

COMPANY REPORT 2013

GIZ. SOLUTIONS THAT WORK.



giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

GIZ AT A GLANCE

GIZ HAS **16,510** EMPLOYEES WORLDWIDE. /// IN FISCAL 2013 GIZ'S BUSINESS VOLUME TOPPED EUR **1.9** BILLION. /// IN 2013 GIZ PLACED ORDERS WORTH EUR **883** MILLION WITH THIRD PARTIES. /// GIZ WORKED FOR WELL OVER **300** DIFFERENT COMMISSIONING PARTIES IN 2013. /// GIZ HAS OPERATIONS IN ABOUT **130** COUNTRIES. /// NATIONAL GOVERNMENTS PLACED ORDERS WORTH SOME EUR **60** MILLION WITH GIZ INTERNATIONAL SERVICES, ACCOUNTING FOR THE LION'S SHARE OF ITS TOTAL BUSINESS VOLUME. ///

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. As a German federal enterprise, we offer workable, sustainable and effective solutions in political, economic and social change processes.

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, European Union institutions such as 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 about 130 countries worldwide. Our registered offices are in Bonn and Eschborn. We have 16,510 staff members around the globe, some 70% of whom are employed locally as national personnel. GIZ's business volume was over EUR 1.9 billion as at 31 December 2013.

GIZ IN FIGURES

German Public Sector Clients

Income in EUR million	2013
Federal Foreign Office	118.6
Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety	86.6
Federal Ministry for Economic Affairs and Energy	17.2
Federal Ministry of the Interior and Federal Office of Administration	13.6
EU twinning agreements, EU grants	7.1
Other clients	6.3
Federal Ministry of Defence	5.9
Cofinancing	9.5
Total	264.8

GIZ International Services has a total business volume of EUR **178** million.

The German Federal Ministry for Economic Cooperation and Development (BMZ) was our main commissioning party again, with commissions worth more than EUR **1.4** billion in 2013.

This sum includes cofinancing arrangements worth EUR **170** million.

Personnel in the regions* (as at 31 December 2013)

	Seconded experts	National personnel	Development workers**	Integrated experts***	Returning experts***
Sub-Saharan Africa	656	3,680	464	148	113
Asia/Pacific	420	2,296	166	95	147
Europe, Caucasus and Central Asia	453	3,183	39	166	61
Latin America/Caribbean	212	1,241	154	108	50
Mediterranean Region and Middle East	294	814	46	28	68
Industrialised countries (Europe, USA)	23	30	0	0	0
Total	2,058	11,244	869	545	439

* Figures do not include Head Office staff.

** 832 development workers placed directly with local partners, including 103 Civil Peace Service experts, and 37 other development workers

*** Placed or supported by CIM, a joint operation of GIZ and the German Federal Employment Agency

01



03



02



PUTTING A FACE TO GIZ

01 The US-born education expert **Temby Mary Caprio** has been managing the German contribution to teacher training reform within Afghanistan's Ministry of Education since 2012. A graduate in German studies, she has also worked for GIZ in education projects in Mozambique and Honduras, and for the US Peace Corps in Cape Verde.

02 **Erik Schneidawind** studied information management alongside intercultural communication and cooperation. Before returning to university to do a postgraduate degree in business studies, he worked for a Stuttgart-based communication agency where he was involved in project management for international exhibitions and trade fairs. Since 2011 he has worked as commercial officer for GIZ International Services projects in the fields of vocational education and training, good governance and economic promotion in the Arab world. He costs offers, draws up contracts and ensures financial control of projects.

03 **Florian Henrich**, a business studies graduate, joined GIZ in 2010. An expert in microfinance, he supports our projects in partner countries, helping give poor sections of the population long-term access to financial services, including savings accounts and small-scale loans. Before joining GIZ, he worked for a bank whose core business is financing very small to medium-sized companies in emerging economies and developing countries.

HIGHLIGHTS OF 2013



GIZ OFFICE OPENS IN GREECE

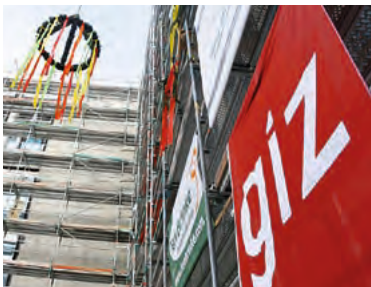
GIZ has been operating in Greece for some time, but now we have our own office in Athens. German expertise in several areas including administrative and health sector reform, and renewable energies, is very much in demand in Greece, as it is in many other industrialised countries, especially within the EU. GIZ's new project office in the Greek capital opened on 11 December. Guests from Greek ministries and

international organisations attended the official opening ceremony, along with representatives of the German Embassy and the German political foundations. (Read more about GIZ's engagement in Greece on pages 30–32.)

ESCHBORN DIALOGUE 2013

Not a lot works without the extractive industries. Germany imports raw materials from more than 160 countries, including many developing countries, where working conditions are often poor and profits benefit only a small section of the population. On 18 and 19 June, at the Eschborn Dialogue, some 400 international experts from the fields of politics, business and civil society discussed how competition for resources, land and water can be made fair and climate friendly.

www.giz.de/en > Our services > Eschborn Dialogue > Eschborn Dialogue 2013
www.giz.de/en > Media centre > News > News archive 2013 > Raw materials and resources: growth, values, competition



TOPPING OUT CEREMONY IN BONN

A total of 150 invited guests came to celebrate the laying of the foundation stone of GIZ's new office building at Friedrich-Ebert-Allee 36 in Bonn on 28 June 2013: nine months later, right on schedule, the topping out ceremony was held. The new building, which is in the immediate vicinity of our existing Bonn premises, is to cost around EUR 70 million. Known affectionately as the Meander Building because of its twisty floor plan, the building should be completed by mid-2015, and will have space for 500 work stations. It will

also house conference rooms, video conference rooms, a canteen to seat 400 and a number of communal rooms. The Meander Building is fully in line with our corporate philosophy on sustainability and will meet the silver standard of the German Sustainable Building Council (DGfB).

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MESSAGE FROM THE CHAIRMAN OF THE SUPERVISORY BOARD

Development policy is a global policy for the future and for peace. Our aim is no less than to give everybody in the world better prospects for a decent future. Germany has already done a great deal to help achieve this: in absolute terms, Germany is the third largest donor of development assistance worldwide, and this contribution is set to rise by another EUR 2 billion in total over the next four years. The German Government – with the Federal Ministry for Economic Cooperation and Development (BMZ) as its pivotal actor in international cooperation – is thus sending a very clear signal. BMZ will focus the new opportunities this brings in three special initiatives, the titles of which reflect the respective programme goals: ‘One World, No Hunger’, ‘Fighting the causes of refugee movements, reintegrating refugees’ and ‘Stability and development in the MENA region’.

It is just as important to us to establish a new system of objectives and values for international cooperation and sustainable development with our partners around the globe. We need a new global sustainability agenda for the period after 2015, the target date set in 2000 for achieving the Millennium Development Goals (MDGs). Within Germany we will also be engaging in intensive discussions with a large number of committed and interested actors regarding the further development of the guiding principles of our development policy. BMZ is thus working with civil society, the private sector, the academic community, the churches, German states, municipalities and foundations to elaborate a charter for the future: ‘One world – our responsibility’. This will be the starting point for a national partnership for the development year 2015 and for realising a post-2015 agenda for sustainable development.

Without modern technology it will be impossible to achieve the goal of creating a global ecological and social market economy. Nor will we be able to protect the global environment, conserve biodiversity and mitigate climate change – which remain development priorities – or be able to achieve sustainable energy security. But technology alone is not enough. We will also have to get internationally binding development agendas off the ground and bring them to life. At present, for example, a sum of around EUR 1.8 billion a year from BMZ’s budget is dedicated to climate change mitigation, making Germany one of the largest donors in this field in devel-



DR FRIEDRICH KITSCHELT

oping countries and emerging economies. Whether in the environmental and energy sector, or in the field of security and good governance, Germany is devising sustainable solutions and bringing its internationally renowned expertise to bear.

The private sector too is playing an increasingly important part in development. Many German businesses are pioneers in the field of sustainability and a new way of doing business. Some 35 agricultural and food businesses have, for instance, founded the German Food Partnership with BMZ. Coordinated by GIZ, this partnership undertakes to launch comprehensive and sustainable projects to improve food security in developing countries and emerging economies.

Whether tackling food security, energy, migration, the environment or any one of a very wide spectrum of other topics, GIZ draws on its long-standing experience and its wide-ranging expertise to deliver highly professional international cooperation services for sustainable development to the entire German Government. Increasingly, GIZ is also attracting international clients including the European Union and the World Health Organization. The steadily growing demand for GIZ's services inside and outside Germany is conclusive proof of this.

My sincere thanks go to the GIZ Management Board and all GIZ staff members. They are the face of German development policy around the world, and it is they who bring our policies to life. Their commitment is highly appreciated.

A handwritten signature in blue ink, appearing to read 'F. Kitschelt'.

Dr Friedrich Kitschelt

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



FOREWORD BY THE MANAGEMENT BOARD

In 2013 we further expanded our range of international cooperation services for sustainable development, and together with our partners devised effective solutions. Our commissioning parties and clients were clearly convinced, as demonstrated by stronger demand within the European Union and other industrialised countries, as well as the encouraging trend in commissions received. This year's figure of around EUR 2,292 million for new commissions surpasses the EUR 2,285 million achieved in 2012, bearing witness to the high level of trust placed in the capabilities and expertise of our staff the world over.

