



Sustainable Procurement at GIZ

2017/2018 Report

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

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Eschborn, 2019

Foreword

Dear readers,

What does *sustainable procurement* mean for GIZ? What progress have we made in this area? What goals have we set ourselves for the future, and how do we want to achieve them?

In an effort to answer these questions and respond to growing public interest in this issue, we have completely revised our third *Sustainable Procurement* Report.

Our responsibilities in this area are based partly on our own declared commitment to sustainability and partly on political factors such as the outstanding lead shown by our main client, the German Federal Ministry for Economic Cooperation and Development (BMZ). At the same time, the sheer volume of contracts awarded by GIZ – roughly EUR 1,576 million in 2018 – gives us considerable leverage to promote sustainability within our value and supply chains. Against this background, we began addressing the issue of GIZ's corporate responsibility in areas such as procurement quite some time ago.

We hope you find the report interesting and look forward to receiving your feedback and questions, which can be sent to sustainable.procurement@giz.de.

Kind regards,



Immanuel Gebhardt
Director of the Procurement
and Contracting Division



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1 Introduction

Martin Jäger, State Secretary at BMZ, accurately described the importance and potential of *sustainable procurement* in the following statement during the ministerial segment of the UN Forum on Sustainable Development in New York on 17 July 2018:

'Sustainable public procurement has an enormous leveraging effect, resulting in more sustainable consumption and production patterns and promoting environmental and social standards in global supply chains. Sustainable procurement also holds great potential for developing countries. It can contribute to greater transparency and good governance. Last but not least, improved standards contribute to the inclusion of the poorest and most vulnerable population groups.'



2 Sustainable procurement

The term *sustainable procurement* is used to describe the process of procuring products and services that are more socially, environmentally and economically sustainable throughout their entire life cycle than comparable products and services.

With a total purchasing volume of approximately EUR 300 billion in Germany alone,¹ public-sector institutions have a great deal of market power. This can be deliberately harnessed to promote sustainable products and services. Public-sector clients – including GIZ – are required to comply with public procurement law when considering sustainability criteria in procurement procedures.

Numerous policy initiatives have been launched with the goal of intensifying sustainable public procurement. In 2018, the German Federal Government led the way by introducing two new indicators to measure compliance with sustainability criteria in public procurement. The new indicators were included in its **Update to the German Sustainable Development Strategy**, which also establishes a framework for implementing the 2030 Agenda for Sustainable Development. The first states that 95 per cent of all the paper used by the direct federal administration should bear the *Blue Angel* environmental label by 2020. The second stipulates that CO₂ emissions from commercially available vehicles used by the public sector should be reduced significantly.

→ [Update to the German Sustainable Development Strategy](#)

The **Competence Centre for Sustainable Procurement** at the German Federal Ministry of the Interior, Building and Community's Procurement Office provides more detailed information about *sustainable procurement*. The **Sustainability Compass** website also offers extensive information about sustainable public procurement. The site is operated on behalf of BMZ by various stakeholders, including GIZ.

→ [Competence Centre for Sustainable Procurement \(Link only available in German\)](#)
→ [Sustainability Compass](#)

¹ UBA, Flyer on Green Public Procurement www.umweltbundesamt.de/sites/default/files/medien/1410/publikationen/180802_uba_fl_umweltfreundloeffentlbeschaffung_en_bf.pdf

3 The sustainable procurement framework at GIZ

At GIZ, corporate sustainability is the responsibility of the Chair of the Management Board. It is enshrined in our Corporate Principles and in rules and standards for our employees and managers. This reflects our belief that only by combining social responsibility, ecological balance and economic capability will current and future generations be able to lead secure and dignified lives. In this context, any conflicting goals and interests must be resolved equitably between all stakeholders. Negotiation processes of this kind must be professionally designed and mediated if development is to be sustainable.

Sustainable procurement is integral to our overarching strategies and to all measures based on those strategies. GIZ has set itself the goal of procuring all materials, equipment and services in accordance with the strictest sustainability criteria by 2020. With this in mind, our Corporate Strategy (2017–2019) addresses internal procurement as part of the cross-cutting issue of sustainability under a separate heading ‘Sustainable Business Practices’ in the area of cost-efficiency.

With regard to the development of *sustainable procurement* at GIZ, other points of reference include our environmental mission statement, the corresponding implementation programmes, our sustainability policy and the company’s participation in the **Eco-Management and Audit Scheme (EMAS)**.

→ [Eco-Management and Audit Scheme](#)

The first *Sustainable Procurement* Report was produced in 2015. Our latest report, the third of its kind, adopts a completely new design. The following parts of section 3 set out where GIZ currently stands in terms of *sustainable procurement*. Section 4 analyses the legal framework, while section 5 brings together various terms of reference and specifications for different products and services.

3.1 Procurement portfolio

Each year GIZ publishes a **Report on the Procurement of Goods and Services** containing information about the contracts awarded for materials, equipment, services and financing. The aim of the report is to strengthen transparency in the procurement sector.

→ [Report on the Procurement of Goods and Services](#)

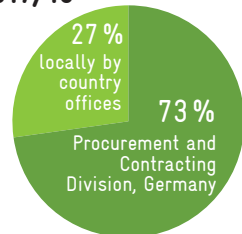
In 2018, GIZ entered into contracts totalling EUR 1,576 million with suppliers, service providers and the recipients of financing and subsidies. This procurement volume is equivalent to 53 per cent of the company’s total business volume.

The overwhelming majority of these awards (EUR 1,413 million, 90 per cent of the total procurement figure) were for service contracts and financing. This reflects the fact that GIZ is a service provider in the field of international cooperation and education work and to this end frequently works with other parties. The remaining EUR 162 million (10 per cent) was used to procure materials and equipment, including technical equipment and related services.

The concentration of contracts awarded in particular regions and topics/sectors attests to the growing dimension of fragility and violent conflict and thus emphasises the importance of displacement and migration to the development agenda. GIZ's work combines short-term aid with medium-term and long-term projects – not only in the countries of origin, but also in neighbouring host countries and regions. For example, Jordan and Iraq – where almost 850,000 Syrian refugees have so far found refuge – are among the countries with the highest levels of procurement spending this year.

