnership is just one of many regional examples of GIZ’s IWaSP water management efforts. Operating on behalf of BMZ and the UK Government, the programme connected farmers, businesses, municipalities and civil society in African and Caribbean countries and Pakistan. GIZ acted primarily as a facilitator between the partners. Since 2013, GIZ has worked with more than 70 companies and has been involved in 38 partnerships as part of the programme. By 2019, more than 2.7 million people had benefited directly and over 10 million indirectly from IWaSP’s activities such as creating new jobs and adapting water resources management to climate change. Currently, the initiatives of IWaSP continue on in the successor programme, the Natural Resources Stewardship Programme, which aims to enable users of a wide variety of natural resources to take on shared responsibility.

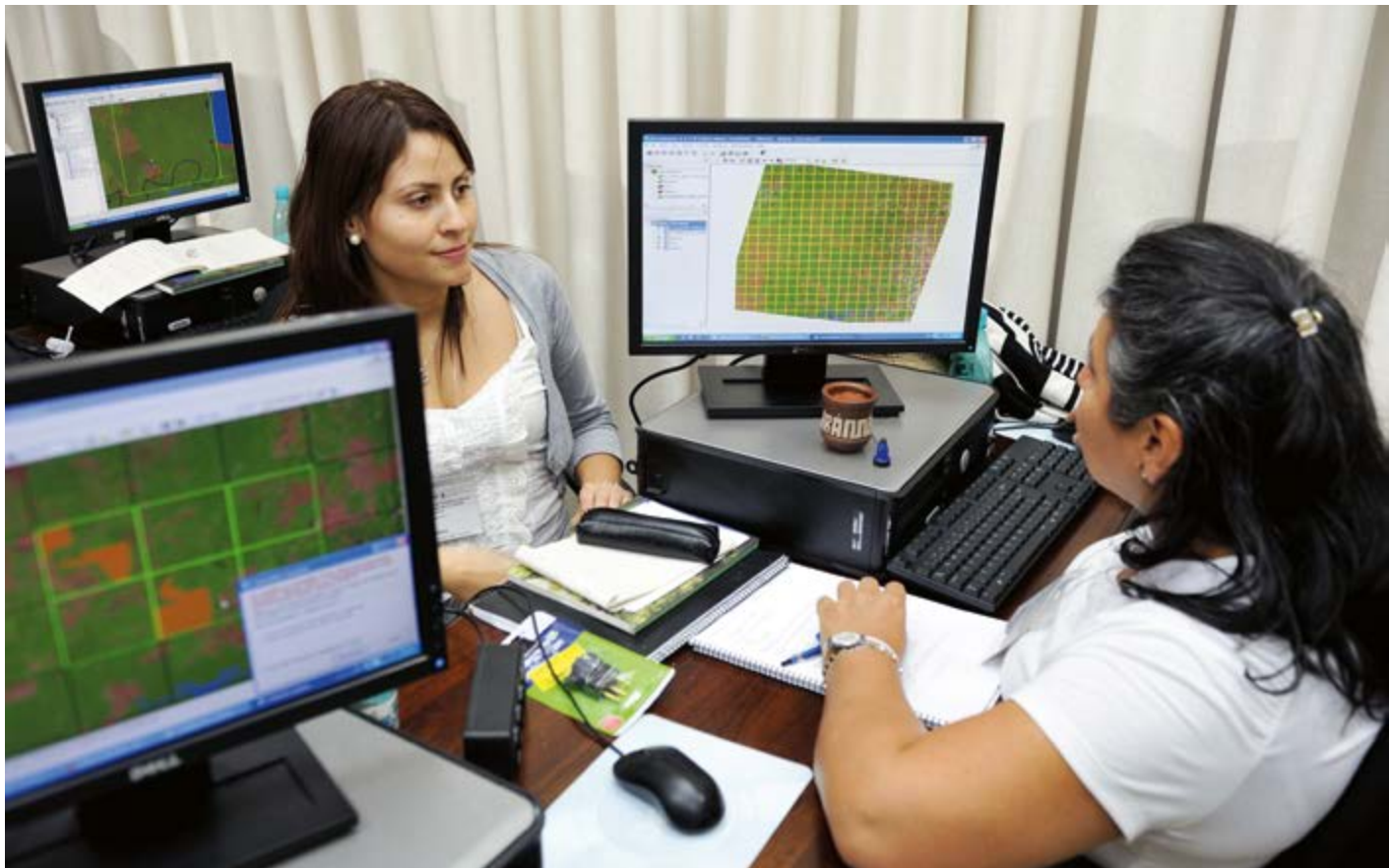


Learn more online by visiting: reporting.giz.de/southafrica-water

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🌐 www.giz.de/en/worldwide/81450.html





BRAZIL: FORESTS & DIVERSITY

Registering and conserving land: knowing what we have is the key to discovering what we are losing.

Brazil is one of the world's most densely forested countries, making it an essential element in global efforts to combat climate change. In the Amazon, private landowners are required by law to conserve 80 per cent of the natural vegetation on their land – primarily forest. To make sure that this obligation does not end up becoming just an empty promise, GIZ is working on behalf of BMZ to assist the Brazilian Forest Service as it works to set up and operate a digital environmental registry, known as CAR. All landowners have to register with CAR and

provide information about their land electronically. Anyone falling short of the 80 per cent yardstick is required to replant trees. The project originated in the Amazon but – in partnership with the World Bank – is now being expanded to the Cerrado (Brazilian savanna), which covers around one fifth of Brazil's surface area. More than six million privately owned tracts of land in Brazil have already been entered into the registry. In the Amazon, their number stands at 1.3 million and equates to almost 290 million hectares, which is eight times the size of Germany. Satellite images are also part and parcel of the project, helping to verify information and thus launch countermeasures. Imposing penalties for non-compliance is the biggest challenge at the moment. CAR is laying the groundwork for steps to systematically counteract forest fires and illegal deforestation.

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GHANA: AGRIBUSINESS & INNOVATION

Promoting sustainable supply chains – from the fields of Ghana to dinner tables around the world

Agriculture and food are two of the most important sectors of Ghana's emerging economy. They not only serve people in Ghana, but also supply goods for export, such as fruit and vegetables. Small enterprises account for almost four fifths of agricultural produce. To make them more competitive, GIZ is working on behalf of BMZ to support these smallholders in improving quality and gaining better market access. The EU has also been providing programme funding since 2017. Roughly 15,000 farmers attended training events in 2019 alone. By adopting modern growing techniques, gaining organic certification and entering into contracts with customers, they have been able to increase their yields by up to 50 per cent. Ninety processors and private agricultural service providers also received support in optimising their production and services, and expanding their sales channels. These efforts help to make enterprises financially secure and contribute to the country's economic development – while also creating jobs. In 2019 alone, 450 jobs were created at processors and on commercial farms – the majority of them for women and young adults.

QUALITY – MADE IN GHANA

Ghanaian entrepreneur Georgina Koomson is an example of what this can look like in practice. She discovered the inherent potential of agriculture when studying economics. She had lots of ideas, but didn't always know how to make them a reality. That changed when she found

out about GIZ and realised that we are a reliable partner. She took part in training events to learn more about farming methods, processing and how to tap into international markets. One training session at a spice producer in Germany was a real eye-opener: 'That's where I learned how a processor actually works.'

