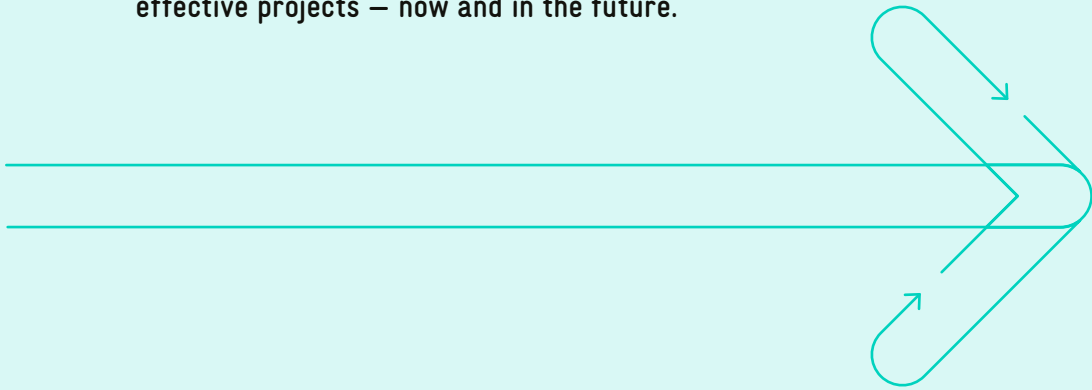




To be able to operate flexibly and remain agile in times of constant change, new beginnings and fragmentation, GIZ needs to enhance its existing skill set. Nurturing existing strengths, developing new ones.

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



## → Stability

The environment in which we operate is changing at an ever-faster pace. The spectrum of issues addressed by international cooperation is expanding, the requirements of our commissioning parties are becoming more exacting, and conditions in our countries of assignment are in a state of flux. Change is nothing unusual for us. Reliable structures are vital if we are to provide a dynamic response. We draw strength from the expertise, networks and partnerships we have built and developed over many years. It is this stability that gives us the scope to respond swiftly and confidently, even to extreme circumstances, to adopt an innovative mindset, and to overcome barriers. Stability runs through our work. We are always there, even under the most difficult conditions.

## → Change

Sustainability is the principle that guides our actions. We have set ourselves the goal of not merely keeping pace with external changes. As a strong partner and service provider, we see it as our duty to look beyond the current crisis and to create robust, viable solutions for the future. More than any other factor, it is our long-standing expertise that allows us to undertake necessary systemic changes on an ongoing basis and adapt to evolving external requirements. We constantly monitor the results of our actions and continue to develop. In this way, we shape change and work to create a future worth living for all people.

# GIZ AROUND THE WORLD

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



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



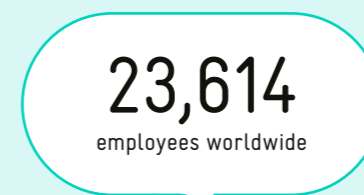
ongoing projects



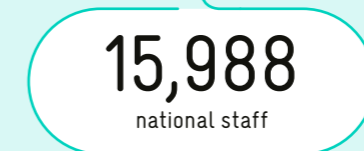
business volume



total operating performance of the taxable business area GIZ International Services



INCLUDING



countries in which GIZ operates



**Goal 1**  
No Poverty



**Goal 2**  
Zero Hunger



**Goal 3**  
Good Health and Well-Being



**Goal 4**  
Quality Education



**Goal 5**  
Gender Equality



**Goal 6**  
Clean Water and Sanitation



**Goal 7**  
Affordable and Clean Energy



**Goal 8**  
Decent Work and Economic Growth



**Goal 9**  
Industry, Innovation and Infrastructure



**Goal 10**  
Reduced Inequalities



**Goal 11**  
Sustainable Cities and Communities



**Goal 12**  
Responsible Consumption and Production



**Goal 13**  
Climate Action



**Goal 14**  
Life Below Water



**Goal 15**  
Life on Land



**Goal 16**  
Peace, Justice and Strong Institutions



**Goal 17**  
Partnerships for the Goals

# THE 2030 AGENDA AND GIZ

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

## Universality

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

## Leave no one behind

The focus is on marginalised population groups.

## Integrated approach

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

## Shared responsibility

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

## Accountability

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

The SDG icons next to the projects show how our work in 2020 relates to the goals of the 2030 Agenda.



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

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

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

# OUR REPORTING

## Integrated Company Report

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

## Online version of the Integrated Company Report

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



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

## Sustainability reporting

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



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

## Annual Statement of Accounts

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



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

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

### Corporate Governance Report

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

### Climate and Environmental Report

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

### EMAS Environmental Statement

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

### Stakeholder Dialogue Results Report (every two years)

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

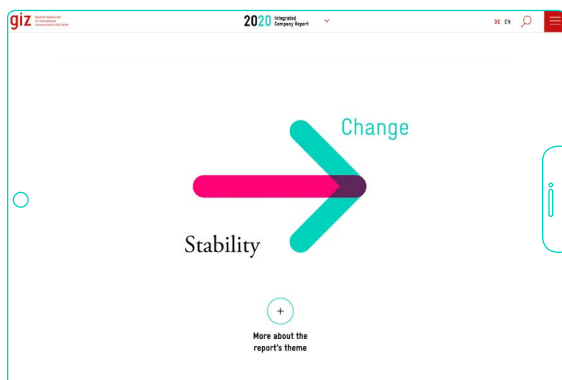
### German Sustainability Code (every two years)

GIZ publishes a Declaration of Conformity to ensure compliance with the criteria of the Sustainability Code of the German Council for Sustainable Development.



The reports can be found online at:

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



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

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

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# MESSAGE FROM THE CHAIR OF THE SUPERVISORY BOARD

→ COVID-19 knows no borders and can only be overcome if we work together in this interconnected world. ←

**Martin Jäger**

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



**Dear readers,**

Over the last year, the COVID-19 pandemic has opened the eyes of the general public around the world to global interconnectedness. The social and economic consequences of this historic crisis will be with us for a long time to come, and will jeopardise development achievements of recent decades worldwide. According to UNICEF, COVID-19 lockdowns have left schools completely closed to 168 million children for a year.

The number of people suffering from the impacts of climate change is also rising. In 2020, average temperatures were 1.2 °C higher than during the pre-industrial era. Droughts, extreme weather events, forest fires and floods are destroying more and more livelihoods.

It is becoming more urgent than ever to find common responses to the global questions that shape our very existence. Industrialised nations, developing countries, emerging economies, the private sector and civil society have a joint responsibility to step up efforts to achieve the goals set out in the 2030 Agenda and the Paris Agreement on climate change.

## **VIALE DEVELOPMENT POLICY FOR THE FUTURE**

Any development policy that is to be viable in future must actively shape bilateral and multilateral cooperation. Given the constantly changing framework in which we operate, it must also be flexible enough to alter its course where necessary to achieve the best possible results.

The BMZ 2030 reform strategy has set the course for us to channel German development funding even more effectively and strategically, and thus help resolve global challenges. The five core areas – effectively the DNA of our development cooperation – align our engagement even more consistently with the 2030 Agenda’s Sustainable Development Goals (SDGs) and the Paris Agreement. We are focusing our bilateral cooperation on 60 partner countries, from which we demand even greater initiative and measurable evidence of progress. In addition to forging in-depth partnerships with reform-minded countries, our focus is on fostering private investment and fair trade. At the same time, however, we can also deliver even more effective, rapid and flexible support to people in conflict and refugee regions.

We also subject our own actions to critical assessment. The value chains of German companies span the globe and our prosperity depends on free global trade. This means we have a major responsibility in helping to put in place fair trade processes and working conditions. The Duty of Care Act launched by Cabinet in March makes Germany a global pioneer in promoting working conditions in line with human rights.

### **SOLIDARITY DURING CRISES**

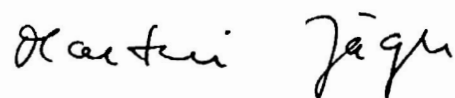
The COVID-19 pandemic affects us all – but it does not affect us all equally. The poor and poorest countries in the world, and already disadvantaged groups, have very few resources to draw on that would help them to overcome the crisis. With its Emergency COVID-19 Support Programme, BMZ has responded swiftly to the acute needs of our partner countries, by redirecting EUR 1.6 billion within the 2020 budget and providing additional funding of around EUR 3.1 billion for 2020 and 2021. It is also supporting them in their efforts to fight the pandemic and mitigate the social and economic consequences of the crisis. This includes not only health sector support, but also assistance in the field of food and nutrition and in stabilising refugee regions and crisis-affected areas, as well as social protection, support for enterprises in key sectors, emergency COVID-19 aid to directly finance national programmes, and further enhanced international cooperation.

Parallel to this, the German Government is campaigning strongly for the equitable distribution of COVID-19 vaccines. The vaccines, which have been developed in a remarkably short space of time, are a massive accomplishment. But they can only achieve their full impact if enough people are vaccinated in the poorer parts of the world too. COVID-19 knows no borders and can only be overcome if we work together in this interconnected world. Germany will contribute a total of EUR 2.1 billion in 2020 and 2021 to the Access to COVID-19 Tools Accelerator for the development, production and equitable worldwide distribution of COVID-19 vaccines, treatments and tests. This means that it is currently the second largest donor to this multilateral medical response to COVID-19, setting a strong example of international solidarity.

### **GIZ – A RELIABLE PARTNER**

Without the exceptional commitment and the presence of many GIZ staff on the ground in our partner countries, the swift change of course and the additional support under the Emergency COVID-19 Support Programme would not have been possible in this way, which has met with great international acclaim. Working conditions, and often living conditions too, have been rendered extremely difficult by the pandemic. The contribution made by GIZ staff in Germany is also considerable. As part of a magnificent joint effort involving BMZ, partner countries and GIZ, and thanks to the dovetailing of work both inside and outside Germany, responses are being found to the issues that will determine our global existence. My warmest thanks go to all staff for their exceptional efforts during this truly challenging period.

Best regards,



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



# FOREWORD BY THE MANAGEMENT BOARD

» As we emerge from the crisis, we can dare to set a new, bold course towards achieving sustainability, resilience and climate neutrality. «

**Thorsten Schäfer-Gümbel, Tanja Gönner, Ingrid-Gabriela Hoven (from left to right)**  
Management Board of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH



## Dear readers,

The last year has demonstrated conclusively just how important it is to point our planet in the right direction for the future. We depend on nature and the environment. That is not a new realisation – but the COVID-19 pandemic has given it a new, almost painful relevance. Zoonoses like COVID-19 make it clear that a harmonious balance between humans, animals and the environment is imperative. Currently, however, we are seeing the reverse – a planet in imbalance facing an unprecedented environmental and climate crisis. We need to take decisive action to address this imbalance and actively shape change, and in this we must act together as an international community, as a global society and as individuals.

Change is something positive. It can release energy, foster innovation, and create space for something new. We want a future worth living for everyone, wherever they are in the world. And for that we need cooperation at many levels. Multilateral and bilateral approaches must dovetail, supplement one another and be mutually reinforcing. This is the only way to tackle the consequences of the pandemic, the impact of which is greatest in the countries in which GIZ works – developing countries and emerging economies. The European community of states has been a good role model over the last year, with its Team Europe approach. All EU institutions, the member states and their implementing organisations, including GIZ and various development banks, have joined forces. Together they have organised emergency aid for the partner countries that have been worst hit by COVID-19.

## **STRENGTHENING RESILIENCE AND PROMOTING GREEN RECOVERY**

But it is not enough to fight the worst consequences of the crisis urgently on an ad hoc basis, however important that might be for the affected individuals and societies. Long-term strategies are needed, as well as development that is designed to be durable and sustainable. Only then will the changes be lasting. We have the roadmap – the Sustainable Development Goals set out in the 2030 Agenda for Sustainable Development show us the way. And that is why we must pursue the SDGs with even greater courage and tenacity. They have never been so relevant as they are today – because COVID-19 has taught us that we need more than short-term solutions for nation states.

Existing global inequalities have worsened during the pandemic, making it all the more important to drive forward what was already needed before the crisis, but was not addressed with sufficient enthusiasm: socially equitable, environmentally and climate-friendly economic and social orders. That is why we are committed to ensuring a ‘green recovery’ with our partners and commissioning parties. Only then can we create lasting solutions and build the global resilience we need to master future crises. Withstanding these crises requires systems to be both robust and resilient. Alongside consistent climate action and environmental protection, this will include good governance, strong social welfare and health systems, access to essential services and equal opportunities – and this goes to the heart of the work of GIZ. As we emerge from the crisis, we can dare to set a new, bold course towards achieving sustainability, resilience and climate neutrality.

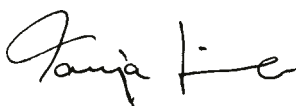
## **LONG-TERM PLANS AND ACTIONS – INCLUDING WITHIN THE COMPANY**

GIZ as a company also sets long-term objectives, which leave us adequate scope to take the action required in every given situation. In 2020, we began implementing our new Corporate Strategy, and thus set the right course. The strategy ensures that we can deliver our services in our usual reliable manner, even in uncertain times. We will continue to refine our processes, structures and services in 2021, and will invest further in our expertise. Ultimately, the essential factor is always the sustainable results that we want to achieve. Sustainability is both an integral part of our corporate direction and an objective in every single project. 2020 saw us once again renew our commitment to the Ten Principles of the UN Global Compact.

None of this would be possible without the dedicated GIZ staff, who I and my fellow managing directors would like to thank most warmly at this juncture. In spite of massive restrictions, and in the face of higher risks during the pandemic, their achievements have been remarkable. Almost 25,000 staff members, development workers, and integrated and returning experts – including almost 16,000 national staff – have worked in over 120 nations around the globe to achieve GIZ’s objectives, and have remained in partner countries out of conviction. Work for and with individuals is what sets GIZ apart, and much of what we do simply cannot be transferred online. It needs to be performed directly on the ground in our partner countries. There can be no doubt that this requires effort, but it also demonstrates that our model of working together has proved to be stable and successful worldwide.

We would also like to say a special thank you to our commissioning parties, local partners and our Shareholder. In a sign of the trust that is placed in us, GIZ’s business volume rose again in 2020, to a total of EUR 3.3 billion. The related commissions are instrumental in ensuring a future worth living around the world. That is our declared goal and that is what we will continue to work for with confidence.

We hope you enjoy reading this report. Join us as we take a look at some examples of our work, which demonstrate two things above all else – stability and change.



Chair of the Management Board

# GIZ PROFILE

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

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

The registered offices of GIZ are in Bonn and Eschborn. In 2020, we generated a business volume of around EUR 3.3 billion. Our 23,614 employees, almost 70 per cent of whom are national staff, work in around 120 countries. As a recognised development service provider, we currently have 483 development workers in action in partner countries. Furthermore, in 2020, the Centre for International Migration and Development (CIM), which is run jointly by GIZ and the Federal Employment Agency, placed 212 integrated experts and 516 returning experts with local employers in our partner countries, or provided them with financial support, advice or other services.<sup>1</sup>

 [www.giz.de/profile](http://www.giz.de/profile)

## → 10 YEARS OF GIZ – WE ARE CHANGING THE WORLD AND OURSELVES



In 2011, DED, GTZ and InWent merged to form a new company – GIZ. We still love change, and actively shape it. Yet, at the same time in our work around the world, we build on stability and on the experience of our predecessor organisations.

