



Report on the Procurement of Goods and Services and the Conclusion of Financing Agreements

2016

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

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Registered offices
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Procurement and Contracting Division
Dag-Hammarskjöld-Weg 1-5
65760 Eschborn, Deutschland
T +49 61 96 79-0
F +49 61 96 79-11 15

E info@giz.de
I www.giz.de

This report was prepared by
David Franzreb, Immanuel Gebhardt,
Maike Lames, Nicole Weiß, Katharina Will

Design
Ira Olaleye, Eschborn

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Eschborn, September 2017

Foreword

Dear readers,

This report covers procurement at GIZ in fiscal 2016. It pools information on the award of contracts for services, materials and equipment. In doing so, it provides a comprehensive overview of contracts placed by GIZ during the period under review, broken down into region, type of contractor and sector. It also gives an impression of the trends over the past few years. You can find a list of individual contract awards on the GIZ website. Our aim is to help achieve transparency in the procurement sector.

2016 saw another considerable year-on-year increase, this time of 33 %, in the total volume of contracts we awarded. At EUR 1,347 million, this volume represented 56 % of our business volume. As such, it is the first time that GIZ has awarded more than every second euro to third parties. From a regional perspective, there was a marked increase in contracts awarded in fragile contexts, especially in the Middle East. This trend was also reflected in the awarding of contracts in the different thematic areas. The significant increase in funding from our main commissioning party, the German Federal Ministry for Economic Cooperation and Development (BMZ), meant that the 'Crises, conflicts, disasters' sector became GIZ's main sector in terms of contract awards in 2016, and that for the first time. Almost one quarter of materials and equipment procurement in the field structure in 2016 was carried out by GIZ's country offices in Iraq, Afghanistan and Ukraine alone.

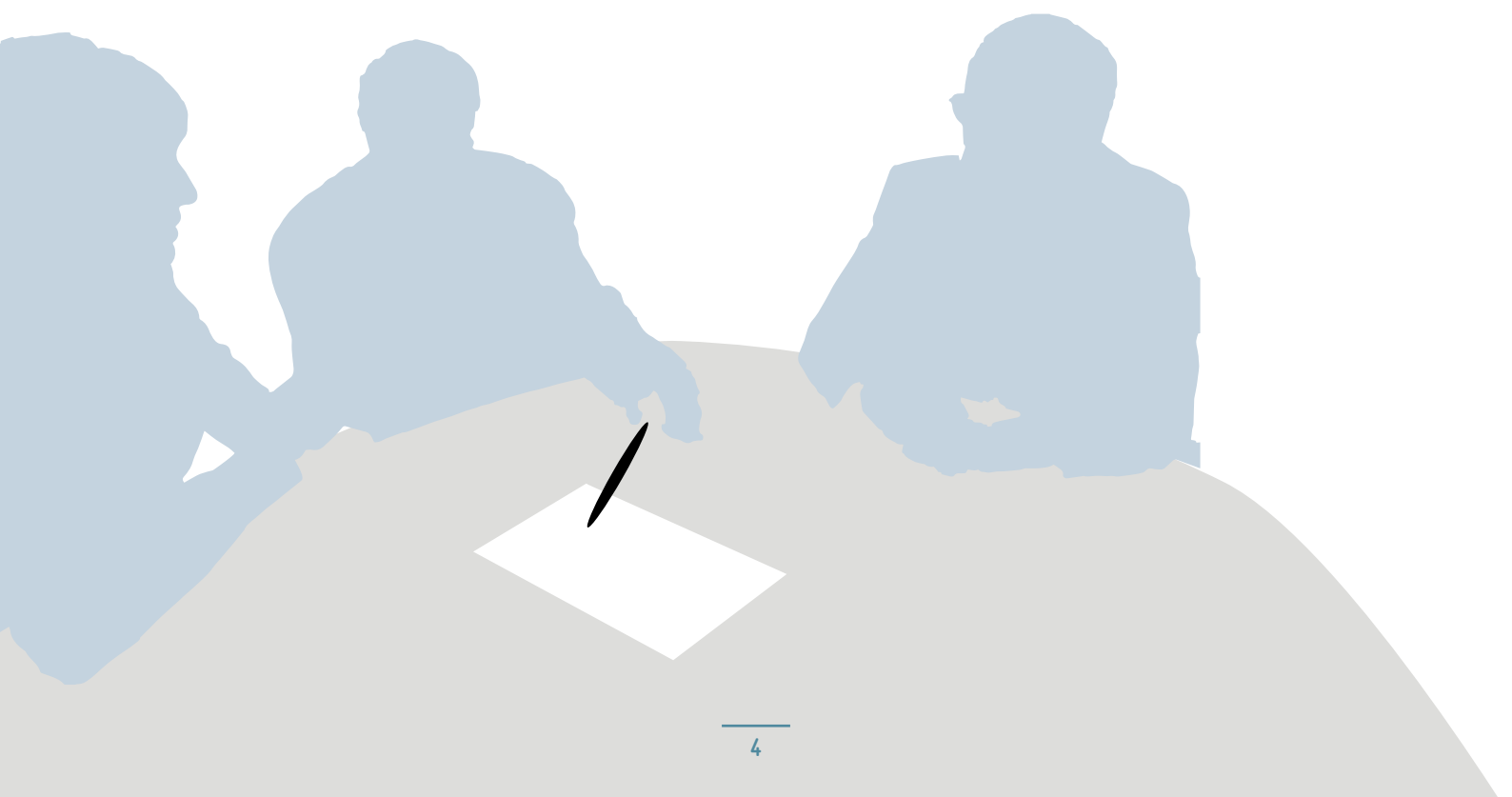
In 2016, GIZ successfully maintained its position on the global market as the world's leading service provider in the field of sustainable development. This success at the operational level is due among other things to transparent and efficient cooperation with our contractors. In a dynamic business sector like that of international cooperation, flexibility in responding to the market requirements plays an increasingly crucial role in safeguarding success. The procurement of relevant services, materials and equipment helps us to achieve this objective. As part of an optimised supply chain that meets both economic and quality criteria, we therefore rely on having an excellent network of contractors and suppliers.

The new EU public procurement regulations became effective as of 18 April 2016. The reform is helping to increase transparency about public procurement law, make contract award processes securer and more streamlined in the long term, and bring about extensive digitisation in the procurement process. This should reduce paperwork and costs for public sector clients and economic actors. The Procurement and Contracting Division has successfully completed the first phase of the public procurement legislation reform and systematically implemented the changes. Award processes for contracts above the EU threshold have been adjusted to this end. In the second phase, ongoing at the time of publishing this report, GIZ is digitising its procurement processes and all of its communication with bidders through the introduction of an IT-based procurement management system. This phase also sees adjustments being made to the procedure for awarding contracts below the threshold. The second phase will be completed by October 2018.

I hope that we have piqued your interest and that you enjoy reading this report,



Immanuel Gebhardt
Director of the Procurement and
Contracting Division



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1 GIZ's legal form and mandate

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a federal enterprise registered under civil law. It is wholly owned by the Federal Republic of Germany. Its corporate purpose is to promote international cooperation for sustainable development and international education work. The goal of the company is to support the Government of the Federal Republic of Germany in achieving its development-policy objectives.¹

This form of legal entity under civil law, which is laid down in the Articles of Association, ensures that commissions from the German Government can be implemented efficiently and cost-effectively by a flexibly operating private company. In order to fulfil its purpose, GIZ comprises two business areas: its public-benefit business area and its taxable business area, International Services. The former concentrates exclusively and directly on public-benefit activities and implements the majority of commissions awarded to GIZ. International Services, on the other hand, makes GIZ's concepts and experience available to other clients for payment. Its work is profit-driven. Any surpluses it earns may only be used to fulfil the company's public-benefit purpose.

GIZ operates in more than 130 countries worldwide. In Germany, the company maintains a presence in nearly all the federal states. Our registered offices are in Bonn and Eschborn. GIZ has more than 18,000 employees across the globe, offering demand-driven and tailor-made services for sustainable development.

GIZ's most important commissioning party is the German Federal Ministry for Economic Cooperation and Development (BMZ). A General Agreement between GIZ and BMZ defines the details for implementing measures. GIZ also works on behalf of other federal ministries (in particular the Federal Foreign Office, the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety, the Federal Ministry for Economic Affairs and Energy and the Federal Ministry of the Interior), the German Länder (federal states) and municipalities, and public and private sector clients in Germany and abroad. The European Union (EU) is becoming an increasingly important client for GIZ. The company also receives cofinancing and funding via other bilateral organisations such as the UK's Department for International Development (DFID), the Swiss Agency for Development and Cooperation (SDC) and UN organisations, as well as from private agencies such as the Bill & Melinda Gates Foundation.

The company's official bodies include the Management Board, the Supervisory Board and the Shareholder Meeting as well as the Private Sector Advisory Board, which is made up of up to ten representatives of the German private sector and its associations. GIZ also has a Board of Trustees with up to 40 members. It comprises representatives of the federal ministries, the private sector, civil society, the academic and research community, the federal states, municipalities, trade unions, development workers and the German Bundestag. Since January 2011, the company has had registered offices in Eschborn and Bonn.

¹ Article 2.1 of the Articles of Association of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH



2 Procurement at GIZ

2.1 Awarding of commissions to GIZ²

As a federal enterprise, GIZ works primarily for the German Government. It handles commissions on behalf of the federal ministries on the basis of the ‘in-house’ contracting award provisions established under the German Act Against Restraints of Competition (GWB). This means that the German Government can commission GIZ directly without having to offer the commission for tender. GIZ, for its part, is obliged to comply with the regulations governing public procurement.

When GIZ works on behalf of other commissioning parties (for example international institutions, national governments and private global companies) through its International Services business area, or applies for grants or other sources of cofinancing from third parties, it must obtain approval from BMZ.

2.2 Awarding of contracts by GIZ

GIZ is the world’s leading provider of international cooperation services for sustainable development. As a company, GIZ is increasingly gearing its services to the global market and – in addition to the traditional field of development cooperation – is systematically tapping into new priority sectors and business areas in industrialised countries and emerging economies and in the sustainability market in Germany. To ensure that the company is able to fulfil its role, we need to continuously adapt the profile of requirements that seconded experts have to meet and also to make more use of local experts.