The largest share of our income from public-benefit business came from our principal commissioning party, the German Federal Ministry for Economic Cooperation and Development (BMZ). At over EUR 1.4 billion, the figure remains very high. Our income from BMZ business also included some EUR 170 million in third-party funds for cofinancing arrangements, which we received for instance from foreign governments and multilateral organisations. They are so convinced of the quality of our services that they cofund them. The development of business with other German federal ministries was also gratifying. In this business sector, income rose by just under EUR 55 million to a total of around EUR 265 million. In 2013 the total business volume of our taxable business area GIZ International Services amounted to around EUR 178 million. Our overall volume of business in 2013 exceeded EUR 1.9 billion, thus remaining virtually at the previous year's level. Income also remained almost constant at more than EUR 1.7 billion.

One example of the increased demand for our services is Greece. On behalf of the German Federal Environment Ministry we are supporting the Greek Government in increasing the country's share of renewable energy to around 40% by 2020. With funding from the World Health Organization we are supporting reform of the Greek health sector, and financed by the European Commission we are piloting budget planning models in selected municipalities. Another example is Turkey, where the European Commission has engaged GIZ International Services to implement no fewer than three projects. These involve developing the tourism sector, tackling violence against women and supporting the planned convergence with EU health care standards.



(FROM LEFT TO RIGHT)
TANJA GÖNNER
DR CHRISTOPH BEIER
DR HANS-JOACHIM PREUß
CORNELIA RICHTER

One reason for our business success is the fact that we provide our commissioning parties and partners with everything on a one-stop basis: from planning, to implementation, to long-term results-based monitoring. Also in demand, though, are the values we embody as a German federal enterprise with global operations: quality, innovation and sustainability. Through our commitment we generate even more added value for the German Government and its international cooperation activities, by mobilising funds from other clients who supplement the German taxpayers' money used. In so doing we help boost the broad-based impact of Germany's engagement worldwide.

We will continue to focus the services we offer on those areas where demand is strongest among our commissioning parties, clients and partners, and where Germany is positioning itself internationally. Increasingly this includes helping prevent a skills shortage within Germany. Financed by various parties, for several years GIZ has been opening doors that enable nurses, engineers and IT experts from partner countries to enter the German labour market. Overall, cooperation with the private sector is steadily becoming closer and more sophisticated. More and more international corporations are commissioning GIZ, as the examples of Nike, C&A, Bayer CropScience and BASF included in this report demonstrate.

Above all else, these business success stories of 2013 were accomplished by our workforce, to whom I would like to express my sincere thanks. Without our staff we could not have obtained these results. However, their commitment in countries such as Afghanistan, Yemen and South Sudan also entails risks. We were made painfully aware of this by the death of three of our colleagues in a cowardly terrorist attack in Yemen. Many GIZ staff members confront difficult conditions on a daily basis. They do so with enormous passion and professionalism – for our commissioning parties, and together with our partners.

Tanja Gönner
Chair of the Management Board



*We support social change
in harmony with Germany's
values and interests.*

GIZ. SOLUTIONS THAT WORK.

There are many factors that determine whether people around the world have a future: fair social and education systems, an intact environment, respect for human rights and a functioning democracy. On the German Government's behalf, GIZ has been working for decades to seek and implement tailor-made and effective solutions to these challenges world-wide. Through its international cooperation services for sustainable development, GIZ supports its commissioning parties, clients and partners in managing social change processes for the benefit of the people. Demand for GIZ's expertise is also growing in countries of the European Union and other industrialised countries – whether it involves energy, health or administration in Greece, fighting crime in the Balkans or integrating new member states into the EU. Like many other public and private clients in Germany and elsewhere, these countries value the solutions delivered by the German federal enterprise GIZ.



GIZ. SOLUTIONS THAT WORK.

Making the world of finance and economics more ecologically and socially sound is just one of many challenges faced by politicians, the business community and civil society. With our extensive range of services we support our clients, commissioning parties and partners in seeking viable paths and tailor-made solutions to facilitate this and other social change processes.

One example is textile production in Bangladesh, where the clothing company C&A is using GIZ expertise that has already proved its worth in the coffee and cocoa sector to establish social and environmental standards in the workplace. Together with suppliers, GIZ is developing viable ways of significantly improving working conditions, while at the same time raising productivity. The project is funded by the C&A Foundation.

On behalf of its principal commissioning party – the German Federal Ministry for Economic Cooperation and Development (BMZ) – and Germany's Federal Environment Ministry, GIZ is also extensively involved in activities to mitigate climate change. Affordable crop loss insurance in Ghana, more renewable energy to counter the greenhouse effect, and protected watersheds and drinking water reserves in Costa Rica and Morocco are among the results of GIZ's work that have directly enhanced people's quality of life.

However, an effective policy on climate change, the sustainable management of resources and raw materials, or the pacification of regional conflicts can only succeed on an international scale. This is why GIZ, acting on BMZ's behalf, launched the Economic Policy Forum – a platform that allows experts from think tanks in

industrialised countries and emerging economies to compare notes and share ideas. The experts join working groups to develop specific policy recommendations. Groups are currently working on energy policy, urbanisation and migration, for instance. International forums for Corporate Social Responsibility (CSR), and forums linking microfinance institutions in the northern hemisphere with countries in the Arab world, serve the same purpose: stepping up international knowledge sharing, and laying the foundations of trust on which global agreements can be built.

Successful relationships in the private sector likewise thrive on trust. GIZ supports German and foreign business partners in establishing dependable and lasting business contacts. Since 1998 over 5,000 managers from Russian companies have completed the training programme for managers funded by the German Federal Ministry for Economic Affairs and Energy (BMWi), and have established cooperation arrangements with German companies. And on behalf of the German Federal Foreign Office and BMWi, together with the Federal Employment Agency GIZ is recruiting engineers and nurses from Tunisia and Viet Nam. Applicants are prepared for their assignment to Germany while still in their home country, and subsequently assisted in finding a job.

Demand for GIZ's experience and know-how is also growing among international public donors and private sector players. The European Union (EU), as well as governments of other countries and private foundations, are investing in German international cooperation projects. This increases the reach and the impact of the German taxpayers' money. The EU, for instance, is cofunding a programme in poor districts of Greater Cairo. And in Libya, Morocco and Greece, GIZ International Services is implementing administrative and health care reform projects on behalf of the EU and the World Health Organization.

With its demand-driven, tailor-made and effective international cooperation services for sustainable development, GIZ is helping ensure that German experience and political principles inform international debates. GIZ is thus supporting the German Government and BMZ in turning its policy into a living reality – in harmony with Germany's values and interests. The examples of the company's work contained in this section of the Company Report spotlight how GIZ, on behalf of its commissioning parties and together with its partners, is helping shape globalisation to serve people.



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Decades of experience enable us to devise solutions to the challenges of tomorrow.





01

DEVELOPING COUNTRIES

A view to the future

Many factors determine whether people can live in safety and security in the long term: strategies to counter climate change must be devised, violent conflicts prevented, peace and security in everyday life ensured on the basis of democratic, rule-of-law structures, and basic health care guaranteed, among others. GIZ delivers international cooperation services for sustainable development on behalf of many German and other commissioning parties, particularly in the poorer countries of the world, giving the people there genuine prospects of a better future.



CLIMATE CHANGE MITIGATION AROUND THE WORLD

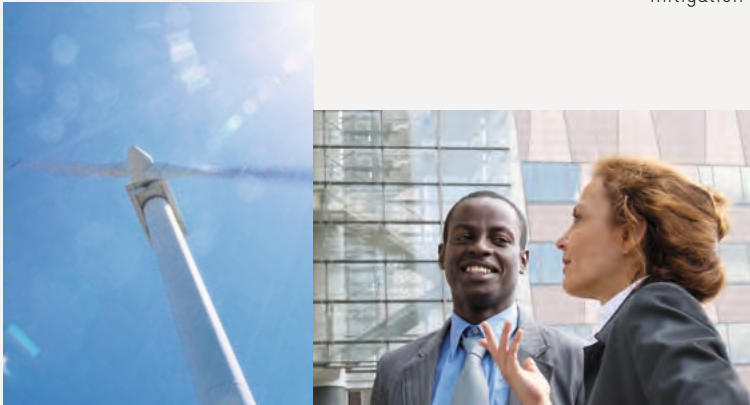
Focusing on the impacts of climate change



01

IN A NUTSHELL

In poorer countries more than anywhere else it is crucial to take effective steps to protect people from the impacts of climate change. These can include measures to protect forests, coastal areas and fishing grounds, the introduction of appropriate cropping methods such as water-efficient drip irrigation systems, and the establishment of cross-border data and information management systems so that extreme weather events can be more reliably predicted. GIZ is currently implementing more than 300 climate change mitigation and adaptation measures around the world on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB), and other clients.



GIZ is currently implementing **300** climate change mitigation and adaptation projects worldwide with its partners.

Droughts, floods, storms: the heralds of climate change threaten people's very existence in every part of the world, but most dramatically in developing countries. Effective adaptation strategies are needed to counter this. As part of the German Government's international climate policy, GIZ is supporting many countries around the world in very different ways.

Ghana provides a good example of our wide-ranging engagement in Africa. Here GIZ is working with insurance companies to offer affordable insurance products that cover farmers for harvest losses. This is intended to help cushion the financial risks posed by extreme weather events. Many farmers see their livelihood threatened by more frequent natural disasters. If their harvest is destroyed, they can no longer pay back loans they used to buy seed, and have no cash to rebuild property destroyed by the disaster. On behalf of the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB), GIZ has helped Ghana's insurance industry found the Ghana Agricultural Insurance Pool and is advising the insurance companies involved in developing these innovative agricultural insurance products.

In South Africa – on behalf of BMUB – GIZ has advised the Department of Environmental Affairs on preparing a national climate policy, as part of an International Climate Initiative measure. The 'Let's Respond Guide and Toolkit' was devised in conjunction with various ministries and the South African Local Government Association (SALGA). It helps municipalities to draw up climate targets and to integrate these into local planning. The toolkit's step-by-step instructions and topic-specific planning instruments help local authorities identify suitable measures, including repairing leaky water pipes and installing solar-powered continuous-flow water heaters. The authorities are then able to make efficient use of scarce resources and actively pursue climate change mitigation.