GIZ turns 10. That is a good reason for us to say thank you and to recognise all that we have achieved. With others, and even more importantly for others.

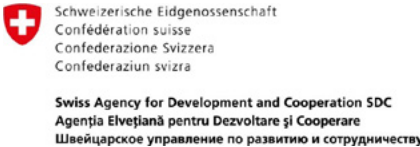
<sup>1</sup> Personnel and business figures as at 31 December 2020

# OUR COMMISSIONING PARTIES AND COOPERATION PARTNERS

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



#TEAMEUROPE



Empowered lives.  
Resilient nations.

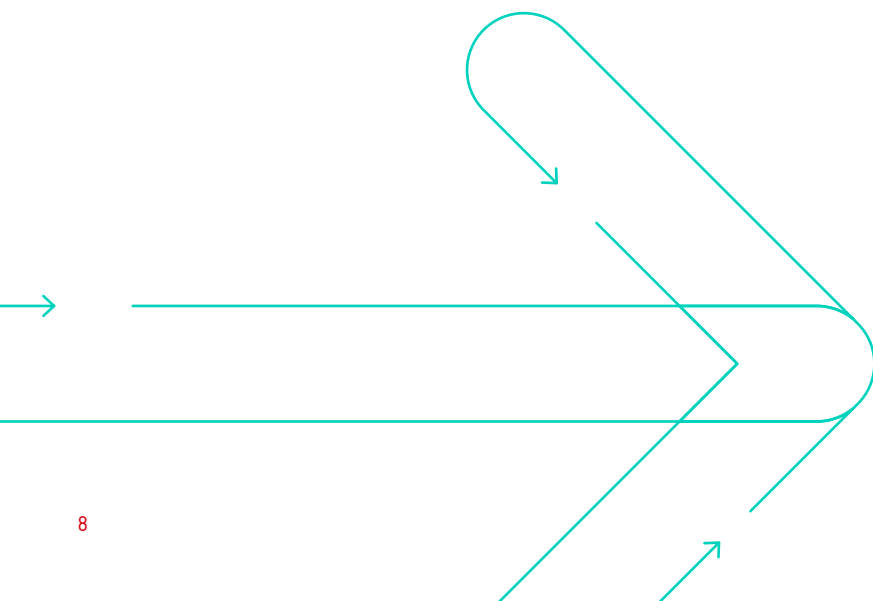


# OUR STRATEGIC DIRECTION

## RELIABLE EVEN DURING CRISES

GIZ is organised such that it can continue to provide its services even during crises. The last year has delivered proof of our stability and reliability, even under extremely difficult circumstances. We rely on our experience while at the same time acting with great flexibility in order not only to support a changing world, but also to actively shape that change with our partners. Even in uncertain times we can therefore remain a reliable service provider for our commissioning parties.

2020 saw the launch of a new GIZ strategy cycle, which will take us through the next three years. It helps us to harness our greatest skill – the ability to swiftly and effectively implement ambitious international cooperation commissions, even under adverse circumstances. The strategy has already proved its worth in its first year and will continue to serve us well. We are still facing turbulent times. Through our work, we aim to make the world a safer and better place to live in.





# HOW GIZ WORKS

**We work to shape a future worth living around the world. To this end, we offer services in the field of international cooperation for sustainable development and international education.**

GIZ is a company with exceptionally wide-ranging expertise and over 50 years of experience in international cooperation. It was created in 2011, when three development organisations merged. In what is now our tenth year, we can draw on a dense network of contacts that spans the globe. We are fully familiar with conditions at local level in the countries where we operate. This, combined with our decentralised structures, gives us both flexibility and the capacity to implement effective projects. And this in turn means that we are able to adapt rapidly to changing conditions.

We work on the basis of partnership. We ensure economic efficiency and cover costs but do not aim to make a profit. Our corporate purpose offers us clear guidance in this regard, as do unambiguous objectives and legal frameworks, including pricing and budgetary law. As a federal enterprise, we always act in the interests of the German Government, which is our main commissioning party. We have a public-benefit business area and a taxable business area.

Our goal is to generate added development value for both our clients and our partners. Our partners are the organisations we work with directly in the countries of assignment. We explore what is needed and gather an understanding in each case before translating the requirements into customised, effective, sustainable solutions. This allows us to deliver benefits at three levels. We enable individuals. We support organisations and institutions. We strengthen societies. With our work we help achieve the Sustainable Development Goals (SDGs) set out in the 2030 Agenda.

We are a service provider with heart and soul. As well as the advisory services we deliver from the political to the organisational and technical levels, we offer strategic capacity development services and mediation, and establish and develop networks and dialogue platforms. The spectrum of our activities also includes monitoring services for infrastructure projects including procurement, logistics and handling the financial side. Our maxim is that we never stand still, but always keep an eye on the latest trends and the changing environment and consistently develop our own skills and capacities. In a nutshell, GIZ is a learning, value-creating institution with a clear vision.



You will find a digital presentation of our business model at:  
[reporting.giz.de/how-giz-works](https://reporting.giz.de/how-giz-works)

Find out more about our services, and GIZ's different approaches and methods at:

 [www.giz.de/our\\_services](https://www.giz.de/our_services)

# OUR BUSINESS MODEL

**OUR VISION: WE WORK TO SHAPE A FUTURE WORTH LIVING AROUND THE WORLD.**

**As a public-benefit federal enterprise, we are a worldwide service provider and partner in the field of international cooperation for sustainable development and international education work.**

## RESOURCES (a selection)

We use our resources sustainably and effectively, delivering value for money:

### People & expertise

- Expertise of national and international experts (field staff, Germany-based staff, integrated and returning experts, development workers, national staff)
- Network of local and international cooperation partners (from the fields of politics and business, the scientific and academic community and civil society)
- Over 50 years of experience around the globe
- Training and upskilling programmes
- Sustainable, entrepreneurial mindset and actions

### Financing & commissions

- Public funding through directly placed contracts or competitive bidding
- Third-party funding through commissions
- Cofinancing arrangements and subsidies

### Materials & equipment

- Responsible use of partner countries' natural resources
- Sustainably procured goods (e.g. IT hardware, vehicles, solar power modules)

## ACTIVITIES

We understand the (political) requirements of our commissioning parties and translate them into customised, effective and sustainable solutions – covering all stages from development through to planning and, finally, implementation. Ongoing monitoring and evaluation (M&E) of projects ensures high quality and results.

- Management and supervision of construction and infrastructure projects
- Handling finance and fund management
- Placement of experts
- Procurement and logistics

- Policy and strategic advisory services
- Technical consultancy
- Organisational consultancy

Management and logistics

Advisory services

Networking, dialogue, mediation

Strategic capacity development

- Management of networks and dialogue platforms
- Mediation

- Skills management
- Human resources development within organisations/training partnerships
- Networked learning

We have both a public-benefit business area and a taxable business area. Our clients include BMZ, the German Federal Foreign Office, BMU, other German federal ministries, the EU, German federal states, international institutions, governments and private-sector actors.

## VALUE CREATION (a selection)

We cover costs and generate sustainable value at three levels:

### Individuals

- Broader access to schooling and vocational education and training
- Job creation and improved working conditions
- Optimised access to health services, drinking water and energy supplies

### Organisations

- Enhanced management, networking and partner structures
- More efficient use of resources
- Greater capacity for innovation

### Society

- Greater political participation and gender equality
- Enhanced access to administrative state services
- Reduced greenhouse gas emissions

We align our work with the United Nations Sustainable Development Goals.

**We never lose sight of political and market influences and trends. On this basis, we devise our services using innovative approaches to respond to needs.**



# WORLDWIDE CHANGE

## INFLUENCES ON GIZ'S WORK

GIZ's work is strongly shaped by a wide variety of external influences: the prevailing conditions in a country, the political relations and interests, changes brought about by new technologies, the requirements of our commissioning parties. Factors like these impact on our activities. And that is why we continuously monitor our working environment and follow new developments closely. Over the last year, the following changes have been relevant for us:

### **MORE COMMITMENTS AND GREATER RESPONSIBILITY**

The world order is in flux. Some countries are withdrawing from the international stage, while others move to centre stage. Germany is one of the countries shouldering increasing responsibility, as an advocate of effective multilateralism. This also entails new commitments for GIZ. Meeting them requires new, efficient forms of cooperation between global institutions and German implementing organisations.

### **CHANGING CLIENT LANDSCAPE**

It is becoming increasingly difficult to separate global, regional and local matters, because global challenges are interconnected and need to be addressed at transnational or cross-sectoral level. As a result, international cooperation is more and more crucial and is becoming the centre of attention. Divergent interests and expectations must be reconciled. Parallel to this, the number of clients is rising. Alongside the German Government, the EU plays a pivotal role for GIZ. This was clearly illustrated, for instance, by the support provided by GIZ to the German Government during Germany's Presidency of the Council of the European Union.

### **INCREASINGLY DIVERSE ACTORS**

Non-governmental and private sector actors are increasingly engaging in international cooperation for sustainable development. Multilateral and non-governmental organisations, private foundations and consulting firms, high-tech businesses and start-ups are all offering their services. Cooperation with these actors offers enormous potential for taking existing approaches to the next level. This is making the international landscape more diverse, and also changing the environment in which GIZ operates.

### **THE PANDEMIC EXACERBATING EXISTING DIVIDES**

COVID-19 has hit the world hard with no warning. In addition to the massive health consequences it brings, this truly global crisis is exacerbating worldwide inequality. The gap between poor and rich is widening, and development progress is being lost. To support partner countries swiftly in dealing with the consequences of the pandemic, GIZ is developing new concepts to mitigate the fallout from lockdowns. These include strategies for the distribution of hygiene kits and personal protective equipment and the establishment of a fund for employees in need. All of this is happening under pandemic conditions. The importance of gender equality for fair, inclusive, sustainable development has become even more apparent than before.

### **RIISING NUMBER OF FRAGILE STATES**

The world has become more turbulent. Many states are deemed unstable; they do not have sufficient legitimacy, are unable to provide essential services for their citizens, or no longer have a monopoly on the use of force inside their borders. This is particularly true of many parts of Africa and the Middle East. And the number of affected states is on the rise. Some three quarters of people at severe risk of poverty live in countries like these. For GIZ, operating in these crisis-dominated contexts means working purposefully and effectively for the people on the ground, even under the most difficult circumstances.

### **DIGITAL DEVELOPMENT MOVING AT DIFFERENT SPEEDS**

Digitalisation is proceeding apace, with all the opportunities it brings for development. But the starting conditions vary enormously in different places. In some parts of the world, the internet is an integral part of everyday life. But almost half of the world's population still has no internet access at all. For us, this unequal development means firstly putting in place the foundations for digital transformation, and secondly ensuring that we are always abreast of the latest technical advances.

## OPPORTUNITIES AND RISKS

As a federal enterprise, GIZ has the responsibility to identify risks at an early stage, not to lose sight of these risks, and to steer its course accordingly. To help us, we have a risk management system which systematically records risks and devises appropriate risk management measures. It is also important to identify potential opportunities, so that these can be harnessed in our business, and so that we can underpin and enhance our competitiveness and performance. The following three issues that we addressed in 2020 give you an example of how we deal with opportunities and risks.

OPPORTUNITIES	COVID-19 PANDEMIC	SECURITY SITUATION IN OUR COUNTRIES OF ASSIGNMENT	DIGITALISATION AND IT SECURITY
	<ul style="list-style-type: none"> <li>• New areas in which GIZ can provide more services</li> <li>• New impetus for international cooperation opportunities</li> <li>• Fine-tuning the culture of safety and security within the company</li> </ul>	<ul style="list-style-type: none"> <li>• Lessons learned by staff bringing greater understanding and knowledge</li> <li>• Greater expertise in security and stabilisation</li> <li>• Fine-tuning the culture of safety and security within the company</li> </ul>	<ul style="list-style-type: none"> <li>• Organisational, process-related and technological development through optimisation and certification of digital solutions</li> <li>• Greater efficiency, stability and competitiveness; enhanced ability to act and deliver</li> <li>• Skipping development steps in digital solutions</li> <li>• Greater flexibility in working hours and locations</li> </ul>
RISKS	<ul style="list-style-type: none"> <li>• Greater potential for escalation during crises</li> <li>• Threat to staff safety, for instance due to limited evacuation options</li> <li>• Weak health systems</li> <li>• Risk of spreading pandemic due to a lack of care in our work</li> </ul>	<ul style="list-style-type: none"> <li>• Security risks for staff due to conflicts and rising crime</li> <li>• Destabilisation of society</li> <li>• Reduced enforceability of human rights</li> </ul>	<ul style="list-style-type: none"> <li>• Cyber-attacks becoming more professional while IT security fails to keep pace</li> <li>• Risk of breaches of contracts or laws, financial loss, damage to reputation as a result of security vulnerabilities</li> <li>• Changing demands in terms of professional skills</li> </ul>
MEASURES	<p>We have addressed the consequences of the COVID-19 pandemic with our company-wide security risk and crisis management system. Decisions were taken swiftly and flexibly. Differentiated communication and advisory services kept all staff and managers worldwide aware of the latest developments: how to deal with the virus, mobile working, commercial risks and health promotion measures. We are drawing on lessons learned from the past year to strengthen our crisis resilience across the company.</p>	<p>In our countries of assignment we operate a structured security risk management system, which is managed and planned in conjunction with the Corporate Security Unit. Our duty of care for our staff is our top priority. We respond to circumstances on the ground with precautionary measures, regular security risk analyses and security training for staff and country directors. Full-time security advisors, who regularly monitor the security situation in the partner countries and provide support during emergencies or crises, are vital for GIZ's security risk management.</p>	<p>We have put in place an information management system that defines rules and methods for a holistic business and IT security management system. It builds on security measures that are relevant in terms of process, organisation and technology, with a view to enhancing the level of security throughout the organisation and countering IT security risks in an appropriate manner. Data protection measures and training in digital security are part of this.</p>



Find out more about risk management at: [reporting.giz.de/risk-management](https://reporting.giz.de/risk-management)

