



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

2020

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

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Registered offices
Bonn and Eschborn, Germany

Procurement and Contracting Division
Dag-Hammarskjöld-Weg 1-5
65760 Eschborn, Germany
T +49 61 96 79-0
F +49 61 96 79-11 15

E info@giz.de
I www.giz.de

This report was prepared by:
Immanuel Gebhardt, David Franzreb, Susanne Kohlmann, Lisa-Marie Müller

Design/Layout:
Ira Olaleye, Eschborn

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Eschborn, June 2021

Foreword

Dear readers,

This report covers contracts awarded¹ by GIZ in fiscal 2020. In it, we seek to provide you with a comprehensive overview of the award of contracts for services, construction, financing arrangements and materials and equipment during the period under review, broken down into regions and sectors. We also present the trends that have emerged over a multiyear period. Our aim is to help achieve transparency in the procurement sector.

2020 saw another considerable volume of contracts awarded. The total value placed is around EUR 1,838 million – some 55.3% of our business volume. GIZ has thus awarded more than every second euro to third parties. Compared with the previous year, the volume of contracts awarded rose by almost EUR 150 million (9%).

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

In 2020, the coronavirus pandemic had a major impact on procurement at GIZ. During the period covered by this report, GIZ and its partners had to temporarily discontinue or scale back their activities at many locations. The resulting delays and rescheduling had a knock-on effect on procurement. One of the consequences of the pandemic was a significant increase in the volume of health-sector contracts. You will find more information about the impact of the coronavirus pandemic in Section 3 ‘Trends in contract awards – an overview’.

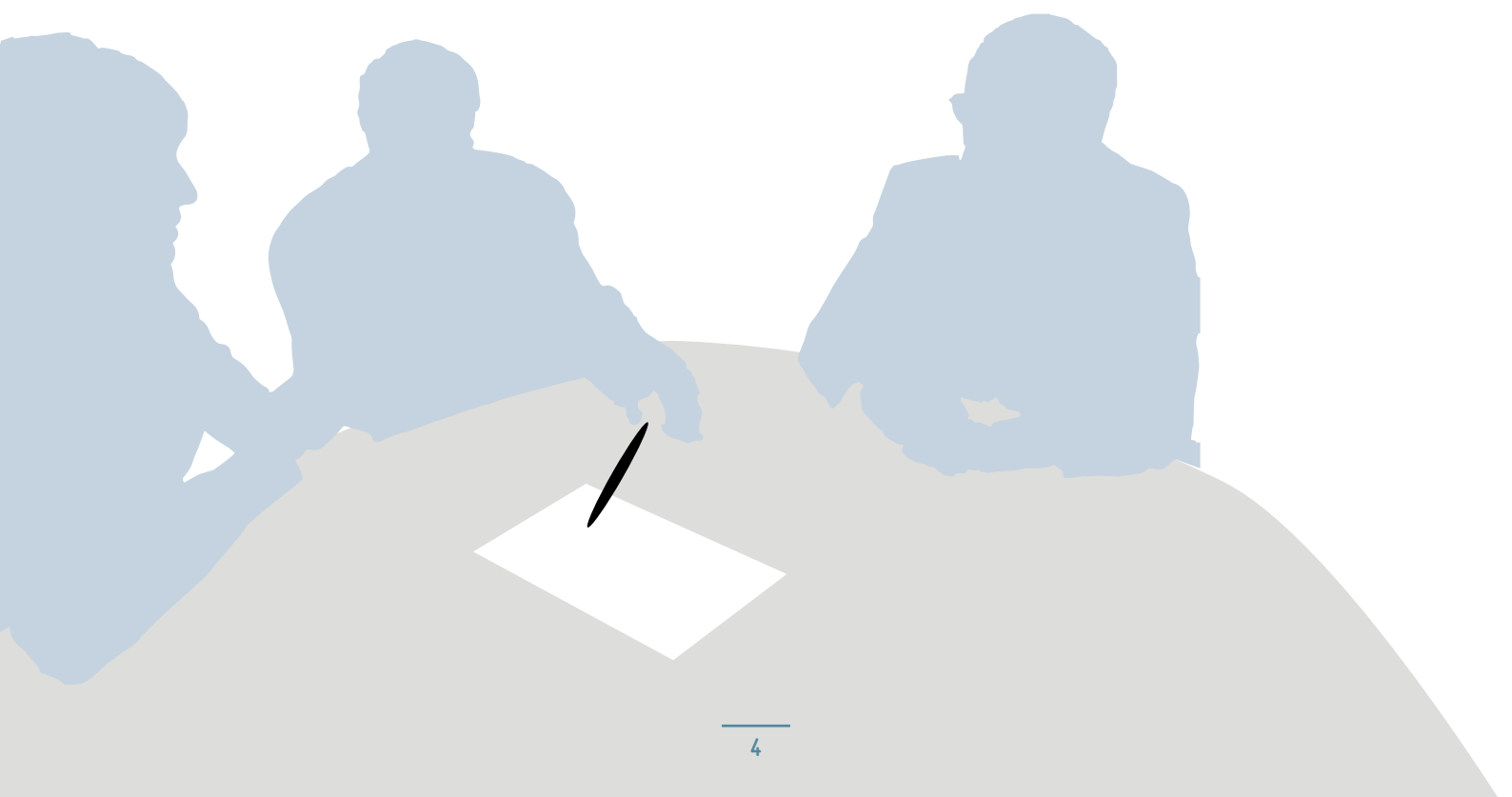
In 2020, we also made further progress towards the digitalisation of procurement at GIZ. Following the introduction of our contract management system in 2018 and the gradual digitalisation of contract award processes, we made a series of technical and functional improvements that will benefit tenderers as well as GIZ contract processing staff. In August 2020 the Procurement and Contracting Division launched its new Procurement Portal, a central platform for submitting and managing requests for contracts by GIZ staff. This portal guides GIZ project staff through the entire process online, in accordance with the rules and regulations. This allows us to provide staff submitting requests with an efficient, high quality procurement procedure. The Procurement Portal also lets us allocate incoming orders automatically and, as such, make the best possible use of available capacity within the Procurement and Contracting Division.

We hope you will enjoy reading this report.



Immanuel Gebhardt
Director of the Procurement
and Contracting Division

¹ The term ‘contract award’ as used in this report refers both to awards of public-sector contracts within the meaning of German procurement law (Section 103 of the Act against Restraints on Competition) and awards of funding under financing arrangements.



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1 GIZ's legal form and mandate

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a federal enterprise registered under private law. It is wholly owned by the Federal Republic of Germany, represented by the German Federal Ministry for Economic Cooperation and Development (BMZ). Its corporate purpose is to promote international cooperation for sustainable development and international education work. GIZ thus aims to support the Government of the Federal Republic of Germany in achieving its development policy objectives.²

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

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

Of our 23,614 employees in some 120 countries, almost 68 per cent are national staff working on site. As a recognised development service provider, we currently have 483 development workers in action in partner countries. In addition, the Centre for International Migration and Development (CIM), a joint operation of GIZ and the Federal Employment Agency, placed 212 integrated and 516 returning experts with local employers abroad in 2020 or provided them with financial support, advice and other services.³

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

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

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

³ Personnel figures as at 31 December.2020



2 Contract placement at GIZ

2.1 Awarding of commissions to GIZ

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

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

2.2 Awarding of contracts by GIZ

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

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

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

When contracts are awarded in the partner country, GIZ is obliged to apply these regulations *mutatis mutandis* in accordance with the provisions of the General Agreement. The tasks involved in procurement procedures are clearly divided and demarcated between the Procurement and Contracting Division at Head Office in Germany, and the GIZ country offices on the ground. Offices in partner countries carry out procurement up to company defined limits themselves. These set amounts are up to EUR 50,000 for materials and equipment and up to EUR 100,000 for services and construction works. Any procurement above these thresholds requires consultation with the Procurement and Contracting Division, which provides commercial and legal support for the process. In other words, it reviews, approves and – where required on cost effectiveness or other grounds – may take on full responsibility for handling the transaction. As a matter of principle, contracts with international contractors are concluded by the Procurement and Contracting Division.

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

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

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

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

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

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

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

All contracts for services worth EUR 25,000 or more placed by the Procurement and Contracting Division are published on the GIZ website,⁴ where contracts with companies and institutions and with individuals are listed separately.

⁴ www.giz.de/en/workingwithgiz/awarded_contracts.html

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

Procedure	Contract notice
Up to EUR 20,000: Competitive negotiated award	Not published. GIZ chooses the tenderers from among suitable firms.
From EUR 20,000: Public invitation to tender or limited invitation to tender with or without a competitive tender or negotiated award with or without a competitive tender	Public invitation to tender or limited invitation to tender with or without a competitive tender: Publication on bund.de and ⁷ , and, where appropriate, in the relevant specialist press.
From EUR 214,000: ⁸ Europe-wide open procedure	Publication in the Supplement to the Official Journal of the EU or TED, ⁹ on bund.de and GTAI and, where appropriate, in the relevant specialist press (with an invitation to submit tenders).
From EUR 214,000: ⁸ Europe-wide restricted procedure with a competitive tender	Publication in the Supplement to the Official Journal of the EU or TED, on bund.de and GTAI and, where appropriate, in the relevant specialist press (with an invitation to submit requests to participate).
From EUR 214,000: ⁸ Europe-wide negotiated procedure with a competitive tender	Publication in the Supplement to the Official Journal of the EU or TED, on bund.de and GTAI, and, where appropriate, in the relevant specialist press (with an invitation to submit requests to participate).
From EUR 214,000: ⁸ Europe-wide negotiated procedure without a competitive tender	Publication in the Supplement to the Official Journal of the EU or TED, on bund.de and GTAI, and, where appropriate, in the relevant specialist press (with an invitation to submit tenders).

⁵ Regulation on Sub-Threshold Procurement

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

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

⁸ EUR 5,350,000 for construction works

⁹ Tenders Electronic Daily, <http://ted.europa.eu> is the web version of the Supplement to the Official Journal of the EU, dedicated to European public procurement

2.3 Awarding of financing by GIZ

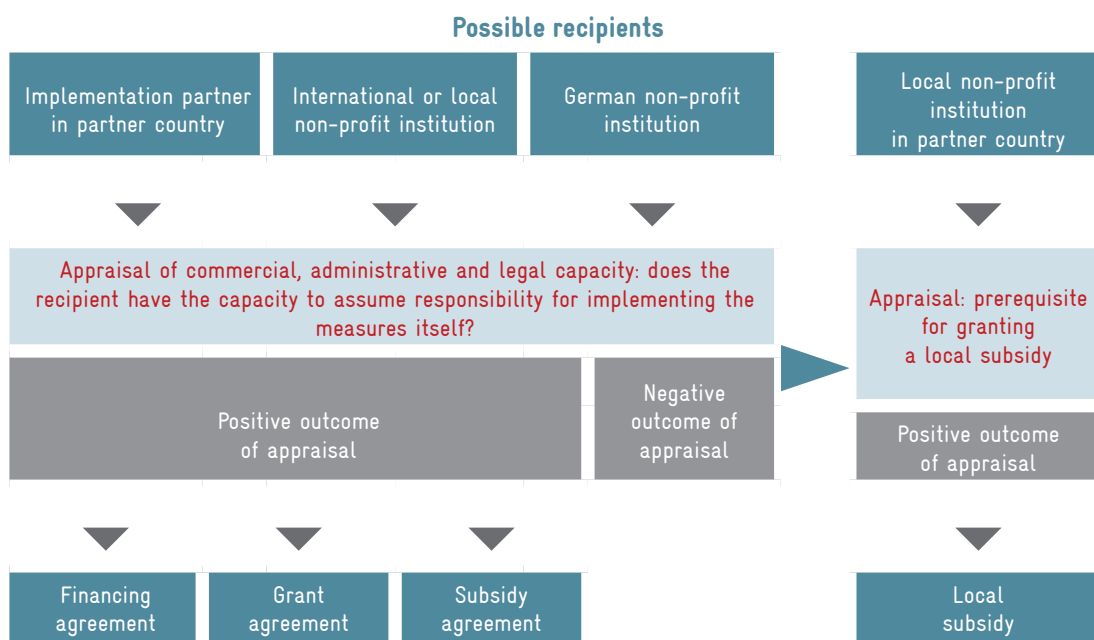
Financing arrangements establish the legal basis on which GIZ makes funding available to recipients for specific purposes to help them carry out certain measures as part of technical cooperation work. The overarching term ‘financing arrangements’ includes financing agreements, subsidy agreements, grant agreements and local subsidy agreements.