The founder of Ideal Providence Farms now runs three farms and a business making speciality teas, spreads and high-quality cosmetics out of butterfly pea flowers, hibiscus, turmeric, mango, shea and lemongrass. The ingredients are grown using organic farming practices and are quality-certified. Georgina Koomson exports to Europe, Japan and the US. GIZ is helping her to improve production processes, develop innovative products and forge new marketing contacts, for instance by taking part in trade fairs.

And it's having an impact: Georgina Koomson has been able to increase production, guarantee consistently high quality and boost sales. It's a success that doesn't only benefit her. To cite just one example: some 800 women from the north of the country supply the company with the raw materials it needs to make shea butter – which gives them a steady income. Fifteen people are permanently employed at her farms in the south and in processing facilities, along with 30 seasonal workers. And Georgina Koomson continues to aim high.

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'My goal is for my company to become one of Ghana's best organic food manufacturers.'

Georgina Koomson, founder of Ideal Providence Farms





AFRICA: YOUNG & FORWARD-LOOKING



As part of Africa's digital drive, SAP and GIZ are working together on the Young Professionals Program, safeguarding the future of young people in Africa and capitalising on the opportunities of digitalisation.



Young people in many African countries lack prospects. At the same time, companies need professionals to help them get on board with digitalisation. SAP's Young Professionals Program (YPP) is making a vital contribution towards meeting the need for specialists, counteracting growing youth unemployment and injecting fresh impetus into the African economy. After all, these new experts can advance the introduction of digital technology in many companies and institutions, creating additional jobs in the process. GIZ is working with the technology firm SAP to this end on behalf of BMZ.

As part of the programme, 600 university graduates looking for a job receive training and become certified in digital skills during a three-month training course. Once they finish the course, programme graduates are introduced to SAP partners or customers with the goal of placing at least three quarters of them in a job in the local IT sector. At least 450 jobs are being created in the process. The programme was launched through the Strategic Partnership Digital Africa, which connects businesses with development cooperation partners and is funded by the develoPPP.de programme. With develoPPP.de, BMZ supports companies that want to conduct business in developing countries and emerging economies. The project is part of BMZ's Special Initiative on Training and Job Creation, which specifically promotes business activities in Africa. The Special Initiative's services are pooled under the Invest for Jobs umbrella.

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'Digitalisation offers a unique chance for us all to take an innovative approach to tackling the various challenges of our times. Africa's tech-savvy young people are ready to help the continent to harness its massive digital potential. The partnership is creating additional opportunities for Africa's young people by unlocking synergies and engaging in targeted cooperation at local level.'

Marita Mitschein is Senior Vice President for Digital Skills EMEA South (Europe, Middle East, Africa) at SAP

EGYPT AND KOSOVO: KNOWLEDGE & COMMUNICATION

Sharing expertise strengthens government authorities across national borders.

Properly functioning administrative structures are an important lever for reform all over the world. Sharing experiences across national borders helps them to learn from one another and grow together. This realisation prompted the German Federal Ministry for Economic Affairs and Energy to create a programme for bilateral administrative partnerships in 2019. It connects experts from Germany with their colleagues in the Western Balkans and Africa. GIZ is carrying out this programme. The first projects are already under way with Kosovo, Montenegro, Algeria, Tunisia and Egypt. Others are in the pipeline. One case in point is a partnership between



the Egyptian Competition Authority and the German Federal Cartel Office. This collaboration prevented the formation of a monopoly for private transport services in Cairo and ensured a level playing field. This success was rooted in one-to-one consulting and cooperation based on a spirit of trust. The programme builds upon many years of lessons learned from EU twinning agreements, under which EU member state authorities enter into a partnership with institutions in EU partner countries.

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CURIOUS TO FIND OUT MORE?

You can find additional information and videos and learn more about other exciting projects that moved us in 2019 by visiting: reporting.giz.de/worldwide



CREATING VALUE





TAKING INTEGRATED AND SUSTAINABLE ACTION

What we do creates sustainable value. We apply this thinking to all aspects of how we operate: from working to achieve economic success and supporting our staff to conserving natural resources.

In our projects, we team up with our partners to develop solutions that have an impact. We monitor and analyse the results in a spirit of curiosity to make sure that we are continuously improving. We report on the outcomes to partners, commissioning parties and the general public in a reliable manner – helping us to make international cooperation transparent and credible.

The people working for our company are the secret to our success. More than 22,000 employees around the globe place their trust in GIZ. We take this responsibility seriously and adapt our strategies to reflect complex changes. Our surroundings are an important part of the process: we protect the environment and design and construct sustainable buildings. In doing so, the different dimensions of sustainability dovetail with one another and guide our business activities today, while looking ahead to tomorrow.

FISCAL 2019

Fiscal 2019 was a successful year for GIZ. An increase in commissions and in our business volume reflects the fact that our partners appreciate what we do. Our business volume grew by around 2 per cent year on year to EUR 3.1 billion (2018: EUR 3.0 billion). Altogether, GIZ received commissions with a value of EUR 3.7 billion (2018: EUR 3.3 billion).

BUSINESS VOLUME IN 2019

GIZ's business volume is made up of income from the public-benefit business area and the total operating performance of the GIZ International Services business area, which is taxable. In the public-benefit business area, GIZ primarily works for the German Federal Ministry for Economic Cooperation and Development (BMZ), along with other German public sector clients. All told, GIZ generated income of approximately EUR 2.9 billion in the public-benefit business area. Around EUR 118.3 million was attributable to GIZ's taxable business area, International Services, through which GIZ works for the European Union, the United Nations, international institutions, governments worldwide, businesses and private foundations.

MORE FUNDING ACQUIRED THROUGH COMPETITIONS

GIZ is increasingly acquiring funding through ideas competitions, in which it competes with other public and public-benefit institutions. Compared with 2014 (EUR 601 million), the proportion of income from ideas competitions has increased by 15 percentage points (2019: EUR 1,377 million). BMZ's special initiatives, with which BMZ sets development priorities, play a particular role here. Income from the special initiatives reached EUR 383 million in 2019, representing 13 per cent of total income in the public-benefit area.

COFINANCING AMPLIFIES RESULTS

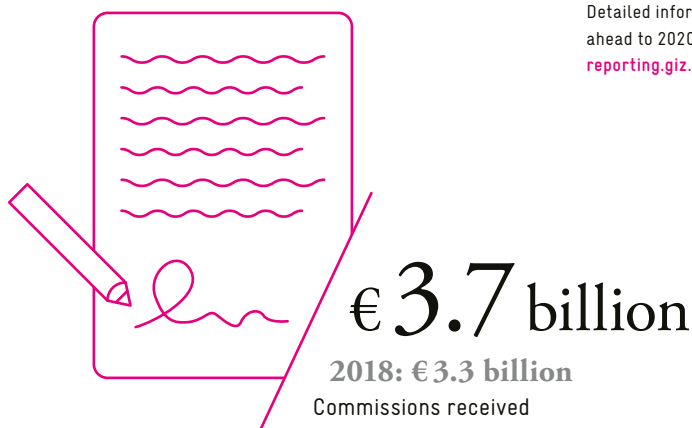
GIZ's value as an implementing organisation for many commissioning parties is also reflected in cofinancing having stabilised at a high level. In 2019, cofinancing accounted for EUR 436 million of GIZ's income. Cofinancing involves third-party funding being integrated into existing projects undertaken on behalf of BMZ or other German public sector clients, thereby enlarging development cooperation's radius of action. The EU, UN organisations and private companies are examples of cofinanciers. The EU was once again the leading cofinancier with EUR 315 million (2018: EUR 309 million).