In terms of procurement location, 73 per cent of all contracts for services and financing were awarded centrally through the *Procurement and Contracting* Division in Germany and 27 per cent locally through country offices. The ratio is a little different for materials and equipment at roughly 50/50.

Procurement location 2017/18



3.2 Internal cooperation

At GIZ's offices in Germany, the *Procurement and Contracting* Division is responsible for ensuring that sustainability criteria are observed during procurement. Within this division, the **Sustainable Procurement Team** is responsible both for supporting upcoming procurement processes and for advancing the issue of *sustainable procurement*.

[→ E-Mail to Sustainable Procurement Team](#)

In order to coordinate the application of specific sustainability criteria during the procurement process, the *Procurement and Contracting* Division works closely with the requesting organisational units and with the **Sustainability Office**, which is responsible for managing sustainability throughout the company. A regular dialogue has been established with the Sustainability Standards sector project and the **Competence Centre on Public Finances and Administration** to exchange ideas on *sustainable procurement* issues. Other projects, such as the **Sustainable Waste Management and Circular Economy sector project**, are also involved on an ad-hoc basis.

[→ Sustainability Office](#)
[→ Competence Centre on Public Finances and Administration](#)
[→ Sustainable Waste Management and Circular Economy sector](#)

At GIZ locations outside Germany, *sustainable procurement* is promoted using the **Corporate Sustainability Handprint®** (CSH) developed by the **Sustainability Office**. Countries can develop and track their voluntary commitments on *sustainable procurement* as part of the ‘cost-efficiency’ field of action.

→ [Corporate Sustainability Handprint®](#)

3.3 Sustainable procurement in the context of net-zero climate goals

BMZ has announced plans to become the first ministry within the German Federal Government to become climate-neutral by 2020, including selected implementing organisations such as GIZ. The *Climate-Neutral BMZ 2020* project was launched to reach this objective. To determine when the net-zero point (i.e. climate-neutrality) is reached, the main greenhouse gas (GHG) emissions have to be identified and neutralised through mitigation and offsetting measures. The principle of ‘avoid then reduce then offset’ applies.

Since as far back as 2013, GIZ has taken steps to make its unavoidable GHG emissions in Germany climate-neutral and has based its **Climate and Environmental Report** on the **Greenhouse Gas Protocol (GHGP)**. Business trips are the largest single source of emissions. Building operation (power and heating energy) and fuel consumption by company vehicles also generate significant GHG emissions. Initially, GHG emissions caused indirectly by procurement activities were not taken into account.

→ [Climate and Environmental Report](#)
→ [Greenhouse Gas Protocol \(GHGP\)](#)

In 2015, GIZ started to identify other significant drivers of greenhouse gas emissions. A key factor here is *Scope 3* emissions, i.e. indirect emissions outside the company’s own business operations. This category includes *Scope 3.1* (emissions associated with purchased goods and services). *Scope 3.1* of the GHGP addresses indirect GHG emissions caused in the value chain during production, distribution and disposal of procured goods and services. GHG emissions from the usage phase (fuel and power consumption) fall under *Scope 1* (direct emissions from owned or controlled sources) and *Scope 2* (indirect emissions from the generation of purchased energy).

When accounting for *Scope 3* emissions, the focus was initially on IT devices and vehicles. The laptops, desktop computers and monitors acquired by the *Procurement and Contracting* Division in 2017 were recognised as generating 1,214 tonnes of GHG emissions, while GHG emissions from newly purchased vehicles were listed at 6,175 tonnes. Work is currently under way to coordinate the next steps for recognising GHG emissions from procured goods and services.



3.4 Other ongoing activities

3.4.1 Involvement in the National Action Plan on Business and Human Rights

GIZ is involved in the training programme for the *National Action Plan on Business and Human Rights*, which the German Federal Government adopted in 2016 and which implements the United Nations *Guiding Principles on Business and Human Rights*. Our goal is to integrate the core elements for conducting due diligence in relation to human rights into our corporate processes by the end of 2020.

As a first step, we conducted a gap analysis in 2018 to identify any of our actions that may have a negative impact on people and society in terms of respect for human rights. Based on our findings, we are now (2019) carrying out a risk analysis so that we can begin to identify and implement appropriate measures.

Procurement lies at the heart of these activities and is therefore one of the central fields of activity. The *Procurement and Contracting* Division liaises regularly with the *Sustainability Office* on relevant procurement issues.

3.4.2 Online GPS training for service providers

In 2018 and 2019, an online training course **Guide for Practising Corporate Sustainability (GPS)** was developed for service providers working on behalf of GIZ. The guide provides information about corporate sustainability management at GIZ. The goal is to inspire participants in the target group to carry out sustainability activities within their own companies and encourage them to work with GIZ in the field of sustainability. We anticipate that the tool will be launched in the second half of 2019 after a test phase with selected service providers.

→ [Guide for Practicing corporate Sustainability \(GPS\)](#)

3.4.3 Introduction of a digital procurement management system

The *Procurement and Contracting* Division successfully launched a digital procurement management system in 2018. Tenders can now be obtained electronically, and procurement documents both above and below the threshold can largely be managed in digital form. GIZ expects a significant reduction in paper consumption as a result of this switch, while tenderers will also avoid many courier and express deliveries.





4 Legal and economic framework

Pursuant to section 99 (2) of the *German Act Against Restraints of Competition* (GWB), GIZ is a public contracting authority and, as such, is required, when awarding contracts to third parties within the European Economic Area, to apply either the *Contracting Rules for the Award of Public Supplies and Services* (VOL) (or, since 1 December 2018, the *Regulation on Sub-threshold Procurement* (UVgO)) or the Contracting Rules for the *Award of Public Works Contracts* (VOB). If a given contract exceeds the threshold value set out in this legislation, GIZ must apply the *Ordinance on the Award of Public Contracts* (VgV) or the second section of VOB/A. Under the terms of the General Agreement with BMZ, the statutory requirements under procurement law must be applied with the necessary changes for awards outside the European Economic Area.

Following the latest reforms to procurement law for sub-threshold and above-threshold awards, the legislation is now almost uniform in terms of the requirements on public contracting authorities to consider sustainability criteria during procurement.