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

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

Figure 1

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



2.4 Sustainable procurement

2.4.1 GIZ's strategic orientation

'Sustainable. The obvious choice.' GIZ's choice of motto is a clear statement of its position and its commitment to operate sustainably, both in Germany and in its partner countries.

This strategic orientation is firmly established at every level of the company. The principle of sustainability underpins all GIZ's overarching corporate values. We believe it is vital to combine social responsibility, ecological balance and economic capacity so that current and future generations can lead secure and dignified lives. GIZ has set itself some ambitious goals for the years ahead in its Corporate Strategy 2020–2022 and the Sustainability Programme 2021–2025. They are all guided by the 2030 Agenda, the Paris Agreement and Germany's National Sustainable Development Strategy, as well as the expectations of our workforce, our commissioning parties and our partners around the world.

GIZ regards sustainable procurement as a priority. All the materials and equipment, services and construction work that we procure need to meet the toughest sustainability criteria. The Procurement and Contracting Division has been working for some years to incorporate the issue of sustainability into its procurement processes and it offers advice wherever needed.

2.4.2 The procurement process (ISO 20400:2017)

The Procurement and Contracting Division's activities are based on ISO 20400:2017. This international standard defines sustainable procurement as 'procurement that has the most positive environmental, social, and economic impacts on a whole life basis'. It sets out sustainability criteria for goods and services and for suppliers at every point in the supply chain. In line with the ISO standard, GIZ is taking specific measures to put its entire procurement system on a more sustainable footing. The following section outlines the most important measures initiated or established by the company in 2020.

In terms of governance and procedures, the new company-wide Sustainable Procurement Policy is an important milestone.¹⁰ It underlines GIZ's vision and values, establishes sustainable procurement as a strategic objective and regulates the binding standards and responsibilities within the company. The policy covers a wide range of areas, from the definition and integration of sustainability criteria in tender documents to their inclusion in the final version of the contract. This applies to all types of GIZ contracts relevant to procurement (procurement of services, materials and equipment, financing arrangements and construction services) that are entered into at Head Office and in the field structure. As well as updating its General Purchase Conditions (AEB), General Terms and Conditions of Contract (AVB) and the templates used to draft financing arrangements, GIZ has taken further steps to embed sustainability even more extensively in all its contract documentation. The General Purchase Conditions and General Terms and Conditions of Contract impose wide-ranging obligations on contractors with respect to the environment, human rights, social standards and integrity. Likewise, the templates for financing arrangements contain rules for compliance with environmental and social standards. All supplies and services procured using funds received under a financing arrangement must meet the strictest possible sustainability standards.

¹⁰ Available on the GIZ website at www.giz.de/de/downloads/giz2021-nachhaltige-beschaffung-en.pdf

To build up expertise, we organise frequent training activities for staff working in different areas. This includes an introduction to sustainable procurement as part of the onboarding programme for new staff, and across the company employees with procurement responsibilities undergo regular training on the issue of sustainability.

To identify and motivate stakeholders, GIZ also offers an online training course for its external service providers entitled 'GIZ GPS, our Guide for Practising Corporate Sustainability'.¹¹ The interactive course provides information about GIZ's sustainability management system and encourages participants to keep on improving their own corporate sustainability mechanisms. We also engage with stakeholders through regular dialogue.

At the same time, we also set priorities in our procurement processes. In awarding long-term contracts to meet the company's own requirements or when issuing invitations to tender for framework agreements, we always stipulate appropriate sustainability criteria (subject to procurement law and market availability) and incorporate them into the contract award documentation. These criteria are then automatically established as the minimum standard in follow-on tenders. We have drawn up a classification of risks for all high-risk materials, equipment and services, and are currently developing specific guidelines that will set out minimum internal standards and recommendations for materials and services identified as having a high potential for sustainability improvements (e.g. textiles, vehicles and coolants).

Improving and reporting on our performance is also part of the process. A specialist team produces our regular Sustainable Procurement report and holds frequent talks with GIZ colleagues and external stakeholders. Staff can exchange information and ideas on current procurement projects, share examples of best practice and draw attention to new initiatives through our company-wide sustainable procurement community.

As with all ISO standards, ISO 20400:2017 emphasises the importance of continuous improvement. To this end, we review and update our risk categories at regular intervals.

GIZ stakeholders can submit complaints or suggestions to GIZ through our complaints mechanism. All such matters can be addressed to GIZ using the central email address sustainable.procurement@giz.de.

¹¹ Available on the GIZ website at gps.giz.de/online-schulung-giz-guide-for-practicing-corporate-sustainability-gps

2.4.3 Best Practices (2020)

General cleaning and cleaning of windows and window frames at GIZ offices in Bonn and Eschborn

The invitation to tender for this contract entailed high environmental and social standards. The minimum criteria included the use of environmentally friendly consumables and cleaning materials, with all paper-based products and soaps, for instance, needing to be certified under the Blue Angel, EU Ecolabel or a comparable scheme. Furthermore, a sustainable waste management strategy was required. With regard to employee welfare, in addition to the core ILO labour standards referenced in the General Terms and Conditions of Contract (AVB), adherence to the collective bargaining agreement was a minimum criterion. Another requirement of the tender was the inclusion of measures to protect the environment, for instance an environmental management system such as EMAS or ISO 14001. Also positively assessed were the provision of training on environmentally friendly cleaning methods and the use of ecologically sound products, cleaning materials and processes.

Travel arrangements for trainers at the Academy for International Cooperation (AIZ) at Campus Kottenforst

As standard practice, in our pre-event communications we ask all trainers to consider the environmental impact of their choice of transport. Travel expenses are reimbursed on the basis of second-class rail fares or local public transport.

Printing services

We specify that our Integrated Company Report and the GIZ magazine *Akzente* must be printed on 100% recycled paper (with the FSC, Ecolabel or Blue Angel label). All printing work must be climate-neutral.

The terms of the tender process also entailed compliance with ISO 12467 (Graphic technology – Process control for the production of half-tone colour separations, proof and production prints) for all basic printing processes.

Mouth and nose masks for the EU Council Presidency 2020

Rigorous sustainability criteria were applied when 84,000 mouth and nose coverings were purchased by the project Support for the German Federal Foreign Office for the EU Council Presidency 2020 and Germany's Presidency of the Council of Europe. This contract was awarded to a tenderer whose mouth and nose coverings are certified under the government-run Green Button (*Grüner Knopf*) label.

3 Trends in contract awards – an overview

In 2020, GIZ concluded contracts and agreements in the form of service contracts, financing arrangements, construction contracts and orders for materials and equipment worth a total of EUR 1,838.3 million. This equates to a year-on-year increase of 8.8% in the total volume awarded, with business volume rising by 8.6% over the same period.

Table 2 illustrates GIZ's global contract and agreement awards from 2015 to 2020 by type.

Table 2

Overview of commissions awarded to GIZ, GIZ's business volume and contracts awarded in EUR million by contract or agreement type (2015 – 2020)

	2015	2016	2017	2018	2019	2020
I. Overview of commissions and business volume						
Commissions placed with GIZ	2,451.9	3,336.1	3,406.3	3,307.2	3,689.0	4,188.2
Business volume	2,142.4	2,402.1	2,569.0	2,994.9	3,062.6	3,327.1
II. Contracts awarded						
1. Contracts awarded by Head Office						
Service contracts	377.6	401.1	421.1	468.7	515.3	491.0
Financing arrangements	270.6	368.7	436.9	581.9	654.5	851.2
Construction contracts	14.3	173.7	10.3	7.1	3.9	2.6
Orders for materials and equipment	50.5	66.4	65.5	86.8	77.9	108.1
Total	713.0	1,009.9	933.8	1,144.5	1,251.6	1,452.9
2. Contracts awarded locally by GIZ country offices						
Service contracts	153.6	143.5	178.1	227.0	251.4	205.5
Financing arrangements	69.4	85.3	79.6	74.5	62.7	62.4
Construction contracts	14.4	41.2	30.2	54.0	50.6	20.0
Orders for materials and equipment	58.4	66.1	65.0	75.5	73.4	97.5
Total	295.8	336.1	352.9	431.0	438.1	385.4
Contracts awarded worldwide						
Service contracts	531.2	544.6	599.2	695.7	766.7	696.5
Financing arrangements	340.0	454.0	516.5	656.4	717.2	913.6
Construction contracts	28.7	214.9	40.5	61.1	54.5	22.6
Orders for materials and equipment	108.9	132.5	130.5	162.3	151.3	205.6
III. Total orders placed	1,008.8	1,346.0	1,286.7	1,575.5	1,689.7	1,838.3

In 2020, for the first time, a majority of the contracts awarded by GIZ across the world took the form of financing arrangements. In 2020, GIZ concluded financing arrangements with a combined value of EUR 913.6 million, roughly half of the overall procurement total. The volume of financing arrangements worldwide increased by EUR 196.4 million or 27.4% year on year. Since 2015, the figure has risen by around 168.7%.

In 2020, the volume of worldwide service contracts saw the first-ever year-on-year decline. At EUR 696.5 million, service contracts accounted for roughly 37.9% of all procurement. This figure was down EUR 70.2 million or 9.2% relative to 2019.

Construction contracts made up a relatively small share of total contracts awarded, at EUR 22.6 million or 1.2%. The volume of construction contracts declined by EUR 31.9 million or 58.5% year on year.

At EUR 205.6 million, orders for materials and equipment placed worldwide constituted 11.2% of the total volume of contracts awarded in the year under review. Orders for materials and equipment rose significantly by EUR 54.3 million or 35.9% compared to the previous year.

10 Years of GIZ

GIZ celebrated its 10th anniversary on 1 January 2021. The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH was created through a merger between the Deutscher Entwicklungsdienst (DED) gGmbH (German development service), the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH (German technical cooperation) and InWEnt – Capacity Building International, Germany.