GIZ sees the consulting sector as its close partner in fulfilling its designated tasks. Consulting companies are part of the GIZ value chain, which enables GIZ to achieve the maximum results for its commissioning parties and clients at an optimal cost-benefit ratio. Using the specific comparative advantages this cooperation offers helps GIZ achieve added corporate value and enhance development results. Against this backdrop, GIZ intends to further step up cooperation with the consulting sector. On the one hand, this trend is based on Article 5 of GIZ’s General Agreement with BMZ, which obliges GIZ to involve suitable private sector companies, governmental bodies and specialised institutions in implementing development projects and programmes, to the extent that this appears expedient and cost-effective. At the same time, in accordance with Article 99 Item 2 GWB, GIZ is itself a contracting entity under public law and is therefore obliged to apply the relevant tendering and contracting rules to the contracts it awards to third parties within the European Economic Area (i.e. the regulations on contract awards for public supplies and services (VOL) or for building contracts (VOB)). If the thresholds defined therein are exceeded, the German Regulation on the Award of Public Contracts (VgV) and/or VOB/A Section 2 must be applied.

When contracts are awarded in the partner country, GIZ applies the tendering and contracting rules in accordance with the General Agreement (Article 5, section 3). When handling procurement transactions, there is an agreed division of tasks between the Procurement and Contracting Division and the local GIZ offices. Offices in partner countries procure items up to defined amounts themselves. These defined amounts are up to EUR 20,000 for local materials and equipment and up to EUR 50,000 for services. Above these thresholds, the country offices must involve the Procurement and Contracting Division, which reviews and approves commercial procedures, and – where it is cost-effective to do so – takes on responsibility for handling the transaction. In general, the Procurement and Contracting Division enters into contracts with international contractors.

² This section presents the procedures that are applicable as of 18 April 2016 as a result of the reform of public procurement legislation. For an overview of procedures applicable up to 17 April 2016, please refer to the [Procurement Report 2015](#).

As a matter of principle, GIZ conducts its procurement activities in compliance with the principles of transparency, economic efficiency, competition and equality in the treatment of bidders as laid down in contracting regulations. In this way, GIZ supports equal access to its supply chain and ensures that its procurement processes are economically efficient.

Contracts above these thresholds are awarded on the basis of the provisions of EU law, which are mandatory and are incorporated into German legislation. These provisions also apply to other donors and implementing organisations in EU member states (such as DFID, SIDA and DANIDA). This means that, in principle, uniform procedures apply throughout the EU to contracts above the thresholds defined by the EU. However, even below these thresholds, competitive bidding is used for awarding contracts for services or materials and equipment wherever this is economically efficient and required by law. In such cases German law is applied. Procedures that restrict the award of contracts to bidders of specific nationalities or to bidders based in a particular country are not permitted under European law or under the principles of the law governing tendering. Therefore, GIZ awards contracts free of restrictions, with the exception of financing arrangements, where the recipient is by nature predefined.

Legal recourse through public procurement tribunals is available for reviewing contracts awarded by GIZ that lie above the relevant thresholds. Internal processes are audited by external auditors (auditing firms and the supreme audit institution of the Federal Republic of Germany, the Bundesrechnungshof).

Since 2008, GIZ has been certified as an organisation that uses procedures equivalent to the EU's financial regulations and that fulfils the following criteria:

- ▶ transparent procedures for awarding contracts and grants;
- ▶ effective internal controls for management;
- ▶ an accounting system that ensures the proper use of EU funds;
- ▶ independent external audits;
- ▶ public access to relevant information; and
- ▶ annual ex-post publication of recipients.

In 2009, GIZ was awarded additional certification for implementing suitable procedures allowing it to use partner country systems to handle project funds.

All contracts for services worth EUR 25,000 or more placed by GIZ's Procurement and Contracting Division are published on its website.³ Contracts with companies and institutions and with individuals are listed separately. Contracts for materials and equipment supplies tendered on a restricted basis or awarded directly without competitive tendering are published on the website as well. Materials, equipment and services procured and financing provided under EU Delegation Agreements are published separately.

³ www.giz.de/en/workingwithgiz/awarded_contracts.html

The following table provides an overview of the tender procedures and the process of publishing contract notices for the specified thresholds:

Table 1

Award procedure for the procurement of services, materials and equipment^{4,5}

Award procedures for the procurement of services, materials and equipment pursuant to VOL/⁶ VgV⁷

Procedure	Contract notice
Up to EUR 20,000 Discretionary award procedure following competitive tender	Not published. GIZ chooses the bidders from among suitable firms.
From EUR 20,000 Public tender or restricted tender with or without a call for competition or discretionary award	Publication on bund.de and GTAI, and, where appropriate, the relevant specialist press.
From EUR 209,000 Europe-wide public tender (open procedure)	Publication in the Supplement to the Official Journal of the EU or TED ⁸ , on bund.de and GTAI ⁹ , and, where appropriate, in relevant specialist publications. (with an invitation to submit bids)
From EUR 209,000 Europe-wide restricted invitation to tender with a public call for competition (non-open procedure)	Publication in the Supplement to the Official Journal of the EU or TED, and on bund.de and GTAI, and, where appropriate, in relevant specialist publications. (with an invitation to submit request to participate)
From EUR 209,000 Europe-wide negotiation procedure with prior public contract notice	Publication in the Supplement to the Official Journal of the EU or TED, and on bund.de and GTAI, and, where appropriate, in relevant specialist publications. (with an invitation to submit request to participate)
From EUR 209,000 Europe-wide negotiation procedure without prior public contract notice	Publication in the Supplement to the Official Journal of the EU or TED, and on bund.de and GTAI, and, where appropriate, in relevant specialist publications. (with an invitation to submit bids)

⁴ This section presents the procedures that are applicable as of 18 April 2016 as a result of the reform of public procurement legislation. For an overview of procedures applicable up to 17 April 2016, please refer to the [Procurement Report 2015](#) (page 9).

⁵ For reasons of efficiency, general tenders are conducted for standard services to fix the terms for subsequent individual contracts.

⁶ Regulation on the Award of Contracts for Public Supplies and Services

⁷ Regulation on the Award of Public Contracts

⁸ Tenders Electronic Daily <http://ted.europa.eu/TED> is the online version of the Supplement to the Official Journal of the European Union, dedicated to European public procurement

⁹ Germany Trade and Invest www.gtai.de

3 Trends in contract awards – an overview

In 2016, GIZ concluded contracts with suppliers, service providers and recipients of financing or grants totalling EUR 1,346.9 million. This is an increase of 33.1 % on the previous year; the business volume¹⁰ rose by 12.1 % in this period.

The following table shows a breakdown of the various types of contract awarding from 2010 to 2016:

Table 2

Overview of commissions awarded to GIZ, business volume and contracts awarded by GIZ from 2010 to 2016 (EUR million)

	2010	2011	2012	2013	2014	2015	2016
Overview of commissions and business volume at GIZ							
Commissions placed with GIZ	1,992.5	2,172.0	2,285.1	2,292.4	2,779.1	2,451.9	3,336.1
Business volume	1,851.5	2,031.9	2,104.1	1,931.2	2,032.1	2,142.4	2,402.1
The Procurement and Contracting Division: services, financing arrangements							
Services							
from companies	231.4	238.6	257.5	299.5	300.1	314.0	344.9
from institutions ¹¹	95.7	93.8	133.0	133.8	193.0	229.5	322.9
from appraisers	59.2	51.8	74.6	74.4	71.2	74.1	69.9
from translators	2.8	1.7	1.5	2.7	1.6	1.8	1.9
from construction firms	15.9	15.3	24.9	7.6	3.6	13.3	165.8
Financing arrangements	49.1	22.9	58.2	33.8	34.6	29.7	38.2
Total	454.1	424.1	549.7	551.8	604.1	662.3	943.6
The Procurement and Contracting Division: materials and equipment							
Suppliers	44.7	35.1	41.0	31.9	54.8	41.3	57.1
Procurement by cost centres	2.8	4.7	5.0	2.2	2.5	3.1	4.1
Procurement of medicines (WHO)	23.9	45.4	51.1	12.9	10.9	5.0	0.0
Orders from catalogues (in SAP's SRM system)	-	-	1.7	1.5	1.4	2.6	4.6
Freight forwarders	2.5	1.6	1.9	2.2	3.4	1.8	1.5
Total	73.9	86.8	100.7	50.7	73.0	53.7	67.3
GIZ country offices							
Services							
from companies	-	-	-	-	106.3	102.7	96.7
from appraisers	-	-	-	-	53.2	50.9	46.7
from construction firms	-	-	-	-	12.1	14.4	41.2
Financing arrangements	-	-	-	-	60.4	69.4	85.3
Total services, financing arrangements	194.1	172.0	235.7	226.2	232.0	237.4	270.0
Materials and equipment	47.7	42.0	72.0	54.8	56.9	58.4	66.1
Total	241.8	214.0	307.7	281.0	288.9	295.8	336.1
Total contracts awarded	769.8	724.9	958.1	883.5	966.0	1,011.9	1,346.9

¹⁰ GIZ's business volume consists of the revenue in the public-benefit business area and the total operating performance of International Services.

¹¹ Contracts with institutions refer to both service contracts and financing arrangements.