From a procurement law standpoint, sustainability criteria can be incorporated into the following stages of the procurement procedure:

- ▶ tender specifications (i.e. terms of reference)
- ▶ eligibility and exclusion criteria
- ▶ contract award criteria
- ▶ contract performance conditions

The following sections describe the statutory requirements for sub-threshold and above-threshold awards.

It is important to note that products and services – regardless of the procurement volume – can now be procured in a manner that is consistent with procurement law while also meeting environmental and social criteria and embracing innovation.

4.1 Above-threshold awards

On a macro level, section 97 (3) of the GWB allows public contracting authorities to apply sustainability criteria to all types of deliverables:

'In making the award, aspects of quality and innovation as well as social and environmental aspects shall be considered in accordance with this Part.'

Besides the GWB, the VgV also provides the legal framework for incorporating sustainability elements into different stages of the procurement procedure for supplies and services above the current threshold of EUR 221,000. This includes detailed stipulations relating to tender specifications (section 121 of the GWB, section 31 (3) of the VgV); eligibility, exclusion and contract award criteria (section 124 (1) sentence 1 and section 127 of the GWB, sections 46 and 58 (2) sentence 2 of the VgV) and contract performance conditions (cf. sections 128 (1) and (2) of the GWB, section 61 of the VgV). Public contracting authorities can also demand a specific quality label (mark) as evidence that the supplies or services provided match the terms of reference set out in the tender specification, provided that the conditions listed in section 34 (2)-(5) of the VgV are met.

Your attention is also drawn to the explanatory notes in the last report (2017) on the main changes made following reforms to procurement law for above-threshold awards, especially with regard to:

- ▶ **Section 34 of the VgV** – Furnishing of Proof through Quality Labels;
- ▶ **Section 49 of the VgV** – Proof of Compliance with Quality Assurance Standards and Environmental Management Standards;
- ▶ **Section 59 of the VgV** – Calculating the Life-cycle Costs;
- ▶ **Section 67 of the VgV** – Procurement of Energy-related Supplies or Services;
- ▶ **Section 68 of the VgV** – Procurement of Road Vehicles.

Sustainability criteria may also be taken into account for construction work above the current threshold of EUR 5,548,000 in the tender specification (section 6c (1) of the VOB/A), contract award criteria (section 16 c (1) of the VOB/A) and exclusion criteria (sections 6e (6) nos. 1 and 16d of the VOB/A). Here, too, you are advised to read the explanatory notes in the 2017 *Sustainable Procurement Report*.

4.2 Sub-threshold awards

Thanks to the reforms to German procurement law initiated in the wake of EU Directive 2014/24, there are now more ways of incorporating sustainability criteria into sub-threshold awards. The UVgO, which was published in the German Federal Gazette on 7 February 2017, replaced the VOL and VOF rules of procedure. The VOB still applies to construction contracts.

At federal level, the UVgO came fully into effect on 2 September 2017. BMZ decided that the rules would start to apply to GIZ on 1 December 2018.

In terms of structure, content and legislative language, key elements of the rules governing sub-threshold awards were adapted to the applicable above-threshold legislation. As a result, there are now comparable rules for integrating sustainability criteria into procurement.

Section 23 (2) of the UVgO provides the following options for tender specifications:

- (2) *The tender specifications may also include aspects of quality as well as social, innovative and environmental characteristics. These may also refer to the process or method of production or provision of the performance or to another stage in the life cycle of the subject matter of the contract, including the production and supply chain, even where such factors do not form part of the material substance of the performance, provided that these characteristics are linked to the subject matter of the contract and proportionate to its value and objectives.*

Section 43 (2) of the UVgO provides the following options for award criteria:

- (2) *The most economically advantageous tender shall be determined on the basis of the tender offering the best price-quality ratio. Apart from the price or costs, the award decision may also take into account qualitative, environmental or social criteria, particularly:*

1. *quality, including technical merit, aesthetic and functional characteristics, accessibility of the performance, especially for people with disabilities, compliance with 'design for all' requirements, social, environmental and innovative characteristics, as well as sales and trading conditions,*

In keeping with the rules for above-threshold awards, it is adequate for social and environmental criteria to be related to the procurement process for the subject-matter of the contract (section 43 (3) of the UVgO)².

- (3) The award criteria must be related to the subject matter of the contract. This relationship shall also be assumed when an award criterion refers to processes relating to the production, provision or disposal of the performance, to trading with the performance or to another stage in the life cycle of the performance, even when such factors do not affect material qualities of the subject matter of the contract.*

This represents a departure from the previously expressed opinion that a relationship with the subject matter of the award only existed if the required environmental and social criteria themselves influence the material qualities of the subject matter of the contract. This opinion had already been revised for above-threshold awards in section 127 of the reformed GWB.

For sub-threshold awards, the consideration of life-cycle costs as a contract award criterion has also been clarified and brought into line with the legislation governing awards above the EU threshold. Section 43 (4) of the UVgO refers directly to the criteria for above-threshold awards:

- (4) The contracting authority may determine that the award criterion 'costs' is calculated on the basis of the life cycle cost of the performance in accordance with Section 59 of the Procurement Ordinance.*

Regarding the consideration of quality labels to prove the existence of specific performance-related characteristics, the rules for sub-threshold awards are essentially the same as those governing above-threshold awards. However, there is one key exception: unlike the rules for above-threshold awards, not all quality label requirements must be related to the subject matter of the contract (section 24 no. 1 of the UVgO). The quality label criteria need only be appropriate to define the characteristics of the performance. This makes it slightly easier for public contracting authorities to use quality labels for sub-threshold awards.³

- (1) As proof that a performance complies with characteristics required in the tender specifications, the contracting authority may require the submission of quality labels in accordance with paragraphs (2) to (4).*

- (2) The quality label must fulfil all of the following conditions:*

- 1. The label requirements shall be based on objectively verifiable and non-discriminatory criteria that are appropriate to define characteristics of the performance.*
- 2. The label was developed in an open and transparent procedure in which all relevant stakeholders could participate.*
- 3. The label is accessible to all undertakings concerned.*
- 4. The label requirements were set by a third party on which the undertaking applying for the label could not exercise a decisive influence.*

- (3) In case the performance does not have to satisfy all label requirements the contracting authority shall indicate requirements concerned.*

² For above-threshold awards, these rules are derived from section 58 of the VgV combined with section 127 (2) of the GWB.

