

COMPANY REPORT 2012

# GIZ. SOLUTIONS THAT WORK.

## GIZ AT A GLANCE

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# 16,229

GIZ has 16,229 employees worldwide.

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# 300

We work for over 300 clients and commissioning parties around the world.

# 2.1 billion

Our total business volume is EUR 2.1 billion.

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# 956 million

In 2012 GIZ placed orders with third parties worth EUR 956 million.

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# 130

GIZ has operations in over 130 countries.

# OUR PROFILE

## **GIZ – an innovative partner for the global challenges of tomorrow**

The wide range of services offered by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH are based on a wealth of regional and technical expertise and on tried and tested management know-how. We offer workable, sustainable and effective solutions in political, economic and social change processes.

GIZ is a German federal enterprise. Most of our work is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ). However, GIZ also operates on behalf of other German ministries and public and private bodies in Germany and abroad. These include governments of other countries, the European Commission, the United Nations and the World Bank. We are equally committed to helping our clients in the private sector attain their goals.

GIZ operates throughout Germany and in more than 130 countries worldwide. Our registered offices are in Bonn and Eschborn. We have 16,229 staff members around the globe, some 70% of whom are employed locally as national personnel. GIZ's business volume was about EUR 2 billion as at 31 December 2012.

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## GIZ IN FIGURES

# 230.1 million

GIZ International Services has a total business volume of EUR 230.1 million.

# 1.6 billion

Income in the public-benefit business area from the German Federal Ministry for Economic Cooperation and Development (BMZ) amounts to EUR 1.6 billion.

### German Public Sector Clients

Income in EUR million	2012
Federal Foreign Office	89.1
Federal Ministry for the Environment, Nature Conservation and Nuclear Safety	69.8
Federal Ministry of Economics and Technology	14.8
Federal Ministry of the Interior and Federal Office of Administration	13.5
EU twinning agreements, EU grants	11.1
Other clients	5.3
Cofinancing	3.5
Federal Ministry of Defence	2.4

### Personnel in the regions (as at 31 December 2012)

	Seconded experts	National personnel	Development advisors*	Integrated and returning experts**
Sub-Saharan Africa	619	4,150	482	247
Asia/Pacific	390	2,112	164	261
Europe, Caucasus and Central Asia	465	2,974	44	235
Latin America	186	1,149	171	138
Mediterranean Region and Middle East	276	713	29	115
Industrialised countries (Europe, USA)	25	21	0	0
<b>Total</b>	<b>1,961</b>	<b>11,119</b>	<b>890</b>	<b>996</b>

\* including 637 development advisors working directly with local partners, 100 Civil Peace Service experts and 153 development advisors with other tasks

\*\* employed by local employers in partner countries



## HIGHLIGHTS OF 2012

### 1,700 SATISFIED CUSTOMERS



Ten years of GIZ International Services (IS): a true success story. Since it was established a decade ago as a separate business area for GIZ's commercial activities, GIZ IS has increased its volume of orders from EUR 170 million to EUR 252 million in 2012. Within ten years, 1,700 projects have been implemented. To mark this anniversary, Federal Minister for Economic Cooperation and Development Dirk Niebel emphasised that mobilising the potential of the private sector will remain the core task of International Services.

### ESCHBORN DIALOGUE 2012



More than half the world's population live in cities – and this figure is set to rise. Cities account for more than 80% of global economic output. How can cities be a part of the solution to global problems? This question was at the centre of the Eschborn Dialogue hosted by GIZ on 5 and 6 June 2012. More than 400 professionals from politics, the private sector and civil society came together with experts in Eschborn to discuss the topic 'Driving transformation – the city as a global player'.

[www.giz.de/en](http://www.giz.de/en) > Our services > Eschborn Dialogue

### INVESTING IN THE FUTURE



On 22 August it was done and dusted. By signing on the dotted line the Chair of the Management Board, Tanja Gönner, and Managing Director Hans-Joachim Preuß sealed the purchase of a new office building at Friedrich-Ebert-Allee 36 in Bonn. This means GIZ is also helping shape the future of the international city of Bonn. The building is scheduled for completion in early 2015, and will have space for more than 500 workstations.

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## MESSAGE FROM THE CHAIRMAN OF THE SUPERVISORY BOARD



HANS-JÜRGEN BEERFELTZ

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We have a vision, which is that through our policy we can move closer toward a united world that is peaceful and free for all people. Germany is making a remarkable contribution to realising this vision. Despite the financial crisis and the debt brake, in 2012 the budget of the German Federal Ministry for Economic Cooperation and Development (BMZ) grew to the record sum of almost EUR 6.4 billion. This makes Germany the world's third-largest donor of official development assistance (ODA).

Yet German development cooperation has not just grown in financial terms. It has also achieved further international recognition, chiefly for the priorities set by the German Government in the fields of environment and climate change, and private sector development. The Organisation for Economic Co-operation and Development (OECD) has made special mention of this.

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In 2012, GIZ made excellent progress by doing business worth over EUR 2 billion, and gaining an even firmer foothold on the international cooperation market for sustainable development. Establishing GIZ was an important part of the largest structural reform German development cooperation has ever seen. All the main objectives of this reform, which was launched in 2010 and briskly implemented, have now been achieved. In early 2012 Engagement Global – the service for development initiatives – commenced work. This new institution brings together under one roof our programmes for civic and municipal engagement, which used to be spread across four organisations. And our independent German Institute for Development Evaluation (DEval) has also got off to a successful start. Furthermore, the BMZ-based Service Point for the Private Sector is now in place to advise small and medium-sized companies on investment in developing countries and emerging economies. From now on, all these institutions will be supporting GIZ's work in Germany.

We have become even more effective – in the interests of the taxpayer in Germany and our partners. Germany's involvement in international cooperation is already held in high regard around the world. To further increase the visibility of the German Government's manifold activities with other countries, together with the Federal Foreign Office we have developed a new, standard cooperation logo. 'German Cooperation' – like 'Made in Germany' before it – will become synonymous with quality on the global market for international cooperation – be it in the education sector, in humanitarian aid or democratisation.

GIZ's record volume of business also bears witness to the excellent reputation and great trust that the company enjoys among those we work for around the world. The structural reform is bearing fruit, and GIZ is on the way to becoming the world's leading provider of international cooperation services for sustainable development. I would like to thank all those hugely committed individuals who have made this possible and injected vitality into the new structures. We look forward to continuing along this successful path with you in the year ahead.



Hans-Jürgen Beerfeltz

Chairman of the GIZ Supervisory Board  
State Secretary in the German Federal Ministry for Economic Cooperation and  
Development

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## FOREWORD BY THE MANAGEMENT BOARD

‘Seize opportunities’ was one of our key slogans for 2012. Our business volume of over EUR 2 billion was an excellent result, and impressively demonstrates that we took advantage of the wide range of opportunities created by GIZ’s broadly designed corporate purpose. This also meant that 2012 was an eventful year with many changes.

We made many investments that laid the strategic foundations for future growth. At the same time, through the merger we have already achieved synergies in terms of efficiency and cost effectiveness. We have adjusted many procedures and processes accordingly, and will continue to do so in areas ranging from results-based project and commission management to commercial processes. Achieving synergies was our aim. This was also what was expected of us by Germany’s policy-makers, including our principal commissioning party the German Federal Ministry for Economic Cooperation and Development (BMZ), which, together with the German Federal Ministry of Finance, is also the voice of the shareholder.

In 2012, GIZ’s strategic realignment led to us expanding the range of services we offer, based on the lessons learned from decades of experience. Increasingly, we are also offering our international cooperation services to emerging and industrialised countries, including on the European single market, and in Germany. On behalf of the European Union, for example, we are implementing a project in which food specialists mainly from European countries are being trained to carry out more effective controls in line with EU regulations for food safety and consumer protection. And in Brazil, India and South Africa – on behalf of BMZ, the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety and the German Federal Ministry of Economics and Technology – GIZ is advising its partners on establishing sustainable, low-carbon energy supply systems.

GIZ has geared its portfolio to match those areas where Germany is an international leader – such as vocational training, health management, water supply and energy. Under the new budget item ‘International cooperation with regions’, we are also implementing cross-sectoral and cross-regional activities such as the Global Leadership Academy.

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(from left to right)  
HANS-JOACHIM PREUSS  
CORNELIA RICHTER  
TANJA GÖNNER  
CHRISTOPH BEIER  
TOM PÄTZ

GIZ stepped up its successful cooperation with the private sector even further in 2012. In a new cooperation arrangement with Siemens AG we are currently exploring initial joint projects to offer cities solutions for mobility, environmental protection and energy saving. Through the develoPPP.de programme, on BMZ's behalf GIZ has over the last 14 years supported some 640 German and international companies and associations in their activities in developing countries and emerging economies. And the oil company Shell Gabon recently commissioned GIZ International Services to build a 53-kilometre-long road and a bridge in the remote Ndougou region in south-western Gabon. For the first time this region will now have a transport link to the rest of the country.

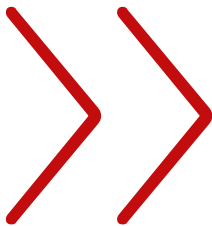
It is primarily thanks to our staff that the reorientation of the company has been a success in such a short space of time. Through their outstanding commitment, proven expertise and creativity they have identified solutions to new and complex problems time and time again. They are now enabling GIZ to implement Germany's international cooperation for sustainable development even more effectively, as a service provider for the whole German Government. I would like to express my sincere thanks to our entire staff for this achievement, which would not have been possible without the active support of all our commissioning parties, and first and foremost the support of our principal commissioning party, BMZ.

The result for 2012 will spur us on to continue along this very same path in 2013.

Tanja Gönner  
Chair of the Management Board



CREATING OPPORTUNITIES: FUTURE-MAKING WITH SOLUTIONS THAT WORK



We shape globalisation in line with Germany's values and interests.

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# GIZ. SOLUTIONS THAT WORK.

Promoting the economy, employment, health, education and democracy, enhancing food security, conserving the environment and natural resources, and mitigating climate change – we operate in a wide spectrum of fields. We support the German Federal Ministry for Economic Cooperation and Development (BMZ), from which the majority of our commissions come, and the German Government as a whole in translating German policy into demand-driven, customised, effective services in the field of international cooperation for sustainable development. We also offer our services to individual German states and municipalities, as well as to public and private sector clients within Germany and abroad. Our clients include foreign governments, the European Commission, the United Nations and the World Bank, as well as private businesses. For all of our clients and partners we devise **SOLUTIONS THAT WORK.**

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# DEDICATED – DEMAND-DRIVEN – EFFECTIVE

## INTERNATIONAL COOPERATION BY GIZ

The fine lines that separate policy fields such as development, trade, security and international climate change policy are becoming more and more blurred. Our globalised world is becoming increasingly interdependent, with cross-border flows of goods, services and capital, an increasing international division of labour within global value chains, and rising mobility among professionals. Today, no state in the world can guarantee its people peace, security and prosperity on its own in the long term.

