



Procurement and financing by GIZ 2022





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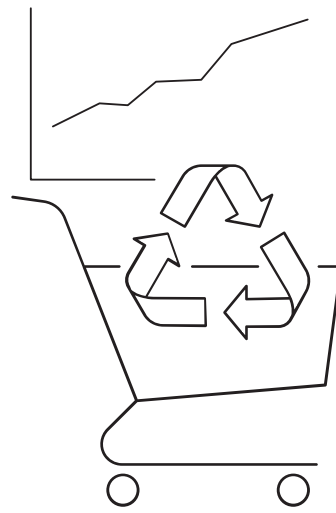
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Eschborn, July 2023

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FOREWORD

Dear readers,

This report provides an overview of cooperation between GIZ and third parties in fiscal 2022. As well as setting out the figures for contract awards,¹ broken down into regions and sectors, it highlights multi-year trends in procurement at GIZ. The report also includes selected examples to give you a real insight into the way we work with our suppliers.

We also aim to present how GIZ supports sustainability in the international cooperation market when procuring services, materials and equipment and construction work, and when concluding financing arrangements. The sheer scale of cooperation with third parties – over EUR 2 billion in 2022 – gives GIZ an effective means of raising awareness of sustainability among its contractors and financing recipients, thereby positioning the topic in the market.

Although this emphasis on sustainability in awarding contracts is nothing new at GIZ, it constantly throws up challenges. One very current example of this is the German Supply Chain Due Diligence Act (LkSG), which came into force in January 2023 and has major implications for GIZ as a federal enterprise with large-scale procurement operations involving international suppliers. This report briefly outlines the changes required under the new legislation.

We hope you find the report interesting.

Kind regards,

Dr. Arved Greiner
Director of the Procurement and Contracting Division

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

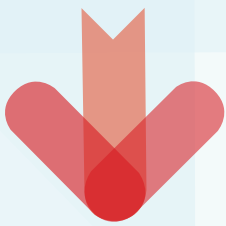


GIZ'S WORK

1 GIZ'S WORK

GIZ at a glance

As a service provider working in the fields of international cooperation for sustainable development and international education, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is dedicated to supporting sustainable development worldwide and improving the living conditions of people in our partner countries. GIZ is a federal enterprise registered under private law that is wholly owned by the Federal Republic of Germany.



We have over 50 years' experience of working in a wide variety of areas, including economic development and employment, 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

GIZ'S AREAS OF ACTIVITY



Economic development and employment



Governance and democracy



Social development



Security, reconstruction, peace



Sustainable infrastructure: water, energy, transport



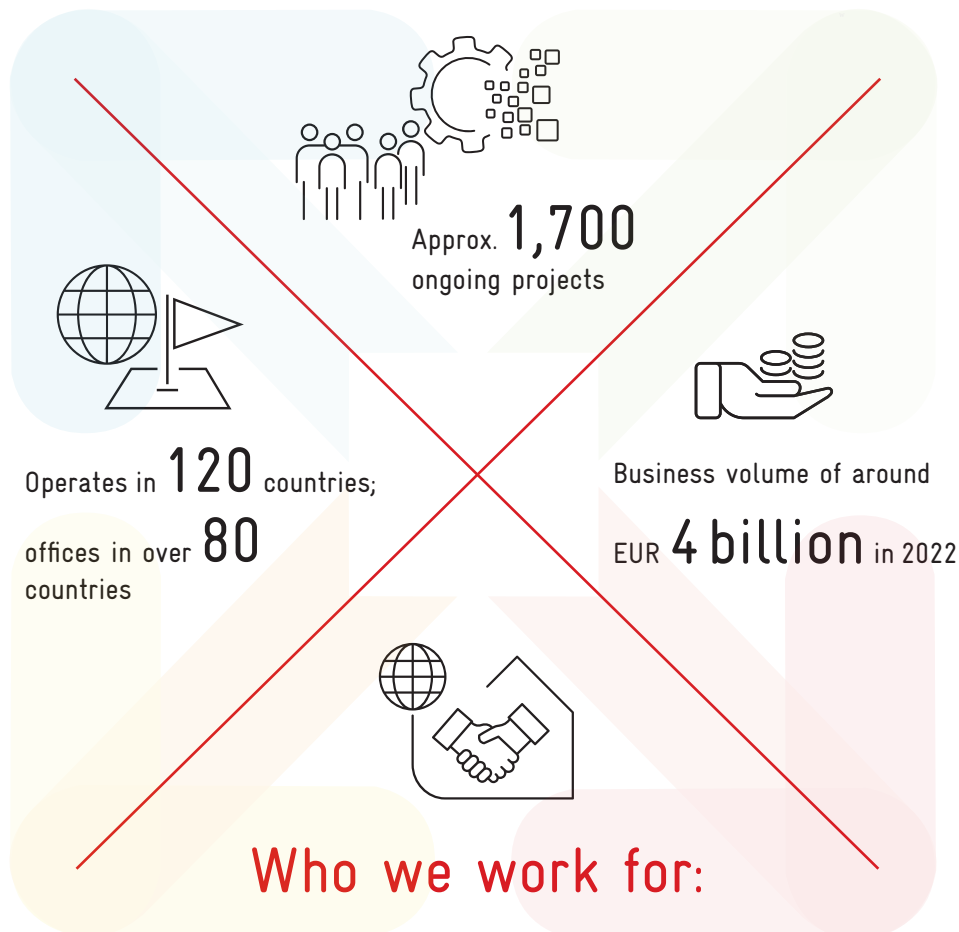
Rural development and agriculture



Climate, environment and natural resources management

institutions, the United Nations, foundations, the private sector and other national governments. We work with businesses, civil society actors and research institutions, fostering successful interaction between development policy and other policy fields and areas of activity. GIZ's main commissioning party is the German Federal Ministry for Economic Cooperation and Development (BMZ).

GIZ IN 2022 AT A GLANCE



- > German Development Ministry (BMZ)
- > Other federal ministries and their subordinate authorities
- > State governments > European Union > International institutions
- > Companies and foundations > Governments worldwide

GIZ's tasks

So what exactly does GIZ do? Our core task can be summed up in two words: capacity development. Capacity development describes a process whereby individuals, organisations and societies mobilise and continuously expand their skills. In this way, they shape their own development and are able to adapt to changing framework conditions. That includes recognising obstacles to development, designing appropriate strategies and successfully implementing them. This can only be achieved through advice. GIZ advises individuals and organisations around the world on learning and change processes. It supports people in developing professional expertise and proactive management capabilities. Organisations, public authorities and businesses use our advisory services to improve the performance of their organisational, management and production structures. Not least, GIZ advises governments on mainstreaming their goals and change processes in laws and strategies and on realising them countrywide. After all, enabling policy and societal frameworks are key to effective and sustainable reforms. Without these frameworks, changes would remain isolated and ineffective in the medium term.

Combining internal and external expertise

GIZ's international services are, of course, delivered by people. These include GIZ's workforce, along with external contractors.



In 2022, GIZ had a total workforce of over **25,000**.

At year-end 2022, 25,422 employees worked for GIZ in around 120 countries. GIZ relies primarily on local know-how in this context. Almost 70% of the workforce are from the partner countries in which GIZ implements its projects and work on the ground as national staff. As a recognised development service provider, we placed 353 development workers in partner countries in 2022. Furthermore, the Centre for International Migration and Development (CIM), which is run jointly by GIZ and the Federal Employment Agency, placed 400 integrated and returning experts with local employers in partner countries, or provided them with financial support, advice or other services in 2022.

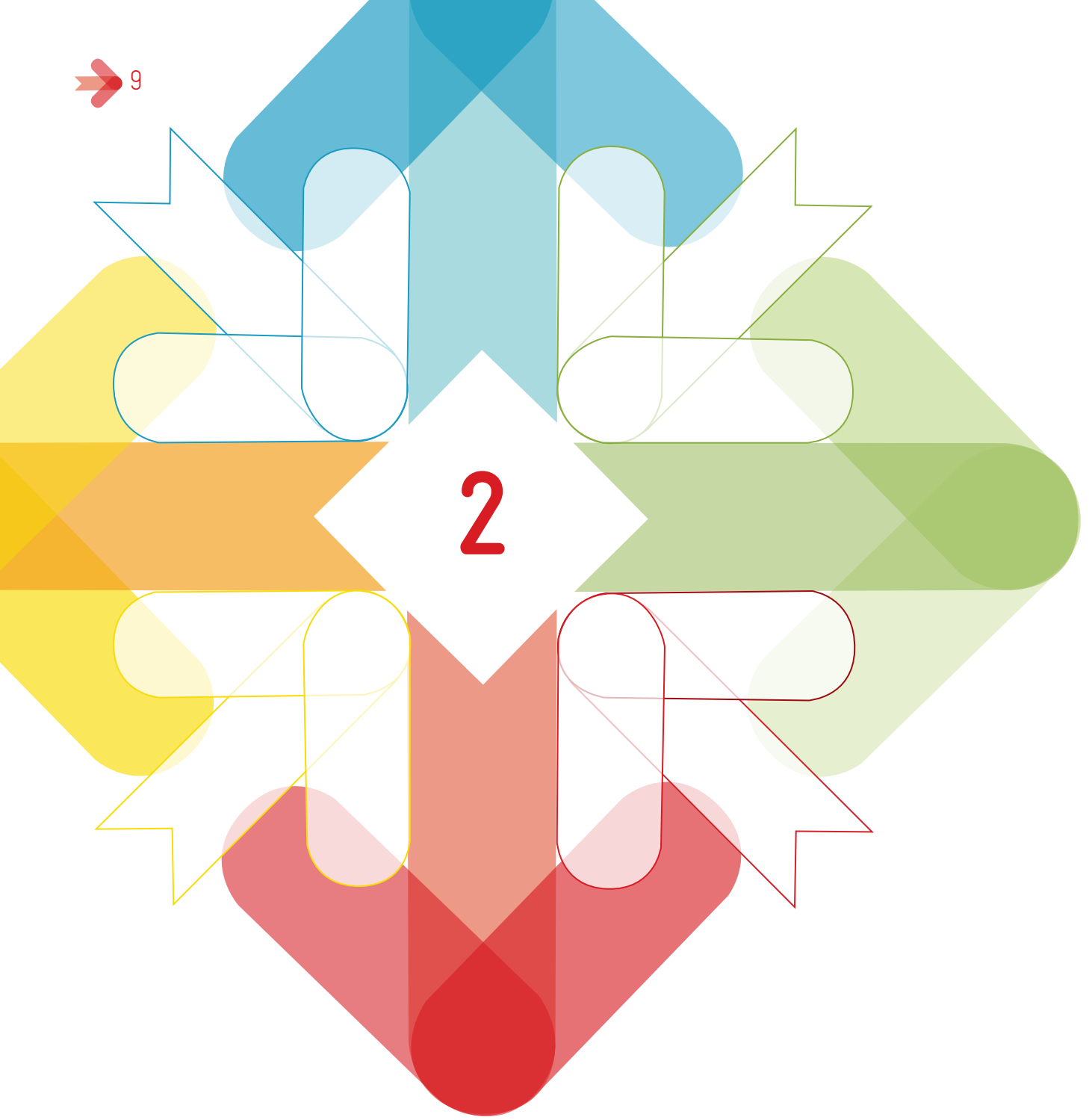


In 2022, GIZ concluded service contracts, financing arrangements, construction contracts and orders for materials and equipment worth EUR 2.1 billion.

Through its procurement activities, the company involves third parties in delivering a significant proportion of the projects commissioned by BMZ and by other clients. GIZ does so for a number of reasons. We operate in very specific areas and advise a wide variety of actors, from governments, chambers of commerce and industry and business associations to municipalities and village organisations. Logically, therefore, it is important to incorporate private-sector knowledge into our work and to buy in the expertise that we ourselves are unable to accumulate to the required extent. The large volume of contracts that GIZ awards to the private sector generates demand for the development of sustainable and innovative solutions in international cooperation in this sector, thus ensuring the constant development of the market for relevant private-sector approaches. Furthermore, the funding distributed by GIZ through financing arrangements can help to meet the specific needs of partners involved in our projects, supporting their transformation processes and therefore leveraging the impact of their activities.

Cost-effectiveness is another factor. For GIZ, ensuring value for money means optimising the cost-benefit ratio. Working with third parties is one way of achieving optimal results from the funds invested. For this reason, GIZ awards its contracts by means of competitive tender, whereby the most cost-effective tender is selected in a transparent and verifiable manner based on predefined eligibility and contract award criteria. By interacting with the private sector, GIZ can increase the impact of its work and offer its commissioning parties and clients effective and efficient services.





