



Procurement and financing by GIZ 2024



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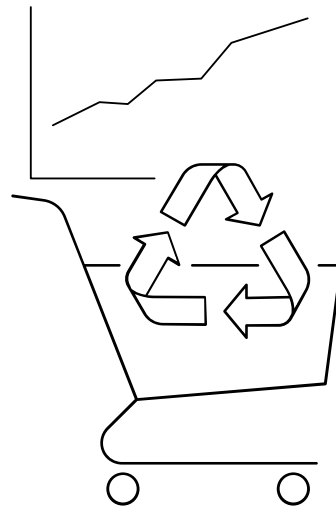
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FOREWORD

Dear readers,

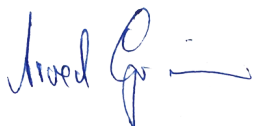
In turbulent times, international cooperation is more important than ever. That's because it is founded on partnerships that devise common solutions to global challenges. Sustainable solutions for a future worth living worldwide. Solutions that create prospects for people in our partner countries.

Against this background, procurement is an important lever. For GIZ, cooperation with private companies and other organisations is pivotal. In 2024 alone, GIZ awarded a total of EUR 1.9 billion in contracts or financial support to third-party projects. Together, we provide swift relief when crises hit, as our engagement in Ukraine and its neighbours demonstrates. In Moldova, for instance, we are fitting out health centres with additional medical equipment, enabling them to deliver better health care services to the local population and the many Ukrainian refugees. Contributions such as these are strengthening health care systems in fragile regions and providing better services closer to home for those seeking protection.

We are also working on solutions in the fields of environmental protection and climate action, offering people opportunities, and thus prospects, in their own countries. In Pakistan, for instance, we are supporting training for farmers, who learn to adapt their methods to changing climatic conditions. At the same time, we are endeavouring to reduce the ecological footprint of GIZ's own offices around the globe. Here too, we get the market involved – partly through framework agreements with relevant suppliers. Since 2024 we have procured only air conditioning units that use natural coolants. On the ground in our partner countries, we are fostering demand for climate-friendly technology.

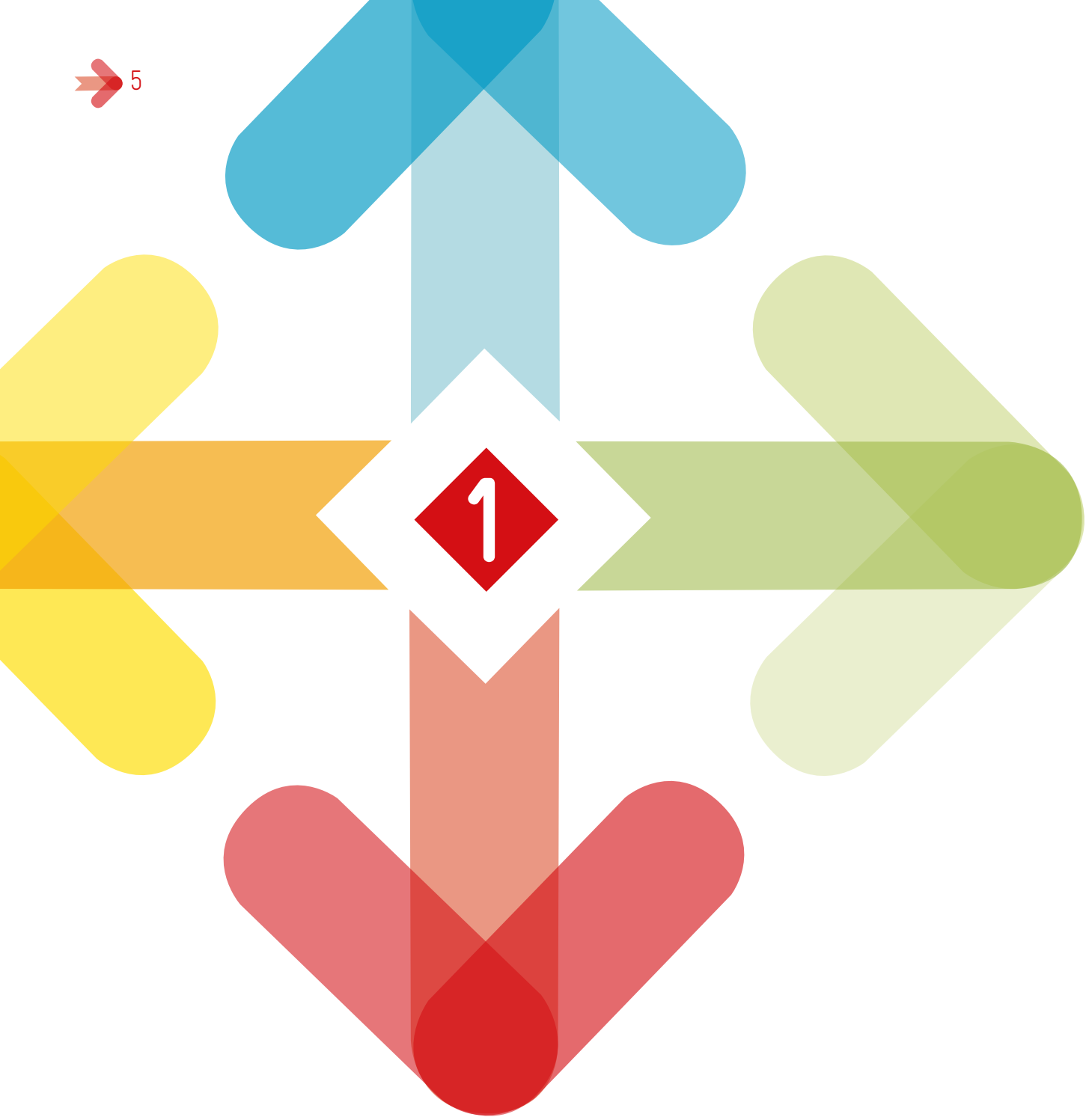
In this report, you can find out more about these examples and about the trajectory taken by our contract- and financing-based cooperation with third parties in 2024.

Kind regards,



Dr Arved Greiner

Director of the Procurement and Contracting Division



GIZ'S WORK

1 GIZ'S WORK

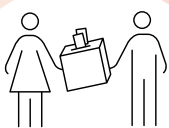
GIZ at a glance

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a federal enterprise with worldwide operations. We operate in some 120 countries, where we work to create a future worth living and good prospects worldwide. We help the German Government achieve its objectives in the field of international cooperation for sustainable development.

GIZ is a federal public-benefit enterprise, registered under private law, and is wholly owned by the German Federal Government. Our main commissioning party is the German Federal Ministry for Economic Cooperation and Development (BMZ), but we also work on behalf of other public- and private-sector clients.

Over 50 years of experience across a huge spectrum of areas feed into GIZ's work, from economic development, job creation and both energy and environmental issues,

GIZ'S AREAS OF ACTIVITY



Democracy and
the rule of law



Digital
transformation



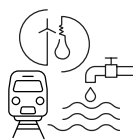
Peace and
security



Climate action and
environmental
protection



Agriculture
and food



Sustainable
infrastructure



Social
development

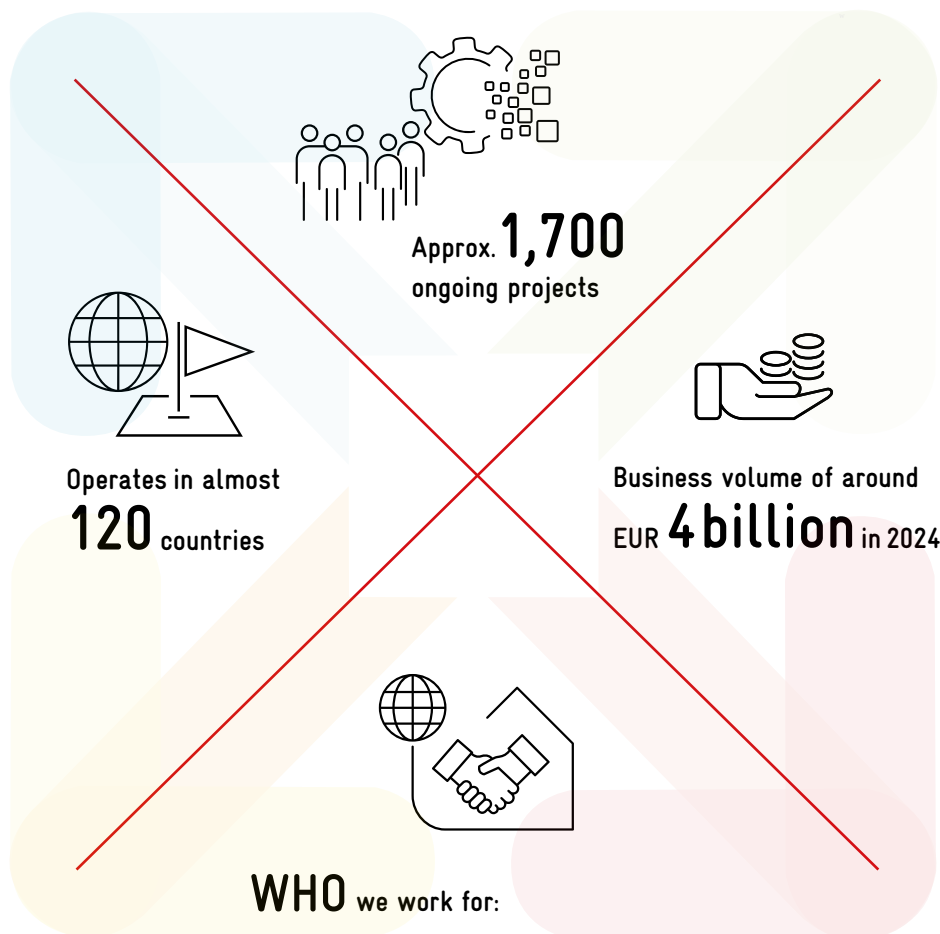


Economic
development and
employment

through to peace-building and security. GIZ's wide-ranging expertise is sought after around the globe – not only by the German Government but also by the European Union, the United Nations, foundations, the private sector and other national governments.

GIZ cooperates with private businesses, civil society and academic institutions. As such, it plays a key role in the interplay between development policy and other policy areas and fields of activity.

GIZ in 2024 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

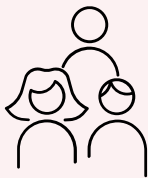
GIZ's core task is capacity development. We strengthen the capacities of individuals, organisations and governments to take charge of their own development and adapt to changing conditions resulting, for instance, from climate change and digital transformation.

This includes recognising obstacles to development, as well as designing and successfully implementing strategies to address them. To this end, we advise policy-makers and the business sector locally in our partner countries in areas such as economic development and employment promotion, energy and the environment, and peace and security.

In practice this means that individuals acquire specific expertise to enable them to find employment and earn a living. We give organisations, public authorities and companies the support they need to make their managerial structures more effective. We advise governments on how to anchor change processes and objectives in legislation and strategies, aiming, for instance, to establish a sustainable energy infrastructure.

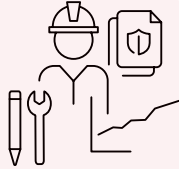
Combining internal and external expertise

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



In 2024, GIZ had a
total workforce of
24,530

As at 31 December 2024, GIZ employed a total of 24,530 staff. GIZ relies primarily on local expertise. Around two thirds of the workforce are from the partner countries in which GIZ implements its projects. They work locally as national staff.



In 2024, GIZ concluded service contracts, financing arrangements, construction contracts and orders for materials and equipment worth **1.9 billions Euro**

GIZ relies on the services of third parties to implement a significant percentage of its commissioned projects. This allows us to work more effectively and offer clients effective and efficient services, for a number of reasons:

- We operate in very specific areas at international level and advise a wide variety of actors, from governments, chambers of commerce and industry and business associations to civil society organisations and municipalities. The spectrum of our activities is very wide. 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 offer on the scale required.
- The high volume of orders we place with companies strengthens demand in the private sector for sustainable and innovative solutions in the field of international cooperation. This ensures that the market for private-sector approaches in this field continues to grow.
- Where consistent with project objectives, GIZ can also support the transformation processes of organisations and public-benefit institutions through financing arrangements. This boosts the impact of the projects it implements.
- Cost-effectiveness is another factor. For GIZ, ensuring cost-effective action means optimising the cost-benefit ratio. Working with third parties is one way of achieving optimal results from the funds invested. GIZ also places orders and awards contracts on the basis of competitive tendering. The most cost-effective tender is selected using transparent and clear procedures under public procurement law on the basis of predefined eligibility and contract award criteria.

