



Procurement and financing by GIZ 2021





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Eschborn, November 2022

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FOREWORD

A few words on our first integrated procurement report

Dear readers,

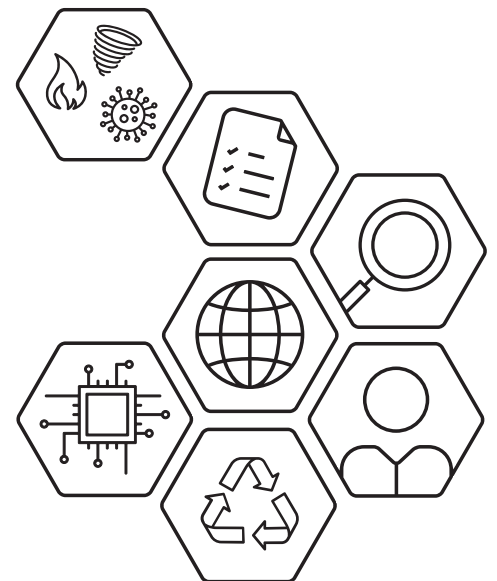
This report provides a comprehensive overview of cooperation between GIZ and third parties in fiscal 2021. In it, we also seek to present how GIZ supports sustainability in the international cooperation market when procuring services, materials and equipment and construction work and when concluding financing arrangements. This means that, for the first time, we have combined the contents of two separate reports – on the general trends that have emerged in contract awards¹ and on specific steps that have been taken to achieve sustainable procurement – into one.

This report therefore underlines a key trend in recent years, namely that the topic of sustainability has well and truly been integrated into the contract award process. The sheer scale of cooperation with third parties – over EUR 2 billion in 2021 – gives GIZ an effective means of raising awareness of sustainability among its contractors and financing recipients, thereby positioning the topic in the market.

In addition to providing an overview of figures and trends in the award of contracts for services, financing, materials and equipment and construction, we are also pleased to provide you for the first time with selected examples of cooperation between GIZ and third parties.

Moreover, by addressing the themes of fragility and digitalisation we examine two key current trends that are playing an increasingly important role for GIZ in general and for the process of awarding contracts in particular.

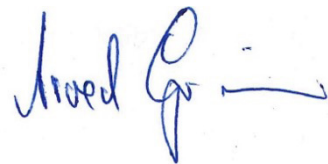
¹ The term 'contract award' as used in this report refers both to awards of public-sector contracts within the meaning of German procurement law (Section 103 of the Act against Restraints on Competition) and awards of funding under financing arrangements



The procurement of materials, equipment and relief supplies often plays a key role in fragile contexts, as shown by the crisis in Ukraine, where GIZ has realigned its projects to respond to the acute need for urgent humanitarian aid.

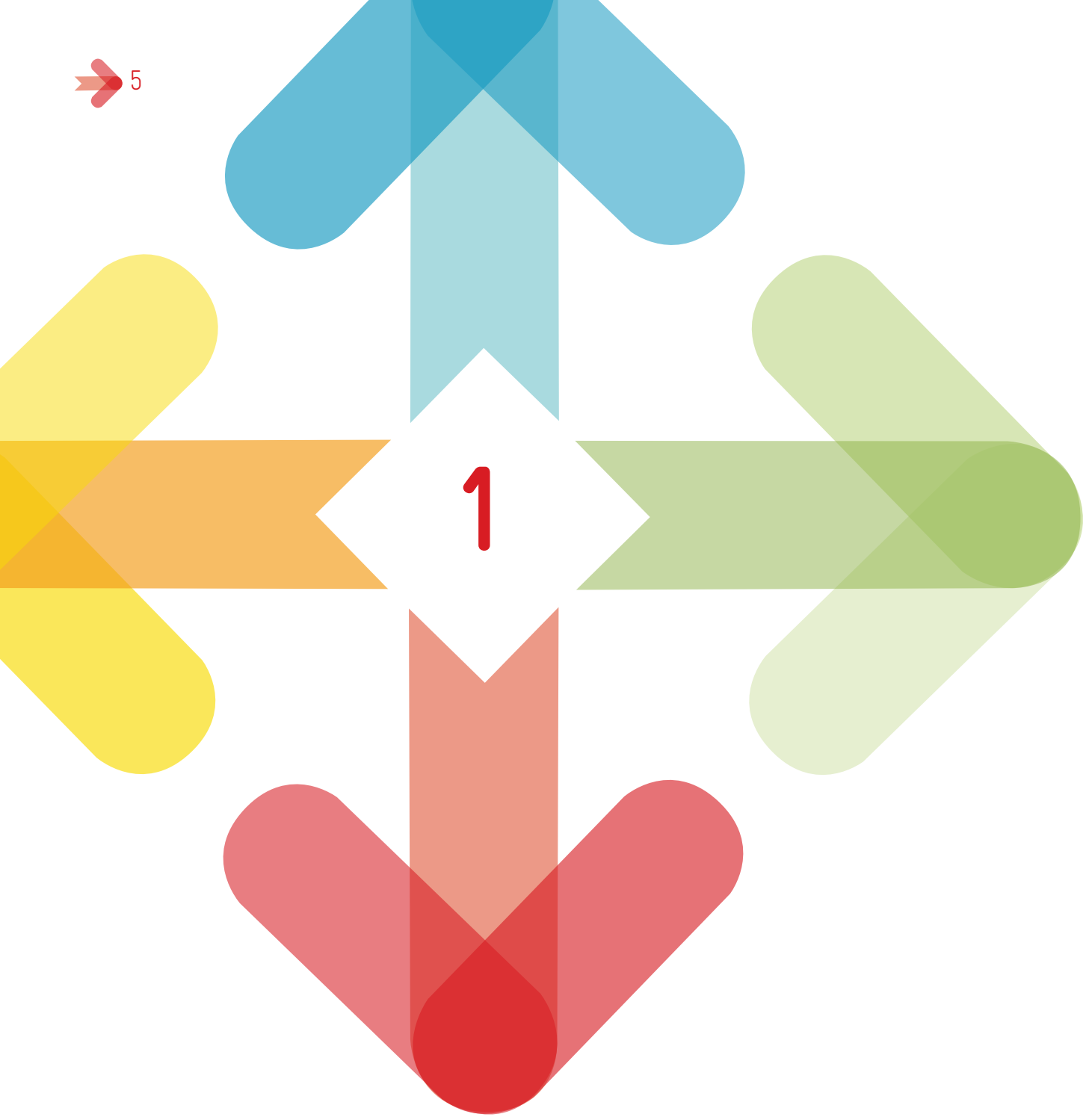
Digital change is not only transforming cooperation with our partners, it is also impacting on our work processes and business practices. In response, we are currently digitalising global procurement processes end-to-end throughout GIZ. In this context, the Procurement and Contracting Division has already achieved key milestones for effectively cooperating with our suppliers and managing procurement requests from GIZ staff.

We hope you enjoy reading this report.



Dr Arved Greiner
Director of the Procurement and Contracting Division





GIZ'S WORK

1 GIZ'S WORK

GIZ at a glance

As a service provider working in the fields of international cooperation for sustainable development and international education, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is dedicated to supporting sustainable development worldwide and improving the living conditions of people in our partner companies. GIZ is a federal enterprise registered under private law that is wholly owned by the Federal Republic of Germany.

We have over 50 years of experience working in a wide variety of areas, including economic development and employment, energy and the environment, and 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, foundations, the private sector and governments of other countries. We work with businesses, civil society actors and research institutions, fostering successful interaction between development policy and other policy fields and areas of activity. GIZ's main commissioning party is the German Federal Ministry for Economic Cooperation and Development (BMZ).

GIZ'S AREAS OF ACTIVITY



Economic development and employment



Governance and democracy



Social development



Security, reconstruction, peace



Sustainable infrastructure: water, energy, transport



Rural development and agriculture



Climate, environment and natural resources management

GIZ IN 2021 AT A GLANCE

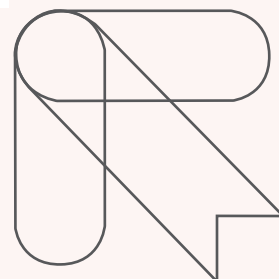
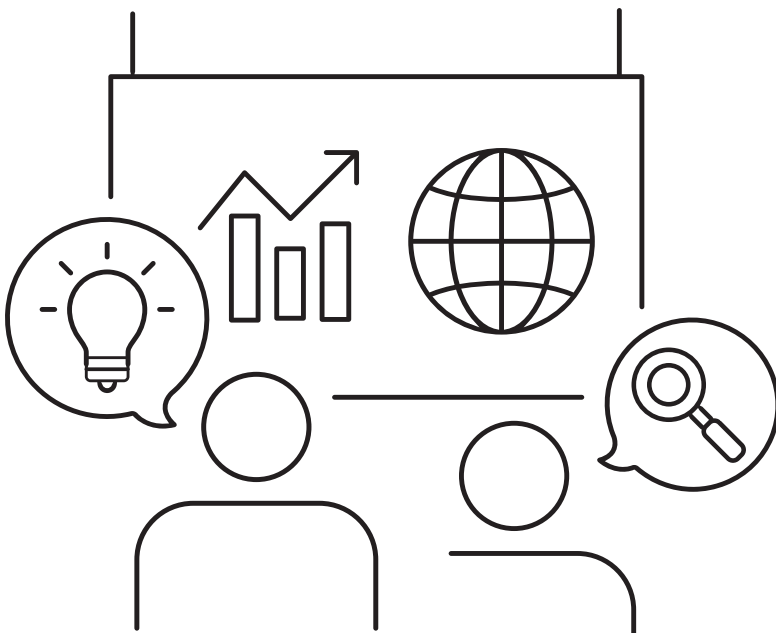


German Development Ministry (BMZ),
other federal ministries and their subordinate authorities,
state governments, European Union,
international institutions, companies and foundations,
governments worldwide

GIZ's tasks

So what exactly does GIZ do? Our core task can be summed up in two words: capacity development. Capacity development describes a process whereby individuals, organisations and societies mobilise and continuously expand their skills. In this way, they shape their own development and are able to adapt to changing framework conditions. This includes recognising obstacles to development, designing appropriate strategies and successfully implementing them. This can only be achieved through advice. GIZ advises individuals and organisations around the world on learning and change processes. It supports people in developing professional expertise and proactive management capabilities. Organisations, public authorities and businesses use our advisory services to improve the performance of their organisational, management and production structures. Not least, GIZ advises governments on mainstreaming their goals and change

processes in laws and strategies and on realising them country-wide. After all, enabling policy and societal frameworks are key to effective and sustainable reforms. Without these frameworks, changes would remain isolated and ineffective in the medium term.



Combining internal and external expertise

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

In 2021, GIZ had a total workforce of almost **25,000**.



In 2021, 24,977 employees worked for GIZ in around 120 countries. GIZ relies primarily on local know-how in this context. Almost 70% of the workforce are from the partner countries in which GIZ implements its projects and work on the ground as national staff. As a recognised development service provider, we placed 431 development workers in

partner countries in 2021. Furthermore, the Centre for International Migration and Development (CIM), which is run jointly by GIZ and the Federal Employment Agency, placed 643 integrated and returning experts with local employers in partner countries, or provided them with financial support, advice or other services in 2021.

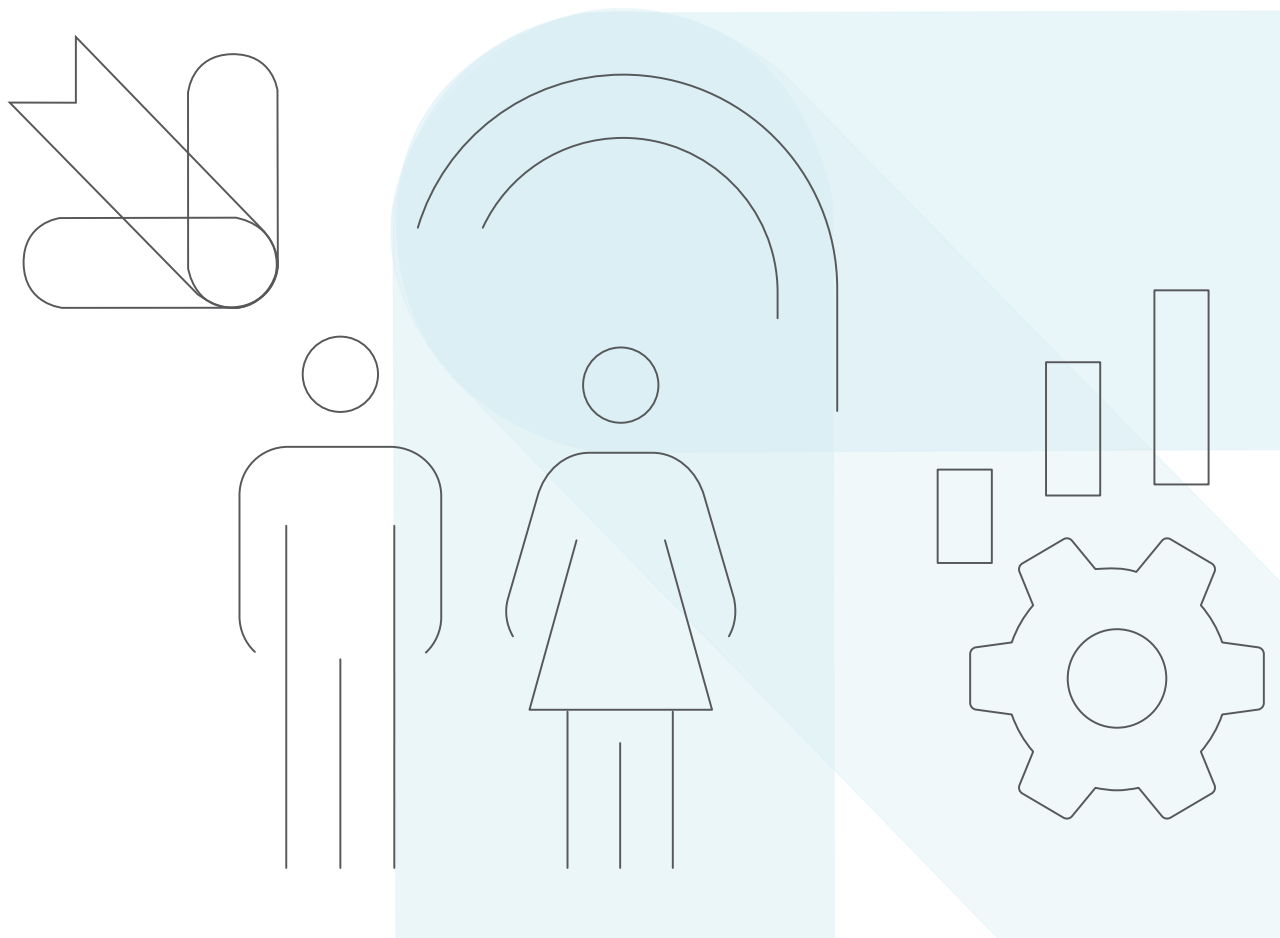
In 2021, GIZ concluded service contracts, financing arrangements, construction contracts and orders for materials and equipment worth almost