Climate change does not stop at national borders. The meteoric growth of industrial production is pushing up the prices of raw materials. Deserts are expanding, and harvests failing more and more frequently. Staple foodstuffs are becoming increasingly expensive. This is not only threatening development in poorer countries. Industrialised countries too are increasingly realising that they must protect global public goods in order to secure their own future.

International cooperation is the order of the day if we are to effectively address these global issues that will decide our future. Without global agreements there will be no effective reduction in carbon dioxide emissions, no progress on bringing peace to entire regions, and no sustainable management of raw materials.

As one of the world's leading service providers in the field of international cooperation for sustainable development, GIZ possesses a wealth of experience. In fields as diverse as reforms to tackle structural poverty and youth unemployment, developing appropriate social protection systems, establishing vocational education and training institutions and switching to renewable energies, GIZ's expertise is increasingly in demand. This is the case in developing and emerging economies, inside Germany itself and in other industrialised states, and of course within the European single market.

Take the example of the shortage of skilled labour – Germany needs more skilled workers and professionals to keep its economy moving forward. GIZ has been commissioned by the German Federal Ministry of Economics and Technology to recruit skilled labour from Asia for sectors facing shortfalls, without detriment to the coun-

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tries of origin. Interested applicants, for instance nursing staff, receive the information they need from local advisors based in their own country. They are prepared, mentored and assisted in finding employment in Germany. GIZ is currently recruiting skilled workers in Tunisia for the German labour market. On behalf of the German Federal Foreign Office we are working with the German Federal Employment Agency to bring 100 Tunisian engineers to Germany.

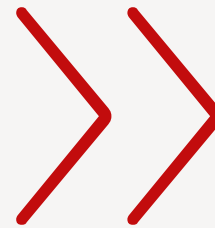
In our efforts to achieve the goal of sustainable development we are breaking entirely new ground worldwide. In Brazil, for instance, GIZ is working to help mitigate climate change and put power generation on a sustainable footing. Brazil has enormous potential in the fields of solar power and biogas. On behalf of the Federal Ministry for Economic Cooperation and Development (BMZ), GIZ has been harnessing this potential on a pilot scale. The first purely solar-powered football stadium is now operational, in good time for the 2014 FIFA World Cup.

German Government commissions are increasingly being cofunded by other public donors and private actors, including the British and Australian Governments. They are helping finance a programme under which GIZ and KfW are supporting the Southern African Development Community (SADC) in the field of transboundary water management. Arrangements like this can make programmes more effective and ensure a greater impact for every euro of German taxpayers' money.

With its commercial activities, GIZ International Services (IS) also plays its part in enhancing Germany's reputation and raising its profile outside the country. Since it was founded in 2002, IS has implemented more than 1,700 projects worth around EUR 2.6 billion. International Services operates in developing countries, within Germany and the EU, in other industrialised countries and in emerging economies.

With our wide spectrum of services we support our main commissioning party, BMZ, and other German ministries in the fields in which Germany plays a leading role. These priority areas identified by the German Government include private sector development and the sustainable extraction and processing of raw materials, alongside the environment and climate change. On the German Government's behalf, GIZ is delivering advisory services in the extractive sector to several West African and Central Asian governments. Our service package ranges from support on drafting national mining legislation to devising environmental and social standards for companies in the extractive sector.

The examples of our work presented in this section clearly illustrate how we support the German Government and international clients in creating improved global frameworks for economic, environmental, political and social development. GIZ is thus helping ensure that globalisation brings benefits to all people, in line with Germany's values and interests.



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## OPPORTUNITIES

*With our partners we translate global agreements into national policies, to benefit the people.*







# 01

DEVELOPING COUNTRIES

## Shaping change successfully

Sustainable management of raw materials, expanding the use of renewable energies, fostering education and employment, enhancing security – all these issues are currently the subject of international debate. The challenges involved will leave their mark on developing countries in particular, which is why GIZ has expanded the services it offers in these and other sectors, with a view to helping shape development in these countries in the interests of the people and our clients.



WEST AFRICA, CENTRAL ASIA AND LATIN AMERICA

## Managing mineral reserves for sustainability, transparency and social justice

# 01

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### THE GOAL

Achieve greater sustainability, transparency and justice in the extractive sector in developing countries

### THE APPROACH

Policy advisory services and capacity building in state institutions, to enable them to draft legislation and contracts in the extractive sector and monitor compliance

### THE RESULTS

New mining legislation; transparent awarding of mining concessions; defusion of local and regional tensions

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# 80%

Eighty per cent of all mining concessions in Sierra Leone are now recorded in a government database and are accessible to the general public.

Coal, oil, copper, diamonds – many developing countries have a wealth of mineral deposits. The earnings from extracting and exporting these could effectively reduce poverty in many countries, yet all too often the opposite is the case. The poor benefit least from the country's natural wealth. Indeed, it is not uncommon for the poor to see their situation deteriorate further as violent regional conflicts erupt over access to these resources, and they suddenly find themselves trapped between the two fronts. In many places corruption, a lack of transparency and the absence of regulations on handling income generated by extraction negate the tremendous opportunity offered by mineral wealth to foster development.

Resource governance in the extractive sector is thus the banner under which GIZ works around the world to promote sustainable management in this sector. The underlying goal is to ensure transparency in the awarding of mining concessions, to use the income to benefit the entire population, and to minimise environmental damage. GIZ supports the governments of partner countries in the process of negotiating and reconciling the interests of the state, the private sector and civil society.

One example is the programme entitled Regional Resource Governance in the Extractive Sector in the Fragile States of West Africa. On behalf of the German Federal Ministry for Economic Cooperation and Development, GIZ is advising the Governments of Sierra Leone and Liberia on how to use their natural resources to push ahead with development. In Liberia modern mining legislation is being drawn up, while a licence management system is being developed for Sierra Leone's Ministry of Mines and Mineral Resources. This system provides for transparency in the awarding of mining concessions, thus helping stamp out corruption. Since January 2012 the information has been accessible to the general public online at <http://sierraleone.revenuesystems.org>. Dialogue between mining companies and the surrounding communities is also increasingly being promoted. Local communities are now being involved, for instance, in plans to extend mining operations to new areas. A percentage of the income is also paid straight to the local community. This has already made it possible to prevent local and regional conflicts.



*We work in fields where Germany plays a leading role.*

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# 80

A total of eighty different mineral resources have already been found in Mongolia, including copper, uranium, molybdenum, zinc and diamonds.

In Mongolia, a country with almost unparalleled mineral wealth, GIZ is working on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) within the scope of the Integrated Mineral Resources Initiative (IMRI). IMRI is helping Mongolia create an enabling environment for mineral-based, sustainable, inclusive economic growth that will generate more jobs and income for the Mongolian people. This entails establishing pro-development conditions for foreign direct investment, increasing the pool of skilled workers available to the extractive sector, and ensuring that those working in state institutions have the capabilities they need to draft effective legislation and contracts relating to the extractive sector, and to monitor compliance. A large number of German and Mongolian partners from the private sector and civil society are involved in IMRI, alongside ministries and other state institutions. The activities of the Initiative are complemented by a project currently being implemented by GIZ on behalf of the German Federal Ministry of Economics and Technology. This project aims to bring the legal framework for the sustainable development of Mongolia's extractive sector into line with global standards.

In the Central Asian states of Kyrgyzstan, Kazakhstan and Tajikistan, GIZ has been cooperating with the Federal Institute for Geosciences and Natural Resources (BGR) and the Committee on Eastern European Economic Relations as part of BMZ's Mineral Resources for Development Programme. This programme is designed to jump-start sustainable economic development in the region, partly by facilitating access to the extractive sector in Central Asia for German and other foreign investors. It is envisaged that this will ensure the sustainable management of the region's mineral resources. To achieve this, the programme is fostering international dialogue among the business sector, civil society and the region's governments. Moreover, national decision-makers in the state and non-governmental sectors are to benefit from capacity development measures. The labour force is being trained in line with market demands, and the quality of the services provided by state authorities and agencies in the extractive sector is being enhanced.

In Latin America, GIZ is stepping up cooperation with Chile. On behalf of BMZ, cooperation with Chile's Ministry of Mining is to be increased in the field of research and in vocational and academic education. The founding of the German-Chilean Centre for Mining Instruction and Research was a first step in this direction. ●



## AFGHANISTAN

### Literacy and other aspects of police work

When the international community begins to withdraw in 2014, Afghanistan will be largely responsible for the security of its people. On behalf of the German Federal Foreign Office, GIZ is supporting Afghanistan's Ministry of Interior Affairs in its efforts to prepare the

country's police force. Apart from building police stations, this involves first and foremost education. In Afghanistan only three police officers in ten can read and write. Literacy courses not only allow them to bridge this gap in their education, but also teach them a great deal about the foundations of their new state. In cooperation with the European Union Police Mission (EUPOL Afghanistan), which brings together all the inputs of the various EU member states in Afghanistan, GIZ also organises two-week training courses for high-ranking judicial staff. Thirty Afghan judges, public prosecutors, defence counsels and criminal investigators, who have already undergone training under the project, train their colleagues in ways of improving cooperation on criminal investigations at provincial and district level. In total, some 26,000 police officers, including a large number of trainees, have completed literacy courses and judicial training since 2009. The television detective series Detective Amanullah also illustrates just how important a properly functioning police force and judiciary are for the country. This too is part of the GIZ police building programme. 37 of 40 planned episodes are already in the can.

# 26,000

A total of 26,000 police officers have already completed literacy courses and judicial training.





## PHILIPPINES

### Fit for school

Toothache is the most frequent reason for children missing school in the Philippines. Nine out of ten children suffer advanced tooth decay, and two thirds suffer from worm infestation. The Essential Health Care Programme (EHCP) is tackling these problems with simple

but highly effective measures in primary schools. Every day primary school children are supervised as they wash their hands with soap and brush their teeth with fluoride toothpaste. Twice a year the children are also given deworming tablets. Every day more than two million children benefit from these activities. Since 2008 GIZ has been delivering BMZ-funded advisory services to the EHCP. Because of the high level of interest shown by neighbouring countries, GIZ is now helping to roll out the fit-for-school approach across the region, on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and in cooperation with the Southeast Asian Ministers of Education Organization (SEAMEO). Special packages have been put together for schools in Cambodia, Indonesia and Laos.