2

CONTRACT PLACEMENT –
OBVIOUSLY SUSTAINABLE

2. CONTRACT PLACEMENT – OBVIOUSLY SUSTAINABLE

Sustainability is the principle that guides all of GIZ's actions, including procurement, reflecting our particular environmental and social responsibility as a federally owned enterprise that awards contracts and provides funding on a large scale.

GIZ places contracts worth some EUR 1.9 billion, giving it effective leverage to promote sustainability within its own value and supply chains. GIZ's Sustainability Programme sets out ambitious goals to prevent any adverse impacts on people and the natural environment as a result of the way contracts are awarded.

2.1 Framework for internal standards

Since 2020, GIZ has based its practices on the International Organization for Standardization's ISO 20400:2017 standard. Under this standard, procurement is held to be sustainable if it 'has the most positive environmental, social and economic impacts possible over the entire life cycle'. Sustainable procurement covers goods and services as well as suppliers along the entire supply chain.

This strategic alignment with the ISO standard provides a basis for comparing GIZ's internal regulations and procurement processes with those of other organisations at international level.

Sustainability certification

To guarantee continuous improvement, GIZ has undertaken the certification process offered by the Bundesverband Materialwirtschaft, Einkauf und Logistik e.V. (BME) (a leading trade association and network partner for purchasing, supply chain and logistics managers in Germany and Europe). In 2023, GIZ was the first public contracting authority in Germany to be certified by the BME as a 'sustainable procurement organisation' at the highest level of the three-stage process.

By consistently integrating sustainability factors into its procurement processes, GIZ meets its corporate due diligence requirements and complies with German procurement law. It thus fulfils, and in some areas exceeds, the requirements of German and European legislation – both in Germany and in its partner countries.

In this way, GIZ is responding to the increasing demands of clients, partner organisations and the general public.

CERTIFIED 'SUSTAINABLE PROCUREMENT ORGANISATION'

What does the audit cover?

In 2021, GIZ launched a multi-year, external certification process for sustainable procurement. Certification by the Bundesverband für Materialwirtschaft, Einkauf und Logistik e.V. (BME) and the JARO Institut für Nachhaltigkeit und Digitalisierung e.V. is based on various ISO principles, including ISO 9001 for quality management, ISO 14001 for environmental management and ISO 20400 for sustainable procurement.



'Sustainable Procurement
Organization Level 3' certificate

Within the three-level certification system, participating companies receive support to help them make their procurement processes consistently sustainable and appropriately structured. GIZ's focus is on raising awareness across the board – both within the company and among contractors in Germany and in partner countries.

We achieved Level 3 of the three-stage system at the end of 2023. A successful follow-up audit to review the recommended measures was conducted at the end of 2024.

Background information: ➡ Sustainable procurement organisation – BME

2.2 Integrating standards into processes

GIZ implements these standards with the help of a  **company-wide sustainable procurement policy** that underlines GIZ's visions and values, and elevates sustainable procurement to a strategic objective. 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.

2.2.1. Minimising risks from the outset

One key element of GIZ's risk management system is to prevent any environmental or human rights abuses along its supply chain.

GIZ's Procurement and Contracting Division has, since 2020, conducted regular risk assessments for each category of goods that it procures. It identifies materials, equipment and services that could pose a higher risk to human beings and the natural environment.

To address these cases, the division regularly draws up product- and service-specific guidelines setting out how staff worldwide can minimise their procurement risks and adapt the sustainability criteria to conditions on the ground in partner countries. The guidelines have already proven their worth in practice. By way of example, the air conditioning units and vehicles that GIZ procures now produce fewer emissions, making them more climate-friendly.

Making business partners aware of risks

Additionally, contractors that work frequently for GIZ, or that supply high-risk goods and services, are screened particularly closely. GIZ analyses these business partners in depth on the basis of the countries and sectors in which they operate. If a high risk level is identified, GIZ requests detailed information as to how the contractors comply with due diligence obligations, and provides online training, where required, to inform contractors about appropriate risk mitigation measures.



2.2.2. Human rights – a fundamental consideration in all procurement

In its  **Human Rights Strategy Policy Statement**, GIZ affirms its commitment to the  **UN Guiding Principles on Business and Human Rights** and the  **OECD Guidelines for Multinational Enterprises on Responsible Business Conduct**.

These principles and guidelines are reflected in the General Purchase Conditions for suppliers, the General Terms and Conditions of Contract for external service providers and the Code of Conduct for all GIZ contractors. The Code of Conduct sets out the principles that regulate cooperation between GIZ and its business partners in terms of human rights, integrity and environmental protection. It requires contractors to comply with social and environmental standards and opens up opportunities for joint prevention measures.

2.2.3. Climate management

GIZ aims to become carbon neutral by 2050. If it is to achieve this, a sustainable procurement system is essential.

Since 2020, GIZ has offset all of its own greenhouse gas emissions worldwide. Under the Science Based Targets initiative, a global initiative to drive science-based climate change mitigation measures in the private sector, we are, however, setting our sights on more ambitious goals. GIZ joined the initiative in 2021 and has since committed to much greater cuts in its direct and indirect emissions, based on the ‘avoid – reduce – offset’ hierarchy, to achieve its net zero target by 2050.

If it is not possible to avoid or reduce, as can be the case for electricity supplied to rented offices or business travel by staff members, GIZ purchases high-quality carbon offset credits. External service providers are also required to offset unavoidable air travel. They can bill GIZ for the costs of high-quality carbon offset credits.

Procurement as a booster for climate action

In 2024, GIZ launched its own internal climate initiative. Selected GIZ offices outside Germany set themselves specific targets for electricity, mobility and air conditioning. One of the outcomes of this initiative was a framework agreement on environmentally-friendly and energy-efficient air conditioning units that enables GIZ country and project offices to convert to climate-friendly technology at the touch of a button.

INTERVIEW



'THE IMPACT ON THE CLIMATE IS HUGE.'

Since 2024, air conditioning units for offices worldwide have been procured by Head Office. Marcel Nitschmann, Head of Section within the Procurement and Contracting Division until 2025, explains the advantages.

Mr Nitschmann, in April 2024 GIZ concluded a framework agreement for the procurement of environmentally-friendly air conditioning units for project offices around the globe. What exactly is behind this?

GIZ has offices in more than 80 countries worldwide, the vast majority of them in tropical areas. These offices, and many of GIZ's partner organisations, need air conditioning. Until very recently, air conditioning units were mainly procured locally. But most of them contain coolants that are harmful for the climate, since natural coolants are not yet widely available. The framework agreement allows us to procure ozone-friendly, green air conditioning units centrally. The impact on the climate is huge: Climate-friendly units emit between 200 and 1,000 times less greenhouse gases than those available locally in our partner countries.

How has this service been received in GIZ's field structure?

In 2024, as many as 1,400 air conditioning units were ordered through the framework agreement and subsequently delivered to various partner

countries. The advantages for our colleagues on the ground are obvious. It is now very easy for them to procure air conditioning units with a less harmful impact on the climate, thus making a significant contribution to GIZ's sustainability performance. There are also economic advantages. Units that use natural coolants are more expensive to purchase than conventional systems, but their energy-efficiency rating is much better. They only use about half as much electricity, so the procurement costs are very quickly recouped.

What is the strategic value of the framework agreement for GIZ?

Sustainability is key to our Corporate Strategy. Sustainable procurement is also one of four focal issues in our current Sustainability Programme. The cross-project framework agreement makes an important contribution to both of these. It is one example of the holistic approach adopted by our Corporate Strategy. Sustainability shapes both our project work and our business activities. For instance, we advise the German Federal Government and partner governments on the imple



GIZ in Uganda ordered 80 air conditioning units using natural coolants for the country and project offices.

mentation of the Montreal Protocol, which regulates the use of substances that deplete the ozone layer and harm the climate. GIZ is leading by example in this area thanks to the framework agreement. Conventional air conditioning units use coolants that are a major factor in fuelling global warming. By contrast, the coolant used in the new units is practically climate-neutral.

➡ This interview was first published in GIZ's Integrated Company Report 2024

All of GIZ's new buildings in Germany have been awarded a prestigious rating from the German Sustainable Building Council (DGNB). This means, for example, that the heating and air conditioning systems of our buildings meet the highest standards. Solutions that combine, say, a geothermal installation with heat pumps and natural coolants have been individually developed and call for high-tech systems. This means not only that the systems achieve maximum energy efficiency, but that they are also environmentally friendly and economically viable. ➡ **Further Infos**



2.3 Sustainability and cost-effectiveness

When determining sustainability criteria, it is important to weigh up potentially conflicting interests and objectives against one another. Electric vehicles, for instance, are more expensive to buy than models with combustion engines, but their lower operating and maintenance costs can make them the more economical option over the total period of use. The principle remains that quality, innovation, and social and environmental factors must be taken into account when contracts are awarded, and that they must be factored into the definition of cost-effectiveness.

GIZ staff can use a cost-effectiveness calculator provided by the Sustainability Office and the Procurement and Contracting Division to determine whether or not a sustainable product represents the most cost-effective option. The calculator takes into account factors such as local price levels and trends.

2.4 Fostering sustainability in partner countries

20 per cent of GIZ procurements in 2024 were undertaken at decentralised level by country offices and projects in our almost 120 partner countries. To embed sustainability into our procurement activities, it is thus important to take account of conditions on the ground. As a federally owned enterprise with international operations, GIZ must also comply with German and European requirements at its locations outside Germany.

In line with the Sustainable Procurement Policy, it is the responsibility of budget and project managers in the partner country to factor sustainability into individual procurements and contract awards and to consider responsibly the extent to which it can be integrated. This can be challenging at local level, since the market for sustainable products and services is not equally well developed in every part of the world. It is not possible to purchase energy-efficient appliances of the same standard in every country, nor does every country have technicians trained to maintain the appliances.

To support the work of partner country staff, the Procurement and Contracting Division has devised a training course for local procurement teams called the Sustainable Procurement Ambassadors (SPA) Programme.


SUSTAINABLE PROCUREMENT AMBASSADORS PROGRAMME

Under the SPA programme, experts from GIZ Head Office in Germany support the efforts of colleagues in partner countries to make local procurement more systematically sustainable.

During the first year, participants develop local sustainable procurement strategies that are adapted to their needs. They analyse the market,

define locally achievable sustainability criteria and draw up a time frame for implementing the strategy. In the second year, they devise specific measures, with the support of Head Office experts. One example is a drive to increase the use of photovoltaic systems, natural coolants and sustainable forms of mobility.


