



To be able to operate flexibly and remain agile in times of constant change, new beginnings and fragmentation, GIZ needs to enhance its existing skill set. Nurturing existing strengths, developing new ones.

This is how we maintain our capacity to implement effective projects – now and in the future.

## VALUES

Our goal is to achieve sustainable development. In pursuit of this goal, we work with many different people to drive progress in a great variety of sectors across the globe. Our commissions are diverse, and we have wide-ranging skills. The environment in which we operate is constantly changing, which makes it all the more important to have stable anchors and to be aware of the foundation on which our own efforts are based: that is what our values describe – values which have been the guiding principle for our activities for more than 10 years. Our core values include human rights, the rule of law, gender equality and the commitment to a socio-ecological economic system. We gear our activities as a company towards the values enshrined in the German Basic Law and towards those of the European Union. They show us the way ahead, provide a sense of security and underpin our approach. They guide us, even during difficult times, to help create a future worth living.



## VISION

Our greatest asset is our capacity to implement effective projects. We work with and for the people in our partner countries, gear our activities closely to our partners, and can draw on decades of implementation practice – in places where the need is greatest and the need for change is most urgent. Yet we can only harness this asset if we broaden our horizons. If we anticipate developments and take action at an early stage. In conjunction with other actors whose skills supplement our own. As a consultancy and service provider, we feel a responsibility to look beyond current crises and to develop viable solutions for the future. Only then will we be able to keep sight of our primary goal of improving the lives of as many people as possible while respecting and protecting the planet's natural limits.

# GIZ AROUND THE WORLD

GIZ has **two registered offices** in Germany, one in Bonn and one in Eschborn. The company is also represented at **five other locations in Germany**, as well as **over 80 offices around the globe**. Some of these are country offices that we share with other German development cooperation organisations and others are our own country offices.



An overview of all locations is available online at: [reporting.giz.de/2021/locations](https://reporting.giz.de/2021/locations)

+  
some  
**1,650**

ongoing projects

+  
**€ 3.7 billion**

business volume

+  
**€ 135 million**

total operating performance of the taxable business area GIZ International Services

+  
**24,977**  
employees worldwide

INCLUDING  
↓  
+  
**16,887**  
national staff

+  
some  
**120**

countries in which GIZ operates



**Goal 1**  
No Poverty



**Goal 2**  
Zero Hunger



**Goal 3**  
Good Health and  
Well-Being



**Goal 4**  
Quality Education



**Goal 5**  
Gender Equality



**Goal 6**  
Clean Water and  
Sanitation



**Goal 7**  
Affordable and  
Clean Energy



**Goal 8**  
Decent Work and  
Economic Growth



**Goal 9**  
Industry, Innovation  
and Infrastructure



**Goal 10**  
Reduced Inequalities



**Goal 11**  
Sustainable Cities  
and Communities



**Goal 12**  
Responsible Consumption  
and Production



**Goal 13**  
Climate Action



**Goal 14**  
Life Below Water



**Goal 15**  
Life on Land



**Goal 16**  
Peace, Justice and  
Strong Institutions



**Goal 17**  
Partnerships for  
the Goals

# THE 2030 AGENDA AND GIZ

Within the 2030 Agenda, sustainable development, poverty reduction and climate policy are inextricably linked. That is why the Agenda's 17 Sustainable Development Goals (SDGs) place special emphasis on the weakest and the most vulnerable members of society. The SDGs are important benchmarks for GIZ. GIZ's contribution to implementing the SDGs is based on the following five principles:

## Universality

The goals apply to all – developing countries, emerging economies and industrialised nations alike.

## Leave no one behind

The focus is on marginalised population groups.

## Integrated approach

The three dimensions of sustainability, as well as positive and negative interactions between the goals, are taken into account.

## Shared responsibility

Governments, civil society, business and the scientific and academic communities are all involved and make a contribution.

## Accountability

Implementation of the Agenda is reviewed at national, regional and global levels.

The SDG icons next to the projects show how our work in 2021 relates to the goals of the 2030 Agenda.



Detailed information on the 2030 Agenda and the SDGs can be found in the digital report and on our website at:  
[reporting.giz.de/2021/2030agenda](https://reporting.giz.de/2021/2030agenda)

[www.giz.de/agenda-2030](https://www.giz.de/agenda-2030)

# OUR REPORTING

## Integrated Company Report

You have in front of you GIZ's eighth Integrated Company Report. We have been compiling financial and non-financial information in this voluntary reporting format since 2014. This requires us to take a holistic view of our organisation: the report illustrates how responsibility for sustainability is strategically anchored and implemented at GIZ. As well as financial data and relevant indicators, it also shows how, through its global services, GIZ is working with its commissioning parties and partners to respond to global challenges with effective solutions for sustainable development. The reporting period is the 2021 calendar year.

## Online version of the Integrated Company Report

The various sections of this report and additional information on the year under review can be found online at:

 [reporting.giz.de/2021](https://reporting.giz.de/2021)

## Sustainability reporting

Extensive information on corporate sustainability in line with the standards of the Global Reporting Initiative (GRI) can also be found in the online version of the Integrated Company Report. In addition, the online version also explains how we translate our voluntary commitment to the Ten Principles of the United Nations Global Compact into practice.

 [reporting.giz.de/2021/sustainability](https://reporting.giz.de/2021/sustainability)

## Annual Statement of Accounts

The Integrated Company Report presents a selection of business and sustainability figures from the year under review. The Annual Statement of Accounts provides information about GIZ's business and the framework within which it operates, as well as details of its assets, financial position and income. It appears in a printed version and online.

 [reporting.giz.de/2021/downloads](https://reporting.giz.de/2021/downloads)

## THESE AND OTHER GIZ REPORTS CAN ALSO BE FOUND ONLINE:

### Public Corporate Governance Report

provides information on the implementation of recommendations on professional and transparent corporate governance in line with the German Government's Public Corporate Governance Code (PCGK).

### Climate and Environmental Report

is a detailed report of our climate and environmental indicators in Germany and abroad.

### EMAS Environmental Statement


reports on the objectives, measures and results of GIZ's corporate environmental management.

### Stakeholder Dialogue Results Report (every two years)


details how GIZ's stakeholders rate its sustainability performance and what they expect from GIZ's sustainability management.

### German Sustainability Code (every two years)

GIZ publishes a Declaration of Conformity to ensure compliance with the criteria of the Sustainability Code of the German Council for Sustainable Development.

 The reports can be found online at: [reporting.giz.de/2021/downloads](https://reporting.giz.de/2021/downloads)



 Curious to find out more? Take a look at the Integrated Company Report online, where you will find additional information: [reporting.giz.de/2021](https://reporting.giz.de/2021)

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# MESSAGE FROM THE CHAIR OF THE SUPERVISORY BOARD

‘The environmental transition to climate neutrality will only be possible if it is coupled with the pledge to forge ahead with development.’

## Jochen Flasbarth

Chair of the GIZ Supervisory Board,  
State Secretary in the German Federal  
Ministry for Economic Cooperation and  
Development (BMZ)



## Dear readers,

This report is published at a challenging time for all of us. Putin's unlawful war of aggression against Ukraine is a watershed for Europe's peace-based order. It brings untold suffering for all Ukrainians and has triggered the largest movement of displaced people seen in Europe since the Second World War. The consequences can be felt far beyond the boundaries of our continent: the dramatic impact of the war on global food security is just one example.

Parallel to this, Afghanistan is in the grip of a humanitarian disaster on an almost unimaginable scale, one which requires our firm resolve to tackle. More than ever before, the international community finds itself confronted with multiple crises that we must address together on the basis of our shared values.

The COVID-19 pandemic is just one of these crises. Especially for the poorest countries in the world, the worst health crisis for decades has become a poly pandemic. The health impacts of the pandemic, but equally its economic and social consequences, are negating many of the important development achievements of recent decades.

The poorest countries are also hardest hit by the consequences of climate change. The 2030 Agenda for Sustainable Development and the Paris Agreement guide the actions of the German Federal Ministry for Economic Cooperation and Development (BMZ). In future, we will continue to meet the requirements inherent in these frameworks with regard to the financial resources underpinning our development cooperation as well as the effectiveness and transparency of our activities.

In view of the global challenges we face, we must continue to enhance the way in which multilateral and bilateral approaches interact if we want to maximise results. BMZ is committed to ensuring robust, well-coordinated development cooperation at both the European and international level, always seeing our worldwide partners as equals. After all, equity, solidarity and respect are the fundamental pillars on which our cooperation is built.

### **OUR VISION GUIDES OUR ACTIONS**

The last year has demonstrated that we need vision if we are to effectively address today's problems. At the start of the COVID-19 pandemic, our Emergency COVID-19 Support Programme allowed us to provide swift and effective assistance. Now we need to end the acute pandemic, stem its socio-economic consequences, and always ensure that our actions are inclusive and sustainable. Vaccination rates and supplies of essential goods and equipment, including oxygen and medicines, must be stepped up further.

Another focus is to rapidly improve absorption capacities in our partner countries and develop worldwide vaccine manufacturing capabilities. Alongside preventive health care, which is vitally important, this will help us to establish resilient health systems that are accessible to all citizens, as well as reduce maternal and child mortality.

### **JUST TRANSITION - MAKING ENVIRONMENTAL TRANSFORMATION EQUITABLE**

Equally, the single most important challenge of the 21st century – the environmental and social transition to a climate-neutral and sustainable way of life and way of doing business (also known as the 'just transition') – will only be possible if it is coupled with the pledge to forge ahead with development for billions of people.

Important elements of this transition include decent work, the promotion of sunrise industries, access to systems of social protection, and the ability of people to take charge of their own lives and destinies. To achieve this, financing and capacity development must be closely aligned. Our climate partnership with South Africa is just one example of the way we intend to work with the Global South to shape this transition. Within the scope of our G7 Presidency and beyond, we aim to enter into more climate and development partnerships.

### **SHARED VALUES AND SHARED ACHIEVEMENTS**

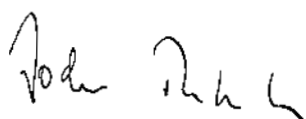
Germany has a special responsibility in the field of international cooperation. As the world's second-largest donor of official development assistance, we are instrumental in shaping global development. Our actions are guided by our democratic and liberal values, with human rights taking pride of place.

Rigorous advancement of gender equality can make a key contribution to achieving justice and preventing crises around the world. This is where BMZ's feminist development policy comes in, fostering equal political, economic and social participation for all people, irrespective of gender, gender identity, sexual orientation or any other factors that are taken as grounds for discrimination.

BMZ has been working for global justice and sustainable development for more than 60 years. Over this entire period, GIZ and its predecessors have always provided competent and reliable support.

In 2021, GIZ's work in numerous fragile contexts, made even more challenging by the pandemic, again provided ample evidence of its performance, its flexibility and its ability to implement effective projects. My warmest thanks go to all GIZ staff inside and outside Germany. With their expertise and dedication, they are working on the vital issues of our times that will shape our global future, and are achieving remarkable things in the process.

Best regards,



Chair of the GIZ Supervisory Board (since 24 March 2022)

State Secretary in the German Federal Ministry for Economic Cooperation and Development (BMZ)



# FOREWORD BY THE MANAGEMENT BOARD

‘We have a vision,  
while remaining  
firmly rooted in our  
value system.’

Thorsten Schäfer-Gümbel, Tanja Gönner,  
Ingrid-Gabriela Hoven (from left to right)

Management Board of the Deutsche Gesellschaft für  
Internationale Zusammenarbeit (GIZ) GmbH



## Dear readers,

Values provide guidance – especially in difficult times. We, too, have a clear set of values, which include respect for human rights, equal opportunities and integrity, but also a commitment to the rule of law and a market-friendly economic order geared to social and environmental imperatives. Values shape our company, the way we present ourselves, and the way we work with our commissioning parties and partners. These values guide us in our efforts to achieve our overarching goal – to drive development forward and improve the lives of as many people as possible, while not overtaxing the natural limits of our planet. Or to put it simply, to achieve sustainability. This means that we have a vision, while remaining firmly rooted in our value system.

In our partner countries, we are repeatedly told that our motto ‘Values and Vision’ hits the mark. Most recently, this was confirmed in the study entitled ‘Außenblick – International perspectives on Germany in times of the COVID-19 pandemic’, conducted jointly by GIZ, the German Academic Exchange Service (DAAD) and the Goethe-Institut with the support of German Chambers of Commerce Abroad. The study found that the world would like to see Germany assuming a more active role and doing more to shape events. Germany should stay true to its own convictions, act in concert with other states, and strive for cooperative solutions. The call for Germany to shoulder more responsibility has been consistent for the past 10 years or so. And in times of crisis, like today, it becomes louder than ever. We take this concern very seriously, even if accepting responsibility always brings challenges of its own.



## WORKING UNDER DIFFICULT CONDITIONS

Our experience last year in Afghanistan provided painful proof of this. Although achievements were made in the country and by no means were all efforts in vain, the developments have given us much food for thought. Afghanistan is, of course, a special case. But working in a difficult environment is no exception to the rule. It is increasingly becoming part of our daily routine at GIZ. We can see this both in terms of the dreadful war in Ukraine and in countries like Ethiopia, Iraq and Syria. Two-thirds of our partner countries are suffering crises, violence and conflicts. The situation is further aggravated by climate change, the impacts of which are becoming increasingly obvious even in Germany. And all this is overlaid by the COVID-19 pandemic, which continued to keep us very busy in 2021, and which has increased inequalities practically all over the world.

As a federal enterprise for international cooperation, we need to and want to address this critical situation. And we do so by focusing on what we believe we do best – namely our ability to implement effective projects in many regions of the Earth and on our proximity to the people we work with. It is also important to look outside of the company since we can best deliver our services in conjunction with other actors at bilateral, multilateral and international levels. We can ramp up our impacts by operating within strong partnerships. And that is important, because the coming decade will need to see action, cooperation and implementation if we are to achieve the goals the international community has set itself.

## SUSTAINABILITY – THE IMPERATIVE THAT IS NOT GOING AWAY

For us, vision also means pressing ahead with sustainability at all levels, not only in our projects but also in the way we use data and digital tools, and within our own company. The Glasgow Climate Change Conference in November 2021 brought us one step closer to concrete implementation, which we at GIZ are driving forward across sectoral boundaries with the help of our entire range of instruments. Lasting achievements will only be possible if we work holistically, which is why we believe the much-discussed nexus approach to be so important. In concrete terms, the post-pandemic green recovery will play a vital role, as will the greater socio-environmental and economic justice which must accompany it.

