

# INTEGRATED COMPANY REPORT 2014

GIZ. Solutions that work.

## FACES AND STORIES



**Philippines and Germany | Vanessa Preclaro** is a Filipino nurse. In her own country, supply outstrips demand for nursing staff. On behalf of the German Government, GIZ and the German Federal Employment Agency helped her find a permanent job at Frankfurt's Northwest Hospital. Her family in the Philippines now also benefits from her regular income.

[www.giz.de/en/worldwide/28875.html](http://www.giz.de/en/worldwide/28875.html)

**Kenya |** Like many of her compatriots in Kenya, **Lydia Kimani** relies on expensive firewood for cooking. With GIZ support she now favours a new low-smoke, fuel-efficient stove that is better for her health. Financed by the German Federal Ministry for Economic Cooperation and Development (BMZ), and with cofinancing from the Netherlands, Australia, the United Kingdom, Norway and Switzerland, about 1.4 million new stoves have already been installed in Kenya, improving the lives of seven million people.

[www.giz.de/en/worldwide/22447.html](http://www.giz.de/en/worldwide/22447.html)



**Japan | Fred Martin** tests large solar power plants for TÜV Rheinland in Japan and the Asia-Pacific region. A six-month internship financed by the Heinz Nixdorf Programme was the 36-year-old's passport to the other side of the world. Every year, the scholarship allows between 40 and 50 junior managers from Germany to spend time in Asia and gain an insight into local working life. GIZ organises and runs the programme.

<http://www.giz.de/en/worldwide/26135.html>



'Faces and stories' introduces people whose lives have been improved through GIZ's work. They are strong individuals who have taken charge of their own future.

[www.giz.de/stories](http://www.giz.de/stories)



## OUR PROFILE

We provide services worldwide in the field of international cooperation for sustainable development. GIZ has over 50 years of experience in a wide variety of areas, ranging from economic development and employment, energy and the environment, through to peace and security. The diverse expertise of our federal enterprise is in demand around the globe – from the German Government, European Union institutions, the United Nations and governments of other countries. The German Federal Ministry for Economic Cooperation and Development (BMZ) is our main commissioning party, but we also work closely with the private sector, fostering the successful interaction between development policy and foreign trade.

All these commissioning parties trust GIZ to generate ideas for political, social and economic change on their behalf, to develop these into concrete plans and implement the envisaged change processes. Since we are a public-benefit federal enterprise, German and European values are central to our work. This makes us a reliable service provider that people can trust. Together with our partners, we work flexibly to deliver effective solutions that offer people better prospects and sustainably improve their living conditions.

The registered offices of GIZ are in Bonn and Eschborn. In 2014 our business volume exceeded two billion euros. Around 70 per cent of our local workforce of 16,410 people are national personnel working in over 130 countries. In our capacity as a recognised sending organisation, we currently have 785 development workers in action in partner countries. In addition, CIM, a joint operation of GIZ and the Federal Employment Agency, placed around 1,000 integrated and returning experts with local employers abroad in 2014 while providing them with financial support and advisory services. //

Personnel and business figures as at 31.12.2014

# GIZ AT A GLANCE

Income in German Public Sector  
Clients business sector:  
**€239 million**

**16,410**  
employees worldwide

HIV/AIDS workplace  
programmes in  
**74**  
countries

**37%**  
of management posts  
held by women

Total value of  
cooperation with the  
European Union: **€73 million**

**100%** of CO<sub>2</sub> emissions  
offset at our  
German locations

More than  
**190**  
flexible working  
models

Total business volume of GIZ: over  
**€2 billion**

**60,000**  
businesses around the globe  
now more competitive

Drinking water for  
**144 million**  
people

GIZ commissioned  
by more than  
**300**  
bodies in 2014

Business volume of  
GIZ International Services:  
**€152**  
million

Health insurance cover for more than  
**100 million**  
people for the first time

Low-energy  
stoves for around  
**10**  
million  
people over the  
last 10 years

# HIGHLIGHTS OF 2014



## GERMAN CHANCELLOR VISITS BRAZIL

On 16 June Chancellor Angela Merkel visited a youth project in the Brazilian city of Salvador da Bahia. On behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), GIZ is implementing the project together with the German Football Association (DFB) and Brazilian partners. The project uses young people's enthusiasm for football to help them develop their social skills. Specially trained coaches teach children to resolve conflicts verbally and how to protect themselves from AIDS.



## STEINMEIER IN INDONESIA

At the beginning of November, Federal Foreign Affairs Minister Frank-Walter Steinmeier visited a sustainable port development project in Indonesia. Under the BMZ-financed programme, GIZ is supporting a total of eleven ports across South-East Asia, providing training in a number of areas including occupational safety and ways of reducing air and water pollution. In the long term this will ensure safer working conditions and minimise the negative environmental impacts of port operations.



## ESCHBORN DIALOGUE 2014

The Eschborn Dialogue took place on 17 and 18 June under the title 'World in motion: mobility, migration, digital change'. About 450 international experts from the realms of politics, business and civil society engaged in discussion in nine themed forums. The speakers included Germany's Federal Development Minister Gerd Müller (shown here), Bundestag Vice President Claudia Roth and Jörg Asmussen, State Secretary in the Federal Ministry of Labour and Social Affairs.



## PROTECTING THE GLOBAL CLIMATE

Mitigating climate change ranks high on the international agenda. This was exemplified by the UN Climate Change Conference in Peru in December 2014. The German delegation was headed by Federal Environment Minister Barbara Hendricks (at centre) and Federal Development Minister Gerd Müller. GIZ works for both the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) and BMZ on various aspects of climate change mitigation, ranging from making more efficient use of natural resources to cutting greenhouse gas emissions.



## GAUCK VISITS COCONUT FIBRE PROJECT

During a visit to India, German Federal President Joachim Gauck took time to find out more about a project commissioned by BMZ to promote the sustainable use of coconut fibre, a by-product of coconut oil production. In future it is to be used in furniture production, in insulation panels and as fertiliser. This is a lucrative business opportunity for private investors.



## ACTION DAYS FOR SUSTAINABILITY 2014

In 2014, under the title 'Show your Handprint!' GIZ once again took part in the Action Days for Sustainability organised by the German Council for Sustainable Development. GIZ's workforce presented a wide range of ideas on the theme of sustainability. In Viet Nam, for instance, staff are aiming to reduce emissions by promoting the use of public transport, car sharing schemes and bicycles.

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## MESSAGE FROM THE CHAIRMAN OF THE SUPERVISORY BOARD



Dr Friedrich Kitschelt

People are always at the heart of international cooperation. Our mandate is to improve their living conditions. This is why we set ourselves ambitious targets. We are absolutely convinced that we can banish hunger, that we can achieve stability and development in North Africa and the Middle East, that a more peaceful world is possible, and that we can therefore tackle the factors that cause people to flee their homes.

This is why we, at BMZ, launched three special initiatives in these areas in 2014. They demonstrate what we mean when we talk about 'accepting responsibility'. Through the special initiative 'One World – No Hunger' we are investing EUR 625 million to achieve food and nutrition security for this generation and the generations to come. With the support of GIZ, we are promoting urgently needed innovations in the agricultural and food sectors, as well as pushing ahead with environmentally and socially sound structural transformation in rural areas. We believe that the way forward is to develop effective small family farms, to promote women specifically, and to ensure that adequate and affordable food is available to even the weakest members of society, especially young children and pregnant women.

We have made available a sum of EUR 330 million for the special initiative 'Fighting the causes of refugee movements, reintegrating refugees' in fiscal 2014 and 2015. Our primary concern is to fight the root causes of refugee movements, to stabilise the situation in the host regions, and to integrate and reintegrate refugees and internally displaced persons. We aim to help refugees create new prospects for themselves by taking charge of their own lives. At the same time, we aim to support host regions by putting in place and maintaining the necessary infrastructure.

Through the special initiative 'Stability and development in the MENA region', we are helping stabilise the situation and making our contribution toward building peace in the Middle East and North Africa, where the upheavals that followed the Arab Spring have led to political instability and violent conflicts. We have so far provided EUR 205 million, primarily to promote job creation measures and thus integrate young people in particular into the labour market. Our projects are also strengthening state structures and civil society so that the region can achieve a new level of stability.

In 2015 we now have the chance to put the world on track for comprehensive sustainable development, with new sustainable development goals and a new climate agreement.

The post-2015 development agenda is to be adopted by the heads of state and government at a special UN summit in September 2015. The new goals will be universally valid, i.e. they will apply for all countries. A new global partnership will be needed in order to master this major challenge. At the end of 2014, Federal Development Minister Gerd Müller presented Chancellor Angela Merkel with the Charter for the Future 'One World – Our Responsibility'. This document paves the way for the realisation of these goals across Germany and lays out recommendations for specific action – at political and economic level, but also in the everyday lives of individuals.

2015, the year of Germany's G7 Presidency, will also be a crucially important year for climate action. At the end of the year, a binding new climate agreement is to be adopted at the UN Climate Change Conference in Paris. This is a matter of the utmost importance for us. BMZ is to put up an expected EUR 1.6 billion to finance climate protection activities. Last year the German Government pledged EUR 750 million for the Green Climate Fund. The decision to set up the Fund was taken at the UN Climate Change Conference in Mexico in 2010. Its task is to finance climate change mitigation and adaptation measures in developing countries and emerging economies as of this year.

Germany has steadily increased its contribution to international cooperation in recent years. BMZ's 2015 budget is about EUR 6.5 billion – an all-time high. This is an excellent financial basis on which to work, but we can only achieve lasting positive results if we also have the necessary expertise and experience as well as huge personal commitment and dedication. These are areas in which GIZ enjoys an excellent reputation at international level, a fact of which I as Chairman of the Supervisory Board am particularly proud. GIZ is synonymous with German development cooperation at its best. I would like to express my thanks to the Management Board and all GIZ employees, many of whom work under extremely difficult conditions. I would like them to know how much I appreciate their work. They have allowed us to achieve some of our goals already, and to come closer to achieving many more.

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

Dear reader,

We are pleased to report that our services were once again very much in demand in 2014. We saw growth in particular in the fields of climate action, food and nutrition, and peace and security. More than 300 commissioning parties place their trust in our professionalism and experience. This impressively demonstrates that our service package mirrors their current agendas in German, European and international cooperation. All of the programmes and projects that we implement on behalf of our clients have one thing in common – we develop solutions with our partners, not for them, in order to foster societal change. Our long-standing relations based on trust and our innovative cooperation arrangements worldwide are the basis upon which we work together to elaborate solutions of this kind.

To put it in figures: in 2014 we surpassed the two billion euro mark, with a business volume of EUR 2.03 billion. This represents an increase of EUR 100 million over 2013. In the public-benefit sector we recorded an increase of EUR 151 million to EUR 1.6 billion in business with our main commissioning party, the German Federal Ministry for Economic Cooperation and Development (BMZ). This includes EUR 181 million provided by third parties to cofinance BMZ commissions – a rise of EUR 11 million as compared to the previous year. Income from other German public sector clients was down to EUR 239 million, primarily because of the drop in the volume of commissions in Afghanistan. GIZ International Services, our taxable business sector, recorded a total business volume of around EUR 152 million in 2014 (as compared with EUR 178 million in 2013). GIZ IS aims to maintain this level in the years to come.

In addition to BMZ and other German federal ministries, an increasing number of international donors and governments, foundations and private companies are commissioning our services. Their financial contributions also help ensure that German taxpayers' money can be used even more effectively. One good example is the African Cashew Initiative in West Africa, which BMZ is financing jointly with the Bill & Melinda Gates Foundation. Through this initiative we are working to make small farmers competitive on international markets with the help of modern farming methods and business training. And with good result. The household income of more than 2.2 million people has more than doubled since 2009. The reform of vocational education and training in Pakistan is another example. These activities are supported by BMZ, with cofinancing from the European Union and the Dutch and Norwegian Governments. Meanwhile in Saudi Arabia GIZ International Services has set up a subsidiary with Festo Didactic, which runs an entire training centre on behalf of the Saudi Arabian Technical and Vocational Training Corporation.



(left to right) Dr Hans-Joachim Preuß, Tanja Gönner, Cornelia Richter and Dr Christoph Beier

In Afghanistan, where the national government assumed full responsibility for the security of its people in 2015, GIZ is supporting the country in building a police force that operates on the basis of the rule of law and protects women's rights. Working in countries prone to crisis or conflict is particularly demanding. It is not easy to recruit highly qualified staff for these regions. But it is a challenge we accept. Even today, about 60 per cent of GIZ's turnover is generated in countries that are not fully able to perform fundamental sovereign functions and deliver services to their people. And the demand for our services is growing in these countries.

Sustainability is central to our work. That is the yardstick against which we would like to be measured – both inside and outside the company. And we intend to keep the general public informed about our progress. This publication marks the launch of our integrated reporting, illustrating GIZ's commitment to sustainability as well as presenting the facts and figures.

None of this would be possible without our staff, without their exceptional dedication, their knowledge and their creativity. GIZ's success is the result of their work. On behalf of the entire Management Board, I would like to thank them all most warmly. Equally, GIZ would not have been able to achieve results like these without the trust and support of all of our commissioning parties, to whom we would also like to express our gratitude.

Tanja Gönner, Chairwoman of the Management Board

# GIZ. SOLUTIONS THAT WORK.

For more than fifty years GIZ has been working worldwide to identify solutions to the issues that will determine our future – climate change, dwindling resources, migration, and the need for peace and security. No nation can master these challenges alone. Social responsibility must go hand in hand with ecological balance, and economic performance must dovetail with political participation if the generations to come are to live in dignity and safety. This is our guiding vision and our understanding of sustainability, with which we help our commissioning parties and partners to build sustainable political and societal change.

## INTERNATIONAL COOPERATION 'MADE IN GERMANY'

GIZ is a public-benefit, federal enterprise. As such we support the German Government as a whole and in particular our principal commissioning party, the German Federal Ministry for Economic Cooperation and Development (BMZ), in achieving their goals in the field of international cooperation for sustainable development. We offer a uniquely wide range of services that stands up to international comparison. German expertise is very much in demand in many areas, especially those with which Germany is closely associated at international level, such as the social market economy, the move toward sustainable energy (the 'energy shift' as it is known in Germany) and vocational training. GIZ International Services, our taxable business area, also enhances Germany's visibility and reputation abroad. With funding from the EU, the governments of other countries, multilateral and bilateral organisations, private companies and foundations, GIZ International Services is able to implement approaches that are 'Made in Germany' without using German taxpayers' money.

Global agreements, such as the sustainable development goals, that will be discussed by the international community and adopted as the successors to the Millennium Development Goals (MDGs) at a special UN summit in New York in September 2015, provide the global framework for GIZ's work. This applies equally to international agreements such as the United Nations human rights covenants and conventions, and the European Convention on Human Rights. Also at the top of the agenda are global processes such as the climate negotiations and the International Aid Transparency Initiative (IATI). We at GIZ have translated IATI requirements into our own internal transparency policy. As a federal enterprise, transparency is a particular concern of ours.