Over the decade since GIZ was formed, the extent of cooperation with third parties has much more than doubled. From around EUR 725 million in 2011, the total figure for contracts awarded rose by roughly 154% to EUR 1,838 million in 2020. As such, procurement now accounts for a much greater share of GIZ's total output. Compared with 2011, when it made up just 36% of our total business volume, in 2020 that figure rose to 55.3%, well over half.

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Figure 2 shows the different types of contracts and agreements awarded by GIZ worldwide in 2020 as a percentage.

Figure 2
Total contracts awarded in 2020 by GIZ by contract/agreement type

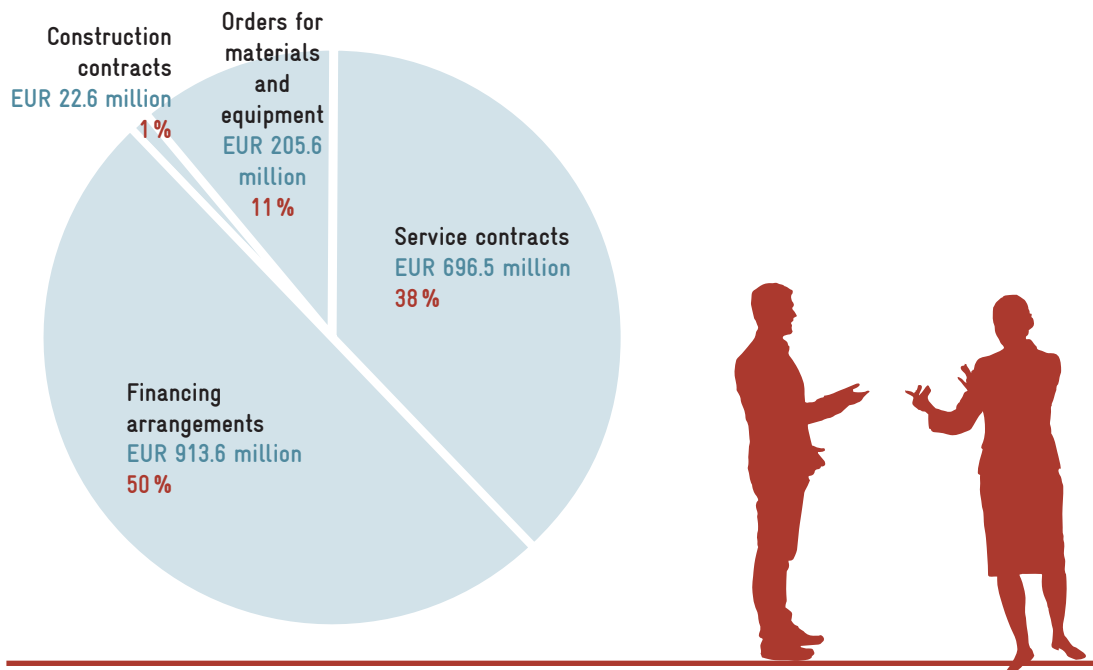
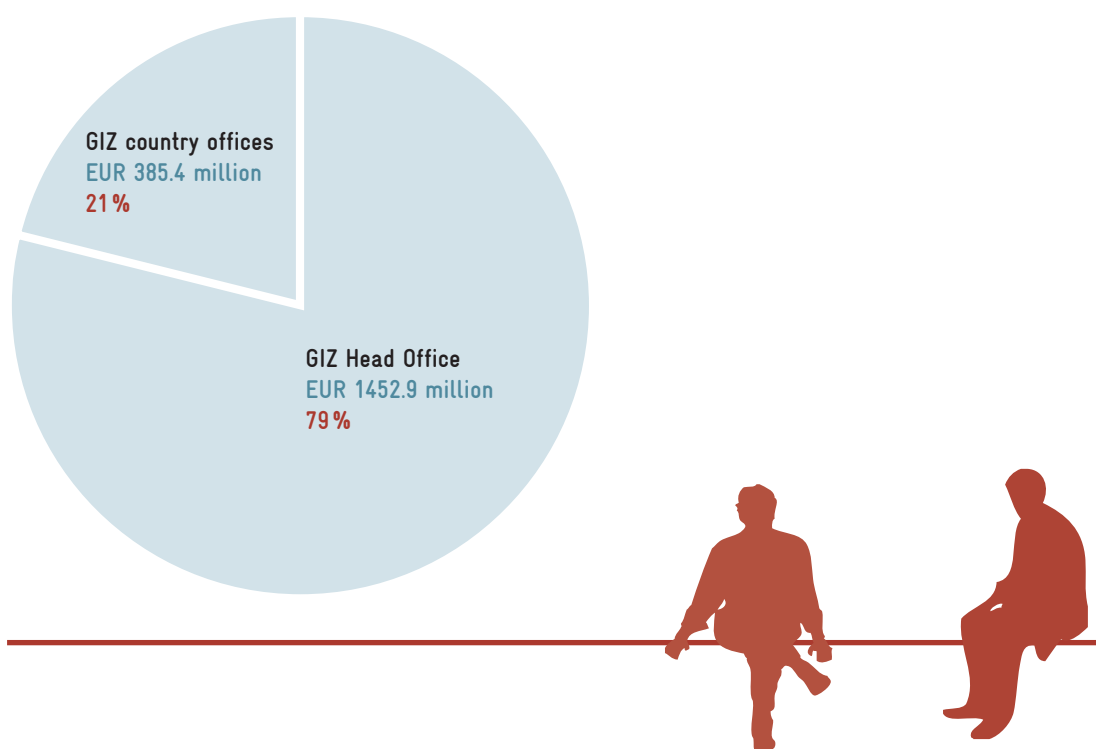


Figure 3 compares the proportion of the awarded central procurement contracts to the decentralised allocations in the country offices.

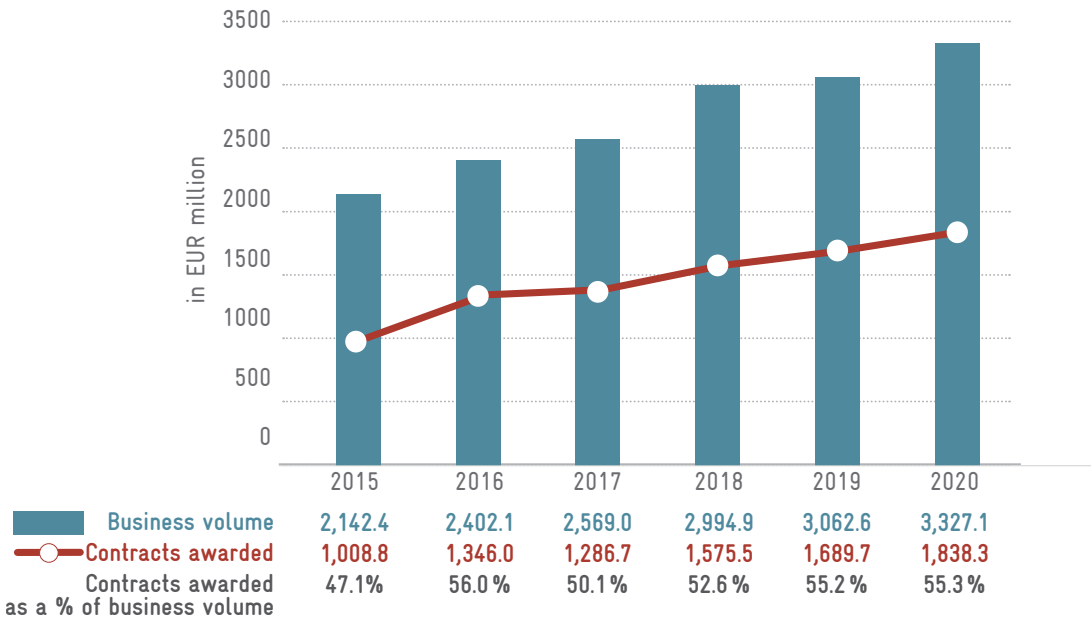
Figure 3
Contracts awarded by GIZ Head Office vs. GIZ country offices (2020)



EUR 1,452.9 million (79%), or nearly four fifths, was managed at Head Office, while EUR 385.4 million (21%), or around one fifth, was handled at local level in the country offices.

Figure 4 shows the trend in contracts awarded in relation to business volume from 2015 to 2020.

Figure 4
Trend in contracts awarded in relation to business volume (2015 – 2020)



The volume of contracts awarded has grown much faster than business volume over the past six years. Total contracts awarded as a percentage of business volume has risen by 8.2 percentage points or 17.3% since 2015, reflecting GIZ's increasing cooperation with third parties to provide its services. 55.3% of GIZ's business volume in 2020 related to work done by third parties.

4 Analysis of contracts awarded

4.1 Service contracts

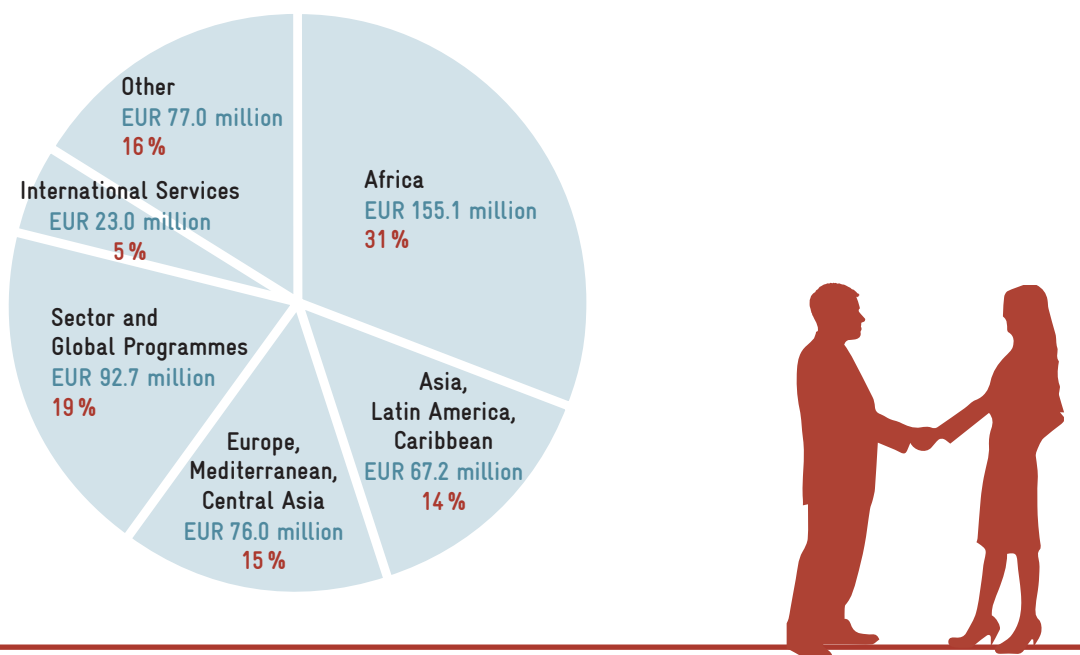
GIZ concluded service contracts totalling EUR 696.5 million across the globe in 2020. Of this amount, the greater part (EUR 491.0 million or 70%) was placed by Head Office, compared to EUR 205.5 million (30%) awarded by GIZ country offices.

4.1.1 Service contracts entered into by Head Office

As indicated above, GIZ entered into service contracts worth EUR 491 million through its central structures in Germany in 2020. Around 95% of these contracts, amounting to EUR 468 million, related to GIZ's public-benefit business area. GIZ's taxable business area (International Services) accounted for 5% of the contracts, worth EUR 23 million.