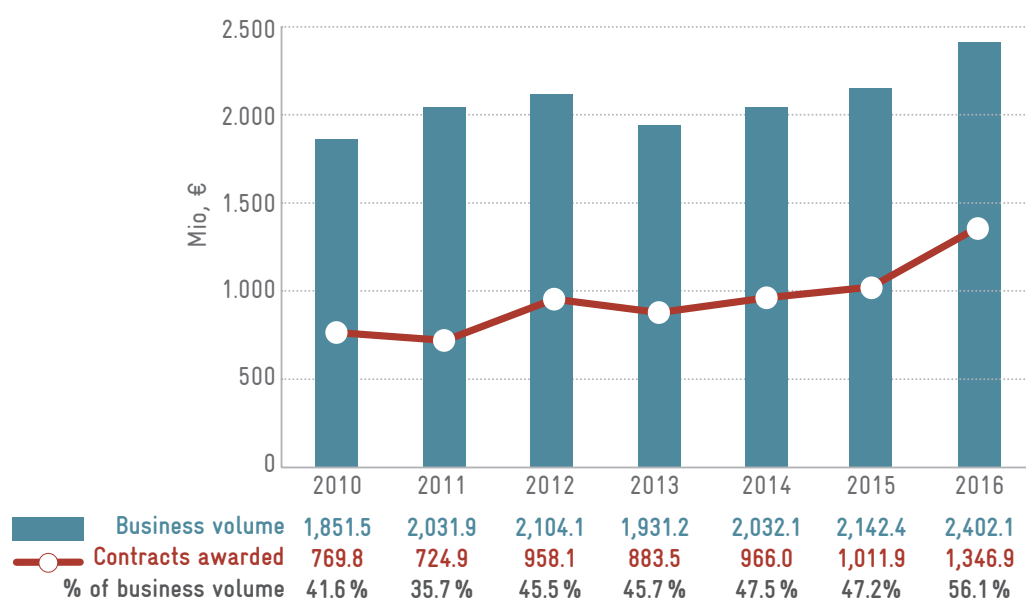
Services accounted for the majority of procurement transactions carried out by GIZ. GIZ purchased services worldwide valued at EUR 1,090.0 million in 2016. The high proportion of services purchased (80.9 % of the volume of items procured) reflects GIZ's role as a service provider in the fields of international cooperation and education and its strong involvement of third parties in its work.

GIZ spent an additional EUR 123.5 million on financing arrangements. This means that, excluding materials and equipment, GIZ awarded contracts valued at EUR 1,213.5 million via the Procurement and Contracting Division and country offices. This equates to 90.1 % of the total volume of contracts awarded. The remaining 9.9%, which amounts to EUR 133.4 million, was used by the country offices and the Procurement and Contracting Division to procure materials and equipment and related services.

Three quarters of all contracts were placed by Head Office and one quarter were placed in the field.

Figure 1 shows the trend in contracts awarded by GIZ in proportion to the volume of business from 2010 to 2016.

Figure 1
Contract awarding as a proportion of GIZ's business volume (from 2010 to 2016)



The share of total contracts awarded in relation to the overall volume of business increased significantly between 2010 and 2016. This shows that GIZ is increasingly working with third parties to deliver its services. GIZ implemented 56.1 % of its business volume via third parties in 2016.

4 Analysis of contracts awarded

4.1 Service contracts, financing agreements

Across the globe, GIZ concluded service contracts and financing agreements totalling EUR 1,213.6 million in 2016. Most of this amount (EUR 943.6 million or 77.8%) was placed by the Procurement and Contracting Division, compared with EUR 270.0 million (22.2%) awarded by GIZ country offices. The service contracts include orders for construction works placed by the Procurement and Contracting Division (EUR 165.8 million) and the country offices (EUR 41.2 million). By far the largest construction contract concluded in 2016 was the contract for the construction of GIZ's new Campus Bonn premises, worth EUR 146 million.

A list of the top 100 institutions and recipients of financing agreements entered into by the Procurement and Contracting Division is provided in [Annex III](#).

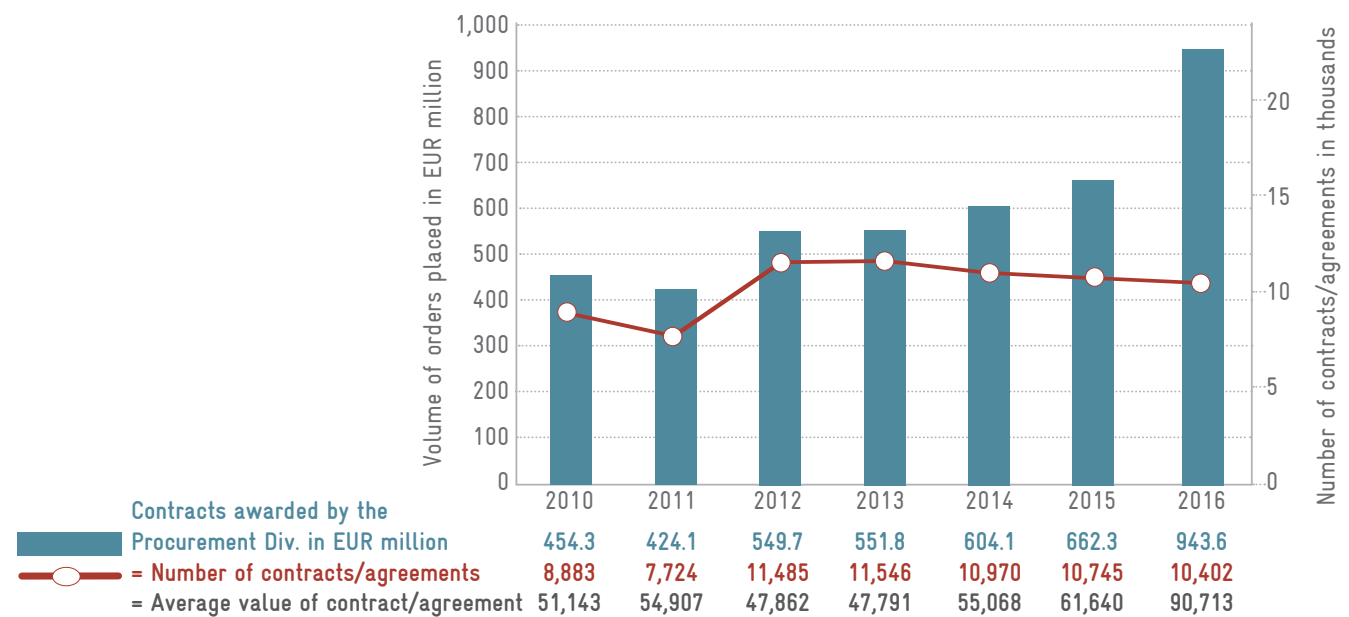
4.1.1 Service contracts and financing agreements placed by the Procurement and Contracting Division

In 2016, the Procurement and Contracting Division entered into 10,402 service contracts and financing agreements worth approximately EUR 943.6 million. Around 97.5% of these contracts and agreements, amounting to EUR 919.8 million, related to GIZ's public benefit business area. Only 2.5% of contracts (EUR 23.8 million) concerned GIZ's taxable business area (International Services).

While the overall volume of service contracts and financing agreements concluded by the Procurement and Contracting Division rose by 42.5% compared with the previous year, the total number actually decreased by 3.2%. This means that in 2016 the average value of all contracts increased significantly to EUR 90,713 (2015: EUR 61,640).

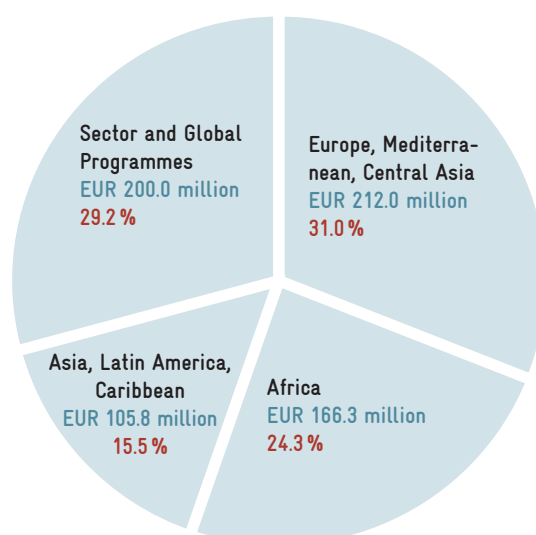
Figure 2

Number of contracts concluded by the Procurement and Contracting Division in relation to the volume of orders placed by the Procurement and Contracting Division (2010–2016)



GIZ purchases services from natural persons and legal persons. A distinction is made between consulting firms, institutions and individual appraisers.¹² The main services purchased are long-term and short-term consultancy assignments and educational activities within the framework of projects and programmes. Of the contracts awarded by the Procurement and Contracting Division in 2016, the greatest share by far went to consulting firms. These accounted for almost 36.6% of the total volume of contracts for services and financing agreements concluded by the Procurement and Contracting Division (worth EUR 344.9 million), followed by institutions with 34.2% (EUR 322.9 million) and individual appraisers with 7.4% (EUR 69.9 million). The volume of contracts entered into with institutions rose again sharply (+ 40.7%). This shows the rapid development in the forms of implementation and cooperation employed by GIZ in its work in recent years. The average value of the 3,429 service contracts concluded with companies was around EUR 100,585, while the average value of the 870 contracts signed with institutions was approximately EUR 371,149, and the average value of the 5,919 contracts signed with individual appraisers was approximately EUR 11,809.

Figure 3
Head Office award of service contracts and subsidies by department (2016)



Of the 10,402 contracts with a total volume of EUR 943.6 million that were awarded through Head Office, 7,726 (total volume EUR 684.1 million) were directly attributable to the four operational, project-managing departments. The remaining agreements concern the other organisational units¹³. As such, the operational departments account for 72.5% of the total contract volume of EUR 943.6 million. 24.3% of the total EUR 684.1 million attributable to these four departments involved contracts concluded for the Africa Department, 15.5% for the Asia, Latin America, Caribbean Department, 31.0% for the Europe, Mediterranean, Central Asia Department, and 29.2% for the GloBe (Sector and Global Programmes) Department.

¹² Please see Annex I for a definition of these categories.

¹³ The other organisational units are: the Management Board and the corporate units, International Services, the Sectoral Department, the Client Liaison and Business Development Department, and internal service providers.

An analysis of the themes and sectors in which the Procurement and Contracting Division places orders shows that, in 2016, EUR 382.0 million was spent on contracts relating to just six thematic areas (Table 3). This corresponds to 42.2 % of the total contract value awarded by the same Division for consultancy services.