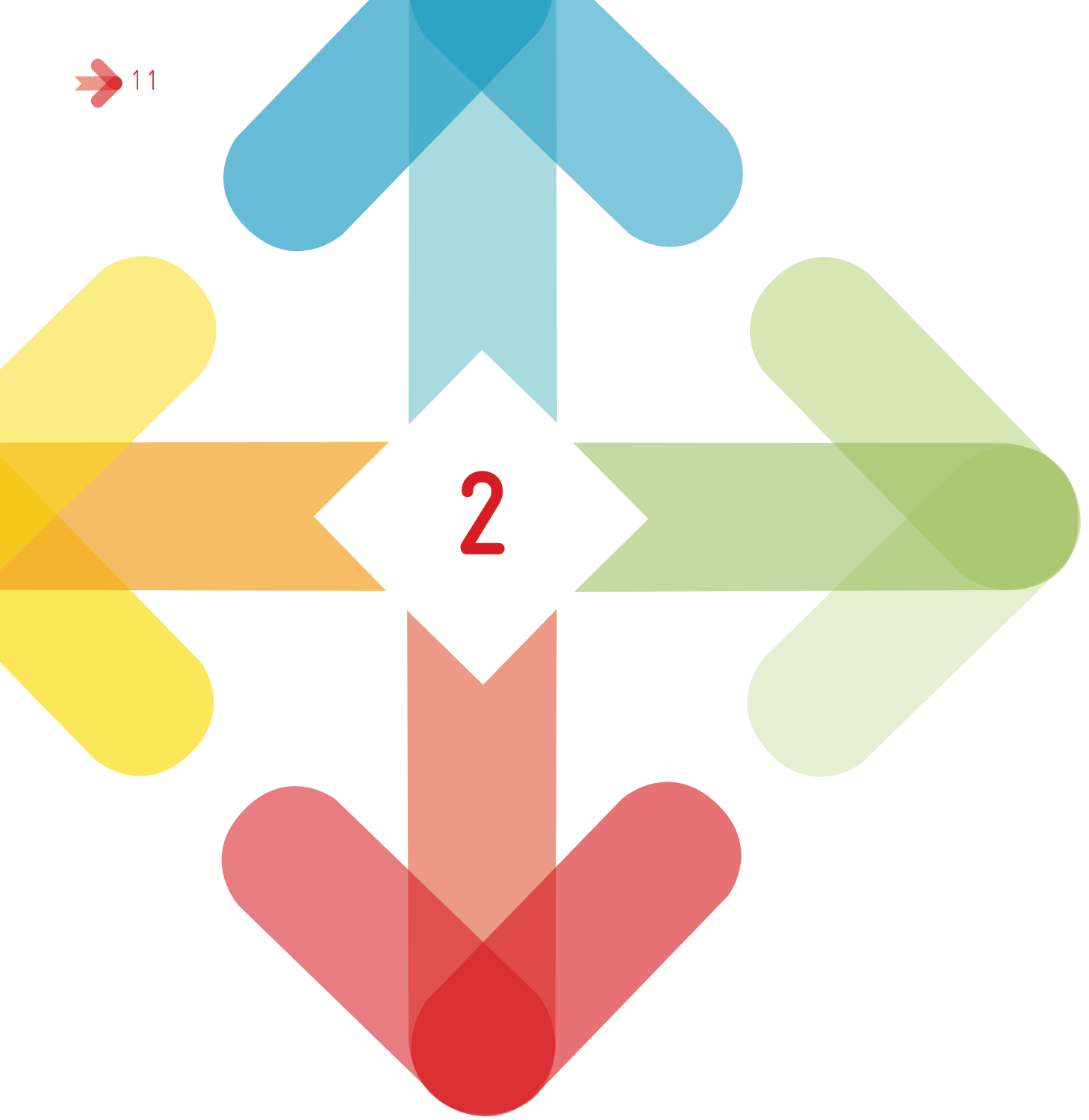
EUR 2.4 billion.



GIZ is responsible for implementing the projects commissioned by its commissioning parties and clients. GIZ also decides how these projects are implemented. For example, we examine each project to determine whether we will provide the required services ourselves or outsource these services to others. But why commission external consultancy firms at all? GIZ does so for a number of reasons. We operate in very specific areas and advise a wide variety of actors, from governments, chambers of commerce and industry and business associations to municipalities and village organisations. Logically, therefore, it is important to incorporate private-sector knowledge into our work and to buy in the expertise that we ourselves are unable to accumulate to the required extent. The large volume of contracts that GIZ awards to the private sector generates continuous demand for the development of sustainable and innovative solutions in international cooperation in this sector, thus ensuring the constant development of the market for relevant private-sector approaches.

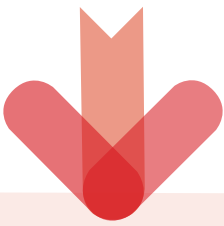
Cost-effectiveness is another reason. For GIZ, ensuring value for money means optimising the cost-benefit ratio. Working with third parties is one way of achieving optimal results from the funds invested. For this reason, GIZ awards its contracts by means of competitive tender, whereby the most cost-effective tender is selected in a transparent and verifiable manner based on predefined eligibility and contract award criteria. By interacting with the private sector, GIZ can increase the impact of its work and offer its commissioning parties and clients effective and efficient services.





**CONTRACT PLACEMENT:
A KEY LEVER FOR
INCREASING
SUSTAINABILITY**

2 VERGABE: EIN STARKER HEBEL FÜR MEHR NACHHALTIGKEIT



Sustainability is a guiding principle of GIZ's work, enabling us to fulfil our environmental and social responsibilities. Beyond our project activities, corporate sustainability is also embedded in our Corporate Strategy and is to become an integral component of our business processes by 2025. Procurement is one of these processes.

Preventing. Reducing. Offsetting.

We work on the principle that prevention of emissions takes priority over reduction, while offsetting of unavoidable emissions is a last resort. GIZ therefore has a clear-cut sustainability strategy in place. 'Preventing. Reducing. Offsetting.' involves avoiding emissions wherever possible. In procurement, we examine whether and to what extent emissions are necessary to achieve our corporate goals and project objectives. When procuring and using materials, equipment and services, it is not possible to avoid emissions completely, however. GIZ therefore focuses on reduction by procuring sustainable goods and services, thereby reducing emissions and other negative environmental and social impacts. We

offset unavoidable greenhouse gas emissions in Germany and in partner countries by purchasing certified emission reductions (CERs) from climate protection projects. These CERs satisfy the stringent international criteria of the Gold Standard for the Global Goals and of the United Nations Clean Development Mechanism. GIZ has been offsetting the greenhouse gas emissions it generates in Germany in this way since 2013. Since 2020, this has applied to all emissions worldwide. This marked the achievement of a key objective for GIZ: across the company, we have been climate neutral since 2020.  **Milestone: GIZ has achieved climate neutrality worldwide**

Due to the high procurement volume, contract placement is a key lever for supporting sustainability in GIZ's value and supply chains. GIZ can have a positive influence on markets by placing high volumes of contracts for sustainable services and products. Furthermore, GIZ aims to minimise social and environmental risks in procurement processes. These risks include human rights violations and greenhouse gas emissions, up to 80 % of which are generated in supply chains. This objective is reflected in the Sustainability Programme 2021 – 2025, which sets ambitious goals for the years ahead.


Sustainable procurement is therefore a key part of GIZ's overall Sustainability Programme.

Since 2020, GIZ has used the international standard ISO 20400:2017 on sustainable procurement as a strategic guideline for its procurement system. The standard defines sustainable procurement as:

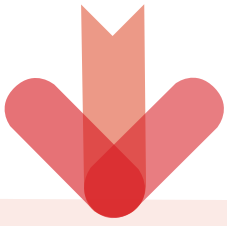
'Procurement that has the most positive environmental, social and economic impacts on a whole life basis. This involves the sustainability aspects related to the goods or services and to the suppliers along the supply chains.'

The ISO standard also describes what companies can do to make their procurement system more sustainable. This includes requirements on sustainability in procurement processes and on assessing opportunities and risks, defining measures and their implementation and routinely reviewing goals and their achievement. By using this standard as orientation, GIZ is ensuring the international comparability of its guidelines and processes.

In order to use contract placement as an effective lever for increasing sustainability, GIZ is participating in the external certification process for sustainable procurement of the Association for Supply Chain Management, Procurement and Logistics (BME). We completed Level 1 of the three stages at the end of 2021 (see overleaf).

The entry into force of the company-wide  **Sustainable Procurement Policy** in 2021 marked a further key milestone. It underlines GIZ's vision and values, establishes sustainable procurement as a strategic objective and regulates the binding standards and responsibilities within the company. The policy covers a wide range of areas, from the definition and integration of sustainability criteria in contract documents to their inclusion in the final version of the contract. It applies to all types of GIZ agreements that are relevant to contract placement (e.g. the procurement of services, materials and equipment, financing and construction services) at Head Office and in partner countries.

Since 2016, GIZ has routinely published a Sustainable Procurement Report to inform staff and other interested parties about sustainability in the procurement process and its importance. To comply with its own sustainability requirements, GIZ has integrated the Sustainable Procurement Report into this year's procurement report.



Certification as a sustainable procurement organisation

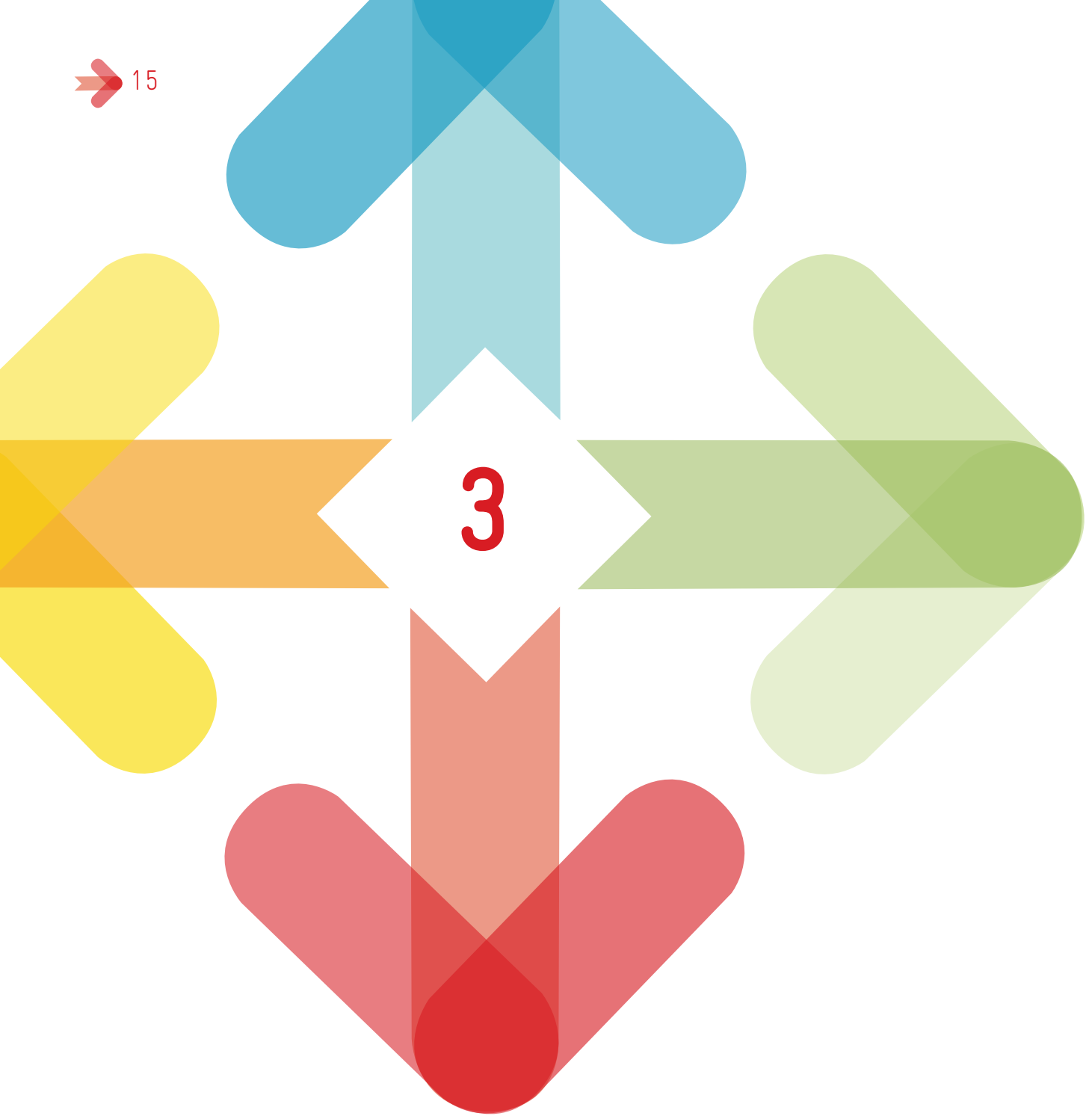


'Responsible Procurement Organization Level 1' certificate

A sustainable procurement system

The Association for Supply Chain Management, Procurement and Logistics (BME) provides a certification process that enables companies to register as a sustainable procurement organisation. A three-stage certification system supports companies in consistently integrating sustainability issues into internal processes in a structured and considered manner. GIZ has successfully completed the first of the three stages by conducting a self-audit and submitting to BME a declaration of our commitment to complying with minimum criteria. It achieved Level 1 certification at the end of 2021. Using ISO 20400:2017 on sustainable procurement as guidance, GIZ has already fulfilled numerous minimum criteria for certification. The external BME audit for Level 2 certification is scheduled for the end of 2022, with the Level 3 audit due to be carried out in 2023.