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

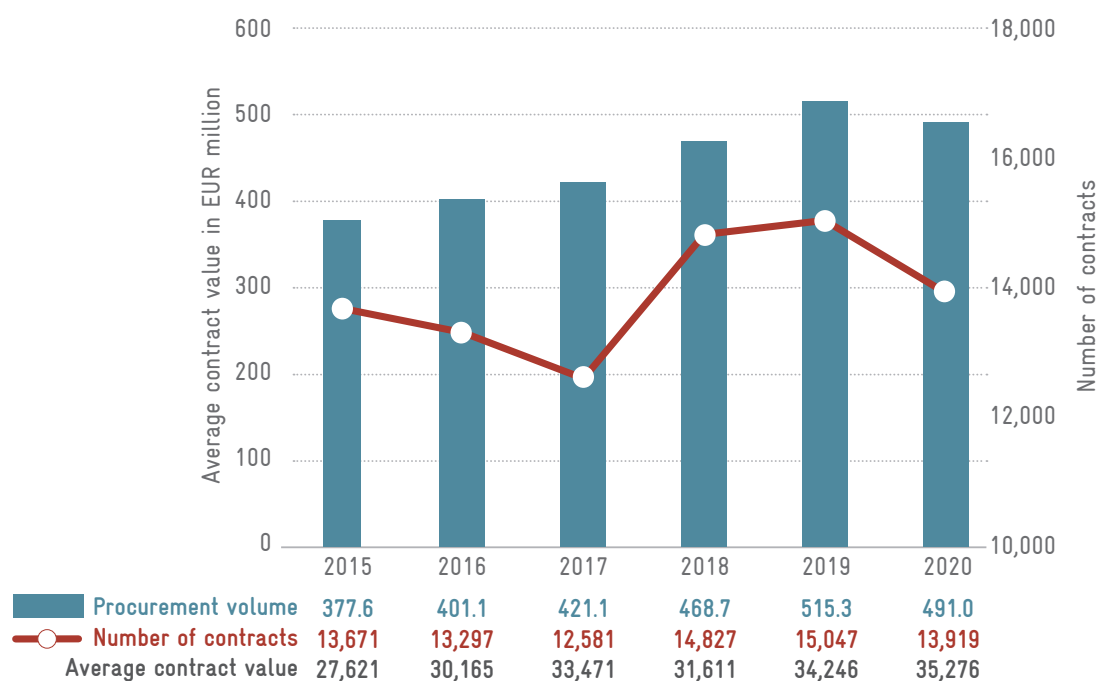
Figure 5
Head Office award of service contracts by department (2020)



Of the service contracts with a total volume of EUR 491 million that were awarded through Head Office in 2020, contracts with a total volume of EUR 414 million are directly attributable to the operational, project-managing departments. Consequently, the operational departments account for 84% of the total volume of service contracts. The other organisational units together account for 16%.¹²

Figure 6 shows the trend in the average value of service contracts awarded by Head Office between 2015 and 2020. The data includes new contracts concluded during the relevant year under review as well as supplements to existing contracts.

Figure 6
Head Office award of service contracts –
trend in procurement volume compared to the number of contracts (2015–2020)



The average value of the service contracts concluded in 2020 was EUR 35,276, an increase of 3% on the previous year. The average value of service contracts has risen by EUR 7,655 or 28% since 2015.

¹² The other organisational units are the Management Board and the corporate units, the Sectoral Department, the Client Liaison and Business Development Department, the Digital Transformation and IT Solutions Department (DIGITS) and internal service providers.

Table 3 provides an overview of the ten main sectors for which GIZ Head Office awarded service contracts in 2020.

Table 3
Head Office, main sectors by procurement volume for services (2020)

Sector	Procurement volume (in EUR million)	Percentage of total procurement volume for service contracts awarded by Head Office (in %)
Rural development and agriculture	47.0	9.6
Vocational education and training and the labour market	43.2	8.8
Information and communications technology and digitalisation	40.8	8.3
Energy	35.2	7.2
Private sector development	28.0	5.7
Water and wastewater, water resources	24.2	4.9
Organisational and management consulting	22.0	4.5
Forest and biodiversity	19.5	4.0
Crises, conflicts, disasters	15.4	3.1
Health	13.5	2.7

A list of the top 100 contractors that received service contracts from GIZ Head Office in 2020 is provided in [Annex III](#).

4.1.2 Service contracts entered into by GIZ country offices

In 2020, GIZ's country offices awarded contracts for services worth EUR 205.5 million in total. This is equivalent to around 30% of the total volume of service contracts awarded.

Figure 7 shows the service contracts awarded by country offices, broken down according to GIZ's three regional departments. 'Other' covers all contracts not allocated to a particular regional department, such as those for supraregional or global projects and programmes.

Figure 7
Service contracts awarded by GIZ country offices by regional department (2020)

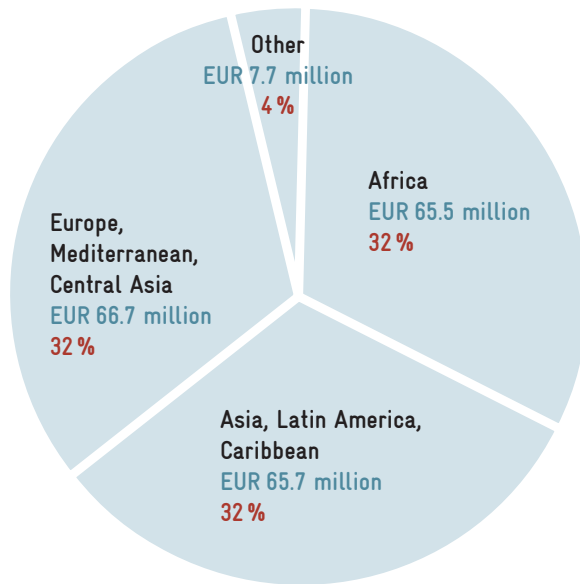


Table 4 shows the five highest-ranking countries for each of GIZ's three regional departments in terms of the procurement volume handled locally at the country offices. Apart from the scope of GIZ's engagement in the individual countries, the procurement volumes also indicate the extent to which local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

Table 4^{13 14}
Excerpt: service contracts awarded by GIZ country offices (2020)

	Recipient country	Procurement volume (in EUR million)
Africa Department	Ghana	5.3
	Kenya	4.1
	Uganda	3.7
	Rwanda	3.7
	South Africa	3.2
	Total	19.9
		30.4 % of service contracts placed locally by this department
Asia, Latin America, Caribbean Department	India	9.9
	Indonesia	6.7
	Afghanistan	4.3
	Vietnam	4.2
	Brazil	3.7
	Total	28.8
		43.9 % of service contracts placed locally by this department
Europe, Mediterranean, Central Asia Department	Iraq	7.5
	Ukraine	7.0
	Tunisia	6.1
	Jordan	4.7
	Egypt	4.5
	Total	29.9
		44.9 % of service contracts placed locally by this department



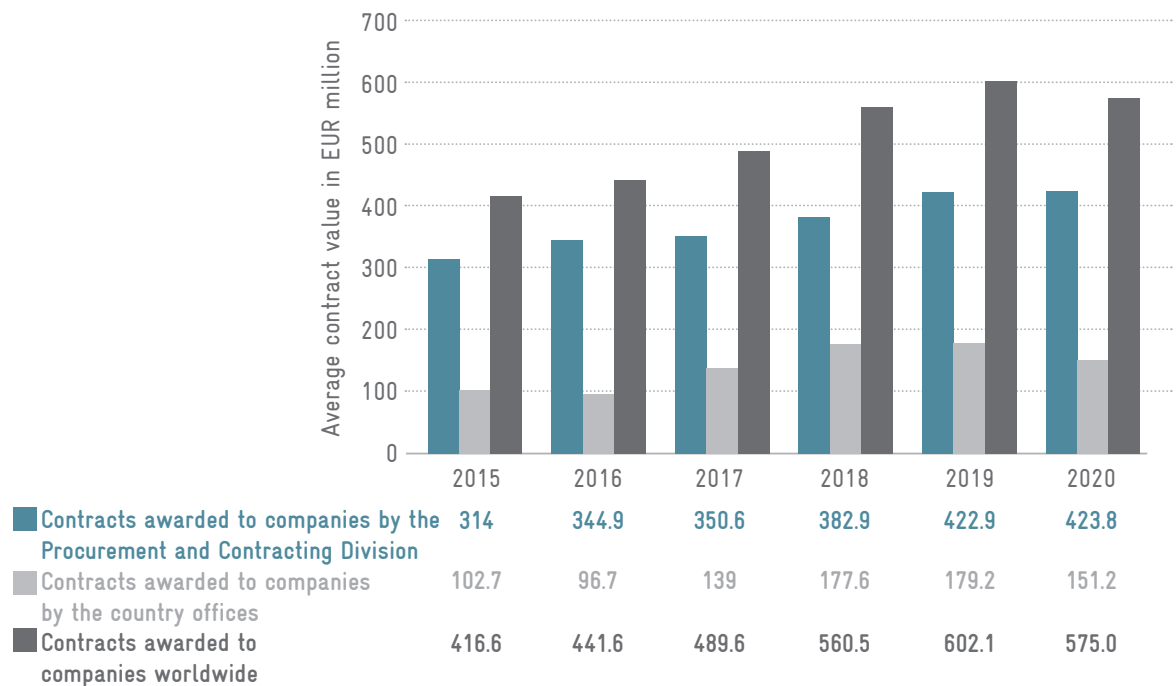
¹³ Please see [Annex II](#) for the allocation of the various countries to GIZ's regional departments.

¹⁴ The contracts awarded by the field structure are classed by recipient country. Procurement at local level is sometimes conducted through the country offices in neighbouring countries if the recipient country has no office structure of its own due, for instance, to a conflict.

4.1.3 Service contracts with companies

Most of the service contracts concluded across the world in 2020 were awarded to companies. Figure 8 shows the trend in contracts awarded by GIZ Head Office and the country offices to companies since 2015.

Figure 8
Service contracts awarded to companies across the world (2015 – 2020)



In 2020, service contracts worth EUR 575 million in total were concluded with companies. At EUR 423.8 million, 74% of this amount was awarded by Head Office. The country offices concluded contracts with a total value of EUR 151.2 million or 26% of the volume awarded to companies.