WORKING WITH THIRD PARTIES

Cooperation with companies, consulting and academic institutions, appraisers, translators and many others is an important instrument for the implementation of our commissions. The volume of contracts awarded amounted to EUR 1,484 million in 2019, a 10 per cent increase compared with the previous year (2018: EUR 1,352 million). The volume of service contracts awarded by GIZ Head Office stood at EUR 515 million in 2019, with EUR 251 million coming from the field structure. Worldwide, GIZ entered into financing agreements worth a total of EUR 717 million in 2019 – 9 per cent more than the previous year. While the volume of local financing agreements declined by 16 per cent to EUR 63 million, the figure for Head Office financing agreements increased by 13 per cent to EUR 655 million.



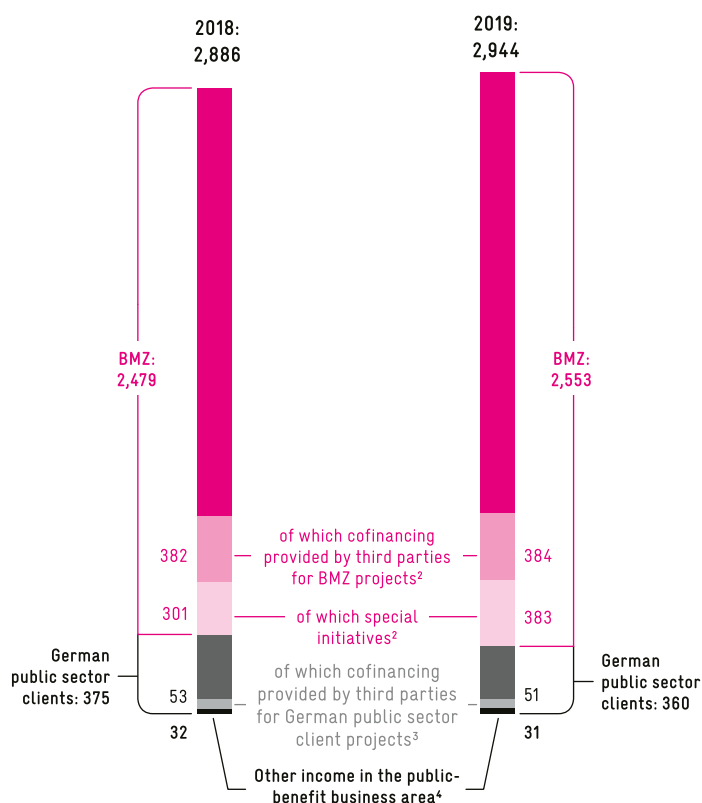
Detailed information on GIZ's financial position and income and a look ahead to 2020 can be found in the Annual Statement of Accounts 2019: reporting.giz.de/statement-of-accounts



TREND IN PUBLIC-BENEFIT BUSINESS AREA

As at: 31 December 2019 (2018)

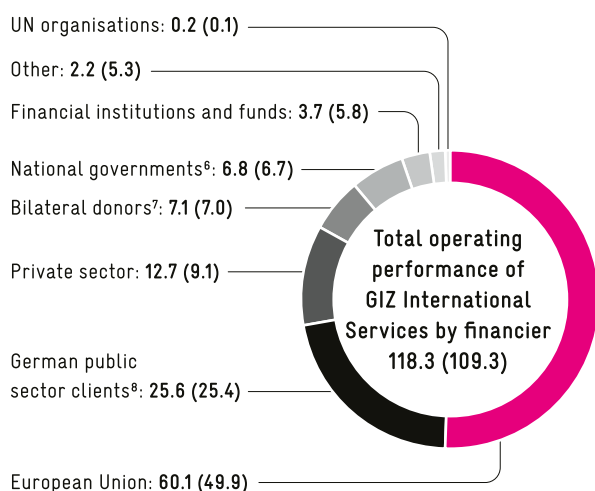
Total income from public-benefit business (in EUR million)¹



GIZ INTERNATIONAL SERVICES (InS)

As at: 31 December 2019 (2018)

in EUR million¹



GERMAN PUBLIC SECTOR CLIENTS

As at: 31 December 2019 (2018)

Total income from German public sector clients (in EUR million)¹

	2018	2019
Federal Ministry for the Environment, Nature Conservation and Nuclear Safety	147	154
Federal Foreign Office	111	98
Federal Ministry for Economic Affairs and Energy	30	31
Cofinancing provided by third parties for projects commissioned by German public sector clients ³	53	51
Federal Ministry of the Interior	14	6
Other federal ministries and other German public sector clients (e.g. state ministries)	8	9
EU twinning agreements ⁵	3	5
Federal Ministry of Food and Agriculture	3	4
Federal Ministry of Defence	6	1
Federal Ministry of Finance	1	1
Total	375	360

BMZ SPECIAL INITIATIVES

Total income from special initiatives (in EUR million)¹

	2014	2015	2016	2017	2018	2019
ONE WORLD – No Hunger	11	59	101	112	134	157
Tackling the Root Causes of Displacement, Reintegrating Refugees	1	20	113	109	130	170
Stability and Development in the MENA Region	1	16	30	35	37	40
Training and Job Creation ⁹	-	-	-	-	-	16
Total income from special initiatives	13	94	244	255	301	383

¹ All values shown without decimal places. There may therefore be rounding differences.

² This figure shows only BMZ special initiatives and cofinancing for BMZ commissions, which is included in the total income generated in commissions implemented on behalf of BMZ.

³ This figure shows cofinancing arrangements involving commissions from all other German public sector clients (with the exception of BMZ).

⁴ This figure shows income from German public sector clients, micro measures in the public-benefit sector, and grants.

⁵ Indirect income from European Commission-funded bilateral administrative partnerships between the German Government and accession candidates or European Neighbourhood Policy states; GIZ is commissioned by the pertinent German federal ministry to prepare and support such measures.

⁶ Includes all funding from a national budget unless the funds can be attributed to a country in which we operate (in which case they are included under 'national governments'). Examples of traditional bilateral donors are DFID, SDC, DGIS and Australian Aid.

⁷ Includes financing bodies that use funds from the budget of a country in which we operate, e.g. the Ethiopian Government.

⁸ Covers all German public sector clients including federal ministries but in the case of InS also, for instance, the German Aerospace Center (DLR) and Engagement Global.

⁹ BMZ launched the Special Initiative on Training and Job Creation at the end of 2018.

PEOPLE AT GIZ

Reliability and curiosity underpin the way our staff approach their work. Together with commissioning parties and partners, our committed employees use their expertise to make lasting improvements to the lives of people in around 120 countries – even in places where conditions are difficult.

IN FIGURES

As at 31 December 2019, GIZ had 22,199 staff around the globe (2018: 20,726). This number both confirms growing demand for our services in the field of international cooperation and demonstrates that we are an attractive employer. Altogether our staff numbers increased by 7 per cent.

Most of our workforce – over 80 per cent – is based abroad. In addition to our employees in Germany, seconded staff and national staff, 556 people had positions with GIZ as seconded development workers and 777 people worked as integrated experts or returning experts in 2019.