Table 3
The Procurement and Contracting Division: largest sectors by contract volume (2016)

Sector	Contract value (in EUR million)	Share (%)
Crises, conflicts, disasters	126.9	33.2
Rural development and agriculture	85.2	22.3
Sustainable energy systems	49.7	13.0
Vocational education and the labour market	43.9	11.5
Private-sector development	42.1	11.0
Water policy, water resources and domestic water supplies	34.2	9.0
Total	382.0	100.0

Compared with the previous year, a clear focus emerged in 2016 on the topic of ‘Crises, conflicts, disasters’, with a 143 % increase in the number of contracts awarded. Within this sector there was greater cooperation with Middle Eastern countries.

The volume of rural development and agriculture contracts decreased by almost 26 %. Nonetheless, this sector remained by far the second largest topic area in 2016.

For the third year in succession, the ‘Sustainable energy systems’ sector occupied third place, with order volumes remaining at the same level as the previous year. The volume of orders in the ‘Vocational education and the labour market’ sector grew by 36.0 %, and the ‘Private-sector development’ sector also saw year-on-year growth of 34.5 %.

For the first time, ‘Water policy, water resources and domestic water supplies’ became one of the largest sectors by order volume in 2016, with growth of over 40 %.

The climate change and climate change mitigation sector also saw a marked 141 % increase in order volume to EUR 28.7 million. Similarly, the volume of awards in the environmental policy sector rose by a substantial 82 % to EUR 24.9 million.

This partial shift in GIZ’s thematic focus is a result of a number of current societal and market trends in Germany and overseas. Topics such as displacement and migration, and climate change mitigation and adaptation are increasingly determining the international (development-)policy agenda, while growing fragility and violent conflicts are changing GIZ’s working environment. Key market trends are also shaping

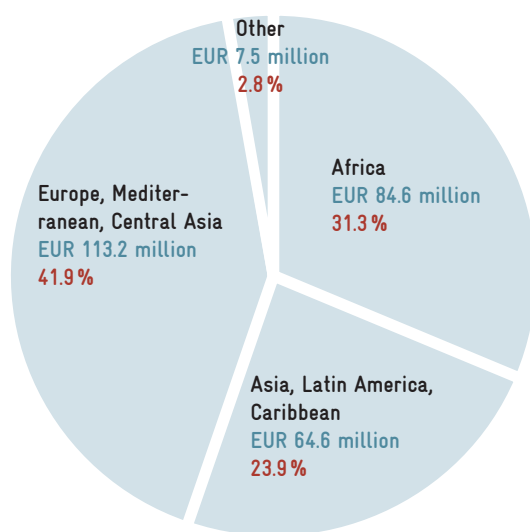
the company's business environment. As such, GIZ is making an essential contribution to implementing BMZ's three special initiatives 'Tackling the root causes of displacement, reintegrating refugees', 'Stabilisation and development in the MENA region', and 'One World, No Hunger'.

4.1.2 Service contracts and financing agreements entered into by GIZ country offices

In 2016, GIZ's field structure awarded contracts for services and financing worth EUR 270.0 million in total. This is equivalent to 20 % of the total volume of orders placed.

The largest amount – 41.8 % – was placed by the country offices in the Europe, Mediterranean, Central Asia Department, followed by the country offices in the Africa Department with 31.3 % and the Asia, Latin America, Caribbean Department with 23.9 % (see Figure 4).

Figure 4
Service contracts and financing agreements entered into by the GIZ field structure by regional department (2016)



'Other' covers all contracts not allocated to a particular regional department, such as those for supranational or global projects and programmes.

Within the departments there are variations in the contract placement activity of the country offices, as the following table with the five most procurement-intensive countries from each regional department shows. The volume of contracts awarded shows the level of GIZ's involvement in each of the countries and the extent to which local service providers and cooperation partners are being involved in the implementation of the projects and programmes.

Table 4¹⁴

Excerpt: Service contracts and subsidies, GIZ country offices (2016)

	Recipient country	Contract volume (in EUR million)
Africa Department	Gabon	13.8
	Ethiopia	5.6
	South Africa	5.4
	Mali	5.0
	Kenya	4.4
	Total	34.2
37.4 % of contracts awarded by the Africa Department		
Asia, Latin America, Caribbean Department	Nepal	5.1
	India	4.5
	Peru	4.5
	Laos	4.4
	Indonesia	4.3
	Total	22.8
33.3% of contracts awarded by the Asia, Latin America, Caribbean Department		
Europe, Mediterranean, Central Asia Department	Egypt	15.8
	Iraq	15.4
	Turkey	15.1
	Afghanistan	9.4
	Ukraine	9.2
	Total	64.9
56.0 % of contracts awarded by the Europe, Mediterranean, Central Asia Department		

The Europe, Mediterranean, Central Asia Department accounts for the largest volume of orders placed through Head Office and the largest volume of contracts awarded by the country offices. This reflects the significant increase in funding from BMZ and the German Federal Foreign Office for fragile contexts, especially those in the Middle East. This increase in funding also enabled GIZ to step up its activities in refugee and internally displaced persons' countries of origin and host countries (e.g. Iraq, Syria, Jordan, Turkey and Ukraine) and make a greater contribution to fighting the structural causes of displacement and supporting refugees and internally displaced persons.

¹⁴ Please see Annex II for the allocation of the various countries to GIZ's regional departments.

4.2 Procurement of materials and equipment

GIZ purchases materials, equipment and technical devices (referred to simply as ‘materials and equipment’ below) in Germany and abroad. Demand arises largely from the projects, programmes. Only a small proportion of these items (EUR 5.9 million) are purchased for GIZ’s own use (cost centres).

In 2016, GIZ Head Office and the field structure procured materials and equipment at a total value of EUR 133.4 million. This represents an increase of 19.0 % on the previous year. Consequently, the procurement of materials and equipment amounts to 10.0 % of the total volume of orders placed.

The Procurement and Contracting Division and the GIZ country offices handled an equal proportion of orders for materials and equipment.

The materials and equipment purchased came primarily from the following product categories:

- ▶ Vehicles
- ▶ Printers
- ▶ IT hardware and software and message transmission devices
- ▶ Medical equipment and devices
- ▶ Agricultural supplies
- ▶ Power generation units
- ▶ Measuring devices and control and monitoring systems
- ▶ Water supplies
- ▶ Technical equipment for a range of project needs
- ▶ Solar energy devices
- ▶ Waste containers
- ▶ Fire hoses

Many of these items are goods and materials that almost all projects need to carry out their work, such as vehicles and computers. However, this list also reflects individual purchases connected with emergency relief measures. In addition, there were a large number of individual orders that, in many cases, were placed to meet very specific project needs.

Framework agreements were signed for regular orders of standardised goods (vehicles, IT, workshop materials, office materials and furniture, etc.). Given the amounts involved, these were concluded on the basis of Europe-wide public tenders. A list of the top 100 suppliers to the Procurement and Contracting Division is attached in Annex IV.

4.2.1 Procurement of materials and equipment by the Procurement and Contracting Division

In 2016, GIZ’s Procurement and Contracting Division placed orders totalling EUR 67.3 million for materials, equipment and technical devices. This was 25.3 % more than in 2015 and closer to the 2014 level, following a decrease in 2015. The procurement of medication for the World Health Organization (WHO) by GIZ’s taxable business area (International Services) was discontinued in 2016.

4.2.2 Vehicle procurement

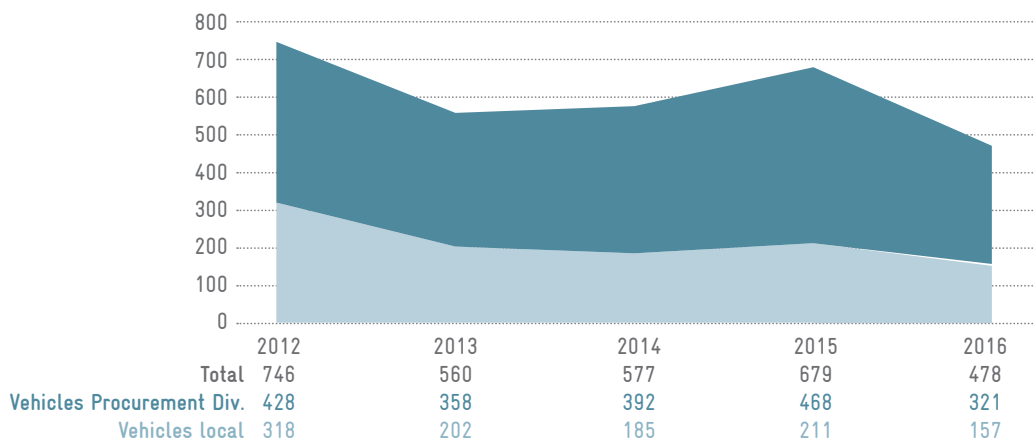
Vehicles account for a significant proportion of the total orders for materials and equipment at GIZ. The Procurement and Contracting Division spent EUR 11.3 million, including shipping, on purchasing 321 vehicles of all categories for projects and programmes. This is a decrease of 6.6% on the previous year, in which EUR 12.1 million was spent. In 2016, the GIZ country offices purchased 157 vehicles locally, amounting to EUR 4.1 million. Vehicles are purchased by the GIZ country offices when this is more cost-efficient or when import restrictions apply. The number of vehicles procured around the world in 2016 (478) decreased by 29.6% compared with the previous year (679).

Vehicle procurement is broken down into six categories:

- ▶ Estates (station wagons)
- ▶ Minibuses
- ▶ Crew cabs 4WD
- ▶ SUV 4WD station wagons
- ▶ Heavy duty (HD) 4WD station wagons
- ▶ Heavy duty (HD) 4WD station wagons with seating for 12/13

For these categories, a Europe-wide public tender was conducted defining one standard vehicle per category for each country.