The SPA programme was first piloted in 2023, with only two staff members. In 2024, 16 participants from seven countries were among the first generation to take part in the programme. Based on the EU skills framework

 **ProcurCompEU** they are now on the way to becoming specialists in sustainable procurement.

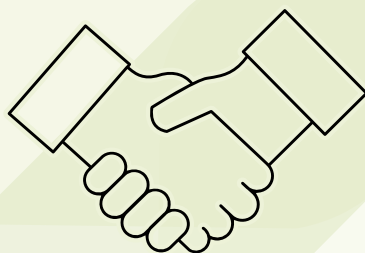


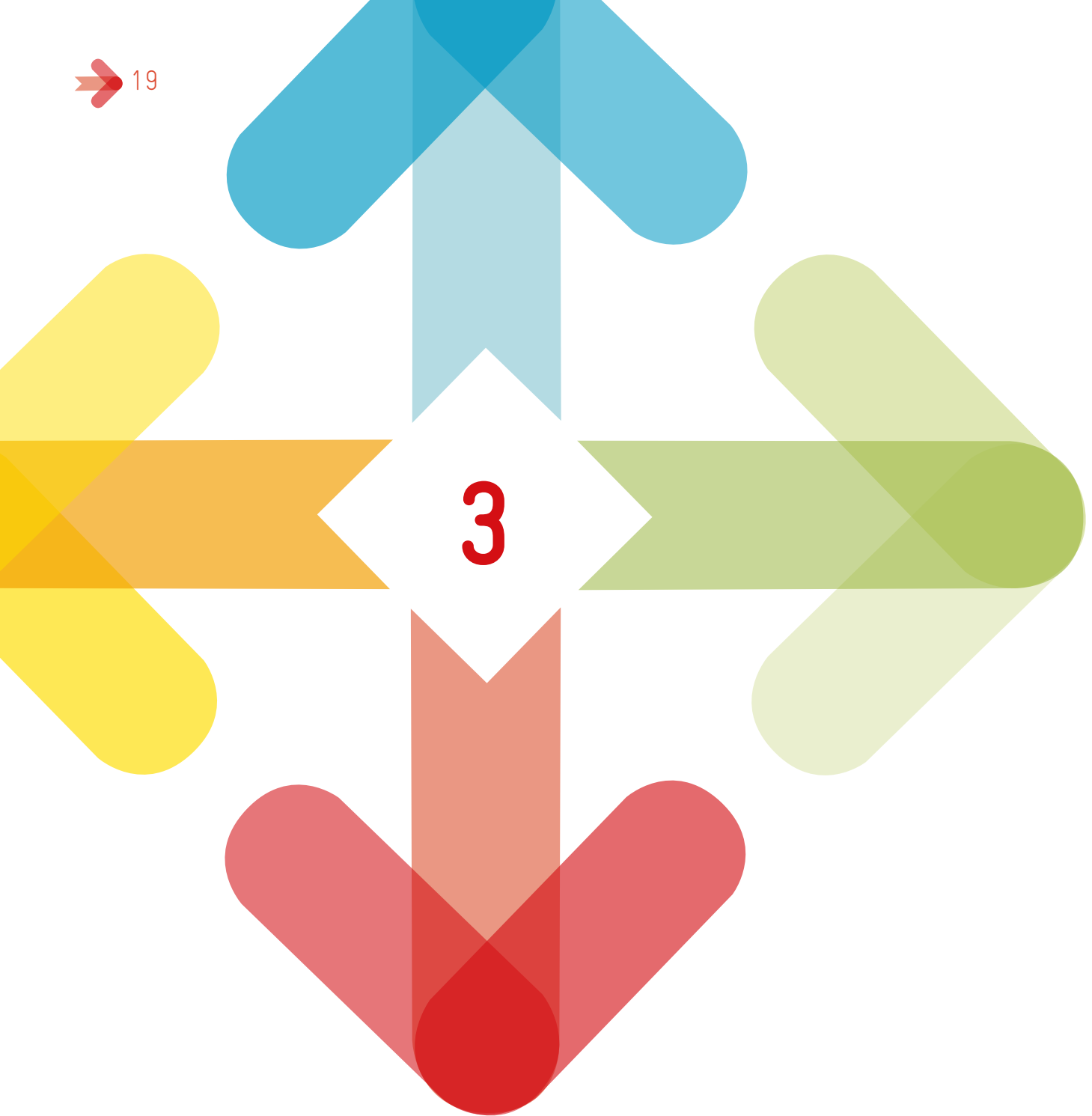
2.5 Strengthening contractors and business relationships

Strengthening contractors and funding recipients is a core objective of GIZ's supplier management system.

To this end, GIZ offers online training free of charge in the form of a  **Guide for Practicing corporate Sustainability**. Participants learn more about how GIZ drives corporate sustainability and about the measures they themselves can take.

Since mid-2022, GIZ has also conducted sustainability dialogues with various contractors selected by sector, contract type and contract volume. By establishing a constructive dialogue in this way, we aim to forge a common understanding of the social responsibility of GIZ and its contractors.



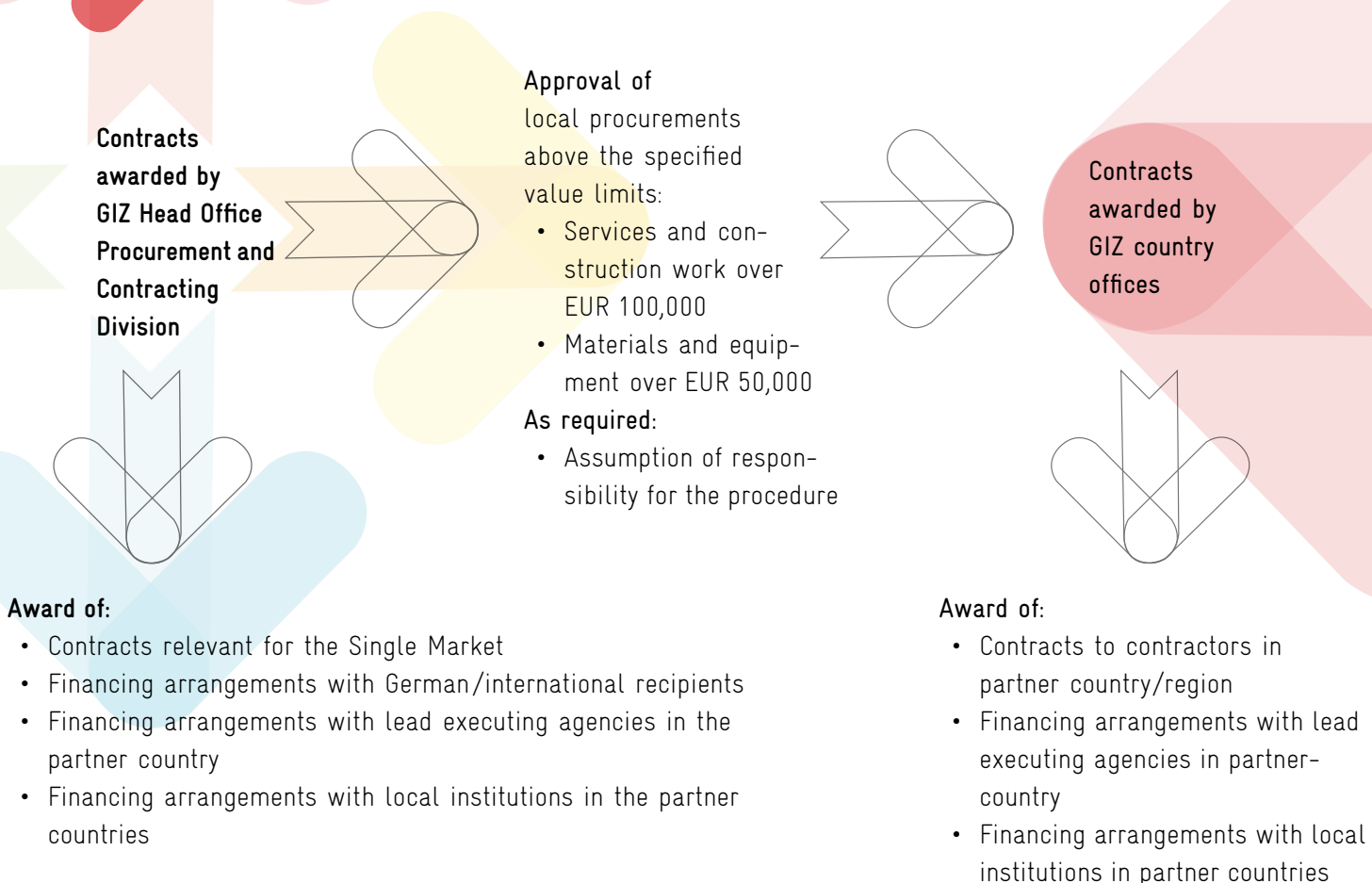


GIZ'S PROCUREMENT PRACTICES AT A GLANCE – THE 2024 FISCAL YEAR

3 GIZ'S PROCUREMENT PRACTICES AT A GLANCE – THE 2024 FISCAL YEAR

In addition to Head Office in Germany, GIZ operates in about 120 countries and therefore needs to procure goods and services worldwide. GIZ Head Office's procurement processes are handled by the Procurement and Contracting Division, which is also responsible for ensuring that GIZ complies with statutory and internal company regulations both in Germany and – given that contracts and funding are also awarded at decentralised level by country offices and projects – in partner countries.

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 2024, GIZ concluded contracts for services, financing arrangements, construction projects, and orders of materials and equipment worth a total of almost EUR 1.9 billion.

Figure 2 Commissions received by GIZ, GIZ's business volume and contracts awarded in EUR million by contract or agreement type 2019 – 2024

	2019	2020	2021	2022	2023	2024
Commissions received by GIZ	3,689	4,188	4,687	3,979	3,972	4,838
Business volume	3,063	3,327	3,701	3,991	3,968	3,968
1. Contracts awarded by Head Office						
Service contracts	515	491	574	562	570	543
Financing arrangements	655	851	956	870	788	778
Construction contracts	4	3	239	5	4	1
Orders for materials and equipment	78	108	67	139	136	173
Total	1,252	1,453	1,836	1,576	1,498	1,495
2. Contracts awarded locally by GIZ country offices						
Service contracts	251	205	333	288	270	246
Financing arrangements	63	62	85	79	67	62
Construction contracts	51	20	35	33	28	13
Orders for materials and equipment	73	98	108	123	84	62
Total	438	385	561	524	449	383
3. Contracts awarded worldwide						
Service contracts	767	696	907	850	840	789
Financing arrangements	717	914	1,041	949	855	840
Construction contracts	55	23	274	38	32	14
Orders for materials and equipment	151	206	175	262	220	235
Total contracts awarded	1,690	1,838	2,397¹	2,099	1,947	1,878

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

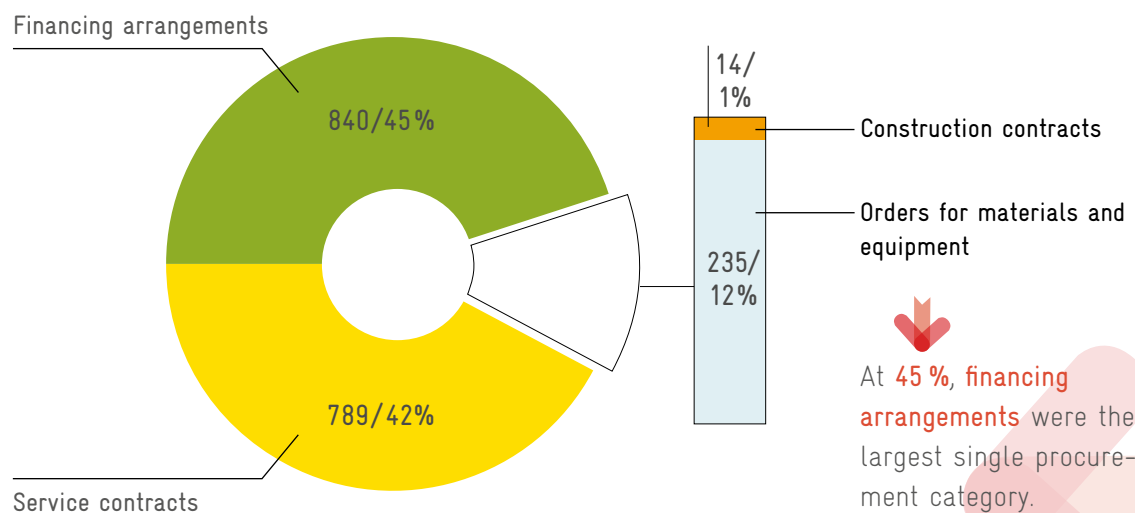
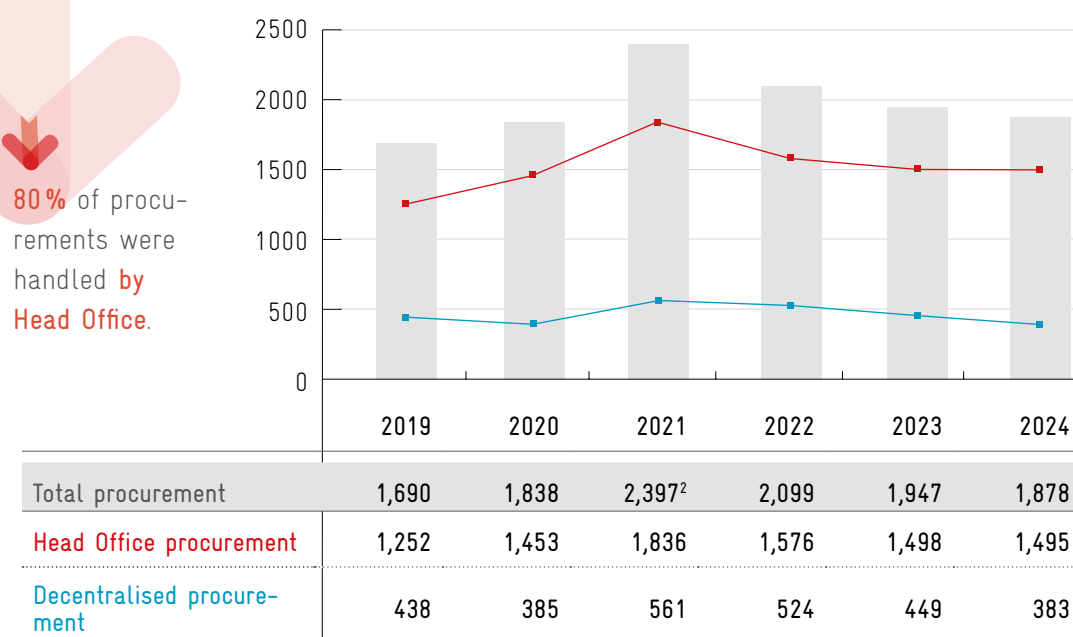