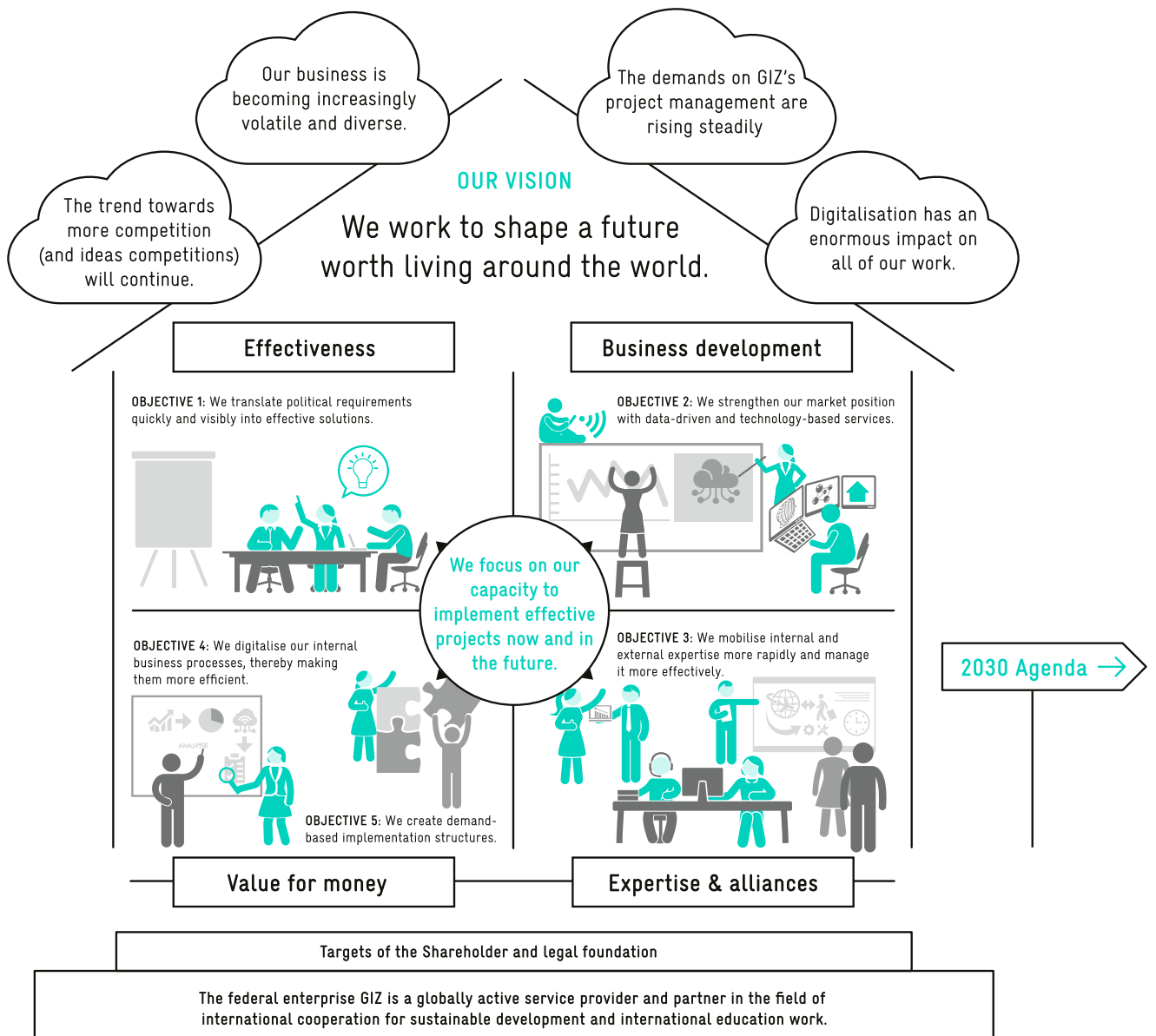
Find out more about opportunities and risks in the GIZ Annual Statement of Accounts: [reporting.giz.de/statement-of-accounts](https://reporting.giz.de/statement-of-accounts)

# OUR STRATEGY 2020–2022

## STABILITY IN IMPLEMENTATION – EVEN IN CHALLENGING TIMES

In 2019 we adopted a new Corporate Strategy, which is to guide us through the period 2020 to 2022. It helps us focus more strongly on what sets us apart – our capacity to implement effective projects. What we mean by this is the ability to implement demanding commissions in international cooperation rapidly and effectively, under even the most difficult circumstances.

2020 was the first year of the cycle. It is becoming apparent that the focus of our strategy is effective, even under unforeseen circumstances and a rapidly changing international cooperation landscape. In spite of the COVID-19 pandemic, we have retained our ability to operate worldwide and have actually been able to expand our work.



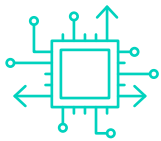
GIZ's Corporate Strategy draws together our strategic objectives and measures for the period 2020 to 2022. Overarching strategies and programmes, covering areas such as sustainability, gender and digital transformation, are incorporated into the Corporate Strategy. With this integrated system of objectives, GIZ provides staff with clear guidance.



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

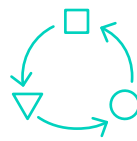
## FOCUSING ON THE ESSENTIALS

Four new corporate projects are at the heart of the Corporate Strategy. They are designed to breathe life into the strategy, across departments and regions. We call them focus projects because they help us focus on what is most important in the strategy.



### DIGITAL FOR RESULTS

Digital transformation is opening up a wealth of new opportunities, in international cooperation as elsewhere. That is why we want to make GIZ a data-competent company that positions itself precisely within the global digital ecosystem, and looks ahead with vision to see where data can unlock new potential and where other trends lie. New partnerships and cooperation activities, for instance involving technology providers, can help us on our way. It is our goal to use digital approaches and products to make our work even more effective. That is why we launched the focus project Data-Driven and Technology-Based Services.



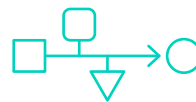
### ADAPTING FLEXIBLY TO CHANGE

The conditions that constitute the framework within which we operate are changing and becoming more volatile, with new commissioning parties, a growing and increasingly diverse portfolio, and more conflicts and fragile states around the world. To respond to these new conditions, we need flexible models and structures for worldwide implementation, which can be adapted rapidly on a case-by-case basis. This is why we have the focus project Future-Proof Implementation Structures.



### AGILITY IN ACTION

Rising expectations on the part of commissioning parties concerning our ability to deliver, labour market dynamics, and changing conditions in countries of assignment make it imperative that we too change. So that we retain our ability to act under these conditions, we need the appropriate expertise in the right place at the right time. That is why we aim to use resources more flexibly and in a more forward-looking manner. In this, we also build on new approaches for service delivery and on external support and cooperation arrangements. This is the main thrust of the focus project Tailored Expertise.



### WORKING EFFICIENTLY

Our business has become faster and more complex over the years. To adapt to this new pace, we need modern processes that function holistically and across all organisational units. We aim to put in place joined-up processes and leave behind us the practice of passing on data manually from one department to another. This is the domain of the focus project Digitalised End-To-End Business Processes.

# CORPORATE STRATEGY 2020: WHAT WE HAVE ACHIEVED

2020 saw the launch of the new strategy cycle and we have already achieved a great deal of what we aimed to do. That is very encouraging, given that nobody could have foreseen a pandemic on this scale.

The last year has illustrated all too clearly how quickly and unexpectedly external conditions can change. This made the new Corporate Strategy, which was adopted in 2019, all the more important. During this period

of unexpectedly rapid change and crisis it has proved its worth. The four areas of action of the strategy are outlined briefly below, with their objectives and results achieved in 2020.



## OUR OBJECTIVE

We understand political requirements and work together to translate them quickly and visibly into effective solutions.

## RESULTS

GIZ is able to respond and to implement measures. We were able to demonstrate both of these abilities not least within the scope of BMZ's Emergency COVID-19 Support Programme for poorer countries. With the help of a company-wide COVID-19 Task Force, we have been able to quickly identify the changed needs of our commissioning parties and act accordingly. We have also stepped up and deepened cooperation with new strategic partners and actors. One example was the Team Europe response to the pandemic, encompassing all EU institutions, the member states, their implementing organisations – including GIZ – and various development banks. To allow us to respond with maximum efficiency to the demands of our partners, structures and processes for cooperation and partnership management were also reinforced.



## OUR OBJECTIVE

We strengthen our market position with data-driven and technology-based services.

## RESULTS

Digital transformation brings GIZ opportunities as a service provider in the field of international cooperation. So that GIZ can put its business development on a sound footing for the future, we intend to strengthen our capacities in the field of data and technology, and to mainstream these to a greater extent in the range of services we offer. One of our four focus projects concentrates on this area of action. In 2020, the spotlight was on networking relevant actors. Strategic partnerships involving various departments within GIZ began work on a Data Strategy. Prototypes for data-based solutions were also analysed to identify demand and explore their suitability for scaling up. At the same time, communication structures were put in place within the company, reinforcing our shared understanding of this issue across the board.

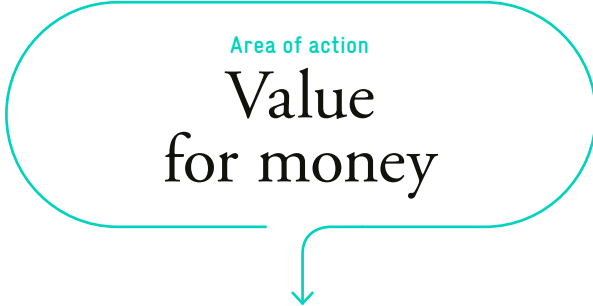


**OUR OBJECTIVE**

We mobilise internal and external expertise more rapidly and manage it more effectively.

**RESULTS**

GIZ works in a large number of very diverse countries. In future, we will need even more flexible assignment management that will allow us to build expertise rapidly and transfer it to where it is needed. The first step in 2020 was to produce a vision for reforming practical assignment, human resources and secondment within the scope of a focus project. Other flexible assignment types going beyond a long-term expert contract were examined, systematically recorded and honed. A toolbox now brings together the various contractual models, while a Digital Literacy & Digital Pioneers action plan was also implemented in 2020. It ensures that staff can continuously enhance their digital skills, which are indispensable for today's working world.



**OUR OBJECTIVE**

We digitalise our internal business processes, thereby making them more efficient. We create demand-based implementation structures that enable services to be delivered quickly and efficiently across all organisational units.

**RESULTS**

GIZ would like to redesign its business processes to make them not only more user-friendly, but also transparent and sustainable. One focus project is working specifically on this. In 2020, we put in place the foundations for a digitalised process management system. Specifically, we have begun work on an adaptable map of all GIZ business processes and paved the way for the introduction of appropriate software. The aim is to describe processes from end to end so that they can be streamlined and digitalised wherever possible. We have also developed prototypes for new management models and innovative implementation structures across organisational units.

**COMPANY-WIDE CHANGES**

One pivotal milestone last year was the launch of the company-wide strategic project that goes by the name S4GIZ. It aims to cover all major business processes worldwide end to end in a digital environment. The change project is based on the forward-looking decision to use SAP S/4HANA, which has become the industry standard, to handle business processes. An international team, linked via a co-creative network, is working on this.

# ENGAGING IN DIALOGUE

From climate change to biodiversity loss, and from the COVID-19 pandemic to worsening inequality – the challenges facing international cooperation in general, and GIZ in particular, are huge. To address them we need all the available capacity and skills, and strong alliances. That is why we constantly seek dialogue with our stakeholders. Only this allows us to enhance our services further and to continue learning.

This motivated us in 2016 to organise an intensive and systematic dialogue with our stakeholders. Every two years we invite representatives from the worlds of politics, business, the scientific and academic community, and civil society to express their expectations and criticism of our work. The third Stakeholder Dialogue took place in 2020 and was held online as a result of the pandemic. It delivered important findings for the direction our sustainability management should be taking. Based on these findings, GIZ sets itself clear objectives in the fields of environmental protection, climate change mitigation, human rights, sustainable procurement, efficient use of

resources and many other areas, and uses measures and indicators to link these to its Sustainability Programme 2021–2025.

The Stakeholder Dialogue gave us the opportunity to discuss with our partners and commissioning parties what they expect of us in the coming years, and where they see our greatest potential in terms of sustainability issues. Discussions revolved around the key sustainability topics, which we systematically identify in advance of the dialogue.

»» The volume of public sector procurement – EUR 500 billion – illustrates how much leverage it offers. Public sector procurement therefore plays a very significant role in sustainable development and Germany’s Sustainable Development Strategy. ««

**Ingolf Dietrich**

Head of Directorate at the German Federal Ministry for Economic Cooperation and Development (BMZ)



»» GIZ’s objective of becoming climate neutral is commendable. It could play a leading role, for example by introducing carbon budgets. ««

**Jörg-Andreas Krüger**

President of the German Nature and Biodiversity Conservation Union (NABU)

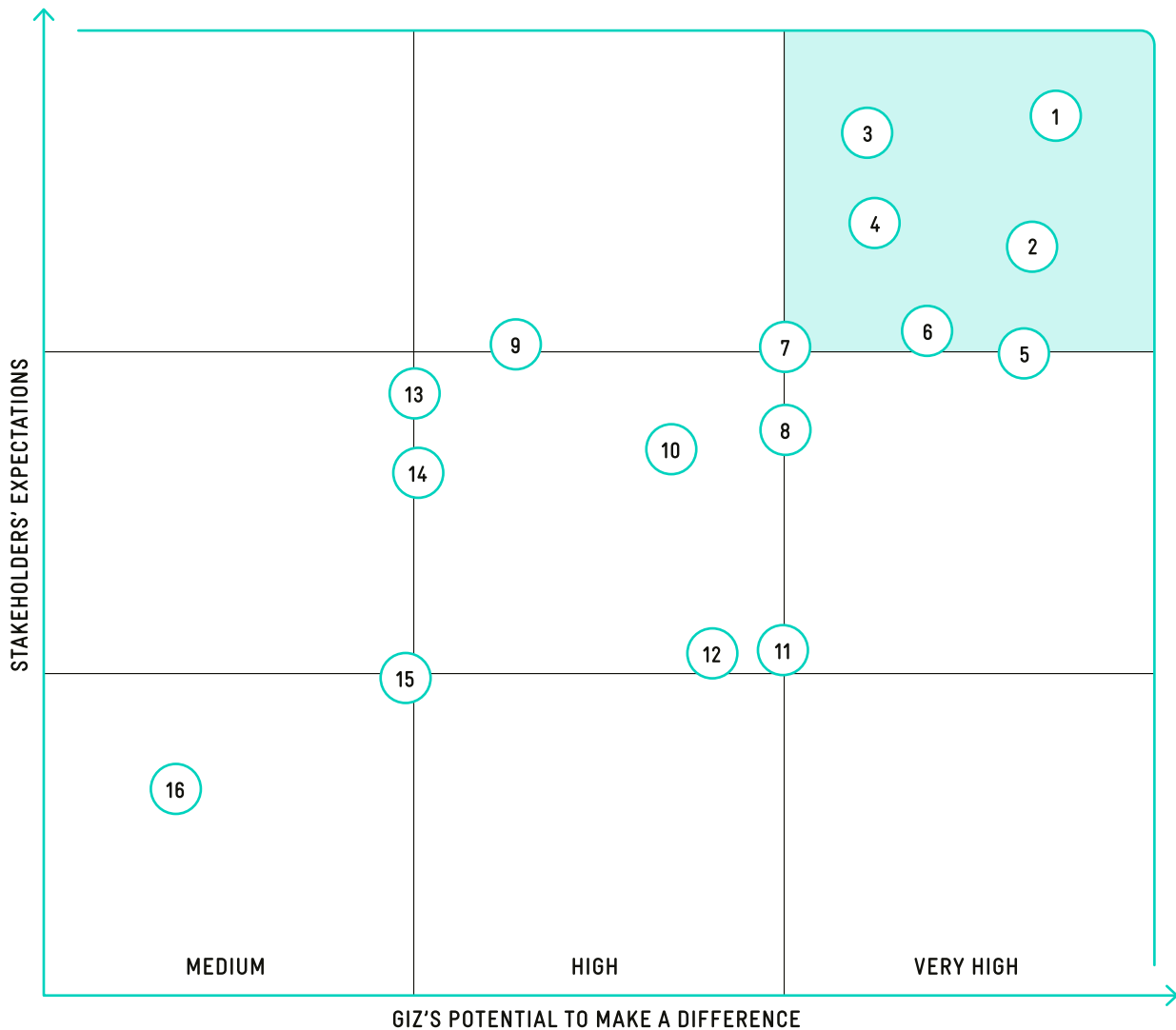


## MATERIAL TOPICS

We identified 16 material topics for the future orientation of our sustainability management, and discussed these with our stakeholders. They are mapped in a 'materiality matrix', which presents the expectations of stakeholders in relation to GIZ's potential to make a difference.