Figure 5
Procurement of vehicles (2016)

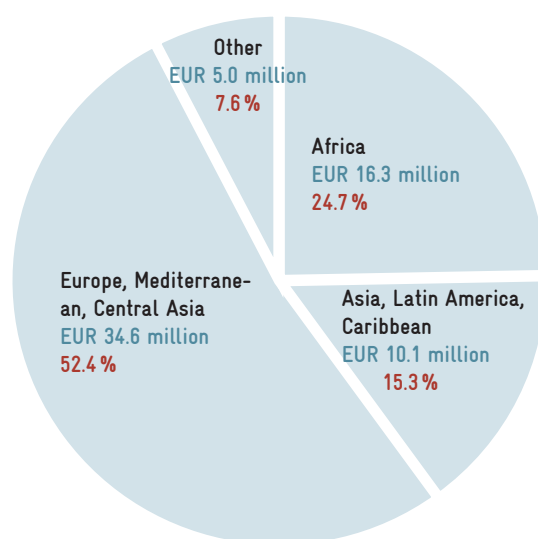


4.2.3 Procurement of materials and equipment by GIZ country offices

In 2016, GIZ's country offices placed orders for materials and equipment worth EUR 66.1 million in total. This equates to an increase of 13.2% compared with the previous year.

The greatest share of materials and equipment was purchased in the countries of the Europe, Mediterranean, Central Asia Department and amounted to EUR 34.6 million (52.3%). This was followed by the Africa Department with EUR 16.3 million (24.7%) and the Asia, Latin America, Caribbean Department with EUR 10.1 million (15.3%) (see Figure 6).

Figure 6
Procurement of materials and equipment by the GIZ field structure by regional department (2016)



‘Other’ covers all contracts not allocated to a particular regional department.

Between 2015 and 2016, the volume and proportion of contracts for materials and equipment varied somewhat between the departments. After a temporary decline in 2015, the Europe, Mediterranean, Central Asia Department saw growth of 63.2% in 2016, accounting for more than half of all materials and equipment procured by country offices.

As a result of large-volume purchases of materials and equipment in individual countries, the list of the five most procurement-intensive recipient countries in each of the three regional departments has changed significantly, with seven of the 15 countries shown here appearing on the list for the first time.

Table 5 shows the five highest-ranking countries in each of GIZ's three regional departments in terms of the value of orders placed for materials and equipment in 2016.

Table 5¹⁵

Excerpt: Procurement of materials and equipment by GIZ country offices (2016)

	Recipient country	Contract volume (in EUR million)
Africa Department	Ethiopia	1.4
	DR Congo	1.1
	Kenya	0.9
	Chad	0.9
	Namibia	0.8
	Total	5.1
31.3% of contracts placed by the Africa Department		
Asia, Latin America, Caribbean Department	Colombia	1.1
	India	0.7
	Mongolia	0.7
	Bangladesh	0.6
	Myanmar	0.6
	Total	3.7
36.6% of contracts placed by the Asia, Latin America, Caribbean Department		
Europe, Mediterranean, Central Asia Department	Iraq	6.8
	Syria	5.5
	Afghanistan	5.4
	Ukraine	3.3
	Jordan	2.3
	Total	23.3
67.3% of contracts placed by the Europe, Mediterranean, Central Asia Department		

As in the previous year, the high procurement volume in these countries is due in large part to measures relating to crisis situations in these countries, especially as a result of conflict (as in Afghanistan, Ukraine, Iraq, Chad). Consequently, the first five of the total 35 countries in the Europe, Mediterranean, Central Asia Department account for 67.3% of local, department-based materials and equipment procurement.

4.3 Logistical services

GIZ also purchases logistical services in order to ensure the seamless supply of materials, equipment and technical devices to projects, programmes and measures in Germany and abroad.

In 2016, 1,910 contracts for logistical services were entered into for the transportation of goods by land, sea and air.

GIZ's Procurement and Contracting Division purchased logistical services to the value of EUR 1.5 million in total.

¹⁵ Please see Annex II for the allocation of the various countries to GIZ's regional departments.

Annex I

Definitions

This glossary explains some of the key procurement terms used by GIZ, some of which are specific to the company.

Public contracting authority (often referred to in GIZ documents as the 'commissioning party' or 'client')

A

As defined in German procurement and contract law, the contracting authority is the person or organisation that commissions a contractor to provide works or services in return for payment.

Public contracting authorities are classed as legal persons under public or private law that were established for the specific purpose of meeting non-commercial needs in the general interest if they are mainly financed or their management board is supervised by regional or local authorities (section 99 no. 2 of the German Act against Restraints of Competition (GWB)). According to this definition, GIZ is a public contracting authority.

B

Business area

GIZ has two business areas: its public-benefit business area and its taxable business area International Services. While the former concentrates exclusively on public-benefit activities, International Services makes GIZ concepts and experience available to other clients against payment. The work of International Services is profit-driven. Any surpluses earned may only be used for the public-benefit purposes of the company as set out in its Articles of Association.

Business volume

The total value of all the commissions received by GIZ from its various commissioning parties and clients. GIZ's client base includes German federal ministries (e.g. BMZ, the Federal Foreign Office, the Federal Environment Ministry and the Federal Ministry of Defence), foreign governments and international organisations such as the European Union and the United Nations.

C

Cofinancing

In cofinancing (for example in combination with a commission awarded to GIZ by BMZ, another German federal or federal state ministry or a German local authority or an InS commission), the third-party donor (referred as the cofinancier or cofinancing provider) concludes a cofinancing agreement with GIZ. A cofinancier can be any institution that is not the client of the project being subsidised. The cofinancier can either contribute a certain percentage of the overall cost of the project or finance part or all of a component.

Competitive tender

The term ‘competitive tender’ is used for all tender procedures with more than one participant except in the case of direct awards or discretionary awards to an enterprise on exceptional grounds or negotiated procedures without a call for competition involving a specific enterprise (section 14 (4) no. 2 of the German Regulation on the Award of Public Contracts (VgV)).

Construction contracts

Contracts for pecuniary interest (i.e. with payment) involving construction works. Construction contracts below and above the EU threshold may be awarded by public contracting authorities on the basis of Germany’s Contracting Rules for the Award of Public Service Contracts - Construction (VOB).

(Public) contract

This is defined in German public procurement and contract law as a contract for pecuniary interest (i.e. with payment) concluded between (public-sector) clients and contractors (e.g. companies, enterprises, consulting firms, institutions such as universities, individual appraisers and consultants, suppliers) concerning the supply of goods (supply contracts), the performance of construction work (construction contracts) or the provision of services (service contracts).

Contract notice

In accordance with the principle of transparency, the same conditions should apply to all enterprises with an interest in a contract. For this reason, the law places great importance on the prior publication of a contract notice for contracts that the contracting authority plans to award (also referred to as a prior call for competition). (See section 37 et seq of the German Regulation on the Award of Public Contracts (VgV) and section 12 of the German Contracting Rules for the Award of Public Service Contracts – Construction Works (VOB/A-EU)).

Contract notices for contracts above the EU threshold must be published on the EU website at <http://simap.ted.europa.eu/de>. Contract notices for contracts below the threshold are published at www.bund.de. For projects that are cofinanced by other donors, the publication of a contract notice on another international platform (e.g. <https://www.devex.com/en/> or in other media) should be considered and where appropriate arranged. This option can also be used as a way of opening up a new market. The pdf file used for EU publication is generally made available to the following media:

- ▶ giz-tender@gtai.de
- ▶ mail@ausschreibungsanzeiger-thueringen.de
- ▶ ausschreibungen@bi-medien.de
- ▶ 08@subreport.de

GIZ then publishes the corresponding tender documentation on its own website.



Contractor

This term is defined in German public procurement and contract law as the contractual partner of the contracting authority. Public contracts may only be awarded to enterprises that have the required expertise and capacity and that meet certain criteria for classification as eligible contractors (e.g. companies, enterprises, consulting firms, institutions such as universities, individual appraisers and consultants, suppliers) (section 122 of the German Act against Restraints of Competition (GWB)).

D Discretionary award with (prior) call for competition

Under certain conditions laid out in the German Contracting Rules for the Award of Public Service Contracts (VOL), e.g. if the work or service is particularly urgent or if the amount being reordered is classed as minor, the contract may be awarded on a 'discretionary' basis. Nevertheless, to ensure that procurement remains cost-efficient, a small-scale competitive tender must be conducted. At least three comparable bids must be obtained.

Discretionary award without (prior) call for competition

The requirement for competition may be disregarded only in exceptional circumstances, if the work or service can only be supplied by one enterprise, e.g. spare parts that are only available from the manufacturer.

E Economic efficiency

The contract must be awarded to the bidder that submits the most 'economically advantageous' bid (section 127 (1) in conjunction with section 97 (1) sentence 2 of the German Act against Restraints on Competition (GWB)).

In law, the condition of greatest 'economic advantage' is fulfilled by the bid with the best price performance ratio. The bid price or costs must be commensurate with the works or services to be provided. When assessing the technical merits of a bid, the contracting authority may also take account of additional criteria based, for example, on quality or environmental and social factors.

Equal treatment of bidders / Principle of non-discrimination

Section 97 (2) of the German Act against Restraints of Competition (GWB) stipulates that all participants in a contract award procedure must be treated equally. This means, for example, that any clarifications must be communicated immediately to all bidders to avoid any one bidder gaining an advantage (section 43 of the German Regulation on the Award of Public Contracts (VgV) and section 50 of the Sector Regulation (SektVO) – also regarding the eligibility of consulting firms involved in drawing up the terms of reference). Bidders must also be treated equally with regard to any extension of the submission deadline, requests to submit revised bids, involvement in the planning of the procedure, etc. (sections 2 (2) and 6 (3) of the German Contracting Rules for the Award of Public Service Contracts (VOB/A-EU)).

Financing arrangements

The overarching term 'financing arrangements' includes financing agreements, local subsidies, subsidy agreements and grant agreements. Financing arrangements establish the legal basis on which GIZ makes a financial contribution to recipients for specific purposes to help them carry out certain measures. GIZ is not entitled to any service in return for providing the funds, merely to repayment of the funds if the recipient does not use them for the agreed purpose. The recipient of funds under a financing arrangement bears full responsibility for their correct use during implementation.

Financing agreement

Financing agreements are a form of 'financing arrangement'. They are concluded with an implementation partner and its downstream partner structures (e.g. ministries, subordinate authorities and universities). In all cases, the recipient must have the commercial, administrative and legal capacity to assume responsibility for implementing the associated measures. This is verified at the project appraisal stage.