CONTRACT PLACEMENT – OBVIOUSLY SUSTAINABLE

2 CONTRACT PLACEMENT – OBVIOUSLY SUSTAINABLE

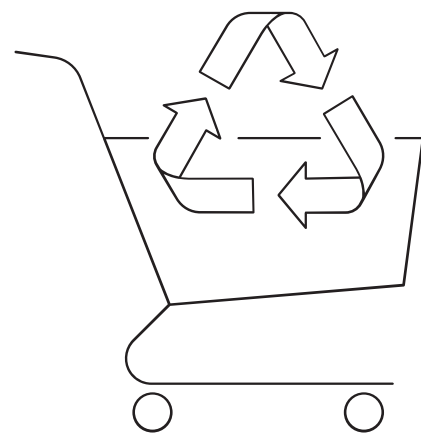
Sustainability is the guiding principle of GIZ’s work, enabling us to fulfil our environmental and social responsibilities. Beyond our project activities, operational sustainability is also embedded in our Corporate Strategy

Under the motto ‘Sustainable. The obvious choice.’, GIZ’s 2021 – 2025 Sustainability Programme sets out clear objectives in four key areas of corporate sustainability: climate management and mobility; human rights; resource efficiency and biodiversity; sustainable procurement. Taken as a whole, these demonstrate a commitment to achieving ambitious goals, including – and especially – in the area of procurement.

Due to the high procurement volume, contract placement is a key lever for supporting sustainability in GIZ’s value and supply chains. GIZ can exert a positive influence on markets by directing large amounts of money into contracts and orders for sustainable construction work, services, materials and equipment. The ambitious goals defined in the Sustainability Programme are partly designed to help GIZ minimise the social and environmental risks of its procurement processes.

2.1 Setting internal company standards

Since 2020, GIZ has used ISO 20400:2017, the international standard on sustainable procurement developed by the International Organization for Standardization (ISO), as a strategic guideline for its procurement system. The standard defines sustainable procurement as follows:





ISO 20400:2017 – Sustainable procurement

‘Procurement that has the most positive environmental, social and economic impacts possible over the entire life cycle. This involves the sustainability aspects related to the goods or services and to the suppliers along the supply chains.’

The ISO standard also describes what companies can do to make their procurement system more sustainable. This includes requirements on sustainability in procurement processes and on assessing opportunities and risks, defining and implementing measures, and routinely reviewing goals and their achievement. By aligning itself strategically with the ISO standard, GIZ is ensuring the international comparability of its regulations and processes.

Certification as a sustainable procurement organisation

A sustainable procurement system

In order to use contract placement as an effective lever for increasing sustainability, GIZ has adopted the external certification process for sustainable procurement operated by the Association for Supply Chain Management, Procurement and Logistics (BME) and JARO Institut für Nachhaltigkeit und Digitalisierung e.V. Certification is based on various ISO principles, such as ISO 9001 (quality management), ISO 14001 (environmental management) and ISO 20400 (sustainable procurement).



‘Responsible Procurement Organization Level 2’ certificate

The three-stage certification system is designed to help companies integrate sustainability issues comprehensively and coherently into their internal procurement processes. GIZ’s focus is on raising awareness across the board – both within the company and among contractors in Germany and in partner countries. Its goal is to lead the way and play an active role in shaping future trends.

We reached Level 2 of the three-stage system at the beginning of 2023.

The introduction of GIZ's  **company-wide policy on sustainable procurement**, which took effect in 2021, was a further milestone. It underlines GIZ's vision and values, establishes sustainable procurement as a strategic objective and regulates the binding standards and responsibilities within the company. The policy covers a wide range of areas, from the definition and integration of sustainability criteria in the tender documentation through to their inclusion in the final version of the contract. It applies to all GIZ procurement at Head Office and in our partner countries.

2.2 Increasing focus on sustainability in procurement legislation

Thanks to our strategic focus and our membership of an external certification scheme, we have made good progress towards achieving our goal of integrated sustainable procurement. In this context, we take into account not only the increasingly stringent requirements of German and European legal frameworks but also the growing expectations in this area of our commissioning parties, clients, partners and the wider public. In recent years, the growing importance of sustainability in procurement processes has become clear through the Federal Climate Change Act (KSG), the General Administrative Regulation on the Procurement of Climate-Friendly Services (AVV Klima), the Federal Clean Vehicle Procurement Act (SFBG), the Federal Act on Corporate Due Diligence in Supply Chains (LkSG) and the proposal for an EU Directive on corporate due diligence in the area of sustainability. Many of these laws affect GIZ directly or will do so in the short- to medium term. In many cases, we are required to implement the rules not only in Germany but also in our partner countries.

For example, the  **German Supply Chain Due Diligence Act (LkSG)** brings with it specific challenges, above all in terms of contractor risk assessment and the active monitoring of supply chains. GIZ was already prepared to meet its obligations in this area before the new Act was adopted since the nine due diligence obligations specified in the Act are partly based on the five core elements of the UN Guiding Principles on Business and Human Rights and the corresponding National Action Plan for Business and Human Rights (NAP) developed by the German Federal Government. The Supply Chain Due Diligence Act gave legal force to the NAP requirements. In line with the requirements, GIZ published its revised  **human rights policy** and the above-mentioned  **sustainable procurement policy** back in 2021. At the beginning of 2023, the company also published a  **human rights policy statement**.

INFO

A brief look at the German Supply Chain Due Diligence Act

The German Act on Corporate Due Diligence Obligations in Supply Chains (Supply Chain Due Diligence Act, LkSG) strengthens human rights and environmental protection in global supply chains. The purpose of the legislation is to ensure compliance with existing international agreements. It is aimed at companies that are either based or have a branch in Germany.

Protected legal positions

The LkSG defines certain human rights and environment-related legal positions that must be protected along the company's supply chains, including its 'own business area'. These include a prohibition of child labour; protection against slavery and forced labour; occupational health and safety; protection against torture; and a prohibition on the production, use or disposal of certain substances that are hazardous to humans and the environment.


Due diligence obligations

Companies that fall under the scope of the Act are obliged to fulfil the stipulated human rights and environment-related due diligence obligations both in their own business area and at their direct suppliers and contractors. To this end, they must, for example, define internal responsibilities; conduct both regular and ad hoc risk analyses; take concrete measures to minimise risks and prevent or end any violations; and establish a grievance mechanism for (potentially) affected groups or individuals. Companies must also document their processes and report regularly on their fulfilment of the due diligence obligations.



2.3 Standardised processes for more sustainable supply chains



GIZ implements projects worldwide in support of the 2030 Agenda and the Sustainable Development Goals defined in the Agenda. These projects have a direct positive impact on numerous supply chains, for example by helping to make the cotton and textile industries environmentally, socially and economically sustainable. In addition, through its  **Safeguards + Gender-Management-System**, the company checks that measures are in place to prevent or at least minimise any negative, unintended impacts of the projects.

As explained above, procurement is also an important factor – alongside the direct advisory approaches implemented by GIZ – when it comes to building more sustainable supply chains. In 2020, the Procurement and Contracting Division took a first step towards improving sustainability in the contracts it awards by conducting an initial risk analysis of the product categories it sources and identifying materials, equipment and services with strong sustainability potential. This was followed by a second risk analysis in 2022. In 2021, work then began on the drafting of product- and service-specific guidance documents for the product categories identified as having high sustainability potential. These are intended to help all GIZ staff formulate or define sustainability criteria and corresponding risk-reduction measures for their respective procurement needs. They provide an overview of potential standards and guidance on how the sustainability criteria can be tailored to local conditions, even when sourcing materials and services in partner countries. These documents have already been successfully used, for example to procure air-conditioning systems and vehicles that have lower emissions and are therefore more climate-friendly.


Based on its analysis of the risks associated with each product group, the Procurement and Contracting Division has also identified contractors that have a particularly high risk profile and key contractors, both in Germany and in GIZ's partner countries. Using an IT-based tool, these prioritised contractors have been analysed in more detail on the basis of country and sector risks. In-depth risk analyses are due to be performed in cases where a high level of risk has been identified.

As required by the LkSG, GIZ will report in detail on this process and the results from 2024 onwards.

2.4 Strengthening contractors and business relationships

As well as monitoring risks and handling grievances, GIZ's processes are designed to strengthen its contractors and financing recipients. GIZ assumes environmental and social responsibility along its supply chains by maintaining a clear focus on close co-operation with suppliers.

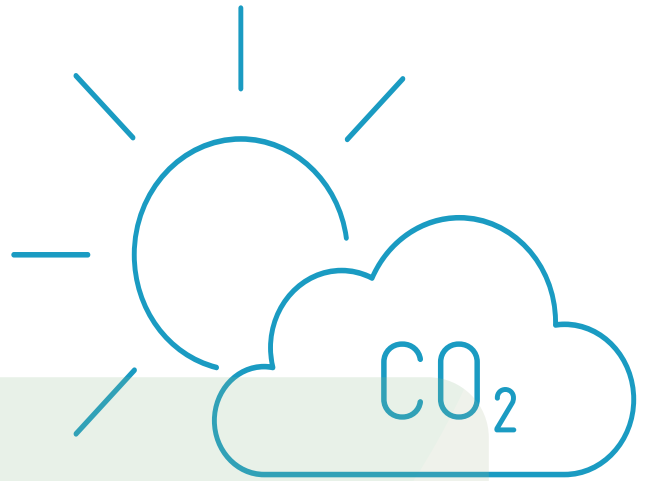
In 2022, the company adopted a Code of Conduct for Contractors as a cornerstone of its procurement activities. The Code sets out a series of policies for working with contractors and is primarily designed to raise awareness of their duty to comply with social and environmental standards.

GIZ also offers online training for its contractors and financing recipients in the form of a  **Guide for Practicing corporate Sustainability (GPS)**. The training sets out what GIZ does in terms of operational sustainability and what action contractors and financing recipients can take themselves.

In addition, since mid-2022, GIZ has held a series of discussions on sustainability with selected contractors. By establishing a constructive dialogue in this way, we aim to forge a common understanding of the social responsibility of GIZ and its contractors.

GIZ also conducts regular surveys as a source of information on the performance and potential support needs of its contractors in relation to sustainability. Based on the findings, it can then offer targeted support, such as training in specific areas.






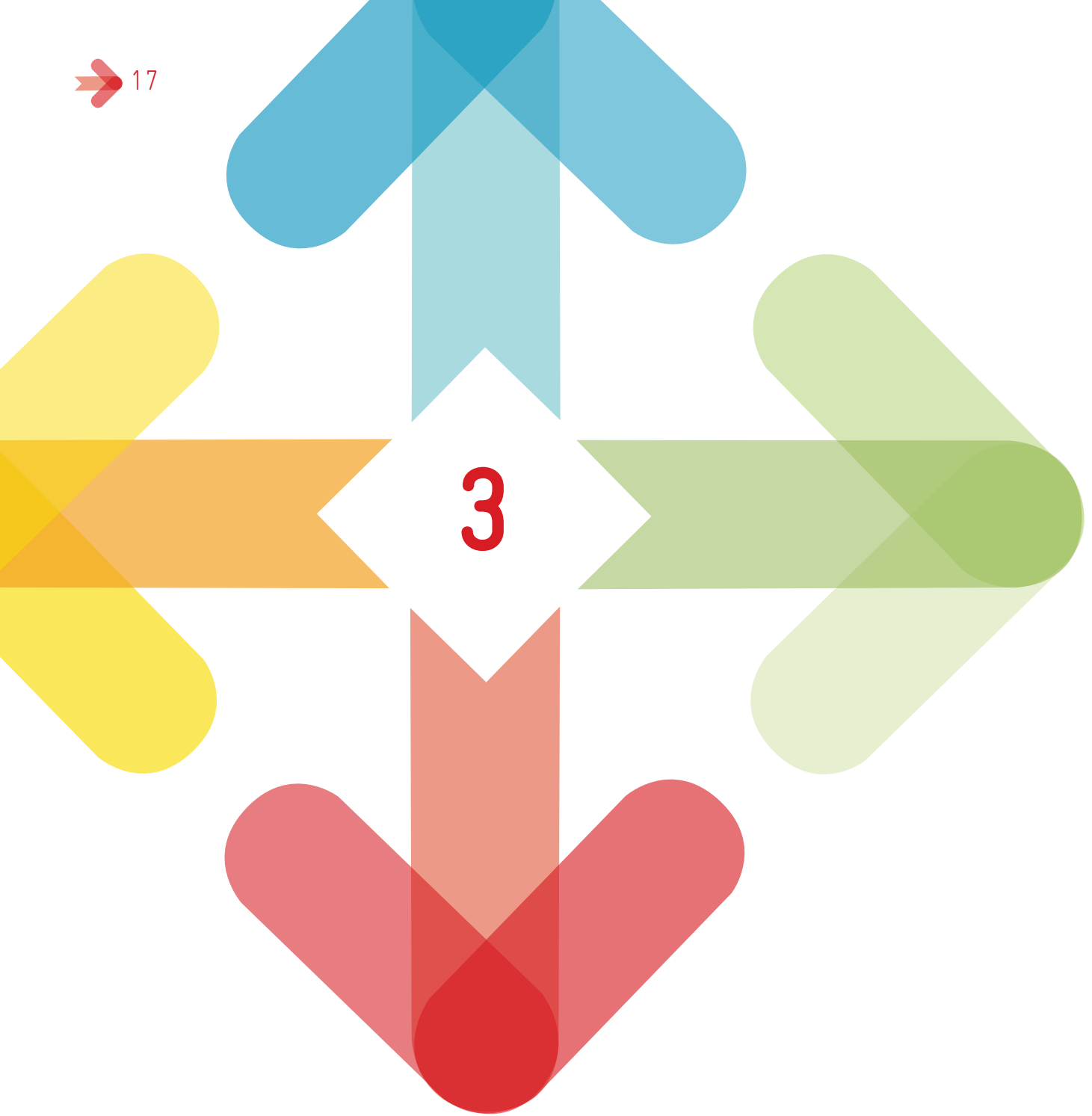
EXAMPLE

Offsetting flight emissions for service contracts

We work on the principle that prevention of emissions takes priority over reduction, while offsetting of unavoidable emissions is a last resort. GIZ therefore has a clear-cut sustainability strategy in place. The most important step we can take towards greater sustainability is to reduce our emissions or avoid them altogether.