But sustainability is also a major issue for GIZ itself. The fact that the company has been climate neutral inside and outside Germany since 2021 is an important milestone, while our renewed commitment to the Ten Principles of the UN Global Compact reflects our conviction that values are vitally important.

## TOGETHER WE HAVE ACHIEVED A GREAT DEAL

We achieved a great deal over the past year, in spite of the sometimes difficult operating environment. For this we must thank, first and foremost, our staff who now number almost 25,000. Both in Germany as well as around the world, they have toiled ceaselessly to bring about development. Along with my colleagues on the Management Board, I would like to take this opportunity to express my warmest thanks to them all for their tireless hard work. 2021 saw GIZ's business volume rise once again, to a total of around EUR 3.65 billion. We see this as a reflection of the trust that is placed in us. So our special thanks also go to our commissioning parties, our local partners and our Shareholder.

Fiscal 2021 marked 10 years since the merger that created GIZ. But if we count the predecessor organisations, the company's history goes back another 50 years. The last decade has been exciting, with one challenge after another, as we endeavoured to maximise the effectiveness of our actions. That is one reason to look back with mindful satisfaction on what we have achieved – but above all we see this as an incentive to ensure that we are well equipped for the next 10 years of international cooperation.

Chair of the Management Board



Use the link below to view the video message recorded by Tanja Gönner, Chair of the Management Board:  
[reporting.giz.de/2021/video-message](https://reporting.giz.de/2021/video-message)

# GIZ PROFILE

As a service provider in the field of international cooperation for sustainable development and international education work, we are dedicated to shaping a future worth living around the world. GIZ has over 50 years of experience in a wide variety of areas, including economic development and employment promotion, 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, 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. Our main commissioning party is the German Federal Ministry for Economic Cooperation and Development (BMZ).

The commissioning parties and cooperation partners all place their trust in GIZ, and we work with them to generate ideas for political, social and economic change, to develop these into concrete plans and to implement them. Since we are a public-benefit federal enterprise, German and European values are central to our work. Together with our partners in national governments worldwide and cooperation partners from the worlds of business, research and civil society, we work flexibly to deliver effective solutions that offer people better prospects and sustainably improve their living conditions.

The registered offices of GIZ are in Bonn and Eschborn. In 2021, we generated a business volume of around EUR 3.7 billion. Our 24,977 employees, almost 70 per cent of whom are national staff, work in around 120 countries. As a recognised development service provider, we currently have 431 development workers in action in partner countries. Furthermore, in 2021, the Centre for International Migration and Development (CIM), which is run jointly by GIZ and the Federal Employment Agency, placed 177 integrated experts and 466 returning experts with local employers in our partner countries, or provided them with financial support, advice or other services.<sup>1</sup>

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

## 2021: 10 YEARS OF GIZ

In 2011, DED, GTZ and InWEnt merged to form a new company – GIZ. We still love change, and actively shape it. Yet, at the same time in our work around the world, we build on stability and on the experience of our predecessor organisations.

GIZ turns 10. That is a good reason for us to look at some of the developments over these 10 years in the Integrated Company Report 2021.



<sup>1</sup> Personnel and business figures as at 31 December 2021.

# OUR COMMISSIONING PARTIES AND COOPERATION PARTNERS

The diversity of our commissioning parties and cooperation partners is also reflected in the Integrated Company Report. The report showcases a range of projects that we have realised in conjunction with our clients, cofinanciers and partners (in alphabetical order), including:

## COMMISSIONING PARTIES

 Federal Foreign Office	 Federal Ministry for Economic Affairs and Climate Action
 Federal Ministry for Economic Cooperation and Development	 Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection

## COFINANCIERS AND COOPERATION PARTNERS

	 GREEN CLIMATE FUND		
			
			

# OUR STRATEGIC DIRECTION

## **FLEXIBLE AND EFFECTIVE, WITH OUR EYES ON THE FUTURE**

The world is becoming ever more complex, and future prospects look increasingly unsettled. The climate crisis, fragile contexts, rising poverty – the demands on our work are growing steadily. In difficult times like these, it helps to have clear values that enable us to pursue our vision and implement effective projects.

Values and vision – both characterise our Corporate Strategy, which continued to prove its worth in its second year. It drives us on to ensure results and efficiency, underpins our digital transformation and acts as a compass even during the pandemic. Our goal is always the same – to implement commissions in international cooperation flexibly and effectively, even under adverse circumstances.

With our vision, we analyse the upcoming key global trends and pave the way for sustainable change, using innovative tools and drawing on the knowledge we have accumulated. We always look at the bigger picture, enter into strong partnerships and adopt new approaches to achieve a future worth living for everyone.





# HOW GIZ WORKS


**Driven by values, flexibility and implementation strength – GIZ has been working for over 10 years to achieve a future worth living.**

As a federal enterprise, we act in the interests of the German Government. We are guided by the values laid down in the German Basic Law and by the values of the European Union. With our work we help achieve the Sustainable Development Goals (SDGs) set out in the 2030 Agenda. We work on the basis of partnership and ensure economic efficiency and sustainability, both in our public-benefit business area and in our taxable business area.

The range of services we offer in the field of international cooperation for sustainable development and international education work has evolved steadily over the last 10 years. We deliver expertise in a wide range of areas, including labour-market-oriented technical and vocational education and training, adaptation to climate change, development partnerships with the private sector, and advisory services from the political to the organisational and technical levels. Our work in crises and fragile contexts – for example in the priority areas of stabilisation, displacement and migration, and psychosocial support – account for an ever-greater share of our portfolio. We use a variety of approaches and implementation methods, creating value at three levels: for individuals, organisations and society.

Flexibility is vital to our effectiveness. Over the last 10 years, we have monitored our business environment to identify trends, and have geared our work to the needs of clients and partners alike. We will continue to do so in future. Looking ahead, we are constantly adapting our range of services to the challenges of the moment. Innovation and change are integral components of our Corporate Strategy, and make us all the more effective in implementing projects, as evidenced by our development of digital learning platforms, modification of projects in the context of the COVID-19 pandemic, and our extensive hydrogen portfolio.

Sustainability is part of our DNA and a principle that guides our actions. We at GIZ firmly believe that it is vital to combine social responsibility, ecological balance and economic capability for future generations to be able to live in safety, security and dignity. This is also the conviction that underlies our Sustainability Programme 2021–2025. With ambitious goals and far-reaching measures, we will ensure that our corporate sustainability continues to evolve. This means not only acting in line with our values, but also equipping ourselves for the future so that we remain a reliable advisor and service provider capable of implementing effective projects.

 In 2011, when the three predecessor organisations merged to form the federal enterprise GIZ, the workforce already had a wealth of experience in international cooperation. That is still very much the case today, more than a decade on. Thanks to the wide-ranging expertise of our staff and our countless institutional contacts worldwide, we are familiar with the circumstances on the ground in our countries of assignment. This enables us to develop solutions that are tailored precisely to the requirements of our commissioning parties and to implement these solutions in the partner countries.



You will find a digital presentation of our business model at: [reporting.giz.de/2021/how-giz-works](https://reporting.giz.de/2021/how-giz-works)

Find out more about our services, and GIZ's different approaches and methods, at:

[www.giz.de/our\\_services](https://www.giz.de/our_services)

# OUR BUSINESS MODEL

**OUR VISION: WE WORK TO SHAPE A FUTURE WORTH LIVING AROUND THE WORLD.**

**As a public-benefit federal enterprise, we are a worldwide service provider and partner in the field of international cooperation for sustainable development and international education work.**

## RESOURCES (a selection)

We use our resources sustainably and effectively, delivering value for money:

### People and expertise

- Expertise of national and international experts (field staff, Germany-based staff, integrated and returning experts, development workers, national staff)
- Network of local and international cooperation partners (from the fields of politics and business, the scientific and academic community and civil society)
- Over 50 years of experience around the globe
- Training and upskilling programmes
- Sustainable, entrepreneurial mindset and actions

### Financing and commissions

- Public funding through directly placed contracts or competitive bidding
- Third-party funding through commissions
- Cofinancing arrangements and subsidies

### Materials and equipment

- Responsible use of partner countries' natural resources
- Sustainably procured goods (e.g. IT hardware, vehicles, solar power modules)

## ACTIVITIES

We understand the (political) requirements of our commissioning parties and translate them into customised, effective and sustainable solutions – covering all stages from development through to planning and, finally, implementation. Ongoing monitoring and evaluation (M&E) of projects ensures high quality and results.

- Management and supervision of construction and infrastructure projects
- Handling finance and fund management
- Placement of experts
- Procurement and logistics

- Policy and strategic advisory services
- Technical consultancy
- Organisational consultancy

Management and logistics

Advisory services

Networking, dialogue, mediation

Strategic capacity development

- Management of networks and dialogue platforms
- Mediation

- Skills management
- Human resources development within organisations/training partnerships
- Networked learning

We have both a public-benefit business area and a taxable business area. Our clients include BMZ, the German Federal Foreign Office, BMUV, other German federal ministries, the EU, German federal states, international institutions, governments and private-sector actors.

## VALUE CREATION (a selection)

We cover costs and generate sustainable value at three levels:

### Individuals

- Broader access to schooling and vocational education and training
- Job creation and improved working conditions
- Optimised access to health services, drinking water and energy supplies

### Organisations

- Enhanced management, networking and partner structures
- More efficient use of resources
- Greater capacity for innovation

### Society

- Greater political participation and gender equality
- Enhanced access to administrative state services
- Reduced greenhouse gas emissions

**We align our work with the United Nations Sustainable Development Goals.**

**We never lose sight of political and market influences and trends. On this basis, we devise our services using innovative approaches to respond to needs.**



# A WORLD IN FLUX

## GIZ OPERATES IN A HIGHLY COMPLEX ENVIRONMENT

There are many ways in which the world is changing. It is becoming more digital, more fragile and less secure. The following developments had a particular impact on our work over the last year.

### THE CLIENT LANDSCAPE REMAINS DIVERSE

German development cooperation operates on behalf of a number of different public and private sector donors. GIZ's most important commissioning party is the German Government, followed by the European Union. With its Team Europe approach, the European Commission aims to pool bilateral efforts in order to pursue European development goals more effectively. For GIZ, this means adapting to the requirements of different commissioning parties, linking bilateral and multilateral approaches, increasingly cooperating with private sector partners alongside state bodies, and thereby maximising results.

### THE INTERNATIONAL ORDER IS CHANGING

Even before war broke out in Ukraine, a look at 2021 showed that the political map of the world is shifting and becoming more complex. We live in a multipolar order, in which different systems and spheres of influence compete. Past certainties no longer apply today. The world now expects Germany to shoulder an increasing level of responsibility, show more drive and demonstrate a greater will to shape events – as part of a close-knit network of partnerships and alliances. This is bringing GIZ new tasks, as it works with a wide range of different actors to both strive for more democracy and sustainability and seek solutions in the war on hunger and poverty.

### THE NUMBER OF CRISES IS RISING

No improvement in the situation can be expected, given the diverse global and regional conflicts. Indeed, in 2021 more than two-thirds of GIZ's partner countries were affected by crises, outbreaks of violence and displacement. We therefore need to retain our ability to act even under the most adverse conditions, and to focus on supporting local people. In fragile contexts it is especially important to help people become more resilient to crises, promote peaceful and sustainable development, and deal with any conflicts as they arise.

### DIGITALISATION IS CHANGING LIVES AND SOCIETIES

Digitalisation is changing the way we deal with one another, the way we live and work and the way our societies function. The COVID-19 pandemic, and the various lockdowns it triggered around the globe, has accelerated the spread of the internet and the many ways it is used. That is also true of developing countries where many people still have no access whatsoever to the internet, or where significant improvements need to be made. For GIZ, this means pushing ahead with digital solutions for sustainable development and laying the foundations to ensure that everybody can use and benefit from digital services as soon as possible. It also means, however, that we are committed to data being handled securely and openly, in line with democratic principles.

### SUSTAINABILITY IS BECOMING MORE IMPORTANT

Today the international agenda is ultimately determined by the imperatives of climate change mitigation and environmental protection. Everywhere on the planet, people are already feeling the impacts of higher temperatures. They are seeing ecosystems collapse and biodiversity shrink. Among the 10 biggest risks facing us in the coming years, the World Economic Forum lists five risks related to a lack of environmental sustainability. Climate and environmental policy issues therefore play a major part in shaping GIZ's work; they are the largest items in our portfolio. GIZ is collaborating with partners around the globe to advance effective environmental policy and mitigate climate change. At the same time, it is building capacities to help people adapt to the consequences of climate change.

# OPPORTUNITIES AND RISKS

Our risk management system is an essential part of our ongoing monitoring of the wider business environment. We look ahead to identify risks and devise measures to counter them. We also identify opportunities arising around our fields of activity, and harness them to enhance our competitiveness and performance. Against this background, we focused on the following issues in particular in 2021.