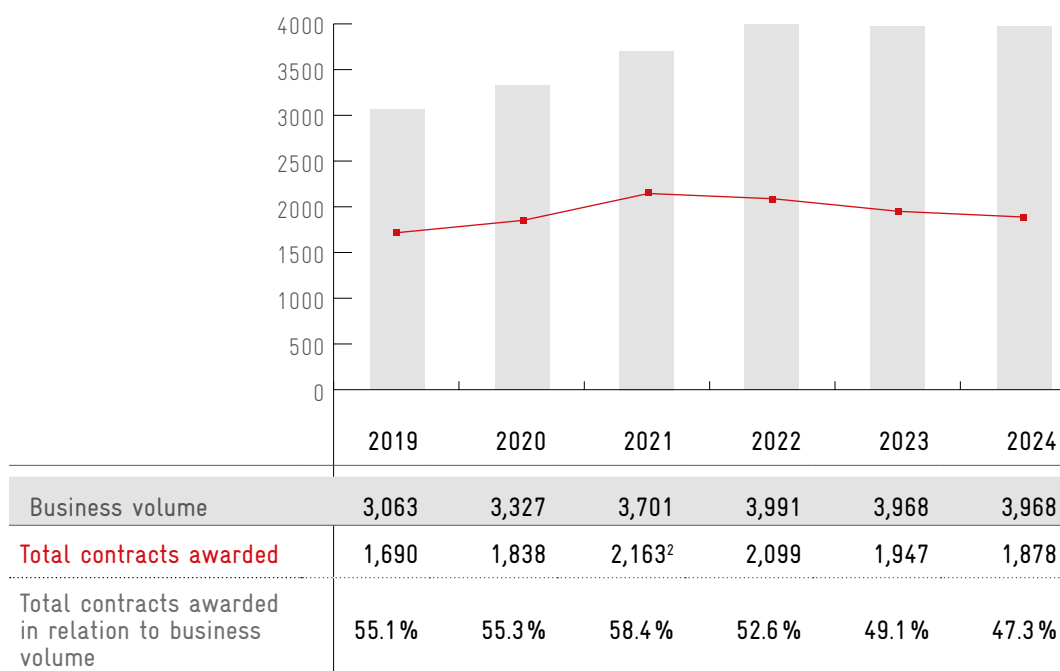
Figure 4 Head Office v decentralised procurement – comparisons and trends (in EUR million)



Business volume increased significantly between 2019 and 2022. The share of business volume accounted for by total procurement also rose over this period to over EUR 2 billion. International travel restrictions during the COVID-19 pandemic increased the share of financing arrangements awarded by GIZ to third-party projects.

Since 2022 the business volume and total procurement have declined although they are still at a high level. Nevertheless, GIZ still awards almost every second euro to external contractors. This underlines the importance of cooperation with third parties for GIZ.

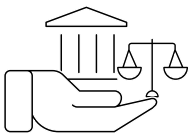
Figure 5 Trend in total contracts awarded in relation to business volume (2019 – 2024)
(in EUR million)



² The figure for total contracts awarded in 2021 does not include the new building.

3.2 Award of contracts

GIZ awards contracts for services, materials and equipment, and construction work. Contracts valued at around EUR 1.04 billion were awarded in 2024, accounting for roughly 55 % of GIZ's total procurement volume.



Legal framework

The General Agreement regulates cooperation between the German Government and GIZ. It requires GIZ to involve suitable private companies, government bodies and specialised institutions in the implementation of development measures wherever it is appropriate and cost-effective to do so.

For its part, as a public contracting authority within the meaning of Section 99 (2) of the Act against Restraints on Competition (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.² 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. 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).

WHY CAN GIZ RECEIVE COMMISSIONS DIRECTLY?

As a federal enterprise, GIZ works primarily for the German Government. It 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.

² In the 2024 reporting year, the EU thresholds were EUR 221,000 for supplies and services and EUR 5,538,000 for construction work.

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 because advisory services are one of our core competences and are provided by both our own staff and, in cases where specific expertise is required, by external specialists. 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 providing expert advice in a specific area of international cooperation, from supporting climate resilience in coastal areas of the South Pacific to establishing a TVET system for renewable energy in the MENA region.


GIZ also provides cross-sectoral services, albeit to a lesser extent. These include project management support, external audits, organisational advice, IT services, and building security and property maintenance services.


Figure 6 GIZ procures an extensive range of services.



Working closely with the consulting sector

Reflecting the variety of services it delivers, GIZ works with a wide range of external providers, primarily from the consulting sector. With their highly specialised knowledge and skills, these consulting firms are an important part of GIZ’s value chain. They help us to achieve the best possible results for our commissioning parties and clients at an optimal cost-benefit ratio. At the same time, they boost the development impact of projects in partner countries.

A list of the top 100 contractors who received service contracts from GIZ Head Office in 2024 by volume of contracts is provided in  **Annex I**.

 **Figure 9** shows the trend in the volume of service contracts awarded to companies across the world in the past six years.

Service contracts awarded in 2024 – facts and figures

Figure 7 Award of service contracts worldwide by GIZ department (in EUR million)

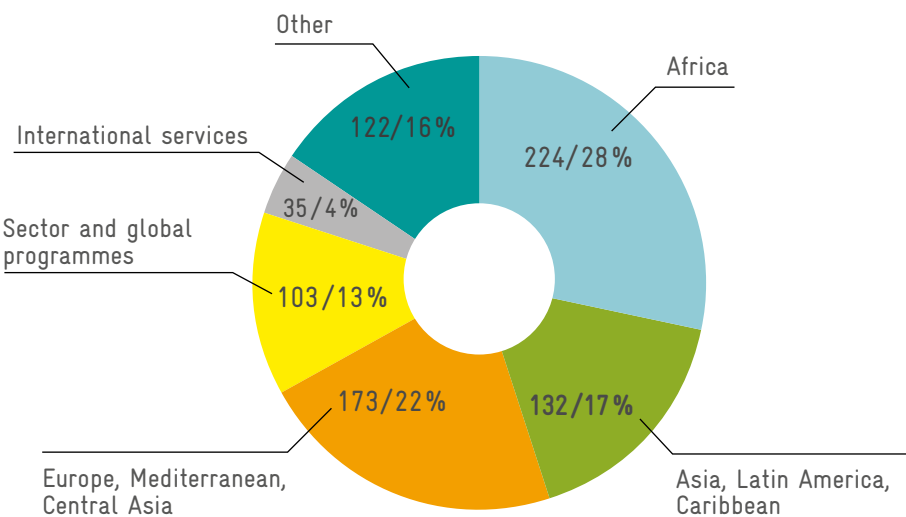
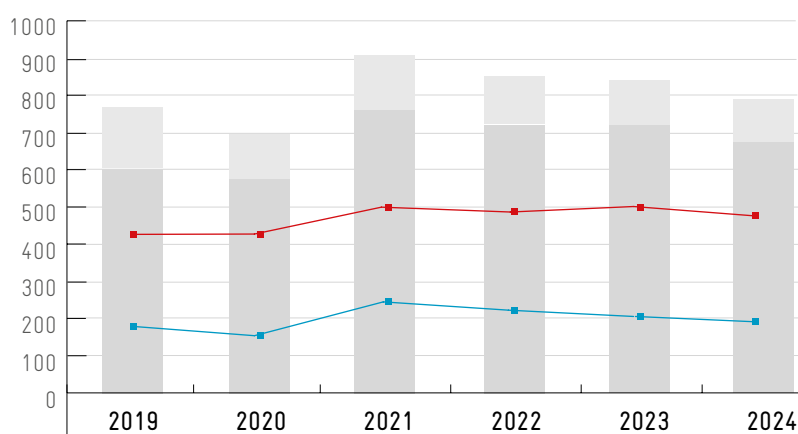


Figure 8 The 10 main development policy sectors by procurement volume for services (awarded by Head Office) in 2024

Sector	Procurement volume (in EUR million)
Energy, transport and climate change	66.8
Digitalisation	59.5
Private sector development and economic policy	57.7
Environmental management, water, waste, resource efficiency	30.3
(Vocational) education and youth	29.2
Rural development, agriculture, fishing and food	27.2
Crises, conflicts, disasters, displacement and migration	25.8
Social protection and health	17.6
Public finance and administration, anti-corruption, integrity	16.0
Natural resources, biodiversity, oceans/coasts	12.4

Figure 9 Worldwide service contracts 2019 – 2024

GIZ awarded more than **70 per cent of its service contracts to private companies**. GIZ also enters into contracts with individuals, albeit to a lesser extent.



Other service contracts	165	121	147	130	122	116
Contracts awarded to companies	602	575	760	720	718	673
of which central contracts	423	424	507	492	509	480
of which decentralised contracts	179	151	253	228	209	193

Procurement of services in practice



FAIR Forward organised AI boot camps in Rwanda, South Africa, Ghana and Uganda..

BOOT CAMPS INCREASE PERCENTAGE OF WOMEN IN THE AI SECTOR

Artificial intelligence is so omnipresent that sometimes we don't even notice it is there. Although we could all make equal use of it, it doesn't benefit everyone equally. Only 25 per cent of AI experts are women, and most of the technology is developed in the Global North. In terms of gender and diversity, AI-based services are therefore likely to exhibit bias.

The goal of the FAIR Forward and Data Sciences projects is to increase the participation of women and other under-represented groups in the development of AI, thus enhancing their career prospects in their own countries. To this end, GIZ has teamed up with Intel to offer AI and data analysis boot camps in various African countries. An external service provider devised the pilot training programme in South Africa. The brief was to design a four-month curriculum that could be accessed by people from different backgrounds, tailored to the South African context and adapted for use in other countries.

The result was four boot camps, held in South Africa, Uganda, Ghana and Rwanda respectively. As well as acquiring basic programming skills for machine learning, data analysis and data visualisation, the 180 women participants attended presentation and communication courses on how to effectively promote themselves, demonstrate their expertise and establish themselves in the male-dominated tech sector. The boot camps included internships in private companies working in the AI sector. A survey of those who completed the programme showed that full-time employment was 34 per cent higher and the unemployment rate 27 per cent lower after attending the boot camp.



FAIR FORWARD



South Africa, Uganda, Ghana and Rwanda and other partner countries



BMZ



5 GENDER EQUALITY



INTERVIEW



Deshni Govender and Luisa Olaya Hernandez work for the FAIR Forward project. In this interview, they explain why external service providers play an important role.

What part do external service providers play in your project?

Luisa Olaya Hernandez: In the FAIR Forward – AI for All project, we are working worldwide for equal access to artificial intelligence. We agree specially tailored measures for each country or regional organisation we work with. To make this happen, we need highly specialised knowledge on the one hand, and experience in each regional context on the other. That's where service providers from our partner countries, the region and the international environment come into play.