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Internet: [www.giz.de/en](http://www.giz.de/en) > Worldwide > Asia > Philippines > Social Development > Fit for School – Effective school health programme



## EGYPT

### Hope of a job at last

Ninety per cent of Egyptian job-seekers are under the age of 30. Getting the country's young people into the workforce is thus a top priority for the Egyptian Government. GIZ is working on behalf of BMZ to support the necessary reforms of the country's labour

market policy, and the first fruits can already be seen: private-sector associations and state authorities now pull together to offer young people prospects of employment. This is something entirely new. These activities are closely linked to Egypt's National Employment Pact, an initiative of the German-Egyptian private sector which GIZ has been supporting on behalf of the German Federal Foreign Office. As part of this campaign to tackle unemployment, GIZ has helped establish Egypt's first job centre. It offers job-seekers and employers professional advice and placement services. The job centre has already managed to find employment for more than 500 young people, and is serving as a model for another three centres.



## KENYA

### New markets for German solar technology

Thanks to German solar technology, the Regional Office for Africa of the United Nations Environment Programme (UNEP) in Nairobi is now powered entirely by the sun. This commission is the result of a mission undertaken by GIZ for the German Federal Ministry of Economics and Technology, as part of

the ministry's Renewable Energies Export Initiative. The 500 kWh solar power system on the roof of the UNEP building is the largest of its kind in sub-Saharan Africa. It is an excellent advertisement for this forward-looking technology and demonstrates the economic viability of solar power.

The development potential offered by solar power in Kenya is also illustrated by a commission placed by the German Federal Ministry for Economic Cooperation and Development (BMZ). Under the develoPPP.de programme, GIZ has entered into a development partnership with three German companies. To date, more than 100 solar technicians have been trained to plan, build and maintain large-scale solar power systems. GIZ has also advised the partner government on putting in place a legal framework to foster investment. This partnership is a good example of how foreign trade promotion and development cooperation can be dovetailed.

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Internet: [www.develoPPP.de](http://www.develoPPP.de)



## SOUTHERN AFRICA

### Water for 1.6 million people

They are southern Africa's life blood – the Orange River, the Zambezi, the Limpopo and the Okavango. For the German Federal Ministry for Economic Cooperation and Development (BMZ), GIZ and KfW have been assisting the Southern African Development Community (SADC) since 2006 in setting

up a coordinated, transboundary water management system. Activities include establishing municipal water management authorities and expanding pipeline networks. The goal is ambitious – to achieve reliable water supplies for 1.6 million people across the region and to prevent conflicts between riparian states over the distribution of water resources. Today nine countries work together within the framework of four river basin commissions, deciding who may use how much water and whether or not dams and power stations may be built, and if so where. Currently GIZ and KfW are helping establish a water supply ring involving Angola and Namibia. The British and Australian Governments were so convinced by the results of cooperation that they too have become involved in the project.



NETWORKS

*We shape global  
partnerships and  
foster new alliances.*

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LEARNING TOGETHER FROM SUCCESSFUL MODELS  
AND THE EXPERIENCE OF OTHERS

# 02

INTERNATIONAL

## Mobilising global networks

International cooperation is going through a period of transition. Many of the issues that are crucially important to our future can only be tackled through global partnerships – from climate change and trade policy to financial and social policy. International knowledge networks like the Alliance for Financial Inclusion (AFI), which GIZ is administering with funding provided by the Bill & Melinda Gates Foundation and the German Federal Ministry for Economic Cooperation and Development (BMZ), are successful examples of trans-regional collaboration involving actors from the realms of politics, business and civil society. Another avenue is offered by cooperation with a number of partners, such as the triangular cooperation arrangement between Mexico, Bolivia and Germany. GIZ is involved in this on the basis of a BMZ commission.



## GLOBAL ALLIANCE FOR FINANCIAL INCLUSION

# No longer excluded from formal financial transactions

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### THE GOAL

Improve access to banking services for the poor

### THE APPROACH

Members of the Alliance (central banks, finance ministries and other regulatory bodies from 81 developing countries and emerging economies) share their experience with successful home-grown policies in the financial sector.

### THE RESULTS

AFI members adopt policies that have proved successful in other countries and forge ahead with financial sector reforms in their own countries, helping foster inclusive development.

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# 02



# 50,000,000

The Alliance for Financial Inclusion aims to give 50 million people access to basic financial services, enabling them to open a bank account or deposit their savings, for instance.

Poor people in developing countries frequently have no access to even the simplest of financial services – opening an account, transferring money, saving. With an average daily income of two dollars, they have no place in the formal banking system. Banks are often inaccessible to them, or are simply not geared to the needs of customers with such a low income.

A global Alliance for Financial Inclusion (AFI) has now formed to tackle this discrimination. Members include central banks, finance ministries and other regulatory bodies from 81 developing countries and emerging economies. With funding from the Bill & Melinda Gates Foundation, GIZ administers the Alliance on behalf of members. The German Federal Ministry for Economic Cooperation and Development (BMZ) and the Australian Government's overseas aid programme AusAID are now also involved in cofunding the Alliance. The global management approach taken by AFI is particularly character-

istic of the Alliance: all strategic decisions are made by a steering committee comprising six member organisations, the AFI Executive Director and a GIZ representative.

AFI, which sees itself as a global knowledge network, aims to give a minimum of 50 million people access to financial services. First and foremost, it attaches importance to its members sharing their experience and expertise. Who has experience with mobile financial services or consumer protection? How promising is Mexico's strategy of testing a new business model based on mobile phones? The Reserve Bank of Malawi has drawn up guidelines and established a mobile money coordination group: can this approach be replicated?

To encourage this South-South exchange of experience and expertise within the Alliance, GIZ, through the AFI office in Bangkok, organises regular annual meetings and conferences at regional and global level, an online



*Global alliances - a new way to achieve sustainable development.*

# 81

The central banks, finance ministries and other financial regulatory authorities from 81 developing countries and emerging economies are currently part of the Alliance for Financial Inclusion.

platform, fact-finding trips to member states, thematic working groups and a dialogue with politicians. GIZ also establishes contacts to strategic partners including research institutes, donor organisations and private businesses. Alliance members also may receive financial support for their exchange and pilot projects. Burundi's central bank, for instance, has been granted AFI funds to study the Filipino approach to regulating online cash transactions. After a visit to the central bank in the Philippines, Burundi adopted this approach and developed it further.

In 2011 in the Maya Declaration, AFI undertook to push ahead with financial inclusion in participating countries through very specific projects, and to be accountable for progress within the network. The pledge was confirmed in 2012 at the Cape Town Global Policy Forum, which brought together more than 300 policy-makers, private sector partners, international organisations and research institutes from 70 countries. Armenia's central bank, for

instance, is considering how it can involve the private sector to a greater extent, and is exploring the possibilities of grievance management mechanisms. The Bangladesh authority that is responsible for supervising the micro loan system in the country intends to step up consumer protection. And the central bank of the Solomon Islands aims to ensure that a further 70,000 people, including 30,000 women, have access to basic financial services by 2015. There are also plans to incorporate financial literacy in school curricula.

The AFI philosophy of learning from one another as equals and entering into new partnerships with strategically important institutions from the fields of research, politics, microfinance, the private sector and donor organisations has been very well received. Today AFI has more than 100 member organisations. With their projects to introduce and test new policy approaches, members are paving the way for poor people to gain access to financial services in future. ●

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## GLOBAL DIALOGUE ON SOCIAL PROTECTION

### Learning from the success of others

How did India manage to introduce health insurance for millions of people working with no social safety net? What social protection systems have proved their worth in Brazil? And in South Africa? Since 2012 a global GIZ social protection programme has facilitated a South-South dialogue on these issues, and enabled participants to learn from the successful models and experience of others, including Germany. The booming emerging economies have now realised how important it is to invest in social protection systems for their people in order to attain sustainable economic development. Through the BMZ-financed Global Partnerships Programme, GIZ is now initiating and organising networking – with conferences, workshops, lessons learned and studies. To enable others to benefit from India's successful example, for instance, GIZ organised an international workshop on health care for all in Nepal.

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## BOLIVIA, MEXICO, GERMANY

### Safer water, better health

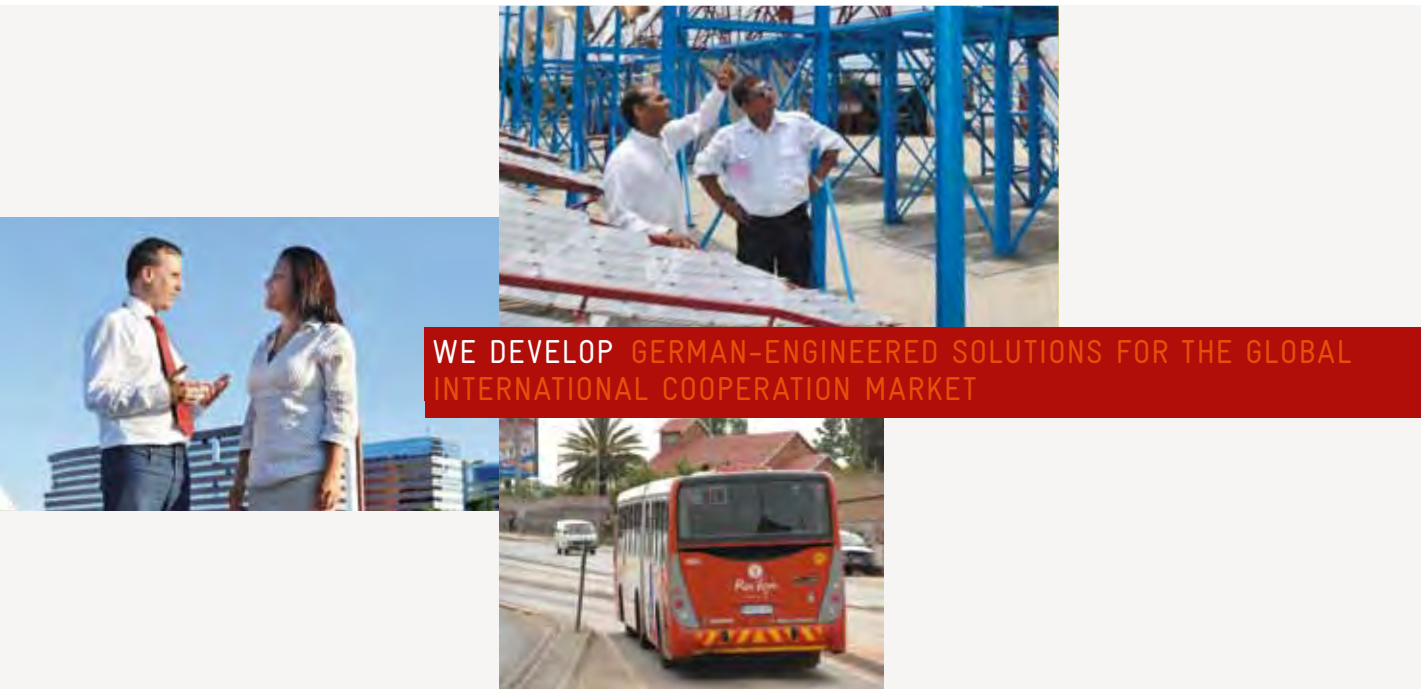
Water resources are dwindling in Bolivia as a result of climate change. Farmers are already using wastewater to irrigate their fields, with drastic consequences for human health. Bolivia has asked Germany and Mexico for assistance in improving its wastewater treatment facilities. On behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), GIZ is involved in this triangular cooperation arrangement. We have a long-standing partnership with Bolivian water management institutions. Mexico has already modernised its water sector. Experts from both countries are now sharing their expertise with the Bolivian Government, and are advising the Bolivian Ministry of the Environment and Water on the drafting of new regulations on the reuse of water. They are supporting local communities too, helping them build efficient and appropriate wastewater treatment plants and irrigation systems and put in place new tariff systems. In one municipality, Mexican proposals have already been put into practice and the local sewage plant restored to operation.