In North Africa and the Middle East the focus is on water. Partly as a result of rising global temperatures, water resources are steadily dwindling in this part of the world. On behalf of BMZ, GIZ is advising the Arab Ministerial Water Council on taking urgently needed countermeasures in Arab League states. Activities range from using water-efficient drip irrigation systems in agriculture, to protecting forests which act as drinking water reservoirs, to cross-

We develop effective strategies to counter the consequences of climate change.

Germany's contribution of about EUR **1.5** billion for climate change mitigation in developing countries and emerging economies makes it one of the largest donors in this sector.



border data and information management. A knowledge platform developed in conjunction with the United Nations Economic and Social Commission for Western Asia, for instance, will make readily available the latest research findings on climate models, the impacts of climate change and possible adaptation measures.

In Costa Rica the main aim is to ensure the survival of the fishing sector. The country will have to protect its coastline and maritime ecosystems against rising sea levels and temperatures. GIZ is supporting it as part of an International Climate Initiative project and on behalf of BMUB. As many of these ecosystems as possible are to be linked to create a national system of protected areas. Sustainable management plans are also intended to secure the livelihood of the people, most of whom earn a living from fishing.

The Central Asian states are also suffering increasingly as a result of natural disasters, which often have catastrophic consequences for agriculture and infrastructure. Since

potential risk zones have not yet been identified, it is impossible to warn the population in time. Equally, there is no cross-border cooperation. Under a BMZ commission, GIZ is initially assisting five Central Asian countries in establishing cross-border political and technical dialogue, as well as setting up cooperation arrangements with scientific and technical institutions in Europe.

In South-East Asia, a region which is seeing swift economic growth, efforts focus on reducing fossil fuel dependency and building a more environmentally friendly, low-carbon energy supply. To this end, GIZ is supporting member states of the Association of Southeast Asian Nations (ASEAN) on behalf of BMZ: one example is the networking of state institutions and private businesses in the renewable energy sector. GIZ is also assisting the ASEAN Centre for Energy in scaling up tried and tested financing models to promote the use of renewable energy. ●

ETHIOPIA, LIBYA AND MOROCCO

Modernising the health system

Dilapidated buildings, a dearth of specialist staff, aid funds that fail to reach their designated beneficiaries: as recently as 2009, Morocco's health system was in a bad way – and the child mortality rate was one of the highest in the region. The Moroccan Government was no longer willing to tolerate this situation. With European Investment Bank funding, GIZ International Services (IS) was contracted to rehabilitate hospitals across the country in cooperation with Morocco's Ministry of Health, and to introduce an efficient system of hospital management. Today 17 hospitals have been modernised. GIZ IS has supported the Moroccan partners throughout, from the planning stage to completion of the buildings, also advising them on quality standards and building inspections. GIZ IS has helped establish properly functioning hospital management and reorganise the responsibilities of the national Ministry of Health and the regional authorities, so that patients benefit. In Libya too, GIZ IS is supporting the government in rebuilding and modernising the health system in the wake of the revolution. Funded by the European Commission, GIZ IS has been advising several working groups within the Ministry of Health since the start of 2013 on a number of issues including financial management and quality standards in medical services. In both countries GIZ IS was able to draw on experience gained in Ethiopia, where, working on behalf of the Ethiopian Government, it has supported the establishment of 475 health centres, most of them in rural areas. Almost 12 million people now have easier access to medical services. All construction work was carried out by Ethiopian companies, which has also boosted the local economy.

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In Ethiopia **12** million people now enjoy better health care.





AFGHANISTAN

Airport to drive the economy

With rutted roads and no rail links Mazar-e-Sharif in northern Afghanistan is not easy to reach. This is an obstacle to economic development. Part of the solution is in the air. On behalf of the German Federal Foreign Office and the United Arab Emirates, GIZ has been working since 2009 to extend and modernise the airport of Afghanistan's fourth largest city. The airport is to become an international transport hub linking Europe and Asia, and is expected to be a driving force in the economy throughout the northern region of the country. A new terminal, a second runway, and an instrument landing system are already in operation. On behalf of BMZ, GIZ has also trained 16 civilian Afghan air traffic controllers, who are now responsible for air traffic safety. The airport extension has already brought tangible progress. Companies are moving to the area and creating new jobs. During the construction phase alone more than 300 workers were employed at the airport, more than two thirds of them from the region.

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Internet: www.ez-afghanistan.de/en > Priority areas > Economy

Air traffic controllers: www.giz.de/en > Worldwide > Faces and stories > Afghanistan: Shukoor Ullah Yaar, air traffic controller trainee



NEPAL

Good neighbourliness underpins peace

Once they were enemies, now they are familiar, welcome neighbours: in 30 municipalities along the Nepalese-Indian border 45,000 people today live together in peace. Some 6,500 of them are former Maoist combatants and their families, who have found a new home there. On behalf of BMZ, GIZ has supported the integration process together with the Nepalese Ministry of Peace and Reconstruction. Today, new and old inhabitants manage the fortunes of their communities together. In 24 groups, they ensure properly functioning drinking water supplies, irrigation schemes and schools. Should disagreements or disputes arise, 17 locals are available to mediate, having undergone special training in conflict transformation and helping people come to terms with the past. About 4,000 women and 3,000 men have received training that will help them drive economic development in their municipalities. Around 1,700 of the men are former combatants. More than 4,200 have now found a job, or set up their own business, and become successfully integrated into the local community.

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MALI

Laying foundations for a stable future

When the Tuareg rebellion flared up again in the north of Mali in 2012 and armed Islamist groups occupied the region, many people fled to the south of the country, or to neighbouring states. Since 2013, GIZ has been assisting the Malian Ministry of National Reconciliation, on behalf of the German Federal Foreign Office, to lay the foundations for peaceful coexistence. GIZ has supported missions of elected representatives and traditional authorities to the refugee camps, with the aim of maintaining contact with people from these regions who have fled to the refugee camps, and ensuring that they will be able to return to their homes and their land. GIZ has also supported dialogue forums in regions where armed groups have wreaked destruction and committed human rights violations, and where peaceful coexistence will have to develop gradually once again. Furthermore, GIZ is advising ministry staff on their work processes, delivering logistical support and supplying technical equipment.

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EGYPT

Tangible change day by day

High unemployment, no safe drinking water, no functioning sewage or solid waste disposal system: this is the daily lot of many people who live in the poorer districts of Greater Cairo. Things began to change in 2004. Since then, on behalf of BMZ, GIZ has been working with more than 200 civil society organisations to remedy this situation. The crucial factor in achievements to date has been GIZ's ability to bring together district authorities, civil society organisations and the local people around one table on a sustainable basis, ensuring that all parties are actively involved in the long term.



Following initial cooperation with the KfW and the Bill & Melinda Gates Foundation, the European Union has been providing support alongside BMZ since the end of 2012. The EU has already provided EUR 39.2 million, enabling GIZ to extend its work to nine districts of Greater Cairo. More than two million inhabitants will now benefit from access to better income-generating opportunities, health care, youth facilities, drinking water supplies and solid waste management systems.

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*International partnerships open
up new avenues of cooperation.*





02

EMERGING ECONOMIES/GLOBAL PARTNERSHIPS

Harnessing potential together

Once classed as emerging economies, countries such as Brazil, Russia, India, China, South Africa, Mexico and Indonesia have long become important alliance partners, with a great deal of political clout. Global alliances and partnerships are the only way to meet the challenges of the future – in the fields of global energy, climate and financial policy, in consumer protection and in terms of quality standards for industrial goods. For GIZ, innovative forms of cooperation with these countries beckon, including cooperative approaches that embrace different policy fields and bring together the interests of developing countries, emerging economies and industrialised nations.



MEXICO AND GERMANY

Greater energy efficiency in housing construction



02

IN A NUTSHELL

The Mexican Government aims to radically reduce carbon dioxide emissions with the help of an action programme for greater energy efficiency in housing construction. On behalf of the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB), GIZ has worked with the Mexican National Housing Commission to develop measures for energy-efficient social housing. They include efficiency standards for sustainable construction techniques, which entail the use of ecologically sound construction materials and ensure that energy-saving domestic appliances are used. Up to half a million housing commission units complying with the new ecological standards are to be built every year.



Mexico will need more than **500,000**
new social housing units every year until 2020.

Climate change mitigation is a top priority in Mexico. Latin America's second largest economy, however, also aims to be a pioneer at global level, as demonstrated by the law on climate change adopted in 2012, which prescribes a national climate strategy. Cooperation with Germany on the Mexican-German Climate Alliance promoted by the German Federal Environment Ministry (BMUB) is further evidence of this commitment.

One concrete action programme under the new climate strategy is enhancing energy efficiency in housing construction. On behalf of BMUB, GIZ is working on this with Mexican partners as part of the Mexican-German Programme for NAMAs (nationally appropriate mitigation actions), in this case to cut emissions. With the Mexican National Housing Commission, GIZ has developed relevant measures for the energy-efficient construction of social housing. Mexico will need more than half a million new housing commission units every year until 2020 if it is to meet the huge demand. The basic energy needs for the three most common building types were identified, broken down by main climatic zone. On this basis, energy

efficiency standards were laid down, which stipulate sustainable construction techniques, and require the use of ecologically sound construction materials and energy-saving domestic appliances. Since most private construction companies in Mexico have no experience of energy-efficient construction, one of GIZ's activities has been to network Mexican decision-makers from the political sphere, the construction industry and the academic community with German experts.