What was especially important in the tender procedure for the boot camps?

Deshni Govender: First and foremost, it was the expertise in designing an AI boot camp that could then be adapted to the situation in different countries. It was at least as important, though, for the service provider to understand the FAIR Forward mission and to share our vision. This understanding is crucial when it comes to designing a training course that is as low-threshold and accessible as possible for a very wide range of individuals, including working women, mothers living in isolated regions and members of marginalised groups.

Did it work?

Luisa Olaya Hernandez: Hernandez: Yes, the demand was enormous. About 8,000 people applied for the total of 180 places available at the boot camps. Our service providers reported that the boot camp participants were also significantly more engaged than in comparable training courses they had offered in the past, irrespective of whether it was an online-only boot camp, as in South Africa, or partly online and partly in person, as was the case in Uganda, Rwanda and Ghana.

How did contracting third parties help achieve the project objective?

Luisa Olaya Hernandez: The service providers improved participants' chances of finding employment, by building a bridge to potential employers. That approach is already bearing fruit. A survey conducted after the boot camps revealed that unemployment among participants is down and full-time employment is up.

Deshni Govender: By contracting local firms, we're also contributing to the development of the AI sector in our partner countries. It's easy to repeat the boot camps, so the service providers can now run their own similar training courses and drive that growth.

3.2.2. Procurement of materials and equipment

Procuring materials and equipment is an important part of GIZ projects. Materials and equipment complement our advisory work and often enhance the development impact. In many cases, as well as expertise, you need the right equipment so that newly acquired knowledge can be applied in practice.

Let's take the example of agriculture. Once farmers learn to get together to set up cooperatives and establish local value chains, a new oil press can provide critical impetus to their activities. They move from the theoretical realm to hands-on practice.

Or take organisational development. If the staff of a public authority are trained to optimise their structures and define responsibilities more clearly, a modern IT infrastructure is often the key to implementing new processes efficiently.

Whatever GIZ procures, materials and equipment are carefully selected and specially tailored to the needs of the lead executing agencies in the partner country, which are generally the responsible line ministries. Projects therefore coordinate their procurement activities with these bodies. Together, they establish, for instance, what the technical requirements are and how the materials and equipment supplied can be serviced and maintained in the long term. When a project concludes, or before, the materials and equipment are handed over to the lead executing agencies as part of a sustainable development process that shows results.

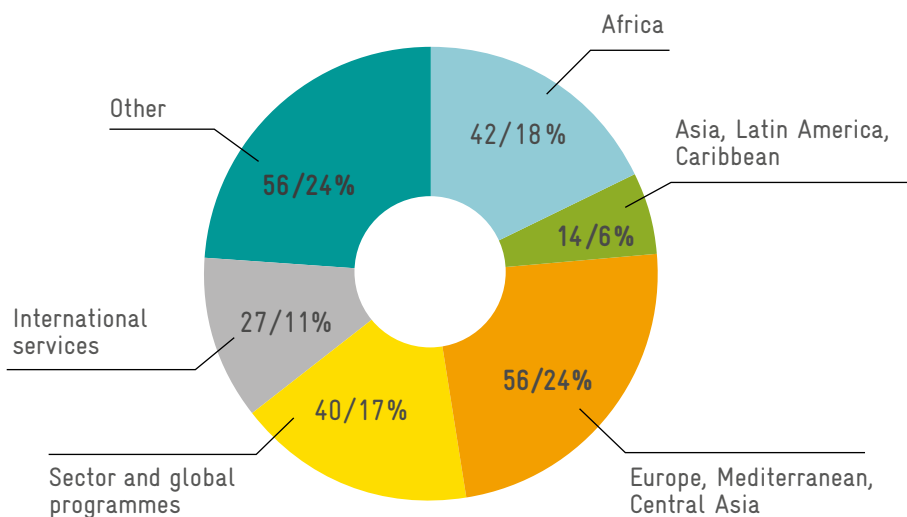
Materials and equipment for every situation

GIZ procures a wide range of materials and equipment, from pencils to turbines, adapting flexibly to the wide range of project requirements, ranging from highly specialised facilities, such as cacao-processing machinery and mobile clinics, to established standard products such as solar installations and agricultural and forestry equipment.

GIZ also procures materials and equipment so that it can function smoothly itself. These items include office furnishings, IT equipment and communication technology, or vehicles that are adapted to local road conditions in partner countries. All these things allow GIZ staff to perform their work and carry out their activities worldwide, even in fragile contexts.

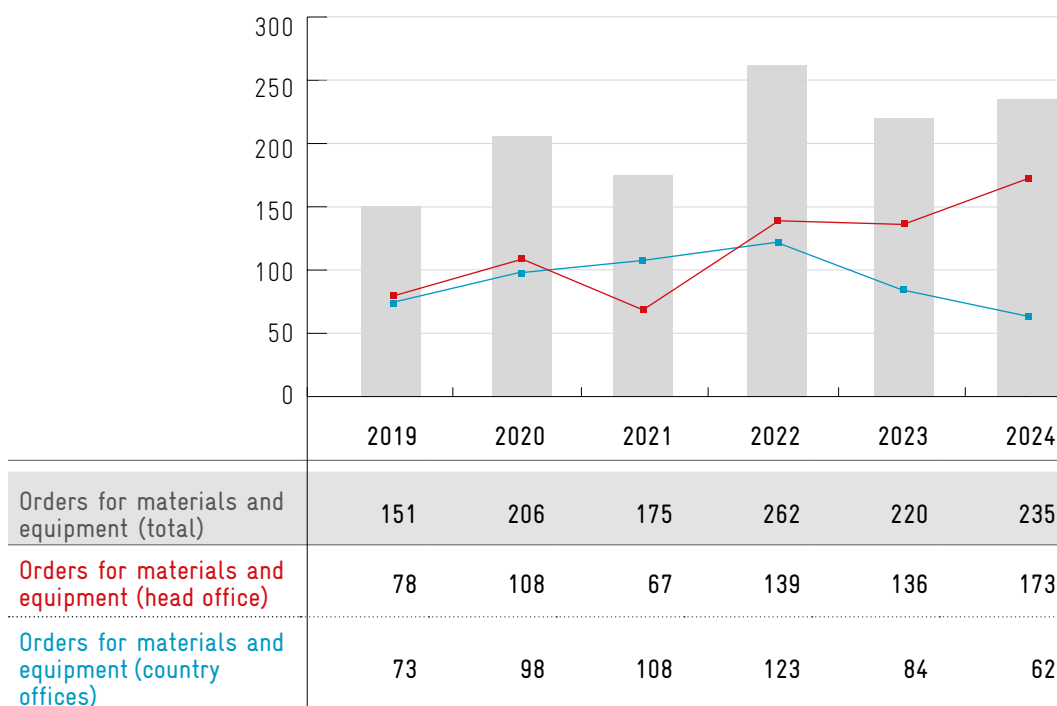
Procurement of materials and equipment in 2024 – facts and figures

Figure 10 Procurement of materials and equipment worldwide by department (in EUR million)



In 2024, GIZ procured materials and equipment totalling EUR 235 million. The largest share of materials and equipment (24% of the total volume) was procured in the Europe, Mediterranean, Central Asia Department (EMC).

Figure 11 Trends in materials and equipment procurement and Head Office/country office breakdown



Procurement of materials and equipment in practice



Firefighters can operate the robots from a safe distance away from the blaze

UNMANNED FIREFIGHTING SYSTEMS FOR UKRAINE'S DISASTER RESPONSE SERVICE

Since the beginning of the Russian war of aggression, Ukraine's civilian infrastructure has repeatedly come under attack. Ukraine's State Emergency Service has to deal with complex damage situations and protect the population. Recent developments in the war have increased the risks faced by firefighters.

On behalf of BMZ, GIZ has procured unmanned firefighting and rescue systems from German and Austrian manufacturers. They expand the response options available to the fire service and civil protection units and reduce the risk of injury to the emergency services. The firefighting robots can be operated from a command post with the help of drones, from a safe distance of up to 1.5 km from the danger area. Without this technology, firefighters, for instance, would have to fight blazes from a distance of perhaps only 10 metres, making it more

probable that they will suffer injury. In conjunction with the procurements, firefighters and civil protection officers, including the first women robot pilots, have undergone extensive training.

This measure strengthens the State Emergency Service. Properly functioning and well-organised emergency management saves human lives and is crucial to the resilience of Ukraine's civilian population.



STRENGTHENING OF CAPACITIES OF THE STATE AND MUNICIPAL UKRAINIAN EMERGENCY SERVICES IN EASTERN UKRAINE



Ukraine



BMZ



3 GOOD HEALTH AND WELL-BEING

11 SUSTAINABLE CITIES AND COMMUNITIES

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



ULTRASOUND EQUIPMENT FOR MOLDOVAN HEALTH CENTRES

New ultrasound equipment in Moldova relieves pressure on local hospitals

The Russian war of aggression has forced many people to flee to Ukraine's western neighbours. The Republic of Moldova, which is home to 2.4 million people, has been particularly affected. More than 1.8 million Ukrainians have sought refuge in Moldova, and a great many of them have lived there ever since. This is stretching the small country's health system to breaking point.

One example in the Stefan Voda region shows how targeted measures can efficiently relieve pressure on local facilities. The region's health centre was equipped with new ultrasound equipment as part of a project that supports Moldovan regions hosting refugees. Four more machines have been delivered to municipalities that have seen a particularly high influx of refugees.

Alongside the Ukrainian refugees, the local Moldovan population also benefits in the long term from the additional capacities, as Dr Mariana Haret, the senior doctor in Stefan Voda, explains: 'Before the new equipment was delivered, our patients had to wait a long time to be diagnosed. Now we can examine them right here. It is particularly helpful for pregnant women, internal injuries and in emergencies.' More than 8,000 patients have so far received improved health care.



SUPPORTING MOLDOVAN COMMUNITIES IN HOSTING UKRAINIAN REFUGEES



Moldova



BMZ



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



16 PEACE, JUSTICE AND STRONG INSTITUTIONS

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, health care facilities and infrastructure for drinking water supplies. GIZ commissions this work in addition to the advisory services it delivers.

GIZ staff clarify what is needed in cooperation with the project's partner organisations, for example the ministry of health or local authorities. Following the project, the partner will then take over responsibility for operating the new facility. Construction measures are a key component of capacity development due to the local implementation and use of completed infrastructure once the project draws to a close. Contracts for planning construction projects can be awarded by country offices or by GIZ Head Office in Germany. The construction work itself, however, is usually procured by the project or by the GIZ office in the partner country.

Procurement of construction work in practice



A TVET centre
in Tunisia

MODERNISED TVET CENTRE FOR YOUNG FARMERS IN TUNISIA

Lycée Agricole Thibar in north-western Tunisia trains the next generation of farmers. It is an important actor when it comes to building the capacity of local smallholders. Almost 600 young Tunisians are currently studying dairy farming at the school. Once trained, they will help strengthen regional value chains, for example by supporting the efforts of local producers to sell their goods directly on local markets. This enhances the prospects of the rural population on the labour market. It reduces the risk

they face of falling into poverty and indirectly relieves migratory pressure.

As part of the BMZ-funded project Green Innovation Centres in the and Food Sector, GIZ has helped the school to modernise over 3,000 square metres of the site. This involved working with local companies and planning firms to refurbish and re-equip laboratories, classrooms and recreational areas, as well as the kitchen and sanitary facilities. The complex, which was built in 1933, now complies with today's safety standards and meets all the requirements of a modern teaching centre.

This has significantly improved the training environment, and the school is now able to offer more courses.

Students benefit from the modern and well-maintained learning facilities and the improved teaching methods, as well as the refurbished sanitary facilities and barrier-free access to classrooms. In this way, the project is helping to boost the income of small farmers in the long term, as well as creating jobs in the agriculture and food sectors, and supporting the regional economy.



BOOSTING THE AGRICULTURAL SECTOR THROUGH INNOVATION – GREEN INNOVATION CENTRES IN THE AGRICULTURE AND FOOD SECTOR.



Tunisia



BMZ



The hospital uses a new photovoltaic installation to generate its own electricity following reconstruction.