With our overall strategic orientation and our participation in the external BME certification process, we have made good progress towards achieving our goal of sustainable procurement. In this context, we take into account the increasing requirements of German and European legal frameworks as well as the stricter demands of our partners, commissioning parties and clients and of society as a whole. In recent years, the growing importance of sustainability in procurement processes has become clear through the Federal Climate Change Act (KSG), the General Administrative Regulation on the Procurement of Climate-Friendly Services (AVV Klima), the Federal Clean Vehicle Procurement Act (SFBG), the Federal Act on Corporate Due Diligence in Supply Chains (LkSG) and the proposed EU Directive on due diligence in the areas of human rights and environmental protection. Many of these regulations directly affect GIZ or will become relevant in the short and medium term and will need to be implemented in Germany and in partner countries. GIZ accepts this environmental and social responsibility along its supply chains and is preparing regular market dialogue and training courses on sustainability and sustainable procurement for its procurement staff and its commissioning parties and clients.

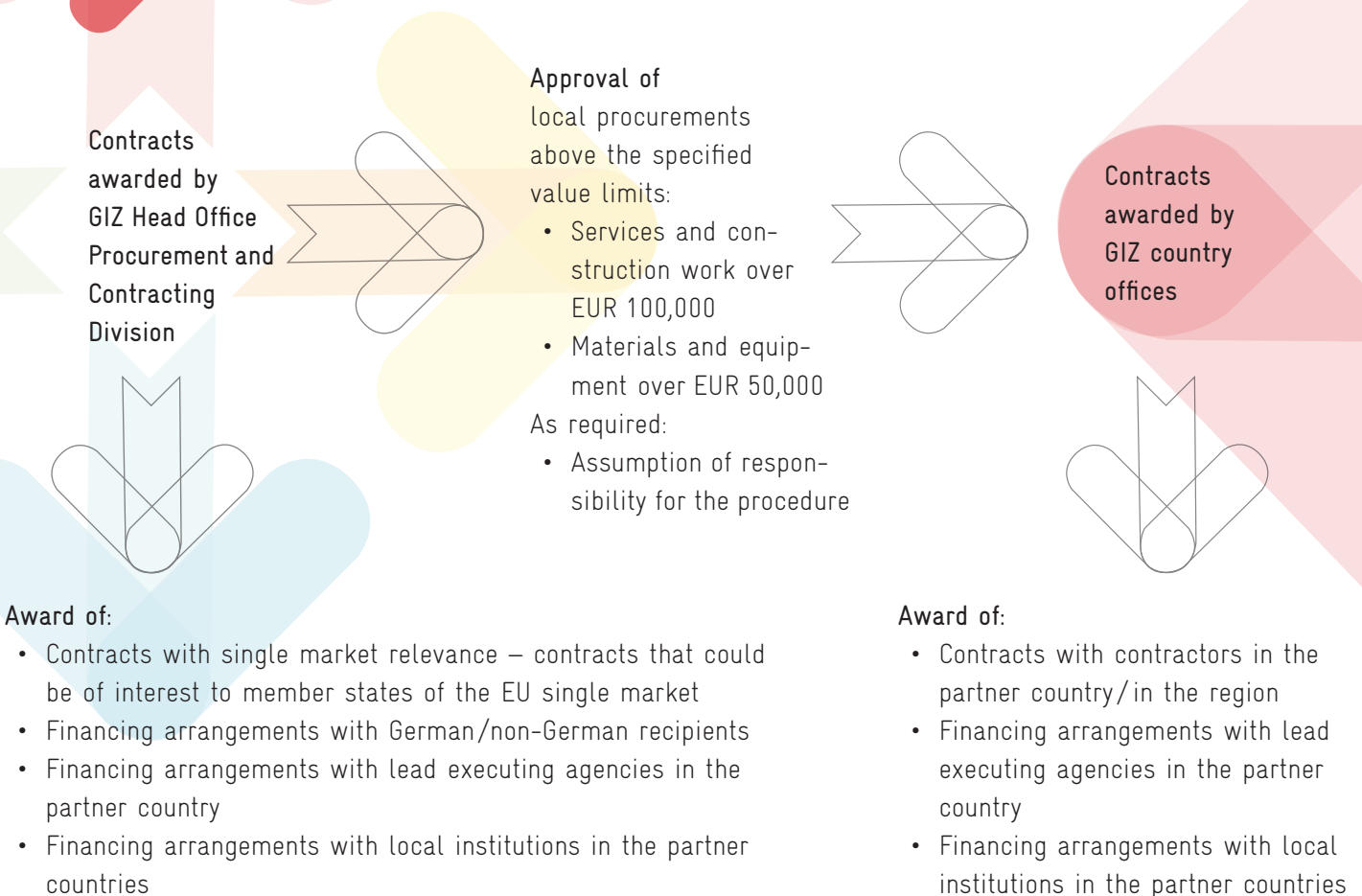


GIZ'S PROCUREMENT PRACTICES AT A GLANCE - THE 2021 FISCAL YEAR

3 GIZ'S PROCUREMENT PRACTICES AT A GLANCE – THE 2021 FISCAL YEAR

With two registered offices in Germany and a network of country and project offices in our partner countries, GIZ operates on a global basis, generating procurement requirements worldwide. The Procurement and Contracting Division is responsible for contract award processes at GIZ Head Office, but contracts and financing arrangements are also awarded decentrally by country offices and projects. The Procurement and Contracting Division is also responsible for ensuring that GIZ enforces the relevant legal and internal requirements worldwide.

Figure 1: Allocation of procurement responsibilities between the Procurement and Contracting Division at GIZ Head Office and country offices.



3.1 Trends in contract awards – An overview

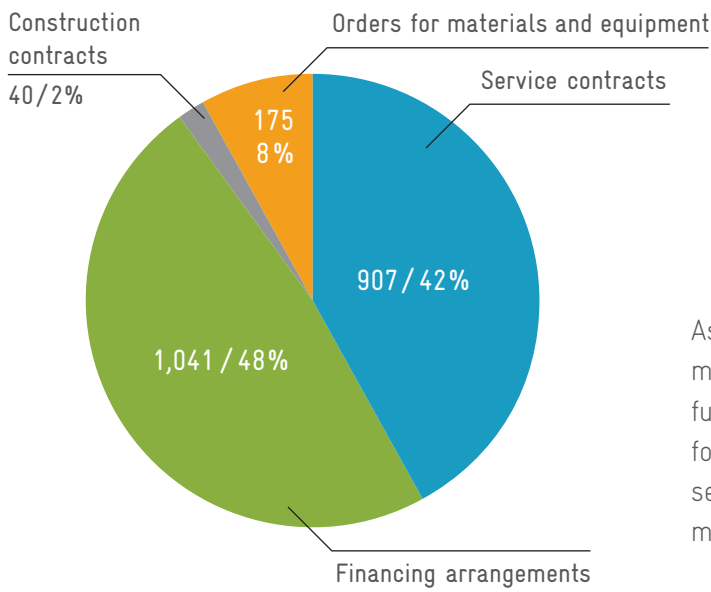
With incoming commissions of EUR 4,687 million and a business volume of EUR 3,701 million, GIZ concluded contracts for services, financing, construction work and materials and equipment worth a total of EUR 2,397 million in 2021.

Figure 2: Commissions awarded to GIZ, GIZ's business volume and contracts awarded in EUR million by contract or agreement type 2016 – 2021

	2016	2017	2018	2019	2020	2021
I. Overview of commissions and business volume						
Commissions placed with GIZ	3,336	3,406	3,307	3,689	4,188	4,687
Business volume	2,402	2,569	2,995	3,063	3,327	3,701
II. Contracts awarded						
1. Contracts awarded by Head Office						
Service contracts	401	421	469	515	491	574
Financing arrangements	369	437	582	655	851	956
Construction contracts	174	10	7	4	3	239
Orders for materials and equipment	66	66	87	78	108	67
Total	1,010	934	1,145	1,252	1,453	1,836
2. Contracts awarded locally by GIZ country offices						
Service contracts	144	178	227	251	205	333
Financing arrangements	85	80	75	63	62	85
Construction contracts	41	30	54	51	20	35
Orders for materials and equipment	66	65	76	73	98	108
Total	336	353	431	438	385	561
3. Contracts awarded worldwide						
Service contracts	545	599	696	767	696	907
Financing arrangements	454	516	656	717	914	1,041
Construction contracts	215	41	61	55	23	274
Orders for materials and equipment	132	131	162	151	206	175
Total contracts awarded	1,346	1,287	1,576	1,690	1,838	2,397
Total contracts awarded in 2021 without new building in Eschborn						2,163

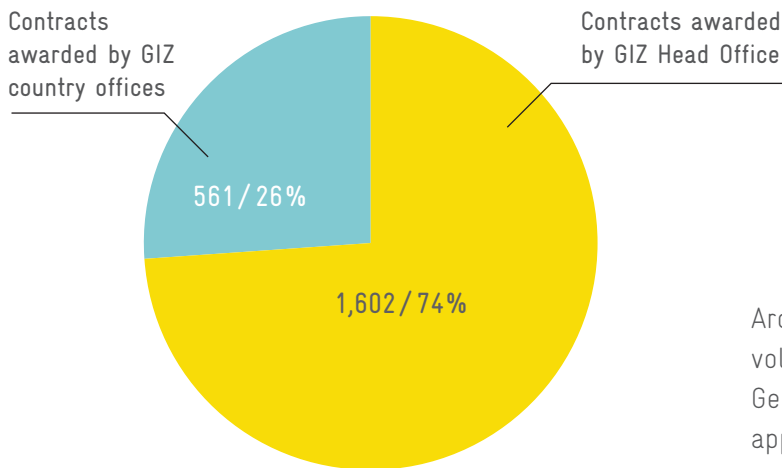
The year under review includes a one-off contract worth EUR 234 million for the new building in Eschborn. In order to ensure comparability with previous years, the following sections do not take account of this contract.

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



As the chart shows, financing arrangements represent the highest percentage of funding awarded. In 2021, they accounted for almost half of all awards, followed by services, orders of materials and equipment and construction contracts.

Figure 4: Contracts awarded by GIZ Head Office vs. GIZ country offices (in EUR million)



Around three quarters of the procurement volume was awarded by GIZ Head Office in Germany, with the country offices awarding approximately one quarter.

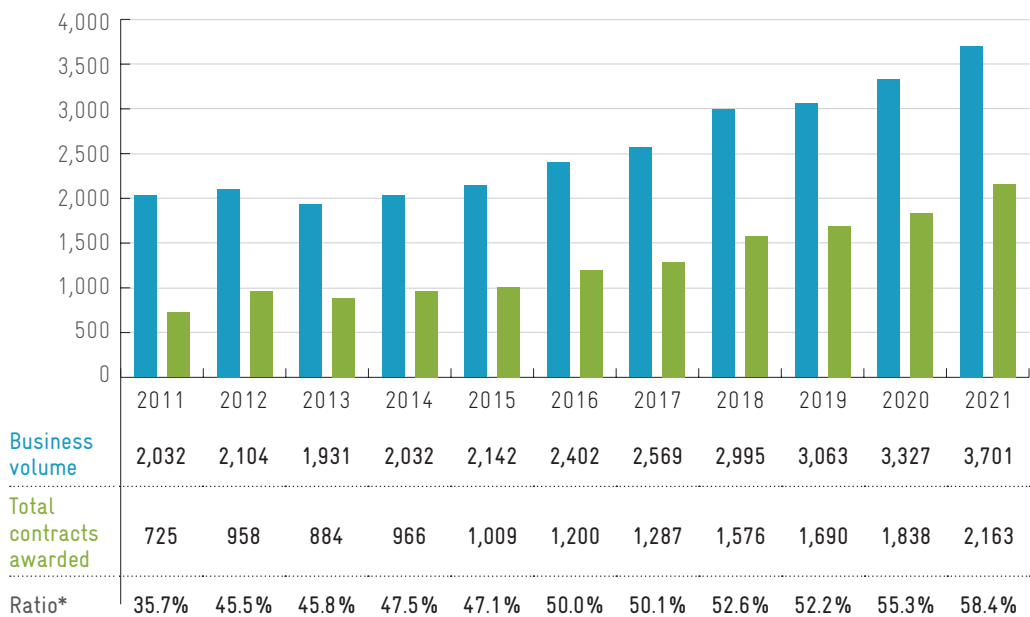
10 years of GIZ – Trends in contract awards

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH celebrated its 10th birthday on 1 January 2021. GIZ was created through a merger between the Deutscher Entwicklungsdienst (DED) gGmbH, the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH and InWEnt – Internationale Weiterbildung und Entwicklung gGmbH (Capacity Building International, Germany). There has been a dramatic increase in the total volume of contracts awarded to third parties by GIZ

since 2011. Compared with around EUR 725 million in 2011, the figure in 2021 was almost three times higher. This increase is not just attributable to the higher business volume, however; contracts awarded to third parties now also account for a greater share of the overall volume. Whereas the total volume of contracts awarded accounted for about 36 % of our total business volume in 2011, that figure had risen to 58 % – well over half – in 2021.

As regards the award of contracts to third parties for services, construction work, materials and equipment and financing, a lot has happened since 2011. For example, the volume of contracts awarded has grown much faster than business volume. This increase underlines the growing importance of cooperation with third parties if GIZ is to continue to provide high-quality services in future.

Figure 5: Trend in contracts awarded in relation to business volume (2011 – 2021)



*Total contracts awarded to business volume

3.2 Award of contracts

GIZ awards contracts for services, materials and equipment and construction work. Contracts valued at around EUR 1,122 million were awarded in 2021, over half of GIZ's total procurement volume.



Legal framework

Cooperation between the German Government and GIZ is governed by a General Agreement, which requires GIZ to involve suitable private-sector companies, governmental bodies and specialised institutions in carrying out development activities where this is expedient and economical.

As a federal enterprise, GIZ works primarily for the German Government and is commissioned by the federal ministries on the basis of the 'in-house' contracting award principles established by the European Court of Justice and codified in the German Act against Restraints on Competition (GWB). These allow the German Government to commission GIZ directly without having to conduct a procurement procedure.