GIZ has  **offset all its own greenhouse gas emissions worldwide since 2021**, yet the company is pursuing even more ambitious targets. As part of the global Science-Based Targets initiative (SBTi), which was set up to drive science-based climate action in the private sector, GIZ has committed to much greater reductions in its direct and indirect emissions by 2025, especially in relation to transport. The consulting sector is crucial to our efforts in this area given its key role in the implementation of GIZ projects.

Following constructive discussions with these important stakeholders, we have developed guidance on avoiding, reducing and offsetting greenhouse gas emissions in our service contracts and introduced a set of rules on offsetting unavoidable flight emissions. Contractors can charge GIZ for the high-quality certificates they buy provided that they submit proof of the purchase together with their invoice.

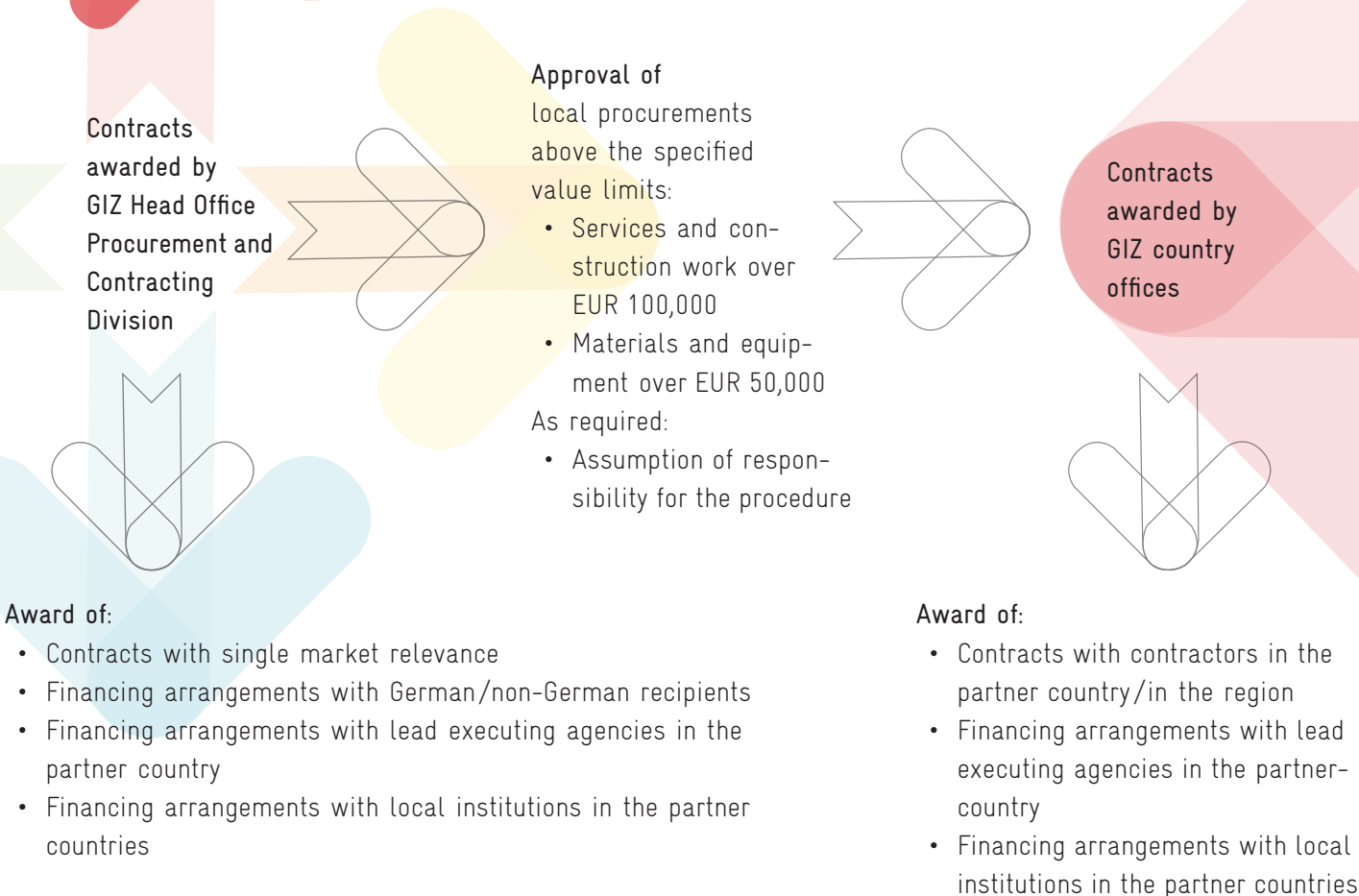


GIZ'S PROCUREMENT PRACTICES AT A GLANCE – THE 2022 FISCAL YEAR

3 GIZ'S PROCUREMENT PRACTICES AT A GLANCE – THE 2022 FISCAL YEAR

With registered offices in Germany and a network of country and project offices in our partner countries, GIZ operates on a global basis, generating procurement requirements worldwide. The Procurement and Contracting Division is responsible for contract award processes at GIZ Head Office, but contracts and financing arrangements are also awarded decentrally by country offices and projects. The Procurement and Contracting Division is responsible for ensuring that GIZ enforces the relevant legal and internal requirements worldwide.

Figure 1: Allocation of procurement responsibilities between the Procurement and Contracting Division at GIZ Head Office and country offices.



3.1 Trends in contract awards – An overview

In 2022, GIZ concluded contracts with third parties worth a total of EUR 2,099 million, including contracts for services, financing arrangements, construction projects and orders of materials and equipment.

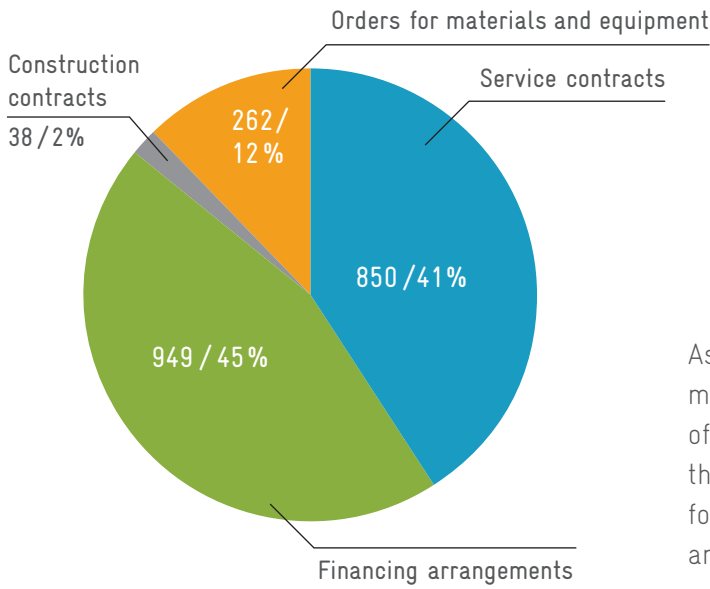
Figure 2: Commissions placed with GIZ, GIZ's business volume and contracts awarded in EUR million by contract or agreement type 2017 – 2022²

	2017	2018	2019	2020	2021	2022
I. Overview of commissions and business volume						
Commissions placed with GIZ	3,406	3,307	3,689	4,188	4,687	3,979
Business volume	2,569	2,995	3,063	3,327	3,701	3,991
II. Contracts awarded						
1. Contracts awarded by Head Office						
Service contracts	421	469	515	491	574	562
Financing arrangements	437	582	655	851	956	870
Construction contracts	10	7	4	3	239	5
Orders for materials and equipment	66	87	78	108	67	139
Total	934	1,145	1,252	1,453	1,836	1,576
2. Contracts awarded locally by GIZ country offices						
Service contracts	178	227	251	205	333	288
Financing arrangements	80	75	63	62	85	79
Construction contracts	30	54	51	20	35	33
Orders for materials and equipment	65	76	73	98	108	123
Total	353	431	438	385	561	523
3. Contracts awarded worldwide						
Service contracts	599	696	767	696	907	850
Financing arrangements	516	656	717	914	1,041	949
Construction contracts	41	61	55	23	274	38
Orders for materials and equipment	131	162	151	206	175	262
Total contracts awarded	1,287	1,576	1,690	1,838	2,397³	2,099

² All figures are shown without decimal places. As a result, there may be rounding differences.

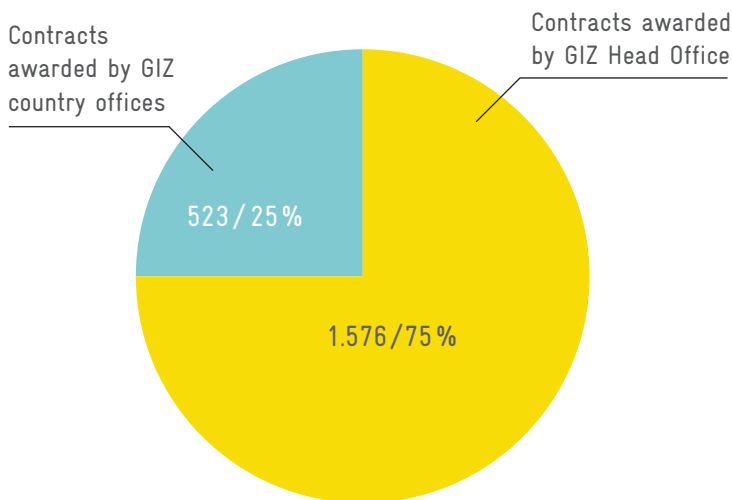
³ The total figure for 2021 includes a one-off contract for the new building in Eschborn.

Figure 3: Global volume of contracts awarded by procurement segment (in EUR million)



As the chart shows, financing arrangements are the biggest single component of total procurement spending. In 2022, they accounted for 45% of all awards, followed by services, orders of materials and equipment, and construction contracts.

Figure 4: Contracts awarded by GIZ Head Office vs. GIZ country offices (in EUR million)

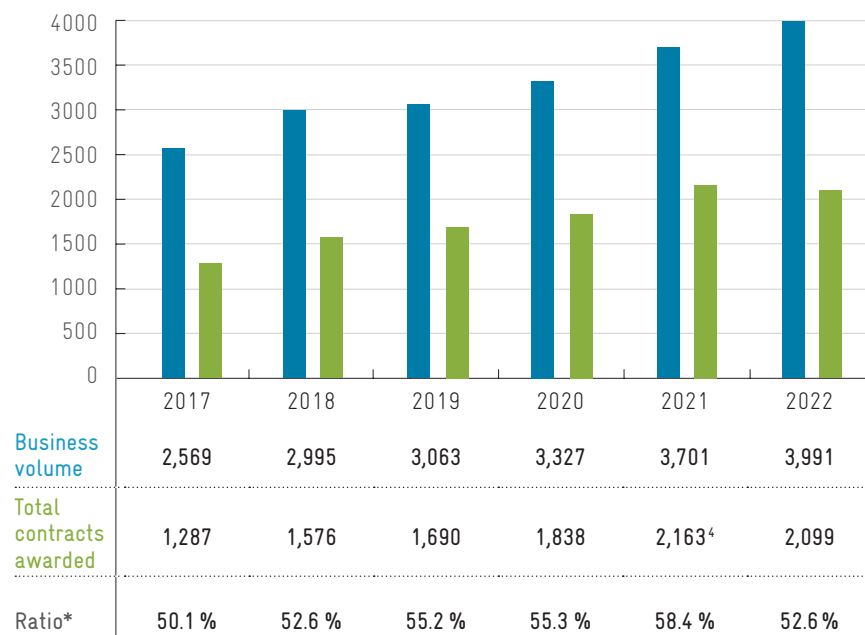


Three quarters of the procurement volume was awarded by GIZ Head Office in Germany, with the country offices awarding approximately one quarter.

A lot has happened in recent years as regards the award of contracts to third parties for services, construction work, materials and equipment and the conclusion of financing arrangements. For example, the volume of contracts awarded has grown much faster than business volume. This increase underlines the growing importance of cooperation

with third parties if GIZ is to continue to provide high-quality services in future. For a time, this trend was exacerbated by the COVID-19 pandemic. Delays in local implementation, combined with a greater focus on implementing projects through financing arrangements on account of international travel restrictions, pushed the figure up temporarily to just over 58% in 2021. In 2022, the ratio of financing arrangements to total procurement fell back sharply to around 53%.

Figure 5: Trend in total contracts awarded in relation to business volume in EUR million (2017 – 2022)



4 Excluding the new building in Eschborn

3.2 Award of contracts

GIZ awards contracts for services, materials and equipment, and construction work. Contracts valued at around EUR 1,150 million were awarded in 2022, accounting for 55 % of GIZ's total procurement volume.