Find out more about working for GIZ: www.giz.de/jobs-en

OVERVIEW: HOW WE WORK EFFECTIVELY OUTSIDE GERMANY

DEVELOPMENT WORKERS

The German Development Workers Act (EhfG) came into force more than 50 years ago on 18 June 1969. It provides the legal footing for GIZ's Development Service to assign more than 300 experts as development workers or as Civil Peace Service experts around the globe each year. Working in direct partnership with local people for a limited amount of time, development workers provide support with their professionalism, experience and dedication.



More information about what a development worker assignment is like can be found on page 24 or by visiting:

reporting.giz.de/cameroon-local

www.giz.de/entwicklungsdienst/en

NATIONAL STAFF

The vast majority of the workforce outside Germany are staff members with an employment contract under national employment law. They account for 70 per cent of the workforce and perform a wide variety of duties and management roles. Global standards for human resources (HR) work with and for national staff have been modified, improved and revamped in areas such as career paths, HR development, HR planning and digital HR processes to further strengthen the deployment of staff in partner countries.



Learn more online about people at GIZ at:

reporting.giz.de/personnel

INTEGRATED EXPERTS

Integrated experts are managers and professionals from Germany and other EU countries who put their skills to use in key positions in developing countries and emerging economies. Integrated experts work directly for an employer in their country of assignment on a local employment contract and are fully integrated into local structures – hence the name integrated experts. Once the placement process has been completed, they are paid a salary at the going rate in the area, which GIZ tops up with a salary subsidy from the Centre for International Migration and Development (CIM).



Learn more about the work of Kariem El-Ali, an integrated expert in Indonesia, by visiting:

reporting.giz.de/interview-expert

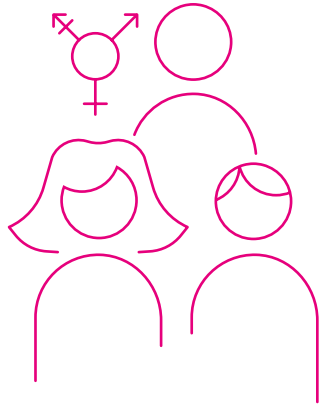
RETURNING EXPERTS

Returning experts are managers and young professionals from developing countries and emerging economies who have acquired professional qualifications in Germany. CIM helps them to find a suitable position that fosters sustainable development in their country of origin. It also offers individual advisory services to help plan their return and future career and assists with the job search in their home country.



Learn more about returning and integrated experts online:

www.giz.de/jobs-international-placements

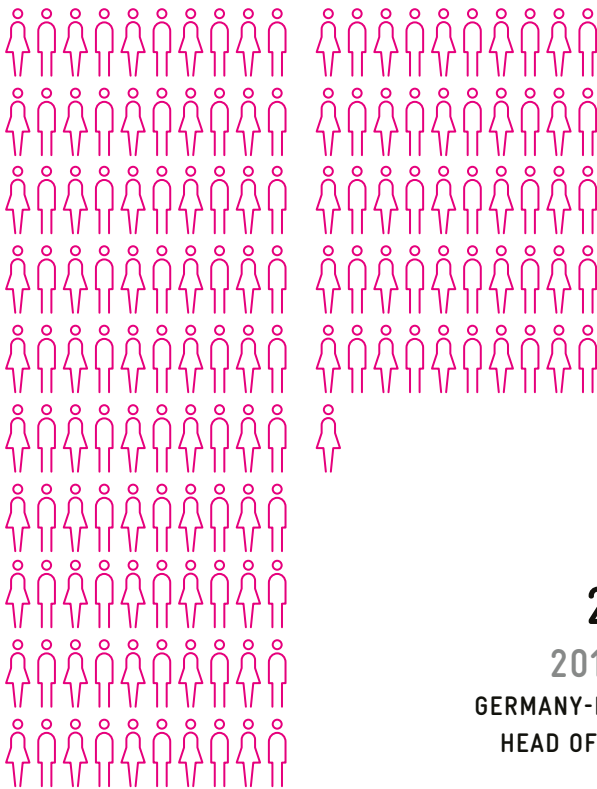


22,199

2018: 20,726
STAFF MEMBERS

15,120

2018: 14,196
NATIONAL STAFF



4,543

2018: 4,068
GERMANY-BASED STAFF



2,536

2018: 2,462
SECONDED EXPERTS



2,401

2018: 2,223
GERMANY-BASED STAFF WITH
HEAD OFFICE FUNCTIONS

2,142

2018: 1,845
GERMANY-BASED STAFF IN
PROJECTS AND PROGRAMMES

556

2018: 577
DEVELOPMENT
WORKERS¹



777

2018: 835
INTEGRATED AND
RETURNING EXPERTS²



Each pictogram represents 100 staff members. The numbers of male and female pictograms have been chosen for graphic reasons alone and do not reflect the actual gender balance in the workforce.

¹ 110 of the 556 development workers are deployed as Civil Peace Service experts.

² Integrated experts are placed with employers in cooperation countries by the Centre for International Migration and Development (CIM), which is run jointly by GIZ and the German Federal Employment Agency. The local employers pay them a salary at the going rate in the area, to which CIM adds a salary subsidy. Returning experts also receive a salary subsidy from CIM, as well as advisory and other support services.

NATIONALITIES OF OUR STAFF



153

across the entire workforce

127

among national staff

113

among Germany-based staff and seconded experts

OUR EMPLOYEES ARE SATISFIED OVERALL

The opinions of our workforce matter to us, as does engaging in continuous dialogue with them. We conducted the fourth company-wide Staff and Development Worker Survey in February 2019. It paints a comprehensive picture of how satisfied our employees are. In 2019, 86 per cent of those surveyed were satisfied with the company and with working there. Performance and excellence of our work results, the substance of our work, cooperation in a team and with managers as well as GIZ as a company were rated as clear strengths. We are devising specific actions to improve and make changes in areas of our company where we still have room for improvement, such as work processes.



Learn more about GIZ dialogue formats on page 17 and by visiting: reporting.giz.de/in-dialogue

OUR HUMAN RESOURCES STRATEGY: FLEXIBLE WORK OPTIONS AROUND THE GLOBE

The environment in which GIZ operates is changing: the requirements of our commissioning parties have increased, conditions in countries of assignment have become more complex and in some of them there are greater environmental pressures. Our HR Strategy is responding to these changes and setting the course for the company's future HR policy, for instance by deploying flexible work models when seconding staff outside Germany and by offering support services for GIZ staff and accompanying partners.

THE RIGHT EXPERTISE IN THE RIGHT PLACE AT THE RIGHT TIME

GIZ is especially good at implementing projects around the globe and offering the right expertise, even in challenging contexts. Staff working outside Germany play a key role in this. We are already using many forms of assignment to best meet the requirements of today and tomorrow. We added the following flexible working options in 2019:

NEW FORMS OF ASSIGNMENT

IntEx (intermittent experts):

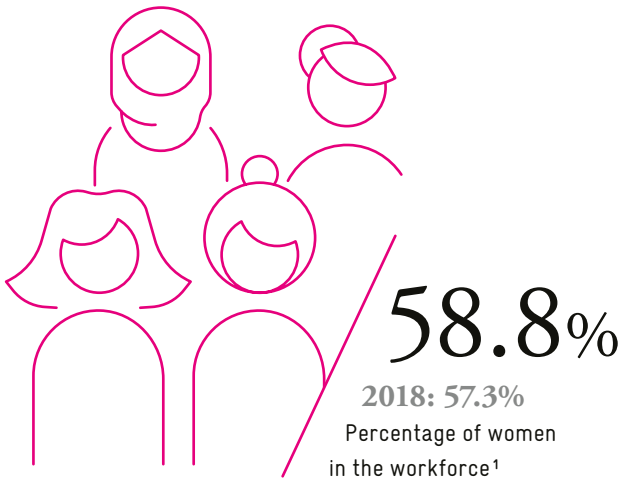
Intermittent experts are assigned to a project outside Germany, but also work in large part at a location in Germany. This can last up to five months of the year, depending on how the project is planned.