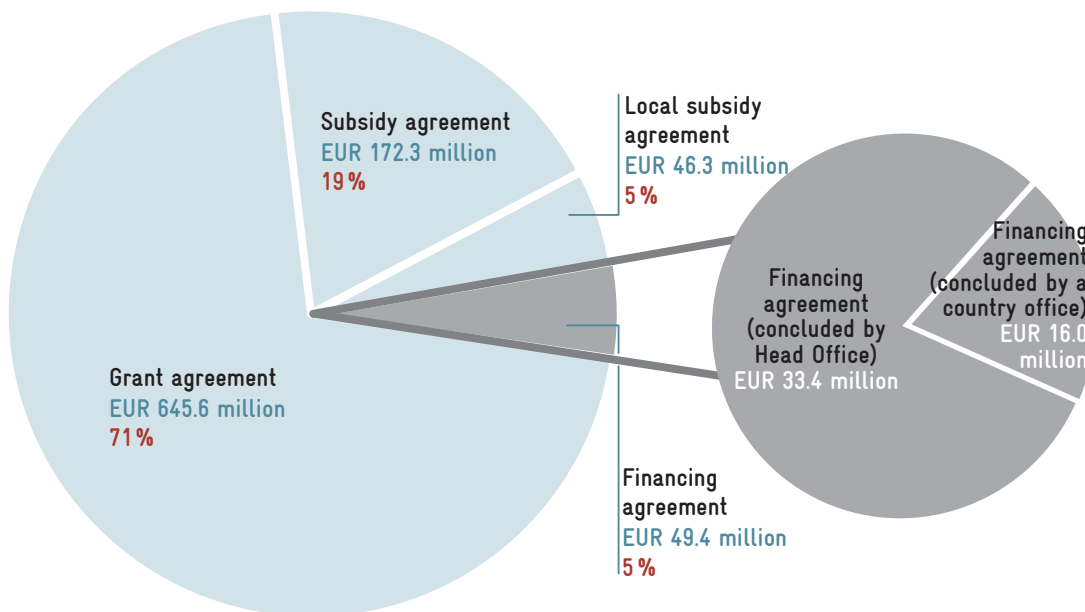
In 2020, after a sustained period of growth over several years, the annual volume of service contracts awarded worldwide to companies fell for the first time. Although Head Office contracts to companies were slightly up year on year at EUR 432.8 million, the volume of contracts awarded by country offices declined by around 16%. This can be attributed to the coronavirus pandemic ([see page 19](#) ‘The impact of the coronavirus pandemic on procurement at GIZ’).

4.2 Financing arrangements

GIZ entered into financing arrangements totalling EUR 913.6 million across the globe in 2020. Most of this amount (EUR 851.2 million or 93%) was placed through GIZ's central structures in Germany, compared to EUR 62.4 million (7%) awarded by the country offices.

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

Figure 9
Financing awarded worldwide by type of agreement (2020)



At EUR 645.6 million, around 71.7% of all GIZ's financing arrangements worldwide were concluded through GIZ Head Office in the form of grant agreements with international and local public-benefit institutions. Subsidy agreements worth EUR 172.3 million or 18.9% of the global financing arrangements were concluded between GIZ Head Office and German public-benefit institutions. Financing agreements worth EUR 49.4 million (5.4% of financing arrangements) were concluded with implementing organisations in the partner countries, either through GIZ Head Office or by the country offices, depending on the volume. Local subsidy agreements totalling EUR 46.3 million (5.1% of all financing) were concluded with local public-benefit institutions in partner countries.

4.2.1 Financing awarded by Head Office

As indicated above, in 2020 GIZ awarded financing arrangements worth EUR 851.2 million through its central structures in Germany.

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

Figure 10
Head Office award of financing by department (2020)

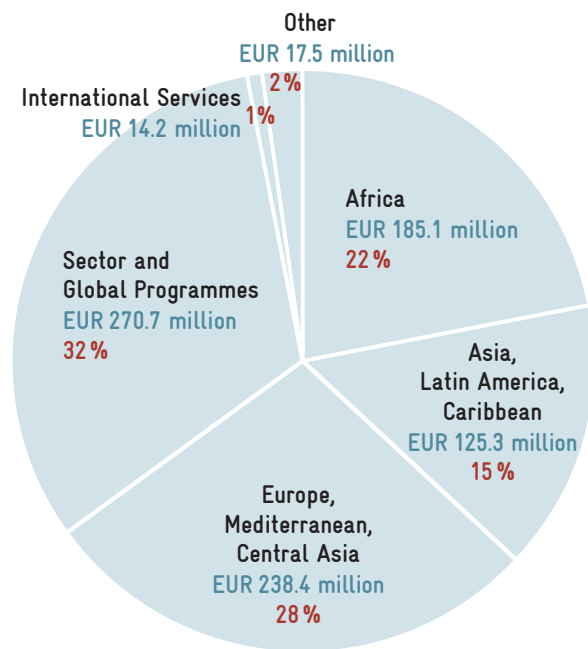
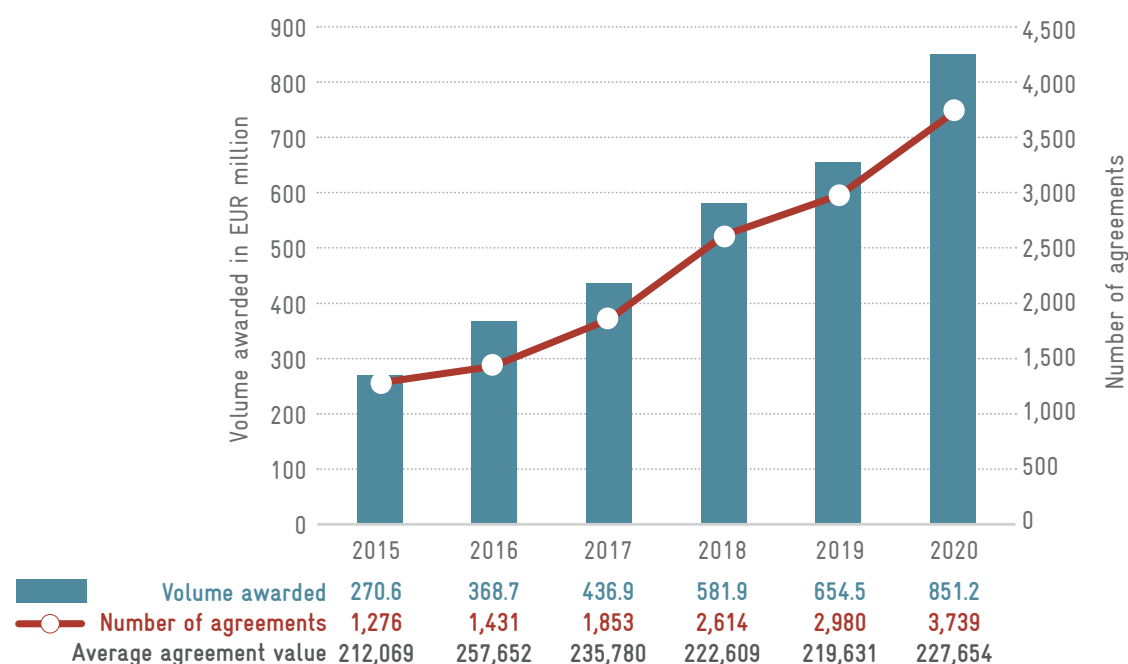


Figure 11 shows the trend in the average value of financing awarded by Head Office between 2015 and 2020. The data includes new agreements concluded during the relevant year under review as well as supplements to existing agreements in that year.

Figure 11
 Head Office award of financing –
 trend in volume awarded compared to number of agreements (2015 – 2020)



The average value of the financing awarded in 2020 was EUR 227,654, a slight increase of 3.6% on the previous year. The average value of financing arrangements has risen by EUR 15,585 or 7.3% since 2015.

Table 5 provides an overview of the ten main sectors for which GIZ awarded financing through its central structures in Germany in 2020.

Table 5
Head Office, main sectors by volume of financing awarded (2020)

Sector	Procurement volume (in EUR million)	Percentage of total financing awarded by Head Office (in %)
Crises, conflicts, disasters	197.7	23.2
Rural development and agriculture	114.7	13.5
Energy	55.0	6.5
Climate change	53.8	6.3
Private sector development	52.2	6.1
Cooperation with the private sector	50.4	5.9
Vocational education and training and the labour market	48.9	5.7
Forest and biodiversity	44.3	5.2
Waste management	30.9	3.6
Economic policy	20.4	2.4

A list of the top 100 recipients of financing awarded by GIZ Head Office in 2020 is provided in [Annex IV](#).

4.2.2 Financing awarded by GIZ country offices

In 2020, GIZ's country offices awarded financing worth EUR 62.4 million in total. This is equivalent to around 6.8% of the total volume of financing awarded.

Figure 12 shows the financing awarded locally by country offices, broken down into GIZ's three regional departments. 'Other' covers all financing not attributable to a particular regional department, e.g. for supraregional or global programmes.

Figure 12
Financing awarded by GIZ country offices by department (2020)

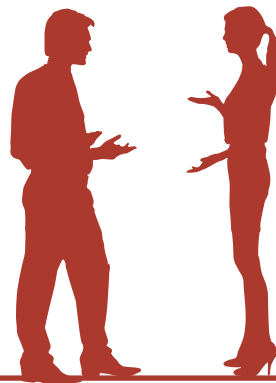
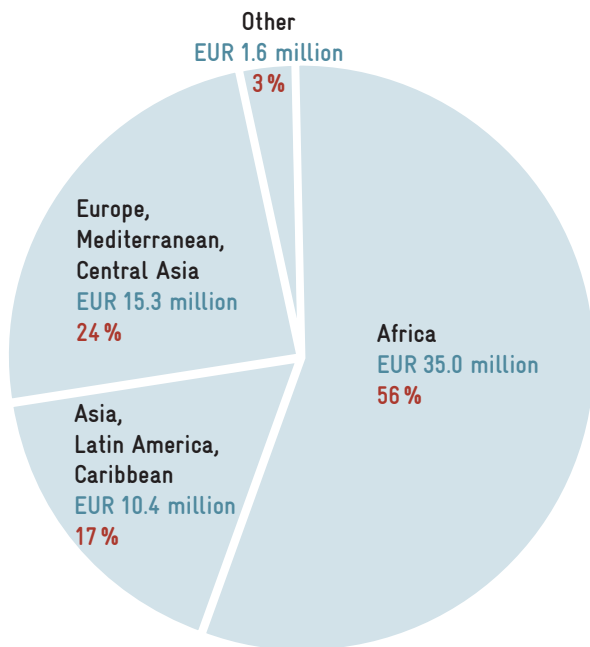


Table 6 shows the five highest-ranking countries for each of GIZ's three regional departments in terms of the volume of financing awarded locally at the country offices. Apart from the scope of GIZ's engagement in the individual countries, the figures also indicate the extent to which local cooperation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

Table 6 ^{15 16}

Excerpt: financing awarded by GIZ country offices (2020) ¹⁷

	Recipient country	Volume awarded (in EUR million)
Africa Department	Ethiopia	3.3
	Somalia	2.9
	Benin	2.1
	Rwanda	1.8
	Kenya	1.8
	Total	11.9
		34.0 % of financing awarded locally by this department
Asia, Latin America, Caribbean Department	Cambodia	2.0
	Laos	1.7
	Afghanistan	1.2
	Mongolia	0.7
	Viet Nam	0.6
	Total	6.2
		59.7 % of financing awarded locally by this department
Europe, Mediterranean, Central Asia Department	Iraq	2.6
	Bosnia and Herzegovina	1.8
	Ukraine	1.7
	Macedonia	1.2
	Armenia	1.0
	Total	8.3
		54.2 % of financing awarded locally by this department



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

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

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

4.3 Procurement of materials and equipment

The number of contracts placed for the procurement of materials and equipment worldwide rose by a substantial margin in 2020. GIZ procured materials and equipment with a total value of EUR 205.6 million, EUR 54.3 million or 35.9% more than the previous year. The procurement of materials and equipment thus made up 11.2% of the total volume of contracts awarded.