## BREATHING LIFE INTO GLOBAL PARTNERSHIPS

Many questions crucial to our global future can only be resolved through global partnerships. Our extensive regional experience, our proven technical expertise and our tried-and-tested management skills enable us to bring different partners on board. One example is the German Food Partnership. This is a joint initiative that brings together politicians and the business community. On behalf of BMZ and other financiers, GIZ is supporting partners with a view to improving food supplies for very many people. GIZ's proven expertise in helping establish networks and providing the secretariats for these is also mirrored in the Alliance for Financial Inclusion and the Renewable Energy Policy Network for the 21st Century (REN21). Increasingly, GIZ is also enabling specialists around the globe to network using digital platforms. One such platform focuses on soil protection.

Profitable partnerships involving Germany, Europe and other countries also make it possible to offer training programmes and fact-finding trips for experts and managers from Eastern European, African, Asian and Latin American companies. GIZ designs and organises these measures on behalf of individual German federal states. German companies are given the opportunity to firm up business cooperation arrangements and hone their international marketing strategies.

Alongside the German Government, other clients are becoming increasingly involved in German projects and programmes implemented by GIZ. In the Democratic Republic of the Congo, for instance, the World Bank and the Congolese Government are financing the development of primary health care, while the European Commission has commissioned GIZ to develop standards and training programmes for election observers. Depending on the specific needs, the region and the context, GIZ puts together customised service packages that can embrace policy advisory services, know-how transfer or the establishment of state institutions.

## SUSTAINABILITY BEGINS AT HOME

The goal we pursue with our partners – initiating sustainable development processes – is also our goal within the company. The challenges we set ourselves in our projects and in the services we provide are the same challenges we set ourselves within GIZ through our work on environmental issues, interaction with commissioning parties and above all with our staff. After all it is their commitment, their expertise and their experience that are key to achieving top performance and quality, and this is what makes GIZ such a sought after partner in international cooperation. Corporate sustainability is firmly anchored within GIZ at the top echelons of management. The Director Corporate Sustainability works with the Sustainability Office to consistently improve sustainability management within the company. He reports directly to the Chair of the Management Board. The Sustainability Board, which also includes top executives, discusses sustainability objectives and monitors and supports the implementation and further development of the sustainability programme. In 2015 a new Compliance and Integrity Unit is to be set up, which will be responsible for ensuring compliance with all legal provisions, corporate regulations and ethical standards. GIZ has also launched a reorganisation project entitled *bauhaus15*. Effective cooperation within the company, clearly defined roles and streamlined procedures are designed to prevent overlaps, enhance efficiency and pave the way for innovative projects.

## INTEGRATED ACTION AND REPORTING

This Integrated Company Report links GIZ's external services, financial information and key figures with information on corporate responsibility and sustainability inside the company. It highlights progress and achievements and indicates areas where there is still scope for improvement, thus meeting the requirements of international transparency standards as adopted in 2011 at the High Level Forum on Aid Effectiveness in Busan (South Korea). The annual statement of accounts contains more detailed financial information. On our website you will find more information on sustainability at GIZ and on data recorded in line with the Global Reporting Initiative's G4 sustainability reporting guidelines. //



## RESPONSIBLE DEVELOPMENT

01

International cooperation today faces enormous challenges and has set itself ambitious goals. Conflicts and natural disasters around the world threaten the livelihoods of innumerable people. It is the responsibility of politicians, civil society and the private sector to take vigorous action to mitigate the consequences of climate change, defuse conflicts and make it possible for people to live together in peace.

01

### ACHIEVING RESULTS TOGETHER

No country in the world can master the global challenges of our time alone. Climate change is the best example: the root causes and the impacts cannot be limited to any one state or continent. GIZ has been actively involved in climate change measures for over twenty years. Climate change mitigation and adaptation measures are one of the main focuses of international cooperation. In more than 450 projects we are helping countries to cut greenhouse gas emissions and finance climate action. The volume of these commissions, some EUR 2.5 billion in total, accounts for about one third of GIZ's current portfolio. On behalf of the German Government and other commissioning parties, GIZ is helping increase renewable energy use in over 30 countries\*. The solar and wind power generated in Brazil, India and South Africa since 2005 alone would suffice to power eight million German households every year.

Displacement and refugee flows are another global challenge. Since 2005, GIZ has supported more than six million refugees, and refugee numbers are increasing rather than decreasing as crises spread around the globe. On behalf of the German Government, GIZ is taking on responsibility for building peace and security, and for assisting refugees. Today, we are involved in more than 140 projects of this sort worth a total of over EUR 280 million,\* currently for instance in northern Iraq and Ukraine. One major goal is to refocus attention on the imperatives of restoring security. In Afghanistan, for instance, 26,000 police officers have taken part in training conducted by GIZ on behalf of the German Federal Foreign Office since the police reform measure was first launched. The training courses are an important element in enhancing the rule of law in Afghanistan.

### WE PRACTICE AT HOME WHAT WE PREACH OUTSIDE THE COMPANY

Our sustainability programme ensures that we regularly set ourselves new targets for cutting our energy consumption and emissions. Since 2014, our offices in Germany have been fully climate neutral and use only green electricity.

We also take our responsibility towards our staff very seriously indeed. Since GIZ is increasingly operating in crisis affected areas, we have extended the personal safety and security services we offer our staff. These range from special security training in Germany before staff take up their posts, to reliable security management systems for our offices in partner countries. For us at GIZ accepting responsibility is synonymous with acting in line with the fundamental values of the Federal Republic of Germany and international standards and conventions. Our internal 'GIZ orientation on human rights', which is mandatory for all staff, helps us do so. //

\* Figures taken from [www.giz.de/projectdata](http://www.giz.de/projectdata) (as at 13 March 2015)





// HONDURAS

## DUAL BENEFITS – PROTECTING FORESTS AND SECURING INCOMES

**Community forestry and climate change mitigation** | The groundwork has been done: Honduras now has a new forestry act and a strategy to mitigate the impacts of climate change. The political framework is thus in place to ensure the sustainable management of threatened forest resources in Honduras. What now remains is to breathe life into the legislation. On behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and the European Union, GIZ is helping local action groups ensure the sustainable management of public forests under the auspices of the Community Forestry and Adaptation to Climate Change programme. The project is working with the National Institute of Forest Conservation and Development to make water and power supplies, and agricultural production, less vulnerable to the consequences of climate change, including heavy rainfall and prolonged droughts. Community forestry involves the state entering into long-term agreements with local agroforestry cooperatives in neighbouring municipalities, giving them the right to use state-owned forests, including the right to fell and sell trees. The cooperatives undertake only to clear harvestable trees and to plant new trees to replace those felled. A minimum of 30 agreements of this sort are to be concluded, ensuring that at least an additional 550,000 hectares of forested land

will be sustainably managed. The social pressure of the local communities is expected to put an end to illegal logging in the project areas more effectively than would be possible using the police or the army.

Community forestry guarantees that state-owned forests are sustainably managed, while the income generated by community forestry activities provides families with regular additional income. This can be used to push ahead with development in the villages, whether it takes the form of accessing renewable energy sources, supporting women's groups in cultivating vegetables, or buying new chicken breeds that lay more eggs.

To help communities adapt to climate change, GIZ also supports risk analyses that are used as the basis for local planning, as well as working to prevent slash and burn practices. The programme is helping protect and manage headwaters and small water courses that provide the local people with water for drinking and for their household needs. //

AN  
ADDITIONAL  
**550,000**  
hectares of sustainably  
managed forests

Contact: gunter.simon@giz.de

// WORLDWIDE

## FITNESS PROGRAMME FOR A BETTER CLIMATE

**Financing climate action** | The money is there. In 2014 around EUR 9.5 billion was paid into the new international Green Climate Fund (GCF), making it the world's largest climate fund practically overnight. The hopes of the UN Climate Change Conference in Paris at the end of 2015 rest on the Fund. But developing countries and emerging economies must be well prepared if they are to apply for GCF finance and put the funds to good use. The GIZ's Climate Finance Readiness Programme, CF Ready for short, is there to help them. On behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), GIZ is

getting 15 partner countries ready to apply to the GCF for international funding and to use the cash to good effect. They must comply with international application and accounting standards, and plan and implement measures to achieve results. GIZ does not rigidly follow a standardised model; we gear our advisory services to the precise needs of each partner country. Bangladesh for instance is receiving support to help it select and develop a national coordination unit for GCF activities. An institution of this sort is one of the most basic preconditions for receiving GCF funding and for ensuring that countries have a say in the way the Green Climate Fund works. The international response to CF Ready has been positive. The Czech Republic and the American development agency USAID are already on board, making this German fitness programme (in which KfW also participates) a multi-donor project. //

Contact: alexander.froede@giz.de [www.giz.de/expertise/html/11492.html](http://www.giz.de/expertise/html/11492.html)

// CHINA

## GERMAN EXPERTISE IN GREAT DEMAND

**Sino-German energy partnership** | In future, China wants its energy supply to be safe, affordable and environmentally sound. This will be not only in the country's own interests,

but also in the interests of the global community. Germany's experience and expertise in renewable energy and energy efficiency are thus in great demand. Back in 2006 a cooperation arrangement on energy policy was agreed between China's National Development and Reform Commission and the Federal Ministry for Economic Affairs and Energy (BMWi). To intensify the energy partnership, BMWi commissioned GIZ in 2011 to head the Secretariat responsible for implementation. GIZ organises specialist dialogues, forums, workshops and fact-finding trips for the working groups on energy and energy efficiency. Private companies from the two countries have the opportunity to meet with visitors from the realms of research, civil society and politics, in order to identify joint projects. They also discuss technical matters such as integrating renewable energy into urban energy planning, energy efficiency measures in the industrial and building sectors, and the use of geothermal energy for heating, as well as discussing enabling environments and financing issues. The Secretariat is also supporting German technology providers in initiating cooperation schemes with Chinese partners. //



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// GERMANY AND WORLDWIDE

# TAKING RESPONSIBILITY FOR ACHIEVING ECOLOGICAL BALANCE

**Environmental management** | Inside the company, as in our projects, we accept environmental responsibility and strive to protect the environment, make efficient use of resources and encourage staff and partners to participate in our environmental management activities. This is laid out in GIZ's environmental mission statement. GIZ is also involved in numerous environmental initiatives, including Biodiversity in Good Company, B.A.U.M. e.V. and the Umweltforum Rhein-Main e.V.

An overarching environmental programme lays out specific targets and measures for our environmental management. For instance GIZ wants to become completely 'climate neutral' at all German locations. Our activities aim firstly to reduce emissions, secondly to replace fossil fuels with renewable energy and thirdly to offset unavoidable emissions. Since 2014, all GIZ offices in Germany have bought in only green power. One hundred per cent of carbon

dioxide emissions produced by our German offices have been offset by the purchase of climate certificates to the highest international standards.

Another good example is our waste management concept for disposing of old computers, monitors and other IT appliances. Rather than throwing them away, GIZ has since 2013 worked with the non-profit business AfB social & green IT. AfB picks up damaged or second-hand hardware, which it then repairs and sells on. About half of AfB's workforce of 180 are people with disabilities, who thus have a regular job. By cooperating with AfB and restoring older equipment to working order, GIZ is helping reduce emissions and energy consumption.



GIZ also produces annual environmental audits at practically all German locations. These are incorporated in our sustainability reporting. They indicate trends in resource consumption and environmental impacts, and identify any corrective measures needed. At 90 or so locations in partner countries, GIZ is also increasingly using the Corporate Sustainability Handprint to record environmental data and other sustainability factors, and is working to steadily improve performance in these fields. Standards established in Germany are applied worldwide as far as possible. Here GIZ relies on voluntary commitments. The Mexico office for instance initiated a scheme to ensure the proper handling of electrical and hazardous waste, and identified suitable recycling companies to this end. As in Germany, unusable batteries, electrical appliances and ink cartridges are disposed of safely and recycled wherever possible.

To further enhance the transparency and clarity of our environmental management practices, we have had our Bonn and Eschborn offices, as well as the GIZ's Berlin Representation, audited in line with the European Union's exacting Eco-



Management and Audit Scheme (EMAS) since 2013. Under the scheme, GIZ undertakes to systematically reduce negative environmental impacts, especially in the fields of energy and materials efficiency, water, waste and emissions. EMAS ensures compliance with all environmental regulations and guarantees staff participation as well as the provision of information to the general public. Environmental teams at our individual locations draw up local environmental programmes with targets, measures and deadlines for implementation. EMAS not only audits environmental performance, however. Internal and external audits also look at such factors as safety at work. The 2014 audit, like its predecessor, gave rise to no complaints. Indeed positive mention was made of the fact that environmental management is genuinely part of GIZ life, and that the new GIZ buildings in Bonn and Eschborn were planned to comply with the extensive requirements of the German Sustainable Building Council (DGNB). //



GIZ environmental management: [www.giz.de/environmental-management](http://www.giz.de/environmental-management) // AfB social & green IT: <http://www.afb-group.de/en>

Sustainability reporting: [www.giz.de/sustainability](http://www.giz.de/sustainability) // Corporate Sustainability Handprint: [www.giz.de/handprint](http://www.giz.de/handprint)

Eco-Management and Audit Scheme (EMAS): [www.emas.de/meta/english-summary](http://www.emas.de/meta/english-summary) // German Sustainable Building Council (DGNB): [www.dgnb.de/en](http://www.dgnb.de/en)

// AFRICA AND ASIA

## BROAD ALLIANCE TO FIGHT POACHING



**Combating poaching** | They die so that people can have luxury goods, enhance fertility and make money. More than 100,000 elephants and over 3,300 rhinoceri have been killed by poachers in southern Africa alone since 2011, according to official figures. The true figure is thought to be very much higher. Countries that have protected areas and large wildlife populations, like Kenya, Tanzania, Zambia and South Africa, are affected. The illegal trade in wildlife products is booming. According to some estimates, in 10 to 15 years there will be no elephants or rhinoceri living in the wild if the killing continues unabated.

To counter the loss of threatened species, BMZ commissioned GIZ in 2013 to coordinate a global, inter-ministerial initiative to fight poaching and the illegal trade in wildlife products. A total of EUR 3.2 million has been made available. The German Federal Environment Ministry, the Federal Finance Ministry, the Federal Interior Ministry and the Federal Foreign Office are all involved. GIZ is responsible for improving the coordination of the activities undertaken by the various ministries and ongoing protection projects in partner countries.

The demand for ivory and rhino horn has rocketed, especially in China and Viet Nam, with the increase in the

number of affluent consumers. GIZ is working all the way along the illegal trade chain: both on the supply side in Africa and on the demand side in Asia. A broad alliance has been formed for this purpose, embracing the World Wide Fund for Nature, the Frankfurt Zoological Society and Traffic, a network dedicated to fighting the illegal trade in wildlife products, as well as a large number of non-governmental organisations in the countries concerned.