To ensure that the new standards for residential buildings are applied across the board, state building societies, private developers and home buyers are receiving advice relating to the further development and use of the promotion mechanisms. Funding comes from a number of sources including the NAMA Facility, which has resources totalling EUR 70 million. Founded by BMUB and the British Department of Energy and Climate Change, the Facility is managed jointly by GIZ and KfW. Mexico is receiving EUR 14 million from the Facility for its housing construction activities. ●

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Internet: www.giz.de/en > Media centre > Publications > Magazine akzente > Issue 3/2013 > pages 38–41 ('A shared responsibility')

NAMA Facility: www.nama-facility.org

Mexican-German Climate Alliance: www.giz-alianzacc.com.mx

THE ECONOMIC POLICY FORUM

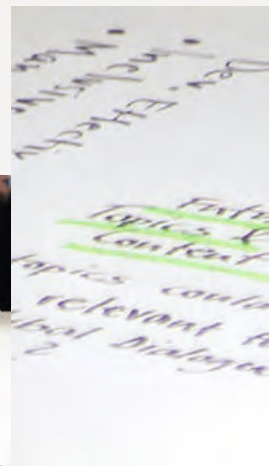
Platform for academic exchange and policy recommendations

What steps can countries take to ensure they cope better with the consequences of global economic crises? What can they do to foster sustainable growth? The world's leading think tanks address these and other issues, providing valuable inputs to policy-making processes in their own countries. On behalf of BMZ, GIZ set up the Economic Policy Forum at the end of 2012. The aim was to foster exchange among these think tanks on innovative approaches to economic research, so that their policy recommendations are more likely to find their way into national and international reform agendas. Acting as Secretariat for the Forum, GIZ coordinates its activities. The Forum's members comprise leading think tanks in emerging economies, including Brazil, China, India, Indonesia, Mexico and South Africa. Along with think tanks from Germany and other industrialised nations, working groups identify research topics and devise specific policy recommendations. To date these have focused on energy policy issues, urbanisation and migration, inclusive regional economic integration and diversification strategies for resource-rich economies. In addition to the regular working group meetings, in 2013 two conferences attended by policy-makers were held in China and India. The activities of the Economic Policy Forum are also linked to GIZ's economic policy advisory services in emerging economies. GIZ's extensive technical, methodological and regional expertise helps it to facilitate and coordinate this dialogue of experts. Germany is also seen as a trustworthy mediator with a wealth of experience in the field of economic reforms.

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*Learning from successful models
and the experience of others within
global partnerships*





WORLDWIDE

Organising dialogue among 'new donors'

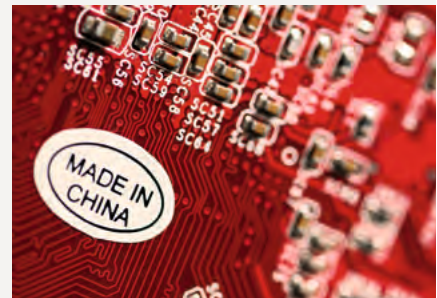
Countries like China, India, Brazil, Indonesia and Mexico are now important donors in their own right and partners within South-South cooperation alliances. To foster dialogue among emerging economies, on BMZ's behalf GIZ organises and facilitates the Global Dialogue of Agencies and Ministries for International Cooperation and Development. This series of conferences highlights the challenges faced by the new international cooperation agencies of emerging economies: they often have no clear mandate, and lack the well trained staff or the concepts and strategies they need. The question as to what standards should be used to monitor and evaluate development projects, and how new donors should present their own activities and results, are also an important part of the Global Dialogue. GIZ promotes the networking of development agencies from emerging economies, and devises special training for them on these issues.

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CHINA

Guaranteed quality control

Are electronic gadgets interference-suppressed? Are components compatible at international level? In future, when producers and consumers around the world buy a Chinese manufactured product these questions should no longer arise. The Sino-German Quality Infrastructure Project, which the German Federal Ministry for Economic Affairs and Energy (BMWi) has commissioned GIZ to implement, aims to harmonise the standards for goods produced in China with minimum standards in Germany and the European Union. Over the next three years, effective control mechanisms will be developed which should ensure that manufacturers actually meet the requirements imposed. The quality and safety of Chinese products are to be improved, protecting consumers while also making it easier to export Chinese products to Europe. In many cases the discrepancies in quality standards have hitherto been a barrier to trade. The BMWi commission builds on a recently completed Sino-German project concerned with consumer protection and product safety, implemented by GIZ on behalf of BMZ.



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Consumer Protection and Product Safety Programme (BMZ) on the internet:

www.giz.de/en > Worldwide > Asia > China > Economic development and employment > Consumer Protection and Product Safety Programme



COSTA RICA, MOROCCO AND GERMANY

Three partners, one goal

Forests are our planet's carbon sinks. Global climate change can only be halted if we preserve them. Germany, Costa Rica and Morocco are involved in a triangular cooperation arrangement to protect forested areas in the fight against climate change. Specifically, forests are to be protected as water catchment areas and strategies devised to prevent forest fires. But new income sources, including ecotourism, are also to be tapped, to finance protection activities in the long term. On behalf of BMZ, GIZ is involved in this cooperation arrangement, under which each of the three partners offers its own specific expertise on an equal footing: Costa Rica in the management of conservation areas and in ecotourism, which is to benefit Morocco's Souss Massa and Toubkal National Parks. Morocco has experience in preventing forest fires and with the economical use of water, for instance in oasis-based agriculture, which is to be placed at the disposal of the arid parts of the Costa Rican province of Guanacaste, in the north-west of the country. GIZ has supported the conservation and climate change mitigation initiatives of these two countries for many years, mostly on behalf of BMZ, and enjoys the trust of both partners.

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> Regional Fund for the Promotion of Triangular Cooperation in Latin America and the Caribbean

MIDDLE EAST AND NORTH AFRICA

Working together to achieve more

One country, many donors. How can funding be coordinated so that as many people as possible benefit? One solution is to establish a regional fund. To more effectively coordinate German and Arab international cooperation inputs, GIZ has set up a regional fund on behalf of BMZ. GIZ is implementing cooperation projects financed by the fund for Arab donors in Egypt, Jordan, Morocco and Yemen.

In Yemen, for example, together with the Saudi Arabian development agency Arab Gulf Programme for Development (AGFUND) GIZ has managed to provide female victims of violence with training and an income of their own. By the end of 2013, more than 1,800 women had been trained for the labour market. Some 80% of them have already found a job or set up a small business of their own, thus enhancing their income. Around 300 women have received a loan to help them start up their own business.

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BRAZIL, CHINA AND GERMANY

Surfing safely

Illegal trade in customer data, misuse of access data: online services know no national borders. These services not only offer opportunities, but also pose risks, of which more and more people are becoming aware. To harmonise international standards in managing online data, the German Federal Ministry of Justice and Consumer Protection has commissioned GIZ to step up cooperation between China, Brazil and Germany, with a view to developing joint data privacy guidelines. Conferences and workshops foster direct dialogue between state institutions, consumer protection organisations, the academic community and the private sector in the three countries. Other international consumer organisations including Consumers International are also involved in the dialogue on customer data privacy. One goal of the project is to set up a new e-learning platform for consumer organisations, which could be one way of ensuring more effective international protection of customer data privacy.

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BRAZIL AND SOUTH AFRICA

On the move

Sit, sit, sit – at the computer, in front of the television, at school. Around the world children are getting less and less exercise. The consequences are costly: the lack of exercise impacts on health, pushing up costs in the health service. To counter this trend, GIZ is cooperating with Nike, the sporting goods manufacturer, on behalf of BMZ. The strategic alliance 'Designed to Move School' is getting off the ground at 20 pilot schools in Brazil and South Africa. Sports, games and exercise, along with educational components, are being integrated into the school routine of about 5,000 children aged between seven and twelve. Examples of good practice are publicised at national and international levels. Former US President Bill Clinton praised the actions at a Clinton Global Initiative meeting at the end of last year. The total volume of funding for the three-year programme is about EUR 4 million. Of this total around EUR 1.7 million come from the BMZ's develoPPP.de programme, while Nike is putting up EUR 2.3 million.

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Internet: www.giz.de/en > Media centre > News > News archive 2013 > Bill Clinton pays tribute to 'Sport for Development'
www.giz.de/sport-for-development



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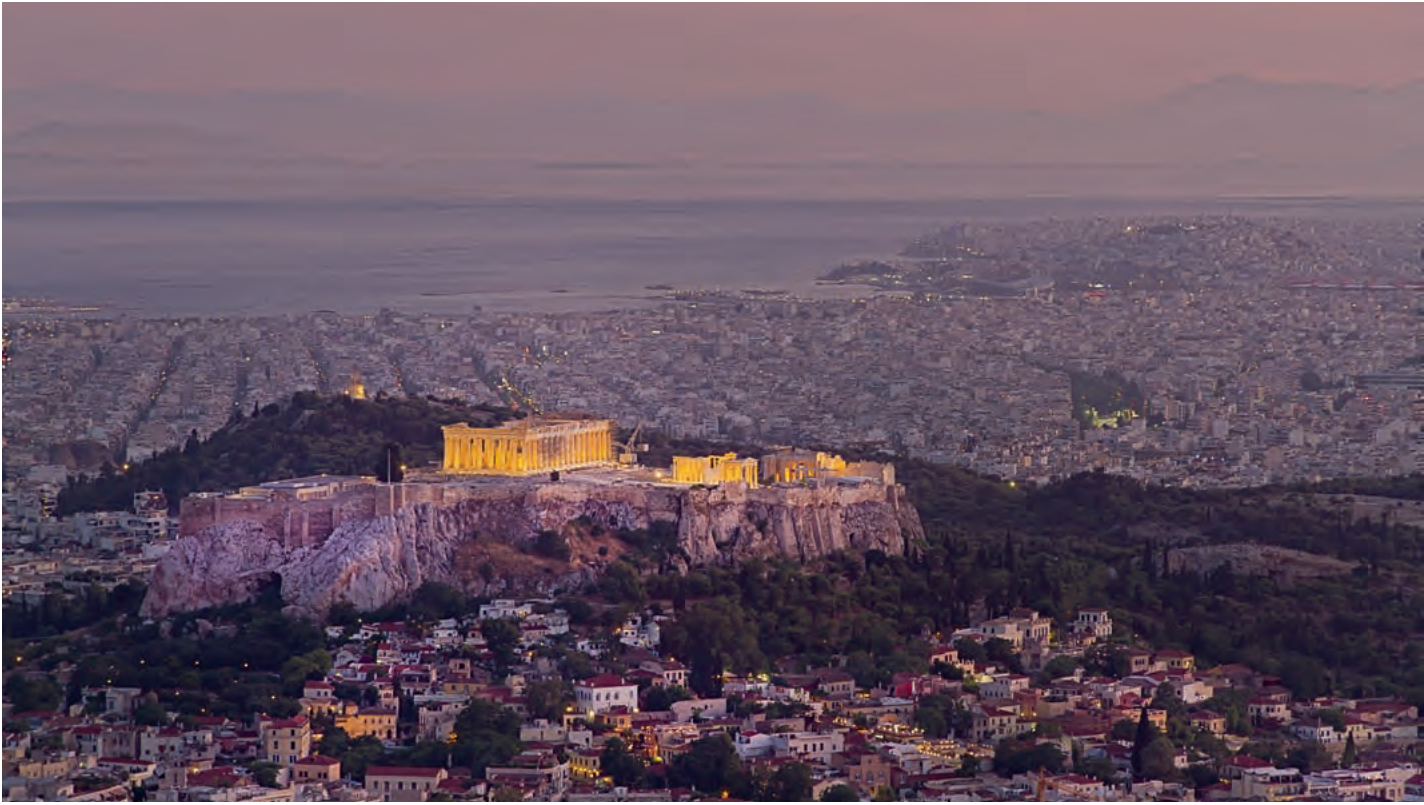