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

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

The following aspects should also be borne in mind:

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

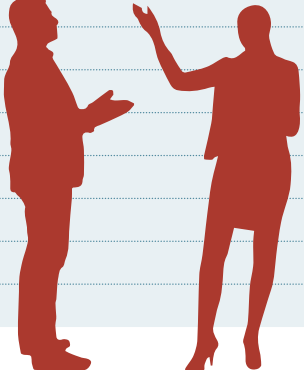
Materials and equipment are also purchased to ensure that GIZ's central structures in Germany are able to carry out their work.

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

Table 7

Procurement of materials and equipment: overview of the key product categories (2020)

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

A graphic illustration of two people in silhouette, a man on the left and a woman on the right, standing and facing each other as if in a conversation. The man is wearing a suit and the woman is wearing a dress. They are positioned to the right of the table, overlapping its right edge.

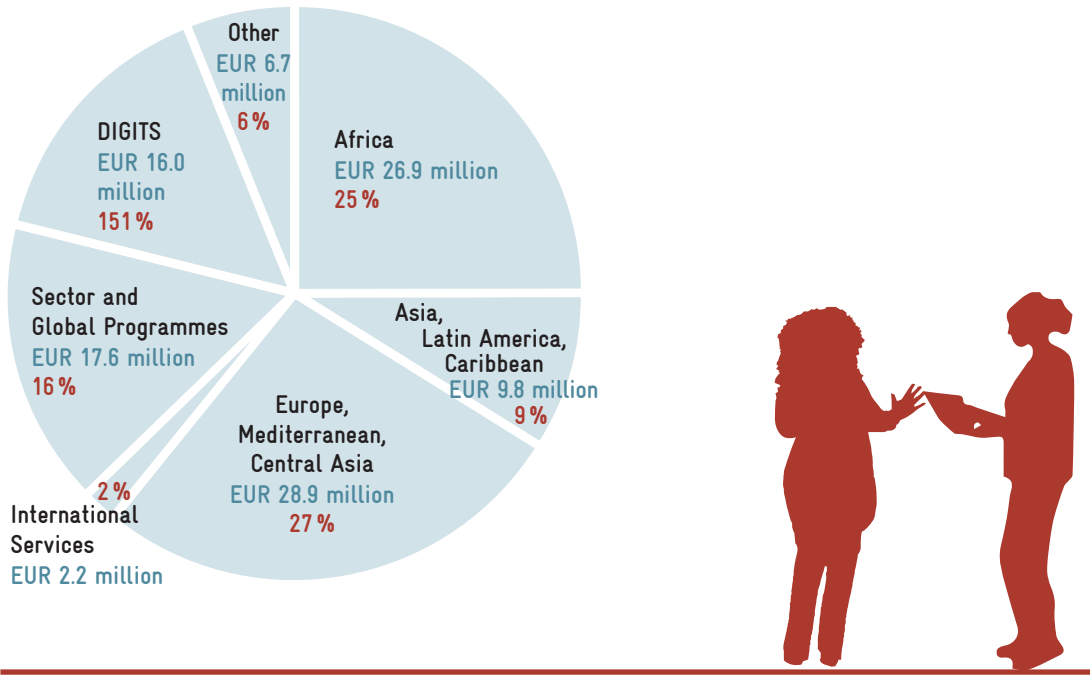
GIZ also purchases logistical services in order to ensure the smooth supply of materials, equipment and technical devices to projects, programmes and measures in Germany and abroad. In 2020, 2,489 contracts for logistical services with a total value of EUR 3.4 million were entered into for the transportation of goods by land, sea and air.

4.3.1 Procurement of materials and equipment by Head Office

In 2020, GIZ placed orders totalling EUR 108.1 million for materials and equipment through its central structures in Germany, a substantial increase of EUR 30.2 million (38.8%) compared with the previous year.

Figure 13 illustrates the procurement of materials and equipment by the Head Office Procurement and Contracting Division, broken down into departments.

Figure 13
Procurement of materials and equipment by GIZ Head Office by department (2020)



Besides the operational departments, the Digital Transformation and IT Solutions Department (DIGITS) accounts for a significant proportion of the materials and equipment procured by Head Office. DIGITS promotes digital transformation at GIZ and is responsible among other things for IT project management, IT system development and operation, and IT security and data protection management. It supports the IT needs of the field structure and Head Office. Established in 2018, DIGITS accounts for EUR 16 million, that is, approximately 15%, of the materials and equipment procured by Head Office. This primarily concerns the purchase of software licences and hardware for GIZ.

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

4.3.2 Procurement of materials and equipment by GIZ country offices

In 2020, GIZ's country offices placed orders totalling EUR 97.5 million for materials and equipment, an increase of around EUR 24.1 million (32.8%) compared with the previous year.

Figure 14 illustrates the procurement of materials and equipment by GIZ's country offices, broken down into the company's three regional departments. 'Other' covers all orders not allocated to a particular regional department, e.g. for supraregional or global projects.

Figure 14
Procurement of materials and equipment by GIZ country offices by regional department (2020)

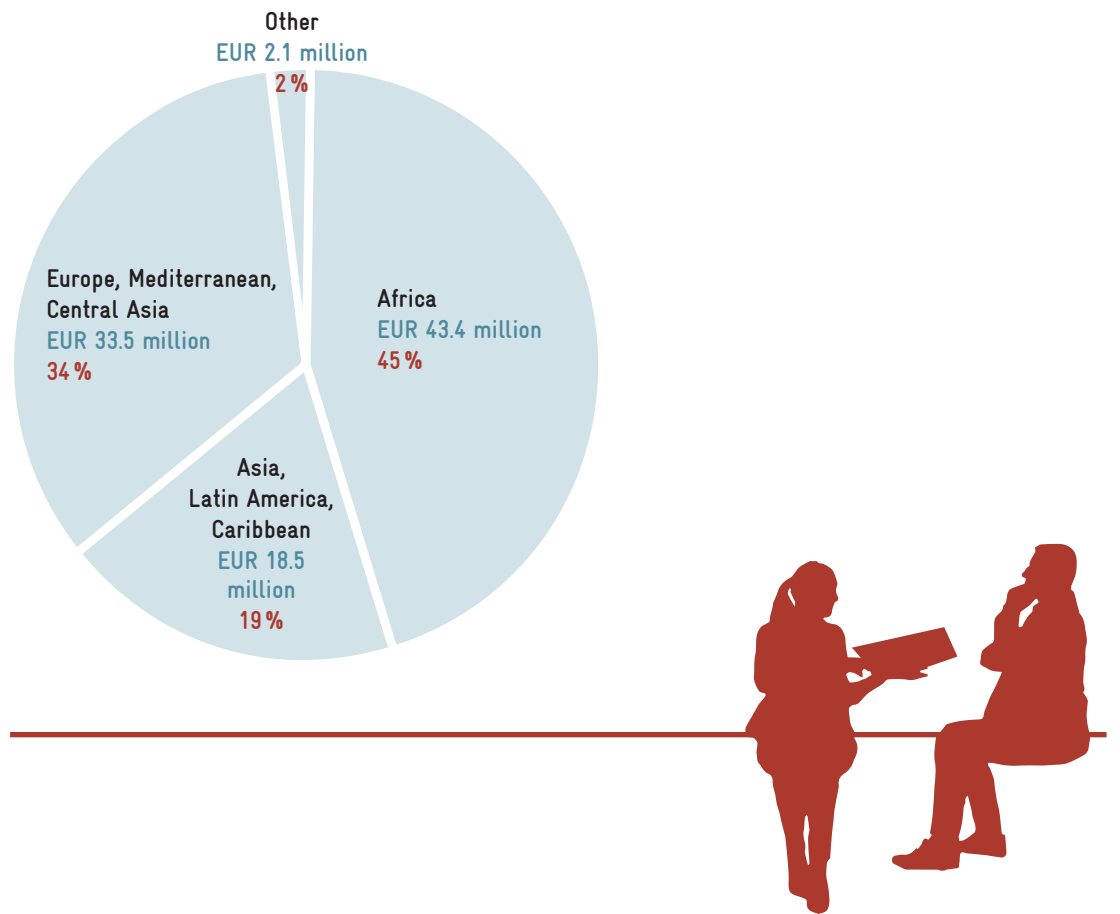


Table 8 shows the five highest-ranking countries for each of GIZ's three regional departments in terms of the value of orders placed for materials and equipment in 2020.

Table 8 ^{18 19}

Excerpt: Procurement of materials and equipment by GIZ country offices

	Recipient country	Procurement volume (in EUR million)
Africa Department	Ethiopia	2.7
	Malawi	2.7
	Burkina Faso	2.2
	Nigeria	2.1
	Niger	2.0
	Total	11.7
		27.0 % of contracts placed locally by this department
Asia, Latin America, Caribbean Department	Afghanistan	2.0
	Colombia	1.6
	Ecuador	1.5
	Nepal	1.3
	Viet Nam	1.1
	Total	7.5
		40.6 % of contracts placed locally by this department
Europe, Mediterranean, Central Asia Department	Tunisia	4.6
	Jordan	3.9
	Yemen	3.4
	Ukraine	2.5
	Turkey	2.2
	Total	16.6
		49.5 % of contracts placed locally by this department



¹⁸ Please see [Annex II](#) for the allocation of the various countries to GIZ's regional departments.

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

Annex I

Definitions

B

Business area

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

Business volume of GIZ

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

C

Cofinancing

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

Commissions received by GIZ

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

Competition

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

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

Construction contract

Contracts for pecuniary interest (i.e. with payment) involving construction works. Construction contracts are awarded on the basis of Germany's Construction Contract Procedures (VOB).

(Public) contract

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

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

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

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

Contract notice

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

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

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

Contractor

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

D

Discretionary award with a competitive tender

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

E

Equal treatment of tenderers/Principle of non-discrimination

Section 97 (2) of the German Act against Restraints on Competition (GWB) stipulates that all participants in a procurement procedure must be treated equally. The public contracting authority is therefore obliged to handle the procedure in a standardised manner, e.g. when it comes to clarifying a tender that can be misunderstood or is ambiguous, or when asking for additional documents and excluding specific tenders. Terms of reference cannot be tailored to individual enterprises either. If individual candidates or tenderers have more knowledge than other enterprises during negotiations, the public contracting authority must ensure that gaps in knowledge are filled, for instance by providing corresponding information to the other enterprises involved or interested in the procurement procedure. In practice, this often occurs in the case of enterprises that have already supported the public contracting authority in the lead-up to the contract award, for example when drawing up the terms of reference (problem related to enterprises participating in the procurement procedure, Section 7 of the German Ordinance on the Award of Public Contracts (VgV)).

F

Financing agreement

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

Financing arrangements

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

Follow-on contracts

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



Framework agreement (often termed framework contract)

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

German consultancy sector

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

Grant agreement

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

Implementing organisations

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

Individual person (appraiser or advisor)

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

Local subsidy

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

Market survey

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

G

I

L

M

P

Principle of competition

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

Principle of economic advantage and principle of economy

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

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

Principle of transparency

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

Procurement

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

Procurement of materials and equipment

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



Publication

The term ‘publication’ is often used as a synonym for the contract notice or the

tender procedure. The corresponding regulation (Section 40 (1) of the German Ordinance on the Award of Public Contracts (VgV)) distinguishes between four types of notice:

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

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

Recipient of financing

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

Regional allocation

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

Sectoral focus

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

Service

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

R

S

Service contract

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

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

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

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

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

Service-providing institution

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

Subsidy agreement

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

Tender procedure

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

Different procedures are followed depending on whether the total value of the contract is below the EU threshold (below EUR 214,000) or above it (above EUR 214,000).