On this basis, a ranking list was drawn up, headed by climate change mitigation and conservation of natural resources, sustainable procurement and protecting human

rights. This provides us with valuable information to help us focus our sustainability agenda. We will, for instance, pursue our efforts to avoid, reduce and offset our greenhouse gas emissions, and will apply the most rigorous sustainability criteria when we procure materials, equipment and services, in project work as elsewhere. The material topics are also the basis for GIZ's sustainability reporting in accordance with the standards laid down by the Global Reporting Initiative (GRI).



### RANKING

- |                                        |                                      |                                          |
|----------------------------------------|--------------------------------------|------------------------------------------|
| 1. Climate change mitigation           | 5. Sustainable mobility              | 11. Sustainable events                   |
| 2. Conservation of natural resources   | 6. Biodiversity                      | 12. Cooperation & partnership management |
| 3. Sustainable procurement             | 7. Diversity & gender                | 13. Human resources development          |
| 4. Protecting & promoting human rights | 8. Compliance & anti-corruption      | 14. Responsible use of funds             |
|                                        | 9. Digitalisation                    | 15. Learning organisation                |
|                                        | 10. Work-life balance & staff health | 16. Corporate social responsibility      |



# SYSTEMATIC AND STRATEGIC

The goal of enabling future generations to live secure and dignified lives is achievable. It requires us to be aware of our social responsibility, consider the impact of our decisions on individuals and the environment, and remain economically viable at all times. At GIZ, we want to make the right sustainable and gender-equitable choices, not just in our projects but across everything we do. We have set ourselves some ambitious goals for the years ahead in our Sustainability Programme 2021–2025.

## SUSTAINABLE. THE OBVIOUS CHOICE

### REVIEW OF OUR SUSTAINABILITY PROGRAMME 2016–2020

The new Sustainability Programme replaces the 2016–2020 programme, in which we set ourselves 16 objectives with 19 measures. Taking stock, we can see that 17 of the measures were implemented, allowing us to meet almost all the objectives.

The objectives that were not achieved in full have been incorporated into the new Sustainability Programme. Firstly, we will continue to procure materials, equipment and services in line with the most rigorous sustainability criteria. Secondly, we intend to promote diversity inside GIZ even more purposefully. The various dimensions of diversity are to be firmly mainstreamed as part of our corporate culture. We are building capacities so that our staff appreciate diversity within the company, harness it, and protect others from discrimination.

### OUR SUSTAINABILITY PROGRAMME 2021–2025

The Sustainability Programme 2021–2025 will guide our actions in the years ahead and serve as a key management instrument in GIZ's corporate sustainability. The programme shifts the spotlight to the following thematic priorities:

- Climate management and mobility
- Sustainable procurement
- Human rights
- Resource efficiency and biodiversity.

Mitigating climate change is particularly important. We have set ourselves the goal of reducing our greenhouse gas emissions significantly by 2025, so that we contribute actively to the Paris Agreement targets.

In other areas too, we aim to make substantial progress. In the field of procurement, for example, we will devise mandatory minimum sustainability standards or guidelines for 90 per cent of all materials, equipment and services and for construction services with a high potential for sustainability.

In the field of human rights, there is a special focus on our grievance mechanism and other ways of reporting suspected violations. We intend to make these options more visible and accessible for both our staff and our partners. Country offices will receive additional support in the form of guidelines and country-specific advisory services on the use of reporting channels.

In terms of the use of resources, we aim to reduce our energy consumption significantly by 2025 – by 10 per cent per employee in Germany, and by 20 per cent in other countries. We also intend to use significantly less paper and coolants. When IT equipment is procured and used, greater attention will be paid to sustainability.

### FOCUS ON PARTNER COUNTRIES

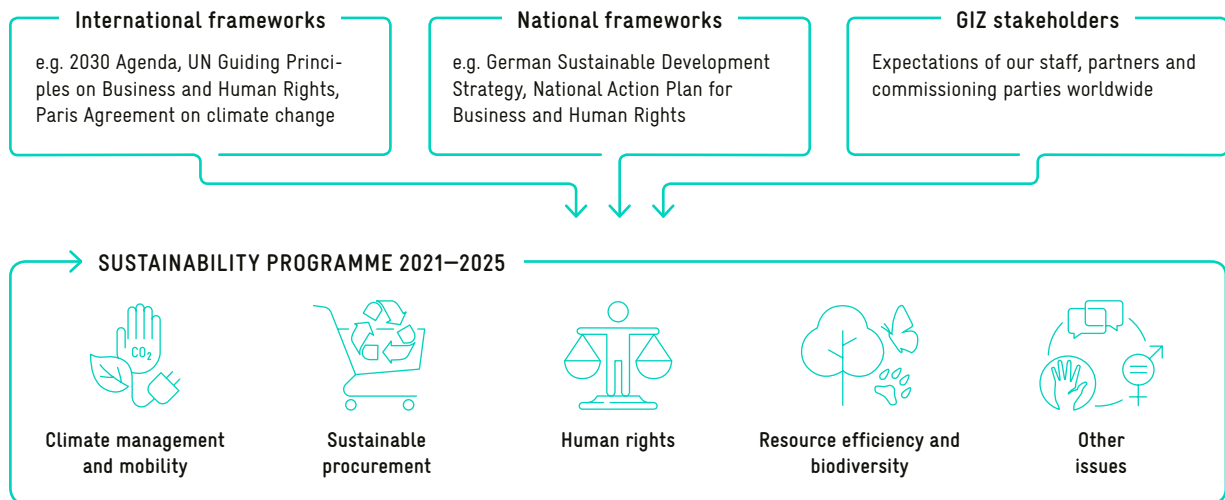
The new Sustainability Programme focuses on the partner countries in which we work around the globe. Four of every five GIZ staff members work outside Germany. Since the general conditions in these countries can be difficult, ensuring sustainable operations is particularly challenging. At the same time, however, this is where there is the greatest scope for improvement in terms of sustainable action.

## THE SUSTAINABILITY PROGRAMME IN CONTEXT

Other international agreements and mechanisms provide the framework for our Sustainability Programme 2021–2025. They include the United Nations 2030 Agenda for Sustainable Development, the Paris Agreement on climate change, and Germany’s Sustainable Development Strategy. The UN Guiding Principles on Business and Human Rights and the core elements of the German Government’s National Action Plan for

Business and Human Rights are also relevant, as are the expectations of our staff, commissioning parties and partners worldwide.

The Sustainability Programme is the next level down from our Corporate Strategy 2020–2022. We are endeavouring to embed corporate sustainability in our Corporate Strategy and make it an integral part of our business processes by 2025.



## GENDER EQUALITY. THE OBVIOUS CHOICE

Gender equality is the prerequisite for the fair, inclusive, sustainable development of our society. GIZ’s Gender Strategy gives us a mandatory framework for eradicating any gender-based disadvantages inside the company and in our work, and for realising equal opportunities and rights irrespective of gender, sexual orientation or gender identity.

The way we deal with gender is an important part of our corporate culture and a hallmark of our work. Within GIZ, we have clear structures for raising gender issues, with responsible officers in every organisational unit and at every level. They encourage measures to address the issue and ensure, in conjunction with the management of the company, that gender is taken into account in all processes.

One of our aims is to further increase the percentage of women in managerial and executive positions. The figure has risen steadily in recent years and currently stands at 45 per cent. To reinforce this trend, GIZ introduced a

co-leadership model in 2020 that allows employees who work part time to assume demanding leadership responsibilities.

The following approaches will also help us develop gender competence within GIZ further:

- We take gender sensitivity and knowledge into account when recruiting new staff and in human resources and manager development.
- We organise working groups, networks and events on gender. In 2020, more than 540 employees took part in the Gender Network Meeting, along with representatives of commissioning parties and partners who were again invited to get involved in the event.
- We run a competition and award prizes for excellent examples of promoting gender equality within the company and in our work. In 2020, entries were received from 100 projects and 21 teams.



Further information on gender equality at GIZ including our gender strategy can be found at:

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

# OUR WORK AROUND THE WORLD

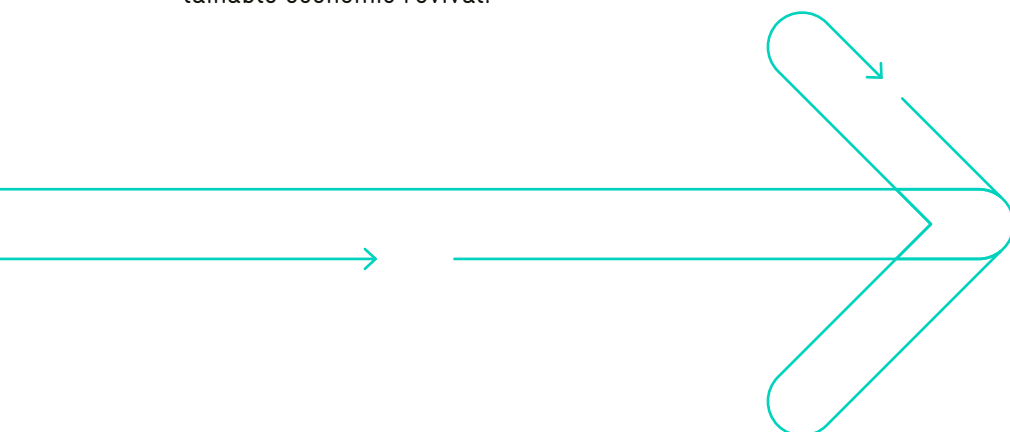
## **HARNESSING EXPERIENCE. INCLUDING EVERYONE. SHAPING THE FUTURE.**

To overcome the COVID-19 pandemic, and even more to achieve the Sustainable Development Goals, we need to adopt a much broader perspective and act accordingly. In this section we will present three crucially important ways of doing so:

In 2020, the coronavirus left its mark on our work too, impacting massively on some areas. Despite this, we have managed to continue operations in some 120 countries, and have acted swiftly and flexibly to adapt projects to the new challenges. The networks we have consistently built up, the relevant expertise, and reliable partnership structures have made this possible.

Social cohesion drives peace and prosperity. This is particularly apparent now, since the pandemic has exacerbated existing social inequalities. We have always worked to strengthen functioning, legitimate states, governments and official bodies, and to enable all individuals to benefit from economic, social and political development, through education for instance.

In spite of all the human suffering it has brought, the crisis offers us the opportunity to lay the groundwork for a green, socially equitable, resilient recovery. This is what we are working for around the world – a more sustainable economic revival.





# STABILITY – EVEN DURING A PANDEMIC

Thanks to our carefully constructed networks, the relevant expertise and our reliable partners, GIZ's projects have been able to respond swiftly to the COVID-19 pandemic.



## EAST AFRICA: FIGHTING INFECTIONS



Long before the coronavirus, GIZ and its partners in East Africa were working hard to prevent pandemics. As a result, these countries were able to respond quickly when the crisis hit.



Airports are high-risk areas when it comes to the spread of infectious diseases. However, when Asma Ali Awadh recently had to fly in East Africa she was pleasantly surprised. 'I travelled through the airports in Kigali and Mombasa, and the hygiene and precautionary measures in place were exemplary,' she comments. She should know. The Kenyan doctor is chief trainer for COVID-19 prevention and response training at airports in the region.



### ONE HEALTH IN EAST AFRICA

The One Health approach is based on the finding that human health depends on a large number of factors. This is why, in pandemic prevention and control in the EAC region, GIZ involves representatives of every discipline that is affected by an outbreak of disease, can help control disease, or can minimise the impacts. The aim is to protect human health without losing sight of other factors such as education, business and future prospects. To train experts in pandemic prevention under the One Health approach, GIZ and the University of Heidelberg have developed a regional, interdisciplinary online training course. An advanced course is to follow. The first 25 students in Kenya explored the correlations between agriculture, logistics, tourism and pandemics.



In conjunction with the Secretariat of the East African Community (EAC), GIZ contracted the AMREF Flying Doctors to provide training for the staff of 10 international airports. Staff are trained in infection prevention and response. In 2020, almost 250 people from different airport sectors were trained, including check-in, border control and baggage handling. They have now passed on their newly acquired expertise to hundreds of colleagues. 'That was not something everybody thought of initially – that the virus could also be spread by baggage,' recalls Asma Ali Awadh. These measures probably protected thousands of travellers from a COVID-19 infection.



Find out how GIZ is operating during the pandemic in a video interview with Matthias Rompel, Director of GIZ's Southern Africa Division:  
[reporting.giz.de/interview-giz-during-the-pandemic](https://reporting.giz.de/interview-giz-during-the-pandemic)

## CROSS-BORDER TRAFFIC IN A REGION THAT IS HOME TO 170 MILLION PEOPLE

With a view to facilitating safe cross-border transport and trade, 350 experts from major ports and border posts in the region were also given training. They too are passing on their newly acquired knowledge. It was possible to adapt the subject matter covered by courses to address the new pandemic situation because GIZ has been supporting EAC, on behalf of BMZ, since 2017 with a project entitled Support to Pandemic Preparedness in the East African Community (EAC) region. The EAC Secretariat coordinates assistance for the six EAC Partner States – namely Burundi, Kenya, Rwanda, South Sudan, Tanzania and Uganda – in preventing and combating infectious

diseases. The training courses at the airports, ports and border crossing points are one example of how the project helps translate the EAC Secretariat's regional pandemic plan into practice. GIZ is also advising the Secretariat on the preparation of a regional risk and crisis communication strategy and on sustainably mainstreaming the One Health approach in the region.

Asma Ali Awadh, incidentally, was travelling incognito. 'Nobody knew that I was having a good look to see whether people were actually putting into practice what they had learned,' she says laughing.