	COVID-19 PANDEMIC	SECURITY SITUATION IN OUR COUNTRIES OF ASSIGNMENT	DIGITALISATION AND IT SECURITY
OPPORTUNITIES	<ul style="list-style-type: none"> <li>Increasing flexibility in our service portfolio as a result of pandemic-related experience in modifying project structures</li> <li>Appropriate online communication and meeting formats in emergencies and crises</li> <li>Greater awareness of the crucial importance of mental and psychosocial health of staff for service delivery</li> </ul>	<ul style="list-style-type: none"> <li>Greater expertise and experience in the fields of security and stabilisation result in better tailored offers for commissioning parties in fragile contexts</li> <li>Fine-tuning the culture of safety and security within GIZ</li> <li>Greater staff knowledge in dealing with crises and assignments in challenging contexts</li> </ul>	<ul style="list-style-type: none"> <li>Technological development and optimisation of digital solutions inside GIZ result in greater efficiency and enhanced competitiveness</li> <li>Digitalisation projects in the countries of assignment offer new opportunities to deliver services</li> <li>GIZ becomes more attractive for existing and potential new commissioning parties</li> </ul>
RISKS	<ul style="list-style-type: none"> <li>Dynamically changing operating environments pose challenges to GIZ's ability to deliver</li> <li>Heightened risks for staff, e.g. due to limited local medical capacities and continued high mental strain</li> <li>Less variety and greater monotony in everyday mobile working; contacts with team limited to online meetings</li> <li>Mobile working makes it more difficult to draw a line between work and private life</li> </ul>	<ul style="list-style-type: none"> <li>Increasing number of countries of assignment classed as fragile</li> <li>High level of unpredictability regarding project implementation</li> <li>Safety and security risks for staff due to violent conflicts and rising crime</li> <li>Partners are less reliable as a result of partner governments being overthrown, autocratisation</li> <li>Reduced enforceability of priority issues</li> </ul>	<ul style="list-style-type: none"> <li>Impacts of digital change are difficult to predict in detail because of its speed and scope</li> <li>The number of professional cyberattacks is rising</li> <li>Gaps in IT security bring the risk of serious consequences such as financial and/or reputational damage</li> </ul>
MEASURES	<p>In the first year of the pandemic, we were able to put in place extensive communication options and advisory/counselling services for all staff within the scope of our security risk and crisis management. These again proved their worth in 2021. Last year we were also able to offer vaccinations not only to employees based in Germany but also to staff and their families in various GIZ countries of assignment, in close cooperation with the German Federal Ministry of Health and the Federal Foreign Office. COPE, our psychosocial counselling unit, continues to help staff worldwide deal with the challenges posed by the pandemic with a wide range of counselling services.</p>	<p>Our duty of care towards both Germany-based staff and field staff is our top priority. Our employees attend a number of different security training courses before taking up assignments abroad. Our security advisors in partner countries produce regular security analyses and related information regarding the situation on the ground. Working closely with the Corporate Security Unit, they provide support in countries of assignment in assessing and mitigating security risks, and also take precautionary measures. In addition, local contact points and networks are identified that can provide culture-sensitive and context-sensitive psychosocial support in crises.</p>	<p>In 2021, there was a focus on raising awareness of IT security risks. Mandatory online training and intranet-based guidance explain how staff should handle information and data. We have also come closer to our goal of ensuring that our Information Security Management System (ISMS) is implemented worldwide in line with ISO 27001, and that all Germany-wide activities are compliant with and certified under the IT-Grundschutz (Basic Protection) standard developed by the German Federal Office for Information Security (BSI) and based on ISO 27001. In future, we will continue to enhance our information and IT security, as technology, data protection and hackers are constantly changing direction and procedures.</p>



Find out more about risk management at: [reporting.giz.de/2021/risk-management](https://reporting.giz.de/2021/risk-management)

Find out more about opportunities and risks in the GIZ Annual Statement of Accounts: [reporting.giz.de/2021/downloads](https://reporting.giz.de/2021/downloads)



# OUR STRATEGY 2020–2022

## GUIDING US IN TIMES OF CHANGE

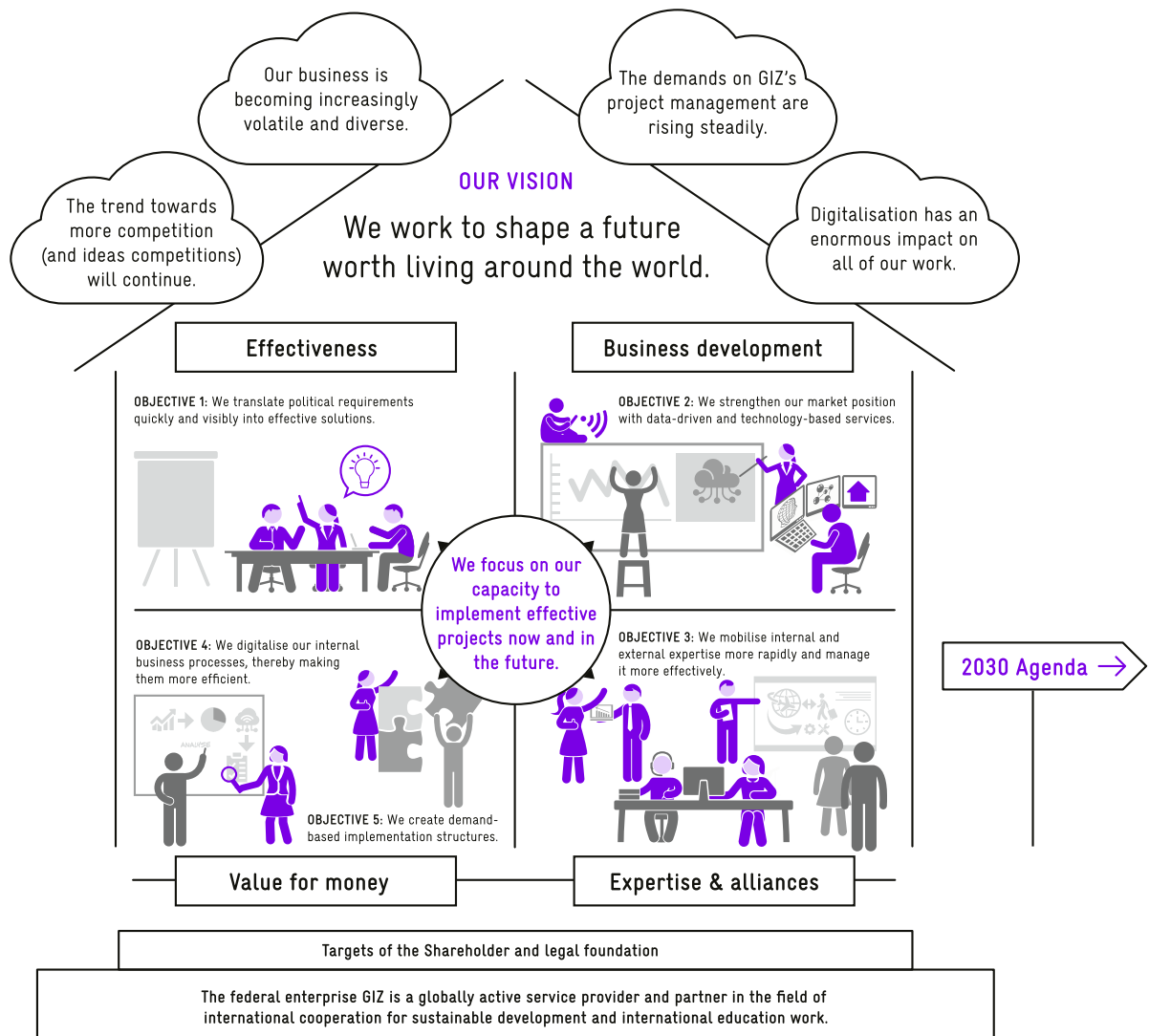
The ongoing COVID-19 pandemic and the rising number of crises and conflicts posed particular challenges last year. In the second year of its implementation, our Corporate Strategy was again our guide, helping us to overcome these challenges and better perform our work worldwide. The strategy focuses on our capacity to implement effective projects, by which we mean our ability to implement demanding commissions in international cooperation rapidly and effectively, even under difficult circumstances. It also means pressing ahead with digital change within GIZ.

### COOPERATION AND LEADERSHIP

We introduced the Cooperation and Leadership process so that we can continue to successfully address the increasing complexity of the environment in which we operate. The four Cooperation and Leadership principles help us to act with greater agility and flexibility. A project team has been working since 2017 to formulate and implement the principles as part of a company-wide process. 2021 saw them integrated into GIZ's HR instruments and professional development services.



Find out more about the Cooperation and Leadership strategic project at: [reporting.giz.de/2020/kuf](https://reporting.giz.de/2020/kuf)



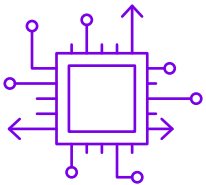
The Corporate Strategy consists of a clear system of objectives that guides staff in their actions. It brings together all our objectives and the measures designed to achieve them for a three-year period, from 2020 to 2022. Overarching issues, including sustainability and digital transformation, are also reflected in the strategy.



Further information on GIZ's Corporate Strategy and the digital Strategy Architecture can be found at: [reporting.giz.de/2021/strategy](https://reporting.giz.de/2021/strategy)

## FOUR FOCUS PROJECTS

Our Corporate Strategy aims to make GIZ more digital, more flexible, more agile and more efficient. Four focus projects have been developed to achieve this. The project staff are drawn from organisational units inside and outside Germany so that the projects can harness expertise from the entire company.

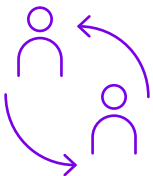
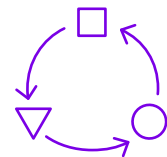


### DIGITAL FOR RESULTS

We see digital transformation as a driver and as an opportunity to implement the 2030 Agenda more effectively. To enable us to reap the additional benefits offered by digital technology in our commissions, we are developing market-relevant digital services and are expanding cooperation with tech companies and the digital economy. The goal is always the same – to maximise and scale up development results. GIZ itself is also constantly evolving, and building data, technology and digital capacities at both organisational and individual levels. To drive these changes forward, we launched the focus project Data-Driven and Technology-Based Services.

### ADAPTING FLEXIBLY TO CHANGE

The world is becoming more complex, our work more demanding. We must respond to such changes – whether they involve difficult commissions in fragile states or new requirements imposed by our commissioning parties – with increased standards that can also be adapted at short notice. For this, we need innovative and flexible solutions for GIZ's structural and management models. This is the only way we can rapidly adapt our work to changing conditions on the ground. And it is why we launched the focus project Future-Proof Implementation Structures.

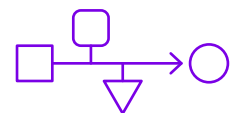


### AGILITY IN ACTION

If we are to retain our ability to act worldwide in very different contexts, we always need precisely tailored expertise – we need the right person in the right place at the right time. For this we rely on new service delivery approaches, which we combine with the appropriate partners and structures. They help us to act flexibly and successfully. This is where the focus project Tailored Expertise comes in.

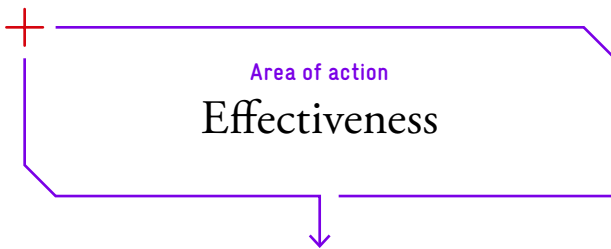
### WORKING EFFICIENTLY

To achieve a higher level of efficiency, we aim to become a process-oriented company. To this end, we are going digital across the board. Media discontinuity and complicated procedures should soon be a thing of the past, while processes will be streamlined and organised on an inter-departmental basis. It is the only way we can keep pace with the high volume and frequency of our international work in the long term. This is the domain of the focus project Digitalised End-To-End Business Processes.



# WHAT WE ACHIEVED IN 2021

The expectations and demands on our work have grown. The Corporate Strategy we adopted in 2020 is helping us to meet these demands as far as possible. It embraces four areas of action, each with its own objectives. During the second year of the strategy cycle, we were able to attain many of these objectives, as we did in the previous year. Here are some of the highlights achieved in 2021.

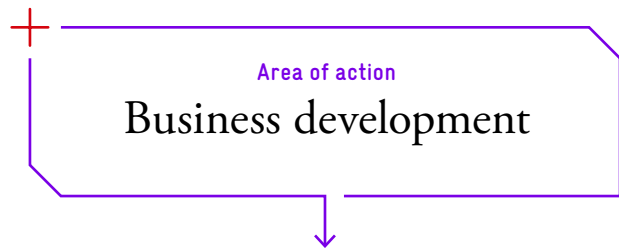


## OUR OBJECTIVE

We understand political requirements and work together to translate them quickly and visibly into effective solutions.

## RESULTS

GIZ is committed to achieving results with its work and to communicating these results. Last year, our reporting system was put on a new footing and expanded to cover new areas. Standard indicators, introduced on 1 January 2022, have replaced the aggregated reporting on results used in previous years. The main groundwork, particularly the identification of indicators, was performed in 2021 in close consultation with KfW and BMZ. Positive mention should also be made of the fact that GIZ's own method of recording its carbon footprint was classed as 'good' by external consultants (find out more on page 21). They praised the value of the tool per se as well as GIZ's overall engagement in the field of sustainability and climate neutrality.

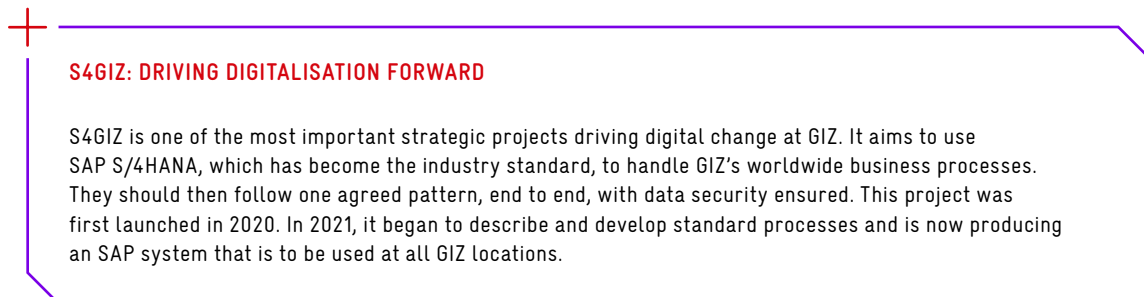


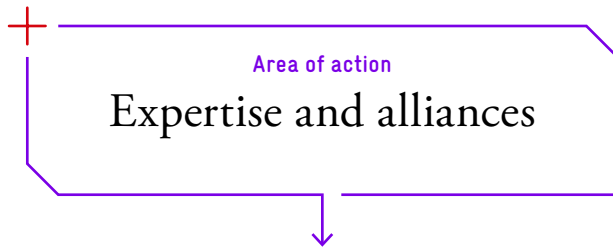
## OUR OBJECTIVE

We strengthen our market position with data-driven and technology-based services.

## RESULTS

Data and digital technology play a vital role in GIZ's success. Our aim is to consistently enhance our performance in this field so that we can offer partners and stakeholders new digital solutions. We took an important step in this direction in 2021, investigating the options for developing new services in the field of digital transformation. So that we can support projects in future in integrating data into planning and implementation, a Data Service Centre was established. It provides internal services, helping projects use and gather quantitative data. GIZ made good progress in this area of action in 2021, moving closer to its goal of operating in a manner that is underpinned to a greater extent by data and evidence.