Travellers:

Travellers work as Germany-based staff and spend at least three months of the year at a project location outside Germany or working in various projects and/or countries.



Learn more online about people at GIZ at: reporting.giz.de/personnel



WOMEN IN THE WORKFORCE

Percentage

WORKFORCE AS A WHOLE

Germany		Abroad		Total ¹		National staff		Total ²	
2018	2019	2018	2019	2018	2019	2018	2019	2018	2019
65.2	65.5	44.4	46.9	57.3	58.8	-	43.5	-	48.8

MANAGEMENT BOARD

		MANAGERIAL POSITIONS ¹					
		Germany		Abroad		Total	
2018	2019	2018	2019	2018	2019	2018	2019
50.0	33.3	44.6	47.8	36.6	39.3	39.8	42.2

¹ Not including national staff, including German employment contracts

² Including national staff, seconded staff, Germany-based staff and project staff

PERSONNEL IN THE REGIONS

Number

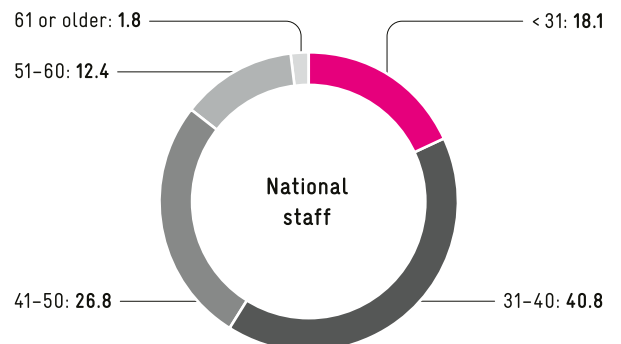
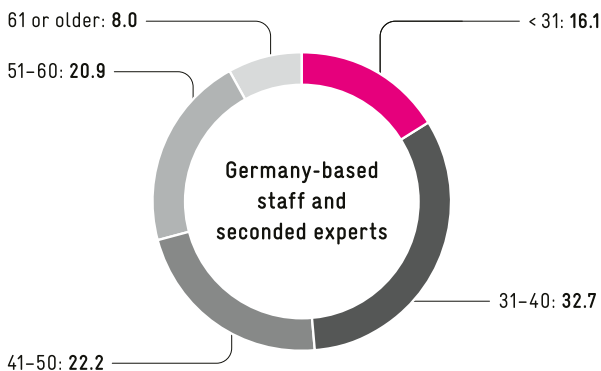
	Seconded experts		National staff		Development workers ³		Integrated experts ⁴		Returning experts ⁴	
	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019
Sub-Saharan Africa	1,021	1,095	5,911	6,541	304	303	84	70	192	185
Asia/Pacific	393	388	2,339	2,313	138	125	59	51	169	175
Europe, Caucasus, Central Asia	430	392	3,114	3,158	10	12	100	78	68	65
Latin America	206	188	1,219	1,204	75	66	57	46	66	66
Mediterranean Region and Middle East	370	415	1,576	1,856	50	50	17	17	23	24
Industrialised countries (Europe, US)	42	58	37	48	0	0	0	0	0	0
Total	2,462	2,536	14,196	15,120	577	556	317	262	518	515

³ 110 of the 556 development workers were deployed as Civil Peace Service experts.

⁴ Integrated experts are placed with employers in cooperation countries by the Centre for International Migration and Development (CIM), which is run jointly by GIZ and the German Federal Employment Agency. The local employers pay them a salary at the going rate in the area, to which CIM adds a salary subsidy. Returning experts also receive a salary subsidy from CIM, as well as advisory and other support services.

BREAKDOWN BY AGE (YEARS)

Percentage



As at: 31 December 2019 (2018)

OUR APPROACH: RESULTS-BASED AND COST-EFFECTIVE

Delivering high quality, efficiency, and sustainable results is our top priority. That's why we plan our project objectives carefully and regularly monitor the outcomes of our work. Managing commissions requires a clear picture of the status of our projects, the most promising approaches, and where there are lessons to be learned. It's the only way for us to ensure effectiveness and the cost-efficient use of resources – and therefore promote sustainable development.

A FOCUS ON RESULTS IS AT THE HEART OF OUR WORK

1. Planning results

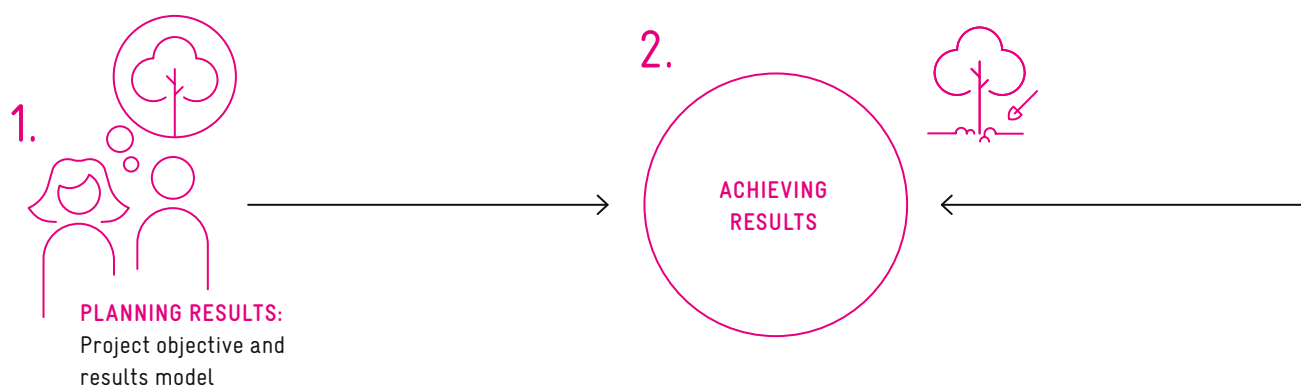
International cooperation takes place in complex, often fragile political, social and economic contexts. Our projects aim to bring about positive changes in sectors, countries and regions. When planning this work, we define the intended changes as objectives that can be measured. This means we have to review and take account of potential interactions and unintended negative impacts during this phase. We do so using a results model that looks at the expected results, activities and instruments (HR, financing instruments and materials and equipment).

2. Achieving results

While the project is running, we work with our partners to achieve the defined objectives in stages.

3. Observing results

We use a results-based monitoring system to keep an eye on results. Based on defined indicators, it determines the extent to which project objectives or other results have been achieved. Moreover, key stakeholders are asked how they view and rate how the project is going. This helps to avoid any unintended results beyond the indicators. By observing the results, we can also produce analyses that are used to steer projects and make any necessary adjustments and, of course, also to learn lessons. Our results-based monitoring system also serves as the foundation for evaluation.