03

INDUSTRIALISED COUNTRIES

Achieving more together

GIZ is a German federal company with a wealth of expertise in supporting social change. In industrialised countries, and particularly in the European Union and its neighbouring states, demand for this know-how is growing. GIZ has for instance been commissioned to support health sector and administrative reform in Greece, fight organised crime together with the Balkan states, and advise Serbia as it negotiates its accession to the European Union. We are continually expanding this range of services.



GREECE

Supporting sweeping reforms



03

IN A NUTSHELL

Funded by the European Commission, GIZ is supporting the Greek Government in reforming the country's local government system. Measures to optimise organisational structures and professionalise financial and quality management will enable local authorities to deliver improved services to citizens. Commissioned by the World Health Organization, GIZ experts are working to improve hospital management in Greece. On behalf of Germany's Federal Environment Ministry and with funding from the European Commission, we are also advising on new systems to promote green energy. In the long term these should reduce dependency on energy imports, leading to permanently lower costs for consumers.



By 2020, Greece should be producing **40** % of its electricity from renewable sources.

Following the longest recession that any country has had to endure in Western Europe since 1945, Greece is now pursuing economic and administrative development across the board. It is reviewing, improving and replacing many of its practices. The support for Greece provided by the EU Member States is being coordinated by a task force, which the European Commission established in 2011. Germany is domain leader in three thematic areas: local government reform, health sector reform and renewable energy development.

Larger areas to administer, more tasks and budgets cut by half – local authorities in Greece are under pressure. They must reorganise. To this end, together with the country's local and regional government associations, the Greek Ministry of Interior has approved a roadmap for reform. GIZ is also using funding from the European Commission to support this massive undertaking. Since 2013 a Greek-German team has been implementing pilot projects involving five selected municipalities, which are to be

replicated country-wide. Sound planning to international standards is to ensure that scarce funds are put to effective use. Optimised organisational structures, more efficient internal processes, and professional financial and quality management are also to enable the municipalities to reduce costs, while providing people with improved services. To identify appropriate solutions the project is drawing on lessons learned in other countries, as well as developing its own ideas for reform together with the local authorities.

Greece has many things that make for a good health care system: professionally trained doctors, well-equipped hospitals and a state health insurance scheme. Yet these separate elements do not always work in unison. The Greek Government's supreme objective is to guarantee universal high-quality health care, even in times of drastic cuts. To achieve this, it has approved a raft of reform measures, and commissioned the World Health Organization (WHO) to implement them. WHO subsequently engaged GIZ to realise one package of the reforms. Since then, GIZ experts

Tackling tomorrow's challenges together - in the European Union and worldwide



have been working alongside their Greek colleagues to optimise hospital management, improve the billing system used by hospitals, introduce new IT systems such as electronic health records, and reform the public procurement of drugs. To improve internal procedures, a pilot project involving a hospital in Athens is testing ways of better protecting patients against infections, and expediting diagnostic and therapeutic decision-making. GIZ is also supporting Greece in dismantling redundant structures and improving state health insurance.

Greece imports two thirds of its energy from abroad. To relieve pressure on the public purse the Greek Government has therefore set an ambitious target. By 2020, it envisages the country producing 40% of its electricity from renewable sources. Commissioned by Germany's Federal Environment Ministry, and with financial support from the European Commission, GIZ experts are advising Greek authorities, businesses and associations on develop-

ing a stable and financially sustainable system to promote green energy. This will include new laws, swifter approval procedures and improved access to the electricity grid. In cooperation with various donors GIZ is developing new financing models. Today, wind and solar power are already a financially viable alternative to using diesel generators, particularly on Greece's many islands. These reforms aim to create a more conducive climate for investment in renewables. In the long term they should also guarantee a sustainable power supply, reduce costs for consumers, create new jobs and thus support Greece's economic recovery. ●

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WESTERN BALKANS

Joining forces against organised crime

Trade in illegal drugs and arms, human trafficking – organised crime is a pressing problem the world over. The Balkan states are among those hard hit. Their accession to the European Union (EU), however, will also depend in no small way on how successful they are in fighting international crime. This calls for joint action. Together with the Dutch Center for International Legal Cooperation and on the EU's behalf, GIZ is supporting a network of public prosecutor's offices in Albania, Bosnia and Herzegovina, Croatia, Kosovo, Macedonia, Montenegro and Serbia. This is boosting their ability to tackle organised crime effectively across borders. To support convergence with EU standards the network is also working with the European Union's Judicial Cooperation Unit EUROJUST, and the European Judicial Network in criminal matters. In their day-to-day work and in collaboration with police officers, the legal professionals involved train transboundary investigation teams, and provide each other with mutual assistance in legal matters. GIZ is also advising on needed changes in the law, as well as placing experts, such as public prosecutors from EU states.

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SERBIA

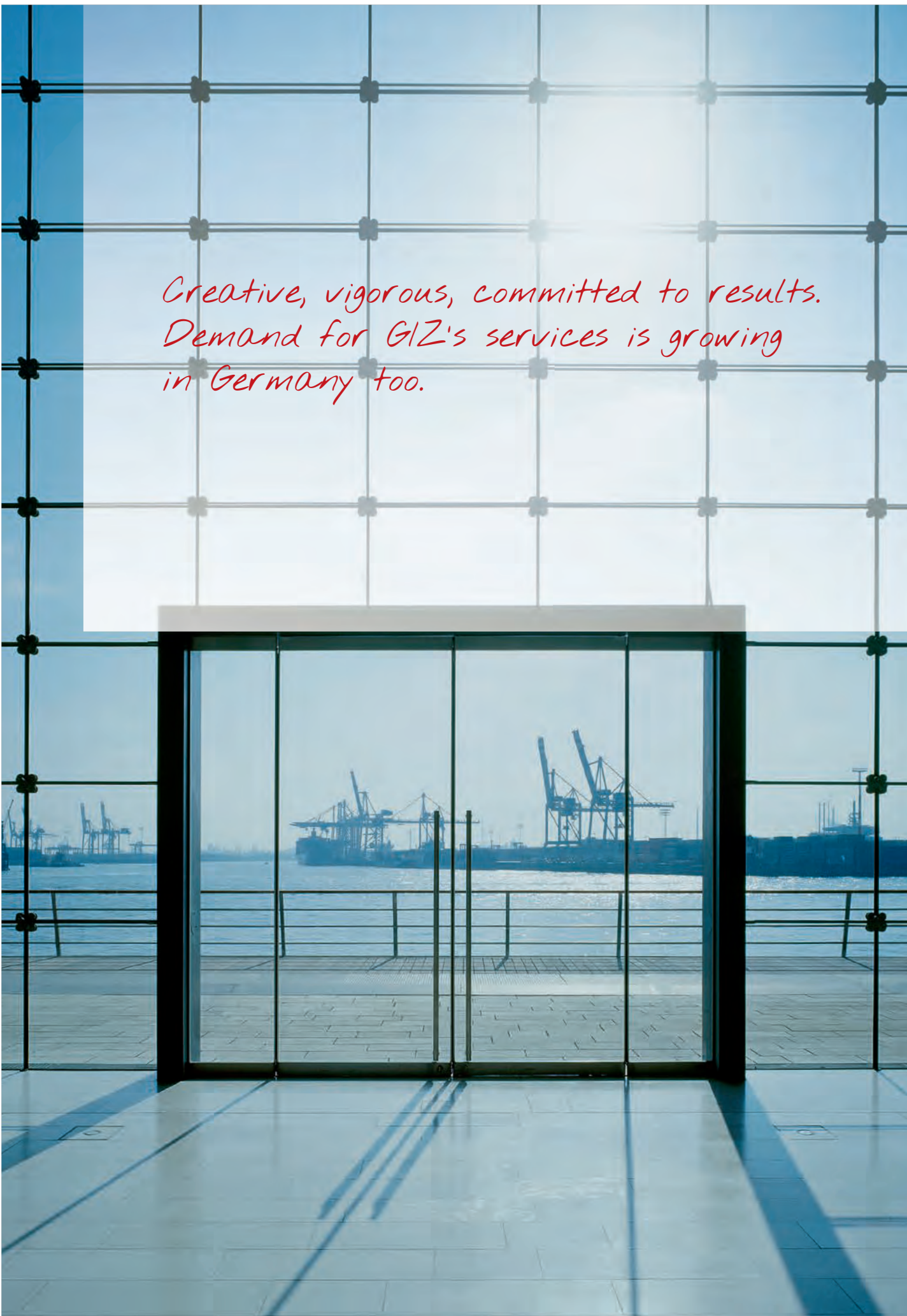
Expertly negotiating EU accession

Serbia is gearing up to join the European Union. The official accession negotiations are under way, and one thing is already clear: there is still much to do in this western Balkan country. Serbia's laws need to be harmonised with European legal regulations in all areas – ranging from customs, to competition law, to food safety legislation. How much time Serbia will be given by the EU to achieve this is a matter under negotiation. Representatives of 19 Serbian ministries are currently active in Brussels in 35 negotiation groups. On BMZ's behalf, GIZ is supporting the Serbian Government in coordinating the complex process of communication between its own ministries, the negotiation team and the negotiation groups. This is important because in order to represent its interests, Serbia needs to speak with one voice. In providing advice, GIZ can draw on experience gained during its long-standing work in Serbia, its EU-wide network and the lessons learned in Slovenia and Croatia when these two countries joined the EU in 2004 and 2013 respectively.