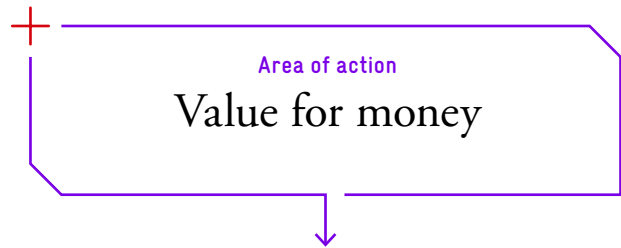


**OUR OBJECTIVE**

We mobilise internal and external expertise more rapidly and manage it more effectively.

**RESULTS**

GIZ must respond swiftly if it is to hold its own in our rapidly changing world, meaning that we need the right expertise in the right place at the right time. And this will only be possible with forward-looking HR planning, flexible assignment models and intelligent partnerships to deliver services. We continue to work steadily on all three aspects. In 2021 we made progress in a number of areas, for instance in defining career paths and target profiles for key positions, including country directors. We are therefore gearing our HR development more closely to the needs of the company. We have also taken steps to ensure a better gender balance at the executive level. And we have pooled knowledge on the preparation, design and implementation of projects in a digital format so as to be able to provide staff with information more rapidly. We have made progress on many fronts and will be continuing the process in 2022.



**OUR OBJECTIVE**

We digitalise our internal business processes, thereby making them more efficient. We create demand-based implementation structures that enable services to be delivered quickly and efficiently across all organisational units.

**RESULTS**

GIZ is streamlining and digitalising its core processes in an effort to be able to work more efficiently and effectively. This is done primarily by devising and describing all processes end to end, making them faster, more straightforward and also more audit-proof. Some important interim goals were achieved in 2021. For priority processes, such as procurement and selected HR and finance processes, we have appointed staff to be responsible for the relevant process. At the same time, we produced more than 200 outlines for the most important company-wide processes, as well as developing a method for assessing these. This will allow GIZ to continuously review all of its business processes in future, and improve them where necessary. These outlines have been passed on to the S4GIZ project (see box), where they will be put on a digital footing, making them even more efficient.

**DIGITAL TRANSFORMATION: VALUE-BASED DATA HANDLING**

The advance of digitalisation is changing development cooperation. The raw material in this new era is data. It offers huge potential for new findings and for presenting results, but equally it entails new challenges in the fields of data privacy, protection and security, for example. In 2021, we therefore adopted the GIZ Strategic Data Management Framework, which provides the company with a compass for future data-related decisions. What sets GIZ apart is the fact that it uses data for the common good as well as prioritising both self-determination with regard to the use of information and the protection of sensitive data.

As a company we base our actions on the values set out in the German Basic Law and on the values of the European Union, and then work for people-centred digital change, where basic individual rights take centre stage. We embrace these principles in our own work, as well as bringing our perspectives to international bodies and forums.

# THINK GLOBAL, ACT LOCAL

Sustainability is an important strategic success factor for GIZ, both with our partners in our countries of assignment and within GIZ itself. As an enterprise with global operations, GIZ has a special responsibility for the environmental, social and economic impacts of its actions. That is why we introduced a Sustainability Programme in 2013, which we are constantly refining and in which we set out ambitious targets. Around the world, our staff are engaging with enthusiasm and innovative spirit not only to translate our Sustainability Programme into practice, but also to take it to the next ambitious level.

## SUSTAINABILITY 2.0

In 2021 we entered the next cycle of our Sustainability Programme. Because of its strategic importance, the programme is one of GIZ's key management instruments. We have set ourselves far-reaching goals in the fields of environmental protection and social standards for the new cycle. By 2025, our aim is to cut our climate-damaging emissions by a substantial degree, use natural resources economically and help protect biodiversity. We want to put our mobility and procurement on a sustainable footing, and become even more diverse as a company. We intend to ensure gender equality and encourage our staff to report any potential irregularities. The actual progress achieved during the first year of the programme is currently being identified by means of systematic monitoring and will feature in the 2022 company report.

In 2021 we publicised the new Sustainability Programme with numerous online events inside the company. The focus was on our countries of assignment. This is where most of our staff work, and this is where we see both the greatest potential and the most urgent need for action if we are to achieve our sustainability goals. One of our aims by 2025, for instance, is to reduce by 60 per cent the volume of coolants with a high global warming potential (GWP) used in air conditioning systems and similar equipment at our locations outside Germany.

## MAKING KNOWLEDGE ACCESSIBLE

The Sustainability Programme is implemented at a decentralised level. At individual GIZ locations, solutions are being developed with a view to reducing greenhouse gas emissions, ensuring economical use of natural resources, and putting in place good working conditions for all. In Ghana, for example, GIZ worked with the service provider Miss Taxi to set up a car-sharing scheme for 14 projects. This is reducing exhaust emissions and saving money. All cars are driven by women, who are especially dependent on a secure income. In this way, the project is also contributing to gender equality.

Innovative approaches like these are exemplary. And that is why it is important to make the knowledge and experience gained in individual countries with the implementation of the Sustainability Programme accessible throughout the company. To this end, GIZ has developed its own standardised monitoring and data system, the Corporate Sustainability Handprint® (CSH). At GIZ locations in the field structure, CSH officers are appointed. They record and analyse local data, such as the offices' resource consumption, before going on to devise objectives and measures with their colleagues and managers. The CSH officers have the opportunity to meet at regular intervals in online forums to discuss specific issues. This allows them to learn from one another and broadens our knowledge base.

## KEY RESPONSIBILITY

The foundation for the decentralised implementation of our Sustainability Programme is a well-functioning governance structure to steer the process. This structure consists of the Sustainability Office, the Sustainability Board and the Director Corporate Sustainability. Together, they continue to hone GIZ's sustainability management. The staff of the Sustainability Office also advise and support the organisational units and the field structure on sustainability and ensure that knowledge is shared within GIZ.

The overarching responsibility for sustainability is vested in the Chair of the Management Board, who also chairs the Sustainability Board comprising the directors and directors general of various units and departments. This underscores the paramount importance that GIZ attaches to sustainability management.

‘Sustainability is our core business.’

David Nguyen-Thanh  
GIZ Director Corporate Sustainability



**What does the Director Corporate Sustainability do?**

In my capacity as Director Corporate Sustainability, I am the main contact person for all questions relating to corporate sustainability from within the company and also externally. Discussions with colleagues are particularly important, for instance as part of sustainability talks with sustainability initiatives inside the company. These talks are a key inspiration for me to continue developing GIZ’s sustainability management.

**What does the Sustainability Programme mean for GIZ?**

Sustainability is our core business. From our work in our countries of assignment, we know that sustainable development depends on structures that take a preventive and long-term approach to fostering sustainability. What is true for our partners is also true for us. GIZ only has a future if it fully embraces environmental, social and economic sustainability. From that we can deduce the strategic importance of sustainability management for GIZ. On top of that, we aim to be a role model. We have to apply the same values to ourselves that we apply to our partners worldwide.

**What are the greatest challenges involved in implementing the programme?**

We have already achieved a great deal in Germany in recent years. That is why the Sustainability Programme is currently focusing on our efforts in partner countries, where the context is often more challenging. This will be the main driver of the company’s sustainable development in the years to come. A key challenge is to establish good practices throughout the company. New ideas for practical solutions and improvements are springing up everywhere. The requirements vary from one partner country to another, which is why strategies need to be adapted to each specific context. Initial experience in the new programme cycle indicates that there is still scope for digital solutions.



For an example of how we are fostering corporate sustainability in our project work with the aid of integrated experts, visit: [reporting.giz.de/promoting-sustainability](https://reporting.giz.de/promoting-sustainability)



# OUR CLIMATE MANAGEMENT

The climate crisis is one of the greatest challenges of our time. GIZ is helping its partners in countries of assignment to implement climate change mitigation and adaptation measures. At the same time, we are setting ourselves goals to improve our own carbon footprint, in line with the most rigorous science-based, transparent standards and benchmarks.

## FIRST MILESTONES ACHIEVED

Climate change mitigation is at the heart of GIZ's Sustainability Programme. The first important milestone was achieved in 2020 when our worldwide operations became climate neutral. At our locations inside and outside Germany, we offset any unavoidable emissions that are harmful to the environment<sup>1</sup>. Step by step, we are expanding our monitoring to include other key emissions, and to reduce these wherever possible. For GIZ's climate management, prevention takes priority over reduction, while offsetting of unavoidable emissions is a last resort. We have firmly anchored specific measures to support this three-pronged approach in our Sustainability Programme.

To offset emissions, GIZ acquires certificates from climate change mitigation projects which meet not only environmental but also social sustainability criteria. They comply with the Gold Standard requirements, one of the most rigorous international quality standards, and are verified by the United Nations Clean Development Mechanism (CDM).

## SCIENCE-BASED

GIZ bases its climate management on the findings of climate research. In 2021, we were the first development cooperation company to join the global Science Based Targets initiative (SBTi). This alliance of major environmental and climate organisations, with the participation of the UN Global Compact, helps the private sector to

do its bit to limit global warming to 1.5 degrees Celsius. It demonstrates to companies both how, and how swiftly, they need to reduce their emissions. SBTi's criteria have become the accepted international standard when it comes to identifying emission reduction targets for companies in line with the Paris Agreement.

As a member of the Science Based Targets initiative, GIZ is pursuing ambitious emission reduction goals that are broken down into different scopes, or emission sources, in line with international standards. By 2025, we intend to reduce our greenhouse gas emissions by 30 per cent against 2019 figures (in scopes 1 and 2, see table). This applies to direct sources of emissions, such as our vehicles, and to the electric power we use.

We also accept responsibility for indirect emissions in the value chain (scope 3). This scope includes business flights, which are one of the largest sources of emissions at GIZ. This is why we have set ourselves ambitious goals in this area in our 2021–2025 sustainability programme. Taking 2019 as a benchmark, we intend to cut our greenhouse gas emissions resulting from air travel inside and outside Germany by 25 per cent by 2025. Wherever possible, business travel is to be replaced by online meetings or reduced by grouping appointments. These approaches were already successfully applied during the COVID-19 pandemic.



Further information about recording and offsetting CO<sub>2</sub> emissions can be found at: [reporting.giz.de/2021/climate-management](https://reporting.giz.de/2021/climate-management)

<sup>1</sup> The emissions that GIZ cannot avoid are offset by retiring high-quality climate certificates from projects where greenhouse gas emissions were successfully reduced. GIZ records and offsets all direct greenhouse gas emissions. It also records and offsets a number of easily measurable indirect greenhouse gas emissions such as those generated by air travel or commuting. For details see GIZ's latest Climate and Environmental Report.



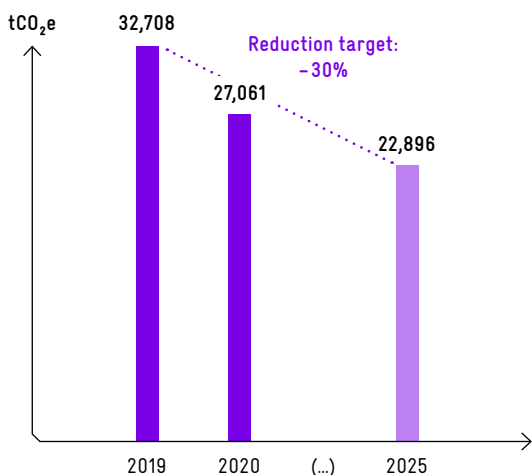
SCIENCE  
BASED  
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

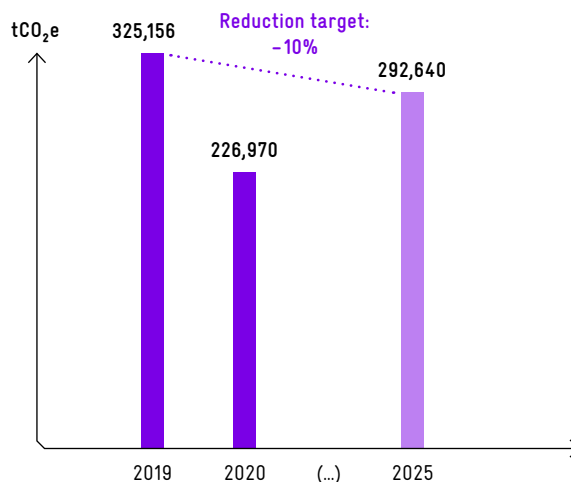
Almost 2,500 companies around the world have signed up to the **Science Based Targets initiative (SBTi)**. The UN Global Compact, the World Resources Institute (WRI), the World Wide Fund For Nature (WWF) and the Carbon Disclosure Project (CDP) are behind the initiative. Applicants are required to systematically record and disclose climate-relevant data. SBTi experts verify whether or not the reduction targets proposed by the companies are compatible with the 1.5 degrees Celsius target set out in the Paris Agreement. Participating organisations also undertake to report transparently and publicly once a year on the progress they have made towards achieving their targets.

## SCIENCE-BASED TARGETS AT GIZ

### SCOPES 1 + 2: LIMITING GLOBAL WARMING TO 1.5°C (DIRECT EMISSIONS)



### SCOPE 3: LIMITING GLOBAL WARMING TO WELL BELOW 2°C (INDIRECT EMISSIONS)<sup>1</sup>



SBTi targets: GIZ commits to reducing absolute scopes 1 and 2 greenhouse gas emissions by 30% by 2025 from a 2019 base year. GIZ also commits to reducing absolute scope 3 greenhouse gas emissions from purchased goods and services, fuel and energy-related activities, business travel and staff commuting by 10% over the same period.

<sup>1</sup> Some emissions sources in the value chain can currently only be estimated and are not yet included in these calculations. The figures stated here therefore supplement those published in the Climate and Environmental Report 2020. We are continually working to improve our data collection methods.

## SETTING NEW GOALS

We have already introduced many climate-friendly measures over recent years at GIZ locations in Germany. The new Sustainability Programme now shifts the focus more to the potential outside Germany. Photovoltaic systems are to be installed at many locations, for instance. This will cut CO<sub>2</sub> emissions, reduce energy costs, and can make generators superfluous when power outages occur.

The next step will be to expand the scope of our annual Climate and Environmental Report to include our sub-contractors. As of 2022, we will begin by including the greenhouse gas emissions resulting from air travel undertaken by our service providers in our detailed monitoring system and our reduction efforts.

## MAKING PROJECT IMPACTS VISIBLE

Climate change mitigation and adaptation to climate change have long been a focus of our work in partner countries. More than one-third of GIZ's project portfolio aims directly to counter worsening global warming and to help people adapt to climate change. Many other projects have a positive impact on the climate although this is not immediately apparent from corresponding markers.