As a contracting authority under public law within the meaning of Article 99 Item 2 GWB, GIZ is directly legally obliged to observe the relevant provisions of public procurement law when awarding contracts that are above the valid EU thresholds to third parties within the European Economic Area.² The Ordinance on the Award of Public Contracts (VgV) governs the award of supply and service contracts. The German Construction Contract Procedures (VOB) apply to contracts for construction work.

Below the valid EU thresholds, procurement law takes the form of administrative regulations that do not apply directly to GIZ per se. However, the General Agreement requires that GIZ apply the relevant regulations, even if the estimated commission value is below the EU threshold values. For supply and service contracts, these regulations are laid down in the Regulation on Sub-threshold Procurement (UVgO).

² In the 2021 reporting year, the EU thresholds were EUR 214,000 for supplies and services and EUR 5,350,000 for construction work.



Sustainability in contracts

Clear internal company regulations on the integration of sustainability issues apply when awarding contracts for materials and equipment, services and construction work. By 2025, GIZ aims to have defined binding minimum standards or guidelines for 90 % of all materials, equipment, services and construction work with high sustainability potential.

In 2020, the Procurement and Contracting Division took a first step towards improving sustainability in the contracts it awards by conducting an initial risk analysis of relevant product categories and identifying materials, equipment and services with strong sustainability potential. In 2021, work then began on the drafting of product-specific orientation documents for the product categories identified as having high sustainability potential. These documents enable all GIZ staff to define sustainability criteria as well as the associated risk-reduction measures when formulating procurement needs. They provide an overview of potential standards and, together with the Practitioner's Guide prepared by the Procurement and Contracting Division, offer guidance on how the sustainability criteria can be specified in greater detail and tailored to local conditions in partner countries. The Practitioner's Guide provides a user-oriented description based on GIZ structures in Germany that helps buyers define a sustainable local procurement strategy incorporating the basic principles of sustainable procurement. These documents have already been successfully used to, for example, procure low-emission, more climate friendly air conditioning systems and vehicles.

As far back as 2009, GIZ started developing guidelines and documents to improve the sustainability of internal and external events. Binding sustainability standards for all events in Germany and Brussels were introduced in 2020. The updated guide to sustainable event management has been available to staff in partner countries since 2019.³

When awarding construction contracts, it is important to consider sustainability issues early on, at the planning stage, so that they can be integrated into building work. The contractual provisions for construction work require contractors to comply with environmental, social protection and human rights standards. Sustainability issues such as climate-resilient design and accessibility are also considered for construction projects.

Long-term contracts with recurring services offer particular potential for integrating stringent sustainability criteria. A standardised process has therefore been put in place

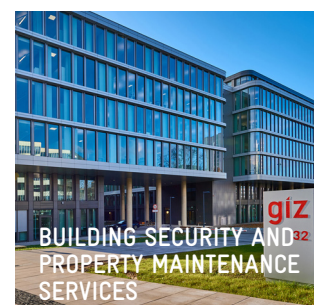
for these contracts in Germany. In this process, sustainability-related criteria and trends are taken into account, compared with market availability, and then integrated into the contract award documents. The sustainability criteria defined in this context are incorporated as new standards for future invitations to tender for the same item. In this way, GIZ ensures that commitment to sustainability is continuously stepped up in line with market forces.

Sustainability has also been mainstreamed in contract documents through the General Purchase Conditions (AEB) and the General Terms and Conditions of Contract (AVB), both of which contain comprehensive provisions requiring contractors to comply with standards related to environmental protection, human rights, social protection and integrity.

3.2.1 Award of service contracts

The majority of contracts awarded by GIZ are for services. Service contracts have a special standing at GIZ – advisory services are one of our core competences, and we contract consultants with expertise in a given area to provide these services. A characteristic feature of GIZ service contracts is that their subject matter is often individual, tailor-made services that are provided by contractors from all corners of the globe. GIZ rarely enters into contracts for standard, ‘run-of-the-mill’ services.

Figure 6: GIZ procures a comprehensive range of services. Total volume: EUR 907 million

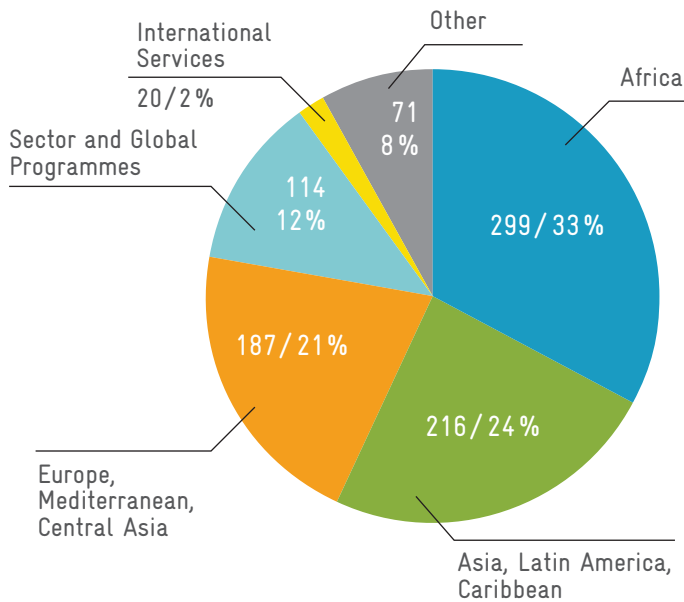


Comprehensive service portfolio required

GIZ awards a wide range of service contracts that usually involve the provision of expert advice in a specific area of international cooperation. Many of these advisory services are highly specialised and span a wide variety of topics, from supporting climate resilience in coastal areas of the South Pacific to establishing a TVET system for renewable energies in the MENA region. GIZ also provides cross-sectoral services, albeit to a lesser extent. These include support for project management, external audits, organisational advice, building security and property maintenance services. IT services now also play a greater role due to increased digitalisation.

Service contracts awarded in 2021 – Facts and figures

Figure 7: Award of service contracts worldwide by department in 2021. Total volume: EUR 907 million



GIZ has over 80 offices across the globe and operates in around 120 countries. Cooperation with partner countries is structured in operational regional departments. In 2021, the majority of service contracts (one third) were entered into in the Africa Department.⁴

⁴ The other organisational units are the Management Board and the corporate units, the Sectoral Department (FMB), the Client Liaison and Business Development Department (AGE), the Digital Transformation and IT Solutions Department (DIGITS) and internal service providers.

Figure 8: The ten main sectors by procurement volume for services (awarded by Head Office) (2021)

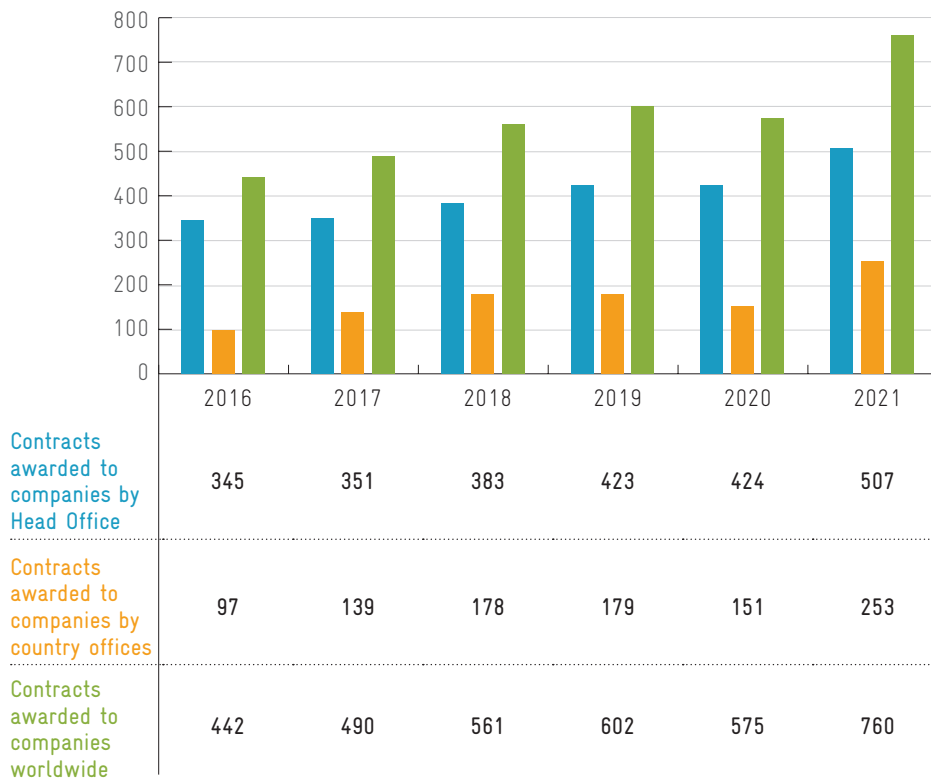
Sector	Procurement volume (in EUR million)
Private sector development	56
Rural development and agriculture	55
Energy	53
Information and communications technology and digitalisation	50
Vocational education and training and the labour market	37
Organisational and management consulting	30
Crises, conflicts, disasters	25
Environmental policy, resource efficiency	20
Democracy, rule of law, gender	15
Economic policy	13

GIZ's contractors

GIZ enters into service contracts with a wide range of contractors, first and foremost consulting companies. The consulting sector is a close partner of GIZ. Most of the companies offer highly specialised advisory services and are a key component in the GIZ value chain. They help GIZ to achieve the best possible results for its commissioning parties and clients at an optimal cost-benefit ratio. GIZ draws on the expertise of the consulting sector in very specific areas, thus generating added corporate value by enhancing the development impact of its projects in partner countries. We also enter into contracts with cross-sector service providers such as auditors, IT service providers and facility management companies.

A list of the top 100 contractors (by procurement volume) who received service contracts from GIZ Head Office in 2021 is provided in Annex I. Figure 9 shows the trend in the service contracts awarded to companies across the world in the past six years.

Figure 9: Service contracts awarded to companies across the world (2016 – 2021) (in EUR million)



Most of the service contracts GIZ enters into are awarded to companies. In 2021, around two thirds of worldwide awards were contracts concluded between Head Office and companies. The figure shows that awards to companies rose by 72 % between 2016 and 2021. GIZ also enters into contracts with individuals, albeit to a lesser extent.



Procurement of services in practice


Increasing yields and improving quality in milk production

The Green Innovation Centre in Tunisia supports farmers in modernising and diversifying the agri-food sector in order to boost the income of smallholders, create jobs and increase the regional supply of food in selected rural target areas. One of the project components involves improving the

quality of milk production, increasing yields and creating new jobs in the dairy supply chain. To this end, GIZ entered into a service contract for the provision of a training module on milk production. In order to enable sustainable knowledge transfer to farmers in the long term, the contracted consulting company is training 210 trainers and organising more than 160 training courses that run over several days, each with around 25 participants. The project has trained approximately 5,000 small-scale producers, 57% of whom are women and 48% young people. In the modules, experts teach participants how to use innovative animal husbandry methods to improve their milk production. Around 61% of the target group that has been reached is now implementing the innovations.

The Green Innovation Centres have been established as part of a network in 16 countries. Commissioned by BMZ, the projects are cofinanced by the EU and the Swiss Agency for Development and Cooperation (DEZA) in some countries.

Project description:

 **Green Innovation Centres for the agriculture and food sector (giz.de)**





Sustainable relocations

Relocations from one office to another or from one building to another are not uncommon for GIZ staff. Organisational units are constantly expanding or downsizing, which has a knock-on effect on spatial concepts. The same applies to GIZ's five offices in Berlin, with around 700 staff. A removal and transport company is tasked with these relocations in order to ensure that equipment and furnishings are moved from A to B with minimal delay. Time is of the essence in this context, but so too is sustainability, an issue that GIZ takes into account early on, during the procurement stage. The transport

company uses environmentally friendly trucks – 70% of them use hybrid technology or comply with the Euro 5 or 6 emissions standards. Packaging material with the 'Blue Angel' or an equivalent ecolabel is mandatory, wherever possible, as is the use of materials and reusable packaging that is at least 70% recyclable. The transport company's relocation staff regularly attend further training, for example on eco-driving (to encourage fuel efficiency), waste avoidance, the proper disposal of packaging material and good lifting techniques to prevent back injury.

3.2.2 Procurement of materials and equipment

The provision of materials and equipment complements advisory services in GIZ projects, helping to achieve development goals. For example, in projects that aim to train staff at an authority, optimise its organisational structures and ensure that responsibilities have been clearly defined, procuring IT infrastructure may help staff to apply the knowledge and skills acquired more effectively, thereby accelerating development processes. Or, to give another example, the complementary procurement of an oil press can provide added impetus for farmers learning to establish cooperatives and create value chains. The materials and equipment procured must be appropriate for and geared to the measures in question. Projects should therefore consult with the lead executing agency – usually the relevant ministry in the partner country – and involve it in the



procurement process, where possible. This could include tweaking the technical specifications or stipulating maintenance options in the country in question. These materials and equipment are handed over to the lead executing agency by the end of the project at the latest.

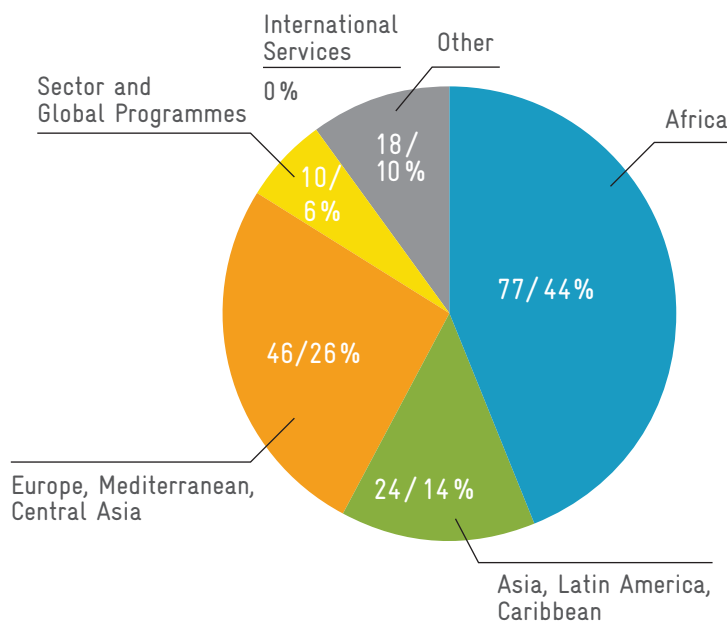
Diversity of materials and equipment

GIZ procures a wide range of materials and equipment that usually complement the advisory services provided, in line with GIZ's corporate purpose. The materials and equipment we procure span the gamut, from highly specialised products such as rice huskers, CNC machines and mobile clinics, to everyday items such as energy technology, agricultural and forestry equipment and medical supplies, to name but a few examples.