³ German Federal Ministry for Economic Affairs and Energy: *Erläuterungen zur Verfahrensordnung für die Vergabe öffentlicher Liefer- und Dienstleistungsaufträge unterhalb der EU-Schwellenwerte* (BMWi explanatory notes on the UVgO), on section 24 of the UVgO.

- (4) *The contracting authority must accept other quality labels if the tenderer can prove that they have equivalent performance requirements.*
- (5) *Where an undertaking had demonstrably no possibility of obtaining the specific quality label indicated by the contracting authority or an equivalent label within the relevant time limit for reasons that are not attributable to that undertaking, the contracting authority must accept other appropriate means of proof, provided that the undertaking proves that the performance to be provided by it fulfils the requirements of the label or the specific requirements indicated by the contracting authority.*

Regarding contract performance, section 45 (2) of the UVgO contains the following options:

- (2) *Contracting authorities may set special conditions for the performance of a contract provided that they are related to the subject matter of the contract in analogous application of Section 127 (3) of the Law against Restraints of Competition. The contract performance conditions must arise from the contract notice or the procurement documents. They may in particular include economic, innovation-related, environmental, social or employment-related considerations or the protection of information confidentiality.*

4.3 Opinion of audit institutions

The Conference of Presidents of Germany's Supreme Audit Institution and the Audit Institutions of the German Federal States addressed the contribution that audit institutions make to the successful implementation of sustainability goals in a document entitled *Die Rechnungshöfe und die Deutsche Nachhaltigkeitsstrategie* (Government Audit Institutions and the German Sustainability Strategy), which was published in October 2018.

In comments made to mark the **adoption of the Bonn Declaration of Sustainability**, Kay Scheller, Chair of the Conference of Presidents and President of the German Supreme Audit Institution, said: 'Sustainability is essentially enshrined in the DNA of audit institutions. As a collective national task, sustainability requires the joint commitment of the federal, state and local governments. Nowadays, government actions should not come at the cost of other public goods or future generations.'

→ [Adoption of the Bonn Declaration of Sustainability](#)

In his address, Mr Scheller stressed the need to take even greater account of sustainability criteria in audits. He underlined the importance of the Sustainability Strategy in almost every field of action and level of government and observed that this creates a wealth of potential audit approaches and issues for audit institutions.

5 Current progress towards sustainable procurement

5.1 Sustainable procurement for contracts awarded through Head Office in Germany

GIZ signs framework agreements and/or contracts for works/services covering the most procurement-intensive types of products (based on order frequency and, generally, financial volume) and for services related to its in-house operations. For these invitations to tender, sustainability criteria are coordinated internally in accordance with the responsibilities set out in section 3.2 and are taken into account when awarding contracts. Details of selected contracts can be found in section 5.3.

As a general rule, all material and equipment contracts as well as all service contracts awarded by GIZ in Germany are based on our *General Purchase Conditions* (AEB) and *General Terms and Conditions of Contract* (AVB). Both stipulate that contractors must observe the *Code of Conduct*, which in turn ensures that contractors comply with the principles of employment law and the laws of the country in question. The Code requires contractors to pro-actively investigate cases of corruption. These documents can be found on the **GIZ website**.

→ [GIZ website](#)

The AEB and AVB contain provisions governing social standards, such as the *core labour standards of the International Labour Organization* (including the right to collective bargaining, the elimination of all forms of forced labour, the abolition of child labour and the elimination of discrimination), as well as provisions obliging contractors to comply with minimum wage legislation. If these rules are contravened, GIZ explicitly reserves the right to claim damages, impose contractual penalties and terminate the contract without notice.

In 2019, GIZ plans to conduct a thorough review of how *sustainable procurement* is implemented. It also intends to plan and launch numerous measures, for example greater consideration of sustainability criteria when procuring services, materials and equipment for projects and training courses for employees involved in procurement at Head Office and in the field.

5.2 Sustainable procurement at local level in the GIZ field structure

5.2.1 The framework for sustainable procurement at local level

Sustainable procurement is a fundamentally complex undertaking with inherent conflicts of interest between environmental, social and economic priorities. This complexity is even greater for GIZ on account of its activities in the field of international development cooperation.

We operate in around 120 countries around the globe, increasingly in fragile contexts. This creates very different baselines for *sustainable procurement* in terms of the products and services needed with regard to their availability, usability on the ground and local disposal and recycling options. The framework for implementing *sustainable procurement* at local level is also limited by increasingly globalised value chains. Other constraints are imposed by the nature of GIZ's activities, since the specialised materials and equipment needed to implement projects are often unavailable locally. The mentioned Report on the Procurement of Goods and Services by GIZ in section 3.1 states within which thresholds offices in the field structure procure locally.

As a result of the procurement law reforms outlined above, it should be noted that country and project offices on the ground in partner countries can now incorporate sustainability criteria into their local procurement processes.

5.2.2 Examples of activities in the field structure

Many GIZ country offices have started reviewing the feasibility of *sustainable procurement* at local level and taken initial action. For instance, the office in Thailand has already developed a practical handbook on *Green Procurement*. This comprehensive document sets out locally appropriate environmental criteria that can be applied when purchasing notebooks, six office supply products, hotel services and print products.

In 2017, the *Procurement and Contracting* Division ran a pilot *sustainable procurement* project in the field structure. The first step was to identify suitable offices with an adequate procurement volume. Additional selection criteria were then examined, such as the availability of sustainable office materials on the local market. Based on these analyses, the country office in India was selected for the pilot.

As part of the preparations, the volume and structure of local procurement were examined and potential suppliers of sustainable products and services were researched. The *Procurement and Contracting* Division then advised country office staff with procurement responsibilities on the issue of sustainability and held talks with suitable suppliers. On this basis, three groups of products and services (print products, IT equipment and hotel services) were identified as suitable for new framework agreements under procurement procedures to be conducted in 2017.

Drawing on further advice from the Division's procurement experts, the country office was able to apply almost the same criteria for IT equipment as could be specified in the corresponding invitations to tender in Germany. This was helped by the fact that the global market for IT products is relatively highly standardised. As such, it is likely that procurement contracts in this category can be put out to tender around the globe with similar criteria. One challenge relates to take-back and waste management systems, which have not always been in place to date. Additional solutions still need to be found in cases where the IT equipment is not handed over to the local partner at the end of the project.