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🌐 [www.giz.de/en/worldwide/69568.html](http://www.giz.de/en/worldwide/69568.html)



**Six months before the first reports of COVID-19 emerged, the East African Community Secretariat worked with WHO, GIZ, KfW and other partners to simulate a pandemic outbreak. Did you foresee the pandemic?**

When we launched the largest cross-border Field Simulation Exercise in Africa in summer 2019, we did not anticipate what would await us a little later. After the experience with Ebola, for example, we wanted to test capabilities to prevent and respond to infectious disease outbreaks in and between Kenya and Tanzania. Because it's one thing to have a plan and, on paper, the capacity, and another to know what really works in practice.

**What does a simulation like this involve?**

Around 300 men and women – ranging from smallholder farmers to butchers, border officials, truck drivers, lab technicians, doctors and representatives of government agencies, as well as national and international organisations – spent four days simulating an outbreak of a contagious disease. Just as though it had really happened. The scenario mimicked an outbreak of Rift Valley fever, a viral disease most commonly seen in livestock, but that can also affect humans.

**Were the participants and the many observers from the region able to learn anything that was important for the COVID-19 pandemic?**

Absolutely. It became clear how central cross-border issues and communication are and where there are gaps. And we saw how important One Health's joint approach is – with stakeholders from public health as well as animal health, trade, logistics, immigration, and environmental organisations. We need this broad view to respond to outbreaks at all levels – local, regional, national and international. We are primarily dealing with zoonoses, diseases transmitted from animals to humans, so we need to take a holistic view of the human, animal and environmental interfaces.



# MOLDOVA: NEW PATTERNS, NEW OPPORTUNITIES



To enable businesses in Moldova to respond instantly to the coronavirus crisis, GIZ provided expertise to support both the government and the private sector. And it did so quickly and without red tape.



The shop floor of a factory in Soroca in the north-east of the Republic of Moldova is full of huge piles of white fabric. The clatter of sewing machines can be heard. The machinists are wearing protective overalls, masks, and caps on their heads – the uniform of the COVID-19 pandemic. Originally, this factory made disposable covers for cars. But when the automobile market stalled at the start of the pandemic, their normal products were no longer in demand. The fact that the employees were nevertheless able to carry on working was due to the company rapidly expanding its production to include protective clothing for use during the pandemic. GIZ supported three automotive suppliers and one textile company in rethinking their strategies, developing new digital sewing patterns, establishing contacts with customers, and getting their products certified.

The companies manufactured about 1.3 million medical protective suits in 2020, many of which were exported to Italy and the United Kingdom. Other products include protective visors and face coverings. In this way, 1,000 jobs were safeguarded in this country in south-eastern Europe and another 140 new ones were created. The order situation in the companies' main business has now stabilised again, but the short-term production of protective clothing helped them to ride out the 2020 crisis.

This flexible response to the crisis was made possible by the networked collaboration that the Economic Policy Advice project in Moldova has established. GIZ has been working on behalf of the German Development Ministry and the Swiss Agency for Development and Cooperation (SDC) since 2019, advising the Moldovan Ministry of Economy and Infrastructure, the Moldovan investment agency and private businesses. The aim is to achieve sustainable growth for businesses and jobs. GIZ is continuing to work towards this goal with its partners in Moldova.



Learn more online at: [reporting.giz.de/new-patterns-new-opportunities](https://reporting.giz.de/new-patterns-new-opportunities)

[thomas.foerch@giz.de](mailto:thomas.foerch@giz.de)  
[www.giz.de/en/worldwide/21169.html](https://www.giz.de/en/worldwide/21169.html)



Right at the start of the pandemic, GIZ and the Moldovan Investment agency supported us in re-jigging our production. At the beginning of March, the idea of repurposing our facilities to manufacture medical protective products had not even occurred to us; by the end of the month we had already made our first batch of 10,000 overalls. Within two weeks, we had established the entire manufacturing process, got the overalls certified and developed a hygiene strategy for our employees. We then began to export our products just a short time later.

### Oxana Martiniuc

Director of the Moldovan factory of Confezioni Andrea, a multinational group that previously manufactured disposable outer covers for vehicles.



## CAMBODIA: NO ONE IS OVERLOOKED

The flexible approach to fighting poverty in Cambodia has paid off during the pandemic.

Breakfast every day – that’s how modest Noun Seang’s wishes are. The 89-year-old Cambodian lives with her daughter and grandchildren in the south-west of the country. Before the COVID-19 outbreak, her son-in-law earned a small income as a day labourer. But he, like many other people, has not been able to find work since early 2020. When the pandemic started, tourism collapsed, factories closed, and the construction industry ground to a halt.

The poorest of the country’s population of roughly 16 million were hardest hit by the crisis. About 15 per cent were already living in poverty before the pandemic. Since July 2020, they have been receiving emergency financial aid from the state. It is distributed through a database that GIZ set up in conjunction with the Cambodian Government. GIZ has been working on the IDPoor (Identification of Poor Households) platform on behalf of BMZ and the Australian Department of Foreign Affairs and Trade for over 10 years. It involves a participatory process that uses simple criteria to enable the poorest people in each administrative commune to be registered digitally. Even before the pandemic, many people had already received a special entitlement card giving them access to things such as free health care, drinking water and school meals for their children.

→ GIZ has played a pivotal role in establishing and maintaining IDPoor. I have been very impressed with the skill of GIZ personnel and their ability to work in a complex cross-cultural environment. They have demonstrated a strong understanding of the local political economy and have communicated superbly with the Australian Embassy and other stakeholders.

**Luke Arnold**

Australian Deputy Ambassador in Cambodia



### EMERGENCY CORONAVIRUS ASSISTANCE FOR 2.7 MILLION PEOPLE

Cambodia’s Ministry of Social Affairs has been using IDPoor’s database during the pandemic: for example, some 682,000 poor households comprising 2.7 million people across the country received financial support in December 2020 – and the emergency aid is continuing. This rapid initiative was only possible because IDPoor had already created solid foundations. Within a very short space of time, the registration process was adapted and people in need are now able to contact the administrations directly, meaning that no one is overlooked. Over 225,000 people made use of this option in 2020.

Noun Seang’s daughter also registered the family to receive emergency aid. The Commune Council chief had told her about this. ‘I can’t read, so I hadn’t had any information from sources such as newspapers,’ she says. ‘We were desperate.’ Since then she has been receiving the equivalent of roughly 40 euros a month. ‘We can now buy food,’ says Noun Seang and is delighted to report that she has ‘breakfast every day.’

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🌐 [www.giz.de/en/worldwide/17300.html](http://www.giz.de/en/worldwide/17300.html)





# INCLUSIVE SOCIETIES: DRIVERS OF DEVELOPMENT

Peace and prosperity are not possible unless people have equal opportunities and rights, can place their trust in stable and fair institutions and are able to participate politically.



## LEBANON: EDUCATIONAL OPPORTUNITIES FOR ALL

**A flexible approach to acting on smart ideas – GIZ is strengthening schools sustainably so that children can continue their education despite the crisis.**

No other country in the world has a higher per capita proportion of Syrian refugees than Lebanon. The country has been going through a serious economic crisis since 2019, and this has been exacerbated by the coronavirus pandemic. Children are suffering the most under the situation. This is where the Sustainable Facility Management in Public Schools in Lebanon project is taking action. On behalf of BMZ, GIZ is supporting schools in improving opportunities for everyone: for Syrian refugee children and Lebanese children in the host communities – boys and girls.

When the project began in 2019, it focused more on technical aspects such as recycling or using renewable energy for school buildings. At the start of the pandemic, GIZ was able to respond quickly and flexibly to adapt and expand these activities. Once the schools re-open, cooperatives in the region will supply the students with snack boxes of healthy food. Work on constructing outdoor classrooms, which was already in the pipeline, has forged ahead. This will enable the children to continue their schooling in groups once the lockdown has been lifted.

→ We are the most used e-learning platform in Lebanon because we follow the structure of the curriculum exactly. GIZ has provided us with valuable support in setting up our processes.

**Nayla Fahed**  
CEO of Lebanese Alternative Learning (LAL)





### **NAVIGATING THE CRISIS WITH E-LEARNING**

The project is also working with the NGO Lebanese Alternative Learning (LAL) on digitalising teaching content and making it available on a platform called Tabshoura, which is Arabic for chalk. School students who don't have a stable internet connection or electricity supply are given mini-computers with storage media. In-service training for teachers is improving digital teaching and

school management, which in turn has given some 96,000 children at 400 schools throughout the country access to education. They can continue to study and prepare for exams – during and after the pandemic. The goal is educational opportunities for all – as well as a fairer future.

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# SUSTAINABLE, RESILIENT RECOVERY

Despite all the human suffering it has caused, the COVID-19 pandemic also offers the opportunity to systematically restructure national economies and societies around sustainability – making them greener, more socially equitable and more resilient to future crises.



## LATIN AMERICA: NATURALLY COOL



Environmentally sound and climate-friendly cooling systems to create a 'greener' flower industry in Colombia.



The countryside around Bogotá, Colombia's capital, is blossoming – quite literally. It is full of roses, carnations, tulips, orchids and many other cut flowers. The region is something akin to the country's flower garden and is a key sector of Colombia's economy. The majority of this colourful cornucopia of blooms is exported, predominately to the United States. Each year over 200,000 tonnes of flowers are dispatched from the Andean country, a figure only surpassed by the Netherlands.



But extensive refrigeration systems are needed to keep these perishable goods fresh. Many of these systems have a negative impact on the environment and atmosphere because they often use gases that are harmful to the ozone layer and the climate. Natural alternatives such as propane or ammonia could be used instead. To promote the use of these environmentally sound and energy-efficient coolants, GIZ – in conjunction with the United Nations Development Programme (UNDP) – is supporting five selected flower farms in Colombia in making the switch. Four of the farms are in the region around Bogotá and one is in the north-west of the country. GIZ also runs training courses for refrigeration engineers. In addition, it advises the Colombian Government on meeting its international commitments to protect the ozone layer and mitigate climate change.

Although it is not immediately obvious, the cooling sector is actually responsible for a large percentage of harmful greenhouse gases worldwide. Refrigerators, cooling systems and air conditioning have a similarly major impact on the ozone layer and the climate as the global transport sector. And it is growing rapidly as the economic output of many emerging economies and developing countries grows and living standards rise. In conjunction with two



UN organisations – UNDP and UNIDO – GIZ is therefore working on behalf of BMZ, with cofinancing from the EU, to support the Sustainable and climate-friendly Phase-out of Ozone Depleting Substances (SPODS) programme in seven countries. The flower-farming measure in Colombia is an example of one of the programme's projects.

Even before the pandemic, SPODS aimed to gradually replace damaging coolants with environmentally sound options, raise awareness about this issue in the countries involved, and offer examples of good practice. The Latin American economy has suffered hugely during the coronavirus crisis. Climate-friendly cutting-edge technologies now provide an excellent opportunity to kick-start a green recovery, including in the cooling sector and flower industry. The training courses on environmentally sound and energy-efficient coolants are also improving job opportunities for refrigeration engineers and are helping to make the industry greener. Green recovery is what everyone is talking about – especially since tackling climate change and protecting the environment have now become that bit 'cooler'.

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## EUROPEAN COMMISSION: GREEN RECOVERY



**Green recovery is considered to be an important part of the pandemic response. What does that mean for the EU?**

**Carla Montesi:** For us, green recovery is not a slogan but a new way of thinking, one that is at the core of the European Green Deal. It serves as a compass, guiding our efforts to turn the COVID-19 crisis into an opportunity. It means facilitating a resilient recovery that factors in existing and future impacts as well as an inclusive recovery that leaves no one behind, while harnessing the potential of digitalisation whenever possible. Moreover, it means ensuring a green recovery, one that works for our planet and does no harm. The EU will not invest in carbon-intensive economic activities that would result in carbon lock-ins and stranded assets. The EU's new seven-year budget gives us the opportunity to set our course in line with this new way of thinking.

**Team Europe is a new approach to cooperation. What role will it play in future?**

**Felix Fernandez-Shaw:** It is a great tool for our external activities because it makes it possible for us to join forces and multiply impacts. We first used it to tackle the pandemic. Now, we are doubling down on efforts to prepare a Team Europe package to support partner countries in their fight against COVID-19 with a strong focus on promoting green, sustainable, socially just and resilient recovery. Team Europe constitutes an enormous step forward in shaping our collective external action. We trust that it will take on even greater significance in the future, especially as we are collectively – EU, Member States, financial institutions and implementing agencies – setting-up the Team Europe Initiatives.

**How relevant are implementing agencies like GIZ for you?**

**Carla Montesi and Felix Fernandez-Shaw:** Organisations like GIZ are very relevant, especially because of their experience in the field. As policy-makers and aid donors, we see great value in receiving information, evidence and advice from an implementer's point of view. They are also instrumental in carrying out high-quality projects and promoting EU values around the world.



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



## SOUTH AFRICA: GREEN INVESTING



**Climate action and value for money are not necessarily contradictory: South Africa is now using green bonds to finance sustainable infrastructure.**



South Africa has set itself ambitious climate targets. The country made a commitment to achieving long-term climate neutrality by 2050 in its first low-emission strategy issued in 2020. That can only be done by systematically putting the economy on a sustainable footing: more renewable energy from wind and solar power, greater energy efficiency and better mobility strategies. Financing all of that entails high expenditure, the burden of which is shouldered primarily by local authorities. However, these were chronically underfunded even before the COVID-19 pandemic began – and they most certainly are now. Higher spending for health care and social and economic programmes has now become a major cost factor for them.



To ensure that progress in protecting the environment and tackling climate change can nevertheless be made, South Africa has begun using green bonds. They enable local authorities to harness the capital market to mobilise money and invest in green projects. The advantage of this is that they also stimulate the economy because they attract external financiers and trigger local investment. This generates orders, creates jobs and alleviates poverty. The whole system is a prime example of a society moving towards a green economy. It illustrates a number of financing models that can be used to facilitate a green recovery following the coronavirus crisis.



The German Government – in this case the Environment Ministry – is working in conjunction with the United Nations Environment Programme (UNEP) to support South Africa in making this transition. They are providing a type of start-up finance for the green bonds. The UN Development Programme (UNDP) is also involved because this is a good opportunity to combine poverty alleviation and environmental protection. GIZ is advising the South African Department of Forestry, Fisheries and the Environment and the city governments of Durban and Pretoria, both of which have shown great interest in issuing green bonds.

One of the measures that GIZ and its partners are taking to support them in this regard is to develop a manual specifically for local authorities, giving a general explanation of green bonds and also offering guidance on how to place bonds of this kind. Local authority officials will receive training as well. By participating in the project, the two cities of Durban and Pretoria have taken the first important step towards sustainable investment. Only a handful of countries and local authorities in Africa have used this innovative financing option to date. But with the right amount of political will and expertise, more of them could join in – including in Europe.

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🌐 [www.giz.de/en/worldwide/78187.html](http://www.giz.de/en/worldwide/78187.html)

➤ The current debates on green measures to recover from the COVID-19 crisis clearly show that the green economy can provide solutions to the challenges of the 21<sup>st</sup> century. However, this will require massive investment. Because public budgets are already strained, we need innovative financing to stimulate private sector investment. Green bonds are such an instrument; they are well suited for this purpose.