ALLIANCES

*We open the doors  
to new markets.*





WE DEVELOP GERMAN-ENGINEERED SOLUTIONS FOR THE GLOBAL INTERNATIONAL COOPERATION MARKET

# 03

## EMERGING ECONOMIES

### Bringing about sustainable development with new partners

Emerging economies like Brazil, Russia, South Africa, India and China, as well as new economic powers including Mexico, Indonesia and Turkey, have been ringing the changes on the international stage for some time now. These countries have become important allies and partners for Germany and offer attractive markets for German industry. Over the next ten years it has been forecast that 60% of global growth will take place in emerging economies. For GIZ, too, innovative forms of cooperation beckon – approaches for instance that combine various policy fields and link up the interests of developing countries, emerging economies and industrialised countries.



SOUTH AFRICA AND BRAZIL

## Effective strategies against climate change

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### THE GOAL

Mitigate greenhouse gas emissions through new legislative frameworks and environmentally sound power generation

### THE APPROACH

Deliver policy advice and transfer expertise, design strategies to mitigate climate change, network policy-makers and the private sector

### THE RESULTS

Eventually reduce carbon emissions while increasing energy production; raise the quality of life and incomes, also for the inhabitants of rural regions

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03





# 50%

South Africa intends to almost halve its greenhouse gas emissions by 2025.

South Africa is the largest economy in Africa, and is the continent's economic powerhouse. It therefore has a thirst for energy that it has so far quenched largely by consuming its plentiful supplies of coal. This has direct repercussions though: emissions of the greenhouse gases that damage the climate are very high in South Africa, and extreme weather events are already threatening the pillars of its economy – agriculture and tourism. The South African Government has therefore set itself an ambitious target in the fight against climate change: by 2025, it intends to cut emissions by almost half.

Through the Climate Support Programme (CSP), GIZ is assisting the South African Department of Environmental Affairs (DEA) in tackling this challenge. This programme is being promoted by the International Climate Initiative (ICI) of Germany's Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU). Using the proceeds from emissions trading, the ICI has been funding climate-related projects in developing, emerging

and transition countries since 2009. This supports the projects in their efforts to mitigate climate change, conserve biological diversity and adapt to the impacts of climate change.

GIZ is advising policy-makers in South Africa on designing strategies to mitigate climate change, negotiating these strategies with all stakeholders, and ultimately implementing them. Against this background, in October 2011 the South African Government adopted a National Climate Change Response White Paper, on which all further legislative initiatives will be based.

GIZ is also supporting South Africa's DEA in establishing uniform standards for a national system designed to measure, document and verify activities for climate change mitigation. In 2012 the DEA, South African environmental protection organisations and national industry met for the first time to exchange ideas on this. A climate change toolbox is also being prepared. This will provide municipal



## 6 billion

By 2020, a further six gigawatts of electricity will have to be produced every year in Brazil to cover its estimated additional energy requirement.

*Mitigating climate change –  
we deliver effective solutions for the future.*

and district planners with specific recommendations and examples showing how they can incorporate measures to mitigate climate change into their local development planning. Through its initiatives for mitigating climate change, South Africa has laid the cornerstone of a climate change policy from which other emerging economies and developing countries can learn.

Brazil's energy requirement is also rising rapidly. BMU is responding, once again through the International Climate Initiative. In this case, Germany's Federal Ministry for Economic Cooperation and Development (BMZ) and BMU are jointly promoting a cooperative programme involving both GIZ and KfW. Besides building and expanding climate-friendly sewage treatment plants, the programme aims to use biogas on a large scale to generate power in Brazil. The vast quantities of agricultural residues and waste products from sewage and solid waste management systems could be harnessed to generate energy on a huge scale. However, in Brazil methane has so far been seen only as a waste product, rather than being used as a cost-effective alternative form of energy production.

The programme aims not only to prevent an increase in fossil fuel consumption and the carbon emissions this would entail. The rural population too is to benefit. By systematically recycling waste materials that have hitherto been deposited or allowed to seep into the ground in an uncontrolled manner, the programme is to improve water quality and sanitation, and reduce existing health risks.

The setting is conducive to the large-scale implementation of biogas technology in Brazil. The recently adopted national waste management policy obliges local authorities and waste management utilities to recycle their waste from 2014 onward. To close gaps in knowledge on how to handle efficient biogas technology, GIZ is initiating cooperation between European and Brazilian businesses and research institutions, and advising national agencies on funding and support programmes. We are also involved in networking ministries, business associations, research and training institutions, and helping launch pilot projects that can serve as reference plants. ●

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## INDIA AND CHINA

### Working together for clean energy

Energy security, energy efficiency, renewable energy: these are the topics addressed by the Indo-German Energy Forum (IGEF). Professional administrators, policy-makers and experts from the private sector use this platform to discuss viable paths to a low-carbon energy supply. Under

the auspices of Germany's Federal Ministry of Economics and Technology (BMWi), the Forum promotes cooperation between Indian and German companies in the energy sector. On behalf of Germany's Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU), GIZ, together with KfW and the Indian Bureau of Energy Efficiency, is providing the Forum with technical and organisational support. As a result, on 11 April 2013 the Indian and German Governments signed a memorandum of understanding offering India one billion euros for advisory services and loans on near-market terms. This will support the joint development of technical options to improve integration into the grid, and speed up grid expansion. GIZ is pursuing a similar approach in the Sino-German Energy Dialogue, once again on behalf of BMWi. Our work here includes advising on networking between the German and Chinese energy sectors.

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## EASTERN EUROPE AND ASIA

### Opening doors to new markets

Anyone aspiring to succeed in business in foreign countries needs more than just business management expertise. Since 1998, Fit for Partnership with Germany – the Manager Training Programme of the Federal Ministry of Economics and Technology – has been

bringing some 800 managers a year from emerging economies such as Kazakhstan and India to Germany, and systematically preparing them to establish business contacts and cooperate with German companies. Since 2006 the programme has also been open to German companies that wish to do business with Russia. Around 270 German companies have since had their managerial staff trained as 'Russia specialists'. Along the same lines, China was also included in 2012. More than 7,000 foreign companies have benefited from the programme, which GIZ is coordinating. This creates a win-win situation in which the programme also opens doors for German companies to enter new markets. And public money is put to effective use. The business generated by the programme is worth many times the amount spent.

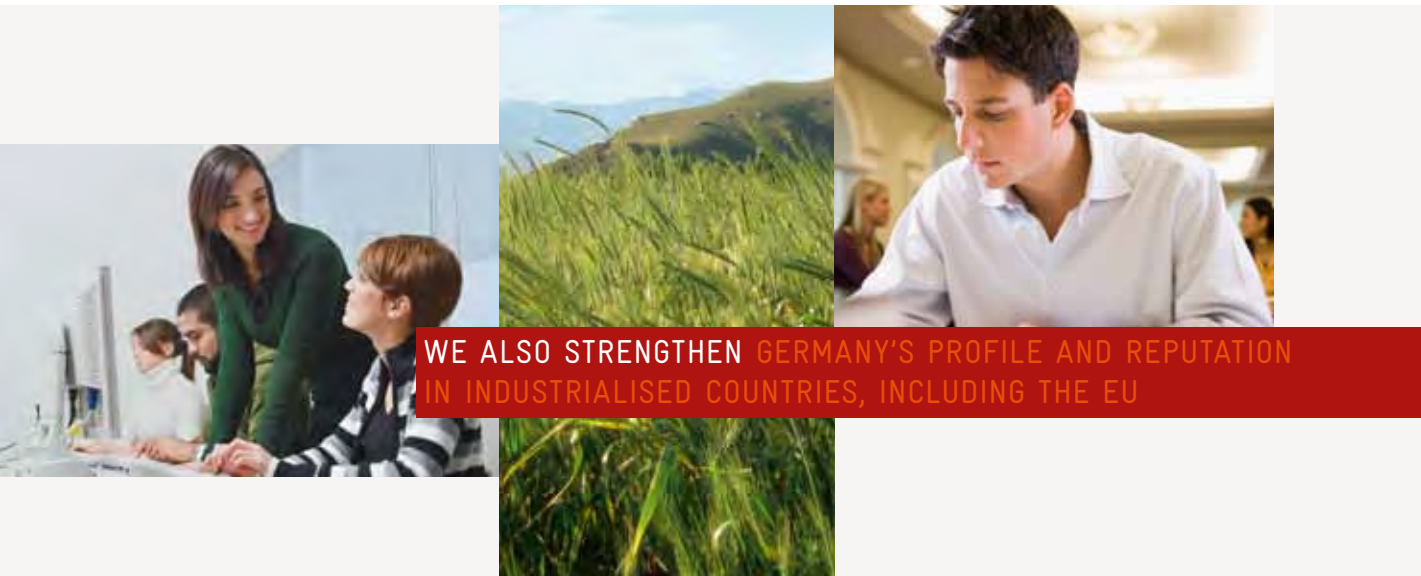
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GERMAN  
KNOW-HOW

*We provide German know-how  
to tackle global challenges  
for sustainable development.*





WE ALSO STRENGTHEN GERMANY'S PROFILE AND REPUTATION  
IN INDUSTRIALISED COUNTRIES, INCLUDING THE EU

# 04

## INDUSTRIALISED COUNTRIES AND THE EUROPEAN UNION

### Developing effective solutions for the future

German know-how is in demand in industrialised countries, and especially so in the EU. GIZ also possesses a wealth of experience in these countries. On behalf of the European Union, for instance, we are training food experts from EU and non-EU countries on topics such as food safety and consumer protection. We also offer manifold solutions to help tackle topical problems – including consolidating national and local budgets, vocational training and capacity development to strengthen business locations, and measures relating to energy and climate change issues. GIZ is continually expanding the range of services on offer.