Legal framework

Cooperation between the German Government and GIZ is governed by a General Agreement, which requires GIZ to involve suitable private-sector companies, governmental bodies and specialised institutions in carrying out development activities where this makes sense and is economical.

As a federal enterprise, GIZ works primarily for the German Government and is commissioned by the federal ministries on the basis of the 'in-house' contracting award principles established by the European Court of Justice and codified in the German Act against Restraints on Competition (GWB). These allow the German Government to commission GIZ directly without having to conduct a procurement procedure.

For its part, as a public contracting authority within the meaning of Section 99 (2) GWB, GIZ is directly legally obliged to observe the relevant provisions of public procurement law when awarding contracts that are above the valid EU thresholds to third parties within the European Economic Area.⁵ The Regulation on the Award of Public Contracts (VgV) governs the award of supply and service contracts. The German Construction Contract Procedures (VOB) apply to contracts for construction work.

Below the valid EU thresholds, procurement law takes the form of administrative regulations that do not apply directly to GIZ per se. However, the General Agreement requires that GIZ apply the relevant regulations, even if the estimated contract value is below the EU threshold values. For supply and service contracts, these regulations are laid down in the Regulation on Sub-threshold Procurement (UVgO).

⁵ In the 2022 reporting year, the EU thresholds were EUR 214,000 for supplies and services and EUR 5,350,000 for construction work.



Sustainability in contracts

Clear internal company regulations on the integration of sustainability issues apply when awarding contracts for materials and equipment, services and construction work. By 2025, GIZ aims to have defined binding minimum standards or guidelines for 90 % of all materials, equipment, services and construction work with high sustainability potential.

Framework agreements and long-term contracts with recurring services offer particular potential for integrating stringent sustainability criteria. A standardised process has therefore been put in place for these contracts in Germany. In this process, sustainability-related criteria and trends are taken into account, compared with market availability, and then integrated into the tender documents. The sustainability criteria defined in this context are incorporated as new standards for future invitations to tender for the same item. In this way, GIZ ensures that commitment to sustainability is continuously stepped up in line with market forces.

Project managers are duty bound (e.g. under GIZ's Sustainable Procurement Policy) to think in terms of sustainability when making individual procurements and are themselves required to appraise the extent to which it can be integrated. This can sometimes present a challenge, especially in partner countries. Even in such cases, it is important to observe the contracting principle that factors such as quality, innovation and both social and environmental considerations must be taken into account in the procurement process and form part of the definition of cost-effectiveness.

When awarding construction contracts, it is important to consider sustainability issues early on, at the planning stage, so that they can be integrated into building work. The contractual provisions for construction work require contractors to comply with environmental, social protection and human rights standards. Sustainability issues such as climate-resilient design and accessibility are also considered for construction projects.

Sustainability has been mainstreamed in contract documents through the General Purchase Conditions and the General Terms and Conditions of Contract, both of which contain comprehensive provisions requiring contractors to comply with standards related to environmental protection, human rights, social protection and integrity. Since 2022, these have been supplemented by the Code of Conduct for Contractual Relations with GIZ. There are plans to update this Code of Conduct in 2023 in order to meet the corresponding requirements of the German Supply Chain Due Diligence Act.

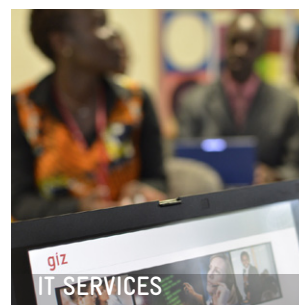
3.2.1 Award of service contracts

The majority of contracts awarded by GIZ are for services. Service contracts have a special standing at GIZ – advisory services are one of our core competences, and, where appropriate, we contract consultants with expertise in a given area to provide these services. A characteristic feature of GIZ service contracts is that their subject matter is often individual, tailor-made services that are provided by contractors from all corners of the globe. GIZ rarely enters into contracts for standard, ‘run-of-the-mill’ services.

Comprehensive service portfolio required

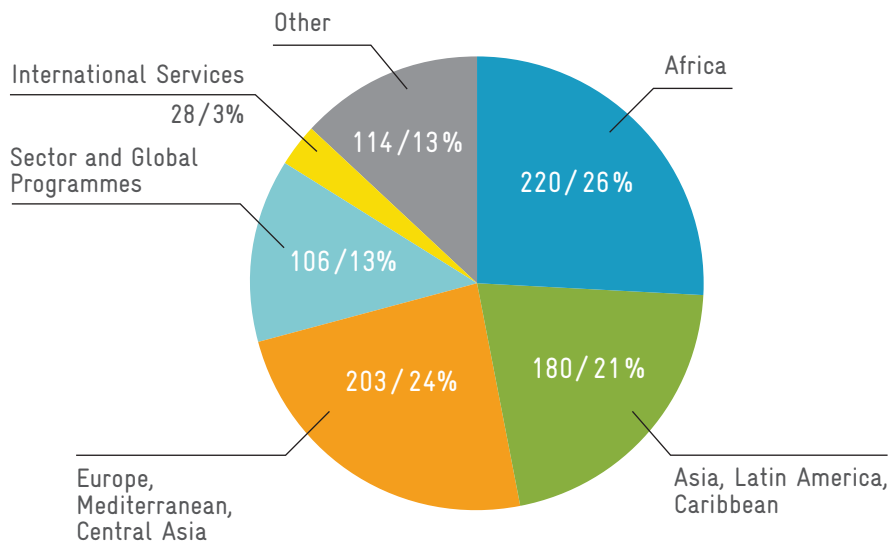
GIZ awards a wide range of service contracts that usually involve the provision of expert advice in a specific area of international cooperation. Many of these advisory services are highly specialised and span a wide variety of topics, from supporting climate resilience in coastal areas of the South Pacific to establishing a TVET system for renewable energies in the MENA region. GIZ also provides cross-sectoral services, albeit to a lesser extent. These include support for project management, external audits, organisational advice, building security and property maintenance services. IT services now also play a greater role due to increased digitalisation.

Figure 6: GIZ procures a comprehensive range of services.



Service contracts awarded in 2022 – Facts and figures

Figure 7: Award of service contracts worldwide by department in 2022. Total volume: EUR 850 million



GIZ has over 80 offices across the globe and operates in more than 120 countries. Cooperation with partner countries is structured in operational regional departments. In 2022, the Africa Department awarded more service contracts than any other (over a quarter).⁶

⁶ The other organisational units are the Management Board and the corporate units, the Sectoral Department (FMB), the Client Liaison and Business Development Department (AGE), the Digital Transformation and IT Solutions Department (DIGITS) and internal service providers.

Figure 8: The 10 main sectors by procurement volume for services (awarded by Head Office) (2022)⁷

Sector	Procurement volume (in EUR million)
Information and communications technology and digitalisation	70
Vocational education and training and the labour market	44
Organisational and management consulting	31
Private sector development	30
Rural development and agriculture	28
Water and wastewater, water resources	26
Crises, conflicts, disasters	26
Energy	24
Financial management and administration	21
Climate change	15

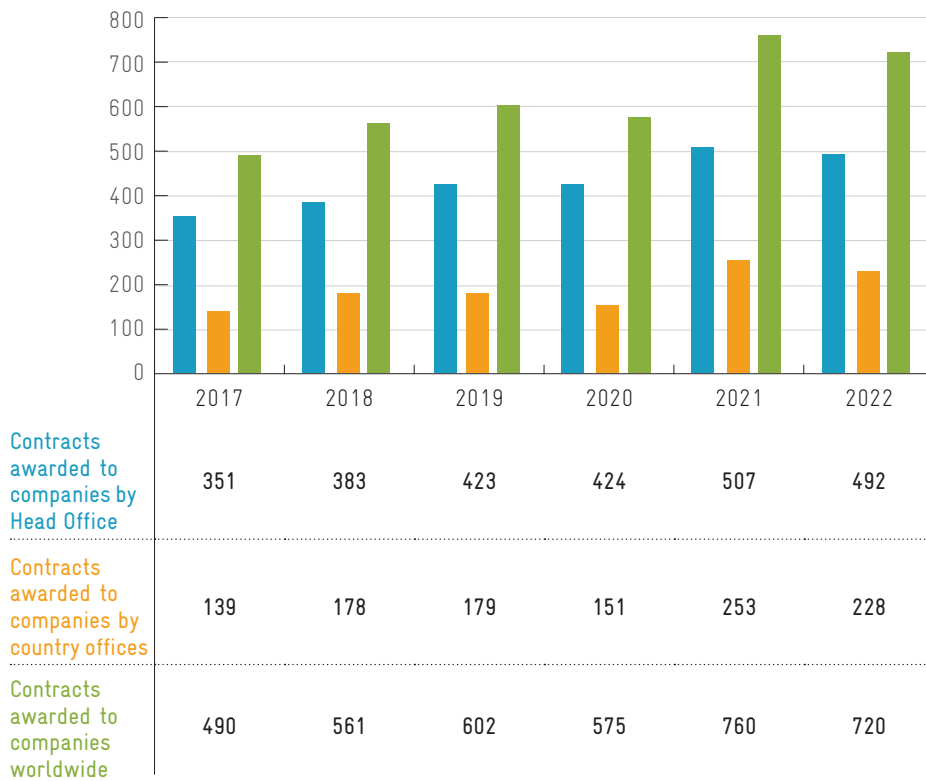
⁷ The internal codes allocated to contracts were changed in the year under review for reasons relating to the system. Comparability with previous years is therefore limited.

GIZ's contractors

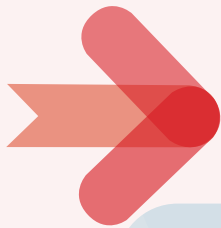
GIZ enters into service contracts with a wide range of contractors, first and foremost consulting companies. The consulting sector is a close partner of GIZ. Most of the companies offer highly specialised advisory services and are a key component in the GIZ value chain. They help GIZ to achieve the best possible results for its commissioning parties and clients at an optimal cost-benefit ratio. GIZ draws on the expertise of the consulting sector in very specific areas, thus generating added corporate value by enhancing the development impact of its projects in partner countries. We also enter into contracts with cross-sector service providers such as auditors, IT service providers and facility management companies.

A list of the top 100 contractors (by procurement volume) who received service contracts from GIZ Head Office in 2022 is provided in **Annex I**. Figure 9 shows the trend in the service contracts awarded to companies across the world in the past six years.

Figure 9: Service contracts awarded to companies across the world (2017–2022) (in EUR million)



Most of the service contracts GIZ enters into are awarded to companies. In 2022, just over two thirds of worldwide awards were contracts concluded between Head Office and companies. The figure shows that awards to companies rose by 47% between 2017 and 2022. GIZ also enters into contracts with individuals, albeit to a lesser extent.



Procurement of services in practice

Digital traceability of coffee and similar products

Corporate due diligence has become an important issue in the EU and especially in Germany. To ensure compliance with environmental and social standards, we need transparent mechanisms that allow us to trace production processes. A new EU regulation to prevent deforestation (EUDR) in certain agricultural supply chains will come into force at the end of 2024. With the help of digital tracking tools, companies can demonstrate that their products are not linked to forest degradation or deforestation.

The transferable open-source tool INATrace can be used to document every stage of the supply chains for agricultural commodities such as


coffee and cacao – from their cultivation to the finished product. The main focus here is on strengthening local cooperatives. INATrace allows them to design fully transparent digital processes without further outside help.

In this way, working together, actors all along the supply chain can collect valuable data and therefore not only help to ensure compliance with due diligence obligations but also uncover any abuse and identify potential improvements. At the same time, thanks to QR codes on the packaging, consumers can trace the product's journey and find out more about how the product was cultivated and what prices were paid. To date, QR codes of this kind have been scanned over 2,300 times.

INATrace was commissioned by the GIZ Initiative for Sustainable Agricultural Supply Chains and implemented together with an external IT service provider. After successful pilot projects in Honduras and Rwanda, INATrace is now being updated continuously in collaboration with the user community. The ultimate goal is to create an easily accessible option that offers additional development benefits within the fragmented market for traceability solutions. The Sustainable Agricultural Supply Chains Initiative was commissioned by BMZ.



Project description:

 **The long process of coffee production: transparency from crop to cup**

 **INATrace: Supply chain traceability**



Sustainable catering in Bonn and Eschborn

Several canteens are available to GIZ employees and visitors for breakfast and lunch at its offices in Bonn and Eschborn. You can choose from a varied menu, with a particular focus on creative vegetarian and vegan options. GIZ took the opportunity to introduce even more demanding sustainability criteria when it held a new invitation to tender for catering services in 2022.

The food on offer to employees consists largely of fresh and seasonal products that are typical of the region. For instance, our chefs also use fruit and vegetables that would normally be rejected because they do not meet the visual criteria set by retailers. All meat, sausages, dairy products, eggs, rice and baked goods used or offered now meet organic standards. Corporate responsibility is also a top priority when it comes to communication and information provided for visitors. For example, the canteen operators display CO₂ values for each individual dish to help all customers identify the most climate-friendly option and encourage people to opt for it. What's more, the cheapest dish is always vegetarian or vegan.