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in Germany too.*





04

GERMANY

Fresh ideas for the future

From successful foreign trade and export promotion programmes such as the 'Fit for business in Russia' training programme for managers, to practical labour migration solutions designed to counteract the skills shortage in specific sectors of the German economy. With its decades of experience, its valuable knowledge garnered around the world and its international networks in the realms of politics, business and civil society, GIZ is smoothing the path for successful change processes in Germany. It is achieving this together with strong partners such as the Federal Employment Agency.



FOSTERING MIGRATION, RECRUITING PROFESSIONALS

Welcome to Germany



04

IN A NUTSHELL

Preventing a skills shortage in Germany, while providing highly qualified individuals from other parts of the world with professional opportunities. Together with the Federal Employment Agency's International Placement Services, and on behalf of the German Government and the private sector, GIZ is testing this approach in various pilot projects. The services we deliver here include providing interested professionals with close support and comprehensive information, helping them find a job, and assisting them as they start a new life in Germany. Among others, 350 health professionals and 100 engineers have already been placed in Germany.



600 health professionals have already either been prepared for their assignment in Germany or begun their placement.

On the one hand Germany is experiencing a shortage of qualified professionals. Yet on the other hand, unemployment among highly qualified young people in other parts of the world is high. On behalf of the German Government and the private sector, in various pilot projects GIZ is now exploring ways in which Germany can remedy its skills shortage without this leading to the brain drain in partner countries that the development community fears. An important cooperation partner here is the Federal Employment Agency's International Placement Services (ZAV). GIZ joined forces with the Federal Employment Agency over 30 years ago, when the two organisations established the Centre for International Migration and Development (CIM) as a joint operation.

In the Triple Win project, GIZ and ZAV jointly recruit international nurses, prepare them for their work in Germany and support their integration. To ensure that no acute shortage arises in their home countries, only those countries are considered that have a surplus of nurses. Serbia, Bosnia and Herzegovina, Tunisia and the Philippines are among them. There the local authorities first of all check whether applicants meet the formal requirements. ZAV holds interviews to establish whether

they possess the appropriate professional qualifications and language skills. GIZ's task is then to help develop the nurses' linguistic, nursing and intercultural skills before they begin their assignments, and to continue assisting them in Germany. This means helping them find accommodation, deal with the authorities and learn how to send money home safely and securely. As a result, the countries of origin also benefit from this labour migration. So far around 500 nursing professionals have been prepared for their employment in Germany, and some 250 positions are currently being filled with the first qualified candidates.

On behalf of Germany's Federal Economic Affairs Ministry (BMWi) GIZ is currently trialling a further pilot project. Since September 2013, 100 young people from Viet Nam with a background in the health professions have begun a shortened two-year training course in geriatric nursing in Germany. This is designed to give them long-term job prospects in Germany, or later on in Viet Nam. Before commencing their stay in Germany they underwent thorough preparation. The project is supported by the Vietnamese Government, which sees the transfer of expertise as benefiting Viet Nam too.

GIZ has advised **9,000** health, mathematics, IT, natural science and engineering professionals in India, Indonesia and Viet Nam.



In Tunisia, young university graduates – including software developers and mechanical engineers – tend to be hardest hit by unemployment. From 2012 to 2013, on behalf of the German Federal Foreign Office and in cooperation with ZAV, GIZ therefore placed young Tunisian engineers with German companies on a six-month work experience scheme. In preparation, they took part in German language courses and training in intercultural skills by GIZ's Academy for International Cooperation. In this way 100 engineers have already made their way to Germany – drawing a swift response: 70 of them received a regular contract of employment immediately following their placement.

The www.make-it-in-germany.com website is a core element of the German Government's Qualified Professionals Initiative, and provides comprehensive information on living and pursuing a career in Germany. On behalf of BMWi and in cooperation with ZAV, GIZ is supporting

the Make it in Germany Initiative in three pilot countries (India, Indonesia and Viet Nam), where it is providing targeted advice and information. Promising applications are forwarded directly to ZAV, which then looks for suitable vacancies in Germany. Since January 2013 GIZ has advised over 9,000 health, mathematics, IT, natural science and engineering professionals who have expressed an interest in the initiative in the three countries.

In the Make it in Hamburg project GIZ places foreign professionals specifically with companies in Hamburg, and helps their life partners find a job. This is designed to encourage international professionals to stay in the city and integrate. The project is funded in equal measure by the city of Hamburg and the European Social Fund. It is also helping establish a central coordination point for integrating immigrants into the regional labour market, and as such complements existing initiatives that strengthen a cosmopolitan culture of welcome. ●

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 Internet: www.giz.de/en > Doing business with GIZ > Our feature projects
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www.cimonline.de/triplewin

DANUBE REGION

Virtually networked

'E-School for Sustainability in the Danube Region (eSchool4S)' is the title of a project that GIZ developed with financial support from the Baden-Württemberg Ministry of Education and Cultural Affairs. A total of ten schools and teacher training centres in Germany, Austria, Hungary, Slovakia, Croatia, Serbia, Bulgaria and Romania have joined the eSchool4S network. The project provides them with an e-learning and cooperation platform on which they develop lesson units on topics such as Europe-wide energy efficiency and environmental protection activities. The ministries of education and cultural affairs of the countries along the Danube, and the state of Baden-Württemberg, will incorporate the results of the project in their curricula. As a contribution to its Strategy for the Danube Region, the European Union (EU) is subsidising eSchool4S, providing over EUR 450,000 from the European education and training programme Erasmus+. It was GIZ that helped get the EU on board. Thanks to these additional funds, this project launched by the Baden-Württemberg Ministry of Education and Cultural Affairs is now being scaled up.



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Internet: The Erasmus+ programme for education, training, youth and sport: <http://ec.europa.eu/education>
EU Strategy for the Danube Region



TRAINING PROGRAMME FOR MANAGERS

Fit for business in Russia

How does a German company start doing business in Russia? What opportunities does the Russian market have to offer and what risks does it entail? The 'Fit for business in Russia' programme is enabling managers of German enterprises to start working with Russian firms. Since 2006 GIZ has been coordinating this component of the training programme for managers in various regions of Russia, on behalf of the German Federal Ministry for Economic Affairs and Energy. And successfully so. More than 300 managers from Germany have already taken part. Around 70% of them now maintain permanent business relations with Russian partners. During the two-week programme the German managers familiarise themselves with Russian companies' business models. They are also briefed on the market situation, and enabled to develop their intercultural skills in workshops. Conversely, the training programme now enables managers from 16 partner countries to undergo training in the German business sector. In 2012 the programme format was expanded to include China. Now, German managers can get fit for the Chinese market. A further extension of the programme to include other countries is being explored.

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www.giz.de/en > Worldwide > Faces and stories

> Markus Szirmay, German business development manager in Siberia



With our international expertise we help increase business opportunities and reduce financial risks.



05

A PARTNER FOR THE BUSINESS SECTOR WORLDWIDE

Doing business responsibly

When private-sector engagement falls on fertile ground, jobs are created and people gain lasting prospects for improving their lives. By investing, companies tap new markets and consolidate their international competitiveness. When the interests of business and development cooperation complement each other, a win-win situation emerges. Two examples of the kind of custom-made solution that GIZ can offer business enterprises are our cooperation with the clothing company C&A in Bangladesh, and our cooperation with the German Food Partnership, an initiative of around 35 small and medium-sized and multinational companies.



SOUTH AFRICA

German training model – an example to follow



05

IN A NUTSHELL

South Africa's emerging economy needs more well-trained skilled workers, especially in the commercial and industrial sector. On behalf of Germany's Federal Ministry for Economic Cooperation and Development (BMZ), the Centre for International Migration and Development (a joint operation of GIZ and Germany's Federal Employment Agency) is supporting the establishment of vocational training centres modelled on Germany's system of dual vocational training. Every year around 160 individuals receive professional training in the construction trades – and the figure is rising. They include masons, electricians and carpenters.

Throughout the world we support our commissioning parties in implementing innovative project ideas with the right partners.



Without professional training, finding a proper job is virtually impossible. This is also true in South Africa, the foremost economic power on the African continent. If the country is to consolidate its position, both South African companies and the many German firms that operate there will require well-trained skilled workers. This is why Germany's structures for development cooperation and foreign trade promotion have been working hand in hand for years. This cooperation with the private sector is supported on BMZ's behalf by the Centre for International Migration and Development (CIM), a joint operation of GIZ and the German Federal Employment Agency.