BUILD BACK BETTER: REBUILDING A CHILDREN'S HOSPITAL IN UKRAINE

Ochmatdyt Children's Hospital in Kiev is the largest in Ukraine. Every year, it conducts around 7,000 operations to treat a wide range of conditions, such as cancer. A Russian missile strike in July 2024 destroyed several hospital buildings, including a transformer station that supplied power to the hospital.

Under BMZ's Special Assistance Programme for Ukraine, GIZ has helped rebuild the largest children's hospital in Kiev. BMZ rapidly provided funding,

enabling GIZ to promptly commission companies to build treatment rooms for the dialysis centre, which had taken a direct hit.

It was important to ensure a resilient, decentralised electricity supply. Three solar plants with an installed capacity of 178 kWhp now generate green electricity. In this way, the polyclinic, of which the new dialysis centre is part, can be operated on an almost carbon-neutral basis on sunny days. New energy storage batteries ensure that sensitive laboratory equipment

can operate even during power outages and grid fluctuations, and guarantee that the hospital can operate at night.

Most of all, the reconstruction project benefits the up to 700 children who can now stay and be treated at the hospital as in-patients.



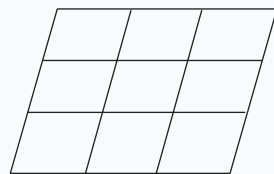
SPECIAL ASSISTANCE PROGRAMME FOR UKRAINE



Ukraine



BMZ



3.3 Financing arrangements

GIZ concludes financing arrangements to support the ongoing (transformation) processes of its local partners and boost the impact of its own projects. To this end, we provide funding so that recipients can implement their own clearly predefined activities. In 2024, the total was EUR 840 million.

Financing recipients can be the lead executing agencies of projects in the partner countries or German, international or local non-profit organisations and institutions.

Legal framework

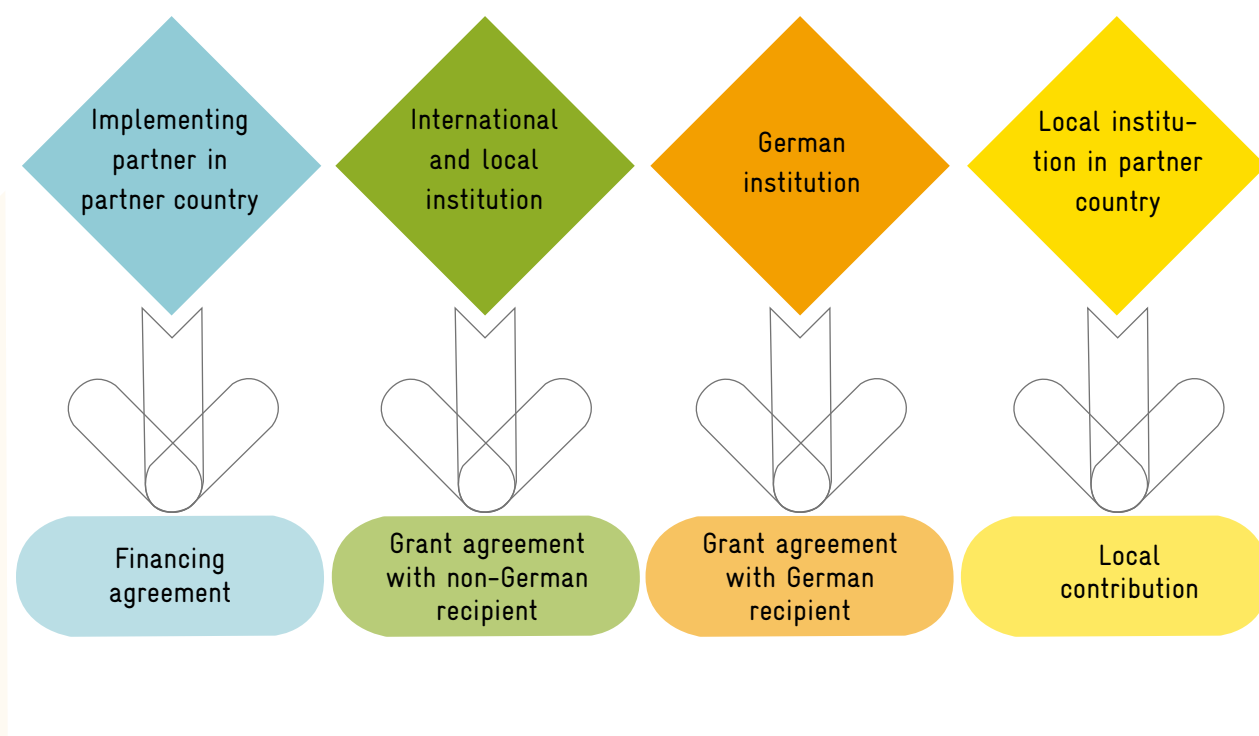
When awarding financing arrangements, GIZ complies with the public-benefit rules set out in the German Fiscal Code (Abgabenordnung, AO) and the EU rules on state aid. The General Auxiliary Conditions for Allocations Provided for Projects on an Expenditure Basis (ANBest-P) also apply in this context.

Different types of agreement/contract

The overarching term 'financing arrangement' covers different types of agreement/contract, depending on the status of the organisation or institution receiving support.

Organisations that have entered into a financing agreement or one of the two types of grant agreement with GIZ are themselves responsible for implementing the GIZ-financed measures. Funding can also be provided in the form of a local contribution contract in the case of smaller local institutions or organisations that need ongoing advice and administrative support to ensure that their activities comply with the terms of the agreement.

If the funding is not used for the agreed purpose, or if any funding remains unused, it must be returned to GIZ.

Figure 11 Financing recipients and agreement types

Selecting organisations to support

Whether or not funding is awarded, what type of financing arrangement is appropriate and what specific measures can be supported with the funding depends on what GIZ has agreed with its clients and commissioning parties.

If a financing arrangement is possible on this basis, GIZ will screen the potential recipient to determine whether it has the commercial and legal capacity to make proper use of the funding. In order to prevent any unintended adverse impacts, this check can also be used to assess whether the measures for which funding has been requested are aligned with GIZ's environmental and social criteria.

Essentially there are two ways in which GIZ can select organisations to receive support, i.e. through direct financing or a call for proposals.

Figure 12 How financing recipients are selected

Direct financing

A financing arrangement can be concluded directly.

In this case, recipients are generally selected during the preparations for a new GIZ project, and financing arrangements form part of the instrument mix that GIZ proposes to its client or commissioning party.

The focus is on whether the activities of the potential recipient organisation or institution will complement the intended results of the planned project and can support existing transformation processes in the partner country or in a specific sector.

During the project term, GIZ may also propose eligible third-party projects with appropriate development objectives to its commissioning parties.

Call for Proposal

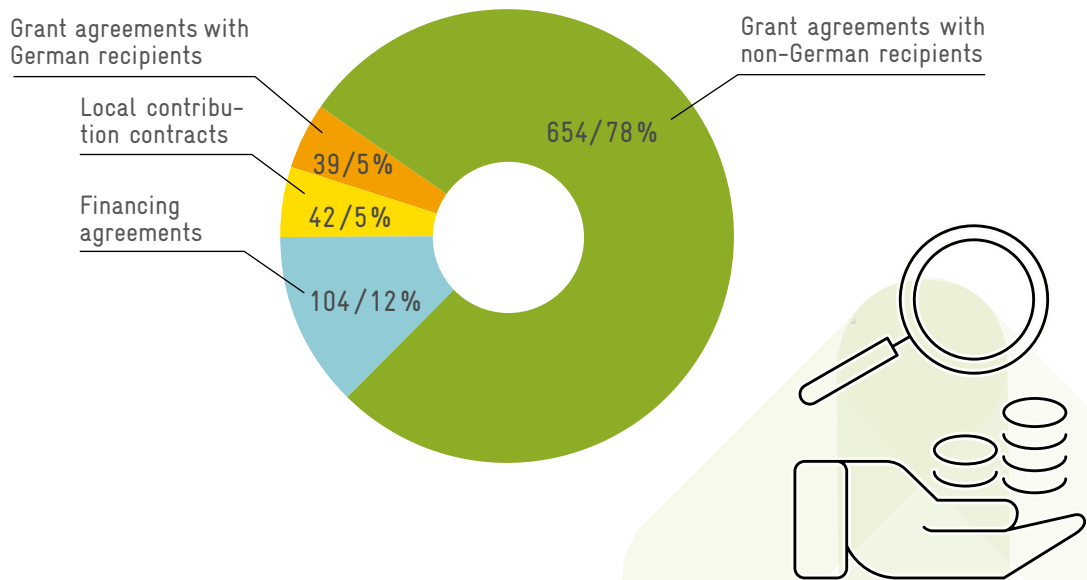
Under a call for proposals, GIZ issues a public invitation to submit project proposals from which it will then select the projects to receive support. GIZ publishes all the main details of the procedure, and the requirements to be met by candidates, in advance.

GIZ also ensures that interested organisations and institutions have enough time to submit an appropriate proposal.

On the basis of previously specified criteria, GIZ then assesses the applications received and selects the organisations to receive support.

Financing arrangements awarded in 2024 (in figures)

Figure 13 Financing arrangements awarded worldwide by contract type (in EUR million)



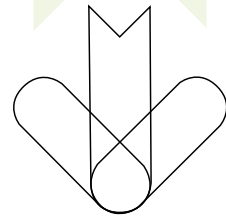


Figure 14 Financing arrangements awarded worldwide by department (in EUR million)

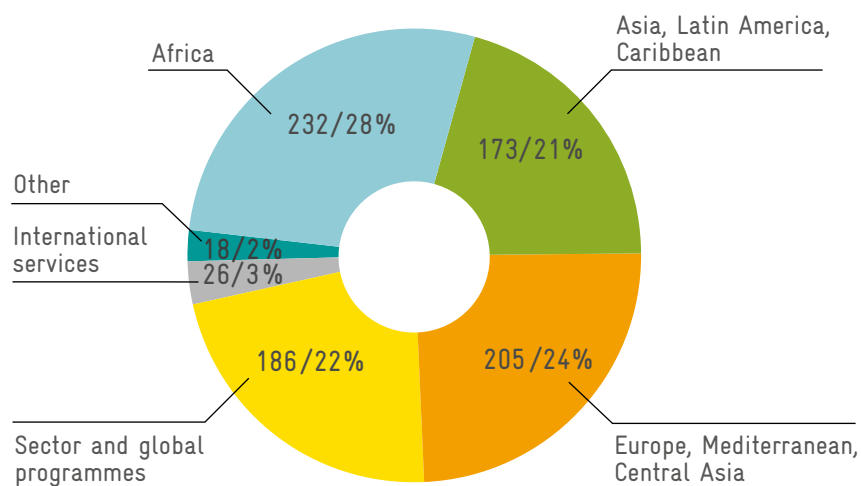


Figure 15 The 10 main sectors for financing arrangements by procurement volume (Head Office awards) (2024)

Sector	Volume awarded in EUR million
Climate change	140.5
Crises, conflicts, disasters	97.6
Rural development and agriculture	80.4
Energy	75.3
Private sector development	61.7
Vocational education and training and the labour market	31.6
Democracy, rule of law, gender	30.6
Forest and biodiversity	27.6
Health	23.2
Decentralisation, urban and regional develop- ment	19.1

Financing in practice

IKI SMALL GRANTS:

The ➔ **IKI Small Grants** programme strengthens local solutions for effective climate action and biodiversity protection. It is part of the German Government's ➔ **International Climate Initiative (IKI)** and is implemented by GIZ.



A SUNNY FUTURE: E-BIKES PAVE THE WAY FOR SUSTAINABLE MOBILITY IN NAMIBIA

In Windhoek, the capital city of Namibia, a large percentage of the population find their daily

travel challenging. Most people have to rely on taxis or buses. EBIKES4AFRICA is a young non-profit business. The local company aims to make mobility more sustainable and more affordable, opening up new opportunities for disadvantaged groups in particular, by offering solar-powered e-bikes as an alternative to traditional means of transport.

EBIKES4AFRICA received an IKI small grant to get the idea off the ground. The company set up a solar-powered manufacturing unit for electric bikes as well as a bike hire operation, and opened a battery charging station. E-bikes can be hired at an afford-

able rate, making sustainable mobility accessible for a wide section of the population.