Follow-on contracts

Under certain circumstances, if the purpose of a follow-on contract is to provide materials and equipment, works or services of the same type, the contract may be awarded to the same contractor (i.e. the provider that won the first contract) using the negotiated procedure without a prior call for competition (section 14 IV no. 9 of the German Regulation on the Award of Public Contracts (VgV)).

Framework agreement

This overarching term is used for contracts with one or more enterprises or individual consultants/appraisers. Framework agreements specify the conditions applicable to public contracts awarded to those contractors over a designated period (generally up to four years). A framework agreement may specify the applicable price and provide an indication of the likely volume of contracts over the period. See section 103 (5) of the German Act against Restraints of Competition (GWB) and section 21 of the German Regulation on the Award of Public Contracts (VgV). Individual calls for supplies or services under framework agreements can often be submitted via SAP-SRM.

German consultancy sector

German consulting firms, represented by various associations including the German Association of Consulting Engineers (VBI).

Grant agreement

A grant agreement is a form of financing arrangement that is used in the case of recipients based outside Germany and those not eligible for a financing agreement. In all cases, the recipient must have the commercial, administrative and legal capacity to assume responsibility for implementing the associated measures. This is verified at the project appraisal stage.

F

G



Implementing organisations

Development cooperation organisations commissioned by BMZ and other financiers (financing providers) to implement development projects.

Individual person (appraiser or advisor)

Natural persons who are engaged to perform specific components of larger tasks. Most work on a freelance self-employed basis, although some are public-sector employees.

Local subsidy

If the recipient of a financing arrangement does not yet have the required capacity to administer and assume responsibility for implementing the measure being funded, the appropriate choice of financing instrument is a local subsidy agreement. Under a local subsidy agreement, GIZ supports and advises the recipient on how best to implement the agreed measure in line with the stipulated terms. Local subsidies are classed as direct contributions. This means that GIZ bears full responsibility for their correct use during implementation and must bear any losses itself in the event of the funds not being correctly used.

Market survey

Before conducting a competitive tender, it is important to find out which goods are available on the market (regional/sectoral – to be defined), which manufacturers and/or wholesalers/retailers can supply the goods (reliably) and what the goods are expected/projected to cost.

Principle of competition

Public contracts and concessions must be awarded by means of competitive tender (section 97 (1) sentence 1 of the German Act against Restraints on Competition (GWB)). In line with the principle of competition, public contracting authorities must not permit any distortion of competition or any conduct that undermines competition. This means that in principle a number of enterprises must be involved in each tender.

Principle of transparency

Section 97 (1) sentence 1 of the German Act against Restraints of Competition (GWB) stipulates that public contracts and concessions must be awarded by means of transparent procedures. The greatest possible level of competition should be arranged so that the public sector can obtain supplies and services from a broad base of private-sector contractors, thus ensuring that public funds are used economically, efficiently and effectively. Compliance with transparent procedures also helps to prevent corruption and other fraudulent conduct. For this reason, GIZ publishes all tenders on its own website and on other sites (see 'Contract notice' and 'Publication').

Procurement contracts

Contracts for pecuniary interest (i.e. with payment) for materials and equipment, construction works and other services.



Procurement of materials and equipment

Contracts for pecuniary interest (i.e. with payment) covering the procurement of tangible goods. This classification applies to tangible items (section 90 of the German Civil Code (BGB)) and licences.

Publication

The term ‘publication’ is often used as a synonym for the contract notice or the tender procedure. The legislation and the corresponding regulation (section 40 (1) of the German Regulation on the Award of Public Contracts (VgV)) distinguishes between four types of notice:

1. Contract notice – This is referred to in everyday use as ‘publication’ (i.e. of a competitive tender). In the case of EU-wide tenders, the contract notice is published on the EU-SIMAP public procurement website and on www.bund.de.
2. Prior information notice (PIN.)
3. Contract award notice – also referred to on GIZ’s website as [Awarded contracts](#) – This ex-post notice must be published within 30 days of the date on which the contract was awarded (section 39 (1) of the German Regulation on the Award of Public Contracts (VgV)).
4. Contract modification notice.

It is important to distinguish between publication of the notices listed above and the provision/publication of the tender documentation, which must be available to download in ‘free, unrestricted, complete and direct’ form (section 41 of the German Regulation on the Award of Public Contracts (VgV)) on our website at <https://www.giz.de/en/workingwithgiz/procurement.html>.

Regional allocation

GIZ operates worldwide, and during the period under review its business was organised into four operational, project-managing departments – Africa Department; Asia, Latin America, Caribbean Department; Europe, Mediterranean, Central Asia¹⁶ Department; and GloBe: Sector and Global Programmes Department.

Sectoral focus

The scope of GIZ’s services includes preparing, supporting, implementing and evaluating activities dedicated to international cooperation for sustainable development and to international education work. It covers many different sectors in the partner countries. The orders placed with service providers are categorised according to the sectoral focus of the main commission (sectoral category). This permits an analysis of the main thematic areas of cooperation with the consulting sector.

Service providers

All (legal) persons and individual consultants/appraisers/persons that provide services (see below).

¹⁶ The partner countries and regional associations are allocated to one of these three regional departments. Annex II provides a list of partner countries and associations and shows the department to which they are allocated.



Services

Intangible goods centred primarily on a service provided by a natural or legal person in order to meet a need or demand. A distinction should be made between ‘services’ and ‘materials and equipment’.

Service-providing institutions

Non-commercial institutions (such as universities, research institutes, foundations, non-governmental organisations and regional or international executing agencies) that may be involved in the implementation of GIZ projects through financing, subsidy and grant agreements or through contracts for services.

Service-providing enterprises/Service-providing companies/Consultancy sector

Eligible private-sector enterprises (all over the world) that are commissioned by GIZ to help fulfil its development-policy tasks and functions when and to the extent that this appears expedient and cost-efficient (Article 5 of the General Agreement between BMZ and GIZ). Consulting firms are engaged by GIZ to implement consulting projects and programmes, to produce reports in connection with project appraisals and evaluations, and to prepare feasibility studies.

Service contract

In service contracts, GIZ pays a third party (usually in the private sector) to provide a service that it has itself committed to providing for its own commissioning party or client. The contractor in a service contract is generally a consulting firm or an individual consultant/appraiser.

A distinction is made between contracts for works and contracts for services. In a service contract (section 611 of the German Civil Code, BGB) the contractor (usually a consulting firm or an appraiser) must perform a service, i.e. in most cases an activity whose result cannot be measured.

In a contract to produce a work (often shortened in GIZ documents to contract for works or works contract) (section 631 of the German Civil Code, BGB), the contractor is liable for the success of the work provided, i.e. the work can be physically accepted. This typically involves preparing a study.

Subsidy agreement

A subsidy agreement is a form of financing arrangement used with German recipients. In all cases, the recipient must have the commercial, administrative and legal capacity to assume responsibility for implementing the associated measures. This is verified at the project appraisal stage.

Supplier

In its widest sense, the term supplier (e.g. as in the expression ‘supplier management’) applies to all enterprises and individuals (including appraisers) that supply goods or services to the client. At GIZ the term is often used only for suppliers of materials and equipment.



Tender

The term 'tender' is often used as a synonym for 'procurement' or for the general process of awarding public contracts.

Different procedures are followed depending on whether the total value of the contract is below the threshold (EUR 209,000) or above (i.e. from EUR 209,000).

The types of contract in the lower band are set out in section 3 of the German Contracting Rules for the Award of Public Service Contracts - Supplies and Services (VOL/A):

- ▶ Public invitation to tender: a public invitation to submit bids, open to any number of enterprises.
- ▶ Restricted tender: The tender is open to a limited number of enterprises that are invited to submit bids (with or without a call for competition).
- ▶ Discretionary award procedure: The client selects and contacts a number of enterprises (with or without a call for competition) to negotiate the terms of the contract.
- ▶ Direct purchase: As a rule, contracts for services with a value of up to EUR 500 (or EUR 1,000 in the case of services provided for BMZ) may be procured without holding a competitive tender. At GIZ, however, this procedure is only used for services that cannot be obtained by means of individual 'calls' for services under an existing framework agreement (e.g. via SRM).

The rules on the various procurement procedures used EU-wide in the higher band (i.e. from EUR 209,000) are set out in section 14 of the German Regulation on the Award of Public Contracts (VgV):

- ▶ Open procedure: a public invitation to submit bids, open to any number of enterprises.
- ▶ Restricted procedure: a public invitation to submit bids, open to a limited number of enterprises. This procedure involves a call for competition.
- ▶ Competitive procedure with negotiation (with and without a call for competition).
- ▶ Competitive dialogue or innovation partnership.

(EU) threshold

The EU threshold (contracts for services and goods) at or above which tenders and any calls for competition must be conducted on a Europe-wide basis was set in 2014 at EUR 209,000. See section 106 of the German Act against Restraints of Competition (GWB).

The EU threshold for public construction contracts is EUR 5,225,000.

Unit placing or awarding the contract

Contracts can be awarded to third parties by GIZ's Procurement and Contracting Division in Germany (including contracts processed in regional departments) or by GIZ country offices in the partner countries. When dealing with procurement transactions, there is an agreed division of tasks between the Procurement and Contracting Division – the Head Office unit responsible for GIZ procurement – and the GIZ field structure. The country offices can carry out their own procurement up to defined threshold amounts (up to EUR 20,000 for procurement of materials and equipment, up to EUR 50,000 for service contracts). Above these thresholds, country offices must involve the Procurement and Contracting Division, which reviews and approves commercial procedures, and – where it is cost-effective to do so – takes on responsibility for handling the transaction.