INNOVATIVE AND PIONEERING – THE TECHDETECTOR

Projects must be effective if we are to achieve the 2030 Agenda's Sustainable Development Goals (SDGs). Technological innovation offers great opportunities to reach development cooperation goals more quickly and efficiently. The techDetector helps to even better leverage the potential of these technologies for achieving the SDGs. GIZ's partner in developing this tool was the research institute Envisioning in collaboration with the Fraunhofer Institute for Industrial Engineering.

The web-based application presents 100 innovative technologies and is freely accessible to everyone. It covers everything from ideas for biobots – robotic insects designed to carry out tasks performed by extinct animal species – to prototype delivery drones.

The techDetector offers all German development cooperation partners insights into tomorrow's technologies. With just a couple of clicks, users can find specific examples and receive an assessment of the technology's readiness level and its potential impact on sustainable development. In this way, GIZ is able to make targeted efforts to build knowledge and networks in the area of technology innovation for international cooperation and facilitate knowledge sharing.



Link to the techDetector: viz.envisioning.io/giz/

✉ gitta.sender@giz.de

4. Reporting on results

We inform our commissioning parties on a regular basis about whether or to what extent the project's objective has been achieved. Moreover, the general public is increasingly interested in the effectiveness of our work. We regularly publish information making it clear how our projects help to deliver lasting improvements to people's lives.

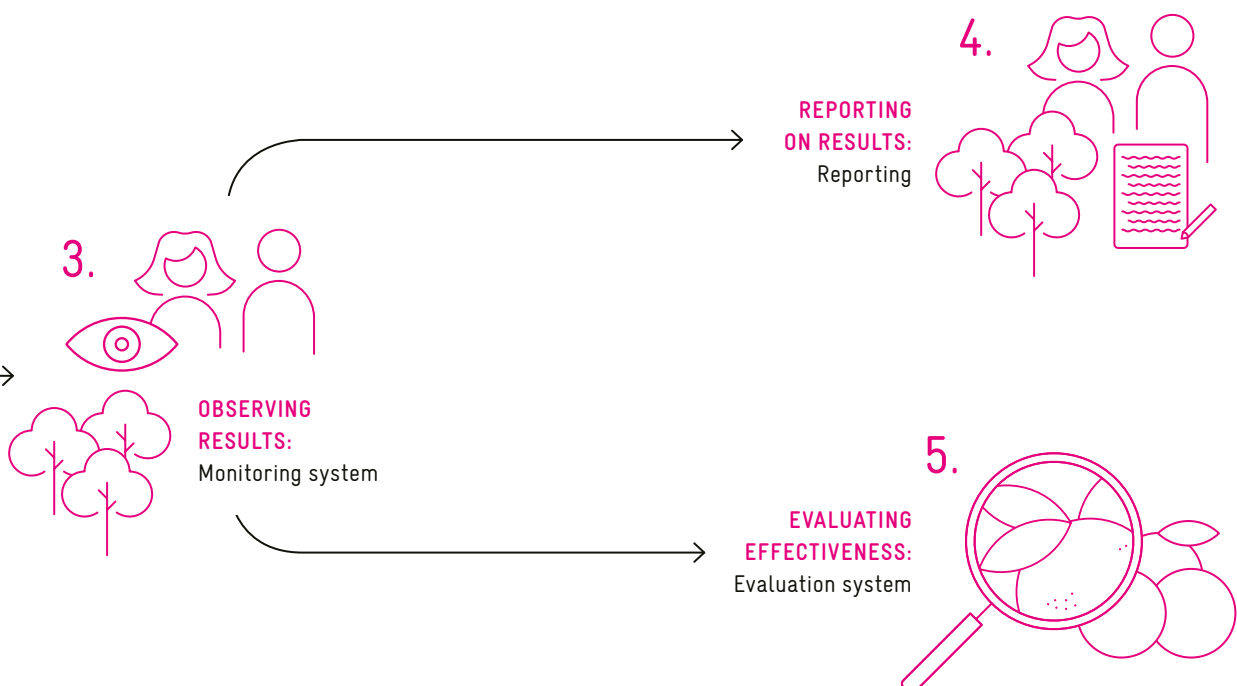
5. Evaluating effectiveness

This evaluation is an important element of our work. Have we done the right thing? Have we achieved the objectives in a cost-effective and sustainable manner? What worked? What didn't? Why? The evaluation lays the groundwork for us to improve services, processes and structures, realign projects if necessary and learn important lessons for future projects.



Learn more about quality, results and evaluation
www.giz.de/evaluation

✉ evaluierung@giz.de



GIZ'S WORK PRODUCES RESULTS – WORLDWIDE

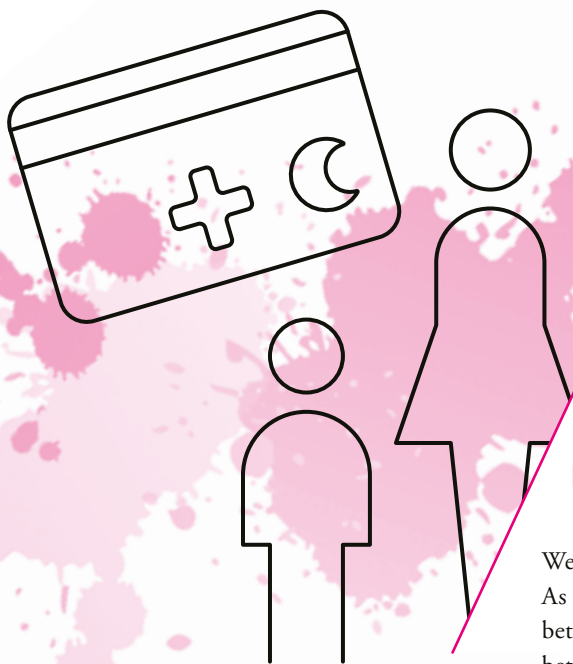
All over the world, we work with our commissioning parties and partners on the ground to make sure that changes happen in a wide range of areas – from energy supply, rural development, employment promotion and education to health, good governance and sustainable water supply. Our aggregated results data show that what we do works.

We gather results data to make it clear what our work achieves beyond project boundaries and national borders. We can use this information to engage in dialogue with the general public, our partners and commissioning parties. By providing publicly accessible information, we support international efforts to increase transparency and exchange knowledge and experience in international cooperation.

GIZ gathered results data around the globe for the fourth time in 2019. We can now collect data annually via an internal web portal. The level of participation was high, with more than 1,300 projects reporting on the impact of their work. The outcomes are directly linked to the Sustainable Development Goals (SDGs). They illustrate what GIZ achieved together with commissioning parties and local partners in 2019.



Find out more: www.giz.de/results



502 million
people have obtained
better health insurance.

We're committed to good health care that is affordable for everyone. As a result of our work, 502 million people have obtained new or better health insurance and 73 million people can make use of better health services – including good medical care, qualified staff and available medication.



For an example of a project in this area, turn to page 25 – India: health & social security – or visit: reporting.giz.de/india-health



196,000
people have taken up jobs.

Employment opens up prospects and generates income. That's why it has been a focus of our work: GIZ has contributed towards 196,000 people taking up a job – a number that is five times the population of Liechtenstein.