By cooperating with education and training centres, EBIKES4AFRICA also involves young people actively in the production and development of its e-bikes. As well as providing them with an alternative, climate-friendly means of transport, this arrangement gives them valuable work experience and opens up research opportunities in the field of solar-powered battery systems.

The EBIKES4AFRICA team aim to make climate-friendly mobility affordable in Namibia by producing, selling and hiring out solar-powered e-bikes



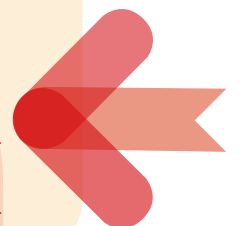
EBIKES4AFRICA



Namibia



German Government under the IKI Small Grants programme





Manzur is a farmer from the village of Kosht in the Chitral district of northern Pakistan. Now he grows saffron, which needs minimal watering, even during the dry season.

FROM CLIMATE CRISIS TO CASH CROPS: SAFFRON AND ROSES BRING HOPE TO PAKISTAN'S AGRICULTURAL SECTOR

Climate change is making traditional agriculture in the

Himalayas more difficult.

Less rain is falling and water sources are drying up, leaving farmers in the highlands of northern Pakistan to harvest crops earlier, pushing down their earnings. But what if climate change were to offer new opportunities?

To grasp these opportunities, the Aga Khan Foundation, an international development organisation, issued a call for proposals in South Asia with the support of IKI Small Grants received from GIZ. Local companies were granted start-up capital to implement climate-friendly business models in their area. One of them was the Pakistani company North Naturals. The idea behind the company was to train farmers to grow more resilient crops that can cope with more arid conditions in the highlands – saffron and Damask roses, for example. Almost 150 agricultural workers learned what they need to know through the project. Today, these robust crops are grown on over 14 hectares of land where it

had previously become almost impossible to grow wheat and break even. What's more, harvest waste is now used as organic fertiliser, regenerating the depleted soils.

This flagship project demonstrates how small grants can trigger major changes, and how climate-friendly business models can restore both the soil and livelihoods for the local population. The project is part of an initiative spanning India, Pakistan and Tajikistan. Companies have received funding for sustainable farming methods in Tajikistan, organic fertiliser production in India and soil-regenerating projects in Pakistan. A total of some 4,000 people have benefited, almost half of them women.



TURNING CLIMATE RISK INTO OPPORTUNITY IN THE HIMALAYAS



Pakistan



German Government under the IKI Small Grants programme

INTERNATIONAL SERVICES

GIZ International Services (InS) opens up the range of GIZ services to a large number of clients, including national governments, multilateral institutions such as the European Union, foundations and private companies. InS implements projects on behalf of the German Government in countries that are not classed as developing countries by the OECD's Development Assistance Committee (DAC). The German Federal Foreign Office is one of InS' largest German public sector clients.

PARTNERSHIP FOR SECURITY: EU-INDO-PACIFIC COOPERATION TO FIGHT DISINFORMATION

Disinformation campaigns involving the targeted dissemination of false information are an example of how foreign actors in particular are increasingly attempting to influence domestic public opinion, behaviour and political processes. This foreign information manipulation and influence (FIMI) is a growing challenge to the EU, its member states and its Indo-Pacific partners. It fuels polarisation among the population and undermines trust in facts and in political decision-makers.

Along with Expertise France, GIZ is working on behalf of the Federal Foreign Office on strategic cooperation between European and Indo-Pacific security leaders. The project, entitled Enhancing Security Cooperation in and with Asia and the Indo-Pacific, is active in a number of countries, including Japan.

The University of Tokyo used project funding to build a research centre, the Strategic Communications Education and Research Unit, which primarily conducts research on strategic communication, foreign influence through disinformation and the response of state institutions. Experts from the EU and its member states benefit from the analyses and advice of the research centre, which offers annual seminars for international experts to strengthen cooperation between security actors from the Indo-Pacific region and Europe.



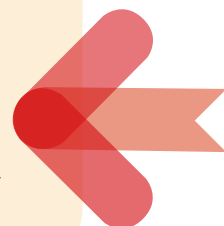
**ENHANCING SECURITY
COOPERATION IN AND
WITH ASIA AND THE INDO-
PACIFIC (ESIWAPLUS)**



Japan and others



German Federal Foreign
Office, cofinanced by the EU



ANNEX I

Top 100 contractors of service contracts awarded by Head Office⁴

Name	No. of contracts/ agreements	Contract/ agreement value in EUR
GFA Consulting Group GmbH, Hamburg	129	45,355,182
Akramzada Germany GmbH, Munich	1	36,500,710
EY Consulting GmbH, Berlin	1	24,778,871
GOPA Worldwide Consultants GmbH, Bad Homburg	63	23,683,609
AFC Agriculture and Finance Consultants GmbH, Bonn	28	11,715,993
BDO LLP, London	1,465	9,180,148
BDO AG Wirtschaftsprüfungsgesellschaft, Frankfurt/Main	1,447	8,670,249
Piepenbrock Sicherheit GmbH & Co. KG, Hanau	2	7,988,895
Dorsch Impact GmbH, Essen	25	7,985,350
AMBERO Consulting Gesellschaft mbH, Kronberg/Taunus	24	7,431,395
International Carrier Consult GmbH, Hannover	1	7,172,100
NIRAS Germany GmbH, Stuttgart	13	6,584,036
SITEC Dienstleistungs GmbH, Kerpen	7	6,306,880
Adelphi Consult GmbH, Berlin	25	5,617,581
GOPA Infra GmbH, Bad Homburg	13	5,555,323
Piepenbrock kaufmännische Geschäftsführungs- und Verwaltungsgesellschaft mbH, Eschborn	3	5,497,780
ECO Consult Sepp & Busacker Partner, Oberaula	21	4,746,456
HEAT GmbH, Königstein	29	4,224,574
Integration International Management Consultants GmbH, Frankfurt/Main	16	4,218,930
PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft, Frankfurt/Main	103	4,121,315
Syspons GmbH, Berlin	71	4,009,905
SAP Deutschland SE & Co. KG., Walldorf	5	3,370,240
L & D GmbH, Graftschaff	5	3,243,477
Alpha-Test GmbH, Mannheim	1	3,164,400
ICON-INSTITUTE GmbH & Co. KG Consulting Gruppe, Cologne	9	3,123,349
DFS – Deutsche Forstservice GmbH, Feldkirchen	5	3,113,554

⁴ 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.

INTEGRATION Umwelt & Energie GmbH, Gräfenberg	17	3,015,984
Oxford Policy Management Europe GmbH, Berlin	5	2,936,699
CEFE International GmbH, Cologne	13	2,690,347
DT Global, Inc., Arlington	3	2,666,741
WINS Global Consult GmbH, Berlin	46	2,653,772
AKRYL Digital Agency GmbH, Hamburg	37	2,627,330
Energynautics GmbH, Darmstadt	5	2,607,189
FAKT Beratung für Management, Bildung und Technologien GmbH, Stuttgart	61	2,545,737
Health Focus GmbH, Potsdam	7	2,309,144
sequa gGmbH, Bonn	7	2,303,289
Paticip GmbH, Freiburg	5	2,274,032
IPC – Internationale Projekt Consult GmbH, Frankfurt/Main	6	2,205,345
Mainlevel Consulting AG, Eschborn	62	2,173,493
Como Consult GmbH, Hamburg	36	2,150,023
greenstorming GmbH, Berlin	19	2,136,773
proXcel GmbH, Berlin	1	2,119,680
Deutsche Energie-Agentur GmbH, Berlin	7	2,106,436
PwC Advisory, Casablanca	3	2,091,997
Intec – GOPA International Energy Consultants, Bad Homburg	7	2,049,688
Axianseu Digital Consulting S.A., Lisbon	1	1,970,042
Madiba Consult GmbH, Bonn	22	1,944,111
JMN Consultant SARL, Yaoundé	1	1,857,228
MediaCompany – Agentur für Kommunikation GmbH, Berlin	18	1,800,890
Ost-Ausschuss – Osteuropaverein der Deutschen Wirtschaft, Berlin	1	1,762,595
IMAP GmbH, Düsseldorf	21	1,731,667
Kwantu Information Technology, Cape Town	2	1,659,351
Deutsche Sparkassenstiftung für internationale Kooperation e. V., Bonn	2	1,654,936
Grubengold GmbH, Bochum	1	1,647,980
denkmodell GmbH, Berlin	107	1,502,706
AHT Group GmbH, Essen	3	1,500,000
Akut Umweltschutz Ingenieure Burkard & Partner, Berlin	3	1,500,000
DT Gobal Europe SL, Madrid	3	1,481,755
Proman S.A., Bettembourg	3	1,465,662
Renewables Academy (RENAC) AG, Berlin	7	1,464,039
KPMG AG Wirtschaftsprüfungsgesellschaft, Berlin	3	1,454,140
SendeWerk GmbH, Berlin	4	1,423,083
Unique Forestry and Land Use GmbH, Freiburg	12	1,396,102
Open Text Software GmbH, Grasbrunn	8	1,371,798
CDC Consult Limited, Accra	1	1,355,422
SustainNet Group Ltd, Nairobi	8	1,353,288

KPMG Development Services (Mauritius) Limited, Port Louis	1	1,348,008
Cosinus Conseils SARL, Cotonou	3	1,339,841
Navanti Group, LLC, Arlington, Virginia	1	1,248,414
BIRD – Bureau for Institutional Reform and Democracy GmbH, Munich	12	1,238,238
Roland Berger GmbH, Munich	4	1,222,310
Wefers Technik GmbH, Cologne	2	1,160,468
Deloitte Consulting GmbH, Düsseldorf	5	1,158,965
AFCi Consultants Maroc SARL AU, TEMARA – Hay Oudaya	3	1,157,130
Resources and Waste Advisory Group Limited, Sofia	8	1,118,825
management4health AG, Frankfurt/Main	17	1,113,739
GOPA Pace, Brussels	3	1,100,662
FAZIT Communication GmbH, Frankfurt/Main	5	1,093,311
UNIVERSAL Gebäudemanagement und Dienstleistungen GmbH, Berlin	2	1,063,096
CONET Solutions GmbH, Bonn	1	1,046,194
Estudios Energeticos Consultores S.A, Montevideo	2	1,024,080
Chemonics Egypt Consultants, Giza	4	1,023,282
DE-Bit-Computerservice GmbH, Gelnhausen	1	1,018,025
TÜV AUSTRIA Deutschland GmbH, Filderstadt	1	1,018,025
FLMH Labor für Politik und Kommunikation, Berlin	26	964,515
Wilde Beissel von Schmidt GmbH, Berlin	7	940,417
Innovation Energie Developpement, Francheville	1	931,925
GreenTec Capital GmbH, Frankfurt/Main	8	918,852
Perspectives Climate Group GmbH, Freiburg	14	907,688
COFAD Beratungsgesellschaft für Fischerei, Aquakultur und Regional-entwicklung mbH, Weilheim	1	900,800
Catalyst Energy Advisors, LLC, Berkeley	2	886,810
IBF International Consulting S.A., Brussels	6	877,981
Start2 Group Pte Ltd., Singapore	1	866,800
Cognos International GmbH, Hamburg	4	855,476
Swiss Tropical & Public Health Institute, Allschwil	1	848,925
Com&On GmbH, Hannover	2	847,120
edicos Consulting & Software GmbH & Co. KG	1	825,463
INT-Frankfurt HR Consulting OÜ, Frankfurt/Main	7	823,822
AHP International GmbH & Co. KG, Berlin	6	822,931
VINCI Facilities Solutions GmbH, Langen	2	818,673