From 2011 to 2013, an integrated expert placed by CIM managed the South African-German Training Services (SAGTS) in Soweto. Every year 160 students are trained: 60 on the commercial advancement training scheme and 100 in building trades (masons, electricians and carpenters). Based on the German dual training system, the trainees enter into a contract of employment with a partner com-

pany of SAGTS. In addition to the theoretical instruction, they spend two years gaining valuable practical work experience. Their qualifications are recognised not only in South Africa, but also in Germany. This training based on the German system is already becoming a benchmark. SAGTS is now also operating in the Eastern Cape, Limpopo and North West provinces.

South Africa is just one example. In a total of 27 emerging economies and developing countries, integrated experts placed by CIM are working in German Chambers of Commerce and bilateral trade organisations in partner countries to link up development cooperation with foreign trade promotion. These integrated experts forge contacts between local firms and international cooperation actors, and provide information on technology transfer and export promotion opportunities for local businesses. They also support the development of services for local industry, in areas such as energy consulting and vocational training. ●

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BANGLADESH

Significantly improved working conditions

Better working conditions, less overtime and higher wages for workers in eight C&A supplier factories in India and Bangladesh – these were the objectives of a programme with which the C&A Foundation commissioned GIZ IS in 2011. The formula for success involved getting labour and management to work together for sustainable change – a paradigm shift in the factories. The teams, which crossed hierarchical boundaries, were given 18 months of coaching on issues like safety at work, dealing with absences, measures to improve productivity and quality management. Constructive dialogue was established between workers and managers on all company concerns. This changed the working atmosphere and strengthened the workers' position. The key, though, was the optimisation of production processes. For instance, workers and their managers agreed on a specific system for organising all the pieces for making finished garments. The teams also took a close look at production planning. This had a noticeable effect on working hours. For example, in one factory owned by the Indian company Color Lines, overtime equivalent to 11% of total working time was reduced to almost zero. Wages have also increased, as the higher productivity of the factories is reflected in boosted sales. Management passes on part of the additional revenue to the workers in the form of bonuses – a profitable business model not only for factory owners, but also for workers, whose motivation increases as a result. Where, for example, workers at Color Lines made an average of EUR 51 a month before the programme, they now earn EUR 76. This programme, which is funded by the C&A Foundation, complements other activities conducted by GIZ in Bangladesh on behalf of BMZ, the European Union and other private clients. On their behalf, GIZ has supported over 2,000 factories with a total workforce of 1.5 million since 2005. In its activities to improve social standards GIZ has been able to draw on lessons learned in a development partnership with the Tchibo company, in which 40 suppliers also significantly improved their working conditions.

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1.5 million employees in over 2,000 factories have come to enjoy better working conditions thanks to GIZ's engagement since 2005.

GERMAN FOOD PARTNERSHIP

Working together for food security

Although the world's population is growing, harvests are not always keeping pace. As a result food is becoming more expensive, and poor people are no longer able to afford it. At the same time, growth in demand is creating opportunities for small farmers. To support them, under the auspices of BMZ around 35 small, medium-sized and multinational companies, including Bayer CropScience and BASF, established the German Food Partnership (GFP). This initiative implements supraregional projects to improve food security in developing countries and emerging economies. These projects focus on the entire value chain: consumers, distributors, food processing enterprises and farmers. Producers – many of whom are women – are for instance enabled to step up both quality and quantity, and thus increase their income. The first four projects of the GFP in Asia and Africa are worth a total of almost EUR 40 million. It is envisaged that this will provide more than 100,000 people with lasting food security.



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CHINA AND EUROPE

Getting to know the European financial market

Today, national borders are of barely any significance for global securities transactions. Nonetheless, the international financial system does present obstacles. For instance, different regulations apply to investment and trading activities, depending on whether they are conducted on Asian or European financial markets. Consumer protection standards also differ significantly. Together with the Goethe Business School, GIZ International Services developed and conducted a one-month training course for the Securities Association of China (SAC). Funded by the SAC, 28 directors and executive managers of securities companies were able to gain a deep understanding of the German and European financial markets. As well as the legal regulations governing financial transactions, the training modules covered securities trading on German stock exchanges, trends in private and corporate customer business, and new developments in derivatives trading in the wake of the global financial crisis. The agenda also included methods for risk classification of investment products that enable investment consultants to advise investors more systematically.

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2013 IN FIGURES

Volume of business in 2013

In fiscal 2013 GIZ succeeded in keeping its volume of business virtually at the previous year's level. This year's figure was EUR 1,931 million, compared to EUR 2,104 million in 2012. Over 90% of the total business volume was accounted for by the public-benefit business area. The remaining 10% was generated in the International Services business area, in which GIZ receives commissions from foreign governments, multilateral organisations and bilateral donors, among others.

Public-benefit business area

The public-benefit business area as a whole generated income of some EUR 1,753 million (compared to EUR 1,874 million in 2012). Commissions from the German Federal Ministry for Economic Cooperation and Development (BMZ) accounted for the lion's share, topping EUR 1.4 billion (compared to EUR 1.6 billion in 2012). BMZ thus remains our principal commissioning party. This income from BMZ business also includes some EUR 170 million (2012: EUR 179 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 intervention 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 British development agencies AusAID and DFID.

Income generated by measures GIZ implements on behalf of German Public Sector Clients was up in 2013, at around EUR 265 million (previous year's figure: EUR 209 million). Of this sum, EUR 9.5 million was accounted for by cofinancing. The overall year-on-year trend for income in this area was thus extremely encouraging. The highest income came from projects commissioned by the German Federal Foreign Office, at some EUR 119 million. Commissions awarded by the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) generated GIZ income of around EUR 87 million.

GIZ International Services

The GIZ International Services (IS) business area made an important contribution to GIZ's business volume. The total business volume of GIZ IS was of the order of EUR 178 million in fiscal 2013 (compared to EUR 230 million in 2012). This downward trend is partially due to delays in the award of commissions. Orders placed with GIZ IS by national governments accounted for the largest share of the total business volume, at around EUR 60 million. The volume of business from cooperation with the European Union totalled around EUR 40 million.

Orders placed with third parties

In 2013 GIZ placed just under 57,200 orders in Germany and worldwide (compared to 61,500 in 2012), which were worth a total of some EUR 883 million (2012: EUR 956 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 2014

On the basis of the results achieved in 2013, GIZ is forecasting comparable income for 2014. It is expected that cooperation with BMZ will continue to account for a high percentage of income, so that it will remain

our most important commissioning party. GIZ also sees good prospects for developing business with other clients. We thus expect the volume of business in 2014 to be comparable to that in 2013.

German Public Sector Clients

Income in EUR million	2012	2013
Federal Foreign Office	89.1	118.6
Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety	69.8	86.6
Federal Ministry for Economic Affairs and Energy	14.8	17.2
Federal Ministry of the Interior and Federal Office of Administration	13.5	13.6
EU twinning agreements, EU grants	11.1	7.1
Other clients	5.3	6.3
Federal Ministry of Defence	2.4	5.9
Cofinancing	3.5	9.5
Total	209.4	264.8

Figures rounded

The volume of GIZ IS business from cooperation with the European Union totalled around EUR **40** million.

GIZ International Services

Total business volume in EUR million	2012	2013
National governments	70.5	59.9
European Union	51.8	39.8
UN organisations	52.0	34.3
Bilateral donors	32.3	22.6
International financial institutions and funds	17.3	11.1
Private sector	5.4	9.7
Other	0.9	0.5
Total	230.1	178.0

Income in the business sector German Public Sector Clients amounted to EUR **265** million.

GIZ placed orders in Germany and worldwide worth a total of EUR **883** million.

OUR PERSONNEL

Developing innovative, tailor-made and individual solutions for our commissioning parties and partners that make social change sustainable. This is what our employees – our long and short-term experts, development workers, Civil Peace Service specialists, international experts and national personnel in partner countries – are all about. Their tasks are as varied as they are demanding. The large number of topics GIZ covers calls for comprehensive expertise. Yet our staff also need to be able to think outside of the box. Because dealing with different people and cultures requires empathy, openness, drive and flexibility.

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. We support our staff in their continuing professional development. We offer competitive salaries and help our staff achieve a good work-life balance. The results speak for themselves: in 2013, for the first time young professionals surveyed by the trendence institute ranked GIZ among the ten most popular employers.

Human resources development in figures

As at 31 December 2013, GIZ employed a total workforce of 16,510 (as compared to 16,229 in 2012). There were 2,058 seconded experts working outside Germany – 97 more than in the previous year (1,961 in 2012). In addition, 11,244 national personnel were employed in partner country offices and programmes (as compared with 11,119 in 2012). National personnel are recruited and given employment contracts locally. Of this group 1,389 individuals (12.4%) held managerial or senior professional posts. Another 4,574 (40.7%) had specialist and managerial duties.

In 2013, 3,208 individuals were employed by GIZ in Germany (as compared to 3,149 in 2012), with some minor shifts in employment patterns. A total of 1,289 staff members were employed in projects and programmes here (as compared to 1,181 in 2012), whereas the number of employees with Head Office functions fell by 49 to 1,919. These personnel trends demonstrate that GIZ is an attractive employer in international cooperation for sustainable development.

Development workers

As at 31 December 2013, 869 development workers were employed by GIZ (as compared to 890 in 2012). As the volume of business remained more or less constant year-on-year, so too did the number of development workers. This reflects the important role that development workers play in the company's success.

Integrated and returning experts

There was also barely any fluctuation in the number of integrated experts. Integrated experts are placed with employers in partner countries by the Centre for International Migration and Development (CIM), a joint operation of GIZ and the German Federal Employment Agency. To supplement their local salary they receive a topping-up payment from CIM. As 2013 drew to a close, 545 top-up agreements with integrated experts were in place (as compared to 542 in 2012). This figure includes 57 integrated experts who were preparing for their field assignment, 466 who had already begun theirs and 22 who were receiving transitional assistance after having completed their assignment. The total number of experts supported thus remained more or less at the previous year's level. CIM also supported 439 returning experts (as compared with 454 in 2012). By providing them with a salary top-up plus advisory and other services, CIM enables these experts to put the knowledge they have acquired in Germany to use after returning to their countries of origin.