The products used at conferences are subject to the same requirements as employee catering. **'Leftover' boxes** are provided at events, and participants can use them to take leftover food away. This helps both to reduce food waste and raise awareness of the issue.

GIZ also requires its contractors to use certified environmentally-friendly cleaning products. Finally, most staff are given sustainably and fairly produced work clothes with an appropriate quality mark such as the **Green Button**.





Creating job prospects in The Gambia

All over the world, more and more people are leaving their homes. Besides crises and conflicts, this is often because they have no prospect of finding work. Many people would like to stay in their home country or go back there and make a new start.

The BMZ-financed Migration for Development programme provides wide-ranging advice to returnees and partner organisations in 12 countries of origin on the opportunities available in those countries and how best to approach reintegration. To this end, the programme helps returnees to gain vocational qualifications while they are still in Germany and advises them on the process of returning to their home country. In countries of origin, working with its national partner institutions, the programme sets up local advice centres to help returnees make a new start.

The advice centre in The Gambia was opened in 2021. To support these efforts, GIZ awarded a service contract to an international consulting firm. The contractor's role is to support the

start-up phase and provide staff at the advice centre and the responsible ministry with relevant expertise and management skills so that the centre can eventually operate permanently without further outside support. Another part of the consulting firm's remit is to implement a series of initial career guidance and employment promotion measures for the target groups.

This included organising two regional job fairs, which provided information on the labour market and specific employment opportunities for over 1,500 visitors. As a result, more than 200 people found a new job.

More than 50 teachers and social workers were trained as multipliers in career guidance roles. In turn, with help from the consulting firm, they were able to train more than 400 new career advisors in their respective communities and organisations.

Project description:

 **Making a successful fresh start possible in countries of origin**



3.2.2 Procurement of materials and equipment

The provision of materials and equipment complements advisory services in GIZ projects, helping to achieve development goals. For example, in projects that aim to train staff at a public authority, optimise its organisational structures and ensure that responsibilities have been clearly defined, procuring IT infrastructure may help staff to apply the knowledge and skills acquired more effectively, thereby accelerating development processes. To give another example, the complementary procurement of an oil press can provide added impetus for farmers learning to establish cooperatives and create value chains. The materials and equipment procured must be appropriate for and geared to the measures in question. Projects should therefore consult with the lead executing agency – usually the relevant ministry in the partner country – and involve it in the procurement process, where possible. This could include detailing the technical specifications or stipulating maintenance options in the country in question. The materials and equipment are handed over to the lead executing agency by the end of the project at the latest.

Diversity of materials and equipment

GIZ procures a wide range of materials and equipment – from highly specialised products, such as cacao processing equipment, machine tools and mobile clinics, to everyday items such as components for solar installations, agricultural and forestry equipment and medical supplies, to name but a few examples.

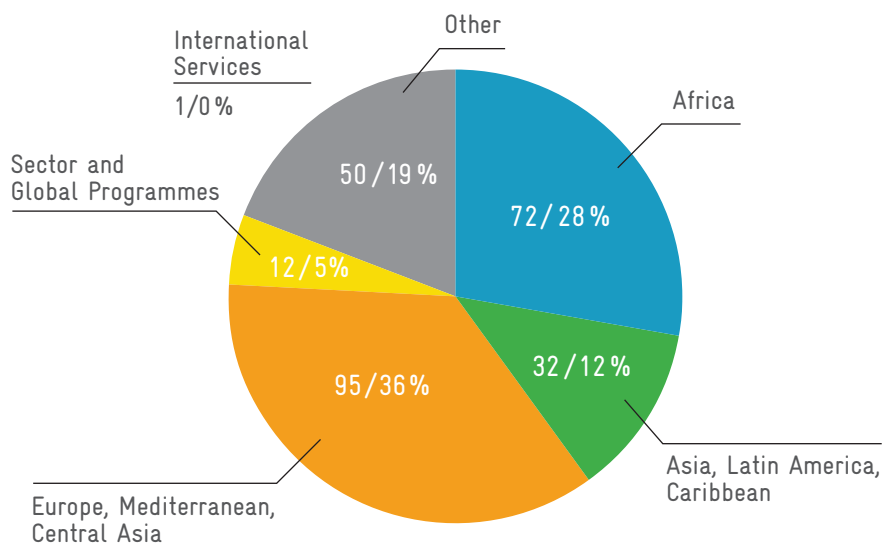
GIZ also procures materials and equipment that help ensure smooth workflows. These include goods and products to safeguard the operational capacity of staff, such as project vehicles in partner countries, office furniture and ICT equipment.

Figure 10: GIZ procures a wide range of materials and equipment.



Procurement of materials and equipment in 2022 – Facts and figures

Figure 11: Procurement of materials and equipment worldwide by department in 2022.
Total volume: EUR 262 million



In 2022, GIZ procured materials and equipment totalling EUR 262 million. The largest share of materials and equipment that year (36% of the total volume) was procured in the Europe, Mediterranean, Central Asia Department (EMC).



Procurement of materials and equipment in practice

Green hydrogen in Brazil

Renewable energies have occupied a steadily increasing share of Brazil's total energy market in recent years. Thanks to falling production costs and its favourable geology and climate, Brazil is emerging as a promising location for the production of green hydrogen.

The largest consumer of hydrogen is industry. The hydrogen currently used is obtained from fossil fuels, a process that releases millions of tonnes of CO₂. Green hydrogen is produced by electrolysis using electrical energy from renewable sources and is therefore emission-free.

GIZ is supporting wider efforts to ramp up the country's green hydrogen market by helping the private sector test green hydrogen in production processes and evaluate its market viability. To this end, GIZ is providing a 300 kW electrolysis plant for the newly established

Green Hydrogen Cluster at the State University of Itajubá. The plant will be used to test a range of potential applications for green hydrogen and present them to the private and public sectors. This will enable decision-makers to evaluate potential applications, for example in the transport sector, the chemicals industry (including refineries), the food industry, and in metal, cement and steel production.

The plant was procured through the project Promoting Green Hydrogen in Brazil (H2Brazil). The objective of this project is to improve the legal, institutional and technological conditions for the development of the green hydrogen market in Brazil. This project was commissioned by BMZ.

Project description:

 **Promoting Green Hydrogen in Brazil (H2Brazil)**



Renewable energy in GIZ offices worldwide

High sustainability standards in procurement are also a building block of GIZ's sustainability management system at its 80-plus locations worldwide. To reduce the carbon footprint of the energy supplies at our offices outside Germany, GIZ's Sustainability Office has teamed up with the global programme Project Development Cluster (PDC) to support both the procurement of renewable energy systems (especially photovoltaic systems with optional battery storage) and the implementation of energy-efficiency measures.

The PDC offers GIZ offices comprehensive advice and provides them with detailed analyses that include both technical designs and economic feasibility studies of renewable-energy and energy-efficiency solutions. These analyses provide a solid basis for conducting the required procurement processes. Another benefit is that contractors receive clear and locally adapted technical specifications. In 2022, the PDC supported a total of 15 GIZ offices abroad, six of which have already started procuring photovoltaic systems, some with battery storage.

Solar panels for GIZ's ConoSur office in Peru

On account of its proximity to the equator, Peru has an exceptionally high photovoltaic potential. Despite often foggy conditions during the four winter months of the year, the annual average radiation level is about 5 kWh/m².


In view of this enormous potential, GIZ's ConoSur office has installed 16 solar panels on the roof. The clean electricity generated by the system is used directly, which means that the office building consumes less conventional power and therefore contributes to a reduction in CO₂ emissions. The

system was easy to install, is simple to maintain and covers approximately 15–20% of the office building's annual electricity consumption. This is roughly equivalent to 150 laptops, 25 printers and four coffee machines per year.



This measure is a small contribution to the goal set by the Ministry of Energy and Mines of improving Peru's overall energy efficiency. Together with the GIZ project Improving the Public Power Supply 4.0, the Ministry is working on a sustainable energy transition by changing the energy mix and improving the

regulatory and legislative framework. The intention is both to enable public power utilities to integrate renewable energies and for the entire population to benefit from a secure, cost-effective and environmentally-friendly power supply. This project was commissioned by BMZ.



Water treatment plants for Ukraine

Germany's Federal Foreign Office is committed to making targeted and effective use of its diplomatic capabilities and the budget resources allocated by the German Bundestag for activities linked to peace and security policy so that it can respond earlier, more decisively and more substantially in crisis and conflict situations. GIZ coordinates the Stabilisation Platform on behalf of the Federal Foreign Office and in this way supports German engagement in crisis and conflict regions worldwide.

In this context, and due to the current situation in Ukraine, the Stabilisation Platform has been tasked with implementing the Integrated Response Hub Ukraine (IRHU). The aim is to strengthen Ukraine's resilience and its capacity to act. The IRHU will provide infrastructure support (e.g. for energy and water facilities) in those regions that are worst affected by the war and

that currently do not have a secure supply of water.

As a stabilisation measure in the areas formerly occupied by Russia, the IRHU has procured three mobile container modules with water treatment systems in order to produce drinking water. Each plant can provide drinking water for about 60,000 people. A membrane filtration system ensures that levels of water turbidity and other impurities do not exceed the WHO thresholds



for drinking water quality. The use of disinfectants and other chemicals is avoided wherever possible. Any waste chemicals are disposed of harmlessly in line with environmental guidelines.

The equipment supplier provides web-based training for recipients on energy consumption, correct inspection procedures, repair work and hygiene measures.



3.2.3 Award of contracts for construction work

Construction and construction-related services also form part of GIZ's procurement portfolio. Construction measures are often incorporated into education, health, water and energy projects and include the building of schools or educational centres, health care facilities and infrastructure for drinking water supply and wastewater management, which GIZ commissions to supplement its advisory services. GIZ staff plan the construction work together with the project's partner organisations, which include health ministries and municipalities that subsequently take on responsibility for further use of the completed measures. Construction measures are a key component of development in general and of capacity development in particular due to the joint planning, implementation and use of completed infrastructure once the project draws to a close. Contracts for planning construction projects are often awarded by GIZ Head Office in Germany. The construction work itself, on the other hand, is usually procured by the project or by the GIZ office in the partner country.



Procurement of construction work in practice

New low-energy building under construction in Ghana

Building use is responsible for 30% of global energy consumption – from air conditioning or lighting, for example – and consequently for a significant volume of CO₂ emissions. But how can the energy consumption of buildings be reduced in a tropical country such as Ghana, where air conditioners run around the clock?

To answer this question, the BMZ-financed SustainE4Climate project is constructing a low-energy building for the Energy Commission (EC) in Accra. The office building is intended to stand as a pioneer of modern, 'green' construction in Ghana. The plans combine active and passive measures to reduce energy consumption and future operating costs to a minimum. In terms of passive measures, for example,


the building is oriented in a way that permits natural ventilation. The package of active measures includes a solar installation that generates much of the electricity needed for the building. Energy-efficient lighting and climate-friendly cooling reduce energy consumption.

To ensure that the construction process meets high quality standards and remains cost-effective, the project brings together local and international contractors. An international expert was engaged to support the local firm of architects during the planning stage. The contract to build the new offices was awarded to a Ghanaian construction firm in order to build up local capacity. The climate-friendly cooling system is not available on the local



market and was therefore put out to EU-wide tender through GIZ Head Office. As this system is new in Ghana, the job of installing it and of training users to operate and maintain it was also put out to tender, thus allowing local installation firms to build up their knowledge in this area.

The project offers one other advantage. Thanks to its low-energy design and solar panel installation, it will generate more electricity than it consumes. That means the Energy Commission can feed the surplus electricity into the grid and therefore make a profit.

Project description:  **Green energy for climate protection in Ghana**

Tripoli City Green Nursery

There is growing awareness of the importance of public green spaces in urban areas. As well as offering a place for recreation close to people's homes, they improve the microclimate in towns and cities.

In collaboration with the city of Tripoli and at its request, the GIZ project Local Development in Disadvantaged Areas of Northern Lebanon (UDP_NL) is implementing the construction of a

new municipal nursery together with the corresponding equipment. Tripoli City Green Nursery, part of the Green Vision 2030 developed with the University of Balamand, will supply a large proportion of the plants needed by the city for its public green spaces.

The land provided by the city is in a residential area of Tripoli and was designated as public green space in the city's development plans. For this reason,

the nursery was not designed to be a closed-off site dedicated only to growing plants, but as an open and inviting mix. It includes the main building, greenhouses (including a germination room), a technical area (for water tanks, pump systems, etc), various outdoor and in-





The project also developed a plan to help the city of Tripoli minimise the associated energy costs (e.g. for pumping water) by installing a photovoltaic system. As a result, the nursery will be largely self-sufficient in terms of the electricity it needs.

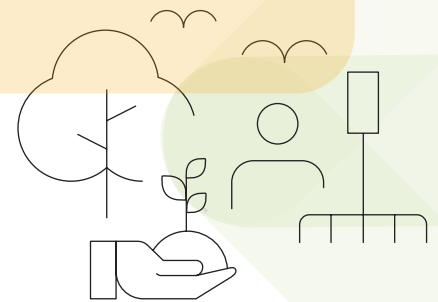
door work areas and large open spaces where the young plants are grown on.

GIZ is implementing the project on behalf of BMZ and the European Union.