ANNEX II

TOP 100 contractors supplying materials and equipment to Head Office

Name	No. of contracts/ agreements	Contract/ agreement value (EUR)
2G Energietechnik GmbH	2	31,523,712
Crayon Deutschland GmbH	20	13,917,616
Volkswagen AG	11	11,415,464
Aaronia AG	4	8,270,000
Komenergosservis LLC, Kiev	4	6,485,447
ARKTIS IT solutions GmbH	10,132	6,425,625
Toyota Gibraltar Stockholdings Ltd., Gibraltar	93	5,692,024
Magirus GmbH	2	5,088,000
ALGA Nutzfahrzeug- und Baumaschinen GmbH + Co. KG, Sittensen	40	4,182,660
SOKRATHERM GmbH	2	3,822,992
SAP Deutschland SE & Co. KG.	13	3,772,948
Koluman Motorlu Araclar A.S.	1	3,050,500
CHG-MERIDIAN AG	7	2,342,138
Pulsar Expo s.r.o.	4	2,337,200
Bechtle GmbH & Co. KG	363	2,309,315
Wilhelm Barth GmbH & Co. KG	4	2,293,272
Viessmann Holding International GmbH	3	2,265,213
Atmosfair gGmbH	3	2,109,555
Fujitsu Technology	19	2,090,751
Phaesun GmbH	4	1,728,826
PJSC Odesa Cable Works "Odeskabel"	5	1,715,268
Witthinrich GmbH	3	1,658,900
AMEX Healthcare GmbH	9	1,449,482
JB Globale Beschaffungs GmbH	3	1,330,100
Tremonia Mobility GmbH	2	1,218,800
Erglobal Grup A.Ş.	1	1,197,429
Mercedes-Benz AG	1	1,194,401
Mehler Vario System GmbH	3	1,192,992
Pramac GmbH	1	1,029,764
Rosenbauer International AG	1	827,113
DCSO Deutsche Cyber-Sicherheitsorganisation GmbH	6	814,800
Walter & Müller GmbH, Saarbrücken	55	788,551

Iveco Magirus Aktiengesellschaft	2	754,680
Germandrones GmbH	15	735,860
Onapsis Europe GmbH	1	710,700
Loy & Hutz Solutions GmbH	32	679,234
DigSilent GmbH	15	668,301
CAS Auto LLC, Miami	6	663,330
la Precision Electronique	3	649,488
tts Knowledge Products GmbH	22	638,868
Roshel Inc.	2	604,908
Schuberth GmbH	2	600,000
Airclip Service GmbH & Co. KG	10	599,492
Frigo Indus LLC	5	571,409
Zeppelin Baumaschinen GmbH	6	566,950
Limited Liability Company Impeks	4	563,040
Kompan GmbH	4	535,481
BlackBerry Limited	2	527,151
Palfinger GmbH	1	502,000
Solar23 GmbH	1	468,852
MESDAN S.P.A.	5	466,543
ID-Ware Deutschland GmbH	2	457,841
Bremedic Trade & Consulting GmbH	9	452,215
Karl Dose GmbH	2	448,700
Feuerwehrausstattung Fenz GmbH	1	443,915
POLAS Frankfurt GmbH & Co. KG	5	439,064
Fresenius SE & Co. KGaA	8	431,122
Unamatata GmbH	2	416,153
Handelsges. Hinrich Zieger mbH	592	393,951
Galligalar Trading LTD	2	390,784
TECNOVE, S.L.	1	383,893
SOLUMEN SP. Z O.O.	1	377,910
ARAMARK Holdings GmbH & Co.KG	12,630	370,028
GD Midea Air-Conditioning Equipment	11	366,950
Volta Energy Deutschland GmbH	4	363,800
WK Energo GmbH	3	362,900
Lur SL GmbH	47	359,906
R.I.D. GmbH	1	354,600
SETEC Engineering GmbH	4	351,470
E.+ E. BOSS GmbH	9	331,714
Concur Holdings (Netherlands) BV	2	325,593
mh SERVICE GmbH	1	313,917
Albacon Systemhaus GmbH	173	297,529
Datavision Deutschland GmbH	213	296,043

BeeVital GmbH	6	257,495
secunet international GmbH & CO. KG	13	256,217
LLC Energoresurs 36	1	235,000
CEDI Europe b.v.	12	210,149
Antonius-Apotheke	47	209,249
MLU recordum	1	195,161
Ernst Maier Spielplatzgeräte GmbH	2	187,322
W. Schnitger GmbH	1	184,200
Heinrich Dittmar GmbH & Co KG	1	183,700
ecadia GmbH	8	175,088
ATG Lift GmbH	1	171,000
Schweitzer Fachinformationen oHG	773	170,174
A to Z Textile Mills Limited.	2	163,560
WorldTradingLab SRL	7	158,990
Ekate Trading, S.L.L.	34	156,185
DMCC-Engineering Ltd	5	155,286
Groupe Marck SAS	4	151,388
URT Umwelt- und Recyclingtechnik GmbH Karlstadt	1	150,967
Kjaer & Kjaer Worldwide A/S	4	150,685
Revival Holdings Limited	8	145,213
Autaris Energy – Photovoltaikanlagen & Solarenergie	4	144,100
ALFA.i Sh.P.K	1	142,907
Asantys Systems GmbH	3	140,597
Medexcom-Teh LLC	3	133,200
neosim AG	2	133,000

ANNEX III

TOP 100 recipients of financing arrangements from Head Office

Name	No. of contracts/ agreements	Contract/ agreement value (EUR)
Namibia Power Corporation (Pty) Ltd NamPower, Windhoek	2	20,792,079
The World Bank, Washington, D.C.	18	14,179,027
United Nations Secretary General, New York	49	13,652,471
Industrial Development Corporation of South Africa Limited (IDC), Johannesburg	1	12,350,000
CATIE – Centro Agronómico Tropical de Investigación y Enseñanza, Turrialba	5	11,798,472
SNV – Netherlands Development Organisation, The Hague	17	11,676,403
Conservation International Foundation, Quito	3	10,595,320
I&P Entrepreneurs & Développement IPED, Paris	1	10,400,000
Tony Elumelu Foundation, Lagos	1	10,000,000
Nabil Bank Limited, Kathmandu	1	9,459,500
Bank for Agriculture and Agricultural Cooperatives (BAAC), Bangkok	2	9,000,000
Institutia Publica Centrul National pent	2	8,500,000
OECD Programme Budget and Financial Management Service, Paris	21	8,191,505
International Organization for Migration (IOM), Geneva	18	7,881,780
UNHCR – United Nations High Commissioner for Refugees, Geneva	7	7,557,583
Union of Medical Care and Relief Organizations (UoSSM) International, Paris	8	7,349,107
UNDP – United Nations Development Programme, New York	28	7,086,543
Mercy Corps Europe, Edinburgh	8	6,618,702
ILO – International Labour Organization, Geneva	24	5,625,080
Oxfam Deutschland e.V., Berlin	14	5,562,544
Charité – Universitätsmedizin Berlin, Berlin	26	5,542,936
UNICEF – The United Nations International Children's Emergency Fund, New York	16	5,265,649
Frankfurt School of Finance & Management gGmbH, Frankfurt/Main	2	5,236,595
United Nations University, Shibuya	8	4,992,222
Environmental Investment Fund (EIF) Namibia, Windhoek	3	4,794,679
IUCN – International Union for Conservation of Nature, Gland	17	4,760,347
Global Green Growth Institute (GGGI), Seoul	6	4,748,017
sequa gGmbH, Bonn	21	4,551,933
UN-HABITAT United Nations Human Settlement, Nairobi	3	4,537,580
UN Women, New York	7	4,334,733

UNIDO – United Nations Industrial Development Organization, Vienna	7	4,192,037
RYCO – Regional Youth Cooperation Office, Tirana	1	4,102,062
IRRI International Rice Research Institute, Manila	7	4,074,335
Austin Powder Argentina SA, El Galpón (Salta)	1	4,026,945
Jordanian Hashemite Charity Organisation (JHCO), Amman	1	4,001,817
Gorta/The Gorta Group SelfHelpAfrica, Dublin	5	3,972,257
Agence Francaise de Developpement AFD, Paris	4	3,960,396
CARE Deutschland e.V., Bonn	10	3,757,937
The International Centre for Resear in Agroforestry (ICRAF), Nairobi	7	3,754,588
The Energy and Resources Institute – TERI, New Dehli	2	3,626,525
Peace Parks Foundation, Stellenbosch	2	3,533,492
Fondation Orange Côte D'Ivoire, Telecom, Abidjan	1	3,500,000
United Cities and Local Governments of Africa (UCLG Africa), Rabat	1	3,500,000
Bildungswerk der Deutschen Landwirtschaft, Bonn	3	3,420,000
World Vision Deutschland e.V., Friedrichsdorf	3	3,344,640
Access to Energy gGmbH, Berlin	1	3,123,960
Indonesian Biodiversity Conservatio Trust Fund, Jakarta	1	3,081,187
United Nations Population Fund (UNFPA), Islamabad	3	3,000,000
HAUS Finnish Institute of Public Management Ltd, Helsinki	1	2,996,710
Instituto Tecnológico y de Estudios Superiores de Monterrey, Monterrey	1	2,869,962
International Disability Alliance, Le Grand Saconnex	3	2,866,038
University of Cape Town (UCT), Cape Town	5	2,863,335
ICARDA International Center for Agricultural Research, Beirut	4	2,848,176
Profonanpe, Lima	2	2,750,000
Potsdam-Institut für Klimafolgenforschung, Potsdam	5	2,720,978
Stichting Climate-KIC International Foundation, Amsterdam	4	2,700,448
Institute for Economics and Forecasting of the National Academy of Sciences of Ukraine, Kiev	2	2,695,020
Fondazione AVSI, Cesena	12	2,679,393
Danish Refugee Council, Copenhagen	8	2,668,937
SENAI – Serviço Nacional de Aprendizagem Industrial, Brasília	3	2,637,051
Aga Khan Foundation United Kingdom, London	1	2,605,682
African Ministers' Council on Water (AMCOW), Asokoro Abuja	1	2,600,001
Practical Action, Nairobi	6	2,509,637
Fondation Tunisie pour le Développement, Tunis	1	2,486,316
International Rescue Committee, New York	6	2,432,488
United Nations Office for Project Services (Unops), Dakar	2	2,408,412
Hamburg Sustainability Conference gGmbH, Hamburg	1	2,344,366
Charitable Organization Charitable Foundation Brave, Kiev	2	2,244,842
Yayasan Institut Sumber Daya Dunia, Jakarta	2	2,224,305
C40 Cities Climate Leadership Group Inc., New York	3	2,207,598

IIT Bombay, Mumbai	3	2,151,520
Handicap International e.V., Munich	5	2,128,274
India Resources Trust (IRT), New Delhi	1	2,100,829
Norwegian Refugee Council (NRC), Oslo	7	2,095,000
GoLOCAL, Kiev	3	2,059,933
International Finance Corporation (IFC), Washington, D.C.	1	2,000,000
Secretariat of the Union for the Mediterranean, Barcelona	10	1,969,679
Action for Humanity, Salford Quays	5	1,946,643
South African National Energy Developme	3	1,942,666
Bundesamt für Meteorologie und Klimatologie MeteoSchweiz, Zurich	1	1,900,000
Women Empowerment Organization, Erbil	4	1,878,976
Deutsche Welthungerhilfe e.V., Bad Godesberg	14	1,831,828
FAO – Food and Agriculture Organization of the United Nations, Rome	9	1,817,833
Ruwwad Al Tanmyia Lebanon, Tripoli	4	1,734,350
The Nature Conservancy (TNC), Arlington	2	1,704,011
ACTED Agency for Technical Cooperation and Development, Paris	7	1,675,000
Lebanese Center for Energy Conservation (LCEC), Beirut	2	1,659,731
Asociacion Instituto Andino de Montana, Lima	3	1,650,000
Makerere University, Kampala	4	1,623,355
Kremenchuk Steel Works Stock Company, Kremenchuk city	1	1,611,373
United Nations Capital Development Fund, New York	1	1,600,000
The Regional Environmental Center for the Caucasus RECC, Tbilisi	1	1,599,923
Center for Coordination of Agricult Research and Development for Sout- hern, Gaborone	1	1,562,000
Berghof Foundation Operations gGmbH, Berlin	4	1,557,607
Cercle International pour la Promot de la Creation (CIPCRE), Bafoussam	2	1,556,796
University of Engineering and Technology, Peshawar	3	1,545,490
Wildlife Conservation Society, New York	7	1,544,387
Deutsche Welle, Bonn	7	1,539,861
Fondo para la acción ambiental y la ninez,Fondo Acción, Bogota Colombia	1	1,531,861
Kiva Microfunds, San Francisco	2	1,527,280



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