At the same time, we record the CO<sub>2</sub> emissions that can be caused by projects in countries of assignment. Since 2020, we have investigated climate-relevant emissions risks at the planning stage of every project as part of our risk assessment, using our Safeguards+Gender management system. GIZ has developed its own model for calculating the probable carbon footprint of its activities. Construction measures are integrated here, as are emissions caused by travel and energy requirements.

We have had the procedure we use to calculate the carbon footprint at project level assessed by independent institutions including the Wuppertal Institute and the German Nature and Biodiversity Conservation Union (NABU). Thanks to this procedure, we are able to reliably identify potentially significant adverse climate impacts before a project is even launched, which in turn allows us to take steps to avoid or minimise risks in the project design. After all, the aim is to prevent emissions wherever possible.

In 2021, some 300 new projects underwent a carbon footprint assessment, bringing the total since 2018 to 1,200 projects. The results firstly pinpoint the types of project activity that generate particularly high emissions, but also indicate that over 90 per cent of the projects analysed caused no significant greenhouse gas emissions.

# OUR WORK AROUND THE WORLD

## PLANNING SUSTAINABLY AND TAKING A COMPREHENSIVE APPROACH - FOR TODAY AND TOMORROW

The growing number of crises and conflicts around the world has a direct impact on our operating environment. Two-thirds of our partner countries are now in the grip of conflicts, violence or crises. The situation is further aggravated by global challenges such as the COVID-19 pandemic and climate change.

Achieving the Sustainable Development Goals (SDGs) requires extensive approaches that counter the effects of current crises while pointing the way forward towards a better future. In 2021, the second year of the COVID-19 pandemic, we worked tirelessly to make health systems more resilient and to prevent future pandemics around the globe. In the private sector, too, our focus is on the future. Worldwide, we are engaged in fostering a green recovery – an environmentally and socially appropriate upswing following the pandemic. In this way, we are helping to address climate change and foster progress on climate change mitigation. Renewable energy sources, such as green hydrogen, are one of the ways forward.

Sustainable development will only be possible, however, if everyone feels they are part of it. Our work helps to counter social inequality and create better prospects, for instance by ensuring unlimited educational opportunities for all. In crisis-affected regions we help people to cope with acute emergencies, support them as they work for peace, and assist with efforts to prevent future conflicts.





# DETERMINED, EVEN IN FRAGILE CONTEXTS

Even under the most difficult conditions, GIZ is working to strengthen states and their societies and government bodies, while ensuring that all people can benefit from development.

## A COMPASS IN UNSETTLED TIMES

The world has become much more turbulent. This is an environment in which GIZ can draw on its experience and make use of instruments designed for use in crises.

About two-thirds of GIZ's countries of assignment are now considered fragile. This is the term used to describe states whose governments are not able or willing to uphold the fundamental mechanics of statehood in the fields of security, the rule of law and basic social services (see box). In 2021, GIZ worked for different German federal ministries and other commissioning parties in partner countries, in some cases under extremely difficult conditions. Our actions are based on the German Government's Guidelines on Preventing Crises, Resolving Conflicts, Building Peace. In line with these guidelines, we take a preventive approach in many places. However, where people face acute emergencies, we also work with emergency relief specialists to support them. Parallel to this, we strengthen those persons responsible in villages, towns and cities, and regions wherever possible, so that they can tackle the job of reconstruction and get everyone in the community on board. Fostering a cohesive society means that crises and conflicts can be resolved quicker and more effectively, and action can be aligned with the imperatives of the United Nations Sustainable Development Goals (SDGs). This calls for sensitivity and patience since results are often achieved only gradually and in the background.

### 'THE DAY I MADE PEACE'

Mali is one example of a long-term preventive approach. Since 2012, this West African state has been in the throes of a national crisis. To counter extremism, we are supporting cultural initiatives there on behalf of the German Federal Foreign Office. Considerable importance is attached to the arts in Mali. Cultural forms of expression allow young people to have a say in discussions relevant to their society, and enable them to work as change agents. That is why we are supporting hip-hop festivals, music workshops and drama productions. One example is the cultural initiative Un jour où j'ai fait la paix ('The day

I made peace'). Cultural events reach out to thousands of young people.

In addition to the stabilisation approaches of the Federal Foreign Office, GIZ uses transitional development assistance, a BMZ instrument designed for use in crisis-affected contexts. In northern Iraq, for instance, we are creating jobs for up to 40 days for internally displaced persons (IDPs), refugees, and disadvantaged individuals in the host communities. To date, we have been able to provide short-term employment and thus income opportunities for over 39,000 people. With the United Nations Refugee Agency, we also make use of the humanitarian-development-peace nexus. This approach combines acute humanitarian aid with longer-term development cooperation. In northern Uganda, for example, refugees and the local population are receiving training that will enable them to install photovoltaic equipment. The people learn together and then translate their knowledge into practice, creating their own prototype solar-powered mobile phone chargers, for instance.

Our work is repeatedly influenced by events that are either unpredictable or that cannot be steered. Our staff members, who are well acquainted with the conditions and interrelations on the ground, enable us to respond to this volatility. We plan for the future with appropriate structures, such as business continuity management. In particularly hazardous regions we use remote management. We can drive our projects forward from a distance with the help of local partners, which might be non-governmental organisations (NGOs) or representatives of local civil society. The offices in the capital city maintain telephone and email contact. Where travel is possible, it is organised only on a case-by-case basis. The security experts in the country offices – in extremely fragile countries there is a Risk Management Office – are consulted prior to any trip. For monitoring – the systematic recording of progress – GIZ has also put in place digital tools and a network of reliable partners that allow it to work effectively from a distance.

### WATERSHED IN AFGHANISTAN

The Taliban's seizure of power in Afghanistan in August 2021 was one of the most dramatic events of last year.





This photo, taken as part of a photography workshop with schoolchildren in northern Iraq, illustrates how we can face up to challenges together in times of crisis.

But despite the shock waves it generated, our work there has not been in vain. The impacts of progress, for example improved access to electricity and drinking water, enhanced literacy and better training, can still be seen. Along with the international community, German development cooperation has succeeded in increasing the number of children attending school by a factor of 12 over the last 20 years, to more than 12 million – including many girls who can now read and write.

Under the current exceptional circumstances, GIZ continues to support local staff and their families who are endeavouring to leave the country. The German Government stipulates the criteria and preconditions governing the evacuation procedure for local staff, thereby determining who is eligible. On behalf of the German Government, GIZ also organises the evacuation of Afghan staff members of other organisations and individuals classed as vulnerable by the German Government. We deal with air and land transport and arrange appointments for visa applications. By the end of May 2022, we had already helped more than 17,400 Afghans to leave the country and organise onward travel.

### STABILISATION PLATFORM

Stabilisation involves high-risk project work. Here we are talking about places where the security situation is extremely difficult and where often only the military or humanitarian relief agencies have access. One example is the region around Lake Chad, which has been devastated by the reign of terror wrought by Boko Haram. In order to retain an ability to act under these circumstances, particular expertise is required for monitoring, steering and analytical work. This is where the Stabilisation Platform (SPF) comes in. It was founded in 2021 on behalf of the Federal Foreign Office as an own brand. SPF is hosted by GIZ and consists of experts with a wealth of practical experience, which they then make available to foreign and security policy-makers. The SPF team supports the Federal Foreign Office with wide-ranging expertise gained from worldwide project work, including in fragile contexts in particular. It offers technical advice, pilots new instruments and provides operational support.



Find out more online at:  
[reporting.giz.de/stabilisation-platform](https://reporting.giz.de/stabilisation-platform)

### FORMS OF FRAGILITY

**Failing states**, often marked by violent conflict

**Weak states** with no violent conflicts but where institutions are weak and the ability to provide essential services is limited

**Challenged states**, which are relatively legitimate and able to act, but face threats (such as the consequences of climate change)

#### FRAGILE SITUATIONS

It is not always an entire state that is fragile; sometimes fragility affects only part of the national territory as a result of particular events.

**Illegitimate states**, where the political order is not accepted as legitimate by large sections of the population in spite of or indeed because of massive state repression, making the states only superficially stable

**Moderately functioning states**, where the main challenges lie in the state monopoly over the use of force (threats posed by organised crime for instance) and in the ability of the state to deliver services

# GLOBAL HEALTH: LOOKING AT THE BIGGER PICTURE

GIZ has long helped partner countries strengthen their health systems. The COVID-19 pandemic has placed additional stress on these systems and demonstrated that no one is safe until everyone is safe.



## GREATER VACCINE SAFETY



### Training for health staff builds trust in COVID-19 vaccinations and helps stem the pandemic.



Around the globe vaccination is a polarising issue. Pharmacist Elysee Ama Bonsu Karikari-Agyeman has first-hand experience of vaccine scepticism. But her response has been to present the facts. ‘Some people are reluctant, but now we can explain the benefits and the possible side effects of the vaccination.’ The Ghanaian pharmacist is one of over 200 health service experts in Ecuador, Ghana and Morocco to have received COVID-19 vaccine training in 2021 by the Belgian research company P95. These three countries were selected for the project on the basis of World Health Organization (WHO) recommendations on account of having both national monitoring systems for vaccine safety and the opportunity to disseminate the newly acquired knowledge. The trained experts pass on what they have learned to other individuals working in the country’s health systems.

The project was made possible by a development partnership between GIZ and P95 as part of the develoPPP programme. BMZ’s develoPPP programme supports sustainable business initiatives in developing countries and emerging economies. P95 specialises in vaccine safety and effectiveness. While the company contributes its technical expertise, GIZ brings to the project its international network and trust-based links to partner countries.

‘We teach participants how to use data from studies to identify safety signals, in other words information on any side effects,’ explains Zuleika Aponte, the P95 team leader responsible for the online training. The project helps build the infrastructure for the pharmacological monitoring of vaccines, as well as the monitoring of their effectiveness, and in this way contributes towards efforts to overcome the pandemic.

Over the last 10 years, GIZ has launched some 500 develoPPP projects with private businesses on behalf of BMZ. About 60 per cent of the project volume, which totals over EUR 620 million, has come from private sector partners.



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🌐 [www.develoPPP.de/en](http://www.develoPPP.de/en)



‘The joint project with GIZ is helping speed up the transfer of knowledge. The better the information we can provide on the safety and effectiveness of vaccines, the more people will overcome their fears and get vaccinated.’

**Zuleika Aponte**

Team leader of the Belgian company P95





## PSYCHOSOCIAL SUPPORT FOR REFUGEES

**Displacement, expulsion and violence leave deep scars. In the Middle East, GIZ is working to create greater awareness of mental health, and to help people who have experienced terrible things.**

How can we describe things that are too awful to put into words? Most people find it difficult to speak about their own fears, losses or injuries. But nothing helps more than sharing these experiences. In Jordan, a team of experts are working with people who have experienced suicidal thoughts, using art therapy. In a safe space, men, women and children can translate what they have been through into words and music. Others use a paintbrush to express their emotions.

The art workshops are one of many elements that GIZ is using to advance psychosocial support for refugees and internally displaced persons in the Middle East. The project Psychosocial Support for Syrian Refugees and Internally Displaced People is part of BMZ's special initiative Tackling the Root Causes of Displacement, (Re)integrating Refugees. In 2021, one focus was on preventing suicides. In Iraq, Jordan, Lebanon, Syria and

Turkey, GIZ is working with partner organisations to develop the range of mental health and psychosocial support services (MHPSS) available, in order to preserve and improve people's wellbeing and counter mental disorders. Needs vary widely in the field of MHPSS, as do the support services available. The latter can take the form of sports courses that can restore feelings such as trust and fairness, facilitated forms of artistic expression, or psychotherapy and psychiatric interventions.

The project pools, generates and disseminates expertise in the field of MHPSS and networks actors to help strengthen structures overall and better mainstream the issue in the region. In countries around the world, mental health illnesses often continue to be treated as taboo. The project also trains staff working in refugee projects so that they can better respond to people's needs while also caring for their own mental health. They are, after all, confronted with the suffering of very many people on a daily basis.

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In Honduras, too, GIZ experts offer psychosocial support services and foster a culture of dialogue within the scope of the Civil Peace Service (CPS) programme. You will find an interview with development worker Jasper Alders at: [reporting.giz.de/cps-honduras](http://reporting.giz.de/cps-honduras)





# GREEN RECOVERY: GREENER AND FAIRER

Green recovery is not just an empty slogan – it is the way forward after the pandemic to build resilient societies through sustainable, socially just and climate-neutral change.

## SUB-SAHARAN AFRICA: GREEN WIN-WIN SITUATION



**Sustainable growth after the COVID-19 crisis needs well-trained professionals. This offers opportunities for young people and women in particular.**

For young people in Africa, agriculture is largely synonymous with back-breaking work. But it doesn't have to be like that. Nipher Hilda from Kenya underwent training to acquire new skills in the field of hydroponics, the science of growing plants in stackable boxes containing water with added nutrients instead of in soil. The method saves space and water and can therefore be used in urban areas, too. Harvesting the plants is less arduous and the yields are higher. This innovative method therefore offers several advantages – attractive working conditions and sustainable food production – and is a concrete example of what a green economy can look like.

Young people need training to work in green business sectors such as these, not just in agriculture. There is considerable potential in Africa, for example in resource and waste management, digitalisation and renewable energy as well as in conventional sectors such as transport, tourism and construction. Yet many companies lack the skilled workers they need to achieve ambitious goals in the wake of the COVID-19 pandemic. This is the starting point for the regional project on Employment and Skills for Development in Africa (E4D). The project targets young women and men in various countries in sub-Saharan Africa, offering training opportunities in green sectors in particular. It focuses on meeting the requirements of employers from the private sector, who are involved as project partners. GIZ was commissioned to implement the project by BMZ; it is being cofinanced by the European Union, the Norwegian Agency for Development Cooperation (Norad), the Korea International Cooperation Agency (KOICA) and private businesses. The goals that the project aims to achieve by 2023 include improving the income and employment situation of around 195,000 people, creating permanent employment for more than 62,000 people and supporting more than 45,000 micro, small and medium-sized enterprises in developing their business capacity.



In addition to hands-on training in hydroponics, Nipher Hilda also attended management training sessions and was able to access start-up capital through the partnership with Equity Bank Kenya. As a result, she will be able to set up her own agribusiness, which could lead to the creation of new jobs in future. This is opening up new prospects for her: 'I've learned something about agriculture for the first time and it's changed my life.'