With regard to print products, the challenge is a shortage of local recycled paper production in India, which means that these products have had to be imported so they are not available at cost-effective prices. The use of recycled paper was therefore included as an optional criterion when awarding contracts for printing services. Fortunately, one service provider was found to offer this option and was awarded a contract together with three other providers of conventional paper products. The goal – through active supplier management – is to increase the proportion of service providers offering recycled products while also taking account of working conditions in printing plants.

The GIZ country office in India has many bilateral projects and global projects in its portfolio, making it a popular country for national and multinational workshops. Workshops for GIZ's Afghanistan portfolio are frequently held in India for safety and security reasons. GIZ has developed a guide for considering sustainability criteria when selecting hotels. Hotels hosting major events should also be rated using these criteria.

A self-analysis checklist for GIZ offices was also developed during the pilot activities with the office in India. The checklist was then made available to our offices in Armenia and Côte d'Ivoire. GIZ plans to step up the use of this checklist.

5.3 Sustainability criteria for selected procurement processes

5.3.1 Company pension scheme

GIZ is also determined to meet its voluntary commitments and uphold the *guiding principle of sustainability* when making investments. The Chair of GIZ's Management Board, Tanja Gönner, gave a clear signal of the company's responsibility to embrace sustainability on the financial markets, too, by adding her signature to the Frankfurt Declaration⁴ in May 2017. This obliges GIZ to consider environmental, ethical and social factors, known in the financial world as *environmental and social governance* criteria, when investing company pension funds.



Elements of the company pension scheme for GIZ staff were outsourced to external service providers in 2016 and 2017. Wherever possible, we specified areas in which funds from our reserves may or may not be invested.

The criteria for potential investee companies are a combination of exclusion criteria and a best-in-class approach. Investments can only be made in companies that have first filtered through the agreed exclusion criteria and then been categorised as best-in-class in a second review.

The exclusion criteria relate to controversial business practices (e.g. infringing fundamental *ILO principles*, human rights and environmental standards) and controversial areas of business (e.g. arms production, pornography, manufacturing of biocides classified by WHO as extremely or highly hazardous).

The best-in-class filter then limits the basic pool to the best 40 per cent of issuers industry-wide. A basic pool is defined for each regional investment category, i.e. Europe, emerging markets and global (ex-Europe and ex-emerging markets), in each of which GIZ may at most invest in the best 40 per cent of companies.

Investments in bonds issued by national governments or subordinate local government bodies are only permitted if the states in question do not contravene defined exclusion criteria, e.g. by infringing human rights, allowing child labour or taking inadequate action to protect the climate.

5.3.2 Surveillance and security

The invitation to tender for the provision of surveillance services for our site in Eschborn was conducted using a points system that rated tenderers on the basis of their sustainability credentials as well as eligibility criteria.

The criteria included membership of a recognised platform (e.g. the *UN Global Compact* or the *German Sustainability Code*) and the application of a validated environmental management scheme (e.g. *EMAS* or *ISO 14001*). Tenderers were also asked to provide details of their social benefits for staff, e.g. measures to reconcile work with family commitments, career development opportunities and fair wages.

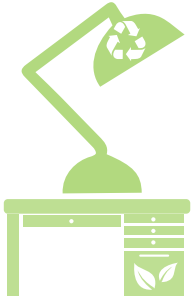
Tenderers were given an opportunity to explain in writing the steps they take to protect the environment. The use of green electricity, energy efficiency measures, measures to conserve resources such as paper and water and participation in *ECOPROFIT* partnerships were all taken into account. Tenderers were also giv-



⁴ www.deutsche-boerse.com/resource/blob/154402/6a9c4e7b6102434e79dbcf18b6b6494e/data/Frankfurter-Erklaerung-13juli2018_en.pdf

en the chance to highlight their particular social commitments and to outline ways in which they could potentially help GIZ to implement its own environmental commitments and social improvement measures. The documents and strategies submitted by tenderers were evaluated by the *Sustainability Office*.

5.3.3 Office furniture



Office furniture specifications include criteria stipulating permitted materials. For instance, wooden products must carry an *FSC*, *PEFC* or similar label and contain no tropical timber. Coatings must comply with specific quality standards which ensure that no harmful heavy metals and softeners are used. Product manufacturers must hold a current certificate of compliance with an environmental management scheme such as *ISO 14001* or *EMAS*.

Tenderers were asked to submit a brief quality-assessed strategy outlining the steps taken to make their supply chain more sustainable. This strategy can reflect endeavours to minimise transportation routes for the required production materials and to organise production in a way that is energy-efficient and conserves resources. Salary/wage payments based on collective bargaining or other employee benefits can be provided as evidence of social sustainability in the supply chain. Tenderers were also required to provide brief information about the specific measures they take to reduce GHG emissions. Approaches for potential cooperation with GIZ on sustainability may also be described, such as joint participation in the *German Sustainability Action Days*.

5.3.4 Office materials



With around 800 different office products, this is GIZ's most wide-ranging framework agreement. As a result, the sustainability criteria listed in the invitation to tender are relatively extensive.



These product groups largely coincide with and/or expand upon those relevant for presentation materials (section 5.3.16). Besides complying with EU standards on authorised substances, tenderers are primarily required to use recycled materials, which have a smaller environmental footprint. New products should be made out of bioplastic, recycled plastic and/or biodegradable plastic. Paper products must be made out of 100 per cent recycled fibre. Wooden products must be *FSC*-certified or bear a similar label.

5.3.5 Catering



GIZ's most complex invitation to tender covers catering and the staff restaurants. On the one hand, service providers must meet sustainability requirements in terms of their own corporate responsibility. On the other hand, a large number of products must also be taken into account. These products should not only be manufactured in a way that is fair and environmentally friendly, but must also satisfy many other requirements (e.g. hygiene, allergy-friendly ingredients and balanced nutritional content). Staff are also highly sensitive to the issue of food. Ultimately, what ends up on the table is determined by the performance criteria set out in the invitation to tender.