GIZ is providing special training for game wardens as well as better equipment. To put an end to the trade, cooperation with the police, customs and judiciary in the affected African and Asian states is being stepped up, and the flow of information among participants improved. It is also important to stem demand on the Asian side. Many governments have already launched education campaigns and now impose stricter penalties on smugglers, poachers and traders. But poverty and corruption are powerful opponents: as long as the tusk of a fully grown Kenyan elephant can be sold for as much as an unskilled worker stands to earn in 15 years, the temptation to poach remains huge. //

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// EUROPE

## CLEAN ENERGY FOR THE DANUBE REGION

01



**Bioenergy** | Gas, oil and lignite are widely used in Eastern Europe. The efficient generation of power using woody biomass, however, is still in their infancy. Not so in Germany: Bavaria in particular is an international trailblazer in the field

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of bioenergy. The European Union has provided EUR 1.9 million under its Horizon 2020 research and innovation programme for a project focusing on generating energy from woody biomass. This is affiliated to the BMZ's DKTI programme, which aims to develop a sustainable bioenergy market in Serbia. Regional timber supply chains are to be established in Serbia, Croatia and Bulgaria. Transnational knowledge sharing is not the only important element. In order to foster demand, several new regional biomass centres are being established. They will be responsible for marketing and for supplying clients with woody biomass in the form of fuelwood, pellets and wood chips. Along with eight other partners GIZ is supporting these businesses in conducting market studies, drawing up business plans, finding investors, bringing together producers and potential customers and introducing the general public to bioenergy. //

// GRENADA/CARIBBEAN

## REDUCING VULNERABILITY

**Adaptation to climate change** | Ninety per cent of all houses in Grenada were damaged or completely destroyed by Hurricane Ivan in 2004. Most of the country's farmland was also destroyed. Climate change and its impacts – tropical storms with torrential rainfall and increasingly persistent droughts – are jeopardising the natural resource base and hence livelihoods in the tri-island state of Grenada. A pilot programme commissioned by the German Federal Environment Ministry under the International Climate Initiative is breaking new ground: rather than taking a series of isolated measures to help the country adapt to climate change, GIZ is working with the Grenadian Government and the United Nations Development Programme (UNDP) to ensure that Grenada's people and ecosystems are better equipped to deal with the consequences of climate change. GIZ is advising the National Climate Change Committee on how to systematically integrate climate checks into national planning

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processes. Vulnerable coastal regions are also being protected with the help of better planning, and training courses provided in climate-sensitive agriculture. A dedicated fund is helping communities directly affected by climate change to make their houses safer and protect their fields from erosion. GIZ is also helping Grenada access Green Climate Fund finance so that it can implement more adaptation measures in future. //

// UKRAINE, JORDAN, NORTHERN IRAQ, SOUTH SUDAN

# RAPID ASSISTANCE IN EMERGENCIES

01



**Refugee assistance** | 'Fighting the causes of refugee movements, reintegrating refugees'. This special initiative of the German Federal Ministry for Economic Cooperation and Development (BMZ), launched at the start of 2014, spotlights a priority of German policy. GIZ is involved in numerous activities to support the German Government and BMZ in realising these objectives.

One example can be seen in eastern Ukraine. Military clashes in this area have forced thousands of people to flee their homes. The situation was especially critical at the end of 2014. With winter looming, many people were forced to leave everything behind as they fled for their lives. The German Government was quick to respond and commissioned GIZ to transport relief supplies worth almost EUR 7.5 million to eastern Ukraine. The supplies included camp beds, heaters, emergency power units, construction machinery and equipment, and medical supplies. Another EUR 2 million was used in Ukraine to purchase furniture, winter clothing and household appliances, thus also supporting the local economy. This emergency aid was flanked by a BMZ commission to GIZ to erect accommodation for up to 4,600 displaced persons within the space of only a few weeks. The housing had to be sufficiently robust to withstand the Ukrainian winter. The local Ukrainian municipalities then installed electricity, drinking water and sanitation facilities. By the end of 2014, most of the seven new transitional settlements were completed, offering a total of almost

Winter-proof accommodation for  
**4,600**  
refugees in eastern Ukraine

1,400 housing units in three districts in the east of the country. GIZ worked closely with the German and Ukrainian Red Cross, the Ukrainian disaster relief authorities and the local authorities in eastern Ukraine.

In the predominantly Kurdish area in the north of Iraq too, many people have fled their homes to escape the civil war and the organised terrorism of 'Islamic State'. The United Nations estimates that 2.1 million internally displaced persons are in the region. Although the readiness of the local population to help is huge, in many places the new arrivals now outnumber the original population. The local authorities are stretched to breaking point. The international community has responded swiftly and set up many refugee camps each offering accommodation for up to 50,000 people. In Dohuk region, GIZ is working in six camps, where we are supporting the Kurdish authorities on behalf of BMZ in establishing the necessary infrastructure. GIZ is cooperating closely with UNICEF and the German non-governmental organisation *Welt-hungerhilfe*. So much is needed: schools, social facilities, health stations and community centres are being built and fitted out, drinking water and electricity connections installed and sanitation facilities put in place. The everyday interactions between the people living there also have to be organised. Numerous social services are needed in addition to material assistance to prevent conflicts: from hygiene training to psychological counselling for extended families, from football tournaments and games

afternoons for children to literacy and English courses for women. Support also benefits the population of the host districts. Accommodation in the refugee camps and unfinished buildings in the surrounding settlements are being reinforced so that they can withstand winter conditions.

As in northern Iraq, a large number of Syrian refugees are also seeking refuge in Jordan. The country and its population of 6.5 million have already taken in more than 600,000 refugees, about 80 per cent of whom have found a temporary home in Jordanian towns and villages. Many places have seen their population double. A pragmatic way of integrating the new arrivals is to provide vocational training, in plumbing for instance. Supplying water to its people is one of the most urgent problems facing Jordan. As much as 40 per cent of the country's scarce and precious water is lost in transport due to dilapidated pipelines. Incorrectly installed water pipes in residential buildings are a serious part of this problem. This means that well trained plumbers are very much in demand. A BMZ-financed training programme is now also open to Syrian refugees. The skills they acquire are useful to their Jordanian hosts, and when they one day return home these skills will be a valuable foundation on which to build their new livelihoods.

In South Sudan, the most urgent problem is the extremely serious food situation in the wake of the civil war that erupted at the end of 2013. Many people are in a desperate situation, having been forced to flee their villages and

towns. It is estimated that the country has 1.4 million internally displaced persons. Most of them have lost everything and depend on assistance. They have no safe water, no food and no roof over their heads. The result is that tropical diseases like malaria and infections such as cholera are threatening their lives. The critical security situation meant that aid measures could not begin until mid-2014. GIZ modified its project activities and with additional BMZ funding is now also implementing three projects under the auspices of the special initiative 'Fighting the causes of refugee movements, reintegrating refugees'. So far these projects have helped more than one million people. Small farmers in the fertile south of the country have been supplied with seed so that they can produce more food. The construction of sanitation facilities, the supply of drinking water in tanks and canisters and the provision of chlorine tablets has helped prevent cholera infections. In all our activities we work closely with UNICEF, the United Nations Food and Agriculture Organization (FAO) the World Food Programme (WFP) and non-governmental organisations such as *Welt-hungerhilfe*. The World Food Programme buys food produced in the south of the country for the people forced to live in refugee camps in the north, and distributes the food within the camps. Measures of this sort, and vaccinations for cattle to stabilise stocks, are securing the livelihoods of small farmers and internally displaced persons, and help put in place long-term distribution structures for agricultural produce. //



// WORLDWIDE

## A BINDING STANDARD

**Human rights** | As a federal enterprise GIZ upholds all the human rights commitments entered into by the Federal Republic of Germany, particularly the United Nations covenants and conventions and the European Convention on Human Rights. In 2012 the Management Board adopted the 'GIZ orientation on human rights', which is binding for all GIZ employees. It lays out the standards for action on human rights issues. In the commissions we implement for the German Federal Ministry for Economic Cooperation and Development (BMZ) we comply with the requirements laid out in the BMZ strategy paper 'Human Rights in German Development Policy' (2011) and the 2013 'Guidelines on incorporating human rights standards and principles, including gender, in programme proposals for bilateral German Technical and Financial Cooperation'. We also take our direction from these papers. A dedicated email address is available at which you can inform us about any potentially negative impacts of our actions on human rights. //

BMZ strategy paper 'Human Rights in German Development Policy':

➤ [www.bmz.de/en/publications/topics/human\\_rights/Strategiepapier305\\_04\\_2011.pdf](http://www.bmz.de/en/publications/topics/human_rights/Strategiepapier305_04_2011.pdf)

GIZ orientation on human rights: ➤ [www.giz.de/de/downloads/giz2012-en-giz-and-human-rights.pdf](http://www.giz.de/de/downloads/giz2012-en-giz-and-human-rights.pdf)

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// WORLDWIDE

## LOCAL ACCEPTANCE ENHANCES STAFF SAFETY



**Ensuring the safety and security of our staff** | In countries where the security situation is critical, our top priority is to ensure the physical safety and psychological wellbeing of our staff. In Afghanistan, for example, GIZ has put in place an extensive security system. Special risk management offices in Kabul and in the provinces constantly gather information that allows them to assess the security situation at any given time. On this basis, they provide staff with binding rules of conduct. GIZ maintains close contacts with

the local people, ensures that security measures are transparent and gets people involved in the projects and programmes. This feeling of involvement and the acceptance of our projects among the local people are important factors in ensuring the safety of our staff.

Our security concept in Afghanistan is part of a policy that lays down minimum security and risk management standards throughout the company for assignments outside Germany. In partner countries, teams are in place to provide systematic risk analyses, undertake regular security checks and implement technical protective measures. Security training and self-management and stress management courses are also part of our package. In Germany, the crisis desk, manned by a crisis officer, and a special psychosocial counselling unit are available round the clock. And if it becomes impossible to work in partner countries, projects can be coordinated temporarily from neighbouring countries or from Germany. With this tried and tested concept, GIZ is now assisting 14 other German organisations with their own security management through a programme financed jointly by the German Federal Ministry for Economic Cooperation and Development (BMZ) and the Federal Foreign Office. //

Staff safety and security: ➤ [http://www.giz.de/en/aboutgiz/staff\\_safety\\_and\\_security.html](http://www.giz.de/en/aboutgiz/staff_safety_and_security.html)

01



// AFGHANISTAN

## IMPROVING SECURITY IN THE COUNTRY

**Rebuilding the police force** | Since the end of 2014 the Afghan National Police has been fully responsible for security in Afghanistan and for protecting the Afghan people without international assistance. Several years ago the German Federal Foreign Office commissioned GIZ to help develop the capacity of the police force in Afghanistan.

The necessary infrastructure first had to be put in place. Since 2008, the headquarters for the riot police and traffic police have been built, along with a logistics centre for the Ministry of Interior Affairs in Kabul. An office for the border police has been established at Kabul Airport. Training centres, police academies and control stations have also been constructed. Since local building contractors were used, this work has also revived the regional economy. Parallel to the building work, staff were also trained to maintain the buildings.

The focus of GIZ's engagement is now on education, however. More than 40,000 police officers, including women and many trainees, have been given basic legal training to familiarise them with the new legal foundations of their country and to show them how they should be applied. Almost one third of the participants first had to learn to read and write. Courses have been held in all 114 districts of the nine northern provinces in which the German Government was engaged as part of the International Security

Assistance Force (ISAF). Almost all police stations in the towns and a large number of special units were thus reached. As of 2013, GIZ rolled out the courses in other parts of the country in close consultation with the Afghan Ministry of Interior Affairs.

In a measure financed by the Government of the Netherlands and in collaboration with the European Union Police Mission (EUPOL), GIZ is also working to improve cooperation between the police, public prosecutors, defence lawyers and the courts. Across the country, more than 800 public prosecutors and police officers have been trained in cooperation in criminal investigations based on rule-of-law principles.

Part of GIZ's police programme involves an entirely different and more entertaining form of 'investigation'. In a 40-part television series financed by the German Federal Foreign Office a female detective Malalai and her colleague Amanullah track down criminals in line with rule-of-law principles – and also show how the police force can be an attractive job option for women. When the victims of crime are women, having a larger number of women police officers is very important in ensuring that cases are successfully investigated and resolved. //

40,000  
police officers given  
basic legal training

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# EFFECTIVE SOLUTIONS

# 02

What must a society do so that people can live better lives? What do politicians, public authorities and other institutions need to provide? The basic prerequisites for better living conditions include a properly functioning economy, enough jobs and a vibrant private sector. This in turn presupposes an enabling political environment and a supply of well trained and capable specialists.



# 02

## SOCIETAL DEVELOPMENT WITH TANGIBLE RESULTS

A successful private sector relies on rule-of-law structures and on effective and stable social welfare systems. For many years now GIZ has been supporting partners in a large number of countries in developing economic and political expertise and capability for sustainable development. Commissions in hand in the field of economic development and employment, education and health are currently worth EUR 2.4 billion\*. And these activities are delivering results: between 2012 and 2014, more than 100 million people around the world obtained health insurance cover for the first time – something we take for granted. Around 13 million people, almost half of them women, benefited in 2012 and 2013 alone in seven Asian and African countries from outpatient services and health centres.

Ensuring safety at work, fair wages and codetermination rights, as well as a secure livelihood in general – these are the challenges we and our partners face in the field of economic development and employment. Thanks to GIZ's work on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), but also on behalf of private industry, 1.5 million people working in Bangladesh's textile sector have seen their living conditions improve. And through our involvement in the BMZ special initiative 'One World – No Hunger' we are also working to promote food and nutrition security and agricultural innovation. What many of these German Government-financed programmes have in common is that they are increasingly cofinanced by bilateral and multilateral donors, private companies and foundations. These measures are often scaled up into major regional programmes.

## EFFICIENT AND EFFECTIVE INSIDE THE COMPANY

Inside the company, GIZ has established an ongoing quality management system designed to enhance performance and ensure that knowledge and resources can be used efficiently, effectively and appropriately. We are streamlining commercial processes, involving staff in corporate change processes and using our monitoring and evaluation system to learn as a company. However, the single most important factor in ensuring the consistently high quality of our services is our workforce – the people who work for us around the world. To foster and maintain their vast individual abilities and readiness to engage on our behalf, we offer extensive health and human resources management services, as well as a wide range of upgrading opportunities. Since 2014 we have also been using our Corporate Sustainability Handprint. All GIZ locations around the globe thus have at their disposal a learning and management tool that systematically records and discloses what the company is doing to achieve corporate sustainability, what we can learn from one another, and what can be further developed and improved. //

\* Figures taken from [www.giz.de/projectdata](http://www.giz.de/projectdata) (as at 13 March 2015)



50,000

people have already benefited from the vocational training reform.