## EUROPEAN UNION

# For more consumer protection and safer food

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### THE GOAL

Introduce better and more effective food safety controls and consumer protection

### THE APPROACH

Through the EU Better Training for Safer Food (BTSF) initiative, more than 130 training measures have been conducted for around 4,000 food specialists from EU member states, EU accession and neighbouring countries, and countries in Asia, Latin America and Africa that export to Europe.

### THE RESULTS

In several participating countries standardised controls have already been introduced, and the responsible food specialists are regularly sharing the experience gained with these checks in European expert networks.

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# 04



# 4,000

Four thousand food specialists  
have already attended more than  
130 workshops.

Safe foods, healthy forage plants and animals – consumer protection, whether in Germany, Poland or Cyprus, involves the same standard regulations in all member states of the European Union (EU), at least in law. How these EU-wide regulations are actually applied and monitored, however, varies widely from country to country. Conditions in the various member states, and the know-how and methods available there, are simply too diverse. Whereas in some countries the applicable EU regulations converge with national guidelines and are applied professionally, inspectors in other countries are inadequately equipped to apply them. While some states have large supervisory bodies with a specialised division of tasks, the supervisory bodies elsewhere are small and have very few specialists at their disposal.

Given these uneven conditions, how can EU-wide cooperation be organised? What can be done to ensure that the legal provisions concerning food and feed, animal welfare and animal and plant health are interpreted, applied and monitored consistently?

To address this situation, the EU has launched the Better Training for Safer Food (BTSF) programme. The programme is an initiative of the European Commission's Directorate General for Health and Consumers. The Executive Agency for Health and Consumers is acting as the lead agency for implementation. The initiative aims to harmonise know-how and controls, and thus improve food safety and consumer protection consistently in all European countries. GIZ International Services (IS) has




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# 30,000

The European Commission's Directorate General for Health and Consumers has already trained 30,000 experts.

*GIZ IS has already carried out 1,700 projects in 10 years.*

been operating on behalf of both EU institutions since 2006. As part of the BTSF programme, GIZ IS organises Europe-wide training measures for food specialists from EU member states, EU accession and neighbouring countries, and countries in Asia, Latin America and Africa that export to Europe.

In practical laboratory workshops, participants learn about food quality control, how to assess and register plant protection products, and how to develop efficient disease control strategies. Participants also learn how they can apply the EU legislation concerning food and feed, as well as animal welfare and plant protection, in their own countries. In the case of exporting countries, the training agenda includes efficient strategies, inspections and control measures that are compatible with EU and other international standards. The international exchange of experience is helping bring about comparable testing standards. This is crucially important for protecting both public health, and animal and plant health. Moreover, companies are being enabled to compete on fair terms, and enjoy the benefits of trading in safe food.

In these training activities GIZ IS cooperates with the German Federal Office of Consumer Protection and Food Safety (BVL), as well as the national food safety agencies of Austria, Cyprus, Denmark, Finland and the UK, among others. One outcome of this close cooperation is [www.trainsaferfood.eu](http://www.trainsaferfood.eu), an online platform containing practical information for participants, instructors and the public at large.

So far, GIZ IS has organised more than 130 workshops for around 4,000 participants, involving almost 200 experts from all EU member states. GIZ IS also organises conferences and study trips, and manages expert networks. All told, the European Commission's Directorate General for Health and Consumers has already enabled some 30,000 experts to undergo training. ●

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## ASIA

### Trained to do business in the Asia-Pacific region

Having acquired a high degree of professionalism, competence and familiarity with the local business culture, plus market-specific expertise, graduates of the Heinz Nixdorf Programme for the Promotion of Asian-Pacific Experience for Young German

Professionals are well equipped to do business in China, India, Indonesia, Japan, Malaysia, South Korea, Taiwan or Viet Nam. After completing a crash course in the relevant foreign language, programme scholarship holders spend six months as company interns, during which they get to know the work culture of the host country. The programme is funded by the Heinz Nixdorf Foundation. Since 1994 GIZ has been responsible for managing the programme, selecting and mentoring the participants, and managing the alumni network and exchange forums. Through its alumni, of whom there are now 750, the Heinz Nixdorf Programme ensures that the German and international business communities have at their disposal a pool of professionals and managers who have gained the right kind of intercultural experience in Asia.

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## WORLDWIDE

### The Global Leadership Academy

The Global Leadership Academy brings together decision-makers from the spheres of politics, business, academia and civil society in industrialised and developing countries – including the USA, Sri Lanka, Tunisia, Brazil and Bhutan. Faced with challenges that transcend national borders, such

as climate change and financial crises, these leaders must be willing to drive fundamental change that gives future generations the chance to live in security and prosperity. On BMZ's behalf, GIZ is supporting them in doing so through the academy. The academy's activities include the Passion and Politics Lab which was developed jointly with the Deep Democracy Institute, an American think tank. Participants include outstanding individuals from the Arab world who wish to shape political and social change in their home countries. Together they seek strategies and solutions, without losing their passion or relinquishing their ideals. Another activity is the 'global wellbeing lab', which is organised together with the renowned Presencing Institute. Here, participants from around the world engage with issues of global wellbeing and sustainability.

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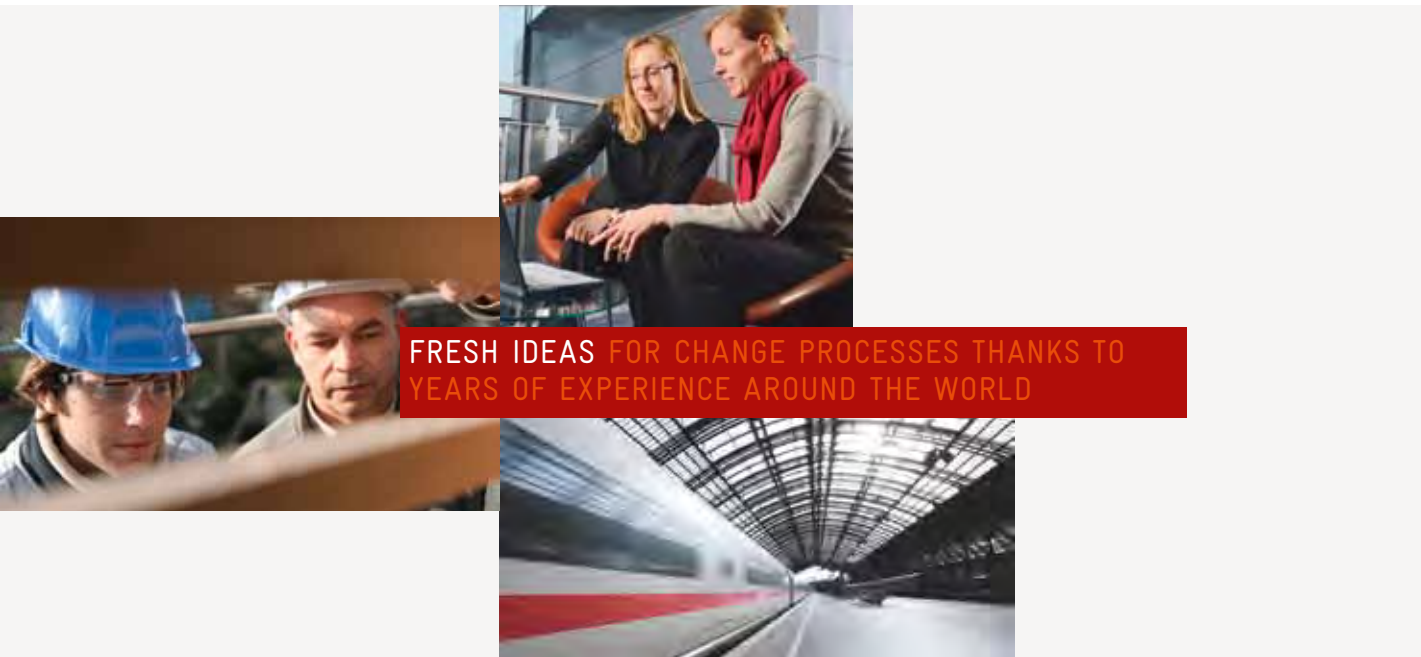


DRIVING  
CHANGE

*Increasingly in  
demand in Germany:  
GIZ's know-how*

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FRESH IDEAS FOR CHANGE PROCESSES THANKS TO YEARS OF EXPERIENCE AROUND THE WORLD

05

GERMANY

## Harnessing worldwide experience for innovation

GIZ possesses years of experience around the world with activities ranging from successful foreign trade and export promotion programmes – such as the North Rhine-Westphalian Leadership Programme for Chinese Executives – to innovative solutions for legal labour migration involving mobility partnerships, for instance with Georgia and Moldova. Combining this with our excellent international networks that bring together policy-makers, private sector actors and representatives of the academic and research community, we can deliver valuable knowledge and solutions for change processes in Germany.



GERMANY AND CHINA

## Business cooperation boosts foreign trade

# 05

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### THE GOAL

Promote foreign trade, for instance by supporting ecological structural change in China's economic regions

### THE APPROACH

Customised, business-based training and networking programmes for Chinese executives

### THE RESULTS

A growth in economic ties based on capacity development and the creation of sustainable networks linking Chinese executives and decision-makers with German companies

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# 1,000

One thousand Chinese executives have already completed the Leadership Programme of the German state of North Rhine-Westphalia.

In most cases, anyone offered a place on the Leadership Programme for Chinese Executives of the German state of North Rhine-Westphalia (NRW) really has made it. Many 'alumni' have the programme to thank for their rise to positions of managerial responsibility in business or administration. The state government of NRW in Düsseldorf launched this programme for executives from the People's Republic of China in the early 1980s, just as China's economic open-door policy was getting under way. Those responsible were quick to recognise the enormous potential for economic development emerging from the new policy of the Chinese Government.

Since then GIZ has been implementing the training activities, which are funded by the NRW state government and China in partnership – with a focus on the partner provinces of Jiangsu, Sichuan and Shanxi. The two sides continuously update the training content in line with current trends. What began as a German contribution to development cooperation has evolved over the decades into

a successful instrument of foreign trade promotion that benefits both countries. Almost 1,000 individuals have since completed the NRW Leadership Programme, which takes up to twelve months. The programme is designed for Chinese executives in enterprises and institutions, who learn German in China before undergoing the management training scheme in NRW. After that they embark on individual working assignments in companies in NRW, where they learn the specifics relevant to their tasks back home. The programme also invites high-ranking delegates from the provinces to participate in special fact-finding missions to NRW. This strengthens the exchange of experience and transfer of expertise between NRW and the partner provinces, and promotes joint projects and business cooperation.