The main building also contains a multifunction room with a kitchenette and wheelchair-accessible sanitary facilities. This means that the site can also be used semi-publicly for events of all kinds, including for teaching purposes.

Project description:

➤ Improving living conditions in urban areas of North Lebanon



3.3 Financing arrangements

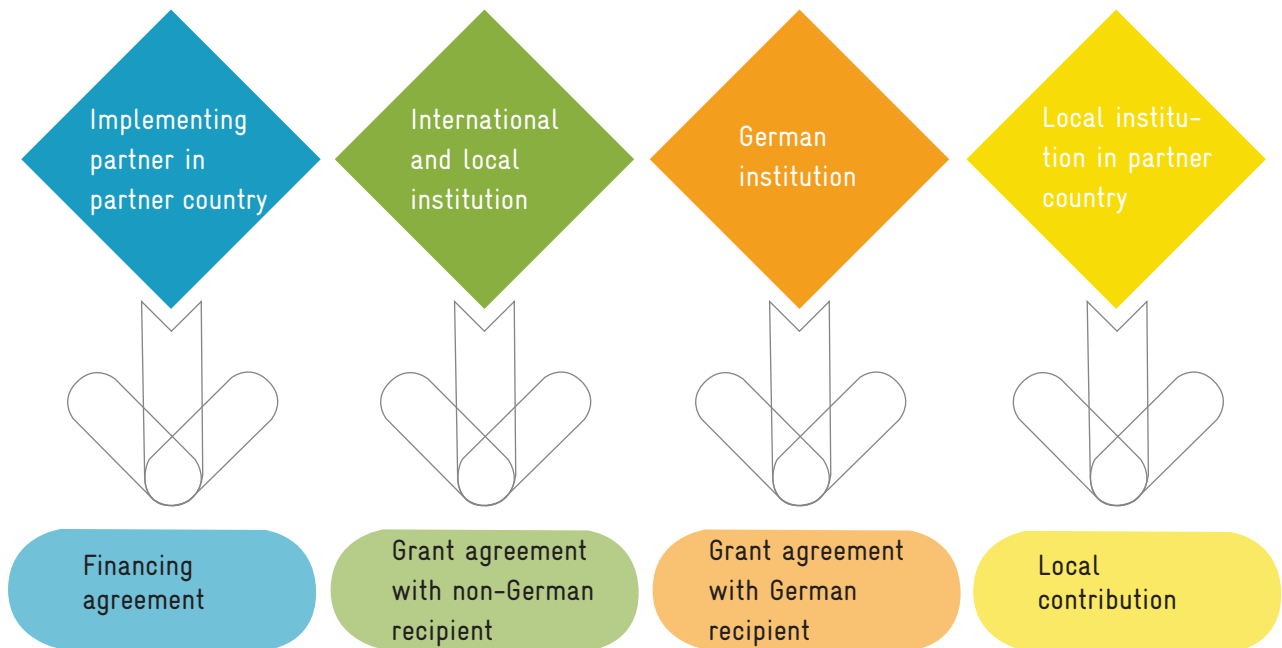
Financing arrangements allow GIZ to support specific ongoing (transformation) processes that are planned or initiated by its political partners. To this end, GIZ provides funding, tied to a specific purpose, so that the recipient can implement its own clearly defined activities. Financing recipients can be the lead executing agencies of projects in the partner countries or German, international or local non-profit organisations and institutions. The overarching term 'financing' covers different types of contracts: financing agreements, grant agreements with German recipients, grant agreements with non-German recipients and local contributions.

The recipient of funds under a financing or grant agreement is itself fully responsible for implementing its own measure that is financed by GIZ. Recipients are, however, obliged to repay to GIZ any funds that have not been used correctly for the agreed purpose. In the case of local contributions, GIZ supports and advises the recipient on how best to implement the agreed measure in line with the terms of the agreement.

Legal framework

When awarding financing, GIZ must observe the public-benefit rules set out in the German Fiscal Code (Abgabenordnung, AO) and the EU rules on state aid. The General Auxiliary Conditions for Allocations Provided for Projects on an Expenditure Basis (ANBest-P) also apply in this context.

Figure 12: Financing recipients and agreement types



Selection of financing recipients

The commission awarded to GIZ by its commissioning parties determines whether financing will be awarded, what type of financing is suitable and the specific measures that the financial contribution can support. If the content of the proposed, third-party measures qualifies for financing, the potential financing recipient must also fulfil legal, commercial and technical eligibility criteria before an agreement can be entered into. GIZ selects financing recipients for cooperation within the framework of a commission in one of two ways – through a project appraisal or following a call for proposals.

Figure 13: Selection of financing recipients

Selection of financing recipients based on project appraisals

GIZ can enter into a 'direct' financing arrangement with a recipient whose project proposal supports the objectives of an existing GIZ commission.

Potential financing recipients are selected at the standard appraisal stage for planned projects, where the focus is on whether the activities to be carried out by the potential financing recipients will boost the effectiveness of the planned project and can support existing transformation processes in a partner country or specific sector. The potential recipient submits its proposal directly to the project, describing the project to be financed, including the budget. This means that financing forms part of the instrument mix outlined in the offer submitted to the commissioning party and of the awarded commission, following examination of the offer documents.

During the project term, GIZ can also propose development-related recipients to its commissioning parties.

Selection of financing recipients based on a call for proposals

GIZ publishes calls for proposals on the relevant publicly accessible internet sites in advance. These include details of the procedure, the eligibility criteria for potential applicants, proposal and budget documents and, in some cases, the agreement template including any annexes. GIZ ensures that the organisations submitting the application – i.e. the potential recipients – have enough time to submit an appropriate proposal. The time frame depends on the project term and on the content of the commission that the commissioning party awards to GIZ. The recipient organisations are selected in accordance with the specified criteria.

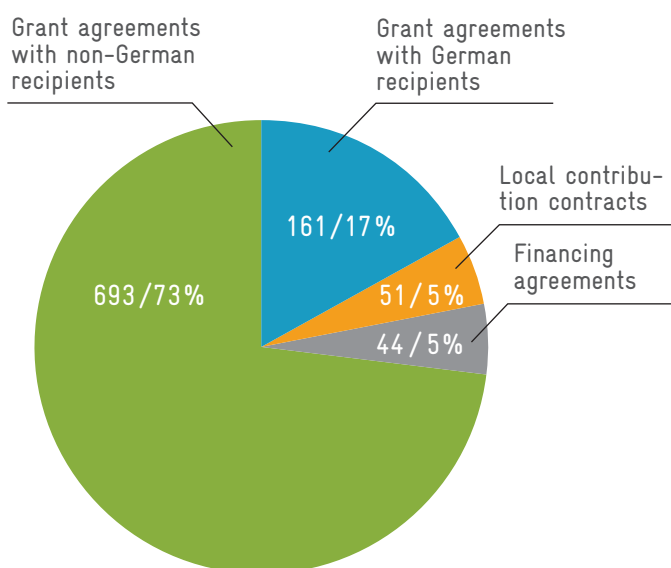
Sustainability in financing

GIZ carries out a commercial and legal eligibility check on the recipient before entering into a financing arrangement. Depending on the size of the project, the check may also include the environmental and social compatibility of projects and financing. The aim is to identify any potential unintended negative impacts on people and other protected resources in the project environment and to deploy specific measures to prevent or mitigate them. The task of ensuring compliance with requirements is passed on to the recipients, making these requirements a key component of project implementation.

It is vital to stipulate clear terms and conditions and to raise recipients' awareness to ensure sustainability in financing. The templates for grant agreements with non-German recipients, grant agreements with German recipients and local contributions therefore include requirements for environmental and social standards. They also stipulate that any materials, equipment or services procured as part of the financing arrangement must comply with the relevant sustainability standards.

Financing awarded in 2022 – Facts and figures

Figure 14: Financing awarded worldwide by type of agreement in 2022 in EUR million.
Total volume: EUR 949 million



The total volume of financing awarded in 2022 was EUR 949 million. The majority of this funding – 73% – was awarded to international and local institutions.

A list of the top 100 recipients of financing awarded by GIZ Head Office in 2022 is provided in **Annex III**.

Figure 15: Financing awarded worldwide by department in 2022. Total volume EUR 949 million

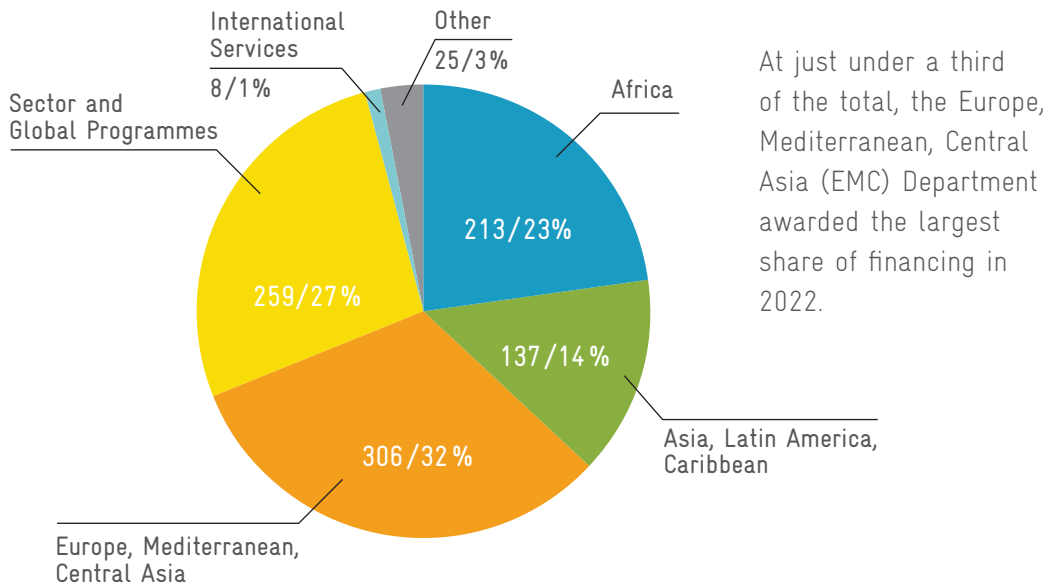


Figure 16: The 10 main sectors for financing by procurement volume (Head Office awards) (2022)

Sector	Volume awarded in EUR million
Crises, conflicts, disasters	167
Rural development and agriculture	141
Climate change	101
Private sector development	69
Energy	46
Health	42
Vocational education and training and the labour market	38
Economic policy	29
Forest and biodiversity	22
Public finance and administration	21

Financing in practice

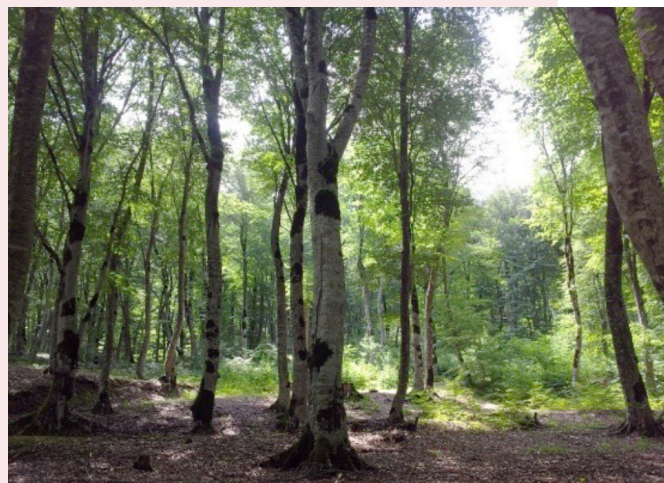
Climate-friendly forest management in Georgia

A large proportion of rural households in Georgia use firewood to meet their energy needs, especially for heating in the cold winters. Together with unsustainable methods of forest management, illegal logging is responsible for the continued degradation of Georgia's forests. As a result, they are steadily losing their capacity to store carbon.

GIZ is supporting the efforts of the Georgian Government to implement comprehensive forestry reforms. The project was commissioned by BMZ, the Swiss Agency for Development and Cooperation (SDC), the Georgian Government and the Green Climate Fund (GCF). As an accredited GCF implementing organisation, GIZ has concluded a financing arrangement with the national forestry authority to introduce sustainable and biodiversity-friendly forest management techniques in eight Georgian forest districts.

Together with local communities, plans are being developed for each of the eight districts to halt the destruction of the forests and increase

the level of woodland cover. In future, the forestry authority will regulate the supply of firewood for local residents.



The forestry authority will provide training for its existing staff, hire and train new staff, and procure the equipment it needs in order to meet its forest management and reforestation goals. 15 service points will be set up in the 8 districts to sort, store and dry the commercial timber and firewood in preparation for sale to individuals and businesses.

Project description

 **Supporting climate-friendly forest management in Georgia**

The Green Climate Fund (GCF) is the world's largest climate fund – created by the Parties to the United Nations Framework Convention on Climate Change (UNFCCC). Since 2016, GIZ has been accredited to develop financing proposals and support climate change adaptation and mitigation projects.



Emergency aid for earthquake victims in north-western Syria

The severe earthquakes in the Turkish-Syrian border region in February 2023 are among the worst natural disasters of the past 100 years. North-western Syria is one of the worst-affected regions. Millions of people here were already dependent on humanitarian aid before the disaster.