Many sustainability factors were taken into account when awarding the new contract for our staff restaurants in Bonn and Eschborn in 2017. Environmental criteria played a role in the invitation to tender in terms of both food production and associated production processes, e.g. waste prevention and avoiding food waste. Coffee and tea come from fair trade sources (triple certified: *Bio*, *Fairtrade* and *Rainforest Alliance*), while food ingredients are bought seasonally and include a high proportion of organic and regional products. All fish is *MSC* or *ASC*-certified. At least one complete vegetarian or vegan dish is offered in every staff cafeteria alongside a salad bar. None of the restaurants uses food containing glutamate or yeast ex-

tract as flavour enhancers. Pastries are made to organic standards, while snack machines also offer fair-trade and organic products as well as fruit. The cleaning materials used in staff restaurants are environmentally friendly (*EU Ecolabel*). Single-use packaging and cups are generally avoided. Beverages are only dispensed in glass bottles or in glasses.

5.3.6 Print products

GIZ last put print products out to tender in four lots: digital printing with a volume of less than 500 for brochures, flyers, signs and roll-ups; offset printing with a volume of more than 500 for brochures and flyers; office equipment, such as business cards, notepads and conference materials; and finally envelopes. All these products must be manufactured and (within Germany) delivered with a net-zero impact on the climate. Current *PEFC* and/or *FSC* certification was also required in all lots to guarantee that timber comes from sustainable forests. All tenderers must hold *Process Standard Offset (PSO)* certification and comply with GIZ's Code of Conduct. Companies submitting tenders on lot 2 (offset printing) and lot 4 (envelopes) must provide evidence that the print shop is certified under the *Blue Angel* environmental label. The company selected for this lot also offsets all its emissions using *Gold Standard* certificates, uses only green electricity and operates modern printing facilities with resource-efficient manufacturing processes.



5.3.7 Print management

Rather than purchasing printers, copiers and scanners, GIZ procures them under an operator contract that combines devices, consumables (such as paper and ink) and technical maintenance services. The strategy was completely overhauled for the last invitation to tender. By switching from workstation to floor printers, we were able to slash the number of devices from about 1,500 to 880.

All devices must comply with *Blue Angel* (or comparable) environmental standards. Printer paper must be made out of 100 per cent recycled fibre and also adhere to *Blue Angel* requirements.



All told, the terms of reference asked 38 questions about environmental protection and sustainability. All environmental criteria also apply to the spares and wear-and-tear components used during maintenance. Spares and wear-and-tear components and the contractor's operating systems are also subject to the latest environmental requirements (e.g. under the *Blue Angel* label) and must conform to the manufacturer's recommendations.

5.3.8 Energy supply: green electricity

GIZ currently uses only green electricity from 100 per cent renewable energy sources (biogas, natural biomass, geothermal energy, hydropower, wind energy and solar power). Evidence must be provided that the electricity has been generated entirely without CO₂ emissions. GIZ also supports the construction of new plants and requires that at least one third of its green electricity come from plants not older than six years and another third from plants not older than 12 years.

When preparing invitations to tender, GIZ draws on sections of the Federal Environment Agency's *guide to green electricity procurement*⁵. The guide provides a suitable basis for these types of invitation to tender with due regard for procurement law and technical factors.



⁵ *BMU/UBA 2017: Beschaffung von Ökostrom – Arbeitshilfe für eine europaweite Ausschreibung im offenen Verfahren* (Procuring green electricity – A working aid for Europe-wide invitations to tender using the open procedure), in German, see <https://www.umweltbundesamt.de/publikationen/beschaffung-von-oekostrom-arbeitshilfe-fuer-eine-0>



5.3.9 Transport and shuttle service

GIZ offers a shuttle service for staff travelling on company business between our offices in Bonn and Eschborn. The shuttle links the InterCity Express (ICE) stations *Frankfurt am Main Flughafen Fernbahnhof* and *Siegburg/Bonn* with GIZ's offices in Eschborn and Bonn, with BMZ in Bonn and with the *Academy for International Cooperation (AIZ)* at *Campus Kottenforst* in Bonn-Röttgen. The shuttle leaves roughly every hour and is coordinated with the train timetable. By pooling rides, the shuttle aims to cut the high costs incurred for individual taxi rides and the number of taxi trips and consequently reduce GIZ's environmental footprint. Each taxi company is responsible for managing vehicle capacity. Wherever it is geographically feasible to do so, particular efforts should be made in Bonn to pick up passengers at consecutive departure points (BMZ, Friedrich-Ebert-Allee, Heinrich-von-Stephan-Str.) to ensure that vehicles are used to their full capacity.

The contractor is responsible for assigning vehicles and for capacity planning. This includes ensuring that vehicles are used to their full capacity wherever possible in line with GIZ sustainability requirements. This planning time was costed at up to three hours per day.

By using larger vehicles and ideally carrying a full load of passengers on each trip, we can reduce our CO₂ emissions per capita as far as possible. For the last invitation to tender, vehicles had to at least meet the *Euro 5* emissions standard.

5.3.10 Bicycle couriers for the GIZ Representation in Berlin (passport and visa service)



Bicycle couriers are used to procure service passports and visas for the GIZ passport and visa service in Berlin. The couriers pick up applications from the passport and visa service, take them to the *German Federal Foreign Office* and embassies in the Berlin area and then collect the passports and visas from the *German Federal Foreign Office* or embassies once they have been issued (or amended or reactivated in the case of passports). This is not only quicker than by car, but also generally more environmentally friendly and cheaper.

In the course of GIZ's general business operations, staff, development workers and integrated experts need to take many trips requiring visas or service passports procured by the passport and visa service (PVD). PVD receives approximately 4,000 applications each year. Visa procurement accounts for about 63 per cent of this total, while the remainder involve service passport issues to be handled by the German Federal Foreign Office. Each month, PVD handles an estimated 200-240 visa procurements. On average, 20 trips covering a distance of between 60 and 100 km are taken each day.

5.3.11 Building cleaning

Our representations in Berlin adhere to the highest current cleaning standards for buildings. These standards are mainly based on *sustainable procurement guidelines* issued by the Federal State of Hesse⁶. The guidelines require the use of the *Blue Angel* or Ecolabel quality mark for each service (e.g. cleaning agents and consumables such as toilet paper and soap). The Austrian environmental label, the Scandinavian environmental label (*Nordic Swan*), *GISCODE* (*Dangerous Substances Information System Code*) and other equivalent quality marks are also accepted as evidence that the corresponding minimum requirements have been met. Another stipulation is that the tenderer's employees must receive a fair wage, and this must be checked if there is a suspicion that workers are paid on an hourly basis. Tenderers must train their staff in the environmentally friendly use of cleaning agents and provide evidence of such training. Tenderers must also make safety data sheets and risk assessments available for GIZ *EMAS* audits.