// PAKISTAN

## LEARNING AT SCHOOL AND AT WORK

**Technical and vocational education and training** | Pakistan's efforts to stimulate the economy and become internationally competitive are encountering a serious obstacle – the country has too few well trained specialists. The main reason for this is the lack of training opportunities. Pakistan's Government has realised this, and has now launched a major reform of the country's vocational education and training system, also offering many people the chance to attain a higher standard of living. GIZ is supporting Pakistan's Government on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). The European Union and the governments of the Netherlands and Norway are also involved in the reform programme, and are contributing total funding of EUR 51.7 million.

More than 50,000 people, a third of them women, have already benefited from the reform. By 2016 this figure should rise to 110,000. The reform revolves around the new nationwide training standards and official examination criteria for a number of different occupations. Training certificates obtained on this basis will be recognised in Pakistan and in other countries. This will benefit trainees in trades and crafts, industry, the services sector and in commerce.

The programme also helps people who generally encounter many difficulties in working life. In Lahore, for example, 1,500 people with disabilities are being given vocational training that will enable them to take charge of their own lives.

With this training drive, the Government of Pakistan also requires private industry to do more to prepare trainees for working life. A BMZ-financed training initiative, which links theoretical school-based learning with in-company training just like the German dual system, is cooperating with more than 70 Pakistani and German companies in Lahore and Karachi. Four hundred young people are currently being trained as specialists in a variety of fields, including electrical engineering, mechatronics and logistics. This training initiative has been adapted to requirements in Pakistan and serves as a model for establishing an in-company training system throughout the country. As part of this, a new generation of vocational school teachers is being trained in cooperation with universities in Pakistan and Kaiserslautern Technical University, and more than 10,000 existing teachers are receiving in-service training.

In 2014 the President of Pakistan awarded the programme the FPCCI Achievement Award, which is the highest honour the country extends to the private sector, for its commitment to involving private industry to a greater extent in vocational training. //

// AFGHANISTAN AND WORLDWIDE

## FIT FOR THE FUTURE

**Professional development** | GIZ offers a wide range of professional development opportunities to enable staff to develop their capacities. Inside Germany, our Academy for International Cooperation is key to these activities. It is open not only to GIZ staff, but also to interested parties from outside the company. The broad range of courses offered encompasses language tuition and intercultural training prior to assignments in partner countries, advanced training in technical fields (ranging from food and nutrition security to conflict transformation methods), and project management courses.

There are also a huge variety of training options outside Germany. The GIZ office in Afghanistan, for instance, has set up a 'Fit for the Future' programme to specifically develop the skills of national personnel. The response has been overwhelming, with more than 40 professional development initiatives held in 2014 and over 600 participants. National personnel thus have an opportunity to take on even more responsibility in future. //

Academy for International Cooperation (AIZ): [www.giz.de/akademie](http://www.giz.de/akademie) (in German)

// SAUDI ARABIA

## INTERNATIONALLY RECOGNISED QUALIFICATIONS



**Technical and vocational education and training** | The success rate so far is well in excess of 90 per cent – almost all graduates of the new Technical Trainers College (TTC) in Riyadh, Saudi Arabia, found jobs at one of the country's technical schools as soon as they graduated. By June 2014 almost 600 students had completed the three-year degree leading to the internationally recognised Bachelor of Engineering Technology. The new Saudi vocational school teachers can now teach subjects such as production engineering, air conditioning and refrigeration technology, electrical engineering, telecommunications, network and system

administration and IT application development. But what is really special is that the Technical Trainers College is run entirely by GIZ International Services (GIZ IS) on behalf of the Saudi Arabian Technical and Vocational Training Corporation. Today, 1,150 future teachers of technical occupations can study at TTC.

It was a radically new concept when GIZ was commissioned by the Kingdom of Saudi Arabia in 2008 to put the training of technical teachers on a new footing – based on the German model and with internationally recognised qualifications. To this end, GIZ IS built the college and developed training courses, teaching methods and subject matter together with Saudi partners. The commission also included responsibility for the entire management and human resources system and running the TTC. To ensure consistently high quality of teaching throughout the college, GIZ IS cooperates with partners in Germany and in other countries, as it is also doing in another training facility in the city of Ar Rass. This commission is being implemented by a subsidiary founded jointly by GIZ International Services and Festo Didactic. //

Well over  
90%

immediately found a teaching job.



// KENYA AND COLOMBIA

## FROM THE LABORATORY TO THE FIELD

**Agricultural research** | The work of Birthe Paul in Kenya and Jacobo Arango in Colombia revolves around forage plants. They are two of more than 50 scientists around the world currently involved in research into tropical forage plants, as a team for the International Center for Tropical Agriculture (CIAT). Both were placed in their current posts by the Centre for International Migration and Development (CIM), a joint operation of GIZ and the German Federal Employment Agency.

Something else the two scientists have in common is that they are focusing on a specific forage grass: *Brachiaria*. It is fast-growing, has high nutritional value and suppresses nitrification, the microbial process responsible for emissions of nitrous oxide, which is a greenhouse gas. In Colombia, Jacobo Arango discovered that the positive traits could be further enhanced by cross-breeding with related forage grasses. Birthe Paul is working with precisely these grasses in Kenya, where they grow well in large parts of the tropical region.

Research findings show that small farmers can raise yields by a factor of between two and five by improving the way they feed their livestock. The research work performed in laboratories gives farmers around the world higher incomes and better living conditions, while reducing the environmental footprint of agriculture. In the long term, agricultural research is thus a valuable tool in the fight against hunger and poverty.

GIZ is supporting this research for development on behalf of the German Government through the Advisory Service on Agricultural Research for Development (BEAF). It is supporting research projects at 17 international agricultural research centres worldwide. CIM is underpinning the knowledge transfer by placing experts like Jacobo Arango and Birthe Paul. Arango, who originally comes from Colombia, studied in Germany and first came to CIAT as a returning expert. Birthe Paul holds a research scholarship and was placed by CIM as an integrated expert. Her local salary is topped up by CIM for the duration of her assignment and, like Arango, she is directly integrated into local structures. Both scientists network with colleagues working in research, development cooperation and agriculture.

The experts ensure that international research findings are used in practice. What's more, they build the bridges between research scientists and farmers. Projects and partners of German development cooperation often serve as important 'bridgeheads' to farmers, national agricultural extension services and private service providers. In this way research findings are translated into genuine development progress in partner countries. //

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// AFGHANISTAN

## MOVING CLOSER TO PRACTICE

**University education** | Afghanistan is thought to have mineral reserves worth EUR 2.5 billion. What it does not have is the infrastructure and qualified experts who have benefited from modern, practice-oriented training. In a measure financed by the German Federal Foreign Office together with the German Academic Exchange Service, GIZ is supporting Afghan universities in modernising degree courses in mining. Courses in management, law and economics are also being extended to include mining-specific topics, such as mining legislation and the planning of opencast mines. Curricula and study regulations are being modernised and

practice-based teaching methods introduced. Laboratories are also being fitted out, learning materials developed and lecturers and experts networked and offered advanced training throughout the region and at international level. The partner responsible for providing advanced training for scholarship holders is the German mining university TU Bergakademie Freiberg. The measures complement the activities of the BMZ-financed measure to promote good governance in the extractive sector, which aims to strengthen the supervisory role of the Ministry of Mines and Petroleum. //

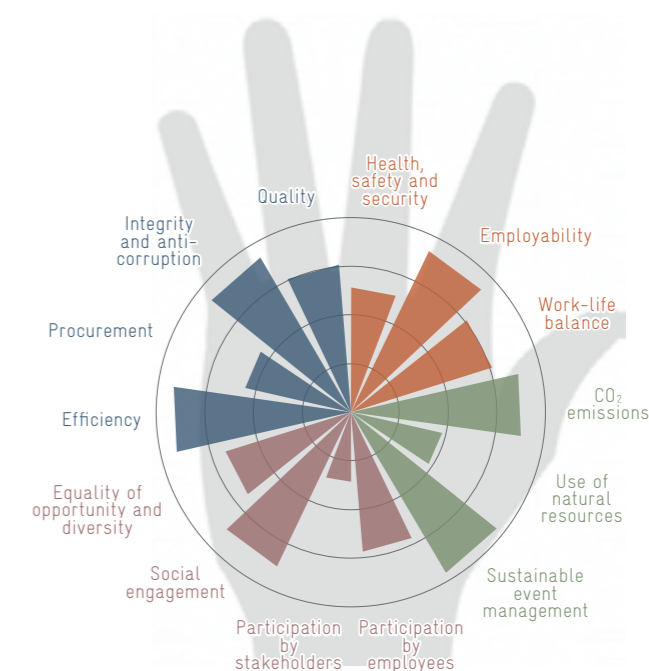
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// WORLDWIDE

## OUR CORPORATE SUSTAINABILITY HANDPRINT

**Sustainability in practice** | The Corporate Sustainability Handprint is a management instrument that we use to identify not only our ecological footprint, but also our 'handprint', i.e. the positive contribution we make to the four dimensions of stability we use at GIZ: economic capability, social responsibility, ecological balance and political participation. It is a participatory, hands-on tool that helps us hone the sustainability profiles of our country and project offices around the world.

But how exactly does the Corporate Sustainability Handprint work? GIZ offices compile key data, including carbon dioxide emissions resulting from official travel, water consumption and the percentage of management posts held by women. A team of local staff members assesses the results every two years and on this basis the country office sets itself targets for sustainable action. Some countries prioritise the environment and install solar panels on the office roof or encourage staff to set up car-sharing schemes, while others increase the volume of locally procured goods and services, develop stress management training courses and plan action days on how to stay healthy at work. Thus, on a country-specific basis, we are steadily improving our sustainability performance.



Many GIZ country offices have used the Corporate Sustainability Handprint to set themselves binding sustainability targets. In Viet Nam, a far-reaching action plan has been adopted that includes measures to help staff achieve a better work-life balance and introduce the use of recycled paper. Examples of good practice like these are collected using an online portal, where they are then available to all staff members. This encourages countries to share their experiences and learn from one another.

By the end of 2015, the Corporate Sustainability Handprint will be in use in about 50 countries, i.e. about half of the countries in which we have a country office. By the end of 2016 it will have been introduced in all GIZ offices around the globe. //

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// WORLDWIDE

## SHOULDER TO SHOULDER AGAINST POVERTY AND HUNGER



**Food security** | More than 800 million people worldwide go hungry. The main reason is poverty. They cannot afford to buy food. Many small farmers in developing countries produce little more than they need to feed their own families – leaving them trapped in a vicious circle of poverty and hunger. This is where the German Food Partnership (GFP) comes in. Founded in 2012 under the auspices of the German Federal Ministry for Economic Cooperation and Development (BMZ), the GFP aims to raise the income of small farmers and improve their nutritional status by fostering market-oriented and sustainable agricultural production. To this end, the GFP pools the expertise and financial resources of some 35 businesses in the agriculture and food sector that are willing to align their own business interests with development concerns. Participating companies include industry giants like Bayer and BASF, but also smaller companies such as Grimme, Europlant and Solana. By signing up for the GFP, member companies demonstrate their commitment to clear social, environmental and development standards. On behalf of BMZ, GIZ coordinates the activities of the GFP, including rice projects in Africa and Asia and a project to promote potato farming in Africa.

Under the transnational rice project in Thailand, Viet Nam, Indonesia and the Philippines, the GFP is collaborating closely with government agricultural extension services

to support training for farmers in soil management and fertility, sowing, irrigation, environmentally sound pest control and fertilisation. This gives small farmers an insight into the broad range of modern production methods, after which they are free to decide for themselves which method is best suited to their own needs. They also acquire a fundamental understanding of business management and marketing, and learn to establish long-term business relations (for example with rice millers and traders) to enable them to negotiate fair market prices.

Under the motto 'From the field to the plate' the GFP projects embrace the entire value chain: consumers, traders, processors and small farmers. This approach raises the value added in the producer countries and makes them less dependent on world market prices. At the same time it guarantees sufficient supplies of high quality and affordable food for poorer sections of the population.

The first three GFP projects in Asia and Africa are worth a total of just under EUR 30 million. GFP projects are reaching about 150,000 small farmers, helping them increase incomes and improve their nutritional status. //

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150,000  
small farmers have already  
improved their nutritional status.

// MOZAMBIQUE

## FINANCING OPPORTUNITIES

**Financial systems** | Only about 12 per cent of adults in Mozambique have a bank account. In rural areas in particular bank branches are few and far between, and many of the people who live there have so little money that they are not considered to be attractive customers. To escape this dilemma, up to 170,000 Mozambicans have so far become involved in informal savings and loan groups. These lend successfully to small and micro-businesses within their group. The greatest risk, however, is that the cash reserves they keep in tin boxes may be stolen – a frequent occurrence. The money would be safer in a bank. This is where the non-governmental organisation Kukula comes in. GIZ development worker Reinhard Gless works for Kukula as part of the BMZ-commissioned ProEcon programme. Gless advises the NGO's savings and loan groups on how to open a savings account for their cash reserves, which sometimes exceed EUR 10,000. To this end, he introduces bank representatives to the savings and loan groups. Parallel to this he explains how telephone banking works. When the nearest bank branch is far away this can be an attractive way to pay the next electricity bill. Within the first nine months of the

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GIZ development worker's assignment, about 900 people gained access to bank accounts, 80 per cent of them women. GIZ's advisory services also benefitted the banks, since small customers in sufficient numbers also increase banks' turnover and profits. //



// CHINA

## MORE REVENUE TO INVEST

**Public financial governance** | China aims to put its economy on track for more sustainable growth in order to steadily raise the level of prosperity enjoyed by the Chinese people. Public budgets will have to tap new sources of income if they are to be able to step up targeted investment. Possible options are discussed by the participants of the Sino-German talks on financial policy matters. GIZ has been organising this dialogue on behalf of the German Federal Ministry of Finance since 2012. The meetings are attended by representatives of China's and Germany's finance ministries and of the relevant parliamentary committees and authori-

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ties from both countries. They discuss, for instance, ways of forecasting tax revenues, the correct use of funds within China's budget system, subsidy policy and new financing options for provincial government along the lines of Germany's federal states. A value-added tax based on the German model is already being piloted in some sectors in China. The Sino-German dialogue is already delivering results. The reform of China's budget legislation adopted at the start of January 2015 incorporates some of the points discussed, including mid-term financial planning methods and the management of state assets. //

// WORLDWIDE

## ENHANCING PROSPERITY

**Competitiveness/social and environmental standards** | Many small farmers in developing countries find it difficult to live on what they produce themselves. There are many reasons for this, ranging from environmentally inappropriate cropping methods and a lack of alternative crops to dependence on international middlemen. In many parts of the world, GIZ is taking these as entry points for measures implemented on behalf of a variety of commissioning parties and in conjunction with a large number of partners, including private companies. What all projects and programmes have in common is the twin goal of improving the working conditions and incomes of small farmers and their families while protecting the environment. This is to be achieved by introducing market-oriented sustainable agricultural production and improved value chains.