Relief organisations such as Solidarités International were first on the ground after the earthquake, providing people with the most basic necessities, setting up emergency shelters and supplying

food. As more and more of those affected by the disaster were gathered into emergency relief centres, it was vital to organise water supplies, sanitation and waste disposal. Cash payments helped people to meet their basic needs in a flexible and self-determined way.

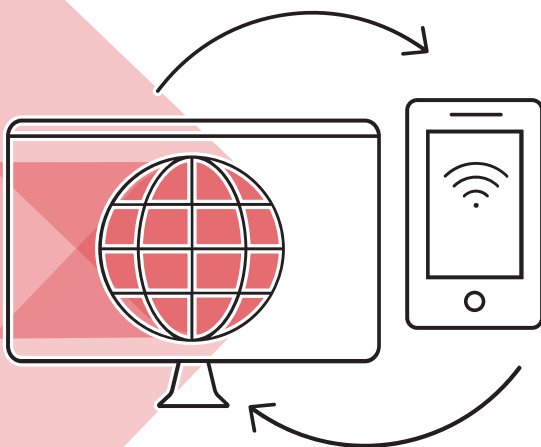
The project Support to Stabilisation and Promotion of Civil Society in Syria, which is financed by the German Federal Foreign Office, arranged financing for Solidarités International to support its emergency relief work from February to May 2023. The money was used to provide shelters for about 500 households and to meet the cost of setting up extensive hygiene facilities. Food, clean drinking water and sanitation were also provided. As part of its post-emergency strategy, Solidarités International analysed what would be needed in order to permanently reconstruct the water and electricity supplies.



3.4 Digitalisation of global contract placement

Current status

Digital change has already transformed not only international project work with our partner organisations, but also our internal work practices and business processes. Increasing digitalisation has improved the efficiency of internal workflows across the globe now that all members of GIZ's workforce worldwide have direct remote access to work-related documents and information via state-of-the-art cloud-based applications.



Digitalisation offers genuine benefits for GIZ when awarding contracts. As a public contracting authority, GIZ must comply with procurement law. Thanks to digitalisation, the contract award process is now completely electronic, more transparent and efficient and better documented. The underlying processes are mapped in a software application, which guarantees unprecedented accuracy and legal certainty while also supporting employee workplace flexibility.

GIZ is gradually digitalising global contract placement for services, materials and equipment, and construction work. The first key milestone in the transformation process launched in 2016 was the implementation of Cosinex's electronic award management system VMS in mid-2018 following an EU-wide invitation to tender. Since then, the contract award process at GIZ Head Office has been fully electronic, from preparing and publishing tender documents, submitting tenders and communicating with tenderers to placing contracts. GIZ therefore successfully implemented all aspects of EU public procurement directive 2014/24/EU in full and on time.

A GIZ-wide internal procurement portal was the next logical milestone, although a suitable product for public procurement was not yet available on the market. Under the direction of the Procurement and Contracting Division and the DIGITS Department, GIZ therefore developed its own Procurement Portal, which has been available to all staff worldwide since 2020 and is the first port of call for all services procured via GIZ Head Office.

The portal has an electronic assistant that offers practical tips and a range of user-friendly aids in four languages to guide users in GIZ's worldwide projects and offices – even those with no previous experience of such applications – step by step through the complex request process for contract awards. This enables users to prepare and communicate complete and precise specifications that can be transparently tracked in the portal. The system provides users with regular, automatic updates on the processing status and on which colleague in the Procurement and Contracting Division is responsible for dealing with the procurement request.

The portal also alleviates the workload of Head Office procurement teams, enabling paperless and remote workflows. Data from the Procurement Portal are seamlessly transferred to the VMS award management system, where the corresponding agreements are put out to tender and drawn up. Incoming requests are automatically allocated to the responsible members of the procurement teams, in accordance with their capacities.

Thousands of GIZ staff now use the portal in around 80 countries. It handles approximately 16,000 procurement requests every year.

The next step towards end-to-end digitalisation is already in the pipeline – the switch to SAP S/4HANA as part of the company-wide strategic project S4GIZ, which aims to map all key business processes in a digital environment seamlessly and securely around the globe. The underlying idea here is to electronically map business processes (including procurement processes) end-to-end where possible, based on the SAP S/4HANA industry standard.

Awards

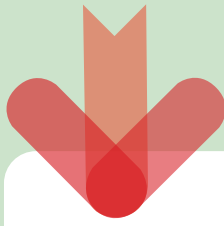
2020

GIZ's procurement digitalisation strategy has gained recognition in German business circles. In 2020, it was named runner-up in the Procurement Excellence Award for linking up its internal, global Procurement Portal to the VMS award management system supplied by Cosinex. This honour – which is normally bestowed on private-sector companies – is awarded annually by the Association for Supply Chain Management, Procurement and Logistics (BME) and is the top procurement award in Germany.

2022

At the end of March 2022, GIZ's project management team then came first in the innovation prize for public procurement in Germany for developing and implementing its contract award digitalisation strategy. This prize is also awarded by BME and is supported by the Federal Ministry for Economic Affairs and Climate Action. Among other things, the BME jury acknowledged the solution's cost-effectiveness and its standing as a role model for digitalisation projects implemented by other large public contracting authorities.





ANNEX I

Top 100 contractors of service contracts awarded by Head Office⁸

Name	No. of contracts/ agreements	Contract/ agreement value in EUR
GFA Consulting Group GmbH, Hamburg	140	47,498,869
GOPA Worldwide Consultants GmbH, Bad Homburg	67	22,893,920
Ernst & Young GmbH, Eschborn	4	21,663,034
International Carrier Consult GmbH, Hannover	2	18,000,000
AMBERO Consulting Gesellschaft mbH, Kronberg im Taunus	25	9,867,094
BDO LLP, London	1.683	9,667,664
AFC Agriculture and Finance Consultants GmbH, Bonn	32	9,610,307
BDO AG Wirtschaftsprüfungsgesellschaft, Frankfurt am Main	1.671	9,036,915
ICON-INSTITUTE GmbH & Co. KG Consulting Gruppe, Cologne	23	6,133,240
ECO Consult Sepp & Busacker Partner, Oberaula	27	6,125,515
CDM Smith Consult GmbH, Bochum	3	5,866,700
Health Focus GmbH, Potsdam	15	4,310,853
Integration International Management Consultants GmbH, Frankfurt a. M.	23	4,077,271
Syspons GmbH, Berlin	75	4,033,308
GOPA Infra GmbH, Bad Homburg	15	3,526,617
iC Consult GmbH, Essen	1	3,481,762
GOPA Gesellschaft für Organisation, Planung und Ausbildung mbH, Bad Homburg	26	3,441,128
management4health GmbH, Frankfurt am Main	33	3,214,874
Alpha-Test GmbH, Mannheim	3	3,186,700
PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft, Frankfurt am Main	101	3,115,512
Tactical Survival Concepts GbR, Dortmund	7	3,035,716
FAKT-Beratung für Management, Stuttgart	69	2,934,082
BearingPoint GmbH, Frankfurt am Main	7	2,766,613
Adelphi Consult GmbH, Berlin	42	2,732,439
AHT Group GmbH, Essen	13	2,687,401
WINS Global Consult GmbH, Berlin	36	2,593,855
NIRAS-IP Consult GmbH, Stuttgart	16	2,543,470
HEAT GmbH, Königstein	29	2,523,172

⁸ For the purposes of this list, service contracts with joint ventures have been shared between the individual contractors in the respective joint venture. In this context, the contract value is divided up using a key stored in the system and allocated to the companies participating in the joint venture.

Akut Umweltschutz Ingenieure Burkard & Partner, Berlin	7	2,512,701
Instinctif Partners Deutschland, Cologne	7	2,508,960
Corporater GmbH, Darmstadt	2	2,506,144
Como Consult GmbH, Hamburg	68	2,474,097
DEULA Nienburg GmbH, Nienburg	1	2,383,785
L & D GmbH, Grafschaft	4	2,330,257
common sense eLearning & training consultants GmbH, Vienna	10	2,258,721
INTEGRATION Umwelt & Energie GmbH, Gräfenberg	13	2,198,842
Open Text Software GmbH, Grasbrunn	3	2,107,612
Development Transformations LLC, Washington D.C.	1	2,100,000
Fazit Communication GmbH, Frankfurt am Main	5	2,022,276
denkmodell GmbH, Berlin	101	1,984,741
Indo-German Language and Cultural Society, Thiruvananthapuram	1	1,951,600
involas Institut für berufliche Bildung, Arbeitsmarkt- und Sozialpolitik GmbH	9	1,924,952
IBF International Consulting S.A., Brussels	8	1,902,078
Navanti Group, Arlington	2	1,876,751
Helvetas Intercooperation gGmbH, Bonn	3	1,860,469
Mainlevel Consulting AG, Eschborn	52	1,777,279
SAP Deutschland SE & Co. KG, Walldorf	7	1,683,698
Landell Mills International, Dublin	2	1,658,269
Transfer GmbH der Dualen Hochschule Baden-Württemberg, Stuttgart	3	1,640,068
PT SMEC Denka Indonesia, South Jakarta	1	1,633,700
PEM GmbH, Düsseldorf	11	1,597,213
Oxford Policy Management Europe GmbH, Berlin	10	1,596,072
mbi GmbH, Wetzlar	4	1,554,454
Particip GmbH, Freiburg	7	1,521,145
SITEC Dienstleistungs GmbH, Kerpen	5	1,519,934
Aramark GmbH, Neu-Isenburg	3	1,456,334
NWS Sicherheitsservice GmbH, Nürnberg	1	1,425,165
IAK Agrar Consulting GmbH, Leipzig	2	1,423,495
CONET Solutions GmbH, Hennef (Sieg)	3	1,358,535
Tinkerbelle GmbH, Berlin	4	1,304,050
Deutsche Telekom Security GmbH, Bonn	3	1,259,970
mascontour GmbH, Berlin	13	1,251,489
tippingpoints GmbH, Bonn	4	1,240,650
Neumann&Müller GmbH & Co. KG, Esslingen	5	1,229,841
KPMG AG Wirtschaftsprüfungsgesellschaft, Berlin	4	1,208,196
Unique Forestry and Land Use GmbH, Freiburg	23	1,196,255
SAP SE, Walldorf	2	1,193,400
greenstorming GmbH, Berlin	17	1,186,032
PLANCO Consulting GmbH, Hamburg	1	1,154,198
INT-Frankfurt HR Consulting OÜ, Tallinn	3	1,141,343
CEFE International GmbH, Cologne	19	1,106,299

RAL gGmbH, Bonn	2	1,104,455
IPC – Internationale Projekt Consult GmbH, Frankfurt am Main	9	1,057,194
SOFRECO, Clichy	2	1,028,780
Deutsche Management- Akademie Niedersachsen gGmbH, Celle	8	1,010,496
COGNOS International GmbH, Hamburg	9	999,710
IDOM Consulting, Engineering, Architecture, Bilbao	1	999,000
Wilde Beissel von Schmidt GmbH, Berlin	9	998,681
Smart Vision for Consultancy and Development, Hargeysa	1	996,838
SustaiNet Group Ltd., Nairobi	1	996,838
Bird & Bird LLP, Düsseldorf	1	996,200
Wuppertal Institut für Klima, Umwelt, Energie, Wuppertal	2	993,585
Moeller & Poeller Engineering GmbH, Tübingen	4	989,946
Farm Africa Ltd, London	1	985,847
API – Advocacy and Policy Institute, Phnom Penh	1	983,553
AKRYL Digital Agency GmbH, Hamburg	17	982,088
Lhasa Consulting FZE, Sharjah	1	977,400
trAlDe GmbH, Cologne	5	977,240
Microsoft Deutschland GmbH, Munich	1	973,818
Viamo Inc., Saskatoon	9	963,744
Madiba Consult GmbH, Bonn	25	939,083
BN-Architekten GmbH, Bonn	1	937,672
Solid Rock Life and Business, Bagamoyo	1	919,886
Lucid. Berlin GmbH, Berlin	9	913,880
Piepenbrock Dienstleistungen GmbH & Co. KG, Hanau	2	901,037
AHP International GmbH & Co. KG, Heidelberg	6	898,200
First Climate AG, Zurich	1	885,609
New Legacy Digital Limited, Stockport	1	873,145
Metallbau Görres GmbH, Nettersheim	1	872,624
Doctra GmbH, Grasbrunn	3	865,240