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### GREEN RECOVERY THROUGH GREEN ECONOMY

Green recovery encompasses a range of measures to tackle the social, economic and environmental impacts of the COVID-19 crisis. It focuses on the green economy – in other words on sustainable business practices that conserve natural resources and have a less detrimental impact on the environment, thereby preserving essential natural resources for future generations.

# GRENADA: CRISIS-PROOFING WATER MANAGEMENT

**In Grenada, a model project cofinanced by the Green Climate Fund (GCF) is pointing the way ahead, working to strengthen countries particularly hard hit by the impacts of climate change.**

At first glance, it would seem to be a contradiction in terms: the islands that make up Grenada lie in the turquoise waters of the Caribbean Sea, around 200 kilometres north-east of the coast of Venezuela. The archipelago, which is part of the Lesser Antilles, is famous not only for its beaches, but also for its waterfalls and crater lakes. Yet drinking water is becoming scarce in Grenada. The country has only limited freshwater reserves and is experiencing increasingly frequent dry periods as a result of climate change. At the same time, hurricanes and heavy rainfall are becoming more common. This is making the drinking water cloudy and damaging pipes and tanks. The rise in sea level is also threatening to cause saltwater to seep into the groundwater near the coast.

The primary source of income for the approximately 112,000 inhabitants of Grenada is tourism, while agriculture also provides the livelihood for many people. Yet both sectors depend on the availability of abundant water supplies. On behalf of the German Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection, GIZ is supporting Grenada in the transition to climate-resilient water management. GCF is cofinancing



## PARTNERSHIP WITH THE GREEN CLIMATE FUND

The Climate-Resilient Water Sector in Grenada project is GIZ's first project involving the Green Climate Fund (GCF). GCF was set up in the wake of the UN climate negotiations and finances projects designed to reduce greenhouse gas emissions and to adapt to global warming in developing countries. GIZ has been accredited by GCF and supports its partners in planning, funding and implementing GCF-financed projects. Other joint projects are currently being implemented in Laos, Georgia, Kenya and Senegal.

the project, which is being implemented in collaboration with Grenada's Ministry of Infrastructure Development. GCF attaches particular importance to maintaining environmental and social safeguards at an international level. Water pipes are being renewed to reduce loss due to leakage. Storage tanks and new groundwater wells are designed to guarantee the water supply. Commercial users receive subsidies if they invest in water-saving infrastructure. An audit of 21 hotels and guesthouses established that these businesses alone could reduce their water consumption by a total of around 44 million litres a year.

### Luxury hotel collects rainwater

One of the first establishments to focus on saving water was a luxury hotel in Grenada's capital, St. George's. It now collects rainwater, which it uses to water the grounds and wash the laundry. Other hotels have installed new water pipes and modern showers and have added water-saving flush mechanisms to the toilets. Awareness-raising campaigns are also targeting private users to encourage them to consume less of this precious resource.

Grenada's water regulation authority will assume overall responsibility for water management in future. It will then not merely be responsible for water sector planning, but will also design intelligent water rates with a view to protecting citizens on low incomes against sharp price increases and rewarding those who cut back on the amount they use. The project acts as a model for the region: the solutions tested here and the knowledge acquired can be passed on as lessons learned to other Caribbean countries.

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Find out more about GIZ's work on climate change in a video interview with Jörg Linke, Head of the Competence Centre for Climate Change: [reporting.giz.de/climate](http://reporting.giz.de/climate)





## **HYDROGEN: ENERGY OF THE FUTURE**



**Green hydrogen is essential for the global transition to clean energy. It can play a role in areas in which the direct use of electricity is not possible. GIZ is promoting the development of this fuel source.**



The world can only become climate neutral if we abandon fossil fuels. This, in turn, can only be done by developing renewable energy on a huge scale. In certain areas, however, even green electricity is no use, for example in air travel and shipping. This is where green hydrogen comes in: it plays a key role in producing different types of climate-neutral fuel as well as green steel and green ammonia. These hydrogen-based products are referred to as power-to-X, or PtX, products.

The necessary technology already exists but there are very few places where it is market ready. All of GIZ's activities in this area are designed to develop the green hydrogen market and to explore risks and opportunities with our partner countries – and to harness these opportunities jointly. To do so, GIZ is implementing projects closely linked to Germany's National Hydrogen Strategy on behalf of BMZ, the Federal Ministry for Economic Affairs and Climate Action (BMWK), the Federal Foreign Office and the Federal Environment Ministry (BMUV). This is because Germany has to rely on imported PtX products to become climate neutral itself in future. For developing countries, hydrogen could well become an important export.

We aim to pave the way for this in as many countries as possible – at least in those places where the right conditions exist, as they do in developing countries that are able to produce large amounts of affordable green power. In those countries, we are promoting the development of renewable energy and the necessary technologies and are providing advice on sustainability criteria for global markets.

One of the major elements is the international PtX Hub in Berlin and Brussels. By transferring knowledge, offering training and producing recommendations on sustainable PtX products, the PtX Hub links up advice in the project countries with the rules currently being drawn up by international markets, because success depends on factoring in international rules right from the start.

As one of the leading nations in the green hydrogen sector, Chile is a pioneer in this field. The country not only already obtains more than half of its power from renewable energy sources; it is also the first country in Latin America to adopt a National Green Hydrogen Strategy, which GIZ was heavily involved in drafting. Moreover, we are also supporting Chile in developing initial commercial PtX projects in which green ammonia is produced on the basis of green hydrogen. This can then be used as fuel for fleets of ships.

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- 🌐 [www.giz.de/energy-partnership-chile](http://www.giz.de/energy-partnership-chile)



Interview with



**Dr Christine Falken-Großer and Dr Falk Bömeke**

Head of Division, Climate and energy cooperation with industrialised countries/hydrogen initiatives

Head of Division, Climate and energy cooperation with industrialised countries/hydrogen initiatives



**How relevant are green hydrogen and PtX products to Germany?**

For a long time, hydrogen received much less attention than other fuels. Although we have been aware of its potential for a long time now, it took a while before it progressed from research to application. Now that the days of fossil fuels appear to be numbered, focus is increasingly switching to hydrogen in the search for alternatives. Such alternatives are vital, not only to ensure that the transition to clean energy is successful but also to protect the climate. The German Government is convinced that green hydrogen will play a key role here as a versatile, emission-free fuel. By adopting a National Hydrogen Strategy, the Government aims to harness the opportunities offered by green hydrogen and establish Germany as a lead market.

**What form of international cooperation does your ministry hope to set up in the hydrogen/PtX sector?**

Demand for hydrogen-based fuels will be high in future. Domestic production alone will not be sufficient to meet this need, which is why imports will play an important role, too. The idea is also to use German technology to build a large number of hydrogen production plants outside Europe in order to stimulate the international market. This will establish international supply chains, reduce hydrogen production prices and promote exports of German technologies. BMWK has developed various instruments to promote effective implementation of this strategy. These instruments are based on extensive funding earmarked by the German Government for the transition to clean energy. They are interlinked closely with BMWK's 20-plus bilateral energy partnerships, with foreign trade promotion and with the instruments used by other ministries, which address aspects such as development or geopolitics. The aim is to achieve maximum leverage and in the long term to set up a thriving market for green hydrogen.

**What role do you see for organisations such as GIZ in kick-starting a hydrogen economy?**

GIZ has been commissioned with implementing a number of energy partnerships with developing countries and emerging economies. In the energy sector, it is making an important contribution to dovetailing German Government measures on both economic and energy policy and on climate and development policy.

# SOCIAL COHESION: EVERYONE IS INCLUDED

Everyone needs prospects, particularly the younger generation. People who are taken seriously and feel themselves to be valued members of society can develop the strength needed to create a better future.



## ANYTIME, ANYWHERE: DIGITAL EDUCATION FOR ALL



The learning platform atingi takes young people from the margins to the centre of high-quality education. It is easy to use, free of charge and multilingual.



Unemployment and few opportunities for education – many young people in the partner countries of German development cooperation faced these problems even before the COVID-19 pandemic. Their predicament has been exacerbated since 2020. The digital learning platform atingi is addressing this situation. What is special about atingi is that it focuses on population groups that would otherwise have no or only limited access to high-quality education. The platform provides these people in particular with top-quality study content adapted to the respective economic and cultural context.



By learning to use this tool, they can ‘achieve something’ – which is what ‘atingi’ means in the international language Esperanto. People in African countries – and elsewhere in the world – can log on to the platform free of charge. Working at their own pace and with the aid of a smartphone or a computer, they can access study content in eight different languages.

The platform offers qualifications in management and leadership, agriculture, health, tourism and many other areas. People interested in vocational training can find out from their peers what working as an electrician involves or what an agripreneur is through entertaining presentations incorporating videos and podcasts. The business game Mama Atingi allows participants to play the role of a souvenir shop owner and acquire hands-on business knowledge in the process.

atingi was developed on behalf of BMZ by a team of digital experts and is part of the Digital Transformation global programme. In collaboration with Smart Africa, the African Union’s digital initiative, and many other partners from the private sector, politics, the scientific and academic community and civil society, GIZ is working to provide learning opportunities for all, in a way that is inclusive, accessible, relevant, safe and secure.

✉ [atingi@giz.de](mailto:atingi@giz.de)  
🌐 [www.giz.de/e-learning-platform](http://www.giz.de/e-learning-platform)

### IN FIGURES

The aim is to establish atingi as the standard tool for digital study content in a wide variety of areas of German development cooperation. The results up to the end of 2021 are promising:

**2.4 million**

users have accessed atingi content. Almost half a million of these users are now registered on the platform.

More than **200,000**

study units have already been used.

**8**

languages are available on the atingi interface: Arabic, English, French, German, Portuguese, Spanish, Ukrainian and Vietnamese. Other content is also available in local languages.



# LAOS: STRENGTHENING CIVIC ENGAGEMENT

**In South-East Asia, GIZ is supporting civil society initiatives in Laos to encourage greater participation in discussion within society – a development that gets everyone involved.**

The classrooms of Dongsun Primary School in the country’s southern Khong district have changed since the deputy head teacher, Khambai Theppanya, has been able to use a computer for his work. There are materials hanging on the walls to explain school subjects to the children clearly. Khambai Theppanya researched some of them on the internet. A training session run by the Khong District Community Development Association (KCDA) gave him the skills he needed to use the school computer. Before that, he did not know how to. He has passed on his newfound knowledge to his colleagues.

KCDA is one of almost 200 registered civil society organisations that are promoting digital transformation in the Lao People’s Democratic Republic. In the past, the Government did not always take a positive view of initiatives such as these. In the wake of democratic reforms, however, it has now created a legal framework for work by civil society actors. It recognises that they are making an important contribution to the country’s sustainable development.



GIZ is supporting this process with the Citizen Engagement for Good Governance, Accountability and the Rule of Law (CEGGA) programme, a flagship Team Europe project in Laos. It was commissioned by BMZ and is cofinanced by the EU and Switzerland. CEGGA supports digital transformation in Laos, initiating dialogue and consultation at all levels of society and also focusing on information and data management. One of the aims is to improve digital knowledge and access by civil organisations, enabling them to contribute towards social cohesion. This is one of the building blocks for networking and involving all social groups, including people with diverse gender identities or sexual orientations.

CEGGA is therefore also supporting the Association for Inclusion and Health of Homosexual, Bisexual and Transgender People by providing training on digital communication. Volunteers from the association can use social media to address target groups from the LGBTI community more effectively and inform them about contraception, sexually transmitted diseases such as HIV/AIDS and treatment options.

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‘The digital age requires the rule of law, an active public service, committed popular representation, civil society and well-informed citizens. Digitalisation is not an end in itself. Its potential for civic engagement can only be realised on the basis of good governance. The CEGGA programme is supporting Laos in using digital tools along with other measures to create an inclusive national development process.’

**Vilaythone Sounthone Xaymongkhounh**  
 Head of the Cabinet at the Lao Ministry for Home Affairs



**TEAM EUROPE: FLAGSHIP INITIATIVES**

Operating as Team Europe, the EU and its member states demonstrated their joint support for partners across the globe during the COVID-19 pandemic. Since then, Team Europe has been transformed into a comprehensive multilateral approach to Europe’s international cooperation. It involves all of the EU institutions, the member states and their implementing organisations, including GIZ, as well as various financial institutions. Several Team Europe Initiatives (TEIs) have already been launched: these initiatives are flagship approaches with considerable transformative potential that pool the joint efforts of European actors across sectoral boundaries. The Citizen Engagement for Good Governance, Accountability and the Rule of Law (CEGGA) programme in Laos is an example of how sustainable social development is being supported.



# CREATING VALUE

## COMPREHENSIVE ACTION WITH VISION

We as a company build sustainable values – within GIZ and beyond. These values are reflected not only in our cost-effective work and the protection of natural resources, but also in our in-house capacity development and training for our staff.

This is both demanding and necessary as the world around us grows ever more complex and volatile. Crises and conflicts are increasing or taking a different course. It is therefore vital to look ahead.

In times like these, it is becoming even more important to draw on a wide range of perspectives and experience and to forge strong, value-based partnerships. In collaboration with other actors, we have been able to respond to change flexibly, develop effective ideas and achieve convincing results again in 2021. In doing so, we always bear sustainability in mind – in all aspects of the actions we take.

We analyse the impacts of our work in order to make continual improvements. We provide transparent reports on our results to partners, commissioning parties and the general public, thereby fostering trust and credibility for international cooperation.







# FISCAL 2021

GIZ's business volume in 2021 was EUR 3.7 billion, equivalent to a year-on-year increase of around 11 per cent (2020: EUR 3.3 billion). There was also an increase of 12 per cent in the commissions received by GIZ, which were worth a total of EUR 4.7 billion (2020: EUR 4.2 billion).

## BUSINESS VOLUME IN 2021

GIZ's business volume is made up of income from the public-benefit business area and the GIZ International Services business area, which is taxable. The majority of our work in the public-benefit business area is commissioned by the German Development Ministry (BMZ) and other German public sector clients. This business area accounted for EUR 3.6 billion of the business volume in 2021 – an increase of 11 per cent compared with the previous year (2020: EUR 3.2 billion).

The taxable business area also recorded considerable growth in 2021. International Services generated a total of EUR 135 million in revenue – an increase of 25 per cent compared with the previous year (2020: EUR 108 million). Through this business area, international institutions such as the European Union, the United Nations, governments worldwide, businesses and private foundations can commission GIZ directly.