The African Cashew Initiative aims to raise the income of small farmers and their families. About 1.5 million families in rural parts of West Africa depend on cashew nuts for their livelihood. But a family earns less than EUR 140 a year from cashew trees – not enough to live on. There are many reasons: falling harvests and the poor quality of cashew nuts as soils become leached, and farmers' lack of business skills and an understanding of modern farming methods. This situation is compounded by the fact that less than 10 per cent of the harvest is processed in Africa, even though processing offers the highest profit margins.

The African Cashew Initiative has already gone some way to changing this situation. Since 2009 the net income that small family farms generate from sales of cashew nuts

has now more than doubled to almost EUR 360. The additional income benefits 2.2 million household members. Local processors have almost quintupled the volume of nuts processed locally, creating almost 5,800 new jobs, three quarters of them for women.

The initiative is funded jointly by the German Federal Ministry for Economic Cooperation and Development (BMZ) and the Bill & Melinda Gates Foundation, and works with a large number of national and international partners in both the private and public sectors. These include the African Cashew Alliance, Côte d'Ivoire's Regulatory Authority for Cotton and Cashew Nuts, the German software company SAP and the US development agency USAID. To establish long-term business relations, the African Cashew Initiative has also set up an eight million euro fund, with half of that sum provided by private businesses, state agencies, parastatal institutions and research institutes.

GIZ's task within the African Cashew Initiative is to bring together small cashew farmers and processors. So far 330,000 West African farmers have received training, and 2,200 extension agents trained as cashew specialists. Cashew processing companies have benefited from management consultancy services that have enabled them to make their operations and production more cost effective, and raise their income. This also makes it easier for them to borrow money and invest in modern technology. An SAP application, for instance, allows 45,000 cashew farmers to use their mobile phones to check the latest market data, pre-finance goods and network with traders in order to get the best possible prices for their nuts.



The successful strategies developed for the cashew sector are now being transferred to another sector. The African Cashew Initiative is advising the Competitive African Rice Initiative, which is also jointly financed by BMZ and the Bill & Melinda Gates Foundation.

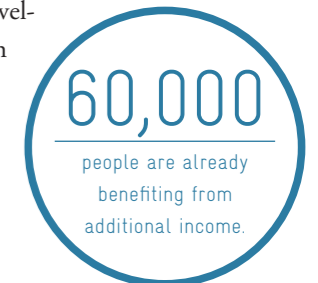
The PRO-PLANTEURS project in Côte d'Ivoire focuses not on cashew nuts but on cocoa. Although most chocolate is sweet, the lot of the farmers who produce the cocoa beans is often bitter. PRO-PLANTEURS has set itself an ambitious goal – improving the lives of 20,000 families in the south-east of Côte d'Ivoire who earn their living by producing cocoa beans. To this end the members of 50 farmers' organisations are undergoing intensive training and receiving advice. Young farmers, many of them women, are learning how to farm cocoa sustainably, which means that they can sell it for a better price. They are also learning how to grow nutrient-rich food for their own families between their cocoa trees. They are being supplied with seed and fertiliser, and microloans where necessary. PRO-PLANTEURS builds on the experience of the project 'Sustainable Smallholder Agribusiness in Western and Central Africa', which GIZ is implementing on behalf of BMZ.

PRO-PLANTEURS was initiated by the Government of Côte d'Ivoire and the German Initiative on Sustainable Cocoa (GISCO), which is an alliance of the German confectionery industry, the German food trade, the German Government and non-governmental organisations. All GISCO members pull together to ensure better working conditions and consistently high quality cocoa in the long term. The top priority is to improve the lives of cocoa producers by raising their incomes while retaining soil fertility in cocoa-producing areas. BMZ and the German Federal Agriculture Ministry, the Government of Côte d'Ivoire and the private sector are each providing one third of the budget of EUR 5 million over a five-year period. GIZ hosts the GISCO Secretariat, which is financed from membership contributions. The Secretariat organises board meetings and working groups, ensures that problems in the supply chain are iden-



tified and rectified, performs PR work, recruits new members and is responsible for the financial management of the initiative.

Like high-quality cocoa from West Africa, wild coffee from Ethiopia is much sought after by gourmets around the world. Most of the people who gather the wild coffee beans in Ethiopia's Kaffa province, however, cannot survive on what they earn. And the unique forest ecosystem with its rich biodiversity is seriously jeopardised by the rapidly growing population and the expansion of plantations. Conserving the natural world while raising the income of small farmers – this is the goal of GIZ and the medium-sized company Original Food GmbH, a German enterprise that trades in certified wild coffee. This development partnership is financed through BMZ's develoPPP.de programme. Original Food GmbH and GIZ are promoting local cooperatives, enabling them to comply with the strict requirements governing harvesting, processing and transport for Fairtrade and organic product certification. This guarantees all partners higher prices on the market. At the same time, small farmers are being trained to supplement their incomes by producing other natural products, including tea, honey and medicinal plants, and by marketing agricultural waste as fertiliser and biofuel. Today about 60,000 people in the region are already benefiting from these activities. //



African Cashew Initiative – contact: rita.weidinger@giz.de // [www.africancashewinitiative.org](http://www.africancashewinitiative.org) | [www.giz.de/en/worldwide/19011.html](http://www.giz.de/en/worldwide/19011.html)

PRO-PLANTEURS – contact: beate.weiskopf@giz.de // [www.kakaforum.de/en/startseite.html](http://www.kakaforum.de/en/startseite.html) | [www.giz.de/en/worldwide/16002.html](http://www.giz.de/en/worldwide/16002.html)

Ethiopia, wild coffee – contact: gabriele.kruk@giz.de // [www.originalfood.de](http://www.originalfood.de) (in German)

[www.developp.de/en/content/wild-coffee-ethiopia](http://www.developp.de/en/content/wild-coffee-ethiopia)

// BANGLADESH

## BETTER WORKING CONDITIONS



**Social and environmental standards** | Safer workplaces, fair wages, codetermination – in Bangladesh, GIZ has supported over 2,000 companies with a combined workforce of 1.5 million in introducing higher social and environmental standards. On behalf of BMZ, GIZ worked directly with the management of the companies involved as well as

with public authorities, trade unions and factory workers' associations. GIZ also trained 200 factory inspectors on behalf of Bangladesh's Ministry of Labour and Employment. Prior to that there were just 19 government officials responsible for inspecting thousands of textile factories. All projects shared one objective: a permanent improvement in working conditions for the 3.8 million people employed in the textiles and clothing sector – most of whom are women. Funded by the C&A Foundation, GIZ also supported some of the clothing group's key suppliers that employ a total of some 16,000 staff. Mixed workforce and management teams are working to achieve higher wages, investment in fire safety and better medical care. The project came to a close in 2014, but the teams are still in action and setting an example to other factories.

GIZ is also coordinating the Partnership for Sustainable Textiles launched by BMZ. This alliance aims to raise environmental and social standards step by step across the entire textile production chain. //

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// THE DOMINICAN REPUBLIC, CHILE AND GERMANY

## GIVING YOUNG PEOPLE A PROFESSIONAL FUTURE

**Youth employment** | Young, no training, few prospects. Almost one in five people in the Dominican Republic who are fit for work are unable to find a job. This is why the government is involved in a triangular cooperation arrangement with Chile and Germany that aims to create more training opportunities for young people. The result: more than 900 have already been trained through various employment initiatives. Almost half of them have either found paid employment or become self-employed – as mechanics, plumbers, or in the catering and tourism industry. As it plays its part in this arrangement on BMZ's behalf, GIZ is bringing all its specific strengths to bear. Together with the Chilean part-



ner, GIZ is advising the Ministry of Labour and the relevant training institutions, for instance on financial planning and on designing support programmes. There are also plans to make it easier in future for young people to become self-employed and obtain small loans. The vocational training measures focus on teacher and instructor training and bringing curricula up to date. The Dominican Republic is leading this process, and as it does so it is making use of the lessons it has already learned in international cooperation with Germany. //

Contact: natalie.bartelt@giz.de // [www.giz.de/en/worldwide/12960.html](http://www.giz.de/en/worldwide/12960.html)

// GERMANY AND WORLDWIDE

## OPENING DOORS FOR INTERNATIONAL BUSINESS

**Manager training** | Contacts and networks – both are valuable in opening doors for the German private sector to do business internationally. This is why GIZ develops and organises special programmes for various German federal states that are designed to help initiate partnerships between small and medium-sized enterprises (SMEs) in Germany and managers of foreign companies. Both sides benefit from the transfer of expertise in the training and networking programmes for international students and young experts and managers. The German host companies establish personal relationships with future business partners abroad, which often lead to long-term cooperation. The young experts and managers gain practical experience and familiarise themselves with the innovative and technological potential of their host companies.

One example is the 'Partners of tomorrow' programme funded by the state of Saxony-Anhalt. This programme addresses foreign students of engineering and economics, and companies in Saxony-Anhalt that wish to tap new international markets with their products in the fields of environmental engineering, renewable energy and energy efficiency. The students complete an internship that supports the foreign trade activities of the host company. This might involve making preparations for participating in an international trade fair, developing sales materials or approaching new suppliers or business partners.

On behalf of the Government of Mecklenburg-Western Pomerania, GIZ is organising training and visitors' programmes to support international economic cooperation. In 2014, most of the experts and managers came from Russia. The focal areas were logistics, ports and transport, energy technology and the food industry.

Funded by the Government of Bavaria, GIZ also conducts management training programmes. In the classroom and during internships in Bavarian companies, the participants from Africa, Asia and Latin America learn how to develop strategies for innovative business models, receive first-hand market information and draw up business plans. In return, the private sector in Bavaria benefits from new

Over  
**1,000**  
Chinese experts and managers have taken part in programmes funded by NRW and China.



business cooperation arrangements and the further development of its international marketing strategies. As well as environmental technologies, these activities also focus on sustainable tourism and forest-based industries.

The state of North Rhine-Westphalia (NRW) has been cooperating with its Chinese partner provinces of Jiangsu, Shanxi and Sichuan for over 30 years, chiefly in the fields of foreign trade, the green economy, transport and energy. Jiangsu province has also commissioned GIZ to advise it on further developing its rail transport system. So far more than 1,000 Chinese experts and managers have taken part in the programmes funded by North Rhine-Westphalia and China. //

[www.giz.de/en/workingwithgiz/8475.html](http://www.giz.de/en/workingwithgiz/8475.html) | [www.managerprogramm.de/en](http://www.managerprogramm.de/en)

DEMOCRATIC REPUBLIC OF THE CONGO, VIET NAM

## IMPROVED HEALTH CARE FOR THE RURAL POPULATION



Primary health care already improved for  
**1.6**  
million people

**Health care** | In many countries, it makes a difference whether you fall ill in an urban or a rural area. This is because in many cities health care has improved, whereas in rural regions sick people still often need days to reach the nearest health centre. Medical assistance either comes too late or is inadequate, and the costs of treatment are too high. Improved medical care for the rural population is therefore one of the key objectives of Germany's worldwide engagement in the health sector.

In the Democratic Republic of the Congo, health care is so poor that life-threatening diseases such as malaria, tuberculosis and parasitic infestation are actually spreading, and mortality rates are rising. Commissioned by the Congolese Ministry of Public Health and the World Bank, GIZ International Services (GIZ IS) has been supporting the country in improving health care since 2013. Activities involve training and motivating doctors, nurses and administrators in hospitals and at health posts. This is designed to lower treatment costs and raise the quality of care for roughly 2.8 million people in three remote districts in the south-east of the country. A health care fund worth EUR 5.9 million has been created for this purpose.

GIZ IS is managing this fund, for which it has introduced a performance-based financing system. This involves GIZ IS entering into contracts with state, private and church-run hospitals and health posts, stipulating for

instance how many antenatal examinations, deliveries, medical check-ups, vaccinations or operations they must perform. The hospitals and health posts produce monthly reports on the number and quality of the services they provide, which are paid for from the fund once the reports have been thoroughly checked.

A patient survey gives us good reason to feel confident. The number of services provided at these facilities has risen gradually during the course of the project while the costs of medical treatment have fallen.



Between 2007 and 2011, GIZ IS successfully implemented a similar project in which primary health care services for some 1.6 million people were overhauled in two south-eastern provinces.

German expertise in the health sector is also in demand elsewhere in the Democratic Republic of the Congo – the Global Fund to Fight AIDS, Tuberculosis and Malaria, and the global Vaccine Alliance Gavi, have commissioned GIZ IS to manage their health funds for the country. And funded by the Swiss Agency for Development and Cooperation, GIZ IS is working to improve the health care system in Sud-Kivu province. On BMZ's behalf, GIZ is also supporting the country in implementing its National Health Development Plan.

In Viet Nam too, rural areas still face a shortage of well trained personnel and urgently needed medical equipment. This is why Germany's Federal Development Ministry (BMZ) has been funding a health programme in five provinces of the country since 2009. The European Union is contributing EUR 1.5 million; here the focus is on making hospital management more professional. To achieve this, GIZ is advising regional health authorities on standardising their accounting procedures and on introducing new IT systems – for instance allowing the electronic management of patient files. Experts and managers in hospitals are being shown how to make better use of funds and human

resources for the benefit of patients. KfW Development Bank is also funding the purchase of medical equipment urgently needed by the hospitals, and the disposal of medical waste. And GIZ is providing staff with the training they need. Over 2,000 doctors, nurses, midwives and pharmacists have received further training in intensive care, prescribing practices, x-ray and ultrasound diagnosis, and neonatal care. This has helped reduce the number of hospital-acquired infections and lower the rates of child and maternal mortality. //



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// WEST AFRICA

## PLANNING FOR THE FUTURE

**Ebola aid** | The war on the Ebola epidemic in West Africa seems to have been won – partly thanks to German aid, which GIZ helped deliver on behalf of the German Federal Foreign Office and the German Federal Ministry for Economic Cooperation and Development (BMZ). In close cooperation with German non-governmental organisations (NGOs) and public agencies in Liberia, Sierra Leone and Guinea, GIZ delivered food to people who were unable to leave their homes due to quarantine regulations. We also delivered a range of medicines and medical materials to health posts – including syringes, intravenous drips and dressing materials. This engagement went hand in hand with public information campaigns to raise awareness of the risks of infection and preventive measures, in which GIZ worked with several NGOs. With a view to improving health care in the long term, GIZ also supported other health posts and a children's hospital in the Sierra Leonean



capital of Freetown. This included supplying the hospital with an ambulance and ensuring that the hospital staff are paid regularly. As a result, 1,300 inpatients and 2,000 outpatients are now being treated for medical conditions ranging from malaria to pneumonia. GIZ was also active in Mali. As well as conducting BMZ-funded measures for Ebola prevention, on behalf of the Federal Foreign Office GIZ supported the establishment of a mobile laboratory for Ebola diagnosis and organised the training of Malian laboratory personnel. //

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// GERMANY AND WORLDWIDE

## PRACTICING SOCIAL RESPONSIBILITY

**Health management** | GIZ's corporate health management is part of our human resources policy, and reflects our sense of social responsibility toward our entire workforce in Germany and abroad. It encompasses both physical and mental health. Our approach is about more than just preventing people from falling ill. A healthy environment enhances satisfaction and success at work.