The programme's alumni are particularly important for expanding economic relations between NRW and its partner provinces in China. During their training assignments they develop close ties with Germany, and NRW




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10.1 billion

In 2011, companies in NRW exported goods and services to China worth EUR 10.1 billion.

*We foster cooperation and link up interests.*

in particular, and today make an active contribution toward developing contacts and cooperation between companies and institutions in NRW and China. To maintain these contacts, GIZ invites selected alumni to return to Germany. Relations are further deepened through reciprocal visits made by political and economic delegations.

The NRW Leadership Programme benefits hugely from the close collaboration between the two GIZ offices in NRW and China. They help select suitable trainees and subsequently involve them in project activities in China, and support the joint organisation of specialised study

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As part of the programme, GIZ launched the [www.nrw-china-portal.org](http://www.nrw-china-portal.org) website. This online platform enables companies and alumni to keep in direct touch, and share ideas and experiences. It also provides information on training and other activities involving NRW and China.

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trips. Through its manifold working contacts among political institutions, companies and centres of expertise, GIZ brings together key actors from NRW and China. In so doing it links up the interests of Germany, NRW, the business sector and partners in China, and fosters new cooperation arrangements.

From now until 2014, GIZ will be developing and organising training activities and specialised study trips, e.g. for Shanxi province, covering numerous aspects of 'ecological structural change' such as environmental protection, climate change mitigation, industrial modernisation and ecological urban development. Shanxi, a centre of heavy industry that is rich in ore and coal, needs to restructure its economy, and has been selected by the central government as a pilot region for ecological structural change. In this respect the province faces challenges similar to those tackled by the Ruhr region since the 1960s. Cooperating with North Rhine-Westphalia is therefore a particularly attractive option for Chinese partners. ●

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## GERMANY AND AFGHANISTAN

### Supporting work in conflict-affected countries

Living and working in conflict-affected countries such as Afghanistan is particularly challenging. How can we support the specialists and managers concerned? This is the job of GIZ's Academy for International Cooperation in Bad Honnef. In

a two-week training course, personnel preparing for their assignment have an opportunity to get to know the country, its culture, its values and its norms in more detail. This includes interacting directly with some of GIZ's Afghan managers. What do I need to do for my personal safety and security? How do I learn to correctly assess the general risk situation? And how do I recognise and tackle corruption? These questions are also addressed in a second training cycle, which takes place in Kabul. In 2012, 65 specialists and managers took part, including some from the German Federal Foreign Office, the German Academic Exchange Service, the Friedrich Ebert Foundation and one non-governmental organisation.

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## GERMANY, GEORGIA AND MOLDOVA

### Managing labour migration in Europe

So far it has been the member states of the European Union (EU) themselves who have decided who gains access to their labour markets. Now, EU states and third countries are seeking joint regulatory frameworks. Mobility partnerships

are to create models for legal labour migration from which the countries of origin, the receiving countries and the migrants themselves will all benefit. On the EU's behalf the Centre for International Migration and Development (CIM), which is a joint operation of GIZ and the German Federal Employment Agency, is assisting Georgia and Moldova. The support focuses on testing legal migration, supporting returnees, and liaising closely with Georgians and Moldovans living in Germany. Within a clear legal framework, a pilot project will place 100 Moldovan and 40 Georgian IT specialists, hotel professionals and nurses with employers in Germany, where they will receive further training. When they return home, CIM will either place them in employment or help them start up their own businesses.

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Internet: [www.cimonline.de/en](http://www.cimonline.de/en)

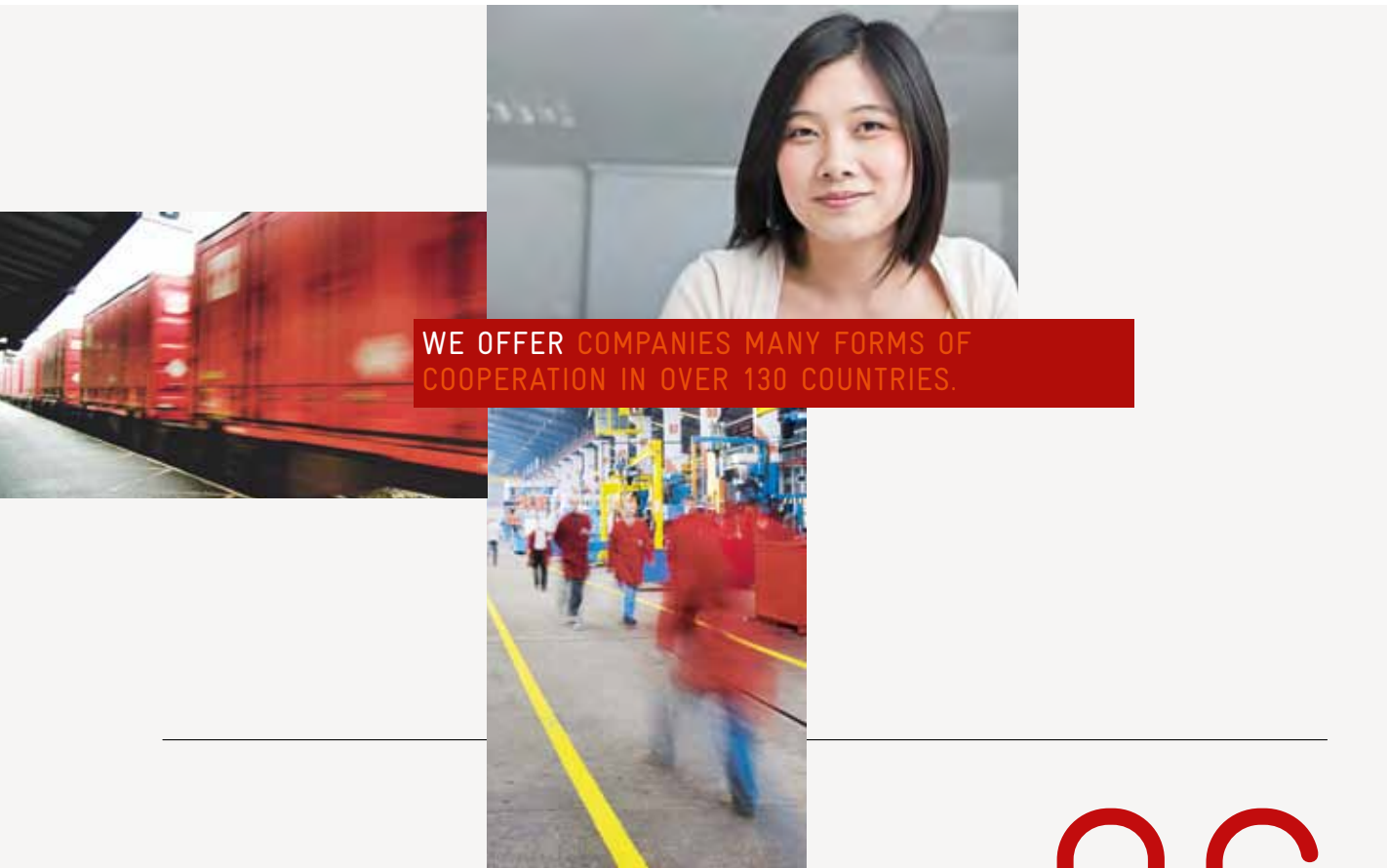
*We link up  
the interests of  
the private sector  
with Germany's  
development-policy  
objectives.*



DOING BUSINESS  
RESPONSIBLY







WE OFFER COMPANIES MANY FORMS OF COOPERATION IN OVER 130 COUNTRIES.

06

WORLDWIDE

## Tapping business potential together

Private-sector engagement and a country's development are directly linked. Investment in production plants creates jobs and improves people's income prospects. This enables companies to tap new markets, and build new value chain partnerships that make their supply chains sustainable, transparent and competitive. Our cooperation arrangement with Shell Gabon, a subsidiary of the oil multinational, demonstrates this. So too does our arrangement in the Philippines, where we have teamed up with the agricultural firm Cargill and the German chemical company BASF to produce coconut oil. GIZ offers companies a wide range of possibilities for involvement.



## PHILIPPINES

# From the coconut to high-quality oil

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### THE GOAL

Raise incomes and thus improve the lives of thousands of small coconut farmers on the island of Mindanao

### THE APPROACH

Establish certified, sustainable coconut oil production in a development partnership, and affordable health insurance for the small coconut farmers and their families

### THE RESULTS

Some 2,500 small coconut farmers are already generating higher incomes from locally produced, high-quality coconut oil, and along with their families have now gained access to the state health insurance programme for a lower premium.

# 06

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# 28,000,000

An estimated twenty-eight million people in the Philippines live from the coconut.

Nobody can ignore the coconut in the Philippines. About a quarter of the country's agricultural land is used to grow coconut palms. The archipelago produces 15 billion coconuts a year, making it one of the world's largest producers. In 2011 coconut products, including ingredients for foods and cosmetic products, generated almost EUR 1.6 billion in export earnings. According to official estimates more than three million people work in coconut cultivation in the Philippines, and a further 25 million are employed in coconut processing.

In the southern Philippines in particular, on the island of Mindanao, people live almost entirely from what they earn working with coconuts. They are the target group of a development programme that is breaking new ground in the Philippines. For this programme GIZ, the chemical company BASF and the international agricultural producer Cargill have entered into a development partnership. This jointly financed project, which is also

supported by the German Federal Ministry for Economic Cooperation and Development (BMZ) through the develoPPP.de programme, is paving the way for a value chain that will benefit local people directly. Sustainable coconut cultivation will enable them to produce an oil that meets the Sustainable Agriculture Network (SAN) standard and is certified by the Rainforest Alliance™.

This is the first initiative of its kind in the Philippines. It is now envisaged that 2,500 small coconut farmers in Mindanao – a region that has repeatedly been affected by religious unrest – will change the way they process their produce, and sustainably improve their income and standard of living with locally produced, high-quality coconut oil. To ensure that it delivers optimal results that are responsive to market needs, the programme is combining the strengths of GIZ with those of private-sector partners. Cargill, for instance, has developed new drying kilns for the small farmers. These will enable the farmers to raise



# 2,500

Through the project, 2,500 small farmers and their families have gained access to health insurance and improved their standard of living.

*Increasing business opportunities; reducing financial risks. GIZ supplies the know-how and the contacts.*

the quality of the copra (the coconut meat), and thus the quality of the oil they obtain from it. Work has already started on building the first kilns. In total the new kilns will be able to process the coconut yields from an area of 10,000 hectares.

The project is being cofinanced by BASF, which needs the coconut oil as a raw material for production purposes. GIZ has seconded a development advisor to organise and coordinate all programme activities on the ground.