For an example of a project in this area, turn to page 29 – Ghana: agribusiness & innovation – or visit: reporting.giz.de/ghana-agribusiness

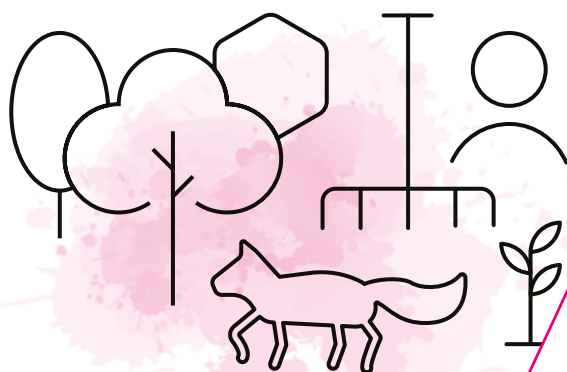


4 million
hectares of land and pastures are
being farmed more sustainably.

We work around the globe to improve the use of resources and make sure that natural areas are managed in a more environmentally sound manner. In 2019, we helped to bring about more sustainable management practices on 4 million hectares of land, including pasture land – an area the same size as the Netherlands.



For an example of a project in this area, turn to page 26 – Global: reap & reduce – or visit: reporting.giz.de/thailand-reap



219,000 km²
of forest have been conserved
through sustainable management.

Functioning ecosystems regulate the climate, provide food security and influence the quality of life of people and animals. Forests play an important role for our climate. Thanks to GIZ's efforts, 219,000 km² of forest were conserved in 2019 – an area that is larger than Senegal.



For an example of a project in this area, turn to page 28 – Brazil: forests & diversity – or visit: reporting.giz.de/brazil-forests

TAKING RESPONSIBLE ACTION AROUND THE WORLD

For GIZ, corporate sustainability covers a broad spectrum of issues from human rights and environmental protection to designing new buildings.

GIZ has firmly embedded sustainability in its strategies and management philosophy, pointing our employees in the right direction to take responsible action in their day-to-day work.

With its different dimensions – social responsibility, ecological balance and economic capability – sustainability is relevant at every level. We see political participation as a fundamental prerequisite for taking truly sustainable action. Our approach goes well beyond what is required by law; we have set ourselves ambitious goals.



Learn more about sustainability management on page 18 and online by visiting: reporting.giz.de/sustainability-management

SOCIAL RESPONSIBILITY

To realise our social responsibility, we attach particular importance to carrying out human rights due diligence in projects and corporate processes.



Learn more online about social issues at GIZ at: reporting.giz.de/personnel

Human rights are the top priority

The German Government has implemented the UN Guiding Principles on Business and Human Rights with its National Action Plan for Business and Human Rights 2016–2020. This action plan enshrines firm guidelines for safeguarding human rights in German companies and their supply chains. GIZ takes its responsibility to uphold human rights seriously – not only within our company but also along the supply chain.

As a first step, GIZ performed a risk analysis in two thematic areas in 2019. We examined employment conditions in GIZ offices outside Germany and procurement of materials, equipment and services inside and outside Germany. Based on a roadmap, an internal GIZ working group will put measures in place to strengthen human rights due diligence within the company. Examples of this work include revising basic documents, systematically integrating human rights aspects into procurement processes and raising awareness among staff.

Along with other German companies, GIZ also participated in a monitoring process undertaken by the German Government to implement the National Action Plan for Business and Human Rights. The government will publish the results of this process in 2020.

PULLING TOGETHER

Everybody is on board: GIZ managers can now include voluntary sustainability efforts made by staff in their agreements on goals. There is a great deal of enthusiasm for this option. Employees are already contributing their ideas in staff initiatives and at meetings of environment teams in Berlin, Eschborn and Bonn.



ECONOMIC CAPABILITY

To reach our goals as a company, we have to sustain and strengthen our performance, a step that entails maximising the efficient and sustainable use of resources.

Procurement that leverages change

How can we source more sustainable office furniture? Which social and environmental criteria should publications and other printed products meet? And which sustainability issues can be taken into account when procuring advisory services? These questions are becoming increasingly critical to GIZ, given the high procurement volume for materials and equipment, construction, services and finance – topping EUR 1.5 billion in 2018. Procurement is therefore an important lever for enshrining sustainability in GIZ value and supply chains, too.

A recent report on sustainable procurement also illustrates the framework for these processes at GIZ and presents criteria for recurring items, such as building cleaning services and IT hardware.



Find the Sustainable Procurement at GIZ report by visiting:
www.giz.de/procurement-report-2017-18

The Sustainable Procurement team within the Procurement and Contracting Division also developed training formats for procurement officers both in Germany and in country offices within the field structure in 2019. Colleagues were able to exchange information about regional potential and learn from one another at workshops carried out in Addis Ababa and Bangkok. The goal is to promote sustainability criteria in procurement at all locations. GIZ will organise internal training on this issue around the globe again in 2020.

Since 2019, an online course has been available for GIZ's external service providers so that they can learn about corporate sustainability at GIZ: the Guide for Practicing corporate Sustainability (GIZ GPS). This visually appealing tool will serve as a source of inspiration for them to join forces with GIZ in exploring and improving corporate sustainability. In the future, commissioned service providers will be asked to go through GIZ's GPS when procurement documents are sent out and will receive a certificate when they complete the course.



Find the Guide for Practicing corporate Sustainability at:
gps.giz.de/en/



Sustainable events

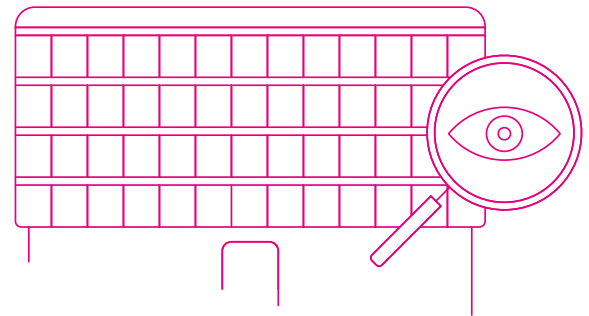
Events, meetings and conferences are everyday occurrences at GIZ. The environmental footprint of these get-togethers is often underestimated. Travel by attendees generates greenhouse gases, waste is produced and energy is consumed – all of this adds up and has a severe impact on the environment. By introducing minimum standards for sustainable event management, GIZ provides guidance for ways to reduce this footprint at locations in Germany. The standards include requirements for the three dimensions of sustainability in seven fields of action. For instance, hotels should be easy to reach by bus and train, digital options should be used to facilitate paperless events and catering should be vegetarian, where possible. A short time before the event, organisers should check which guests are really attending to avoid making more resources available than are needed. Events with more than 100 attendees must be made climate neutral through carbon offsetting.



Learn more online:
www.giz.de/sustainable-event-management

CATERING AT GIZ – ENVIRONMENTALLY, SOCIALLY AND DELICIOUSLY APPETISING

Tap water instead of bottled water, vegetarian delicacies instead of meat, and organic fair-trade coffee – catering services for GIZ events in Germany and Brussels meet corporate-wide minimum standards set out in our sustainable event management approach. Disposable cutlery and single-serve packaging are no longer permitted. Leftover boxes are provided at the end of each event so that food from the buffet is not wasted.



Space for guests
in the ground-floor
auditorium

700
standing

500
sitting

Usable space

28,000 m²

ECOLOGICAL BALANCE

GIZ has set itself the goal of improving its ecological balance as one of the three dimensions of sustainability. We want to reduce greenhouse gas emissions and consumption of resources, such as water, paper and electricity. Our new offices in Bonn, which meet sustainable building standards, are playing their part in this. For the first time, environmental data is also helping us to offset carbon emissions company-wide (now including activities outside Germany too) in 2020.