Our health management includes the work of our Medical Services Division, such as medical check-ups and medical consultations in connection with foreign travel. It also covers contingency plans and designated contact points for emergency assistance and safety at work, a

range of health and fitness classes, and counselling services for instance on achieving a healthy work-life balance and workstation ergonomics.

We also collect best practices from our offices in Germany and abroad. In Ethiopia, for example, our workforce have round-the-clock access to a medical scout who advises on all emergency medical issues. The medical scout also recommends local hospitals and doctors, and regularly holds first-aid courses for our international and national personnel. All members of our workforce around the world can reach our Medical Services Division at any time by dialling one of the emergency numbers. //

Health management at GIZ: [www.giz.de/en/aboutgiz/health\\_management.html](http://www.giz.de/en/aboutgiz/health_management.html)

// CAMEROON

## FOCUSING ON HEALTH AND WELLBEING



**Human resources management** | GIZ Cameroon has been implementing its bien-être (wellbeing) integrated HR management strategy since 2014. This strategy aims to maintain and promote the health and wellbeing of company employees, and integrates the cross-cutting themes of gender and

HIV. Based on a similar example from the GIZ country office in Ghana, the strategy not only fosters health, but also strengthens staff dialogue as well as career development and social protection for national personnel. It also includes measures to increase the job satisfaction of staff, boost team spirit and generate a positive corporate culture – particularly a culture of communication.

Appropriate remuneration and high standards of safety at work and health protection are part of the package, as is an extensive range of training opportunities for all employees. As part of this strategy we have already organised training courses, sports events, an exhibition on a healthy diet and a hepatitis vaccination campaign. This is how GIZ maintains the willingness of its workforce to innovate and change, and positions itself as an attractive and socially engaged employer. //

150

staff members took part in training and other events.

// GERMANY AND WORLDWIDE

## PRACTICING AND ACTIVELY PROMOTING GENDER EQUALITY



accounts and parent-child workstations are among the solutions GIZ offers in response to the particular demands of families. GIZ's day care facilities in Eschborn and Bonn also make it easier for parents to organise their day-to-day family lives. In partner countries, GIZ supports its employees by subsidising the costs of child care, school fees or language courses, and by providing medical examinations free of charge. In 2014, thanks to its family-friendly human resources policy, GIZ was once again awarded the family-friendly certificate in the Hertie Foundation's 'work and family audit'.

With its in-house gender strategy, GIZ has undertaken to actively promote gender equality. As well as its focus on work-life balance, the strategy also embraces gender equality within the company, as reflected for instance by the appointment of equal numbers of men and women as managing directors and directors general. GIZ is implementing the gender strategy in all its offices worldwide. The process is being facilitated by a gender coordination group and supported in partner countries by more than 100 gender officers. Staff members in Germany and in partner countries can approach the company's Gender Equality Officer with any issues they may have.

GIZ also practices gender equality outside the company. Worldwide, when advising clients – both public and private – and when working in partner countries, we oppose discrimination. GIZ also takes a stand through its policy of prohibiting sexual harassment in the workplace. GIZ sees a gender-sensitive approach and systematic efforts to realise equal opportunities and rights for women and men as a key feature that defines the quality of its work. //

**Gender equality** | International cooperation assignments require a high degree of flexibility and mobility from those employed to perform them, and often from their families as well. GIZ's gender-sensitive and family-conscious human resources policy plays a key support role in this regard. By considering carefully the different needs of its employees, and whether or not they have children or dependent relatives, GIZ is able to maintain and foster gender equality by offering both men and women the same professional opportunities. For example, GIZ offers more than 190 different working time and organisation models. Part-time and flexitime arrangements, long-term working time

More than  
190

flexible working time  
and organisation  
models

Gender equality: [www.giz.de/en/aboutgiz/gender\\_equality.html](http://www.giz.de/en/aboutgiz/gender_equality.html) // Career and family: [www.giz.de/en/aboutgiz/career\\_and\\_family.html](http://www.giz.de/en/aboutgiz/career_and_family.html)

[www.ghst.de/en/our-themes/work-and-family](http://www.ghst.de/en/our-themes/work-and-family) // 'Work and family audit': [www.beruf-und-familie.de](http://www.beruf-und-familie.de) (in German)

Gender strategy: [www.giz.de/expertise/downloads/Fachexpertise/giz-gender-strategy-en-2012.pdf](http://www.giz.de/expertise/downloads/Fachexpertise/giz-gender-strategy-en-2012.pdf)

# WORKING TOGETHER IN PARTNERSHIP

03

Regardless of whether we are talking about social change in a country or global sustainable development – if reforms are to generate lasting results they must be driven and owned by large numbers of people. To enable people around the globe to participate more actively, GIZ continuously develops new forms of cooperation and alliances. It does so together with partners, and on behalf of commissioning parties in developing countries, emerging economies and industrialised nations, and increasingly with the European Union.

## SHAPING DEMOCRATIC TRANSITION TOGETHER

Public meetings in local communities, mediation procedures during the planning of investment projects or elections – democratic participation lends a voice to people by enabling them to articulate their aspirations and needs. Chiefly on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), GIZ has for decades been supporting numerous partners from the fields of politics and civil society in shaping democratic change and trying out new forms of participation. In more than 420 projects worth a total of around EUR 1.6 billion\*, it is advising partner governments on good governance and supporting them in establishing rule-of-law structures. One current focus of our work on behalf of the German Government involves supporting the forces of democracy in the countries of North Africa and strengthening security structures in fragile states. GIZ has been working at the interface between development and security policy for more than ten years. This is a field in which demand for its services is increasing. In 2012, commissions in the field of security, reconstruction and peace amounted to EUR 232 million, equivalent to around 14 per cent of the total value of all GIZ's commissions for that year and almost twice the figure for 2008.

The support GIZ provides ranges from organising election observation missions and advising supreme audit institutions through to facilitating the G20 dialogue with emerging economies in the financial sector. One example of new partnerships is the global networking of cities using new knowledge platforms.

## LIVING UP TO OUR PRINCIPLES: PARTICIPATION INSIDE THE COMPANY

What applies to entire societies also applies to GIZ as a company. Transparency, accountability and participation are also among our core corporate principles. To live up to them, GIZ has various platforms for internal and external interest groups that are designed to communicate corporate decision-making and other processes, and make sure they are participatory. The Supervisory Board functions in line with the principle of codetermination and includes shareholder and workforce representatives. Any conflicting objectives that may arise during corporate planning processes – for instance between economic efficiency and policy aims – are discussed openly here. Interest groups that are not represented on the Supervisory Board have the GIZ Board of Trustees as their forum. Here, GIZ obtains a range of opinions on new approaches, such as supporting immigration by international experts. The Private Sector Advisory Board creates a bridge between GIZ and private sector actors. These may be clients, commissioning parties or partners, depending on the case in hand. Participation by our workforce is also one of GIZ's key success factors. As well as the staff representations, GIZ also has other forums for participation and dialogue that increase the acceptance of our actions as a company. //

\*Figures taken from: [www.giz.de/projectdata](http://www.giz.de/projectdata) (as at 13 March 2015)



03

// WORLDWIDE

## INTEGRITY

**Compliance** | Corruption is one of the greatest constraints to development, and leads to a waste of resources. By 'corruption' we mean the abuse of legitimate power for private benefit and gain. This also includes bribery, accepting or receiving gifts or other advantages, and employing or awarding contracts to closely connected or related persons. As a federal enterprise GIZ is obliged to a particular degree to use resources efficiently and transparently. Moreover, for the projects we implement on behalf of the German Federal Development Ministry (BMZ) we also have a binding framework for action in the BMZ strategy paper 'Anti-Corruption and Integrity in Germany Development Policy'.

Within GIZ the Integrity Committee is the highest body responsible for decision-making on all integrity-related policy issues. It is made up of the Chair of the Management Board, the Labour Relations Director, the directors general of the Commercial Affairs Department and the Human Resources Department and the directors of the Legal Affairs/ Insurance and the Auditing Units.

GIZ has adopted a Code of Conduct that is binding for all employees and business partners. It includes orientation and rules on ethical conduct, and guiding principles for action to ensure among other things equal treatment, coop-



eration in partnership and transparency. Two integrity advisors and an external ombudswoman are available to offer advice, and can be contacted should the Code be breached.

To prevent corruption in our service delivery processes we use special IT systems. We also apply the rotation principle, according to which staff members who hold responsible positions in areas where the potential for corruption is high move to other positions at regular intervals.

GIZ intends to further develop its compliance management in the future. In the course of 2015 we intend to establish a Compliance and Integrity Unit that will monitor compliance with external and internal regulations and requirements, and initiate pertinent improvements. //

GIZ's Code of Conduct: [www.giz.de/en/aboutgiz/code\\_of\\_conduct.html](http://www.giz.de/en/aboutgiz/code_of_conduct.html) // Anti-Corruption and Integrity in German Development Policy:

[www.bmz.de/en/publications/type\\_of\\_publication/strategies/Strategiepapier323\\_04\\_2012.pdf](http://www.bmz.de/en/publications/type_of_publication/strategies/Strategiepapier323_04_2012.pdf)

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// WORLDWIDE

## NEW ONLINE TRAINING MEASURES

**Anti-corruption and integrity** | Compliance with our Code of Conduct is an integral component of all contracts of employment with GIZ. To supplement an obligatory induction module for new staff and staff switching positions on all salary levels, GIZ added a further e-learning module on ethical conduct in 2014. Staff members anywhere can update or extend their own knowledge by accessing this module online. Using interactive elements and numerous examples, the module provides users with a practical understanding of how to prevent corruption and maintain compliance. //

Code of Conduct: [www.giz.de/en/downloads/giz2014-en-code-of-conduct.pdf](http://www.giz.de/en/downloads/giz2014-en-code-of-conduct.pdf)

// PALESTINIAN TERRITORIES AND THE MAGHREB

## MORE RESPONSIVE LOCAL GOVERNMENT – MORE CITIZEN SATISFACTION

**Local development and democratisation** | Having a say in how their local authority spends money, mechanisms for pursuing complaints directly and swift access to officialdom – people are satisfied with their municipality when it is responsive and when public services are geared to their needs. Then they are also willing to pay fees and taxes, and get involved themselves.

Just what a positive effect citizen participation has on satisfaction in local authorities is demonstrated by the programme 'Local governance and civil society development', which GIZ is implementing in the Palestinian territories on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). The programme is being cofinanced by the development agencies of Denmark and Switzerland. An independent evaluation mission has confirmed the success of the programme to date. It found that overall satisfaction with local services has risen by 10 per cent.

In more than 130 municipalities, local non-governmental organisations, private-sector associations and women's organisations have so far helped decide how money is spent in their local authorities – whether on a new road, a primary school or a hospital extension. According to a survey, nine out of ten people involved are satisfied with this planning procedure. The 'Youth Create Change' initiative was launched to increase participation by young people. In 2014 this initiative was among the winners in the Council of Europe Democracy Innovation Award. Almost 200 people are getting involved on the ground, taking part in youth councils, planning action programmes and motivating others to get on board.

Another exemplary approach is the one-stop shop created in twelve municipalities. These offices provide people with a single point of contact for the delivery of important municipal services, ranging from water and electricity bills to the licensing of businesses. Now that half a million people have used the service and payment rates have risen by 20 per cent, these shops are being opened right across the West Bank and the Gaza Strip. This is being supported by the Municipal Development and Lending Fund (MDLF). This fund was set up for investment in local infrastructure and is being promoted by GIZ along with twelve other development partners, including KfW Development Bank.

Having a say is also the key to civic engagement in large municipalities in Morocco, Algeria and Tunisia. When citizens are involved in decision-making they are more likely to become actively engaged, for instance in cleaning up their beaches, beautifying public squares or building youth centres. Since 2008 GIZ has been working on behalf of the BMZ to strengthen local authorities in the Maghreb region in order that they become agents for development and democracy in their own countries. This involves supporting more direct mechanisms of participation, such as local elections, promoting local associations and modernising training systems for local authority experts.



Here too, local governments have more responsive governance on their agenda. If citizens want to apply for a building permit or pursue a complaint, they can now do so through one of the newly established citizens' offices. Since many municipalities in the Maghreb face similar challenges, knowledge sharing between them is an important component of this project. GIZ is organising this, partly through study trips to partner cities in Germany. These enable delegates to benefit from the lessons learned by local governments and associations in Germany. //

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Maghreb – contact: [meinolf.spiekermann@giz.de](mailto:meinolf.spiekermann@giz.de) // [www.co-mun.net](http://www.co-mun.net) (in German)



// WORLDWIDE

## 'A WORD WITH ...'



**Staff dialogue** | Lunch with the Management Board? Going straight to the top to find out more about corporate decisions, ask questions and share ideas? That's exactly what happens at 'A word with ...' Several times a year one of the managing directors invites up to ten members of staff to take part. This highly personal form of in-house communication is not GIZ's only instrument for dialogue between employees and the Management Board. In Eschborn, Bonn and Berlin, regular events are held for discussion with the managing directors, and video podcasts provide the workforce with information on the latest meetings. To make sure

that employees in partner countries also have an opportunity to take part in exchanges with the Management Board, live video streams are held on certain occasions. This gives staff members around the world an opportunity to ask any questions they may have and to make comments.

Providing feedback to managers also strengthens the dialogue between employees and their line managers. All managers in Germany and abroad are obliged to organise this feedback process once a year. Good corporate governance within GIZ includes more than just the rapid and direct transfer of information. Whether or not employees agree with the direction taken by the company also depends on how they participate. As well as the corporate bodies for participation, a policy is also in place which stipulates that a staff representation must be elected in each country – even in countries where GIZ is not legally obliged to do so. In cases of conflict, this body can be called in, and communicate suggestions and proposals to the country director.