TAKING THE LEAD

Greater innovative capacity, better solutions, more creativity – companies with a balanced gender ratio at executive and professional level are able to respond better to demographic and new business challenges. There is solid evidence that businesses which practise the principle of mixed teams and mixed management are more successful. This is why, for some years now, it has been GIZ's policy to consistently encourage women to take up demanding posts at managerial and expert level. GIZ focuses specifically on preparing female staff members for such jobs. This can take the form of special leadership seminars for women, coaching, mentoring and peer advisory schemes. We also aim to recruit highly qualified women from outside the company, and to keep them. In 2013 the percentage of women in managerial and expert posts at GIZ once again rose slightly, to 35.6% (2012: 34.8%). Since 2013 two of our four managing directors have been women, one of whom – Tanja Gönner – is Chair of the Management Board. At the managerial level below



the Management Board 35% of posts are currently held by women; outside Germany 28.2% of all managerial positions are held by women, while the figure inside Germany is 44%. Women account for 54.5% of the total workforce.

Join our team of experts around the globe: www.giz.de/en
> Jobs and careers

BALANCING PROFESSIONAL AND PRIVATE LIFE

We are fully aware that our staff can only concentrate on their professional commitments if they know that their family is cared for. This is why we help our staff to achieve a sound work-life balance. We are well known as a family-friendly company – worldwide. This is reflected, for instance, in our certification as a family-friendly employer by the Hertie Foundation. We offer flexible working time models that include 'trust-based' working time, flexi-time, annual working hours, a time-credit system and currently more than 200 different part-time working models. Company child care is also provided. At our Bonn and Eschborn offices places are available for 110 pre-school children. Under certain circumstances we also subsidise childcare costs, for instance when staff members are on business trips. And when childcare emergencies arise at short notice, we have 'parent-child offices' in Bonn, Berlin and Eschborn. We also advise our staff when they are called on to care for sick or elderly family members at home. A dedicated intranet page offers information and useful contacts

with respect to nursing care and nursing facilities. This service package is rounded off with a variety of activities to keep our staff healthy at the workplace. These include sports courses, advice on how to make workplaces more ergonomic, stress management programmes and regular vaccination services such as annual influenza shots. Employees working outside Germany and their families also benefit from a large number of special services, including school fees subsidies, language courses and free medical check-ups for the entire family.

GIZ currently offers **207** flexible working time and work organisation models.

SHAPING DEVELOPMENT ON THE GROUND

Advising cooperative credit unions, training young teachers, teaching farmers sustainable cropping methods – GIZ development workers are very much in demand to shape development at grassroots level with the local people. They combine specialist and intercultural skills with social commitment. Attached to GIZ projects or programmes, development workers advise non-governmental and state organisations in municipalities, cities, towns and villages. They work at local level, supplementing GIZ's engagement at national and regional level within ministries, authorities and in the private sector. Development workers cooperate directly with selected partner organisations. In 2013, a total of 869 development workers were on GIZ assignments in 56 countries. GIZ is one of seven official seconding agencies in Germany, and provides the largest contingent of German development workers. Most development workers are assigned on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), although they can also be assigned under commissions placed by other German federal ministries or international institutions and organisations. The German Federal Environment Ministry (BMUB) and the Government of Botswana are already using this service.

Internet: www.giz.de/entwicklungsdienst



Anja Friedrich – development worker

CERTIFIED COOPERATIVE CREDIT UNIONS FOR GHANA

Ghana's cooperative credit unions are professionalising. A good 500 of them have set up an umbrella organisation, the Ghana Co-operative Credit Unions Association (CUA), which is endeavouring to enhance quality. This is where development worker Anja Friedrich comes in. On BMZ's behalf, the savings bank management specialist is advising CUA on how to standardise its reporting system and manage credit risk. This will enable CUA to check the financial situation of its members – a statutory monitoring duty, which CUA is to perform. Friedrich's German employer has released her so that she can take up the assignment in Ghana. Three years ago the 41-year-old became involved in Africa in a private capacity, which motivated her to engage professionally in development cooperation. At CUA she can put her expertise to the best possible use: for many Ghanaians cooperative credit unions are the only legal way of obtaining a small-scale loan.

Link to the partner organisation: www.cuagh.com

CIM – THE CENTRE FOR INTERNATIONAL MIGRATION AND DEVELOPMENT

The world is on the move: in 2013, about 232 million people were living outside their country of origin. Whole societies, workers and labour markets are changing as a result. We at CIM see the increasing mobility of specialists around the world as a key to economic, political and social development. We are convinced that the right knowledge in the right place makes all the difference. As a competence centre for migration and global labour mobility, we place integrated experts from Germany and other European countries, as well as returning experts, with employers in partner countries of international cooperation. Returning experts are individuals from developing countries or emerging economies who have



trained or worked in Germany. Together, GIZ and the International Placement Services of the Federal Employment Agency are breaking new ground in an effort to attract experts from outside the European Union to the German labour market. In addition, our services support individual migrants and international diaspora organisations; we also advise foreign governments on matters of migration policy. A joint operation of GIZ and the Federal Employment Agency, CIM has pooled development and labour market expertise for over 30 years.

Internet: www.cimonline.de/en

869 development workers were on GIZ assignments in 2013.

GIZ placed and supported **545** integrated experts and **439** returning experts in 2013.



Nicole Häussler – integrated expert

TOURISM IN MYANMAR – WHERE SUSTAINABILITY IS PART OF THE PACKAGE

How can a country place its emerging tourist industry on a sustainable footing from the outset? This is the question facing Myanmar. After around 50 years of isolation from the international community, the country is gradually opening up to tourists. Nicole Häussler is advising the Myanmar Tourism Federation (MTF), helping it produce environmentally, socially and culturally sound strategies to deal with the expected influx of tourists. CIM placed the tourism expert with MTF. She is employed by the Myanmar Tourism Federation, and receives a customary local salary which is then topped up by CIM. The 'integrated expert' is thus directly integrated into the local structures in Myanmar.

ORGANISATION CHART

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Corporate Communications
Dorothee Hutter

Auditing
Helmut Dittmann

Corporate Development
Matthias Giegerich

Legal Affairs and Insurance
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Private Sector
Carsten Schmitz-Hoffmann

Development Policy Forum
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Petra Mutlu

Centre for International Migration
and Development (CIM)
Isabel Mattes-Kuecukali

AgenZ – Agency for market-oriented
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FACES AND STORIES – WHAT WE HAVE ACHIEVED



Germany's international cooperation activities give people genuine prospects. Our 'Faces and Stories' series introduces people from around the world, people who are prepared to work to help improve the lives of others, and whose own lives have improved thanks to our work. These are strong individuals who are taking charge of their own future.



Bangladesh The former child worker Nazma Akter campaigns for better working conditions in Bangladesh's textile factories. With GIZ support, she has already established 45 women's cafés, where seamstresses can find out about their rights. // Financed by: German Federal Ministry for Economic Cooperation and Development, European Union

Internet: www.giz.de/en > Worldwide > Faces and stories
> Bangladesh: Nazma Akter, labour union leader

Liberia Ernestine K. B. Dowie is a probation officer – one of 30 trained by GIZ. Thanks to the efforts of these officers, 200 prisoners have already been handed down a suspended sentence, rather than spending a period of perhaps several years in an overcrowded jail awaiting trial. // Financed by: German Federal Foreign Office

Internet: www.giz.de/en > Worldwide > Faces and stories
> Liberia: Ernestine K. B. Dowie, probation officer



Russia and Germany Business development manager Markus Szirmay is one of more than 300 managers who have established valuable business contacts in Russia through the GIZ-organised 'Fit for business in Russia' training programme offered by the German Federal Ministry for Economic Affairs and Energy. // Financed by: German Federal Ministry for Economic Affairs and Energy

Internet: www.giz.de/en > Worldwide > Faces and stories
> Markus Szirmay, German business development manager in Siberia



GIZ AROUND THE GLOBE



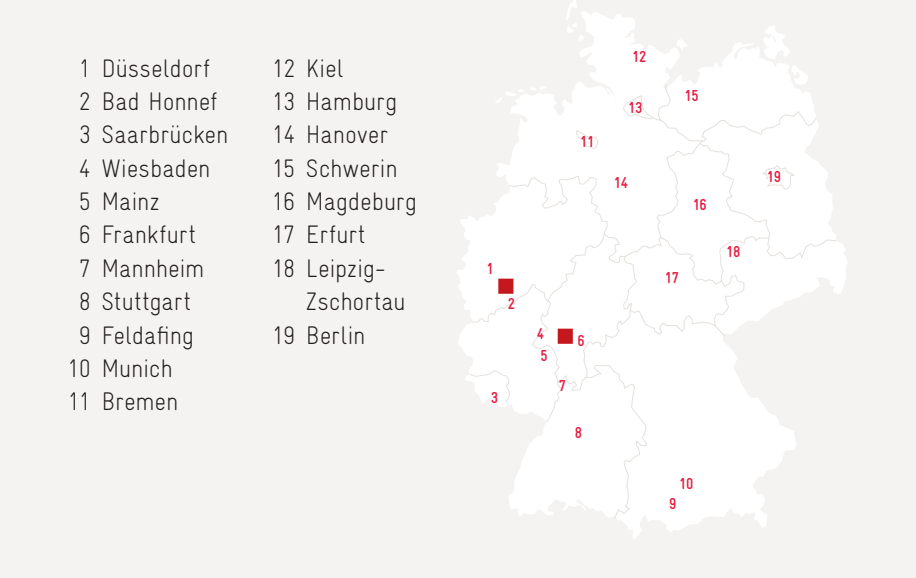
This map uses coloured dots to show GIZ locations around the world. The red dots indicate offices that GIZ shares with KfW and in some cases other development organisations. The grey dots mark locations where GIZ has an office of its own. GIZ also operates in many other countries, though without any 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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