## GIZ IN COMPETITION

GIZ increasingly receives commissions – funding for crisis management, development partnerships with the private sector, special initiatives and cofinancing – through ideas competitions, in which it competes with other public and public-benefit institutions. More than 40 per cent of this revenue comes from the special initiatives with which BMZ sets development priorities. The total income generated from the special initiatives, of which there are four in total, was around EUR 583 million in 2021 (2020: EUR 500 million).

## IMPLEMENTING EFFECTIVE PROJECTS EVEN DURING THE PANDEMIC

In 2021, we teamed up with commissioning parties and local partners once again to help fight the COVID-19 pandemic. To this end, GIZ was able to use EUR 281 million from the BMZ budget item 'Bilateral technical cooperation' (TC budget item). Commissions to promote global health have received a significant boost, with GIZ recording an increase of 68 per cent in new commissions compared with the previous year (2021: EUR 225 million;

2020: EUR 134 million). Commissions in the climate and renewable energy sector continue to be important, accounting for around a third of our work (2021: EUR 1.4 billion; 2020: EUR 1.2 billion).

## SOLVING GLOBAL CHALLENGES TOGETHER

Partnerships and cooperation with other organisations increase the impact of development policy. In the context of cofinancing, existing projects undertaken on behalf of BMZ or other German federal ministries are supplemented by additional funding from third parties or by a component or measure. In 2021, GIZ acquired EUR 626 million in cofinancing, an increase of 23 per cent against the previous year (2020: EUR 508 million). Cofinancing institutions can be UN organisations, international donors (i.e. countries and their development organisations), enterprises, private foundations or the European Union. In 2021, the EU was once again the largest source of cofinancing in the public-benefit business area and was the main commissioning party in the GIZ International Services business area. GIZ's business volume with the EU was EUR 505 million, an increase of almost 18 per cent on the previous year (2020: EUR 428 million).

## CONTRACTS AWARDED TO THIRD PARTIES

Cooperation with third parties is an important instrument, as drawing on a wide variety of expertise enables us to increase the impact of our work and the effectiveness of implementation. In 2021, GIZ awarded contracts worth more than EUR 2.3 billion, an increase of 30 per cent compared with the previous year<sup>1</sup> (2020: EUR 1.8 billion). Of these, 77 per cent were awarded by GIZ Head Office, while contracts worth around EUR 561 million were awarded by the field structure, accounting for 23 per cent.

<sup>1</sup> The total contracts awarded include a one-off contract entered into for the construction of the GIZ Campus in Eschborn worth EUR 234 million.

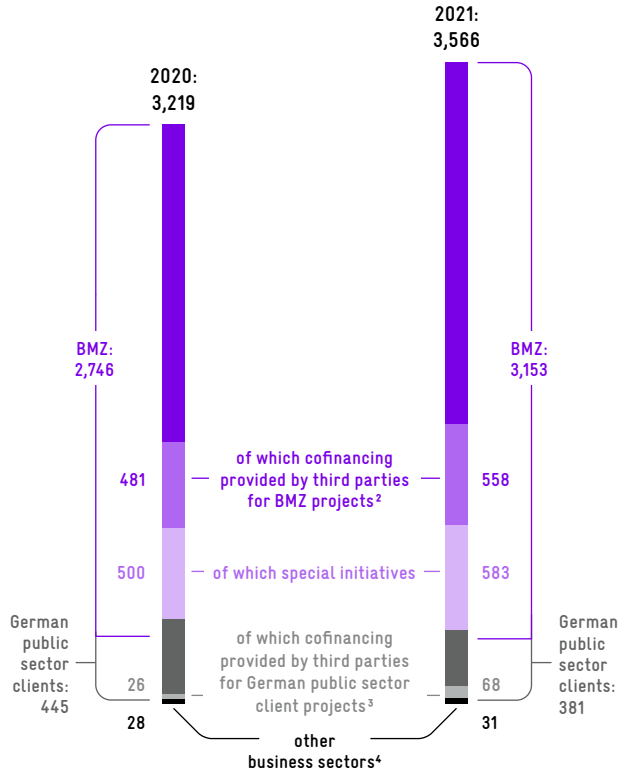


Detailed information on GIZ's financial position and income and a look ahead to 2022 can be found in the Annual Statement of Accounts 2021, which is scheduled to be published in mid-July 2022: [reporting.giz.de/2021/downloads](https://reporting.giz.de/2021/downloads)

## TREND IN PUBLIC-BENEFIT BUSINESS AREA

As at: 31 December 2021 (2020)

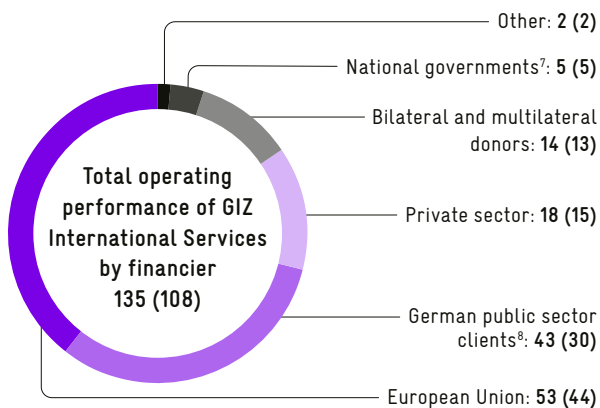
Total income (in EUR million)<sup>1</sup>



## GIZ INTERNATIONAL SERVICES (InS)

As at: 31 December 2021 (2020)

in EUR million<sup>1</sup>



## GERMAN PUBLIC SECTOR CLIENTS

As at: 31 December 2021 (2020)

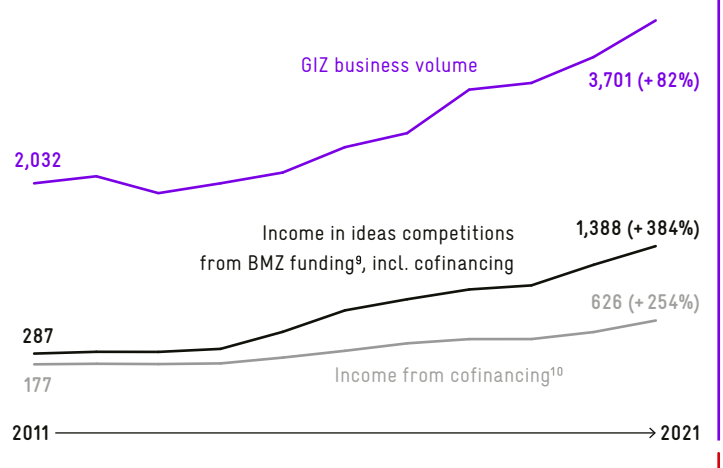
Income from German public sector clients (in EUR million)<sup>1</sup>

	2020	2021
Federal Foreign Office	97	85
Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection	270	175
Federal Ministry for Economic Affairs and Climate Action	32	35
Cofinancing provided by third parties for projects commissioned by German public sector clients <sup>3</sup>	26	68
Other federal ministries and other German public sector clients (e.g. state ministries)	10	7
Federal Ministry of Food and Agriculture	3	2
Federal Ministry of Defence	3	5
EU twinning agreements <sup>5</sup>	2	3
Federal Ministry of the Interior and Community	2	1
Federal Ministry of Finance	1	0 <sup>6</sup>
<b>Total</b>	<b>445</b>	<b>381</b>

Reasons for the decrease of 14 per cent in income from German public sector clients include delays connected with the pandemic as part of the commissioning processes, funding shifts between years and the high income in 2020 due to the one-time effect of the BMUV project on NAMA Facility Mitigation Accounts.

## GIZ OVER THE PAST DECADE

in EUR million<sup>1</sup>



<sup>1</sup> All values shown without decimal places. There may therefore be rounding differences.

<sup>2</sup> This figure shows only cofinancing for BMZ commissions, which is included in the total income generated in commissions implemented on behalf of BMZ.

<sup>3</sup> This figure shows cofinancing arrangements for the projects commissioned by the other German public sector clients (with the exception of BMZ).

<sup>4</sup> This figure shows income from micro measures in the public-benefit sector and grants.

<sup>5</sup> Indirect income from European Commission-funded bilateral administrative partnerships between the German Government and accession candidates or European Neighbourhood Policy states. GIZ is commissioned by the responsible German federal ministry to prepare and support such measures.

<sup>6</sup> EUR 0.4 million.

<sup>7</sup> Includes financing bodies that use funds from the budget of a country in which we operate.

<sup>8</sup> Covers all German public sector clients including federal ministries, but in the case of InS also, for instance, the German Aerospace Center (DLR).

<sup>9</sup> In addition to the TC and ICR budget items, BMZ also has open budget items in which GIZ competes with other organisations and institutions in ideas competitions to attract funding and commissions.

<sup>10</sup> This figure shows cofinancing arrangements in the business sectors BMZ and German public sector clients.

# PEOPLE AT GIZ

The strong commitment and great diversity of GIZ's staff set them apart, and they are known around the world for their values and vision. For the past 10 years, they have been working under continually changing and increasingly difficult conditions to achieve the goals of international cooperation.



## IN FIGURES

As at 31 December 2021, GIZ had almost 25,000 staff in Germany and abroad. Added to this number are around 430 seconded development workers and more than 640 integrated or returning experts, who are counted separately because they have a different type of contract. There are no less than 155 nationalities among the company's staff in Germany and abroad; women account for 50.4 per cent of the workforce. The most common region of assignment for both the seconded experts (around 1,220) and national staff in the partner countries (almost 7,640) is sub-Saharan Africa.



Learn more about people at GIZ: [reporting.giz.de/2021/personnel](https://reporting.giz.de/2021/personnel)

## FOCUSING ON HEALTH DURING THE PANDEMIC AND BEYOND

### GLOBAL VACCINATION CAMPAIGNS

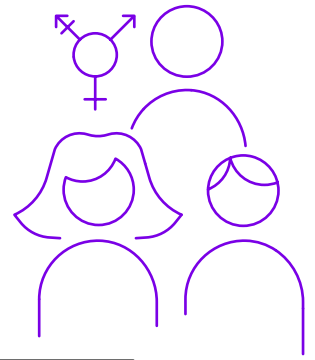
COVID-19 can only be curbed globally. Yet access to vaccines is still extremely uneven across the world. One of our major concerns in 2021 was therefore to strengthen vaccination campaigns and measures, particularly in countries badly hit by the pandemic. GIZ Medical Services and our country offices provided information and helped raise awareness among colleagues. In 2021, in collaboration with the German Government, GIZ also organised the delivery of a total of more than 4,400 doses of vaccine to country offices in which effective vaccines were scarce. These deliveries benefited not only national and seconded staff, development workers and integrated experts and their families, but also people at other German intermediary and implementing organisations.

### CORPORATE HEALTH MANAGEMENT (CHM)

The key role that corporate health management plays in maintaining the performance of both individual staff members and the company as a whole became particularly clear during the pandemic. GIZ country offices that had been involved in the pilot project on Corporate Health Management in the Field Structure in recent years were able to respond well to the challenges of the COVID-19 pandemic at short notice. Different measures were used depending on what was required, for example yoga lessons, communal cooking sessions in the evenings or regular health talks. Since 2021, every country office around the world has had the option of introducing a differentiated health management system in the partner country. Health and wellbeing teams coordinate the various activities at local level, which are geared towards the needs in each particular country. The aim is to enhance both the physical and mental resilience of the employees at the various and, in some cases, difficult places of assignment.

# 24,977

2020: 23,614  
staff members



## 16,887

2020: 15,988

### national staff

Staff members with an employment contract under national employment law. They perform a wide variety of duties, including management roles.

## 5,324

2020: 5,007

### Germany-based staff

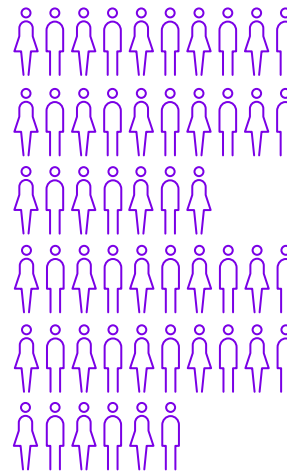
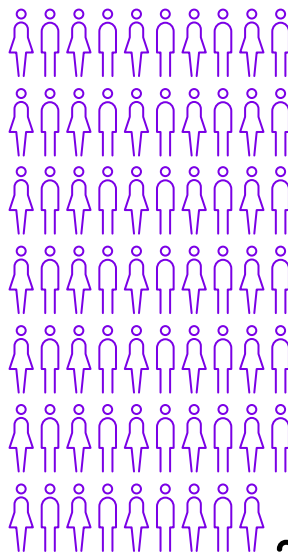
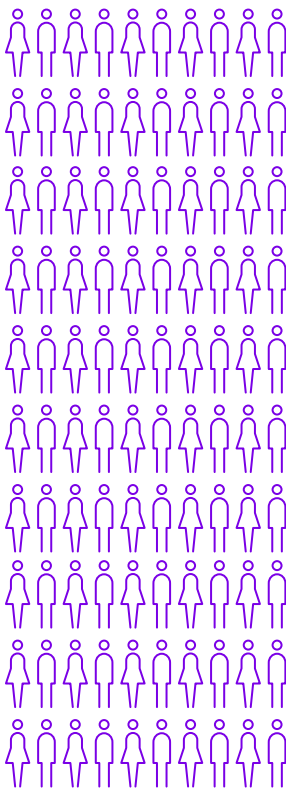
Germany-based staff with Head Office functions at locations in Germany and staff working on projects and programmes at locations in Germany.

## 2,766

2020: 2,619

### seconded experts

Staff with a German employment contract who are working as field staff members in GIZ's countries of assignment.



### 2,640

2020: 2,641

Germany-based staff with  
Head Office functions

### 2,684

2020: 2,366

Germany-based staff in  
projects and programmes

## 431

2020: 483

### development workers

The German Development Workers Act (EhFG) provides the legal basis for GIZ's Development Service to assign experts as development workers or as Civil Peace Service experts around the globe each year.



Learn more about development workers at GIZ at:

[www.giz.de/entwicklungsdienst/en](http://www.giz.de/entwicklungsdienst/en)

## 643

2020: 728

### integrated and returning experts

Integrated experts are experts and managers from Europe who are placed and supported by the Centre for International Migration and Development (CIM). They put their skills to use in key positions in developing countries and emerging economies.