GIZ also procures materials and equipment that help ensure smooth workflows. These include goods and products to safeguard the operational capacity of staff, such as project vehicles in partner countries, office furniture and ICT equipment.

Procurement of materials and equipment in 2021 – Facts and figures

Figure 10: Procurement of materials and equipment worldwide by department in 2021.
Total volume: EUR 175 million



In 2021, GIZ procured materials and equipment totalling EUR 175 million. The largest share of materials and equipment that year (44% of the total volume) was procured in the Africa Department.



Procurement of materials and equipment in practice

Secure cold chains for vaccines

The village of Kalungama in Malawi is around 13 kilometres from Bilira health centre. Power cuts are almost an everyday occurrence there. Staff at the health centre face a huge challenge when it comes to safeguarding the cold chain for vaccines, which must be refrigerated from the time they are produced right up to when they are used, to ensure effectiveness. Solar collectors and a battery-free, solar-powered refrigerator now ensure that the vaccines can be stored correctly at the health centre. In addition, 40 cool boxes are used to guarantee that the vaccines arrive safely in

remote locations such as Kalungama. When GIZ procured the required equipment, it was important that the refrigerator run on natural refrigerants that have no adverse effects on the ozone layer or the climate. The refrigerator also operates without batteries, which are expensive, unreliable and harmful to the environment. Work for staff in the health centre has become easier since the arrival of the cool boxes. The vaccines are now protected from damage, be it from extreme heat or from breakdowns that could affect transportation to the villages.



The items were procured as part of the project Proklima Integrated Climate and Ozone Protection, which was commissioned by BMZ, and aims to support the use of natural coolants worldwide and help protect the climate, the ozone layer and the environment.

Project description:

- ➔ Proklima Integrated Climate and Ozone Protection (giz.de)
- ➔ www.green-cooling-initiative.org



Improved seed for increased productivity

The Ethiopian agricultural sector does not produce enough food to feed the country's rapidly growing population. The Green Innovation Centre in Ethiopia therefore aims to modernise the country's agrifood sector, increase the income of smallholders and boost yields. Improved seed plays a key role in this context, as not enough high-quality seed is currently available. For this reason, GIZ has procured five mobile seed cleaners that are made available to Ethiopian seed cooperatives as well as a research institute to clean wheat and legume seeds. The

cooperatives and the institute also receive training on servicing and using the new machines. The clean seed can then be planted by the smallholders to produce food.

The Green Innovation Centres have been established as part of a network in 16 countries. Commissioned by BMZ, the projects are cofinanced by the EU and the Swiss Agency for Development and Cooperation (DEZA) in some countries.

Project description:  [Green Innovation Centres for the agriculture and food sector \(giz.de\)](https://www.giz.de)

Sustainable procurement of office materials

GIZ can help reduce greenhouse gas emissions and natural resource consumption by using sustainably produced office material. Recyclable packaging is used wherever possible. Where such packaging is plastic, it must contain at least 50% recycled material from post-consumer sources. Paper and cardboard packaging must contain at least 80% recycled fibre. Composite packaging made, for example, from a mixture of plastic and paper, is prohibited. Moreover, any packaging we use must not contain materials that are harmful to human health or the environment. Wood packaging must be sourced from sustainably harvested forests and wooden surfaces must not have been treated with toxic or harmful

substances. In metal packaging, iron and steel are preferable to aluminium, which has a very energy-intensive production process. As a general rule, paper must be 100% recycled and meet the standards of the 'Blue Angel' ecolabel.

In the year under review, GIZ issued a tender for a two-year framework agreement for office supplies to its German offices. When choosing producers and suppliers, procurement officers ensure that supply routes are short and that companies respect the rights of employees to collective bargaining. GIZ also only buys products with a carbon footprint label.

3.2.3 Award of contracts for construction work

Construction and construction-related services also form part of GIZ's procurement portfolio. Construction measures are often incorporated into education, health, water and energy projects and include the building of schools or education centres, health care centres and infrastructure for drinking water supply and wastewater management, which GIZ commissions to supplement its advisory services. GIZ staff plan construction work together with the project's partner organisations, which include health ministries and municipalities that subsequently take on responsibility for further use of the completed measures. Construction measures are a key component of development in general and of capacity development in particular due to the joint planning, implementation and use of completed infrastructure once the project draws to a close. Contracts for planning construction projects are often awarded by GIZ Head Office in Germany. The construction work itself, on the other hand, is usually procured by the project or by the GIZ office in the partner country.



Procurement of construction work in practice


Schools in northern Iraq

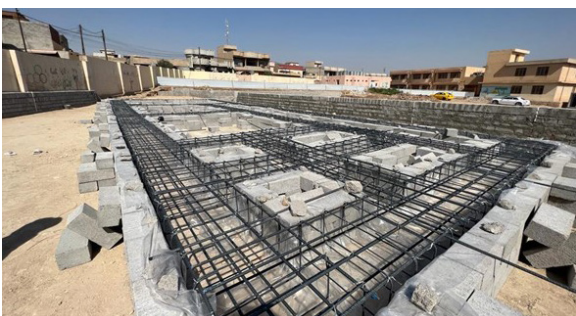
The long conflict with Islamic State has severely impacted the people of Nineveh province in northern Iraq. Large swathes of the population fled the region and infrastructure was extensively damaged. Increasing numbers of refugees are now returning home. To open up access to education to children in this region, the GIZ project Strengthening Resilience in Dealing with Crises and Conflicts in Nineveh tendered work locally for the construction or modernisation of five schools. The work includes

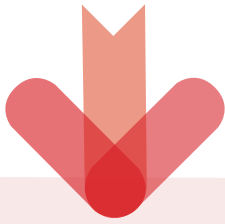
classrooms, administration offices and sanitation, all of which include accessible toilet facilities. The contracts with local construction companies placed special emphasis on compliance with national and international emissions reduction legislation. The companies must also comply with international human rights standards, which include equal treatment regardless of origin, religion, age or gender. The contractor must have measures in place to prevent sexual harassment and comply with the standards of the International Labour Organization (ILO). This means that child labour is prohibited, and workers must be paid the minimum wage.

GIZ is implementing the project on behalf of BMZ.

Project description:

 **Strengthening Resilience in Dealing with Crises and Conflicts in Nineveh ([giz.de](https://www.giz.de))**





Construction of the new GIZ Campus in Eschborn

A six-storey office building that will cater for around 1,000 employees is being built in Eschborn, on an area of roughly 15,000 square metres. Completion is planned for 2025. The building will fulfil the criteria for gold certification of the German Sustainable Building Council, with the ultimate aim of achieving platinum certification. Sustainable construction materials are being used. Surrounded by trees and with a timber cladding façade, the use of renewable raw materials will help to sequester

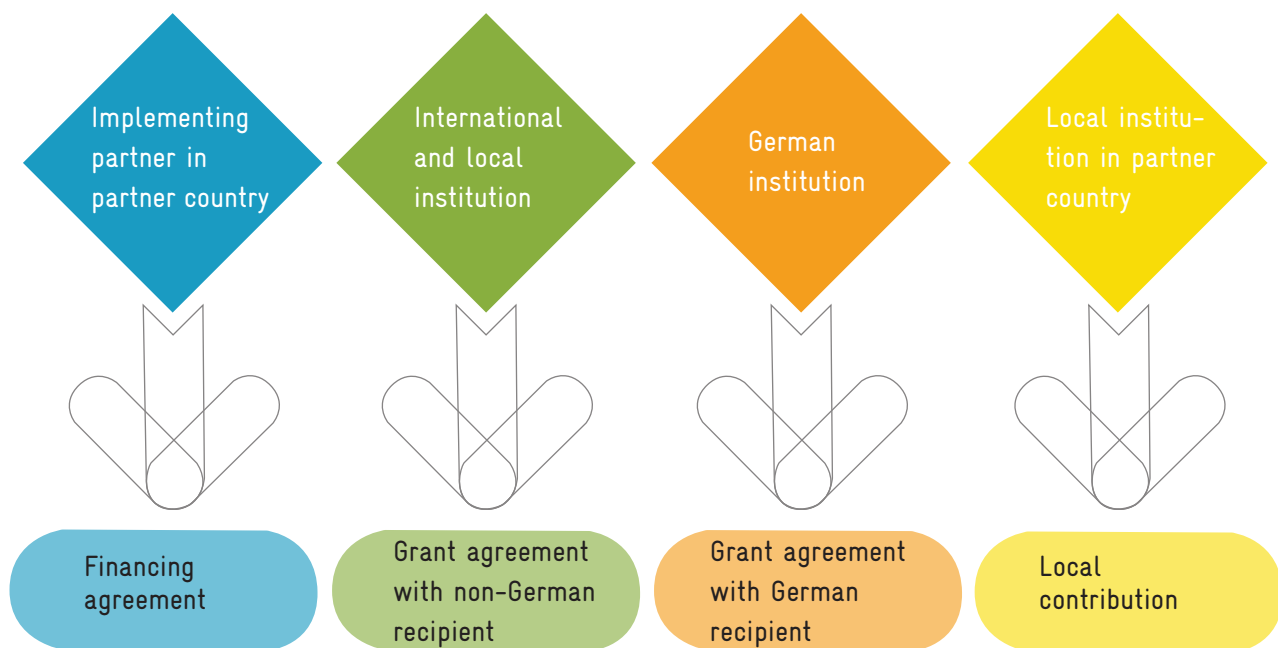
carbon and reduce emissions, thus underlining our commitment to sustainability. A modular construction method will ensure that the new offices are flexibly designed. Thanks to this modular design, space can be allocated in line with increasing or decreasing requirements, without having to make any changes to the structure of the building itself. A photovoltaic and geothermal system will be used for sustainable management. Furthermore, access to the building will be completely barrier-free.

3.3 Financing arrangements

Financing arrangements allow GIZ to support specific ongoing (transformation) processes that are planned or initiated by its political partners. To this end, GIZ provides funding, tied to a specific purpose, so that the recipient can implement its own clearly defined activities. Financing recipients can be the lead executing agencies of projects in the partner countries or German, international or local non-profit organisations and institutions. The overarching term 'financing' covers different types of contracts: financing agreements, grant agreements with German recipients, grant agreements with non-German recipients and local contributions.

The recipient of funds under a financing or grant agreement is itself fully responsible for implementing its own measure that is financed by GIZ. Recipients are, however, obliged to repay to GIZ any funds that have not been used correctly for the agreed purpose. In the case of local contributions, GIZ supports and advises the recipient on how best to implement the agreed measure in line with the terms of the agreement.

Figure 11: Financing recipients and agreement types



Legal framework

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

Selection of financing recipients

The commission awarded to GIZ by its commissioning parties determines whether financing will be awarded, what type of financing is suitable and the specific measures that the financial contribution can support. If the content of the proposed, third-party measures qualifies for financing, the potential financing recipient must also fulfil legal, commercial and technical eligibility criteria before an agreement can be entered into. GIZ selects financing recipients for cooperation within the framework of a commission in one of two ways – through a project appraisal or following a call for proposals.

Figure 12: Selection of financing recipients

Selection of financing recipients based on project appraisals	Selection of financing recipients based on a call for proposals
<p>GIZ can enter into a 'direct' financing arrangement with a recipient whose project proposal supports the objectives of an existing GIZ commission.</p> <p>Potential financing recipients are selected at the standard appraisal stage for planned projects, where the focus is on whether the activities to be carried out by the potential financing recipients will boost the effectiveness of the planned project and can support existing transformation processes in a partner country or specific sector. The potential recipient submits its proposal directly to the project, describing the project to be financed, including the budget. This means that financing forms part of the instrument mix outlined in the offer submitted to the commissioning party and of the awarded commission, following examination of the offer documents.</p> <p>During the project term, GIZ can also propose development-related recipients to its commissioning parties.</p>	<p>GIZ publishes calls for proposals on the relevant publicly accessible internet sites in advance. These include details of the procedure, the eligibility criteria for potential applicants, proposal and budget documents and, in some cases, the agreement template including any annexes. GIZ ensures that the organisations submitting the application – i.e. the potential recipients – have enough time to submit an appropriate proposal. The time frame depends on the project term and on the content of the commission that the commissioning party awards to GIZ. The recipient organisations are selected in accordance with the specified criteria.</p>

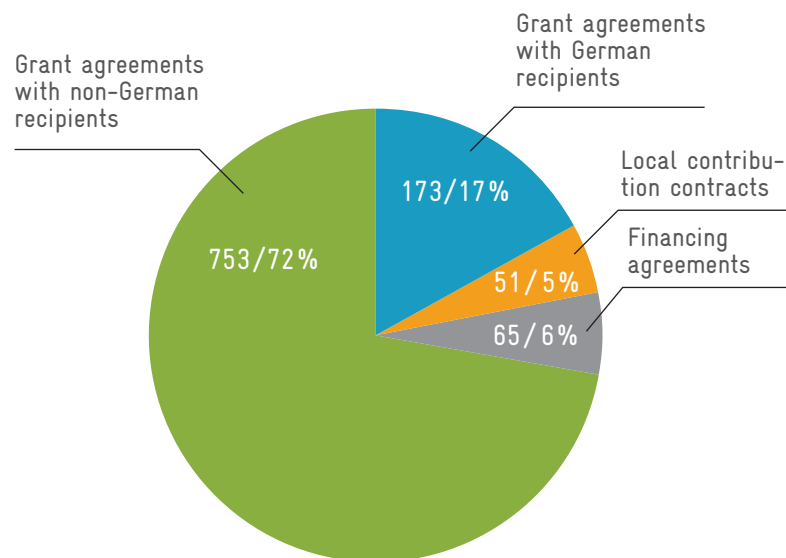
Sustainability in financing

GIZ carries out a commercial and legal eligibility check on the recipient before entering into a financing arrangement. Depending on the size of the project, the check may also include the environmental and social compatibility of projects and financing. The aim is to identify any potential unintended negative impacts on people and other protected resources in the project environment and to deploy specific measures to prevent or mitigate them. The task of ensuring compliance with requirements is passed on to the recipients, making these requirements a key component of project implementation.