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

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

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

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

(EU) threshold

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

Unit placing or awarding the contract

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

The country offices can carry out their own procurement up to defined threshold amounts (up to EUR 20,000 for procurement of materials and equipment, up to EUR 50,000 for service contracts). Above these thresholds, country offices must involve the Procurement and Contracting Division, which reviews and approves commercial procedures, and – where it is cost-effective to do so – takes on responsibility for handling the transaction.



Annex II GLZ's regional departments

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



Annex III

Top 100 contractors of service contracts awarded by Head Office²⁰

Name	No. of contracts/agreements	Contract/agreement value in EUR
GFA Consulting Group GmbH, Hamburg	119	43,076,703
GOPA Worldwide Consultants GmbH, Bad Homburg	45	18,310,708
AFC Agriculture and Finance Consultants GmbH, Bonn	42	15,078,243
GOPA Gesellschaft für Organisation, Planung und Ausbildung mbH, Bad Homburg	45	11,619,882
ECO Consult Sepp & Busacker Partner, Oberaula	28	8,903,756
GOPA Infra GmbH, Bad Homburg	12	7,363,054
Integration International Management Consultants GmbH, Frankfurt	21	5,533,622
INTEGRATION Umwelt & Energie GmbH, Gräfenberg	13	4,791,331
AMBERO Consulting Gesellschaft mbH, Kronberg	16	4,074,188
DFS - Deutsche Forstservice GmbH, Feldkirchen	9	4,037,306
Open Text Software GmbH, Grasbrunn	4	3,995,847
Piepenbrock Dienstleistungen GmbH + Co. KG, Frankfurt am Main	4	3,544,110
Health Focus GmbH, Potsdam	14	3,302,281
BDO LLP, London	552	3,258,110
Adelphi Consult GmbH, Berlin	33	3,252,485
Alpha-Test GmbH, Mannheim	2	3,218,599
FAKT-Beratung für Management, Stuttgart	64	3,189,480
ICON-INSTITUTE GmbH & Co. KG Consulting Gruppe, Cologne	15	3,027,796
BDO AG Wirtschaftsprüfungsgesellschaft, Frankfurt am Main	509	2,879,210
Particip GmbH, Freiburg	6	2,747,445
Mainlevel Consulting AG, Eschborn	45	2,663,849
Unique Forestry and Land Use GmbH, Freiburg	24	2,651,030
management4health GmbH, Frankfurt am Main	16	2,638,721
Inensus GmbH, Goslar	14	2,487,267
Moore Ludewig AG, Kassel	498	2,485,901
Syspons GmbH, Berlin	31	2,479,864
Moore Stephens LLP, London	493	2,459,945
HAYS AG, Mannheim	3	2,424,360
NIRAS-IP Consult GmbH, Stuttgart	18	2,242,136
Enovation Solutions Ltd., Dublin	1	2,205,879
Aramark GmbH, Neu-Isenburg	6	2,139,491
PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft, Frankfurt am Main	68	2,105,037
PLANCO Consulting GmbH, Hamburg	6	2,042,027
Development Transformations LLC, Washington D.C.	2	1,999,735
SITEC Dienstleistungs GmbH, Kerpen	3	1,992,579
Deutsche Energie-Agentur GmbH, Berlin	4	1,968,839
Iron Mountain Deutschland GmbH, Hamburg	6	1,854,635
AHT Group GmbH, Essen	6	1,731,989
Engagement Global gGmbH, Bonn	3	1,698,651
Viamo Inc., Saskatoon	8	1,546,598
IAK Agrar Consulting GmbH, Leipzig	4	1,533,244
Tandem Language and Training Center, Manila	1	1,510,400
Como Consult GmbH, Hamburg	75	1,499,136
DLG International GmbH, Frankfurt am Main	3	1,497,111
Intec - GOPA International Energy Consultants, Bad Homburg	6	1,494,672

²⁰ For the purposes of this list, service contracts with joint ventures have been shared between the individual contractors in the respective joint venture. In this context, the contract value is divided up using a key stored in the system and allocated to the companies participating in the joint venture.



Automaten-Seitz Vertrieb und Kundendienst GmbH, Munich	2	1,470,987
Axianseu – Digital Solutions, S.A., Lissabon	1	1,456,260
IBF International Consulting S.A., Brussels	2	1,407,148
EPOS Health Management GmbH, Bad Homburg	11	1,362,408
sequa gGmbH, Bonn	4	1,317,505
FLMH Labor für Politik und Kommunikation, Berlin	31	1,312,618
greenstorming GmbH, Berlin	22	1,309,150
Atkins International Limited, Epsom	1	1,290,844
CIDE Inc., Montreal	4	1,258,735
INBAS GmbH, Offenbach	5	1,255,584
T-Systems International GmbH, Berlin	1	1,243,000
Michel International Relations and Services, Berlin	2	1,206,750
VO Communication S.A., Berlin	2	1,206,750
Energynautics GmbH, Darmstadt	5	1,193,190
tippingpoints GmbH, Berlin	2	1,121,580
Tinkerbelle GmbH, Berlin	1	1,113,580
denkmodell GmbH, Berlin	95	1,103,814
SAP Deutschland SE & Co. KG, Walldorf	8	1,102,240
Lucid. Berlin GmbH, Berlin	5	1,101,020
HEAT GmbH, Königstein	15	1,051,891
GITEC-IGIP GmbH, Cologne	5	1,038,382
M/s Reed Consultancy, Dhaka	2	1,038,225
Akut Umweltschutz Ingenieure Burkard & Partner, Berlin	4	1,036,788
Soitron Group SE, Bratislava	1	1,016,160
Partners for Innovation BV, Amsterdam	1	1,000,000
Renewables Academy (RENAC) AG, Berlin	15	999,316
L&D GmbH & Co. KG, Bonn	1	998,204
Tactical Survival Concepts GbR, Dortmund	13	981,149
evaplan GmbH, Heidelberg	3	969,979
Eduser Danismanlik Ltd., Ankara	1	950,785
Dornier Consulting GmbH, Berlin	1	930,184
Quantum S.A., Córdoba	1	912,700
Hafner Software GmbH, Glashütten	1	880,000
OPASCA GmbH, Mannheim	1	873,150
IDC Unternehmensberatung GmbH, Aachen	13	871,038
CDC Consult Limited, Accra	3	863,830
KPMG AG Wirtschaftsprüfungsgesellschaft, Cologne	36	858,778
CEFE International GmbH, Cologne	17	843,585
SustaiNet Group Ltd., Nairobi	2	839,336
Luvent Consulting GmbH, Berlin	6	812,189
IPC - Internationale Projekt Consult GmbH, Frankfurt	8	805,362
ILF Consulting Engineers GmbH, Rum/Innsbruck	1	804,309
McKinsey & Company Morocco SARL, Casablanca	1	800,800
Resources and Waste Advisory Group, Sofia	7	790,630
Moeller & Poeller Engineering GmbH, Tübingen	10	777,697
Peace Paradigms, Erbil	1	770,680
common sense eLearning & training consultants GmbH, Vienna	16	759,881
BBK Consult AG, Berlin	6	746,053
Netmedianer GmbH, Saarbrücken	5	741,750
Marhaba Limousine & Services, Bonn	2	739,543
COFAD Beratungsgesellschaft für Fischerei, Aquakultur und Regionalentwicklung mbH, Weilheim	3	723,511
Stichting Cordaid, The Hague	2	712,320
Ricardo Ltd., West Sussex	11	709,107
Crolla Lewis GmbH, Aachen	11	708,494
Ricoh Deutschland GmbH, Neu-Isenburg	2	704,471
TOTAL	3,330	262,717,092



Annex IV

Top 100 recipients of financing from Head Office

Name	No. of contracts/agreements	Contract/agreement value in EUR
The World Bank, Washington, D.C.	15	32,539,439
Oxfam Deutschland e.V., Berlin	8	19,442,511
United Nations Secretary General, New York	28	15,725,220
Deutsche Welthungerhilfe e.V., Bonn	27	15,142,137
Danish Refugee Council, Copenhagen	10	12,433,721
Government of Lao PDR, Vientiane	1	11,098,938
SNV, Den Haag	18	10,392,039
Union of Medical Care and Relief Organizations, Paris	5	10,197,827
Norwegian Refugee Council (NRC), Oslo	10	10,032,494
International Organization for Migration (IOM), Geneva	8	9,699,025
UNDP - United Nations Development Programme, New York	14	9,325,001
Fairtrade Labelling Organizations International, Bonn	3	8,466,412
Bank for Agriculture and Agricultural Cooperatives, Bangkok	1	8,400,000
United Nations High Commissioner for Refugees, Geneva	3	8,250,000
Africa Rice Center (AfricaRice), Abidjan	1	8,180,644
European Commission, Brussels	1	7,815,000
World Vision Deutschland e.V., Friedrichsdorf	9	7,623,579
Fundacao para o Desenvolvimento da Comunidade (FDC), Maputo	3	7,479,376
sequa gGmbH, Bonn	13	6,375,771
C40 Cities Climate Leadership Group, New York	2	6,346,097
Charité - Universitätsmedizin Berlin, Berlin	17	6,004,302
ACTED, Paris	10	5,955,786
International Labour Organization (ILO), Geneva	17	5,318,731
CIP - Centro Internacional de la Papa Peru, Lima	8	5,225,013
Volkswagen of South Africa (Pty.) Ltd., Uitenhage	1	5,206,609
enpact e.V., Berlin	6	5,177,282
Dreyer Industries Vertes & Environnement, Dano	1	5,012,906
United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), Jerusalem	12	5,003,891
Union for Conservation of Nature and Natural Resources, Gland	10	4,977,048
Goethe Institut e. V., Munich	4	4,900,912
Center for International Legal Cooperation (CILC), The Hague	2	4,499,350
Aktion gegen den Hunger gGmbH, Berlin	10	4,245,002
OECD, Paris	12	4,186,764
Smart Africa, Kigali	1	3,995,183
Bildungswerk der Deutschen Landwirtschaft, Bonn	5	3,744,782
World Resources Institute (WIR), Washington, D.C.	5	3,668,680
ITC - International Trade Center, Genf	8	3,660,223
Ethiopia Ministry of Trade and Industry, Addis Ababa	3	3,653,382
World Health Organization (WHO), Genf	12	3,630,217
Farm Radio International, Ottawa	2	3,630,092
SENEC Organization, Gaziantep	5	3,563,374
Siemens (Pty.) Ltd., Midrand	1	3,545,906
Help - Hilfe zur Selbsthilfe e.V., Bonn	5	3,448,149
Hochschule Weihenstephan-Triesdorf, Freising	2	3,395,985
Catholic Relief Services, Baltimore	2	3,297,309