5.3.12 Hotel blocking

Hotel blocks were put out to tender for our Eschborn offices and *Campus Kottenforst*. In Eschborn, this block is mainly for overnight stays for monthly employee onboarding events. Overnight options are needed all year round at *Campus Kottenforst* for seminar participants as the number of rooms available in GIZ buildings is insufficient. *Campus Kottenforst* requires around 3,000 overnight stays per year.



The process of scoring tenders favours hotels that meet GIZ's social and environmental criteria. Examples of environmental criteria include sourcing green electricity, using and cleaning sustainable textiles, sorting waste, avoiding single-use packaging for breakfast and offering a range of breakfast options that includes regional, seasonal and organic products. The accommodation must also be conveniently situated for access by public transport, with the closest stop being in walking distance.

Social criteria include complying with collective bargaining agreements, promoting employee inclusion, offering a range of family-friendly services for guests and accessibility.

⁶ *Leitfaden zur nachhaltigen Beschaffung von Reinigungsleistungen* (Guide to the sustainable procurement of cleaning services), in German, see <https://hessen-nachhaltig.de/de/nachhaltige-beschaffung-in-hessen.html>

5.3.13 IT hardware and disposal



The general requirements for integrity and social standards are especially important to us in this area because of the large number of component manufacturers involved in making each finished IT product. Manufacturers making accessories such as cases and peripherals for the tenderer are explicitly required to comply with core *ILO labour standards* and to provide evidence of compliance if required. *TCO* certification was required for the main devices, i.e. laptops and monitors. This quality mark combines the energy-efficiency criteria of the *Energy Star* label with wide-ranging device reparability requirements and social standards in manufacturing.

However, requiring stringent quality labels as a criterion for peripherals remains a challenge because peripherals (e.g. external hard drives) with a recognised quality mark are not readily available on the market. Where possible, headsets and keyboards that are *TCO*-certified or fulfil *Blue Angel* criteria have been added to the internal order catalogue.

All IT hardware, including telephones, smartphones, tablets, satellite communication and other radio or tracking devices must be covered by product safety standards regulating the use of harmful plastics in the device itself or in its packaging.

A leaflet on sustainability is included with every SIM card order. This leaflet highlights the intensive use of resources such as energy and rare earths in smartphone manufacturing. Approximately 80 per cent of the CO₂ emitted during the life cycle of a mobile device is generated during its manufacture and just 20 per cent during its subsequent use. Employees are therefore directed to use each mobile device carefully to improve its environmental footprint and to extend its useful life by means of a case and protective film. If the device can no longer be used, it can be taken to the customer centre, which will try to repair it. If this is not an option, it will be disposed of by our service provider AfB, a non-profit enterprise that integrates disabled people into the labour market and specialises in refurbishing IT hardware for reuse.

GIZ places great importance on the reuse and proper disposal of retired IT devices. When designing invitations to tender, the first goal relating to end-of-life management is to refurbish as many retired IT devices as possible to allow for their continued use by others. This conserves resources and reduces GHG emissions. The second goal is to make sure that non-reusable IT devices are dismantled and disposed of properly. Tenderers are asked whether they operate an environmental management scheme (*ISO 14001*, *EMAS* or similar) or are invited to submit details of their policy on corporate social and environmental responsibility.

The following table shows the estimated number of devices to be recycled each year, as listed in the invitation to tender.

Device type	Quantity (approx.)
PCs	750
Laptops	500
Monitors	800
Printers	50
Storage devices	50
Smartphones	350
Mobile phones	50

5.3.14 Vehicles

Demand from projects in GIZ partner countries accounts for the majority of vehicle procurements. Very few vehicles are used at our offices in Germany. As a general rule, vehicles procured for locations outside Germany are handed over to the project partners (e.g. ministries and organisations) once the project has ended. Consequently, project partners are sometimes involved in drawing up the vehicle requirements.



Infrastructure (e.g. road and fuel quality) and project needs can vary considerably between partner countries. As a result, the vehicles offered under the central framework agreement cannot always meet all individual requirements at local level.

For tenders to be submitted in response to an invitation to tender for a framework agreement, the manufacturer must have approved the vehicle in question for the desired project countries and must also have service structures available at local level. It should also be noted that the number of vehicles ordered each year (around 400) is very small compared with the complexity of the tender. In some cases, these constraints severely limit the range of vehicles offered under the framework agreement.

For this reason, the task of procuring vehicles that meet special requirements (e.g. an electric drive system) has so far mostly been carried out by country offices through local contracts. On average, roughly 175 vehicles are procured each year at local level.

Framework agreements covers vehicles in six categories: limousine station wagon (estate), minibus, crew cab 4WD, SUV station wagon, heavy-duty (HD) station wagon, HD station wagon with seating for 12/13.

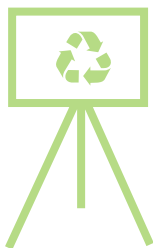
In the latest invitation to tender, a low-emissions class was also introduced, meaning that hybrid vehicles can now be ordered directly under the framework agreement for the first time.

The following sustainability criteria were also taken into account in the last invitation to tender

- ▶ emissions class meeting the EU standard;
- ▶ fuel consumption and CO₂ emissions;
- ▶ particle filters for diesel vehicles;
- ▶ energy-efficiency class in accordance with the German labelling system for passenger vehicles (*Pkw Label*)

GIZ plans to develop a guide on the *sustainable procurement* of vehicles in the field structure in 2019.

5.3.15 Workshop materials



GIZ based its tender for the framework agreement for workshop materials on the *sustainable procurement guidelines* issued by the Federal State of Hesse⁷. Chemical additives and substances considered to be dangerous to health are classified in terms of their toxicity, and their use is prohibited on or with all items covered by the terms of reference. The guide also specifies which substances must be avoided in relation to plastic, wood, metal, paper, markers and packaging. Tenderers must either confirm that they can provide evidence of certification or be willing to submit a self-declaration confirming that they are aware of their company's environmental impact and have planned steps to improve their environmental performance.