It is vital to stipulate clear terms and conditions and to raise recipients' awareness to ensure sustainability in financing. The templates for grant agreements with non-German recipients, grant agreements with German recipients, and local contributions therefore include requirements for environmental and social standards. They also stipulate that any materials, equipment or services procured as part of the financing arrangement must comply with the relevant sustainability standards.

Financing awarded in 2021 – Facts and figures

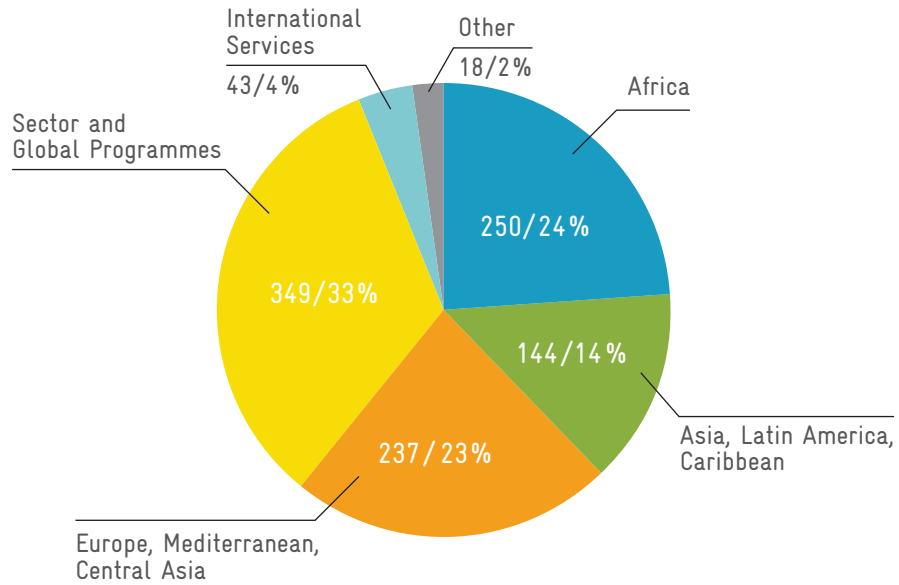
Figure 13: Financing awarded worldwide by type of agreement in 2021 in EUR million.
Total volume: EUR 1,041 million



The total volume of financing awarded in 2021 was EUR 1,041 million. The majority of this funding – 72% – was awarded to international and local institutions.

A list of the top 100 recipients of financing awarded by GIZ Head Office in 2021 is provided in **Annex II**. ➤

Figure 14: Financing awarded worldwide by department in 2021. Total volume: EUR 1,041 million



The Sector and Global Programmes Department awarded the largest share of financing (one third).

Figure 15: The ten main sectors for financing by procurement volume (Head Office awards) (2021)

Sector	Volume awarded in EUR million
Rural development and agriculture	160
Crises, conflicts, disasters	141
Private sector development	100
Climate change	60
Energy	43
Forest and biodiversity	40
Vocational education and training and the	38
Cooperation with the private sector	33
Health	31
Democracy, rule of law, gender	30



Financing in practice


Control of public finances

The Tribunal Administrativo, Mozambique's supreme audit institution, is the highest authority in Mozambique's administrative hierarchy. The legal framework gives the institution wide-ranging powers for controlling public finances. Since 2007, GIZ has supported the institution in continually building its capacities to carry out its tasks. A lot has already been achieved through the partnership. The institution still faces a number of challenges in fulfilling its public oversight role, however, particularly in terms of implementing processes and procedures. One area that needs to be addressed is the lack of IT skills and necessary IT equipment.

To fill this gap, GIZ provided the institution with financing to, for example, train judges, members of the public prosecutor's office and experts to con-

duct audits in sectors that are particularly vulnerable to corruption and to improve and accelerate judgements. The financing is being used to purchase new IT equipment, provide the required user training and disseminate information on the institution's audit findings to members of parliament, civil society and government bodies. The financing is accompanied by technical and strategic advice. Successful, integrated use of the instrument has, for example, enabled the institution in 2022 to start systematic preparations for the replacement of the section for public accounts with a separate, independent audit institution.

GIZ is implementing the project Good Financial Governance on behalf of BMZ.

Project description:  [Good Financial Governance \(giz.de\)](https://www.giz.de)




Legally secure workplaces

Around 3.6 million refugees have fled to Turkey to escape the war in Syria. Although two million of these refugees are of working age, only about 3% of them have a work permit, with many working in the informal sector. The textile industry is a popular choice. To strengthen the rights of Syrian workers and address workplace abuse in the garment industry, the MUDEM Refugee Support Center has developed and launched a free online platform (workersupportcenter.org) that informs those affected about their rights and provides a point of contact with the Center's staff. Many clothing

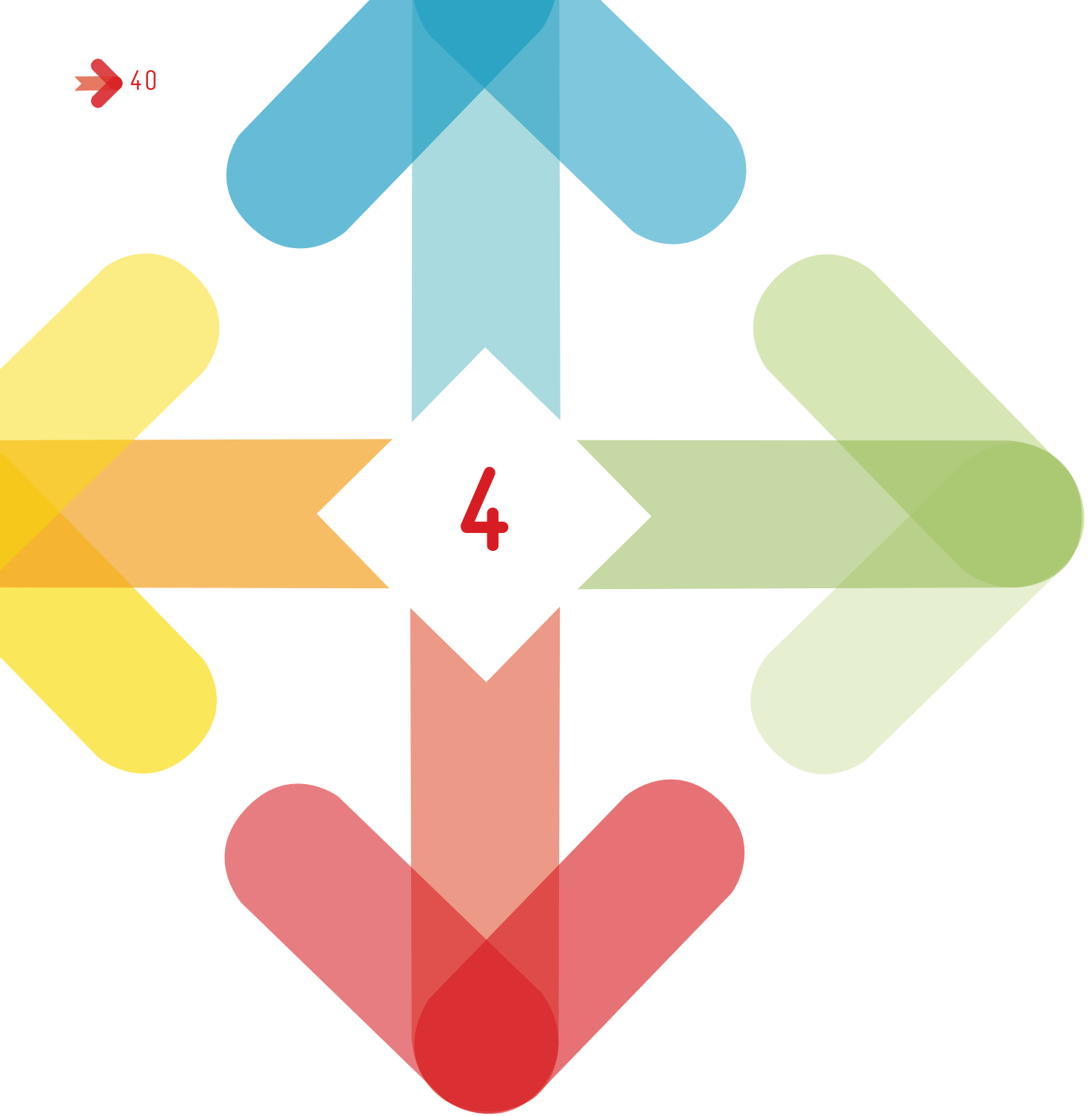
brands support this work. Additional training for refugees in the factories aims to further improve their precarious situation. The focus is on employee rights and obligations, access to rights, workplace adaptation, intercultural communication, health and safety and protection from abuse in the workplace. Training is conducted in the factories in which the audits conducted by the clothing brands may have identified possible grievances. In addition, the Center informs the factories about the work permit application process for their employees.

The GIZ project Promotion of Multi-Stakeholder Projects for Sustainable Textile Chains, which is financed by BMZ, provides the Refugee Support Center with financing to run the online platform, conduct courses for factory workers and handle incoming queries. During the first six months of cooperation alone, around 14,000 people accessed the website and approximately 500 workers requested support, half of whom were successfully given advice.

Project description  [Promotion of Multi-Stakeholder Projects for Sustainable Textile Supply Chains \(giz.de\)](https://www.giz.de)

 [Supporting Syrian Workers in the Turkish Garment Industry \(textilbuendnis.com\)](http://textilbuendnis.com)





CURRENT THEMES AND TRENDS

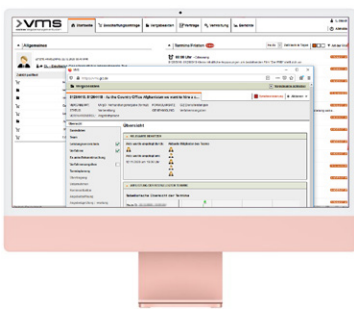
4 CURRENT THEMES AND TRENDS

4.1 Digitalisation of global contract placement

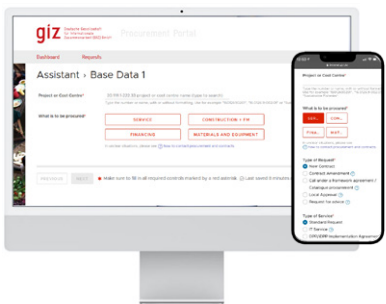
Current status

Digital change has already transformed not only international project work with our partner organisations, but also our internal work practices and business processes. Increasing digitalisation has improved the efficiency of internal workflows across the globe now that all members of GIZ's workforce worldwide have direct remote access to work-related documents and information via state-of-the-art cloud-based applications.

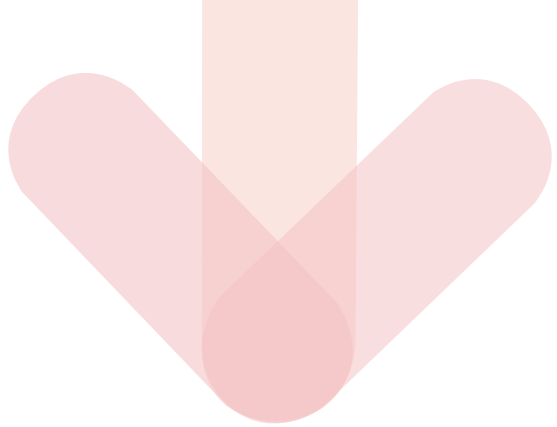
Digitalisation offers genuine benefits for GIZ when awarding contracts. As a contracting authority under public law, GIZ must comply with procurement law. Thanks to digitalisation, the contract award process is now completely electronic, more transparent and efficient and better documented. The underlying processes are mapped in a software application, which guarantees unprecedented accuracy and legal certainty.



GIZ is gradually digitalising global contract placement. The first key milestone in the transformation process launched in 2016 was implementation of Cosinex's electronic contract management system VMS in mid-2018. Since then, the contract award process at GIZ Head Office has been fully electronic, from preparing and publishing contract award documents, submitting tenders and communicating with tenderers to placing contracts. GIZ therefore successfully implemented all aspects of EU public procurement directive 2014/24/EU in full and on time.



A GIZ-wide internal procurement portal was the next logical milestone, although a suitable product for public procurement was not yet available on the market. Under the direction of the Procurement and Contracting Division, GIZ therefore developed its own Procurement Portal, which has been available to all staff worldwide since 2020 and is the first port of call for all services procured via GIZ Head Office.



The portal has an electronic assistant that offers practical tips and a range of user-friendly aids to guide users – even those with no previous experience of such applications – step by step through the complex request process for contract awards. This enables users to prepare and communicate complete and precise specifications that can be transparently tracked in the portal. The system provides users with regular, automatic updates on the processing status and on who is responsible for dealing with the procurement request.

The portal also alleviates the workload of Head Office procurement teams, enabling paperless and remote workflows. Data from the Procurement Portal are seamlessly transferred to VMS, where the corresponding agreements are prepared. The incoming requests are automatically allocated to the responsible members of the procurement teams, in accordance with their capacities.

Thousands of GIZ staff now use the portal in around 80 countries. It handles approximately 16,000 procurement requests every year.

The next step towards end-to-end digitalisation is already in the pipeline – the link-up with SAP S/4HANA as part of the company-wide strategic project S4GIZ, which aims to map all key business processes in a digital environment seamlessly and securely around the globe. The underlying idea here is to electronically map business processes (including procurement processes) end-to-end where possible, based on the SAP S/4HANA industry standard.

Awards

2020

GIZ's procurement digitalisation strategy has gained recognition in German business circles. In 2020, it was named runner-up in the Procurement Excellence Award for linking up its internal, global Procurement Portal to VMS. This honour – which is normally bestowed on private-sector companies – is awarded annually by the Association for Supply Chain Management, Procurement and Logistics (BME) and is the top procurement award in Germany.

2022

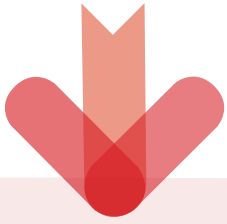
At the end of March 2022, GIZ's project management team then came first in the innovation prize for public procurement in Germany for developing and implementing its contract award digitalisation strategy. This prize is also awarded by BME and is supported by the Federal Ministry for Economic Affairs and Climate Action. Among other things, the BME jury acknowledged the solution's cost-effectiveness and its standing as a role model for digitalisation projects implemented by other large public contracting authorities.