Sustainable Energy for All, Vienna	2	3,294,795
ICMPD - International Centre for Migration Policy Development, Vienna	3	3,158,467
ICLEI Africa, Cape Town	2	3,113,472
Bildungswerk der Bayerischen Wirtschaft, Munich	8	3,085,103
United Purpose, Cardiff	6	3,047,185
Banco de Comercio Exterior de Colombia S.A., Bogotá	1	3,000,000
Rehabilitation, Education and Community Health (REACH), Sulaymanya	1	2,998,747
Smart Energy for Europe (SEFEP) gGmbH, Berlin	3	2,970,020
NBI - National Business Initiative, Johannesburg	5	2,948,363
UNICEF - The United Nations International Children's Emergency Fund, New York	8	2,935,037
IFPRI - International Food Policy Research Institute, Washington, D.C.	4	2,748,447
International Blue Crescent Relief and Development Foundation, Istanbul	3	2,632,530
Water Authority of Jordan, Amman	3	2,607,000
Ministry of Finance, Planning and Economic Development, Kampala	3	2,517,206
LODA - Local Administrative Entities Development Agency, Kigali	2	2,499,986
Instituto Hondureño del Cafe (IHCAFE), Tegucigalpa	2	2,487,782
UNESCO - United Nations Educational, Scientific and Cultural Organization, Paris	8	2,329,368
Centro Internacional de Mejoramiento de Maíz y Trigo (CIMMYT), Texcoco	2	2,303,452
Urwego Bank PLC, Kigali	1	2,264,137
FAO - Food and Agriculture Organization of the United Nations, Rome	2	2,250,000
Assistance Coordination Unit (ACU), Gaziantep	17	2,170,859
International Council on Clean Transportation (ICCT), Washington, D.C.	1	2,166,755
HELVETAS Swiss Intercooperation, Zurich	3	2,099,937
ICARDA - International Center for Agricultural Research in the Dry Areas, Beirut	4	2,098,894
Sparkassenstiftung für internationale Kooperation, Bonn	6	2,094,560
NewClimate Institute, Cologne	4	2,083,686
Syrian American Medical Society (SAMS), Washington, D.C.	2	2,052,582
Development Bank of Namibia (DBN), Windhoek	1	2,000,000
ICRAF - World Agroforestry Centre, Nairobi	5	1,915,029
Caritas Bangladesh, Dhaka	3	1,914,996
Action Contre la Faim, Paris	3	1,901,001
European Technology and Training Centre (ETTC), Erbil	2	1,900,528
RACHA - Reproductive and Child Health Alliance, Phnom Penh	2	1,886,449
National Board of Small Scale Industries, Accra	2	1,886,219
Caisse des dépôts et consignations (CDC), Tunis	1	1,884,547
ENDA Energie, Dakar	5	1,857,086
General Secretariat of the Organization of American States, Washington, D.C.	1	1,839,625
British Council, London	2	1,799,473
Ethiopia Ministry of Trade and Indu Churchill Road, Unity Square, Addis Ababa	1	1,798,693
CNIS - China National Institute of Standardization, Peking	1	1,796,200
National Alliance for Local Economic Development (NALED), Belgrade	7	1,784,236
Luminus Foundation, Amman	2	1,783,676
Öko-Institut e.V., Freiburg	10	1,775,425
Nile Basin Initiative, Kigali	4	1,772,339
Digital Skills Accelerator Africa e.V. (DSAA), Cologne	2	1,745,589
BRCK Limited, Nairobi	1	1,716,479
Nonviolent Peaceforce International, Geneva	2	1,702,226
Biodiversity International, Maccarese	4	1,694,501
Ministère de l'Agriculture, de l'Élevage et de la Pêche, Antananarivo	1	1,665,215
DAAD - Deutscher Akademischer Austauschdienst, Bonn	1	1,656,974
Secretariat of the Union for the Mediterranean, Barcelona	5	1,631,048
Global Green Growth Institute (GGGI), Seoul	6	1,626,751
ENDA Pronat, Dakar	1	1,610,044
ICCO Cooperation, Utrecht	2	1,607,949
African Union Development Agency, Midrand	2	1,599,062
TOTAL	455	453,621,839

Annex V

Top 100 contractors supplying materials and equipment to GIZ Head Office

Name	No. of contracts/agreements	Vertragswert in Euro
CANCOM Public GmbH, Berlin	14,338	12,436,606
Crayon Deutschland GmbH, Oberhaching	18	10,083,086
TIB MOLBIOL Syntheselabor GmbH, Berlin	17	8,388,179
Amex Export - Import GmbH, Vienna	43	7,815,011
Toyota Gibraltar Stockholdings Ltd., Gibraltar	149	7,536,947
Think About IT GmbH, Münster	30	5,776,695
Qiagen GmbH, Hilden	9	4,667,361
Bechtle GmbH & Co. KG, Darmstadt	3,824	2,309,353
SAP Deutschland SE & Co. KG., Walldorf	2	2,272,361
E+ E. BOSS GmbH, Albstadt	29	2,110,763
TTM Technologie Transfer Marburg e. V., Cölbe	30	1,930,985
Waldner Laboreinrichtungen GmbH Co. KG, Wangen	2	1,667,471
INHEMETER CO. LTD., Shenzhen	8	1,519,164
Johs. Gram-Hanssen A/S, Copenhagen	2	1,447,380
Walter & Müller GmbH, Saarbrücken	72	1,414,601
Handelsgesellschaft Hinrich Zieger mbH, Hamburg	1,161	1,302,749
PETKUS Technologie GmbH, Wutha-Farnroda	3	1,248,521
Voith Hydro GmbH & Co. KG, Heidenheim	1	1,127,580
Cori Motors De Centroamerica S.A., San José	1	1,060,707
Nissan Trading Co. Ltd., Yokohama	25	990,286
ALGA Nutzfahrzeug- und Baumaschinen GmbH + Co. KG, Sittensen	5	988,970
LSW Energie GmbH & Co. KG, Wolfsburg	1	930,000
Solar23 GmbH, Ulm	5	890,885
MVC Mobile VideoCommunication GmbH, Kronberg	107	774,753
Rediger GmbH, Rheinbach	17	771,488
Fujitsu Technology Solutions GmbH, Frankfurt am Main	13	734,228
ESCUDO Group A.S., Amman	10	680,432
Heinrich Moerschen GmbH & Co. KG, Tönisvorst	1	659,900
Antonius-Apotheke, Deggendorf	69	533,448
ESE Expert GmbH, Neuruppin	3	523,350
bmp greengas GmbH, Munich	1	490,098
Fujitsu Technology Solutions GmbH, Munich	17	477,655
Kjaer & Kjaer Worldwide A/S, Svendborg	19	476,417
Festo Didactic SE, Denkendorf	1	474,296
EGA S.r.l. - Engineering for Global Advantages, Mestrino	1	468,440
rf-syscon Umweltsysteme GmbH, Freudenberg	3	459,730
BS-consult-invest Sebastian Becker&Anton Stockmann GbR, Dresden	26	448,999
BEKA Schröder (Pty) Ltd., Olifantsfontein	1	434,340
Dr.-Ing. Paul Christiani GmbH & Co. KG, Konstanz	3	433,447
STERILE doo, Belgrade	1	409,970
SETEC Engineering GmbH & Co. KG, Klagenfurt	18	409,764
BAI Sonderfahrzeuge GmbH, Pforzheim	1	403,545
GESAT Gesellschaft für Software Automatisierung & Technik mbH, Frankfurt	95	402,921
LEMKEN GmbH & Co. KG, Alpen	11	395,176



Albacon Systemhaus GmbH, Bad Doberan	190	385,639
altona Diagnostics GmbH, Hamburg	1	384,000
LMS Consult GmbH & Co. KG, Brigachtal	19	377,382
Oil press GmbH & Co. KG, Reut	1	370,263
BEAR Anlagenbau GmbH, Berlin	1	343,100
Wilhelm Barth GmbH & Co. KG Feuerwehrtechnik, Fellbach	3	330,760
ecadia GmbH, Kornwestheim	1	309,910
Phaesun GmbH, Memmingen	8	302,976
ABB Power Grids Sweden AB, Västerås	7	299,475
MAS Automation, Cairo	1	286,627
SWANSTON LP, Edinburgh	1	273,000
ACP IT Solutions GmbH, Halle	29	271,513
Raach Solar GmbH, Erolzheim	12	267,789
C2AI, Ariana	1	260,000
MAW GmbH, Ilshofen	1	259,494
ABSyD Solar, S.L., Madrid	4	258,144
Inqaba Biotechnical Industries, Pretoria	1	256,532
LOPEX doo, Belgrade	1	252,150
SWB Energie und Wasser, Bonn	1	250,000
DataVision Deutschland GmbH, Neu-Isenburg	21	239,757
Wolfgang Walter GmbH, Darmstadt	10,126	239,185
CLAAS Global Sales GmbH, Harsewinkel	3	225,242
textilekonzepte GmbH, Hamburg	5	217,690
Zimpertec GmbH & Co. KG, Münsingen	3	212,588
McFoxy GmbH, Bonn	8	209,621
EVUM Motors GmbH, Munich	2	193,120
AGI Technologies, Düsseldorf	10	189,803
Labsco Laboratory Supply Company GmbH & Co. KG, Friedberg	13	183,694
Starmind International AG, Küssnacht	1	180,000
SEIWO Technik GmbH, Drebach	1	174,487
KAIKA S.A.S., Bogotá	1	172,102
Nissan Trading Europe Ltd., Amsterdam	7	171,721
KFT Fire Trainer GmbH, Aachen	1	170,695
Hammar Maskin AB, Olsfors	1	163,980
SAG Deutschland GmbH, Darmstadt	7	161,462
Niwa Next Energy Products Ltd., Kwun Tong	1	160,274
C-Quest Capital Malaysia Limited, Labuan	1	160,000
Geoconsult International, Cannes	3	159,754
Lta Auto ApS, Svendborg	2	150,984
Kerst + Schweitzer, Frankfurt am Main	806	146,667
WeldPlus GmbH, Müschenbach	1	128,110
PPPP Service & Verlag, Gladenbach	550	124,980
KSB SE & Co.KGaA, Frankenthal	2	118,528
Leica Geosystems GmbH, Munich	1	117,536
Karl Storz SE & Co. KG, Tuttlingen	1	116,003
DCSO Deutsche Cyber-Sicherheitsorganisation GmbH, Berlin	1	115,000
Köppl GmbH, Entscheneuth-Saldenburg	2	114,143
Stumpf Metall GmbH, Wilnsdorf	5	111,563
Fuchs Enprotec GmbH, Mayen	1	108,120
Corant GmbH, Chemnitz	1	105,250
ARAMARK Holdings GmbH & Co.KG, Neu-Isenburg	6,186	103,536
Medici Land Governance Ltd., Lusaka	1	101,033
Faust Lab Science GmbH, Klettgau	1	100,922
DigSILENT France SAS, Schiltigheim	2	99,867
Matoma GmbH, Trossingen	3	96,544
Tehnix d.o.o., Donji Kraljevec	2	57,464
TOTAL	38,257	102,060,774





Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Registered offices
Bonn and Eschborn, Germany

Friedrich-Ebert-Allee 32 + 36
53113 Bonn, Germany
T +49 228 44 60-0
F +49 228 44 60-17 66

Dag-Hammarskjöld-Weg 1 - 5
65760 Eschborn, Germany
T +49 61 96 79-0
F +49 61 96 79-11 15

E info@giz.de
I www.giz.de