**Steven Stone**

Chief of UN Environment Programme's Resources & Markets Branch (R&M)



**USING GREEN BONDS TO TACKLE CLIMATE CHANGE**

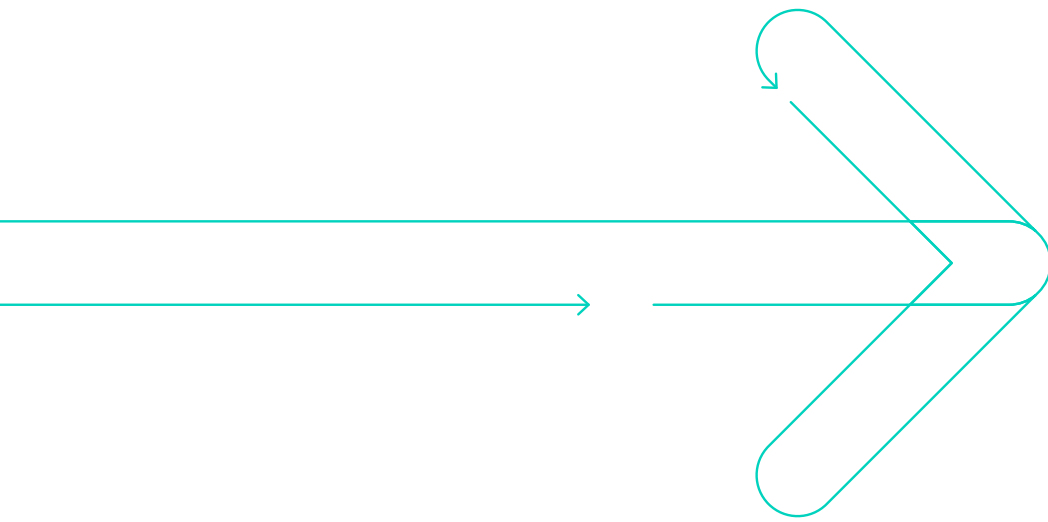
Achieving the 1.5-to-2-degree Paris climate target is going to need huge levels of investment: estimates put the figure at many trillions of euros worldwide just up to 2030. Government funding will not suffice here, which is why private sources are necessary. Green bonds can make a key contribution to the required sums. They work in exactly the same way as normal bonds – with just one small but key difference. The proceeds are invested in climate-friendly and environmentally sound projects. In this sense they are unequivocally ring-fenced. The projects can be in any of a number of fields, for instance renewable energy, environmentally sound transport strategies or modern waste facilities.



**CURIOUS TO FIND OUT MORE?**

You can find additional information and videos and learn more about other exciting projects that moved us in 2020 by visiting: [reporting.giz.de/worldwide](https://reporting.giz.de/worldwide)

The composite image illustrates digital reporting. On the left, a laptop screen displays the GIZ 2020 Integrated Company Report. The main headline is 'GLOBAL: ARTIFICIAL INTELLIGENCE FOR ALL' with a sub-headline: 'Everyone who can understand and make themselves understood can participate. That is why GIZ is stepping up the use of language-based artificial intelligence in partner countries.' Below this is a photo of a woman working on a laptop. A play button icon is overlaid on the left. Below the photo are icons for UN Sustainable Development Goals 4, 9, 10, and 17. A mouse cursor icon points to the bottom of the laptop screen. On the right, a smartphone displays the GIZ 2020 report with the headline 'INDONESIA: ICE FROM SOLAR ENERGY' and a sub-headline: 'A solar-powered ice maker for local fishers demonstrates how renewable energy can secure incomes.' Below this is a photo of fish in a bowl. A globe icon is overlaid on the right. At the bottom of the smartphone screen are icons for UN Sustainable Development Goals 7, 12, 13, 14, and 17.



# CREATING VALUE

## TAKING EFFECTIVE ACTION FOR THE FUTURE

Sustainability determines our actions both within the company and externally – with regard to our corporate engagement, our staff and how we protect people and the environment.

For the most part, we were able to continue operating in 120 countries in 2020. This was made possible thanks to our global staff of some 25,000 people. They have remained calm and committed during the crisis, responding flexibly and responsibly to whatever challenges arise, often under the most difficult conditions.

How effective we were continues to act as a compass in times of crisis too. That is why we place great emphasis on measuring the results of our work. Maintaining a critical view acts both as a corrective and a guide. Results ensure transparency and reinforce our reliability and credibility in the eyes of our partners, commissioning parties and the general public alike.

Sustainability also guides the actions we take within our organisation. That is what prompted two particular measures in 2020: we stepped up our efforts to mainstream children's rights – for example, in our procurement practices – and we set a course towards reducing greenhouse gas emissions.







# FISCAL 2020

GIZ's business volume in 2020 was approximately EUR 3.3 billion, equivalent to a year-on-year increase of around 9 per cent (2019: EUR 3.1 billion). Even during the pandemic, GIZ received commissions worth EUR 4.2 billion – 14 per cent more than in 2019 (EUR 3.7 billion).

## BUSINESS VOLUME IN 2020

GIZ's business volume is made up of income from the public-benefit business area and the total operating performance of the GIZ International Services business area, which is taxable. The majority of our work in the public-benefit business area, which accounted for about EUR 3.2 billion of our business volume in 2020 (2019: EUR 2.9 billion), is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and other German public sector clients. The International Services business area generated a total operating performance of EUR 108 million in 2020 (2019: EUR 118 million). Through this business area, international institutions such as the European Union, the United Nations, governments worldwide, businesses and private foundations can commission GIZ directly.

## RELIABLE AND FORWARD-LOOKING EVEN DURING A PANDEMIC

Fiscal 2020 was dominated by the coronavirus pandemic. So far, in conjunction with its commissioning parties and partners on the ground, GIZ has been able to earmark EUR 253 million for emergency COVID-19 support measures which are already being implemented. This means that the company is making a contribution to BMZ's Emergency COVID-19 Support Programme.

## SETTING DEVELOPMENT POLICY PRIORITIES

GIZ now acquires over 50 per cent of all its commissions through ideas competitions in which it competes with other public and public-benefit institutions. BMZ's special initiatives, with which the ministry sets development priorities, play a particular role here. Total income from the four special initiatives has more than doubled since 2015 and now totals approximately EUR 500 million (2019: EUR 383 million).

## ACHIEVING MORE TOGETHER

We can only solve global challenges by working together. Cofinancing involves additional third-party funding being integrated into existing projects undertaken on behalf of BMZ or other German public sector clients; alternatively, another component or measure is sometimes added to the projects. Cofinanciers may be UN organisations, enterprises, private foundations or the European Union. As in previous years, the EU was again the largest source of cofinancing in the public-benefit business area in 2020; in the International Services business area it continues to be the main commissioning party. GIZ uses its decades of experience, its technical expertise and its wide-ranging implementation skills to contribute to EU activities around the world – and it does so very successfully. GIZ's business volume with the EU has risen steadily in recent years and has almost tripled since 2015 – from EUR 160 million to EUR 428 million.

## CONTRACTS AWARDED TO THIRD PARTIES

The level of work done with third parties increased once more in 2020. The worldwide volume of contracts awarded amounted to approximately EUR 1,838 million, which is roughly 9 per cent up on the previous year (2019: EUR 1,690 million). At around EUR 1,453 million, 79 per cent of the contract volume was awarded by GIZ Head Office. Roughly EUR 385 million or 21 per cent was awarded from within the field structure.



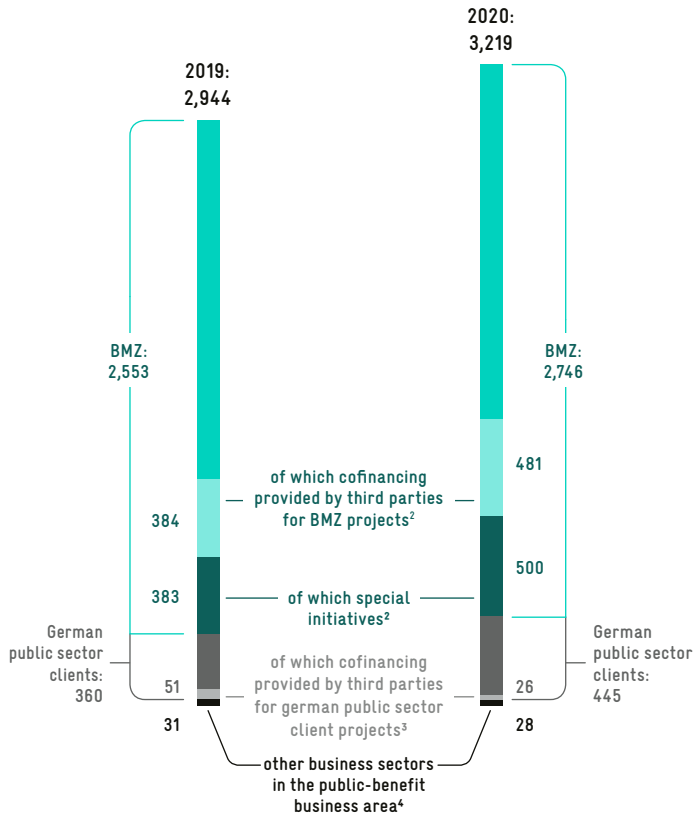
Detailed information on GIZ's financial position and income and a look ahead to 2021 can be found in the Annual Statement of Accounts 2020:

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

## TREND IN PUBLIC-BENEFIT BUSINESS AREA

As at: 31 December 2020 (2019)

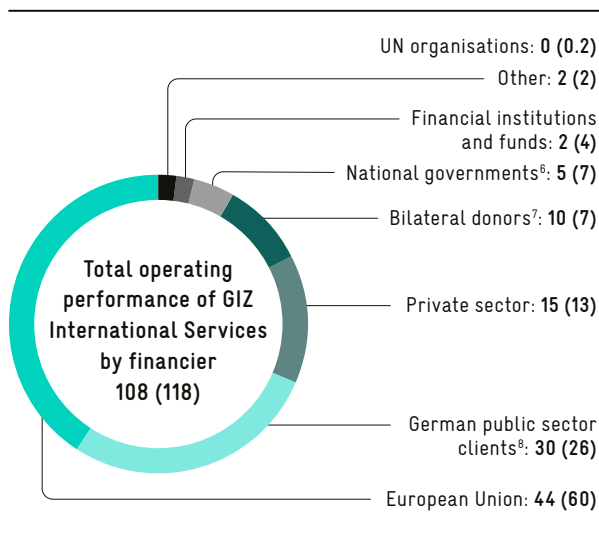
Total income from public-benefit business (in EUR million)<sup>1</sup>



## GIZ INTERNATIONAL SERVICES (InS)

As at: 31 December 2020 (2019)

In EUR million<sup>1</sup>



## GERMAN PUBLIC SECTOR CLIENTS

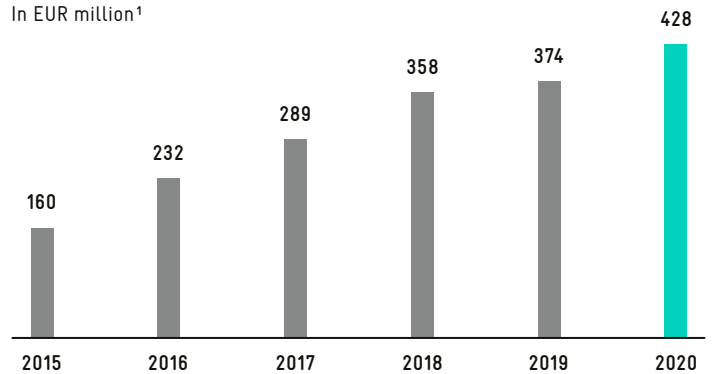
As at: 31 December 2020 (2019)

Income from German public sector clients (in EUR million)<sup>1</sup>

	2019	2020
Federal Ministry for the Environment, Nature Conservation and Nuclear Safety	154	270
Federal Foreign Office	98	97
Federal Ministry for Economic Affairs and Energy	31	32
Cofinancing provided by third parties for projects commissioned by German public sector clients <sup>3</sup>	51	26
Other federal ministries and other German public sector clients (e.g. state ministries)	9	10
Federal Ministry of Defence	1	3
Federal Ministry of Food and Agriculture	4	3
EU twinning agreements <sup>5</sup>	5	2
Federal Ministry of the Interior, Building and Community	6	2
Federal Ministry of Finance	1	1
<b>Total</b>	<b>360</b>	<b>445</b>

## GIZ'S BUSINESS VOLUME GENERATED BY COOPERATION WITH THE EU

In EUR million<sup>1</sup>



<sup>1</sup> All values shown without decimal places. There may therefore be rounding differences.

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

<sup>3</sup> This figure shows cofinancing arrangements for projects commissioned by other German public sector clients (with the exception of BMZ).

<sup>4</sup> This figure shows income from micro measures in the public-benefit sector, and grants.

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

<sup>6</sup> Includes financing bodies that use funds from the budget of a country in which we operate.

<sup>7</sup> Includes all funding from a national budget unless the funds can be attributed to a country in which we operate (in which case they are included under 'national governments'). Examples of traditional bilateral donors are the Swiss Agency for Development and Cooperation (SDC) or France's development agency (Agence Française de Développement, AFD).

<sup>8</sup> Covers all German public sector clients including federal ministries but in the case of InS also, for instance, the German Aerospace Center (DLR).

# PEOPLE AT GIZ

Stability and change – that also applies to the development of our workforce. Our staff work with commissioning parties and partners on a lasting basis to improve the lives of people in around 120 countries. They are flexible and forward-looking, even in the face of extraordinary challenges.

## IN FIGURES

As at 31 December 2020, GIZ had 23,614 staff in Germany and abroad (2019: 22,199). Added to this number are 483 seconded development workers and 728 integrated or returning experts, who are counted separately because they have a different type of contract. Most of our workforce – around 80 per cent – is based abroad. In a year in which the COVID-19 pandemic dominated the whole world, the demand for our international services has continued to grow and our attractiveness as an employer has not suffered – on the contrary.

 Find out more about working for GIZ: [www.giz.de/jobs-en](http://www.giz.de/jobs-en)



Learn more about people at GIZ at: [reporting.giz.de/personnel](http://reporting.giz.de/personnel)

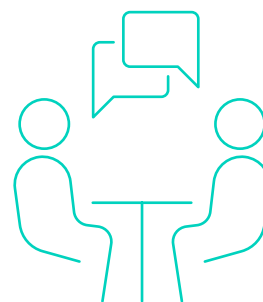


## INCLUSION: OUR COMMITMENT TO DIVERSITY

We are particularly committed to inclusion – and yet we still need to do better and make this an even stronger facet of our corporate culture. Our Declaration on Inclusion from 2016 already stressed the particular value of participation by employees with a disability. The Inclusion Agreement concluded in 2020 complements the Declaration and creates an even broader basis for appropriate measures. Our goal is to work towards equal opportunities, self-determined and equal participation in working life, and respectful relationships between colleagues.