4.2 Working in fragile contexts

More than half of GIZ's countries of assignment are considered fragile. In these countries, the state no longer has the capacity to fully deliver a range of basic functions. Conflict and the potential for conflict frequently overshadow long-term development prospects and, in some instances, make it impossible for GIZ staff to work on the ground. In such cases, local partners take on the role of implementation on site. This allows GIZ to assist these countries, enabling them to stabilise and initiate reform processes. It also identifies political actors that become involved in shaping a new, peaceful public order. In regions affected by conflict, GIZ provides transitional aid to alleviate immediate suffering.

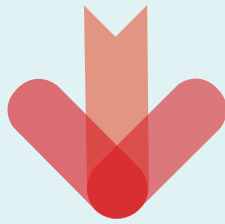
GIZ therefore regularly works with local non-governmental organisations and international or multilateral organisations in fragile contexts. The procurement of materials and equipment for supplying aid is often an important topic in such scenarios. An example from Ukraine illustrates how this works in practice.



Ukraine

As a result of the war in Ukraine, GIZ is currently realigning 15 ongoing projects together with its commissioning parties, the aim being to help people on the ground as quickly and directly as possible. For example, GIZ has set up a 'digital airlift' to promote innovation and share knowledge. This airlift provides a virtual network that enables development experts and engineers to quickly receive advice in the event of structural damage. Minibuses and trucks fitted with IT equipment, satellite-based internet connections, 3D printers, wood- and metal-working machines and photovoltaic systems serve as mobile workshops. The procurement of relief supplies also plays a key role in securing basic provisions for people on the ground.

GIZ has procured tents, sleeping bags, mobile clinics and electricity generators for the local fire service, which distributes them to the population in line with needs. The Procurement and Contracting Division provides support and advice on selecting these materials and equipment, and demand for its services is currently very high. Procurement officers purchase the relief supplies that are required on the ground. They work with GIZ's Ukrainian procurement staff who are still in the country, buying supplies in Ukraine wherever this is still possible. Procurement is just the first step, however, and supplies need to be delivered to those in need as quickly and smoothly as possible. This is the task of the logistics team at GIZ Head Office, which works closely with its colleagues in Ukraine.



ANNEX I

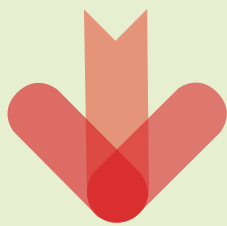
Top 100 contractors of service contracts awarded by Head Office⁵

Name	No. of contracts/ agreements	Contract/ agreement value in EUR
GFA Consulting Group GmbH, Hamburg		50.697.992 €
GOPA Worldwide Consultants GmbH, Bad Homburg	67	26.560.872 €
AFC Agriculture and Finance Consultants GmbH, Bonn	39	24.082.345 €
Ernst & Young GmbH, Eschborn	7	17.284.722 €
NIRAS-IP Consult GmbH, Stuttgart	19	10.582.781 €
AMBERO Consulting Gesellschaft mbH, Kronberg/Taunus	29	9.597.886 €
ECO Consult Sepp & Busacker Partner, Oberaula	35	9.455.611 €
International Carrier Consult GmbH, Hannover	2	9.000.000 €
BDO LLP, London	1438	8.735.830 €
BDO AG Wirtschaftsprüfungsgesellschaft, Frankfurt/Main	1365	7.304.542 €
Particip GmbH, Freiburg	10	7.209.329 €
Como Consult GmbH, Hamburg	74	6.905.230 €
GOPA Gesellschaft für Organisation, Planung und Ausbildung mbH, Bad Homburg	29	6.409.040 €
Integration International Management Consultants GmbH, Frankfurt/Main	24	5.552.667 €
GOPA Infra GmbH, Bad Homburg	10	5.199.291 €
INTEGRATION Umwelt & Energie GmbH, Gräfenberg	21	4.977.950 €
Adelphi Consult GmbH, Berlin	34	4.368.308 €
PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft, Frankfurt/Main	119	4.068.039 €
Energynautics GmbH, Darmstadt	11	3.736.919 €
Health Focus GmbH, Potsdam	19	3.603.357 €
Jinit[Aktiengesellschaft für digitale Kommunikation, Berlin	4	3.542.456 €
CDC Consult Limited, Accra	1	3.386.945 €
WINS Global Consult GmbH, Berlin	44	2.889.267 €
denkmodell GmbH, Berlin	104	2.837.463 €
Mainlevel Consulting AG, Eschborn	46	2.742.264 €
AHT Group GmbH, Essen	10	2.629.803 €
CDM Smith Consult GmbH, Bochum	3	2.621.815 €
Intec – GOPA International Energy Consultants, Bad Homburg	10	2.597.154 €
CEFE International GmbH, Cologne	25	2.537.532 €

⁵ For the purposes of this list, service contracts with joint ventures have been shared between the individual contractors in the respective joint venture. In this context, the contract value is divided up using a key stored in the system and allocated to the companies participating in the joint venture.

SAP Deutschland SE & Co. KG, Walldorf	5	2.295.053 €
Unique Forestry and Land Use GmbH, Freiburg	25	2.244.140 €
Syspons GmbH, Berlin	47	2.155.342 €
ICON-INSTITUTE GmbH & Co. KG Consulting Gruppe, Cologne	12	2.096.903 €
IBF International Consulting S.A., Brussels	5	2.011.405 €
Partners for Innovation BV, Amsterdam	1	1.989.792 €
Viamo Inc., Saskatoon	8	1.985.976 €
DFS – Deutsche Forstservice GmbH, Feldkirchen	5	1.922.494 €
Mierke Investment & Development, Freiburg	2	1.921.485 €
Renewables Academy (RENAC) AG, Berlin	14	1.912.457 €
FAKT-Beratung für Management, Stuttgart	73	1.894.573 €
Inensus GmbH, Goslar	11	1.869.171 €
JMN Consultant SARL, Yaoundé	1	1.780.901 €
BearingPoint GmbH, Frankfurt/Main	3	1.780.500 €
PEM GmbH, Düsseldorf	11	1.722.707 €
NIRAS Finland Oy, Vantaa	2	1.711.337 €
GITEC-IGIP GmbH, Cologne	6	1.703.773 €
Altair Asesores S.L., Madrid	1	1.640.133 €
management4health GmbH, Frankfurt/Main	28	1.491.232 €
IRAM – Institut de recherches et d'applications des méthodes de développement, Paris	6	1.486.573 €
K.I.T. Group GmbH, Berlin	4	1.479.349 €
Ricardo Ltd., West Sussex	13	1.454.981 €
common sense eLearning & training consultants GmbH, Vienna	20	1.403.422 €
Sofies S.A., Geneva	1	1.376.700 €
sequa gGmbH, Bonn	6	1.321.950 €
VNG International, The Hague	1	1.321.414 €
LonAdd Consultants, Addis Ababa	1	1.266.291 €
Innovation and Insight FZ-LLC, Ras Al Khaimah	1	1.246.037 €
Ost-Ausschuss – Osteuropaverein der Deutschen Wirtschaft, Berlin	1	1.230.655 €
HEAT GmbH, Königstein	15	1.223.329 €
PLANCO Consulting GmbH, Hamburg	4	1.222.666 €
Peace Paradigms, Erbil	2	1.199.388 €
evaplan GmbH, Heidelberg	11	1.171.172 €
Nagarro ES GmbH, Kronberg/Taunus	2	1.146.600 €
MediaCompany – Agentur für Kommunikation GmbH, Berlin	28	1.140.608 €
Initiative Prospective Agricole et Rurale, Dakar	1	1.133.335 €
Systemiq Limited, London	3	1.094.520 €
Pact Perú, Lima	3	1.039.901 €
Open Text Software GmbH, Grasbrunn	3	1.025.265 €
PT SMEC Denka Indonesia, South Jakarta	1	1.024.270 €
Joint Operation CDM Smith Europe, Jakarta	1	1.024.270 €
Netmedianer GmbH, Saarbrücken	1	1.005.900 €
BVZ GmbH, Frankfurt/Main	1	1.000.000 €

pme Familienservice GmbH, Münster	1	1.000.000 €
REEEP – Renewable Energy & Energy Efficiency Partnership, Vienna	1	994.896 €
Pan Pet Ltd., Nicosia	1	994.896 €
GOPA Jordan LLC, Amman	3	980.133 €
GUD.berlin GmbH, Berlin	2	975.080 €
VDI/VDE Innovation + Technik GmbH, Berlin	11	968.607 €
Land der Ideen Management GmbH, Berlin	1	951.000 €
SustainNet Group Ltd., Nairobi	2	947.404 €
FLMH Labor für Politik und Kommunikation, Berlin	28	940.083 €
msg systems AG, Ismaning	1	933.800 €
Civipol, Paris	2	917.580 €
Akut Umweltschutz Ingenieure Burkard & Partner, Berlin	6	902.159 €
Microsoft Deutschland GmbH, München	2	885.410 €
Tactical Survival Concepts GbR, Dortmund	3	854.520 €
Atos Information Technology GmbH, Munich	4	852.623 €
Fichtner GmbH & Co. KG, Stuttgart	7	845.001 €
EPOS Health Management GmbH, Bad Homburg	5	840.437 €
E360 Group Ltd., Kampala	2	827.952 €
Madiba Consult GmbH, Bonn	21	822.246 €
First Consult, Addis Ababa	1	818.100 €
edeos – digital education GmbH, Berlin	20	808.675 €
Economic Management Advisory Joint Stock Company, Hanoi	1	797.400 €
Wingcopter GmbH, Darmstadt	1	750.526 €
Resources and Waste Advisory Group, Sofia	10	739.917 €
IMAP GmbH, Düsseldorf	38	738.756 €
Conexus – Instituto Conexões Sustentáveis, Rio de Janeiro	1	736.240 €
CJ Aron Associates, Inc., New York	3	728.789 €
IPC – Internationale Projekt Consult GmbH, Frankfurt/Main	9	719.173 €



ANNEX II

Top 100 contractors supplying materials and equipment to GIZ Head Office

Name	No. of contracts/ agreements	Contract/ agreement value in EUR
Toyota Gibraltar Stockholdings Ltd., Gibraltar	206	10.287.244 €
Crayon Deutschland GmbH, Oberhaching	28	10.224.073 €
CANCOM Public GmbH, Berlin	10.989	5.196.174 €
Solar23 GmbH, Ulm	9	2.648.053 €
FAUN Umwelttechnik GmbH & Co. KG, Mainz	2	2.629.900 €
Bechtle GmbH & Co. KG, Darmstadt	3.293	1.835.099 €
LMS Consult GmbH & Co. KG, Brigachtal	81	1.264.219 €
Handelsgesellschaft Hinrich Zieger mbH, Hamburg	881	1.250.821 €
Atmosfair gGmbH, Bonn	3	903.357 €
E. + E. BOSS GmbH, Albstadt	25	853.468 €
Labsco Laboratory Supply Company GmbH & Co. KG, Friedberg	27	799.855 €
BEKA Schröder (Pty) Ltd., Olifantsfontein	4	780.312 €
TIB MOLBIOL Syntheselabor GmbH, Berlin	16	754.022 €
Walter & Müller GmbH, Saarbrücken	107	730.548 €
Amex Export – Import GmbH, Vienna	63	709.333 €
Tourisme Médical Tunisie, Sfax	3	656.200 €
Final Mile Logistics, Amman	3	616.640 €
FAUN Expotec GmbH, Osterholz-Scharmbeck	1	605.270 €
Qiagen GmbH, Hilden	7	552.156 €
Raach Solar GmbH, Erolzheim	21	548.079 €
Quality Box Company, Duhok	8	525.130 €
Albacon Systemhaus GmbH, Bad Doberan	251	470.621 €
Galala Medical, Duhok	2	469.107 €
ALGA Nutzfahrzeug- und Baumaschinen GmbH + Co. KG, Sittensen	4	442.990 €
Inspital Medikal Teknoloji A.Ş., Ankara	5	423.800 €
Tecnove SL, Herencia	2	398.967 €
Beezy Inc., San Francisco	1	392.000 €
Friigo Indus, Douar Hicher	2	388.588 €
Siemens (Pty.) Ltd., Midrand	2	388.000 €
SETEC Engineering GmbH & Co. KG, Klagenfurt	20	382.484 €
Basis-Africa Ltd., Nairobi	1	381.594 €
Geoconsult International, Cannes	4	368.612 €
ESCUDO Group A.S., Amman	57	360.252 €
Fujitsu Technology Solutions GmbH, Munich	14	359.313 €

Concur Holdings (Netherlands) B.V., 's-Hertogenbosch	3	357.912 €
Eletrofrio Refrigeração Ltda., Curitiba	1	352.792 €
Watalux SA, Geneva	2	351.090 €
Soventix GmbH, Wesel	1	347.829 €
Wilhelm Barth GmbH & Co. KG Feuerwehrtechnik, Fellbach	6	341.959 €
PPPP Service & Verlag, Gladenbach	611	340.696 €
Equatorial Power Ltd., Kampala	1	330.455 €
WorldTradingLab SRL, Modena	13	319.160 €
Norcros GMS Group S.L., San Sebastian	1	309.720 €
Oil Press GmbH & Co. KG, Reut	14	299.470 €
Rimpex SARL, Tunis	1	287.250 €
Fazzini SRL, Vimodrome	2	268.214 €
R.I.D. GmbH, Kirchartd	2	264.555 €
Contenur Deutschland GmbH, Siegen	2	262.623 €
Action Medeor e.V., Tönisvorst	41	260.954 €
MVC – Mobile VideoCommunication GmbH, Kronberg/Taunus	125	256.017 €
Yilka Enerji, Kayseri	1	255.755 €
Ltc Tech South Africa (Pty.) Ltd., Randburg	1	253.692 €
Max Medica Company, Duhok	2	250.400 €
ecadia GmbH, Kornwestheim	3	249.795 €
Druckerei Lokay, Reinheim	28	249.568 €
DataVision Deutschland GmbH, Neu-Isenburg	31	235.027 €
UPM – Umwelt-Projekt-Management GmbH, München	2	234.325 €
BASIS 1 Softwarevertriebs GmbH, Ottensoos	109	226.791 €
Medizinische Dienstleistungen und Ausbildungsservice Dröse, Schwedt/Oder	74	214.757 €
Mascara Nouvelles Technologies, Gellainville	1	211.610 €
Lucas-Nülle GmbH, Kerpen	2	198.366 €
Kerst + Schweitzer, Frankfurt/Main	520	183.429 €
SAP Deutschland SE & Co. KG, Walldorf	2	183.020 €
GESAT – Gesellschaft für Software Automatisierung & Technik mbH, Frankfurt/Main	151	182.457 €
Kern GmbH, Bexbach	33	180.243 €
Festo Didactic SE, Denkendorf	2	180.146 €
Motorenfabrik Hatz GmbH & Co. KG, Ruhstorf an der Rott	1	172.075 €
ESE GmbH, Neuruppin	1	166.460 €
Karl Storz SE & Co. KG, Tuttlingen	1	165.856 €
Wolfgang Walter GmbH, Darmstadt	6.763	165.137 €
Dr.-Ing. Paul Christiani GmbH & Co. KG, Konstanz	3	163.812 €
ETS DIDACTIC GmbH, Kinding	2	163.775 €
Nissan Trading Co. Ltd., Yokohama	4	160.863 €
Estovir Technologies, Gurugram	3	159.734 €
J.Gerber and Co., (Japan) Ltd., Tokyo	3	152.164 €
Alvan Blanch, Malmesbury	4	151.325 €
Allsat GmbH, Hannover	1	147.800 €