Annex II

GLZ's regional departments

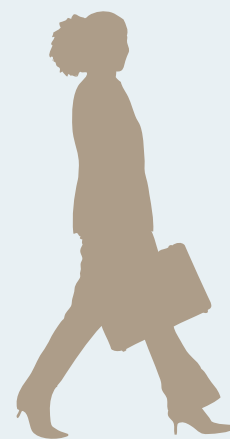
Africa Department	Asia, Latin America, Caribbean Department	Europe, Mediterranean, Central Asia Department
<p>Countries</p> <ul style="list-style-type: none"> • Angola • Benin • Botswana • Burkina Faso • Burundi • Cameroon • Cape Verde • Central African Republic • Chad • DR Congo • Côte d'Ivoire • Djibouti • Eritrea • Ethiopia • Ghana • Guinea • Kenya • Lesotho • Liberia • Madagascar • Malawi • Mali • Mauritania • Namibia • Niger • Nigeria • Rwanda • Senegal • Sierra Leone • Somalia • South Africa • Sudan • South Sudan • Tanzania • Togo • Uganda • Zambia • Zimbabwe 	<p>Countries</p> <ul style="list-style-type: none"> • Argentina • Bangladesh • Barbados • Bhutan • Bolivia • Brazil • Cambodia • Caribbean • Chile • China • Colombia • Costa Rica • Cuba • Dominican Republic • East Caribbean islands • Ecuador • El Salvador • Fiji • Guatemala • Haiti • Honduras • India • Indonesia • Laos • Malaysia • Maldives • Mexico • Mongolia • Myanmar • Nepal • Nicaragua • Papua New Guinea • Paraguay • Peru • Philippines • Singapore • South Korea • Sri Lanka • St. Lucia • Thailand • Timor-Leste • Uruguay • Vanuatu • Viet Nam 	<p>Countries</p> <ul style="list-style-type: none"> • Afghanistan • Albania • Algeria • Armenia • Azerbaijan • Belarus • Bulgaria • Croatia • Egypt • Georgia • Germany • Iraq • Iran • Israel • Jordan • Kazakhstan • Kosovo • Kyrgyzstan • Lebanon • Macedonia • Moldova • Montenegro • Morocco • Pakistan • Palestinian territories • Romania • Russian Federation • Serbia • Syria • Tajikistan • Tunisia • Turkey • Ukraine • Uzbekistan • Yemen
<p>Regional associations</p> <ul style="list-style-type: none"> ▶ <i>ACTO – Amazon Cooperation Treaty Organization</i> ▶ <i>African Union</i> ▶ <i>ASEAN – Association of South-east Asian Nations</i> ▶ <i>CARICOM – Caribbean Community and Common Market</i> ▶ <i>CBLT – Commission du Bassin du Lac Tchad</i> ▶ <i>CCAD – Central American Commission on Environment and Development</i> ▶ <i>COMIFAC – Commission des Forêts d'Afrique Centrale</i> 	<ul style="list-style-type: none"> ▶ <i>EAC – East African Community</i> ▶ <i>ECOWAS – Economic Community of West African States</i> ▶ <i>ECLAC – Economic Commission for Latin America and the Caribbean</i> ▶ <i>FIO – Ibero-American Federation of Ombudsmen</i> ▶ <i>FDI – Fondo Indigena</i> ▶ <i>MRC – Mekong River Commission</i> ▶ <i>NEPAD – New Partnership for Africa's Development</i> 	<ul style="list-style-type: none"> ▶ <i>OAS – Organization of American States</i> ▶ <i>SICA – Sistema de la Integración Centroamericana</i> ▶ <i>SAARC – South Asian Association for Regional Cooperation</i> ▶ <i>SADC – Southern African Development Community</i> ▶ <i>SEAMEO – Southeast Asian Ministers of Education Organization</i> ▶ <i>SPC – Secretariat of the Pacific Community</i>

Annex III

Top 100 consulting firms, institutions and recipients of financing arrangements ¹⁷

Name	No. of contracts/agreements	Contract/agreement value in EUR
ITB B9-Offices Bonn GmbH & Co. KG, Bocholt	1	146,227,000
Deutsche Welthungerhilfe e.V. Bad Godesberg, Bonn	18	40,659,640
GFA Consulting Group GmbH, Hamburg	89	31,242,201
Alte Leipziger Versicherung AG, Oberursel	1	27,402,499
Expertise France, Paris, France	3	26,320,317
GOPA Consultants GmbH, Bad Homburg	23	11,275,008
Norwegian Refugee Council (NRC), Oslo, Norway	4	10,292,876
AMBERO Consulting Gesellschaft mbH, Kronberg	19	10,059,707
ECO Consult Sepp & Busacker Partner, Oberaula	21	9,129,690
United Nations Secretary General, New York, USA	20	8,759,347
AFC Consultants International GmbH, Bonn	17	8,270,061
Assoziation gesell. Vereinigungen, Moskau, Russia	3	7,185,578
SNV - Netherlands Development, Den Haag, The Netherlands	13	7,144,340
Puntland Highway Authority, Somalia	1	5,640,715
DAAD - Deutscher Akademischer Austauschdienst, Bonn	15	5,628,455
Ceasefire and Transitional Security Arrangements Monitoring Mechanism, Juba, South Sudan	1	5,000,000
Danish Refugee Council/Danish Demining Group, Copenhagen, Denmark	5	4,877,017
Association for solidarity with asylum seekers and migrants (SGDD), Ankara, Turkey	4	4,866,225
Caritas Schweiz, Lucerne, Switzerland	1	4,671,853
COMO Consult GmbH, Hamburg	73	4,633,826
United Nations Entity for Gender Equality and The Empowerment of Women (UN Women), New York, USA	3	4,597,560
UNICEF The United Nations Children's Fund, New York, USA	3	4,551,624
IP Institut für Projektplanung GmbH, Stuttgart	11	4,388,338
Ricoh Deutschland GmbH, Neu-Isenburg	8	4,169,535
Oxfam Deutschland e. V., Berlin	2	4,000,000
Voluntary Services Overseas (VSO), London, Great Britain	2	3,872,339
Malteser Hilfsdienst - Malteser Auslandsdienst, Köln	4	3,285,680
Unique Forestry and Land Use GmbH, Freiburg	27	3,229,095
United Nations Development Programme, New York, USA	8	3,181,337
Mekong River Commission, Vientiane, Laos	2	3,163,000
Deutsche Welle DW-Akademie Fortbildungszentrum Hörfunk, Bonn	5	3,107,559
Integration International Management Consultants GmbH, Frankfurt	9	3,098,331
Aga Khan Foundation, Geneva, Switzerland	1	3,062,746
Center for Clean Air Policy, Washington DC, USA	2	3,059,772
Save the Children Deutschland e. V., Berlin	2	2,961,298
Icon-Institut Education and Training GmbH, Köln	9	2,910,422
Akut Umweltschutz Ingenieure Burkard & Partner, Berlin	7	2,833,588
management4health GmbH, Frankfurt am Main	17	2,695,896
IBB-g. GmbH, Dortmund	1	2,509,000
Alliance for Financial Inclusion, Kuala Lumpur, Malaysia	3	2,478,000
INTERNATIONAL FINANCE CORPORATION (IFC), Washington DC, USA	1	2,477,000
Action Contre la Faim, Paris, France	2	2,357,500
International Water Management Institute (IWMI), Battaramulla, Sri Lanka	8	2,339,036
AHT Group AG Management & Engineer, Essen	4	2,257,343
GROSSMANN Bau GmbH & Co.KG, Rosenheim	5	2,247,945
The World Bank, Washington, USA	11	2,216,659
Concern Worldwide, Dublin, Ireland	2	2,158,452
DFS - Deutsche Forstservice GmbH, Feldkirchen	8	2,143,114

¹⁷ In the case of joint ventures, amounts are allocated to participating firms proportionately.



Ministry of Regional Development and Construction of the Rep. of Moldova, Chisinau, Moldova	1	2,131,800
Lahmeyer International GmbH, Bad Vilbel	1	2,126,860
Agencia Espanola de Cooperación Internac Internacional para el Desarrollo AECID, Spain	1	2,124,734
International Rescue Committee, London, Great Britain	1	2,100,000
ICIPE International Centre of Insect Physiology and Ecology, Nairobi, Kenya	5	2,079,000
Dornier Consulting GmbH z. H. Dr. Both/Prof. Dr. Holzschneider, Berlin	6	2,061,978
YUVA ASSOCIATION, Istanbul, Turkey	3	1,988,065
Uluslar Arasi Organizasyoun Saglik Medikal Dernegi (UOSSM), GAZIANTEP, Turkey	1	1,981,843
Particip GmbH, Freiburg	9	1,973,977
HEAT GmbH Househ.Energy,Appropri.Techno., Glashütten	4	1,969,240
Eduser Danismanlik Ltd. Sti. Educational Consultancy Service, Cankaya Ankara, Turkey	2	1,927,410
D'appolonia S.p.A., Genova, Italy	1	1,921,015
Clinical HIV Research Unit, a Division of the Wits Health Consortium (Pty) Ltd University of Witwatersrand Helen Joseph Hospital, Johannesburg, South Africa	1	1,919,268
THALYS CONSEIL SARL, Hassan Rabat, Mauritania	2	1,915,629
Options Consultancy Services Ltd., London, Great Britain	2	1,894,804
CIAT Centro International de Agric, Cali, Colombia	5	1,881,049
Africa Rice Center (AfricaRice), Benin	4	1,860,000
PLANCO Consulting GmbH, Hamburg	6	1,832,739
Asian Vegetable Research and Development Center, Tainan, Taiwan	5	1,829,029
Julius Berger International GmbH, Wiesbaden	1	1,822,506
International Institute of Tropical Agriculture IITA, Ibadan, Nigeria	4	1,749,438
FAO Food and Agriculture Organization of the United Nations, Rome, Italy	3	1,740,115
Bangladesh Bondhu Foundation (BONDHU), Dhaka, Bangladesh	2	1,724,639
IRRI The International Rice Research Institute, Manila, the Philippines	4	1,722,000
Association der gesellschaftlichen Vereinigung der Deutschen Kasachstans „Wiedergeburt“, Almaty, Kazakhstan	1	1,718,037
RODECO Consulting GmbH, Bad Homburg	4	1,675,490
Goethe Institut e. V., München	8	1,672,366
Barclays Bank of Kenya Limited Business Banking, Nairobi, Kenya	1	1,658,060
ICARDA International Center for Agricultural Research in the Dry Area, Beirut, the Lebanon	3	1,605,000
denkmodell GmbH, Berlin	99	1,602,791
Bioversity International, Maccaresse, Italy	5	1,599,388
CIP-Centro International de la Papa, Lima, Peru	4	1,577,257
CIFOR Center f.Intern. Forestry Research, Bogor Barat, Indonesia	3	1,547,000
Bernh. Kuhr GmbH & Co.KG, Papenburg	1	1,535,769
PEM GmbH Consulting-Planning-Realisation-Management, Düsseldorf	6	1,514,723
Centro Intern.de Mejoramiento De Maiz y Trigo A.C., Mexico D.F., Mexico	2	1,486,000
HARIKAR NGO, Dohuk, Iraq	1	1,440,954
GITEC Consult GmbH, Köln	5	1,415,383
MBI Unternehmensberatungs-GmbH, Hüttenberg	4	1,400,390
United Nations Office for Project Services (UNOPS), Kopenhagen, Denmark	1	1,400,000
Engagement Global gGmbH, Bonn	3	1,390,740
Leonhard Weiss GmbH & Co. KG, Satteldorf	4	1,387,884
Pacific Community, Noumea, New Caledonia	4	1,383,524
Jacobi Gebäudereinigung GmbH, Griesheim	1	1,377,093
Deutscher Olympischer Sportbund (DOSB), Frankfurt am Main	3	1,368,820
Associacao Progresso, Maputo, Mozambique	1	1,331,931
FIIAPP, Madrid, Spain	1	1,315,801
Awaz company for constructional and electrical and mechanical Lmt., Duhok, Iraq	3	1,301,335
PSD Piepenbrock Sicherheitsdienste GmbH & Co KG, Frankfurt	1	1,282,912
Climate Analytics gGmbH, Berlin	1	1,249,472
African Development Bank, Abidjan, Côte d'Ivoire	2	1,240,000
Marjan Company, Duhok, Iraq	3	1,228,418
Total	748	551,622,200