GIZ also conducts a company-wide staff survey at regular intervals. Other staff surveys are conducted on specific issues. Based on the results, possible areas for action are then defined and fed back to countries and units. Finally, the GIZ intranet provides our staff with a forum for rapid and direct internal communication and exchange that includes options for adding comments. Our intranet platform has won several awards as a result – the most recent being the German Prize for Online Communication in 2013. //

// WORLDWIDE

## IN DIALOGUE WITH COMMISSIONING PARTIES

**Dialogue with commissioning parties** | How satisfied are our commissioning parties with our services? How highly do they rate our effectiveness and efficiency? In October 2014 GIZ completed its third dialogue with commissioning parties. For the first time we also extended the dialogue to include clients that were not German federal ministries. As part of GIZ's quality management measures, this dialogue increases our client focus. Positive aspects that were emphasised included GIZ's responsiveness to partners and the broad range of expertise within the workforce. //

// PERU

## TRANSFORMING CONFLICT THROUGH DIALOGUE



**Intercultural dialogue** | No one should be surprised that indigenous peoples wish to have a say in the granting of concessions for the extraction of oil, copper and gold in the areas

where they live. In Peru they have been able to do so since 2011. That year the government passed a law on the consultation of indigenous peoples. The Office of the Public Defender of Peru, which co-drafted the law, must now also oversee its implementation. On behalf of Germany's Federal Foreign Office, GIZ has been supporting the Office of the Public Defender of Peru in this since 2012. The indigenous population are being made aware of their rights, and public agencies are being monitored in their application of the law. Twenty-three consultations have been launched, and agreements have already been successfully achieved in nine cases, for example on the creation of nature conservation zones and the granting of oil concessions. Furthermore, over 500 representatives of indigenous groups and a similar number of public officials have received training on the new consultation law. A monitoring system that will enable the Office of the Public Defender to monitor compliance with the agreements reached will soon be introduced. Since mid-2014 GIZ has also been advising the Vice Ministry of Interculturality, under whose auspices the dialogue processes are taking place. //

Contact: hartmut.paulsen@giz.de

[www.giz.de/en/worldwide/13344.html](http://www.giz.de/en/worldwide/13344.html)

// TANZANIA

## PREVENTING CORRUPTION AND WASTE

**Public finance** | There is no magic cure for corruption and ineffective financial management. But there is a means to ensure greater transparency – an effective supreme audit institution. In order to improve the monitoring of the use of tax and development funds, the National Audit Office of Tanzania (NAOT) asked for assistance. Since 2013, GIZ, with the support of Germany's supreme audit institution (the Bundesrechnungshof), has been advising this Tanzanian institution on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). The aim is to raise the quality and extend the scope of audits, thus contributing to the greater overall transparency of public budgets. To achieve this, the project is advising NAOT on various types of audit, such as economic efficiency audits and accounting audits. Furthermore, NAOT's auditors are receiving intensive training on specific issues such as public contract management and



debt management. NAOT is also developing its in-house management system so that it can continuously monitor, assess and improve its own work. Since shortcomings that are brought to light only have consequences when the supreme audit institution and parliamentary oversight work in concert, GIZ is also promoting political dialogue. //

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// GERMANY

## TRANSPARENCY IN THE EXTRACTIVES SECTOR

The Extractive Industries Transparency Initiative (EITI) has been promoting the transparency of financial flows from the extractive industries for more than ten years with the aim of

preventing corruption and mismanagement. Forty-eight countries worldwide are currently implementing the EITI, which Germany now also intends to join. This is why the Federal Ministry for Economic Affairs and Energy has commissioned GIZ to take charge of the D-EITI Secretariat in Berlin and manage implementation of the initiative. This project will run initially until the end of 2015 and has a budget of EUR 1.3 million. //

Contact: sekretariat@d-eiti.de // [www.d-eiti.de/en](http://www.d-eiti.de/en)



// WORLDWIDE

## FOR ALL TO SEE

**Transparency** | Germany is a member of the International Aid Transparency Initiative (IATI) and has undertaken to implement the international transparency standard, which is based on the standards of IATI and the Organisation for Economic Co-operation and Development, by the end of 2015. Through its transparency and information policy, GIZ is supporting the German Government by publishing extensive information on its work. Visitors to our website can

access various reports on different aspects of our corporate activity. For instance we report annually on the provisions of the German Government's Public Corporate Governance Kodex and its recommendations on transparency.

On the independent Aid Transparency Index 2014, BMZ further improved its ranking as a bilateral donor (with GIZ as one of its main implementing organisations) relative to the previous year. GIZ's publication of project data, which was introduced in April 2014, was one factor in this positive outcome. Data and information on many of GIZ's projects have been available on this section of GIZ's website since January 2015. //

[www.giz.de/projectdata](http://www.giz.de/projectdata)

Policy on transparency and information: [www.giz.de/en/downloads/giz2011-en-policy-transparency.pdf](http://www.giz.de/en/downloads/giz2011-en-policy-transparency.pdf)

GIZ corporate reports: [www.giz.de/company-reports](http://www.giz.de/company-reports)

// WORLDWIDE

## VIRTUAL COMMUNICATION

**Information technologies** | To link knowledge productively and avoid official travel wherever possible, GIZ relies on a wide range of virtual communication tools. This includes the routine use of telephone and video conferences as well as web conferencing and e-learning platforms. The benefits include less official travel and the worldwide availability, accessibility and interactivity offered by these platforms – and not least savings in time and money.

Global Campus 21 is GIZ's international learning and networking platform. It supports a large number of applications such as online courses, project workrooms, wikis and blogs. It is also home to virtual communities of practice. These foster teamwork and communication both with our partners and among GIZ staff members, and they help bridge the gap to distant locations. They are increasingly used for virtual meetings by GIZ's sector networks – forums for professional exchanges within GIZ with a thematic and regional focus.



Global Campus 21 is also home to the Social Media Community, which was established in 2014. This is where GIZ employees and externals who actively use social media in their work in or for the company share ideas and lessons learned. //

Global Campus 21: [www.giz.de/gc21/en](http://www.giz.de/gc21/en)

// WORLDWIDE

## TRANSFERRING MONEY ABROAD – SAFELY AND SECURELY

According to World Bank estimates, migrants in Germany sent more than EUR 15 billion to family and friends around the world in 2013. The recipients spend the money mainly on food, clothing, medical costs and school fees. These remittances can be used to buy capital goods and thus promote economic growth. On behalf of the German Federal Ministry for Economic Cooperation and Development

(BMZ), the Centre for International Migration and Development (CIM) manages the GeldtransFAIR.de portal. This platform enables users to compare the costs, services and transfer speeds offered by providers of transfer services from Germany to over 20 developing countries and emerging economies. This enhances transparency and lowers transaction costs in the long run. //

[www.geldtransfair.de/en](http://www.geldtransfair.de/en)

// ALBANIA

## A COUNTRY ON THE MOVE

**EU accession** | The Albanian Government is serious about change. Modernisation of the agricultural sector and public authorities is moving forward at full speed. As an official candidate for EU accession, the country must continue developing its public administration and governance systems so that they converge with European norms. At the same time, entire industries need to be aligned with European standards. Funded by the EU and the Albanian Government, GIZ has been advising the Albanian Ministry of Agriculture on its reforms since 2012. These activities are part of the Economic Development and Employment Promotion Programme that GIZ is implementing on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). In 'trial run', public officials are already applying the European rules and procedures in real-life situations and awarding funding to enterprises in the food sector according to EU criteria. The beneficiaries of these subsidies are producers and food processing enterprises such as dairies, canning factories and abattoirs. They are



allowed to receive investment subsidies of up to 65 per cent – for instance for low-consumption irrigation systems, new machinery or animal welfare. Funding applications for almost EUR 5.5 million have already been approved. Albanian agencies are thus demonstrating that they can independently manage EU funding – which is one of the prerequisites for EU accreditation. So the country is killing two birds with one stone: introducing EU standards in its public authorities while modernising a key sector of its economy – agriculture. //

Contact: birgit.schaefer@giz.de

// WORLDWIDE

## LOOK OUT – MORE DEMOCRACY ON THE WAY



**Election observation** | For young democracies, holding fair and free elections can be a major challenge. One cornerstone of their success are election observers. In order to recognise

irregularities, observers must have the required know-how. Together with a consortium, GIZ is supporting the European Commission in improving training for European election observers. GIZ is organising round tables on topics such as non-transparent party funding, election campaigning and media reporting. E-learning activities and a manual have also been developed to provide important information for election observers, for instance on legal frameworks, as well as practical checklists. And we are training future election observers on how to monitor important factors such as voter registration and security. This is designed to ensure that all observers apply the same standards when monitoring and evaluating the entire election process – from preparation through to vote counting and recording results. GIZ is also holding workshops to support regional organisations such as the African Union and the Arab League in using regional networks to share lessons learned, exchange information on election observation methods and establish international cooperation. //

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03

// EUROPE, NORTH AFRICA, ASIA

## EVERYONE'S A WINNER

**Migration** | Employers in Germany are wringing their hands to find them, yet in their home countries they are often unemployed. We are talking here about highly qualified young people. On behalf of German employers, the Federal Employment Agency's International Placement Services (ZAV) and GIZ are recruiting international nursing staff. This 'Triple Win' pilot project benefits not only the nurses themselves but also German hospitals, care homes and nursing services. GIZ supports the nurses among other things by providing German language courses in their home countries and an orientation course called 'Living in Germany'. It also coordinates their outward journeys and helps them obtain recognition of their foreign qualifications. So far this has led to some 280 nurses from Serbia, Bosnia and Herzegovina, and the Philippines beginning work in Germany.

Furthermore, on behalf of the German Federal Ministry for Economic Affairs and Energy, a group of 100 Vietnamese men and women have been training as geriatric nurses in Germany since late 2013, having previously completed a state-funded German course in Hanoi. The successful pilot project was extended in August 2014, when a second group of 120 people began a twelve-month German course in preparation for their vocational training. This project is supported by the Vietnamese Government, which also expects the transfer of expertise to deliver long-term benefits for Viet Nam.

These kinds of benefits for the country of origin are also being promoted by the Centre for International Migration and Development (CIM). As part of the mobility partnership between the European Union (EU) and Georgia, CIM is pursuing a circular migration approach. In a pilot measure commissioned by the EU and the German Federal Ministry for Economic Cooperation and Development (BMZ), 28 experts from the nursing sector and the hotel and catering industry were brought to Germany for further training. With their expertise they will go on to contribute toward Georgia's development.

On behalf of the Federal Foreign Office, job-seeking engineers from Tunisia are being given career prospects as part of the German-Tunisian Mobility Pact. In 2015, up to 150 young professionals will first of all receive language and intercultural training before starting internships in Germany. This is intended to smooth the path into their professional careers. The opportunity for the two sides to 'check each other out' is certainly helpful in this respect, as the figures from the previous project show. Following their internships, over 75 of the 100 experts received a permanent contract of employment. //

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// WORLDWIDE

## LEARNING FROM EACH OTHER BEYOND NATIONAL BORDERS

03



**International networking** | Global challenges require global solutions and the combined creativity and experience of experts around the globe. Only by working together can we find solutions to the major issues of our time: responsible financial and economic markets, population growth and urban development, climate change and resource protection. To this end, GIZ brings together experts from different fields worldwide, facilitates networking, and maintains international platforms for knowledge sharing and joint learning. All involved share the will to learn from each other and jointly develop and try out possible solutions across national boundaries.

One example of this is 'Hotel Resilient', a cooperation programme involving GIZ, the secretariat of the United Nations International Strategy for Disaster Reduction (UNISDR) and the Pacific Asia Travel Association. The programme aims to better equip hotels and holiday resorts

to cope with natural disasters, because what makes many holiday resorts so attractive at the same time often involves a major risk. Usually these resorts are located at badly exposed sites along coasts, cliffs or rivers, leaving them extremely vulnerable to cyclones, tsunamis or flooding. Many hotels, particularly smaller ones that do not belong to an international chain, are poorly prepared for these hazards. This is where Hotel Resilient comes in. Together with the hotels, GIZ is developing internationally recognised risk management standards that are adapted to each specific location. Should a disaster occur, these precautions will provide greater safety. They will also make the tourism industry, which is the most important sector of the economy in the region, more resilient against climate disasters. Hotels that have introduced these standards are certified – giving them a competitive edge among customers.

The programme is part of the Global Initiative on Disaster Risk Management (GIDRM) launched in 2013 by the German Federal Ministry for Economic Cooperation and Development (BMZ). Also involved in the initiative are the German Federal Ministry of the Interior with the Federal Office of Civil Protection and Disaster Assistance (BBK) and the Federal Agency for Technical Relief (THW), as well as the Federal Ministries for Economic Affairs, the Environment and Education, and the Federal Foreign Office. They are involved because the initiative is being used to try out new whole-of-government forms of international cooperation with partner countries, as a model for a new political strategy. GIZ is coordinating the initiative on behalf of BMZ. The initiative brings together experts from the public sector, the private sector, academia and civil society in Germany, as well as eight countries in the Asia-Pacific region, including Bangladesh, Indonesia and the Philippines. It focuses on three areas: civil protection and emergency preparedness and response, the

establishment of early warning systems and the protection of economic infrastructure. What unites all actors is the will they share to learn from each other beyond national boundaries, and to jointly develop possible solutions and test them in pilot measures such as Hotel Resilient.

Joint learning with experts around the globe was also the purpose of an international online seminar on soil conservation. A quarter of all cropland worldwide is already infertile due to erosion or salinisation resulting from over-intensive irrigation and fertilisation. In a BMZ-funded Massive Open Online Course (MOOC), more than 1,500 managers from public authorities, development organisations, think tanks and the private sector explored ways of halting this trend. This is how it worked: in cooperation with the United Nations University, the participants were supplied with self-study materials including case studies and methodological approaches, recommended reading and a weekly assignment that they were able to work on flexibly. They then got to grips





with the subject matter in greater depth during webinars with guest speakers and open Q&A sessions. GIZ's Academy for International Cooperation (AIZ) provided the digital platform and organised and ran the course. Upon completing the course the participants were awarded a certificate. Yet MOOC is far more than just an e-learning tool. It marks the starting point for experts around the globe to begin networking sustainably so that they can jointly address burning issues for the future.

Just how well global networking can work is demonstrated by 'Connective Cities'. This global platform for knowledge sharing and joint learning unites local government experts and ideas for sustainable development within a community of practice. The United Nations forecasts that by 2050, two out of every three people will live in cities, with all the foreseeable consequences: environmental pollution, gridlock

and social tensions. This creates enormous challenges for metropolitan regions and cities in Africa, Asia, Latin America and Europe. This is why GIZ, working on behalf of BMZ, got together with Engagement Global/the Service Agency Communities in One World and the Association of German Cities to establish Connective Cities. Whatever the benefits – improved public services thanks to greater citizen participation in Indonesia, innovative mobility strategies in South Africa or renewable energy use in urban development in Germany – all stakeholders will gain from the good practice examples and the know-how provided by experts from the realms of administration, politics, business and civil society. At workshops and training courses, through online portals and through the involvement of German cities in international cooperation projects, a strong alliance is being forged. This alliance is responding to the problem of urbanisation with tried and tested strategies for good governance and local economic and urban development.

Stable financial markets and sustainable global economic growth: to achieve this goal, the G20 countries have been busy developing new standards for financial transactions ever since the global financial crisis in 2007. Major alliance partners in this process are emerging economic powers, such as Brazil, China, Indonesia and South Africa. Since 2014, BMZ has been funding the Emerging Market Sustainability Dialogues platform, the aim of which is to support emerging economies and industrialised countries in jointly developing solutions to global economic and financial challenges.