Airfil Cleanroom Systems Pvt. Ltd., New Delhi	3	145.531 €
ACP IT Solutions GmbH, Halle/Saale	84	141.677 €
Genlux Lighting, Germiston	1	139.898 €
Mada Green Power, Toliara	1	135.792 €
Johs. Gram-Hanssen A/S, Kopenhagen	1	135.066 €
Distritech LLC, Almaty	12	135.000 €
Munir Sukhtian Group Trading Co., Amman	1	134.500 €
BlackBerry UK Limited, Maidenhead	1	129.899 €
GEOSYSTEMS – Instrumentos de Medição, LDA, Maputo	2	129.535 €
designfunktion Rhein-Main GmbH, Kronberg/Taunus	45	128.121 €
BS-consult-invest Sebastian Becker&Anton Stockmann GbR, Dresden	26	127.551 €
K-M Service GmbH, Obertshausen	9	125.130 €
Mercedes-Benz AG, Berlin	2	123.858 €
Oconus LLC, Philadelphia	12	121.519 €
UNISERT MACHINES (I) PVT. LTD., Greater Noida	3	120.748 €
WeldPlus GmbH, Müschenbach	1	113.688 €
XFT GmbH, Walldorf	4	111.380 €
Rad und Sport UG, Meckenheim	5	99.025 €
TTM Technologie Transfer Marburg e. V., Cölbe	30	97.207 €
ATLAS Co., Ben Arous	2	94.424 €
Audi AG, Ingolstadt	2	90.261 €
Prudent Meditech International, Kathmandu	2	90.112 €
Think About IT GmbH, Münster	113	89.199 €



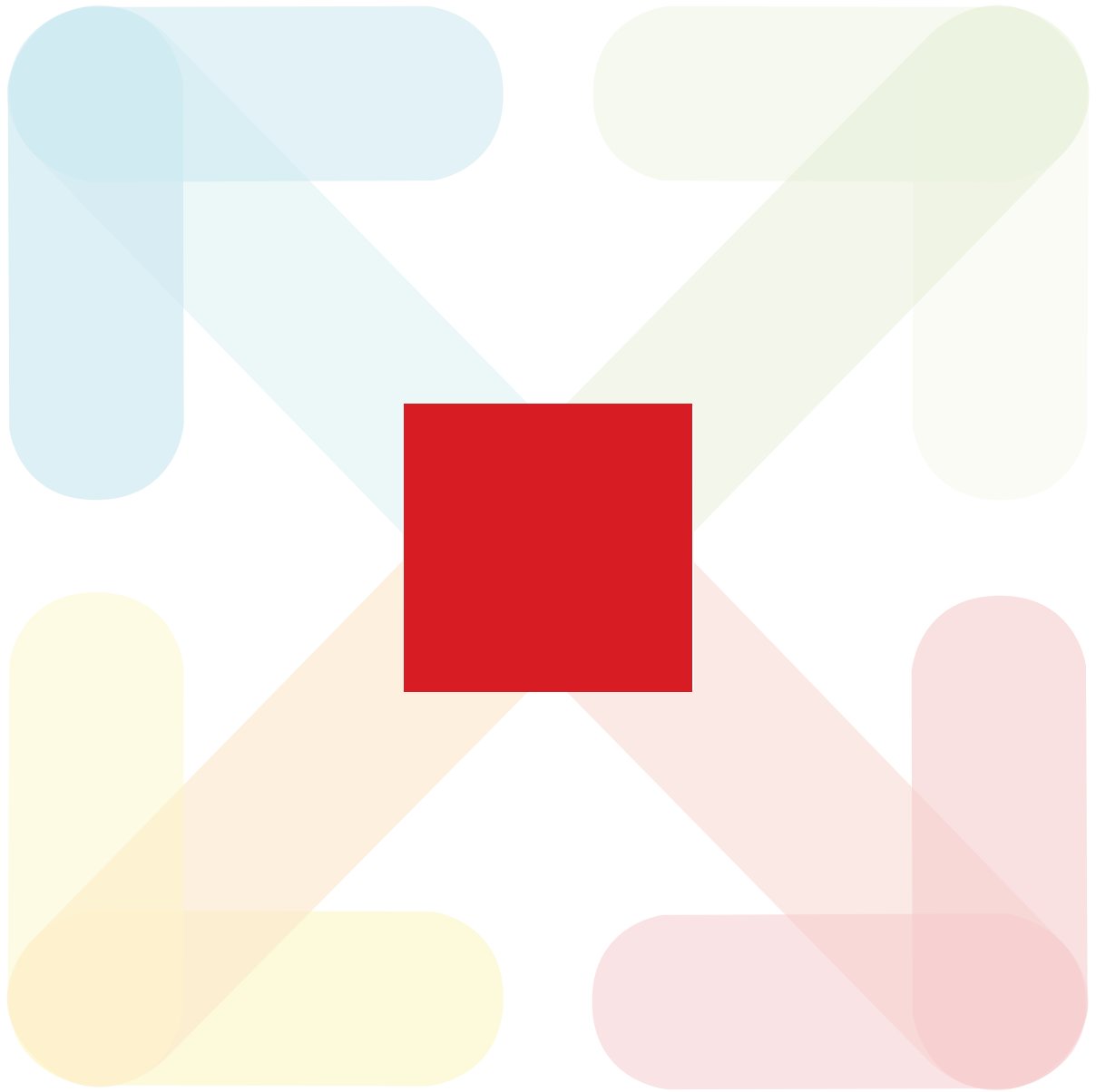
ANNEX III

Top 100 recipients of financing from Head Office

Name	No. of contracts/ agreements	Contract/ agreement value in EUR
UNHCR – United Nations High Commissioner for Refugees, Geneva	6	42.295.630 €
The World Bank, Washington, D.C.	15	35.576.000 €
WHO – World Health Organization, Geneva	15	14.978.113 €
UNDP – United Nations Development Programme, New York	18	14.492.666 €
Tony Elumelu Foundation, Lagos	2	13.236.481 €
Deutsche Welthungerhilfe e.V., Bonn	23	12.276.605 €
IUCN – International Union for Conservation of Nature, Gland	12	11.685.333 €
sequa gGmbH, Bonn	17	11.177.109 €
World Food Programm, Rome	7	10.238.106 €
Bildungswerk der Deutschen Landwirtschaft, Bonn	3	9.640.502 €
United Nations Secretary General, New York	30	8.508.901 €
UNICEF – The United Nations International Children's Emergency Fund, New York	15	8.504.058 €
WWF Deutschland, Berlin	9	8.090.209 €
Desenvolve SP – Agência de Fomento do Estado de São Paulo S.A., São Paulo	1	8.018.000 €
CIAT – Centro Internacional de Agricultura Tropical, Cali	7	6.705.540 €
SNV – Netherlands Development Organisation, The Hague	17	6.668.216 €
Norwegian Refugee Council (NRC), Oslo	10	6.514.522 €
WRI – World Resources Institute	3	6.467.044 €
IGAD – Intergovernmental Authority on Development, Djibouti	11	6.382.643 €
FAO – Food and Agriculture Organization of the United Nations, Rome	13	6.327.454 €
enpact e.V., Berlin	4	6.079.036 €
Union of Medical Care and Relief Organizations, Paris	2	5.922.490 €
Charité – Universitätsmedizin Berlin, Berlin	19	5.760.587 €
ILO – International Labour Organization, Geneva	19	5.589.070 €
Sable Chemical Industries Ltd, Kwekwe	4	5.422.392 €
Meridian Institute, Washington, D.C.	2	5.248.465 €
IMF – International Monetary Fund, Washington, D.C.	2	5.165.000 €
Catholic Relief Services, Baltimore	3	4.777.831 €
International Organization for Migration (IOM), Geneva	10	4.702.610 €
ITU – International Telecommunication Union, Geneva	3	4.531.770 €
ITC – International Trade Center, Geneva	17	4.149.931 €
Goethe Institut e. V., Munich	8	4.114.196 €
Arbeitsgemeinschaft Tropische und Subtropische Agrarforschung (ATSAF) e.V.	2	4.087.882 €

CATIE – Centro Agronómico Tropical de Investigación y Enseñanza, Turrialba	4	4.070.130 €
Swiss Association for Entrepreneurship in Emerging Markets (SAFEEM), Geneva	1	3.944.800 €
DAAD – Deutscher Akademischer Austauschdienst, Bonn	3	3.836.588 €
Smart Energy for Europe (SEFEP) gGmbH, Berlin	3	3.608.615 €
University of Oxford, Oxford	2	3.549.348 €
Bildungswerk der Bayerischen Wirtschaft, Munich	7	3.509.701 €
Fundacao para o Desenvolvimento da Comunidade (FDC), Maputo	2	3.484.103 €
RENAC energy & climate gGmbH, Berlin	12	3.456.869 €
Danish Institute for Human Rights, Copenhagen	6	3.388.515 €
Fondazione AVSI, Milan	9	3.226.169 €
CIP-Centro International de la Papa Peru, Lima	8	3.188.834 €
OECD, Paris	17	3.150.445 €
International Blue Crescent Relief and Development Foundation, Istanbul	5	3.068.039 €
World Vision Deutschland e.V., Friedrichsdorf	4	3.008.434 €
Blumont Inc., Arlington	2	2.990.068 €
Department of Mineral Resources and Energy, Pretoria	1	2.947.000 €
General Secretariat of the Organization of American States, Washington D.C.	1	2.928.303 €
Danish Refugee Council, Copenhagen	11	2.882.106 €
African Parks Network, Bryanston	2	2.852.535 €
SENAI – Serviço Nacional de Aprendizagem Industrial, São Paulo	1	2.830.758 €
Finnish National Agency for Education, Helsinki	1	2.772.000 €
RYCO – Regional Youth Cooperation Office, Tirana	1	2.750.000 €
UNESCO - United Nations Educational, Scientific and Cultural Organization, Paris	3	2.687.589 €
WTO – World Trade Organisation, Geneva	1	2.675.000 €
United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), Jerusalem	4	2.673.329 €
Help – Hilfe zur Selbsthilfe e.V., Bonn	5	2.649.128 €
Ministério da Indústria, Comércio e Energia, Praia	1	2.624.750 €
European Technology and Training Centre (ETTC), Erbil	2	2.537.133 €
Ministry of Planning, Baghdad	1	2.530.000 €
Mercy Corps Europe, Edinburgh	6	2.479.238 €
DECHEMA Gesellschaft für Chemische Technik und Biotechnologie e.V., Frankfurt/Main	3	2.453.261 €
CAP – Youth Empowerment Institute	3	2.394.451 €
Câmara de Comércio e Indústria Brasil-Alemanha, Rio de Janeiro	3	2.356.174 €
Fundación Solidaridad Latinoamericana, Bogotá	4	2.342.978 €
Digital Skills Accelerator Africa e.V. (DSAA), Cologne	5	2.326.427 €
Universität Bern, Bern	2	2.254.566 €
Global Crop Diversity Trust, Bonn	1	2.250.000 €
Instituto Nacional de Bosques, Guatemala City	2	2.200.197 €
Global Center on Adaptation, Rotterdam	1	2.155.000 €

KCB Foundation, Nairobi	3	2.117.003 €
African German Health Association e.V., Hamburg	2	2.100.447 €
Solidaridad Network West Africa, Accra	2	2.092.616 €
MA'AN Development Center, Gaza	6	2.086.145 €
International Centre for Integrated Mountain Development (ICIMOD), Kathmandu	1	2.026.740 €
The Sustainability Insitute, Stellenbosch	1	2.023.798 €
Rehabilitation, Education and Community Health (REACH), Sulaymanya	1	2.000.000 €
Fundação de Amparo à Pesquisa e Extensão Universitária (FAPEU), Florianópolis	1	1.975.759 €
The Shaikh Group, Nicosia	1	1.973.716 €
CARE Deutschland e.V., Bonn	5	1.866.650 €
SaveAct, Pietermaritzburg	1	1.820.545 €
United Nations Office for Project Services (UNOPS), Copenhagen	1	1.800.000 €
I'm Medicare SARL, Casablanca	1	1.798.000 €
Emel Yardimlasma ve Kalkinma Dernegi, Erbil	5	1.753.213 €
National Alliance for Local Economic Development (NALED), Belgrade	7	1.736.016 €
The Royal Society For The Conservation of Nature, Amman	1	1.727.862 €
Asian Development Bank, Manila	1	1.710.000 €
BORDA e.V., Bremen	6	1.692.813 €
BBQ Bildung und Berufliche Qualifizierung gGmbH	4	1.692.256 €
Germanwatch e.V., Bonn	4	1.682.623 €
Leuphana Universität Lüneburg, Lüneburg	1	1.679.999 €
C40 Cities Climate Leadership Group, New York	3	1.676.795 €
RealtimeAid, Berlin	2	1.669.794 €
Better Cotton Initiative, Châtelaine	2	1.666.828 €
Christian Health Association of Ghana, Accra	1	1.662.068 €
American University of Nigeria, Yola	2	1.611.998 €
CIFOR – Center for International Forestry Research, Bogor	2	1.606.779 €
Solidarity Fund PL, Warsaw	2	1.600.000 €



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