ANNEX II

Top 100 contractors supplying materials and equipment to GIZ Head Office

Name	No. of contracts/ agreements	Contract/ agreement value in EUR
Crayon Deutschland GmbH, Oberhaching	24	10,568,008
CANCOM Public GmbH, Berlin	8.428	9,672,271
Toyota Gibraltar Stockholdings Ltd., Gibraltar	141	9,375,103
Amex Export – Import GmbH, Vienna	86	7,394,132
Qingdao Haier Biomedical Co., Ltd., Qingdao	7	7,205,753
R.I.D. GmbH, Kirchartd	5	4,722,264
ALGA Nutzfahrzeug- und Baumaschinen GmbH + Co. KG, Sittensen	19	4,115,806
Controlware GmbH, Dietzenbach	63	3,772,947
Interregional Scientific and Production Association of Enterprises «Aviokon project», Lviv	5	3,671,374
LSW Energie GmbH & Co. KG, Wolfsburg	1	3,363,077
Bechtle GmbH & Co. KG, Darmstadt	3.167	3,066,589
Medizinische Dienstleistungen und Ausbildungsservice Drüse, Schwedt/ Oder	77	2,850,679
Mösslein Wasseraufbereitung GmbH, Erfurt	3	2,687,850
Artmetall Ukraine, Dnipro	9	2,510,533
NEUMAN & ESSER Engenharia e Soluções Ltda., Belo Horizonte	1	2,500,000
Sunbelt Rentals GmbH, Ellhofen	1	2,283,304
Farmingtons Automotive GmbH, Georgsmarienhütte	2	2,183,000
LMS Consult GmbH & Co. KG, Brigachtal	72	1,965,864
Alfers & Sohn Nutzfahrzeuge GmbH, Cloppenburg	2	1,903,713
Rosenbauer Karlsruhe GmbH, Karlsruhe	1	1,892,209
BOS Balance of Storage Systems AG, Neu-Ulm	1	1,722,913
Royal Medical, Cairo	27	1,615,715
Pulsar Expo s.r.o., Prague	7	1,527,682
E. + E. BOSS GmbH, Albstadt	33	1,454,412
Bobcat Bensheim GmbH, Bensheim	3	1,360,300
Dräger Safety AG & Co. KGaA, Wiesbaden	1	1,330,800
Polas Frankfurt GmbH & Co. KG, Offenbach am Main	12	1,247,130
MECA PIPES CO. W.L.L., Zarqa	1	1,173,000
Handelsgesellschaft Hinrich Zieger mbH, Hamburg	862	1,107,228
Fujitsu Technology Solutions GmbH, München	5	1,045,260
STOOF International GmbH, Borkheide	2	969,500
Formedia SARL, Luxemburg	1	934,400
ZET-CHEMIE GmbH, Ehingen/Donau	1	920,920

Walter & Müller GmbH, Saarbrücken	116	899,288
Concur Holdings (Netherlands) B.V., Hertogenbosch	2	840,293
Phaesun GmbH, Memmingen	1	805,290
Premas Life Sciences Pvt. Ltd., New Delhi	2	800,115
Biotrade, Giza	1	764,000
TTM Technologie Transfer Marburg e. V., Cölbe	27	702,997
bmp greengas GmbH, Munich	1	628,442
SETEC Engineering GmbH & Co. KG, Klagenfurt	14	624,750
Kärcher Futuretech GmbH, Schwaikheim	11	588,230
SOKRATHERM GmbH, Hiddenhausen	1	576,072
ARKTIS IT solutions GmbH	27	511,726
GESAT Gesellschaft für Software, Automatisierung & Technik mbH, Frankfurt am Main	130	480,693
Vehicles Altakamol Company, Benghazi	4	479,075
Zeppelin Baumaschinen GmbH, Hanau	1	474,500
Thiet GmbH, Ihlow	1	464,753
DMG MORI Academy, Bielefeld	1	438,294
Pramac GmbH, Fellbach	3	436,841
Albacon Systemhaus GmbH, Bad Doberan	237	418,713
Core Supply Group B.V., Maasland	1	412,217
ImpulMédicos S.A.S, Bogotá	6	410,850
Michels GmbH & Co. KG, Geldern	1	373,100
Romedcom SRL, Chişinău	3	363,870
Integromed GmbH, Leipzig	12	335,558
Trotec GmbH, Heinsberg	1	334,550
ABL S.r.l., Cavezzo	9	319,800
African National Supplies, Cairo	14	315,598
Wilhelm Barth GmbH & Co. KG Feuerwehrtechnik, Fellbach	7	311,999
SDMO GmbH, Zweibrücken	1	311,605
ESCUDO Group A.S., Amman	8	300,150
Binaa Company For Supplies and General Contracting, Giza	2	299,000
J.Gerber and Co., (Japan) Ltd., Tokyo	8	295,588
Shoizar LLC, Dushanbe	1	292,600
Medexcom-Teh SRL, Chişinău	3	292,600
ALVO Medical Sp. z o.o., Šmigiel	10	277,091
BlackBerry UK Limited, Maidenhead	1	271,799
Oconus LLC, Philadelphia	6	267,215
WeldPlus GmbH, Müschenbach	1	263,296
TACWRK GmbH, Berlin	7	254,736
ACP IT Solutions GmbH, Halle/Saale	122	236,171
Leica Geosystems AG, Heerbrugg	6	225,283
Frigo Indus, Douar Hicher	3	219,322
Siemens AG, Nürnberg	2	214,999
Festo (Pty) Ltd., Johannesburg	2	214,201

Labsco Laboratory Supply Company GmbH & Co. KG, Friedberg	25	209,875
BM Berliner Maschinen GmbH, Berlin	5	207,176
PETKUS Technologie GmbH, Wutha-Farnroda	4	199,902
AGS Corporation, Pristina	1	199,107
Schweitzer Fachinformationen oHG, Munich	1.090	183,844
MPower Ventures AG, Zürich	1	180,100
Fenz Feuerwehrausstattung, Lanzenkirchen	5	174,304
Lambor Scientific B.V., Amsterdam	1	170,030
B.Schmitt mobile GmbH, Frankfurt am Main	3	165,000
ESE GmbH, Neuruppin	3	164,355
WorldTradingLab SRL, Modena	10	161,770
Wolfgang Walter GmbH, Darmstadt	6.189	157,913
Ernst Maier Spielplatzgeräte GmbH, Altenmarkt an der Alz	7	150,456
Scientific & Medical Equipment Co., Cairo	1	148,246
Trotec Laser Deutschland GmbH, Ismaning	1	147,930
Xylem Water Solutions Deutschland GmbH, Langenhagen	12	145,696
LANCO Dr. Lange GmbH & Co. KG, Hannover	2	145,500
Pessl Instruments GmbH, Weiz	1	144,877
Asantys Systems GmbH, Hofstetten	2	141,546
Projekt-XVI UG, Markranstädt	2	141,285
Tecnove SL, Herencia	3	140,842
Carramore International Ltd., Holmfirth	8	137,662



ANNEX III

Top 100 recipients of financing from Head Office

Name	No. of contracts/ agreements	Contract/ agreement value in EUR
The World Bank, Washington, D.C.	9	26,200,000
UNDP – United Nations Development Programme, New York	13	20,638,378
Charité – Universitätsmedizin Berlin, Berlin	24	15,472,775
Deutsche Welthungerhilfe e.V., Bonn	29	15,436,758
Union of Medical Care and Relief Organizations, Paris	6	15,197,243
National Forestry Agency, Tbilisi	1	14,873,206
IDB – Inter-American Development Bank, Washington, D.C.	1	10,890,000
United Nations Secretary General, New York	31	10,052,994
IMF – International Monetary Fund, Washington, D.C.	1	10,000,000
Nacional Financiera, Mexico City	1	9,500,000
Danish Refugee Council, Kopenhagen	7	9,352,836
SNV – Netherlands Development Organisation, The Hague	14	8,191,470
Mercy Corps Europe, Edinburgh	10	8,183,143
Oxfam Deutschland e.V., Berlin	8	8,166,227
UNICEF – The United Nations International Children's Emergency Fund, New York	9	8,061,492
UNHCR – United Nations High Commissioner for Refugees, Geneva	2	7,189,679
ITC – International Trade Center, Geneva	9	6,772,712
Fondazione AVSI, Milan	5	6,106,442
Goethe Institut e. V., Munich	6	6,039,976
ACTED, Paris	10	6,008,172
Bildungswerk der Deutschen Landwirtschaft, Bonn	2	5,690,997
Sparkassenstiftung für internationale Kooperation, Bonn	7	5,580,644
NEF Belgium, Brussels	2	5,346,000
UNIDO – United Nations Industrial Development Organisation, Vienna	4	5,093,691
Rural Development Agency, Tbilisi	1	5,001,152
OECD, Paris	19	4,866,037
Small Industries Development Bank of India, New Delhi	1	4,646,040
sequa gGmbH, Bonn	11	4,641,167
World Food Programm, Rom	8	4,399,142
UN Women, New York	3	4,314,376
Digital Skills Accelerator Africa e.V. (DSAA), Cologne	4	4,256,772
United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), Jerusalem	10	4,127,998
EMOWAA Trust, Lagos Ltd.	1	4,000,000

GSMA, Atlanta	2	3,609,176
CARE Deutschland e.V., Bonn	9	3,580,392
IUCN – International Union for Conservation of Nature, Gland	14	3,460,877
The Engineering Association for Development & Environment, Mosul	2	3,381,211
Aga Khan Foundation Tajikistan, Dushanbe	3	3,357,993
East Europe Foundation, Kyiv	3	3,343,619
WWF Deutschland, Berlin	5	3,326,339
AKADEMIYA2063, Kigali	2	3,305,566
PATH, Seattle	1	3,265,662
Eastern Mediterranean Institute, Erbil	4	3,225,275
International Advisory Cotton Committee, Washington, D.C.	2	3,119,172
KURDS – Kurdistan Reconstruction and Development Society, Duhok	2	3,070,320
World Vision Deutschland e.V., Friedrichsdorf	3	3,000,000
Hungarian Interchurch Aid, Budapest	2	2,999,946
icipe – International Centre of Insect Physiology and Ecology, Nairobi	1	2,999,761
HELVETAS Swiss Intercooperation, Zürich	4	2,948,400
Justus-Liebig-Universität Gießen, Gießen	1	2,925,000
Soluciones Químicas para el Campo y la Industria SA de CV, Minatitlán	1	2,862,720
Hasso-Plattner-Institut, Potsdam	1	2,862,336
ILO – International Labour Organization, Geneva	9	2,854,178
WHO – World Health Organization, Geneva	1	2,850,000
General Secretariat of the Organization of American States, Washington D.C.	1	2,800,803
Conservation International, Arlington	3	2,786,628
NBI – National Business Initiative, Johannesburg	7	2,754,313
C40 Cities Climate Leadership Group, New York	1	2,746,265
René Moawad Foundation, Beirut	2	2,724,929
Syrian American Medical Society (SAMS), Washington D.C.	2	2,710,352
SENAI – Serviço Nacional de Aprendizagem Industrial, Brasília	1	2,568,406
enpact e.V., Berlin	7	2,559,795
United Nations Foundation, Washington D.C.	3	2,539,281
Cordaid, The Hague	3	2,486,994
Institut für Internationale Kommunikation, Düsseldorf	1	2,428,292
ESTDEV – Estonian Centre for International Development, Tallinn	2	2,393,015
Handicap International, Munich	3	2,299,999
GoLOCAL, Kyiv	4	2,287,033
JSC Rustavi Azot, Rustavi	1	2,257,500
Traffic International, Cambridge	2	2,250,808
Fundação de Apoio ao Ensino, Pesquisa e Extensão, Itajubá	1	2,229,985
Norwegian Refugee Council (NRC), Oslo	5	2,208,560
TechnoServe, Arlington	1	2,183,328
Secretariat of the Union for the Mediterranean, Barcelona	7	2,147,960
DAAD – Deutscher Akademischer Austauschdienst, Bonn	3	2,120,860
Royal Society For The Conservation of Nature, Amman	4	2,117,667

SEKEM Freunde Deutschland Verein zur Förderung kultureller Entwicklung in Ägypten e.V.	2	2,032,524
Helen Keller International, New York	3	2,025,395
Sustainable Energy Africa, Kapstadt	1	1,999,557
Fraunhofer-Gesellschaft zur Förderung der angewandten Forschung e.V.	10	1,998,469
Centro Internacional de Mejoramiento de Maíz y Trigo (CIMMYT), Texcoco	7	1,878,809
FAO – Food and Agriculture Organization of the United Nations, Rom	7	1,870,567
International Medical Corps UK, London	8	1,829,251
Wuppertal Institut für Klima, Umwelt, Energie, Wuppertal	14	1,821,551
ICRAF – World Agroforestry Centre, Nairobi	8	1,820,077
DEZA – Direktion für Entwicklung und Zusammenarbeit, Bern	1	1,800,000
Biovision Africa Trust, Nairobi	1	1,798,978
Enda ECOPOP, Dakar	1	1,768,120
IGAD – Intergovernmental Authority on Development, Djibouti	1	1,761,310
The DG Murray Trust, Cape Town	1	1,749,450
EFE Jordan, Amman	2	1,740,661
Stiftung Menschen für Menschen, Munich	2	1,732,918
CIBIOGÁS – Centro Internacional de Energias Renováveis, Foz do Iguaçu	1	1,719,769
World Health Organization (WHO), Geneva	6	1,715,088
Frankfurt School of Finance & Management, Frankfurt am Main	12	1,675,690
Deutscher Volkshochschul-Verband e.V., Bonn	3	1,668,153
CIHEAM BARI – Mediterranean Agronomic Institute of Bari, Valenzano	2	1,665,385
Deutsche Welle, Bonn	5	1,644,369
CIAT – Centro Internacional de Agricultura Tropical, Cali	12	1,635,777
Global Green Growth Institute (GGGI), Seoul	8	1,634,900



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