These are then fed into the international reform processes of the G20 countries. On behalf of BMZ, GIZ is managing the secretariat of the dialogue platform and coordinating the meetings. A meeting on the topic of financial markets in South Africa, India and the USA, for instance, brought together private investors and actors from ministries of finance, central banks, stock exchanges and institutions such as the G20 Financial Stability Board. The topics discussed included financial stability in the major emerging economies, developing capital markets through the involvement of institutional investors, and cooperation between regulatory authorities. One first concrete outcome was the support provided to South Africa in developing new legislation in the financial sector. //

MOOC – contact: [aiz@giz.de](mailto:aiz@giz.de) // [www.mooc.eld-initiative.org](http://www.mooc.eld-initiative.org)

The United Nations University: <http://inweh.unu.edu> // Academy of International Cooperation (AIZ): [www.giz.de/akademie](http://www.giz.de/akademie) (in German)

Connective Cities – contact: [manfred.poppe@giz.de](mailto:manfred.poppe@giz.de) // [www.connective-cities.net/en](http://www.connective-cities.net/en) | [www.giz.de/en/worldwide/29306.html](http://www.giz.de/en/worldwide/29306.html)

Emerging market sustainability dialogues – contact: [daniel.taras@giz.de](mailto:daniel.taras@giz.de)

// WORLDWIDE

## GETTING BETTER ALL THE TIME

**Quality and effectiveness** | Responsibility for the quality of our service delivery processes and quality within the organisation rests with the organisational units concerned. This is one of our most important managerial tasks. Our employees in Germany and in partner countries are resource persons and actors at one and the same time. In their day-to-day work, they shape the quality of our products and processes by feeding in their knowledge and by putting our sustainability concept into practice. GIZ's quality management measures involve using a range of instruments for measuring, assuring and developing quality.

To continue developing the effectiveness, efficiency and quality of our corporate performance, we conducted an internal evaluation on scaling up and achieving broad impact in 2014. Among GIZ's commissioning parties, demand is growing for project approaches that reach a maximum

number of people, local communities and regions. More than 300 ongoing projects were included in the evaluation. As a result, the topic is now being integrated into an existing training course on commission management, and, where appropriate, systematically incorporated as an obligatory component in offers, project design and the preparation of new projects. With measures like these we are contributing toward effective sustainable development and gearing our efforts to delivering benefits and satisfaction to our commissioning parties and partners.

We aim to deliver excellent services efficiently and to continuously improve our work. //



Quality, results and evaluation: [www.giz.de/evaluation](http://www.giz.de/evaluation)

// GERMANY

## UN GLOBAL COMPACT

**Corporate social responsibility** | GIZ has been a member of the United Nations Global Compact since 2004. The company is committed to the ten principles of this voluntary initiative that promotes sustainable development and social engagement. Every year we explain in a 'communication on progress' how GIZ is implementing and promoting the principles in the fields of human rights, labour, environment and anti-corruption. Since 2012 our communications on progress have reached the 'advanced level'. This means that as well as documenting progress they also include other good practices in the company, for instance regarding business activity in fragile states and the transparency of our reporting. As part of our risk management measures we use our business partner screening procedures to verify whether the companies we intend to work with comply with the principles of the Global Compact.



Not only do we participate in the Global Compact – we also support its implementation. Since 2001, GIZ – on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) – has been home to the Focal Point of the German Global Compact Network. //

[www.giz.de/globalcompact](http://www.giz.de/globalcompact)

[www.globalcompact.de](http://www.globalcompact.de) (in German)

# OUR PERSONNEL

## DEDICATED AND COMMITTED

Innovative and sustainable solutions – this is what our commissioning parties and partners expect from GIZ, and it is what they get. We achieve this with the commitment and dedication of our staff members in Germany and abroad, our German and international long-term and short-term experts, our national personnel in partner countries, our development workers, our integrated experts and the Civil Peace Service experts. Each and every one of them strives to justify the trust placed in us by our commissioning parties and partners. Our formula for success is based on the fact that we have been operating continuously for over 50 years with highly qualified personnel in more than 130 countries. For our experts, dealing with different people and cultures is part of their daily routine. As dedicated service providers and professionals we are reliable, expert and trustworthy partners. On behalf of our commissioning parties, and side by side with our partners, we develop made-to-measure solutions to the challenges of the future worldwide.

## WORKING FOR GIZ

For many years, we have consistently invested in our attractiveness as an employer. As well as competitive remuneration, we offer extensive benefits and ensure that our employees have a healthy work-life balance. Our package also includes day care for pre-school children, more than 190 flexible working time and organisation models plus an extensive health programme. This has enabled us to compete successfully for the best experts and managers in the world for many years. This was confirmed once again by the survey of young professionals conducted in 2014 by the Berlin research institute Trendence. Respondents ranked GIZ 21st out of the top 100 employers in Germany. This assessment reflects the fact that we offer our employees a wealth of opportunities for development – for instance by switching between jobs in Germany and jobs in partner countries, or managerial positions. GIZ offers a range of support options to help staff take advantage of these opportunities, including internal and external training courses, temporary place-

ments in other sections of the company, coaching, mentoring and STEP – our systematic process for building the capacities of staff members with managerial potential, which we developed in 2014.

## HUMAN RESOURCES DEVELOPMENT IN FIGURES

As at 31 December 2014 GIZ had a total of 16,410 staff members (16,510 in 2013).

There were 2,078 seconded experts working outside Germany (2,058 in 2013). In addition, 11,260 national personnel were employed in our partner country offices and programmes (11,244 in 2013). National personnel are recruited and given employment contracts locally. Of this group 1,449 (13.3%) held managerial or senior professional positions (1,389/12.4% in 2013). Another 4,672 (41.5%) had specialist and managerial duties (4,574/40.7% in 2013). The proportion of women employed among staff in Germany and seconded experts was 55.1% (54.4% in 2013). Once again the proportion of women employed in managerial positions rose slightly, reaching 36.7% (35.6% in 2013).

In 2014, 3,072 people were employed by GIZ in Germany, 136 fewer than in the previous year (3,208). This slight drop involved chiefly employee groups with Head Office functions. The number of such employees fell by 114 to 1,805 (1,919 in 2013). In projects and programmes in Germany, the number of employees remained almost unchanged at 1,267 (1,289 in 2013). Given the slight increase in business volume, this demonstrates that GIZ has succeeded in becoming more efficient, particularly in the organisational units at Head Office.

## DEVELOPMENT WORKERS

As at 31 December 2014, 785 development workers were employed by GIZ (869 in 2013). The number of development workers thus fell in 2014 relative to the previous year's figure. For 2015 GIZ intends to stabilise the number of assignments at a high level.

## INTEGRATED AND RETURNING EXPERTS

The number of integrated experts mirrored the trend in the number of development workers. 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. The experts receive a local contract of employment from these

employers. CIM tops up their local salary. As 2014 drew to a close, 527 top-up agreements with integrated experts were in place (545 in 2013). CIM also supported 473 returning experts (439 in 2013). 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. //

[www.giz.de/en/html/jobs.html](http://www.giz.de/en/html/jobs.html) // Facebook: [www.facebook.com/GIZ.Jobs](https://www.facebook.com/GIZ.Jobs) // Twitter: [twitter.com/giz\\_gmbh](https://twitter.com/giz_gmbh)

## Personnel in the regions\*

(as at 31 December 2014)

	Seconded experts	National personnel	Development workers**	Integrated experts***	Returning experts***
Sub-Saharan Africa	696	3,633	431	147	134
Asia/Pacific	440	2,380	155	79	153
Europe, Caucasus and Central Asia	454	3,145	28	176	77
Latin America, Caribbean	207	1,212	127	96	59
Mediterranean Region and Middle East	254	860	44	29	50
Industrialised countries (Europe, USA)	27	30	0	0	0
<b>Total</b>	<b>2,078</b>	<b>11,260</b>	<b>785</b>	<b>527</b>	<b>473</b>

\* not including personnel in Germany

\*\* of which 106 experts of the Civil Peace Service

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

## Percentage of women in the workforce

		Workforce as a whole				Management Board		Managerial positions					
		Germany		Partner countries		Total		Partner countries		Germany		Total	
2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014
66.6%	66.8%	35.6%	37.7%	54.5%	55.1%	50.0%	50.0%	28.2%	29.4%	44.0%	45.3%	35.6%	36.7%

# 2014 IN FIGURES

## VOLUME OF BUSINESS IN 2014

In fiscal 2014, GIZ increased its business volume to over EUR 2 billion. The precise figure of EUR 2,032 million was EUR 101 million higher than the previous year's figure (EUR 1,931 million) – an increase of 5%. Some 93% of the total business volume was accounted for by the public-benefit business area. The remaining 7% was generated in the International Services business area. Through this business area, international institutions such as the European Union, the United Nations, governments worldwide, foundations and businesses with international operations commission GIZ directly.

## PUBLIC-BENEFIT BUSINESS AREA

In 2014 the public-benefit business area as a whole generated income of EUR 1,880 million (EUR 1,753 million in 2013). Commissions from the German Federal Ministry for Economic Cooperation and Development (BMZ) – GIZ's main commissioning party – accounted for the major share, reaching EUR 1,615 million (EUR 1,464 million in 2013). This income from BMZ business also includes EUR 181 million (EUR 170 million in 2013) provided by donors of third-party funds to cofinance BMZ commissions – a welcome increase of around 6%. The term cofinancing refers to all arrangements under which third parties provide additional funding or place an order for a complementary measure relating to a measure that GIZ is already implementing on behalf of BMZ or any other German Public Sector Client. The largest cofinancing donors are the European Union with around EUR 73 million, and the British development agency DFID with EUR 29 million.

Income generated by measures GIZ implements on behalf of other German Public Sector Clients fell in 2014 to EUR 239 million (EUR 265 million in 2013). Of this sum, EUR 6 million was accounted for by cofinancing (EUR 9.5 million in 2013). The drop of EUR 26 million was due largely to commissions from the German Federal Foreign Office and the German Federal Ministry of Defence for work in Afghanistan coming to an end. Commissions awarded by the German Federal Foreign Office amounted to around EUR 91 million (EUR 119 million in 2013). The highest income came from commissions awarded by the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. This amounted to some EUR 100 million (EUR 87 million in 2013).

## GIZ INTERNATIONAL SERVICES

The total business volume of the GIZ International Services (IS) business area was around EUR 152 million in fiscal 2014 (EUR 178 million in 2013). In the coming year, GIZ IS intends to stabilise its volume of business at this level. Orders placed with GIZ IS by national governments accounted for the largest share of the total business volume at EUR 49 million. The volume of business from cooperation with the European Union totalled around EUR 36 million. Business with the private sector grew from EUR 10 to 18 million, while business with international financial institutions and funds increased from EUR 11 to 15 million.

## FORECAST FOR THE DEVELOPMENT OF BUSINESS VOLUME IN 2015

In 2015, GIZ forecasts that income will remain at the previous year's level. It is expected that cooperation with BMZ – GIZ's principal commissioning party – will continue to account for a high percentage of income. GIZ sees German Public Sector Clients and cofinancing, among others, as offering potential for generating income similar to or higher than that generated in 2014. //

### German Public Sector Clients\* (as at 31 December 2014)

Income in EUR million	2013	2014
Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety	87	100
Federal Foreign Office	119	91
Federal Ministry for Economic Affairs and Energy	17	21
Federal Ministry of the Interior	14	14
Cofinancing	9	6
Other clients	6	5
EU twinning agreements, EU grants	7	3
Federal Ministry of Defence	6	0
<b>Total</b>	<b>265</b>	<b>239**</b>

### GIZ International Services

Total business volume in EUR million	2013	2014
National governments	60	49
European Union	40	36
Bilateral donors	23	18
Private sector	10	18
UN organisations	34	16
International financial institutions and funds	11	15
Other	1	1
<b>Total</b>	<b>178**</b>	<b>152**</b>

\* total business volume 2013/2014 by main commissioning parties  
 \*\* All values shown without decimal places. Rounding differences therefore occur.

# ORGANISATION CHART

## CORPORATE UNITS

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Eric Heinen-Konschak

Corporate Communications  
Dorothee Hutter

Auditing  
Helmut Dittmann

Corporate Development  
Elke Siehl

Legal Affairs and Insurance  
Jasper Abramowski

Monitoring and Evaluation  
Martina Vahlhaus

## SPECIALISED BUSINESS UNITS

DÖAG – German Public Sector Clients  
Petra Warnecke

Private Sector  
Carsten Schmitz-Hoffmann

Development Policy Forum  
Henriette Strothmann

Development Service  
Petra Mutlu

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

AgenZ – Agency for market-oriented concepts  
Andreas von Schumann

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Global Partnerships, Emerging Economies  
Astrid Skala-Kuhmann

Migration  
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Andreas Proksch

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· Central Africa,  
Western Africa II

· Southern Africa

· Eastern Africa

· Supraregional

Cooperation

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Latin America/Caribbean  
Ute Klamert

· South Asia

· South-East Asia, Pacific

· East Asia

· South America

· Central America,  
Caribbean

Mediterranean, Europe,  
Central Asia  
Maria Schäfer

· Europe, Caucasus,  
Central Asia

· Mediterranean Region,  
Middle East

· Afghanistan, Pakistan

· Infrastructure,  
Emergency Aid and  
Reconstruction

· International Services

· Martin Hansen

· Operations

· Human Resources

· Finance

Germany

Lutz Zimmermann

· Academy for Inter-  
national Cooperation

· Sustainability Market

– Germany

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Joachim Prey

· Internal Customer Services

· Economic Development and Employment

· Good Governance and Human Rights

· Education, Health, Social Protection

· Water, Energy, Transport

· Rural Development and Agriculture

· Environment and Climate Change

· Security, Reconstruction and Peace

## INTERNAL SERVICES

Commercial Affairs  
Department  
Hans-Otto Baum

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· Accounting

· Contracting,  
Procurement, Logistics

· Financial Management,  
Advisory Services,  
Training

· Facility Management

Human Resources  
Department  
Michael Lau

· HR Management

· HR Administration  
Services

· HR Training and  
Development

· Medical Services

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BMZ strategy paper: Human Rights in German Development Policy  
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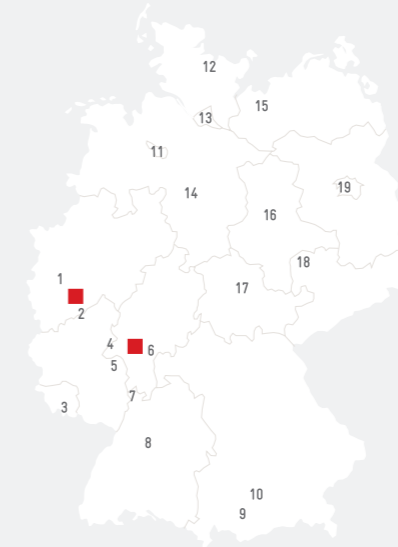
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- GIZ sharing country office with other German development cooperation organisations
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