For its part, GIZ is bringing to bear the lessons it has learned in 40 years of cooperating with Philippine farmers' associations and non-governmental organisations. This expertise is particularly important in helping mainstream sustainable cultivation methods and provide small farming families with access to the state health and social insurance system. To achieve this, the programme is cooperating with the association of small coconut farmers. With

financial support from the project, 2,500 small farmers and their families have already been able to join the state health insurance programme PhilHealth for a reduced premium. It is estimated that when the project winds up, 15,000 people will be insured for the first time against the most common health risks.

Local organisations such as the Notre Dame Business Resource Center Foundation have also been integrated into the project. They will ensure that once the project has come to an end, farmers are able to continue growing coconut palms and producing high-quality oil, both sustainably and self-reliantly. To achieve this the organisations are promoting knowledge sharing, training the farmers in sustainable cultivation and processing methods, and supporting the institutional capacity development of small farmers' associations and cooperatives. ●

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## DEVELOPMENT COOPERATION SCOUTS

### Showing companies the opportunities of tomorrow

Where is German development cooperation active, and in what projects? What opportunities does this create for German companies to cooperate in developing countries and emerging economies? Questions like these are answered by

'development cooperation scouts', who are seconded by the German Federal Ministry for Economic Cooperation and Development (BMZ) through GIZ to industry associations, regional associations, chambers of commerce and industry, and chambers of crafts. There are currently 22 development cooperation scouts working across Germany – and the figure is rising. Acting as a link between the private sector and development cooperation, they explore possible overlaps between business and development-policy engagement. This leads to business cooperation arrangements, such as the project for a solar-assisted power supply for radio stations and a university library in Tanzania. The idea for this project came from GIZ's State Office Lower Saxony in Hanover. It was developed jointly with the state of Lower Saxony and the development cooperation scout Eckhard Heine, who works at the Chamber of Commerce and Industry in Hanover.

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Internet: [www.bmz.de](http://www.bmz.de) > Mitmachen! > Wirtschaft > EZ-Scouts (German only)



## GABON

### A road to the future

People in Ogooué-Maritime province in south-western Gabon have wanted a transport link to connect them with the rest of the country for a long time. Now the oil company Shell Gabon and the Government of Gabon are providing around EUR 26 million to finance the construction of a 53 kilometre-long road that runs

through the major communities in the province as well as a bridge across the Boumé Boumé. The works will be executed mainly by small and medium-sized Gabonese companies. On behalf of the Gabonese Government and Shell Gabon, GIZ International Services is planning the construction measures and supporting the local firms with quality assurance, logistical and project planning, and ensuring compliance with environmental standards. During the construction period of nearly two years, around 200 jobs will be created, and the know-how generated will remain within the country. Thanks to the new road, people will be better supplied with goods for their daily needs. At the same time they will be able to market their own products more easily, and thus increase their income.

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## 2012 IN FIGURES

### Volume of business in 2012

Fiscal 2012 was yet another highly successful year for GIZ, with the total volume of business up from EUR 2,031.9 million in 2011 to EUR 2,104.1 million. GIZ achieved about one fifth of this figure not with the German taxpayer's money, but through third-party funds for cofinancing arrangements received for instance from foreign governments, multilateral organisations and foundations, as well as through commissions placed with GIZ International Services (IS).

### Public-benefit business area

The public-benefit business area as a whole generated income of some EUR 1,874 million (compared to EUR 1,755 million in 2011). Commissions from the German Federal Ministry for Economic Cooperation and Development (BMZ) accounted for the lion's share, topping EUR 1.6 billion (compared to EUR 1.5 billion in 2011). BMZ thus remains our principal commissioning party. This income from BMZ business also includes some EUR 179 million (2011: EUR 170 million) provided by donors of third-party funds to cofinance BMZ commissions. The term cofinancing refers to all arrangements under which third parties provide additional funding or place an order for a complementary measure relating to a measure that GIZ is already implementing on behalf of BMZ or any other commissioning body. The largest cofinancing donors are the European Union, and the Australian and Dutch development agencies AusAID and DGIS.

The measures GIZ implements on behalf of other German public sector clients were also a major source of income in 2012. In this business area, income totalling around EUR 209 million (previous year's figure: EUR 223 million)

was generated – 3.5 million of which was accounted for by cofinancing. Overall, income in this area thus fell slightly year-on-year. One particular reason for this was change in the wider policy setting, which included the development of the Special Energy and Climate Fund. The highest income came from projects commissioned by the German Federal Foreign Office. This amounted to some EUR 89 million. Commissions awarded by the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety generated income of around EUR 70 million.

### GIZ International Services

The GIZ International Services (IS) business area makes an important contribution to GIZ's business volume. The total business volume of GIZ IS was of the order of EUR 230 million in fiscal 2012 (compared to EUR 277 million in 2011). This downward trend in total business volume was caused by major projects in the IS portfolio coming to an end – including a project in Ethiopia, and the large-scale EU TAIEX programme. Orders placed with GIZ IS by national governments accounted for the largest share of the total business volume, at around EUR 71 million. The volume of business from cooperation with the European Union totalled around EUR 52 million.

### Orders placed with third parties

In 2012 GIZ placed just under 61,500 orders in Germany and worldwide worth a total of some EUR 956 million (2011: EUR 725 million). These orders were placed with, for example, service providers, suppliers, consulting companies, individual consultants and construction companies.

### Forecast for the development of business volume in 2013

On the basis of the promising results achieved in 2012, GIZ is forecasting comparable income for 2013. It is expected that cooperation with BMZ will account for a similarly high percentage of income as in this year,

meaning it will remain our most important commissioning party. GIZ also sees excellent prospects for developing business with other clients. We thus expect the volume of business in 2013 to be comparable to that in 2012.

#### German Public Sector Clients

Income in EUR million	2011	2012
Federal Foreign Office	82.6	89.1
Federal Ministry for the Environment, Nature Conservation and Nuclear Safety	56.5	69.8
Federal Ministry of Economics and Technology	10.4	14.8
Federal Ministry of the Interior and Federal Office of Administration	13.2	13.5
EU twinning agreements, EU grants	12.9	11.1
Other clients	15.8	5.3
Cofinancing	6.9	3.5
Federal Ministry of Defence	24.1	2.4

#### GIZ International Services

Total business volume in EUR million	2011	2012
National governments	87.6	70.5
European Union	72.2	51.8
UN organisations	48.3	52.0
Bilateral donors	42.5	32.3
International financial institutions and funds	16.8	17.3
Other	9.5	6.3

# 956 million

In 2012 GIZ placed orders worth EUR 956 million with third parties.

## OUR PERSONNEL

International – dedicated – values-oriented – efficient: our long and short-term experts, development advisors, Civil Peace Service experts and national experts in partner countries guarantee that our clients and commissioning parties get the innovative, tailored services they expect. We keep investing to ensure that we are an attractive employer so that we can continue to recruit the best specialists and managers despite global competition. Our talent management scheme encourages our staff to make the most of their abilities. We offer competitive salaries and help our staff achieve a good work-life balance. Our recent venture into employer branding, also involving the social media, is increasingly helping us attract the talented individuals we need, and allows us to demonstrate that the company offers genuine career development opportunities in the face of stiff competition from other employers.

### Human resources development in figures

As at 31 December 2012 GIZ employed a total workforce of 16,229, of whom 3,149 were working in Germany (as compared to 3,241 in 2011) and 1,961 outside Germany – 74 seconded experts more than in 2011. Inside Germany 2012 saw a shift in employment patterns, with 396 people more working in programmes and projects, whereas the number of employees working at Head Office fell by 488. This is primarily the result of the strategic realignment of the company.

As in the previous year almost 70% of the workforce, a total of 11,119 individuals (as compared to 11,929 in 2011), were national personnel working in partner countries. They are recruited and given employment contracts locally. Of this group 1,268 individuals held managerial or senior professional posts. Another 3,233 had specialist and managerial duties.

### Trends in other groups of employees

As at 31 December 2012, a total of 890 development advisors were working for GIZ – 104 fewer than in 2011. The main reason for this decline in numbers was that in the wake of the merger many details had to be worked out regarding the shift from grant-based financing to commission-based financing. These and the details of the technical and organisational integration of development advisors in the planning of new commissions were only finally clarified in the course of 2012. This delayed the recruitment of new development advisors.

The situation was similar for integrated experts\*, who are placed with local employers by the Centre for International Migration and Development (CIM), a joint operation of GIZ and the German Federal Employment Agency. At the end of 2012, 542 integrated experts were employed directly by organisations and private businesses in partner countries. This was 57 fewer than in 2011. The number of returning experts\* was almost unchanged at 454 (2011: 453). Returning experts receive support from CIM in the form of financial assistance or advisory and other services. This programme aims to help specialists who have trained or worked in Germany to put the expertise acquired here to use in their countries of origin to help boost development. In 2012 443 young volunteers were also working in partner countries under the 'weltwärts with GIZ' volunteer programme. In 2011 the figure was 493.

\*contract of employment with local employers in partner countries

Internet: [www.giz.de/en](http://www.giz.de/en) > Jobs and careers

GIZ's facebook profile: [www.facebook.com/gizprofile](http://www.facebook.com/gizprofile)



### ACHIEVING A SOUND WORK-LIFE BALANCE

We as a company aim to grow and consistently improve the quality of the services we deliver. We are convinced that this will only be possible if we offer our staff working conditions that enable them to balance their professional and family commitments. We offer specific support here. Our 185 flexible working time and organisation models offer numerous options for reconciling the demands of professional and family life. A further aspect is our in-company child care. At our Eschborn and Bonn offices we already offer 88 places for pre-school children. This year another 22 places are to be created. There are numerous services available to employees working outside Germany and their families. GIZ also provides an extensive health programme, including stress management courses.

# 185

We offer 185 different flexible working time and organisation models.

### ATTRACTING THE TALENT WE NEED ...

GIZ, with worldwide operations in the field of international cooperation for sustainable development, has traditionally offered young people training in a wide range of occupations. As well as being involved in cooperative courses run by the Baden-Wuerttemberg Cooperative State University Mannheim and the University of Cooperative Education in Frankfurt am Main, GIZ trains commercial officers and specialists in selected fields including IT, office communication, event management and human resources. We see it as part of our responsibility to society as a whole to give young people sound training on which they can build their careers.

### ...AND KEEPING IT

In order to underpin our long-term competitiveness, we continue to invest in developing the skills and talents of our workforce. The courses on offer range from safety and security management for assignments in crisis regions to training in ethical conduct, and from management seminars to courses on the latest trends in climate change mitigation and health services. To prepare staff for assignments outside Germany we use our own e-learning schemes, blogs and web-based learning platforms. These give staff the intercultural expertise, the understanding of project and commission management and the managerial and negotiating skills they need.