## DEVELOPING ADVISORY CAPACITY

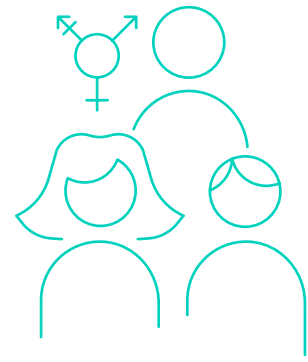
Specific, visible measures include plans of action on accessible event management or guidelines on recruitment. In addition to this, in-house advisory capacities are being developed and staff in different departments are being trained as inclusion guides. An inclusion team made up of representatives from the participating bodies – the Inclusion Officer, Disabled Persons' Representation, Staff Council and Human Resources Department – has already started work and will keep track of progress.



Learn more about inclusion at GIZ in a video interview with Helle Deertz: [reporting.giz.de/inclusion](http://reporting.giz.de/inclusion)

# 23,614

2019: 22,199  
staff members



## 15,988

2019: 15,120

### national staff

Staff members with an employment contract under national employment law. They perform a wide variety of duties, including management roles.

## 5,007

2019: 4,543

### Germany-based staff

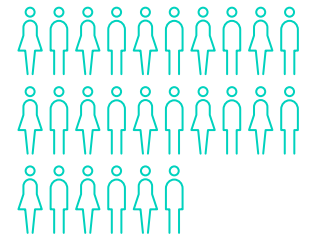
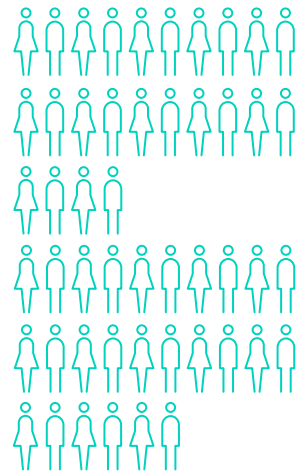
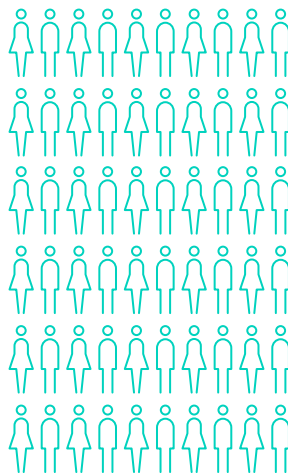
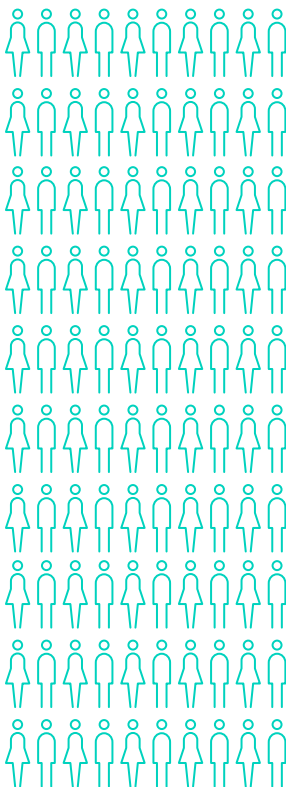
Germany-based staff with Head Office functions at locations in Germany and staff working on projects and programmes at locations in Germany.

## 2,619

2019: 2,536

### seconded experts

Staff with a German employment contract who are working as field staff members in GIZ's countries of assignment.



## 2,641

2019: 2,401

Germany-based staff with  
Head Office functions

## 2,366

2019: 2,142

Germany-based staff in  
projects and programmes

## 483

2019: 556

### development workers

The German Development Workers Act (EhWG) provides the legal basis for GIZ's Development Service to assign experts as development workers or as Civil Peace Service experts around the globe each year.



Learn more about development workers at GIZ at:

[www.giz.de/entwicklungsdienst/en](http://www.giz.de/entwicklungsdienst/en)

## 728

2019: 777

### integrated and returning experts

Integrated experts are experts and managers from Europe who are placed and supported by the Centre for International Migration and Development (CIM). They put their skills to use in key positions in developing countries and emerging economies.

Returning experts are managers and young professionals who have acquired professional qualifications in Germany. CIM helps them to find a suitable position in their country of origin.



Learn more about returning and integrated experts:

[www.giz.de/jobs-international-placements](http://www.giz.de/jobs-international-placements)



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

## HUMAN RESOURCES STRATEGY: ACHIEVING GOALS EFFECTIVELY

The capacity to implement effective projects is at the heart of our Corporate Strategy. As far as our human resources – or HR – work is concerned, that means building on our strengths in a carefully targeted manner: we are seeking to mobilise and manage our expertise even more rapidly and effectively going forward. Professional, international, mobile and cooperative: the vision set out in our HR Strategy describes how we intend to consolidate and optimise the diverse standards we aspire to in our work.

## EXAMPLES OF MEASURES THAT HAVE ALREADY BEEN IMPLEMENTED

### Contact point for accompanying partners

To comprehensively promote mobility, it is essential to take accompanying partners into account. GIZ's MAP Desk – named after the German acronym for accompanying partners – is a central point of contact for them. The MAP Desk team advises both partners before the application process begins, offering them information about the conditions in the country they will be going to and, if necessary, referring them to other experts.

### Regional HR Hubs

Internationalising HR work: the first two regional HR Hubs for national staff are up and running and advising human resources staff on the ground. They act as a bridge between Head Office and country offices and aim to optimise HR work in our countries of assignment. With their combined expertise on HR issues, they support national staff in 33 pilot countries.

## NATIONALITIES OF OUR STAFF



**156**

2019: 153

across  
the entire  
workforce

**114**

2019: 113

among Germany-based staff  
and seconded experts

**136**

2019: 127

among national  
staff

## WE MAINTAINED OUR CAPACITY TO IMPLEMENT EFFECTIVE PROJECTS EVEN DURING THE PANDEMIC

GIZ had to respond flexibly to the COVID-19 pandemic. We were able to make use of existing regulations to help us do this. An employer/staff council agreement dating back to 2018 gave staff the option of mobile working for two days a week and the freedom to organise their working time between the hours of 6:00 and 22:00 – in consultation with their team and taking into account what is required to complete individual tasks. In view of the coronavirus pandemic, the mobile working rule was extended to five days a week for staff members with a German employment contract; individual agreements apply in GIZ's countries of assignment depending on the crisis situation there and on other specific conditions. Staff also received comprehensive support: in the form of training on digital collaboration, special communication and health services, and arrangements for taking care of children and other family members. Virtual formats – from meetings and live events through to coronavirus Q&A sessions – were further expanded.

## COOPERATION AND LEADERSHIP: WORKING TOGETHER FOR INNOVATIVE SOLUTIONS

More cooperation, more innovative ways of working and more leadership on equal terms: these are the aims of our strategic project on Cooperation and Leadership. In a participatory process and in workshops around the world, four principles were developed that illustrate what kind of cooperation and leadership we would like to see: Co-create Meaning, Cooperate in Diversity, Practise Adaptive Leadership, and Experiment and Innovate. In early 2020, these principles were made a permanent part of GIZ's Corporate Principles. They are helpful when it comes to introducing new ways of working and in bringing about change in our corporate culture. The idea is that the principles should encourage staff to be more autonomous in taking action and in managing processes – always bearing in mind where it is useful or essential to involve someone higher up in the hierarchy, for example with regard to strategic decisions or on working together to guard against risks. This changes the role of managers, too. The COVID-19 pandemic has further accelerated this transformation. For example, digital tools and agile forms of working were introduced in many departments in order to remain efficient under the changed circumstances.

## WOMEN IN THE WORKFORCE

Percentage

### WORKFORCE AS A WHOLE

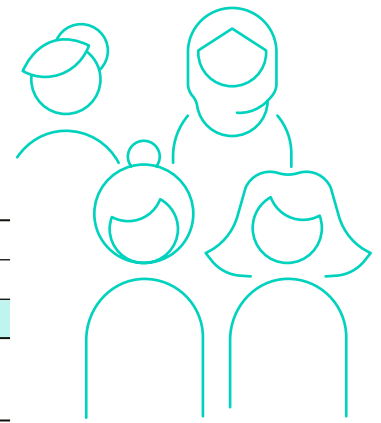
Germany		Abroad		Total <sup>1</sup>		National staff		Total <sup>2</sup>	
2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
65.5	65.6	46.9	46.9	58.8	59.2	43.5	44.5	48.8	49.2

### MANAGEMENT BOARD      MANAGERIAL POSITIONS<sup>1</sup>

		Germany		Abroad		Total	
2019	2020	2019	2020	2019	2020	2019	2020
33.3	66.7	47.8	49.8	39.3	39.7	42.2	43.1

<sup>1</sup> Including German employment contracts, not including national staff

<sup>2</sup> Including national staff, seconded staff, Germany-based staff and project staff



# 59.2%

2019: 58.8%

Percentage of women in the workforce<sup>1</sup>

## STAFF MEMBERS IN THE REGIONS

Number

	Seconded experts		National staff		Development workers <sup>3</sup>		Integrated experts <sup>4</sup>		Returning experts <sup>4</sup>	
	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
Sub-Saharan Africa	1,095	1,129	6,541	6,995	303	270	70	60	185	188
Asia/Pacific	388	394	2,313	2,484	125	110	51	53	175	173
Europe, Caucasus, Central Asia	392	354	3,158	3,110	12	10	78	53	65	53
Latin America	188	183	1,204	1,318	66	51	46	33	66	75
Mediterranean Region and Middle East	415	496	1,856	2,023	50	42	17	13	24	27
Industrialised countries (Europe, USA)	58	63	48	58	0	0	0	0	0	0
<b>Total</b>	<b>2,536</b>	<b>2,619</b>	<b>15,120</b>	<b>15,988</b>	<b>556</b>	<b>483</b>	<b>262</b>	<b>212</b>	<b>515</b>	<b>516</b>

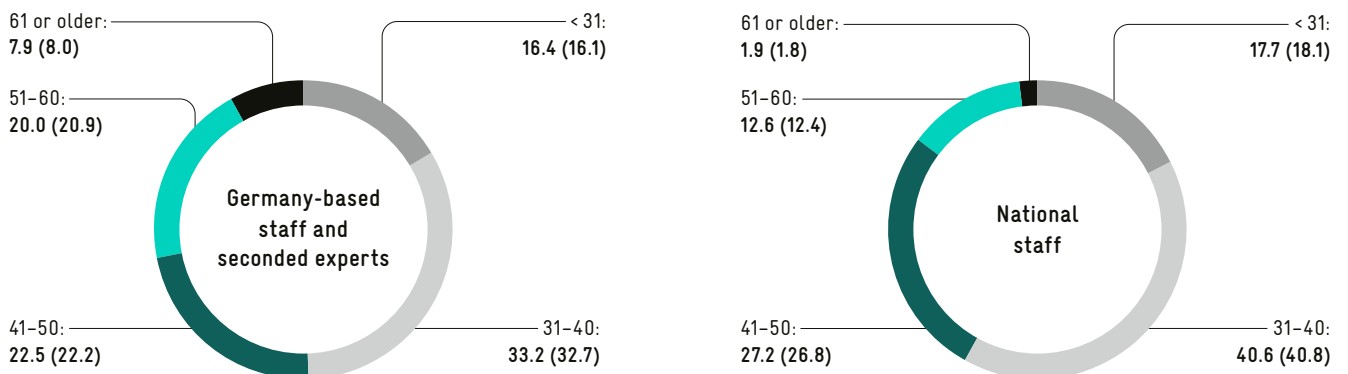
<sup>3</sup> 113 of the 483 development workers were deployed as Civil Peace Service experts.

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

## BREAKDOWN BY AGE (YEARS)

As at: 31 December 2020 (2019)

Percentage



# ACHIEVING RESULTS AROUND THE WORLD

We work with our commissioning parties and partners at local level every single day to create a future worth living around the world. We develop robust and integrated solutions in multiple fields ranging from employment promotion, energy and climate to health and rural development. Our aggregated results data show the success we achieved the previous year.

Specific objectives are set and monitored for all projects, giving a good picture of what GIZ has achieved in each individual case. But what about the results of our engagement in particular areas such as education or the climate seen from a global perspective, beyond the boundaries of an individual project or country? This is where aggregated results data come in. By providing publicly accessible information, we support international efforts to increase transparency and share knowledge and experience. This also enables us to have conversations with interested members of the public, and with our partners and commissioning parties.

GIZ collected results data around the globe for the fifth time in 2020. About 1,190 projects – almost 90 per cent of all relevant projects – reported on the results of their work. The UN Sustainable Development Goals (SDGs) provide a direct basis for this and guide the selection of indicators.



Find out more: [www.giz.de/results](http://www.giz.de/results)

## 88.9 million

people have access to better health services.

Health is one of the most basic human needs. Trained staff and effective therapeutic practices are essential in ensuring that as many patients as possible benefit from good treatment. In 2020, GIZ helped enable almost 89 million people – more than the entire population of Germany – to make use of better health services.



For an example of a project in this area – Democratic Republic of the Congo: a recipe for better health – visit: [reporting.giz.de/recipe-for-better-health](http://reporting.giz.de/recipe-for-better-health)



# 5.7 million

people in host communities have better living conditions.

War and conflict, climate change and poverty – these are all reasons why people leave their homes in search of a better future elsewhere. Communities that host displaced people face huge challenges. This is where we focus our work, promoting vocational skills development and creating housing and social cohesion. In this way, we were able to improve the living conditions of 5.7 million people in host communities.



For an example of a project in this area, turn to page 28 – Lebanon: educational opportunities for all.

# 680,000

people have taken part in further training.

Vocational training courses increase people's chances of finding a job. GIZ's contribution enabled 680,000 people to take part in further training in 2020. The pandemic meant that many of these courses were online.



For an example of a project in this area – Brazil and Mozambique: going digital – visit: [reporting.giz.de/going-digital](https://reporting.giz.de/going-digital)



# 6 million

people were supported in coping with climate change.

Climate change is threatening people's livelihoods, particularly in poorer countries. In 2020, we supported six million people in protecting themselves against and dealing with the effects of climate change – for example through insurance cover against damage and enhanced coastal protection.



For an example of how GIZ is supporting efforts to reduce greenhouse gases, turn to page 30 – Latin America: naturally cool.





# TAKING RESPONSIBLE ACTION AROUND THE WORLD

GIZ'S CORPORATE ACTIVITIES HAVE A LASTING AND SUSTAINABLE IMPACT – IN MANY DIFFERENT RESPECTS.

Corporate sustainability is about much more than the environment. It encompasses three dimensions: social responsibility, ecological balance and economic capability. GIZ has firmly embedded all three dimensions in its strategies and management philosophy. This gives staff clear guidance about how to put sustainability into practice on a daily basis. GIZ aligns its practice here with national and international guidelines and agreements – such as the 2030 Agenda, the Paris Agreement and the National Action Plan for Business and Human Rights – and also sets its own ambitious targets.