Annex IV

Top 100 suppliers

Supplier	Number of items	Total net value
Bundesdruckerei, Berlin	1	10,811,952
Toyota Motors Europe TGS Toyota Gibraltar - Stockholdings Ltd., Gibraltar, Gibraltar	173	8,165,408
Alfers & Sohn Nutzfahrzeuge GmbH, Cloppenburg	22	5,819,656
ALGA Nutzfahrzeug- und Baumaschinen GmbH + Co. KG, Sittensen	13	3,896,159
Horn & Cosifan Computersysteme GmbH, Frankfurt	8.419	3,032,371
U Project Mobile Saglik ve Korunma Teknolojileri A.S., Ankara, Turkey	2	2,780,640
Handelsges. Hinrich Zieger mbH, Hamburg	3.308	1,512,982
Technologie Transfer Marburg in die Dritte Welt e.V. - TTM, Cölbe	24	1,469,231
Grundfos GmbH, Erkrath	6	1,384,290
DaimlerChrysler AG, Berlin	1	1,124,612
Kjaer & Kjaer Worldwide A/S, Svendborg, Denmark	43	1,103,563
CNHI International SA, Paradiso, Switzerland	3	986,336
GESAT Ges.f.Software Automatisierung & Technik mbH, Frankfurt	122	904,238
SDMO GmbH, Zweibrücken	4	868,541
Boss Pro-Tec GmbH, Albstadt	1	817,426
MSA AUER GmbH, Berlin	5	795,964
Solar23 GmbH Büro Ulm/Memmingen, Ulm	4	617,524
NISSAN TRADING CO., LTD., Yokohama, Japan	20	551,180
LABSCO Laboratory Supply Company GmbH & Co. KG, Friedberg	4	538,860
LMS Consult GmbH & Co. KG, Brigachtal	19	531,642
COMPAREX Deutschland AG, Leipzig	523	522,416
Energieversorgung Offenbach AG, Offenbach	1	500,080
AGI Technologies, Düsseldorf	9	482,094
Rediger GmbH, Rheinbach	16	478,167
LEMKEN GmbH & Co. KG, Alpen	9	475,910
REMAS Makine Motor Ticaret ve Sanayi A.S, Istanbul, Turkey	6	431,820
RF Syscon Umweltsysteme GmbH, Freudenberg	6	420,659
S.C.R Stefan Römer GmbH, Münsigen	2	397,500
J.Gerber & Company (Japan) LTD, Tokio, Japan	12	389,356
Volkswagen AG, Wolfsburg	11	380,251
Bechtle GmbH & Co. KG, Darmstadt	128	361,226
Antonius-Apotheke, Deggendorf	71	360,183
Ideal Makina Endüstri Ürünleri San. ve Tic. Ltd. Sti., Turkey	2	350,112
Fujitsu Technology Solutions GmbH, Düsseldorf	9	332,451
NetApp Deutschland GmbH, Kirchheim bei München	4	316,939
Schulte Tiefbauhandel, Nufringen	6	314,144
Wolfgang Walter GmbH, Darmstadt	22.186	307,098
BOMAG GMBH VIBO - VERTRIEB INLAND, Boppard	1	298,315
Walter & Müller GmbH, Saarbrücken	28	292,486
Amex Export - Import GmbH, Wien, Austria	7	254,869
Stenograph, L.L.C., Elmhurst, USA	1	240,593
Röder HTS Höcker GmbH, Kefenrod	1	239,755
Schleunungdruck GmbH, Marktheidenfeld	29	218,095
MANSARD Werbemittel GmbH, Bad Soden	17	196,357
AGRICO, Emmeloord, the Netherlands	2	187,625
BS-consult-invest Sebastian Becker&Anton Stockmann GbR, Dresden	11	183,849

Helling GmbH, Heidgraben	5	181,226
Bullard GmbH, Remagen	2	180,210
ELKOPLAST CZ, s.r.o., Zlin, Czech Republic	3	172,308
Trimble GmbH, Raunheim	1	169,900
KSB AG, Halle	2	169,501
Wichmann Datentechnik Sangerhausen GmbH, Halle	69	165,633
GREENoneTEC Solarindustrie GmbH, St.Veit/Glan, Austria	1	162,315
OTT Hydromet GmbH, Kempten	3	160,641
Jakob Eschbach GmbH, Marsberg	2	159,000
Bobcat Bensheim GmbH&Co.KG, Bensheim	1	150,180
KNT Telecom GmbH, Balingen	18	148,730
Claas KGaA, Harsewinkel	1	141,749
ENAnet GbR, Dasing	64	140,240
Zehnbauer-IT GmbH, Mannheim	6	139,827
Ekotez spol. s r.o., Praha, Czech Republic	3	137,729
Druckerei Lokay, Rheinheim	15	134,392
Dräger safety AG & Co. KG oA, Lübeck	1	134,359
BlackBridge AG, Berlin	1	129,205
Albacon Systemhaus GmbH, Bad Doberan	58	128,617
InfraTec Infrarotsensorik und Messtechnik, Dresden	1	123,370
SEIWO Technik GmbH, Drebach OT Scharfenstein	5	121,434
IVECO MAGIRUS AG, Ulm	1	120,220
LHD Group Deutschland GmbH, Köln	4	118,500
The Armored Group LLC, Phoeni, USA	1	117,484
GrainPro Philippines Inc., Subic Bay Freeport Zone 2222, The Philippines	4	115,362
KMR INSAAT ELEKT. ITH. IHR, Sirnak, Turkey	1	112,596
BLM Ins. Gida Nak. TIC. Ltd. Sti, Gaziantep/Sehitkamil, Turkey	1	111,600
Dirks Defence Security GmbH & Co. KG, Emden	1	110,750
ESE Expert GmbH, Neuruppin	1	106,313
SEBA HYDROMETRIE GmbH, Kaufbeuren	4	103,456
RzK GmbH, Asbach	27	102,930
Grube KG, Bispingen	8	97,363
PPPP Service & Verlag, Norbert Wege e.K., Gladenbach	46	97,041
Seba Dynatronic Mess- und Ortungstechnik GmbH, Baunach	3	96,707
Optron Geomatics (Pty) Ltd, Centurion, South Africa	1	94,520
IngeniEUR Teubel Umwelttechnik e.U., Gmunden, Austria	1	91,943
UNIFY GmbH & Co. KG KOE F UNIFY GmbH & Co. KG, Köln	4	88,358
IDA HIV/AIDS Group, Amsterdam, The Netherlands	1	86,890
AZIENDA Mohamed Chabaane, Wien, Austria	3	82,950
RAACH SOLAR, Dettingen/Iller	3	79,579
GRIMME LANDMASCHINENFABRIK GMBH & CO. KG, Damme	1	75,660
K.H. Steinkühler GmbH & Co. KG, Herford	40	72,355
IKS Photovoltaik, Kassel	3	70,724
Zirux GmbH, Riegelsberg	81	69,037
Voigtländer GmbH, Blumberg - Riedböhringen	2	67,925
Maschinenfabrik Reinhausen, Regensburg	1	66,728
FESTO Didactic GmbH & Co. KG, Denkendorf	1	65,690
Connectware Distributions GmbH, Mühlthal	1	65,637
Central European Telecom Services (CETel) GmbH, Ruppichteroth	2	65,339
Analytik Jena GmbH, Jena	1	62,980
Groasis BV, Steenberg, The Netherlands	2	60,730
EUROPLANT Pflanzenzucht GmbH, Heerenveen, The Netherlands	5	59,785
Moerk Water Solutions Asia Pacific Pty. Ltd., Innaloo, Perth, Australia	1	59,510
Karl Endrich KG, Würzburg	1	57,568
Total	35.811	62,649,715



Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Sitz der Gesellschaft
Bonn und Eschborn

Friedrich-Ebert-Allee 36 + 40
53113 Bonn, Deutschland
T +49 228 44 60-0
F +49 228 44 60-17 66

Dag-Hammarskjöld-Weg 1 - 5
65760 Eschborn, Deutschland
T +49 61 96 79-0
F +49 61 96 79-11 15

E info@giz.de
I www.giz.de