New campus in Bonn wins gold standard

GIZ is investing in modern workplaces: following the completion of a new seven-storey building at the end of 2019, the Bonn campus now offers jobs for 1,500 people – 500 of them in the neighbouring Meander Building that has been open since 2015. Like the Meander Building, the new campus has won gold standard certification from the German Sustainable Building Council. The campus

has been recognised for its energy efficiency, resource conservation and healthy working environment. It has team-working spaces and quiet areas. A photovoltaic system on the roof supplies electricity to eight charging stations for electric vehicles.

Wildflower meadows instead of lawns

Flowers are in bloom all around GIZ's building in Eschborn: cornflowers, yellow sweet clover and cow parsley attract beneficial insects. Some 700 square metres of lawn have been turned into a wildflower meadow. GIZ is not only offering food, but also a home, for bees and bumblebees. Insect hotels entice these winged visitors to nest – with tangible success: rare solitary bees, whose habitats are highly endangered, have already settled there. These wild bees pollinate many wild plants and therefore preserve natural diversity.



'GIZ's work around the globe is geared to sustainability. That's why it's important that we comply with the most stringent standards, and that includes when we are building for our own needs. By doing so, we offer our staff a workplace that is consistent with our own corporate values.'

Henriette Strothmann, Director of Property 1 Division

Environmental data from GIZ country offices

With our large number of locations in around 120 countries, it is hard to express the environmental performance of GIZ country offices in numbers. That's why GIZ developed the Corporate Sustainability Handprint® (CSH), a tool that measures the environmental impact of our activities outside Germany. While the environmental footprint measures things such as water consumption and CO₂ emissions, the handprint documents active contributions towards sustainability: for instance, installing solar panels rather than generators, arranging carpools for commutes, raising awareness of health issues, providing information about ethical conduct in potential conflict situations, and ensuring sustainable procurement. Moreover, in 2020 GIZ is supporting country teams in reducing greenhouse gases, thereby encouraging them to optimise their environmental sustainability performance.

Country offices use the CSH to report on various measures that they have taken to reduce their environmental footprint. For instance, the country office in Thailand has drawn up both the Green Guide to Bangkok, which can help to make daily life more sustainable in Bangkok, and

a Green Procurement Handbook. This handbook outlines different sustainability criteria to be included when procuring goods and services.

The country offices in Armenia, Azerbaijan and Georgia have joined forces to create the Regional CSH Exchange South Caucasus. This group promotes and strengthens information sharing by the GIZ offices in the neighbouring countries, helping them to agree on ways to broach specific regional challenges and implement joint measures within the environmental dimension of the CSH beyond national borders.

A few teams are also developing cross-border proposals on ways to advance environmental sustainability across the board at GIZ. For instance, the CSH team from Madagascar and Mauritius has shown that replacing generators with solar panels at GIZ project sites can yield significant potential GHG savings.



Learn more about the Corporate Sustainability Handprint® online: www.giz.de/handprint



OUR ORGANISATION CHART

MANAGEMENT BOARD

Tanja Gönner
Chair of the Management Board

Thorsten Schäfer-Gümbel

CORPORATE UNITS

CORPORATE DEVELOPMENT

Timo Menniken

CORPORATE COMMUNICATIONS

Sabine Tonscheidt

LEGAL AFFAIRS AND INSURANCE

Jochen Salow

COMPLIANCE AND INTEGRITY

Heinz-Michael Hauser

AUDITING

Sabine Jüngling

DEPARTMENTS

CLIENT LIAISON AND BUSINESS DEVELOPMENT (AGE)

Petra Warnecke

SECTORAL DEPARTMENT (FMB)

Dirk Aßmann

SECTOR AND GLOBAL PROGRAMMES (GloBe)

Elke Siehl

AFRICA

Sabine Müller

ASIA, LATIN AMERICA, CARIBBEAN (APLAK)

Matthias Giegerich

Commissioning Parties
Ulrike Ebeling

Internal Customer Services
Elke Hüttner

Economic and Social Development, Digitalisation
Axel Klaphake

Western Africa 1
Ulrike Maenner

South Asia
Corinna Küsel

Business Development
Tim Mahler

Economic and Social Development, Employment
Kerstin Nagels

Crisis and Conflict Management, Migration, Construction
Martha Gutierrez

Southern Africa
Matthias Rompel

South-East Asia, Pacific
Petra Mutlu

Funding Programmes
N. N.

Governance and Conflict
Kathrin Lorenz

Climate Change, Environment, Infrastructure
Vera Scholz

Central Africa
Angelika Friedrich

East Asia
Jutta Zinnel

Climate Change, Rural Development, Infrastructure
Jochen Renger

Global Policy, Governance, Cities
Joachim Göske

Eastern Africa
Jürgen Dierlmaier

South America
Jürgen Popp

Methods, Digital Transformation, Innovation
Annette Bähring

Rural Development, Agriculture
Christel Weller-Molonga

Western Africa 2, Madagascar
Sabine Müller

Central America, Caribbean
Martina Vahlhaus

Supraregional and Horn of Africa
Tobias Gerster

Pakistan, Afghanistan
Uwe Kievelitz

Development Policy Forum
Sandra Retzer

Digital Commission and Department Management
Petra Zimmermann-Steinhart

EVALUATION	CORPORATE SECURITY	ACADEMY FOR INTERNATIONAL COOPERATION (AIZ)
Albert Engel	Stefan Opitz	Andrea von Rauch

EUROPE, MEDITERRANEAN, CENTRAL ASIA (EMZ)	INTERNATIONAL SERVICES (InS)	HUMAN RESOURCES	FINANCE	PROCUREMENT, PROPERTY, CONTRACTING, INTERNATIONAL LANGUAGE SERVICES (ELVIS)	DIGITAL TRANSFORMATION AND IT SOLUTIONS (DIGITS)
Michaela Baur	Carsten Schmitz-Hoffmann	Lutz Zimmermann	Michael Lau	Isabel Mattes-Kücükali	Wolf M. Dio
Germany, Europe Tilman Nagel	Finance and Human Resources Thomas Maenz	HR Competencies Gesine Schäling	Departmental Coordination Tiana Atamer	Procurement and Contracting Immanuel Gebhardt	Project and Portfolio Management Christian Henckes
South-East Europe, South Caucasus Sandra Schenke	Operations Christian Kühnl	HR Partners Andrea Goll	Financial Management Advisory Services Roman Poeschke	Property 1 Henriette Strothmann	IT Development Beate Kordt-Stapel
Central Asia, Russia Heinrich-Jürgen Schilling		Recruitment and Follow-on Assignments Reinhard Schrage	Corporate Financial Control Julius Spatz	Property 2 Robert Kressirer	IT Operations Frank Henkes
Northern Africa Regine Qualmann		HR Services Ulrich Heise	Accounting and Taxation Malte Bethke	International Language Services Christopher Weisbecker	Global IT Services Dagmar Lumm
Middle East 1 Rudolf Rogg		Medical Services Stefanie Wagner	Financial Services Gabriele Krause-Frieling		Departmental Financial Control Raschid Souidi
Middle East 2 Hans Fruehauf		HR Digital and Innovation Christoph Schroeder			Information Security Management Norbert Boll
		Regional HR Hubs Sabine Kittel			



The latest version of GIZ's organisation chart is available at:
www.giz.de/organisation-chart

As at: 30 April 2020

OUR OFFICIAL BODIES

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