## HUMAN RIGHTS: SPECIAL PROTECTION FOR CHILDREN

GIZ adopted a Child Protection Policy in 2020, in which it expresses its commitment in this area. The company recognises that it is often not easy to understand whether children's wellbeing has been taken into account. For example, what is the situation regarding products that GIZ buys and uses? Is child labour involved in their manufacture? The idea of the new policy is to identify potential weaknesses in corporate processes and within projects in order to ensure that children are protected.

The policy includes specific measures: when concluding a contract with GIZ, contractors must undertake to comply with international child protection standards. A set of guidelines lists products where there is a particularly high risk of child labour. A guidance document provides information on what to pay attention to when producing and posting images on social media that show children. For project work, the audit tool for integrated context and human rights analysis (iPCA) has been revised. It includes specific key questions to record a project's particular context. The tool helps us to identify any negative impacts that projects might have on children, in particular any possible violence.

GIZ also has a whistleblower portal: anyone who suspects that children's rights are being infringed as a result of GIZ and its work can use this portal to report it (anonymously if they wish).

Access to the online whistleblower portal:  
🌐 [www.giz.de/tell-us](http://www.giz.de/tell-us)



## STAFF INITIATIVES

Corporate sustainability relies on staff involvement. Our staff work to drive forward numerous initiatives of their own. They look after bee colonies, for example, and maintain a pool of rental bikes. They grow plants on an area of about 300 square metres in the garden of GIZ's Meander Building in Bonn. They get together regularly with colleagues at 'sustainability breakfasts' where they discuss ideas on sustainability in daily life. And staff members in Benin work to achieve waste recycling.

That particular example illustrates how a country office is generating visibility for the issue of sustainability. At the Eco Run held in Cotonou in 2020, GIZ staff and local people picked up plastic rubbish from the streets. It was later recycled and made into school desks. This event was just the start: a staff member there has launched GIZ's Benin sustainability initiative. The initiative is built around activities such as eco runs, but also monthly meetings on various topics such as sustainable events or raising awareness of different aspects of sustainability.

In 2020, GIZ set up a sustainability fund to support this kind of staff involvement. It provides start-up funding for new initiatives, among other things.

### → SUSTAINABILITY ACTION DAYS

The German Sustainability Action Days, which the German Council for Sustainable Development organises each year, were held for the most part online in 2020 due to the COVID-19 pandemic. One of the areas GIZ focused on was examples of good corporate sustainability practice. Staff in Germany and colleagues in the country offices shared their experience in this field. The discussion involved questions of sustainable lifestyle, energy supply and the influence of the pandemic on everyday social interaction. However, it was possible for some of the activities to take place on a face-to-face basis: for example, bikes were security marked to protect them against theft and to help make them more attractive as a means of transport.

The groups display commitment and are well networked: they meet regularly at Sustainability Talk events with the Director Corporate Sustainability to discuss their ideas on the subject with him. Representatives of the various initiatives are also included in company-wide strategic processes such as refining the Sustainability Programme. This also includes the goal of involving GIZ staff to a greater extent in working towards even more sustainable action worldwide.





### MOBILITY IS BECOMING MORE ECO-FRIENDLY

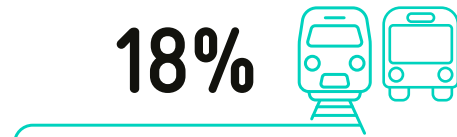
GIZ has set itself the goal of improving its ecological balance as one of the three dimensions of sustainability. Reducing greenhouse gas emissions by changing our behaviour with regard to commuting and business trips makes an important contribution to this. In 2020, GIZ conducted a survey on the issue among staff at its Berlin, Bonn and Eschborn offices. The aim was to build a database to calculate the emissions generated during journeys to work up to 2020. We also wanted to gain a picture of the impact of the COVID-19 pandemic on mobility and mobility habits, thereby enabling us to better plan infrastructure at our different sites – bike racks and charging points for electric cars, for example.

One of the key findings was that greenhouse gas emissions from commuting by GIZ staff in Germany were 18 per cent lower in 2019 than in 2017 – despite a rise in the number of people employed. This was possible primarily as a result of mobile working, for which standard arrangements were put in place in the Employer/Staff Council Agreement on Flexibilisation of Working Hours and Locations in January 2019, i.e. before the pandemic began.

As to be expected, the coronavirus pandemic further boosted the trend towards remote working. Whereas staff previously worked one day a week from home on average, this figure has risen to four days a week since the start of the pandemic.

### IN FIGURES

GIZ carried out a survey of staff at three sites in Germany, asking them about their mobility habits. The 2020 survey produced the following results:



→ GIZ staff commutes generated 18% fewer greenhouse gas emissions in 2019 than in 2017 – despite a rise in the number of staff.



→ Over half of the workforce would like to replace between 30 and 50 per cent of business trips within Germany with virtual meetings.

Cycling to work instead of driving also cuts emissions, and GIZ encourages its staff to make this switch. The German Environmental Management Association (B.A.U.M.) has certified that GIZ is bicycle-fit, with two sites joining the list in 2020. Certification had already been granted to the Bonn site on Friedrich-Ebert-Allee in 2012 and 2018. The buildings on Kottenforst Campus in Bonn-Röttgen and the Bonn Campus that were completed in 2018 were then certified in 2020. GIZ also supports the use of public transport with schemes such as the 'Jobticket', whereby it pays for season tickets for commutes to work in Bonn and Eschborn.

### THE COUNTRY OFFICES – AN EXAMPLE FROM NAMIBIA

The country offices use the Corporate Sustainability Handprint® (CSH) to report how they have reduced their environmental footprint, and they continue to come up with new initiatives in this area. The country office in Namibia, for example, conducted a nationwide survey of its staff to identify environmental sustainability potential during the COVID-19 pandemic. It included a question about the extent to which staff in the individual projects have an opportunity to reduce their air travel in connection with the project in the coming years. A six per cent average reduction was calculated from the responses. This figure is now the target for lowering greenhouse gas emissions from air travel in Namibia.

## GIZ HAS NOW ACHIEVED CLIMATE NEUTRALITY WORLDWIDE

Not all greenhouse gas emissions can be avoided. GIZ has therefore been using high-quality climate certificates to offset its unavoidable emissions in Germany since 2013. Since 2020, it has also been offsetting its greenhouse gas emissions resulting from its activities in its partner countries. These are emissions from air travel as well as from electricity and heating, for example. This reduction, in conjunction with offsetting, means that GIZ as a whole is now climate neutral.<sup>1</sup>

## SUSTAINABLE EVENT MANAGEMENT

GIZ organises discussion forums, expert dialogues and training courses to facilitate an exchange of knowledge and views. It follows sustainability principles when organising and running events of this kind.

The Guide to Sustainable Event Management was the basis for GIZ's minimum standards, which were developed by staff members. Since 2020, they have provided mandatory guidelines for running events in Germany and in Brussels.

They cover seven fields of activity:

- Planning
- Guest management
- Event location and accommodation
- Energy and climate
- Sustainable procurement
- Catering
- Mobility

<sup>1</sup> In the sense that it generates net zero greenhouse gas emissions: the emissions that GIZ cannot avoid are offset by retiring high-quality climate certificates from projects where greenhouse gas emissions were successfully reduced.

Specific instructions include, for example, issuing invitations digitally in order to save paper. Guests also receive comprehensive information about environmentally friendly options for travelling to the venue. Tea and coffee served at events must always have fair-trade certification. Furthermore, for all events with more than 100 participants, greenhouse gas emissions must be calculated and offset.

The minimum standards, which are mandatory for Germany and Brussels, cannot be implemented to the same extent in many of the countries GIZ works in. They are therefore adapted to regional circumstances in conjunction with the training hubs of the Academy for International Cooperation. Country-specific guidance documents have been created in this way in Addis Ababa and Bangkok. The country office teams responsible for conducting the Corporate Sustainability Handprint® at local level are also working on sustainable event management measures. One issue that has become clear is just how important it is to talk with providers of event venues, catering companies and other partners in the country in question early on to ensure that sustainability can be included in considerations from the very outset. In this way, we can canvass support for sustainable event management outside GIZ too.

### INTERNAL LEARNING PLATFORM

An online portal enhances communication and ongoing learning about sustainable event management. GIZ staff can use the internal learning platform on sustainable event management to interact with colleagues in Germany and the countries we work in, discuss specific questions, get information about the latest developments and share their experiences.



Here in Ethiopia we have adapted GIZ's minimum standards for sustainable event management to local circumstances. This enables us to make the events efficient and at the same time climate-friendly and socially responsible. We organise over 100 events each year this way – during the COVID-19 pandemic most of these were, of course, virtual.

#### Selvi Alessie

Responsible for the Corporate Sustainability Handprint® in the Ethiopia country office

# OUR ORGANISATION CHART

## MANAGEMENT BOARD

Tanja Gönner  
Chair of the Management Board

Ingrid-Gabriela Hoven

Thorsten Schäfer-Gümbel

## CORPORATE UNITS

### CORPORATE DEVELOPMENT

Timo Menniken

### CORPORATE COMMUNICATIONS

Sabine Tonscheidt

### LEGAL AFFAIRS AND INSURANCE

Jasper Abramowski

### COMPLIANCE AND INTEGRITY

Dagmar Bott

### AUDITING

Sabine Jüngling

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**Business Development**  
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**Funding Programmes**  
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Ulrich Höcker

**Governance and Conflict**  
Kathrin Lorenz

**Climate Change, Rural Development, Infrastructure**  
Jochen Renger

**Methods, Digital Transformation, Innovation**  
Annette Bähring

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Axel Klaphake

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

**Climate Change, Environment, Infrastructure**  
Vera Scholz

**Global Policy, Governance, Cities**  
Joachim Göske

**Rural Development, Agriculture**  
Christel Weller-Molonga

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Ulrike Maenner

**Southern Africa**  
Matthias Rompel

**Central Africa**  
Angelika Friedrich

**Eastern Africa**  
Jürgen Dierlmaier

**Western Africa 2, Madagascar**  
Kirsten Focken

**Supraregional and Horn of Africa**  
Tobias Gerster

**Departmental Processes**  
Axel Rösler

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Corinna Küsel

**South-East Asia, Pacific**  
Kerstin Nagels

**East Asia**  
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**South America**  
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**Central America, Caribbean**  
Martina Vahlhaus

**Pakistan, Afghanistan**  
Heinz-Michael Hauser

**Digital Commission and Department Management**  
Petra Zimmermann-Steinhart

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

As at: 30 April 2021

GIZ's organisation chart is also available at:

[www.giz.de/organisation-chart](http://www.giz.de/organisation-chart)

# OUR OFFICIAL BODIES

Open eyes and regular exchange of information and views:

GIZ's official bodies are important control bodies, advisors and generators of new impetus.

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GIZ, Eschborn  
(until 29 June 2020)  
First Deputy Chair  
(since 30 June 2020)

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Agentur Ahrens

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As at: 30 April 2021

Information about our official bodies  
is also available at:

 [www.giz.de/official-bodies](http://www.giz.de/official-bodies)



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## PUBLISHED BY

Deutsche Gesellschaft für  
Internationale Zusammenarbeit (GIZ) GmbH

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The GIZ Integrated Company Report is  
produced jointly by Corporate Commu-  
nications and Corporate Development.

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## PROOFREADING

textschriftmacher, Lübeck, Germany

## LITHO

photothek GbR, Berlin, Germany  
Kirchhoff Consult AG, Hamburg,  
Germany

## PRINTED BY

Druckerei Lokay e. K.  
Königsberger Str. 3  
64354 Reinheim, Germany

Carbon-neutral printing process  
using 100% recycled paper

## PRINTED ON

Cover: BalancePure white 350 g/m<sup>2</sup>  
Inside: BalancePure white 120 g/m<sup>2</sup>

Both the cover paper and the paper  
used for the pages inside have  
been awarded the Blue Angel label.

Some of the photographs used were  
taken in the reporting year 2020. Others  
date from previous years and therefore  
show people who at the time were able to  
move around without adhering to rules  
on face masks and social distancing.

Published in:  
July 2021

You will see the following icons in  
the report:

 [www.giz.de/en](http://www.giz.de/en)  
refers to GIZ's company website.

 [reporting.giz.de](http://reporting.giz.de)  
refers to the online version of GIZ's  
Integrated Company Report. An  
accessible pdf version of the Integrated  
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## ABBREVIATIONS

- AFD:** Agence Française de Développement  
(French development agency)
- AGE:** Client Liaison and Business Development
- AIZ:** Academy for International Cooperation
- APLAK:** Asia, Latin America, Caribbean
- BMU:** German Federal Ministry for the Environment,  
Nature Conservation and Nuclear Safety
- BMWi:** German Federal Ministry for Economic Affairs and Energy
- BMZ:** German Federal Ministry for Economic Cooperation and  
Development
- CIM:** Centre for International Migration and Development
- COVID-19:** Coronavirus disease 2019
- CSH:** Corporate Sustainability Handprint®
- DED:** German Development Service
- DIGITS:** Digital Transformation and IT Solutions
- DLR:** German Aerospace Center
- DR Congo:** Democratic Republic of the Congo
- EAC:** East African Community
- EhfG:** German Development Workers Act
- ELVIS:** Procurement, Property, Contracting,  
International Language Services
- EMAS:** Eco-Management and Audit Scheme
- EMZ:** Europe, Mediterranean, Central Asia
- EU:** European Union
- FMB:** Sectoral Department
- GHG:** Greenhouse gas
- GloBe:** Sector and Global Programmes
- GRI:** Global Reporting Initiative
- GTZ:** Deutsche Gesellschaft für Technische Zusammenarbeit GmbH
- HR:** Human resources
- IDPoor:** Identification of Poor Households
- InS:** GIZ International Services
- InWEnt:** Internationale Weiterbildung und Entwicklung gGmbH –  
Capacity Building International, Germany
- iPCA:** Integrated Peace and Conflict Assessment
- IT:** Information technology
- KfW:** Kreditanstalt für Wiederaufbau
- LAL:** Lebanese Alternative Learning
- M&E:** Monitoring and evaluation
- MAP:** Accompanying partner
- NABU:** German Nature and Biodiversity Conservation Union
- NAP:** National Action Plan for Business and Human Rights
- PCGK:** German Government's Public Corporate Governance Code
- Q&A:** Questions and answers
- S4GIZ:** SAP S/4HANA (software solution for GIZ)
- SDC:** Swiss Agency for Development and Cooperation
- SDGs:** Sustainable Development Goals
- SPODS:** Sustainable and climate-friendly Phase-out of  
Ozone Depleting Substances
- SUFA:** Sustainable Facility Management in Public Schools  
(in Lebanon)
- UN:** United Nations
- UNDP:** United Nations Development Programme
- UNEP:** United Nations Environment Programme
- UNICEF:** United Nations Children's Emergency Fund
- UNIDO:** United Nations Industrial Development Organization
- VCP:** Inclusive Violence and Crime Prevention
- WHO:** World Health Organization

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