#### GIZ trainees as at 31 December 2012

By training course	Number
Clerical officer	32
Office communication specialist	29
HRM specialist	1
Events specialist	4
IT specialist	3
Media specialist	5
PR trainee	2
Business administrator Frankfurt academy	24
Business administrator Mannheim academy	18
Business administrator Bonn academy	6
<b>Total</b>	<b>124</b>

#### WOMEN IN TOP-LEVEL POSITIONS

In the long term we can only be successful if we guarantee women and men equal opportunities. Many studies prove that companies with a balanced number of women and men at expert and managerial level respond better to demographic trends and other societal challenges. The percentage of expert and managerial posts held by women has risen consistently at GIZ in recent years. Since 2012 two of our five Managing Directors have been women, one of whom is Chair of the Management Board. At the managerial level immediately below the Management Board, one third of the posts are held by women. Throughout the company as a whole, women account for 54.3% of the workforce.

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# 34.8 %

Women hold 34.8% of managerial posts.

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# 48.4 %

Women hold 48.4% of professional posts.

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#### SHAPING GLOBAL MOBILITY IN THE WORKING WORLD

The Centre for International Migration and Development (CIM) has been a successful model for more than 30 years. This joint operation of GIZ and the German Federal Employment Agency is the competence centre for global labour mobility in international cooperation. CIM's core services involve placing specialists around the globe and delivering advisory services on migration. Since it was founded in 1980, CIM has placed about 20,000 specialists and managers. These German or EU experts are placed as 'integrated experts' with local employers, including state or parastatal institutions, NGOs and private businesses in cooperation countries. They are given a local employment contract and earn a customary local salary. They include business, education, environmental and health specialists.

The same swift, unbureaucratic know-how transfer to give employers in cooperation countries access to the highly qualified specialists they need and thus achieve their goals efficiently is the watchword of CIM's returning experts programme. CIM supports individuals from developing countries or emerging economies who have studied, trained or worked in Germany and would now like to return to their country of origin to take up a development-related post.

To better dovetail foreign trade promotion activities and development cooperation, more than 30 integrated experts are working in chambers of commerce outside Germany, German business delegation offices and bilateral business associations in 26 countries. On behalf of the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU), CIM is also placing climate change specialists in developing and emerging countries. In addition to providing international placement services, CIM works in a variety of ways to harness the opportunities offered by migration for the purposes of development. To this end it advises German and foreign ministries on aspects of migration policy, for instance in connection with EU Mobility Partnerships.

Contact: [cim@giz.de](mailto:cim@giz.de)  
Internet: [www.cimonline.de/en](http://www.cimonline.de/en)



Centre for International  
Migration and Development  
a joint operation of GIZ and the  
German Federal Employment Agency

### DIVERSITY – OUR RECIPE FOR SUCCESS

One of our major competitive advantages is the diversity of our staff. More than 11,000 national personnel in some 130 partner countries clearly demonstrate that diversity – as reflected in a wide spectrum of nationalities, cultural backgrounds and academic and professional experience – is simply part of everyday life at GIZ. Our clients, commissioning parties and partners reap the benefits. The wealth of experience we have at our disposal guarantees them the specially tailored, culturally appropriate services they need. Our diversity also helps us adapt efficiently to the many different markets in which we operate, making us more competitive as a company.

### National personnel – structure

Leading professional	250
Senior professional	1,018
Professional	3,233
Junior professional	1,104
Assistant	2,185
Support	3,329

### IN THE THICK OF THE ACTION – GIZ'S DEVELOPMENT SERVICE



GIZ development advisors can be found wherever there is a need to work directly with local partners in order to foster development – whether the task in hand involves training teaching staff for vocational schools, advising producers' associations or savings and loans cooperatives, or supporting local authorities involved in land or forestry management. Development advisors generally work closely with non-governmental and state organisations within municipalities, towns and cities, and villages. GIZ's Development Service is Europe's leading provider of development advisors. In 2012 a total of 890\* advisors were in action for GIZ's Development Service and the Civil Peace Service. They work in projects and programmes that GIZ is implementing on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ).

\* This figure includes all 637 development advisors working directly for our partners, 100 Civil Peace Service experts, and 153 development advisors working as coordinators, project managers, mentors for the 'weltwärts' programme and scholarship-holders under GIZ's programme for training junior employees as at 31 December 2012.

The peace experts seconded to areas affected by crises and conflicts under the Civil Peace Service programme are very much in the thick of the action. They support local partner organisations in preventing, stemming or overcoming violence, and develop the abilities of civilian elements within society to resolve conflicts peacefully. Peace experts can, for instance, provide support in resolving long-standing disputes between sedentary crop farmers and nomadic herders. Burundi and Guatemala illustrate another aspect of their work. Civil Peace Service experts are active in both countries, where they are adopting a holistic approach to helping the people come to terms with the violence of the past.

The programme 'weltwärts with GIZ' offers young people a chance to do one year of voluntary service in one of GIZ's partner countries. Since BMZ first launched the voluntary service in 2008, GIZ has sent a total of 3,660 volunteers to 32 countries. Currently 450 volunteers are working with GIZ in 25 countries. They will be completing their service in mid-2013, after which the 'weltwärts with GIZ' programme is to be discontinued.

Contact: [entwicklungsdienst@giz.de](mailto:entwicklungsdienst@giz.de)  
 Internet: [www.giz.de/entwicklungsdienst](http://www.giz.de/entwicklungsdienst) (German only)  
[www.ziviler-friedensdienst.org](http://www.ziviler-friedensdienst.org)

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\*Reporting to the Management Board:  
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Integrity Advisor

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- Supraregional  
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# PUBLICATION DETAILS

## Published by

Deutsche Gesellschaft für  
Internationale Zusammenarbeit (GIZ) GmbH

Registered offices  
Bonn and Eschborn

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Design and layout:  
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Kommunikationsagentur GmbH

Litho:  
607er Druckvorlagen GmbH  
Printed by:  
AZ Druck und Datentechnik GmbH

Printed on:  
Cover:  
Arctic Volume White 300 g/m<sup>2</sup>,  
certified to FSC® standards

Inside:  
Arctic Volume White 115 g/m<sup>2</sup>,  
certified to FSC® standards

Published in June 2013  
ISSN 1430-9645



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p. 48: left: Ursula Meissner  
right: GIZ/Gabor Sasvari

p. 49: top: GIZ/Uwe Fricke  
bottom: shutterstock

p. 55: Florian Kopp



# SPOTLIGHT OF THE YEAR: FUTURE-MAKERS

The Spotlight of the Year 2012/2013 – Future-makers – highlights current challenges and the most topical issues of international cooperation. This is the first time that GIZ and KfW have teamed up with the German Federal Ministry for Economic Cooperation and Development (BMZ) for a joint annual theme. BMZ, GIZ and KfW are organising a series of public events to discuss how we can tackle global problems together, and what innovative approaches might be appropriate.

**Making a future together.** The joint Spotlight was launched on 22 March 2012, when GIZ invited more than 300 guests to its Berlin Representation to discuss major issues of international cooperation for sustainable development. The agenda included climate change, energy supply and food security. Peace and security were singled out as two of the key global challenges.

**Engagement fairbindet.** On 25 May 2012, more than 3,000 visitors attended the second information and networking fair Engagement fairbindet. The fair was held in the grounds of the former Federal Chancellery in Bonn, now the headquarters of BMZ. The event covered a wide range of development policy issues, and was hosted by BMZ together with GIZ, Engagement Global and KfW.

**Europe and Rio+20.** Renewable energy was the focus of the Spotlight event entitled 'Europe's Run-up to Rio+20. Joining Forces for Sustainable Energy', which was held in Brussels on 11 June 2012. The discussion focused on a number of key questions: How can renewable energy options be implemented globally? What role should state actors play? And what contribution can be made by actors in international cooperation?



**Future-Makers.**  
Building the future.  
Let's join forces.

**Sustainable energy for all.** What percentage of the population of Africa will have access to modern energy in the year 2030? This question was addressed by visitors to an event held on 3 December 2012 in Bonn. Tanja Gönner, Chair of the GIZ Management Board, emphasised that in Africa, decentralised energy supply solutions will be the best way to achieve broad-based coverage for the people. Commissioned by BMZ, the Dutch Government and other governments, the Energising Development energy partnership which GIZ is implementing has already provided 6.5 million people in sub-Saharan Africa with access to modern cooking stoves.

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To find out more about the joint Spotlight of the Year, please visit the websites of BMZ, GIZ and KfW:

**BMZ** [www.bmz.de](http://www.bmz.de) > Mitmachen! (German only)

**GIZ** [www.giz.de/en](http://www.giz.de/en) > About GIZ > Spotlight of the Year

**KfW** [www.kfw.de](http://www.kfw.de) > KfW Entwicklungsbank > Über uns > Das Jahresthema (German only)

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# GIZ AROUND THE GLOBE



This map uses coloured dots to show GIZ locations around the globe. The red dots indicate offices that GIZ shares with KfW and in some cases other development organisations. The grey dots mark locations where GIZ has an office of its own. GIZ also operates in many other countries, though without any office presence. These countries are not highlighted on the map.

- GIZ sharing country office with other German development cooperation organisations
- GIZ office

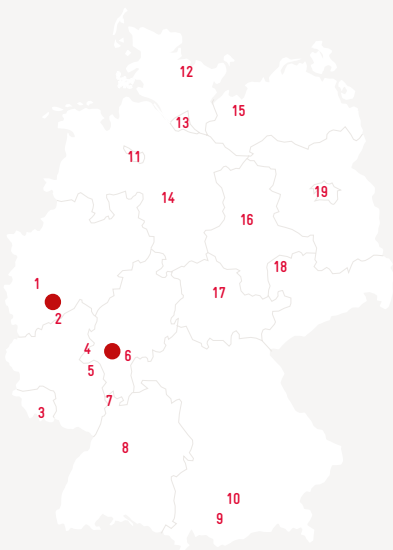
## OFFICES IN GERMANY

GIZ's registered offices are in Bonn and Eschborn. The company is also represented at 19 other locations in Germany.

- Bonn
- Eschborn



- 1 Düsseldorf
- 2 Bad Honnef
- 3 Saarbrücken
- 4 Wiesbaden
- 5 Mainz
- 6 Frankfurt
- 7 Mannheim
- 8 Stuttgart
- 9 Feldafing
- 10 Munich
- 11 Bremen
- 12 Kiel
- 13 Hamburg
- 14 Hanover
- 15 Schwerin
- 16 Magdeburg
- 17 Erfurt
- 18 Leipzig-Zschortau
- 19 Berlin



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