5.3.16 Event management

Despite the availability of modern alternatives such as video-conferencing and live-streaming, face-to-face contact in the form of conferences, expert dialogues and annual meetings will not be completely avoidable in the medium term. GIZ's *Sustainability Office* has therefore published a brochure entitled *Guide to Sustainable Event Management* which splits the topic into seven fields of action:

1. Guest management
2. Mobility
3. Event location and accommodation
4. Sustainable procurement
5. Catering
6. Energy and climate
7. Waste management

This approach involves taking steps to minimise the event's environmental impact at the earliest possible stage, for instance by calculating a no-show rate when issuing invitations.⁸ Throughout the entire process of event planning and implementation and the post-event clean-up, the guide specifies which steps should be taken in each of the seven areas to minimise an event's environmental footprint. GIZ also encourages staff to properly follow up on events so that an assessment and brief outline is available that can provide information about resource savings and equivalent CO₂ emissions from participants. This helps people to understand the impact of their actions. It can also raise awareness and, in the ideal scenario, motivate people to act more sustainably. In the field structure, *sustainable event management* is classed as a field of action within the *Corporate Sustainability Handprint*[®] (CSH), GIZ's own management tool to improve the sus-

⁷ *Leitfaden zur nachhaltigen Beschaffung von Bürobedarf* (Guide to the sustainable procurement of office supplies) in German, see http://www.nachhaltige-beschaffung.info/DE/Produktgruppen/produktgruppen_node.htm

⁸ The no-show rate refers to the calculation of the numbers and refers to the persons who do not attend despite having confirmed their participation. For free events, a no-show rate of 40–60 per cent can be expected.

tainability performance of our offices and projects. In 2018, for the first time, as well as running learning workshops in Germany, GIZ took steps to familiarise national personnel with the issues involved through webinars on *sustainable event management* in addition to the *Guide to Sustainable Event Management*.

5.3.17 Water dispensers

An invitation to tender was drafted to lease around 70 water dispensers at our Eschborn and Berlin offices. As well as stipulating that all dispensers must meet stringent energy-efficiency standards (*Energy Star* label) and statutory hygiene rules, the following sustainability requirements were included as exclusion criteria: The manufacturer must be certified in accordance with *ISO 9001* and comply with core *ILO labour standards*, and the water dispenser components must not contain bisphenol A. Tenderers can also improve their score by signing up to a sustainability reporting scheme (e.g. *GRI*, *UN Global Compact*, *Biodiversity in Good Company* or a statement of compliance), introducing an environmental management system (e.g. *ISO 14001* or *EMAS*) and briefly outlining the steps that they have already taken to promote sustainability within their supply chain. A particular focus here is on social standards in those countries manufacturing raw materials and upstream products.



5.3.18 Promotional materials

Promotional materials can attract a great deal of outside attention. With this in mind, GIZ incorporates as many quality, environmental and social requirements as possible into these tender specifications.

Suppliers are expected to provide evidence of quality and environmental management certification, e.g. *ISO 9001/14001* or *EMAS*. Manufacturers of USB sticks, notepads and/or ID bracelets must provide evidence of membership in an organisation that campaigns on employee welfare issues (*BSCI*, *FLA*, *WFTO* or *RBA*⁹). Wooden products, such as pencils and USB sticks, must be produced using FSC-certified timber. Carrier bags and baseball caps must be made out of 100 per cent fair trade organic cotton, including *GOTS* certification. Printed, reusable drinking cups are made out of 100 per cent biodegradable plant material (PLA) and bamboo fibres.



5.3.19 New buildings: contracts with architects, biodiversity and landscaping

GIZ intends to have all new buildings certified in accordance with a recognised and demanding sustainability label. As well as engaging inspection teams to check compliance with the required standards, this involves commissioning architects and planners who know how to design sustainable buildings. One certification scheme established in Germany is the DGNB system developed by the German Sustainable Building Council. The selected architects develop tender specifications for construction work in accordance with the DGNB criteria. This means that all construction contracts for new GIZ buildings in Germany are awarded on the basis of the DGNB system and its sustainability criteria. GIZ aims to certify the new campus in Bonn with DGNB Gold Status, with a target of 70–75 per cent fulfilment for the final stage of certification. Building projects are evaluated throughout their entire life-cycle on the basis of environmental, economic, sociocultural and other criteria – all the way through from planning to deconstruction.

→ [German Sustainable Building Council](#)

⁹ BSCI: Business Social Compliance Initiative, FLA: Fair Labour Association, WFTO: World Fair Trade Organization, RBA: Responsible Business Alliance.

As well as incorporating the DGNB requirements, the terms of reference for the new AIZ building in Bonn-Röttgen stipulated that the outdoor space should be 'near-natural'.

Conserving biodiversity in the partner countries of the German Federal Government has been a key area of GIZ's work for decades. GIZ is also dedicated to the issue of sustainability in its corporate sustainability management practices.

GIZ wants to strengthen its corporate biodiversity profile at the new Bonn campus. To reach this goal, earlier plans for the campus's outdoor areas have been modified, and the following considerations have now been incorporated as examples of good practice:

- ▶ paths with wide-spaced natural stone paving;
- ▶ gravel turf rather than grass block pavers;
- ▶ areas of natural gravel with wild herbs offering potential habitats (species-rich planting scheme, combination with deadwood etc.);
- ▶ new planting scheme to support more species and a greater proportion of native species;
- ▶ greater consideration for habitats when planting or sowing near-natural shrub areas, for instance by integrating deadwood and rocky areas/open ground as a nesting space and refuge;
- ▶ dry-stone walls as a biotope and landscaping element that can be used (in combination with bench cushions) as seating and as animal habitat;
- ▶ flower meadows with native species;
- ▶ gardening beds for staff to design;
- ▶ use of local stone (e.g. greywacke).

GIZ also strives to live up to its social obligations when issuing tenders for greenscaping services at its various locations. For instance, the outdoor green spaces in Eschborn were created by a service provider that employs people with disabilities. Here, too, the aim is to promote biodiversity and not just to keep well-maintained green spaces.





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