Returning experts are managers and young professionals who have acquired professional qualifications in Germany. CIM helps them to find a suitable position in their country of origin.



Learn more about returning and integrated experts at:

[www.giz.de/jobs-international-placements](http://www.giz.de/jobs-international-placements)



Each pictogram represents 100 staff members. The numbers of male and female pictograms have been chosen for graphic reasons alone and do not reflect the actual gender balance in the workforce.



## DIVERSITY: AN INTEGRAL PART OF OUR CORPORATE CULTURE

By officially setting out our understanding of diversity in 2021, we have made non-discrimination, participation and equal opportunities integral components of our corporate culture. Diversity is essential for our corporate success. Our understanding of diversity includes a code with eight basic principles. They specify how we see diversity in action, which will play a key role in setting the course for diversity management in the years ahead. In order to boost diversity in the Human Relations Department, a new position of Diversity Specialist was created. You can find out more about the topic of diversity and how it is put into practice at GIZ on page 46.

## FORMATIVE YEARS THAT CREATE BONDS – 10 YEARS OF GIZ

2021 was an anniversary year at GIZ. Ten years earlier, in January 2011, the company was created through a merger between the German Development Service (DED), the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) and InWEnt – Capacity Building International, Germany. Our 10th anniversary was the focus of various activities throughout the year. These included ‘story-telling circles’ at which staff had the opportunity to share their own personal experience of working at and with GIZ and to engage in dialogue with other employees.

## DIGITALISATION: FLEXIBLE WORKING, CONTINUOUS LEARNING

GIZ continues to promote digital cooperation within the company. Even before the pandemic, we were well positioned for digital working on account of our progressive employer/staff council agreement. In April 2021, the adapted version on the flexibilisation of working hours and locations came into force. This agreement enables the majority of employees to work remotely on up to 10 days

each month (or even more if it is operationally feasible).

In 2021, as in previous years, all members of the workforce also benefited from study time of between five and 25 days to hone their digital skills and were able to identify their own training requirements using a self-assessment tool developed by GIZ’s own academy. With a focus on networking and the transfer of digital skills, GIZ also held its first company-wide Digital Literacy Festival. This gave staff an opportunity to pass on their knowledge, and there were more than 80 interactive events in six different languages, offering a forum for learning, exchange and discussions.



Learn more about digital literacy at GIZ in a video interview with Sonja Nelles: [reporting.giz.de/digital-literacy](https://reporting.giz.de/digital-literacy)

## WORKING IN FRAGILE CONTEXTS

The safety and security of our staff is our top priority. At country and regional level, our professional security risk management system has been continually refined in recent years by the Corporate Security Unit. International security situations are permanently monitored so that we can respond to changes without delay. To do so, GIZ maintains extensive networks and is in regular dialogue with state and non-governmental organisations and institutions. GIZ also has people on hand in all countries to deal with crises and emergencies, including trained crisis management teams and psychologists, who can jump into action at short notice. In addition to physical safety, preserving mental health has also become more relevant, particularly when GIZ implements projects in displacement and crisis contexts. Depending on the fragility of the country and the assessment of the overall security situation, staff are also obliged to take part in security training before travelling to their country of assignment.

### DID YOU KNOW THAT ...



... the overall number of staff in the Africa Department has doubled over the past decade?



... more than 7,500 new staff have been recruited over the same period to work for GIZ in Germany and abroad?



... around a quarter of the current workforce was employed at one of GIZ’s predecessors 10 years ago?



## WOMEN IN THE WORKFORCE

Percentage

### WORKFORCE AS A WHOLE

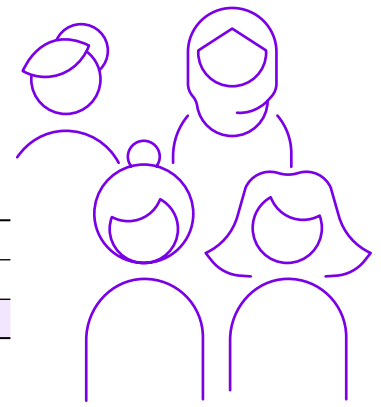
Germany		Abroad		Total <sup>1</sup>		National staff		Total <sup>2</sup>	
2020	2021	2020	2021	2020	2021	2020	2021	2020	2021
65.6	66.1	46.9	47.7	59.2	59.8	44.5	45.9	49.2	50.4

### MANAGEMENT BOARD

MANAGEMENT BOARD		MANAGERIAL POSITIONS <sup>1</sup>					
		Germany		Abroad		Total	
2020	2021	2020	2021	2020	2021	2020	2021
66.7	66.7	49.8	51.8	39.7	41.4	43.1	45.0

<sup>1</sup> Including German employment contracts, not including national staff.

<sup>2</sup> Including national staff, seconded staff, Germany-based staff and project staff.



# 59.8%

2020: 59.2%

Percentage of women in the workforce<sup>1</sup>

## STAFF MEMBERS IN THE REGIONS

Number

	Seconded experts		National staff		Development workers <sup>3</sup>		Integrated experts <sup>4</sup>		Returning experts <sup>4</sup>	
	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021
Sub-Saharan Africa	1,129	1,223	6,995	7,637	270	247	60	53	188	162
Asia/Pacific	394	369	2,484	2,594	110	89	53	51	173	154
Europe, Caucasus, Central Asia	354	366	3,110	2,910	10	13	53	36	53	38
Latin America	183	204	1,318	1,506	51	43	33	23	75	90
Mediterranean Region and Middle East	496	532	2,023	2,179	42	39	13	14	27	22
Industrialised countries (Europe, USA)	63	72	58	61	0	0	0	0	0	0
<b>Total</b>	<b>2,619</b>	<b>2,766</b>	<b>15,988</b>	<b>16,887</b>	<b>483</b>	<b>431</b>	<b>212</b>	<b>177</b>	<b>516</b>	<b>466</b>

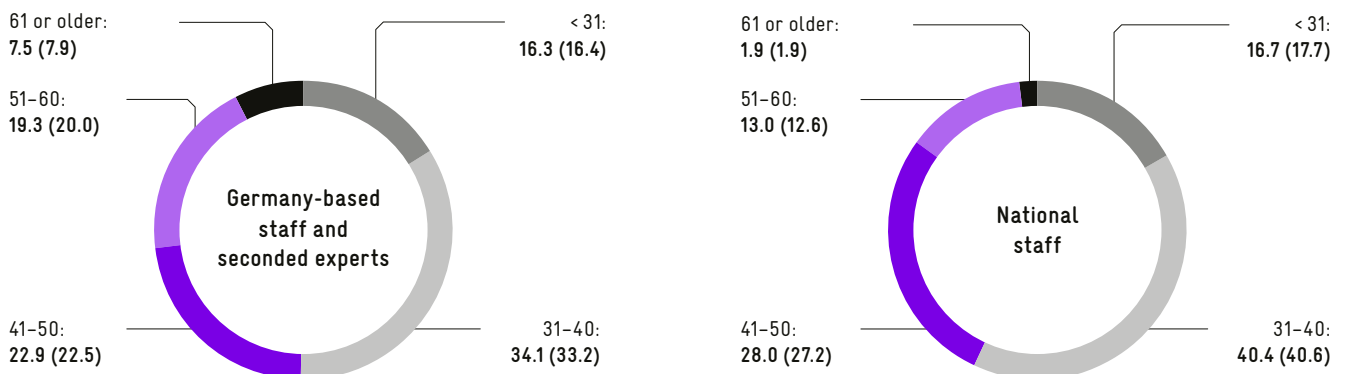
<sup>3</sup> 107 of the 431 development workers were deployed as Civil Peace Service experts.

<sup>4</sup> Integrated experts are placed with employers in cooperation countries by the Centre for International Migration and Development (CIM), which is run jointly by GIZ and the German Federal Employment Agency. The local employers pay them a salary at the going rate in the area, to which CIM adds a salary subsidy. Returning experts also receive a salary subsidy from CIM, as well as advisory and other support services.

## BREAKDOWN BY AGE (YEARS)

As at: 31 December 2021 (2020)

Percentage



# ACHIEVING RESULTS AROUND THE WORLD

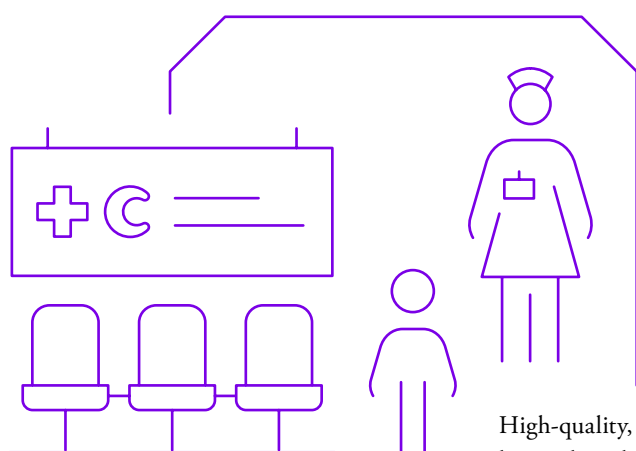
Working worldwide for a future worth living – that is what motivates us every single day in cooperation with our commissioning parties and partners at local level. Annually aggregated results data is recorded to process and communicate the success of our work clearly and transparently.

By awarding commissions to GIZ, the commissioning parties pursue clear goals, and we regularly examine the extent to which these goals have been achieved. We also collect aggregated results data, which demonstrates retrospectively the impact that our efforts have had across projects and countries in particular areas, such as water supply and vocational education. The results data is collected using aggregation indicators based on the UN Sustainable Development Goals (SDGs) and is subsequently summarised at the global level. As the data is publicly available, it also supports international efforts to increase

transparency and share knowledge and experience. In addition, we use the aggregated results data to enter into dialogue with our partners and commissioning parties, and with interested members of the public.

GIZ collected results data around the globe for the sixth time in 2021. A total of 1,115 projects – more than 95 per cent of all the projects surveyed – reported on the results of their work.

 Find out more: [www.giz.de/results](http://www.giz.de/results)



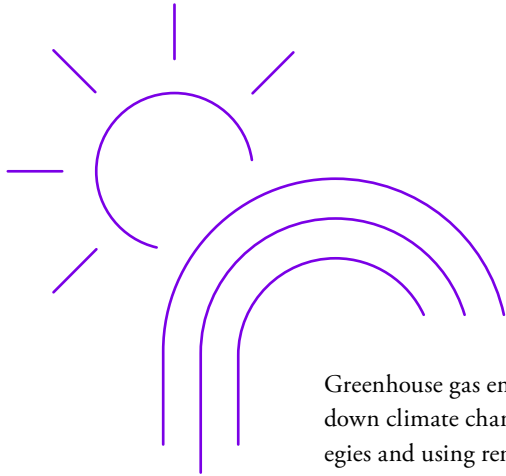
# 31,000

health facilities have been improved.

High-quality, accessible health care is hugely important: there have to be hospitals and other institutions in which patients are treated well and efficiently, and items such as medicines and vaccines are available. GIZ provides health care facilities with advice and support on training and continuing education for skilled professionals, more efficient hospital management and better clinical services at appropriate costs. In 2021, more than 31,000 health care facilities were able to enhance their performance and increase their capacity. As a result, more people have been able to benefit from good medical care.



For an example of a project in this area, visit: [reporting.giz.de/ghana-heart](http://reporting.giz.de/ghana-heart)



# 5.4 million

fewer tonnes of greenhouse gases emitted.

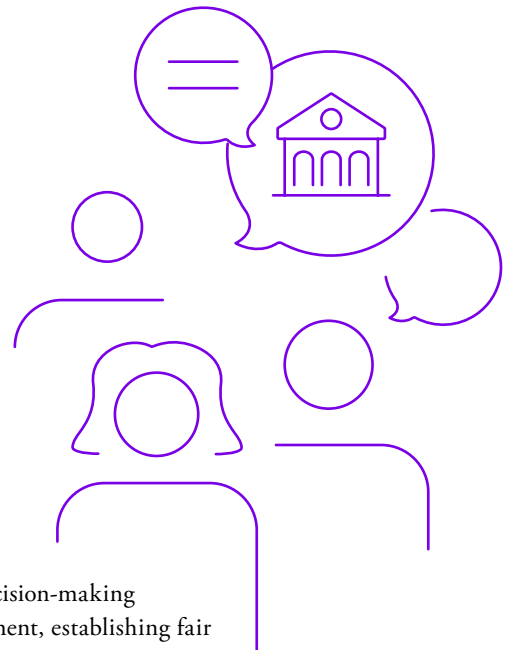
Greenhouse gas emissions need to be significantly reduced throughout the world in order to slow down climate change. These climate killers can be reduced by devising sustainable transport strategies and using renewable energy, for example. The production of green hydrogen is also regarded to be an important part of an emissions-free future. By providing a variety of advisory services, GIZ managed to reduce greenhouse gas emissions (in tCO<sub>2e</sub>/year) by the equivalent of more than 5.4 million tonnes of CO<sub>2</sub> in 2021.



For an example of a project in this area, turn to page 30/31 – Hydrogen: energy of the future – or visit: [reporting.giz.de/hydrogen](https://reporting.giz.de/hydrogen)

# 920,000

people were directly involved in decision-making processes.



We are committed to promoting political consensus-building and decision-making processes across the globe. This includes measures on urban development, establishing fair budget and land use planning, transparent accountability and much more. Participation in these kinds of processes is an important element in the interaction between local government authorities and the population. In 2021, as a result of our work, more than 920,000 citizens were able to play an active part in events in their home country, voice their opinions and suggest solutions, or even be given the power to make decisions, for example concerning participatory budgeting.



For an example of a project in this area, turn to page 33 – Citizen Engagement for Good Governance, Accountability and the Rule of Law (CEGGA) – or visit: [reporting.giz.de/cegga](https://reporting.giz.de/cegga)



# RESPONSIBILITY AT ALL LEVELS

**GIZ works to protect the rights of all individuals – when implementing projects, as an employer with global operations and when procuring services and goods.**

We take our responsibility for protecting human rights seriously – at GIZ itself, in the projects in our countries of assignment and in our supply chains, too. We also strive to ensure that our supply chains are socially and environmentally sustainable. In doing so, we meet international and national requirements and are preparing for the Act on Corporate Due Diligence in Supply Chains, which was adopted in Germany in 2021 and will come into force in 2023; a similar law is anticipated at the European level in the years ahead. The main reason we are doing this, however, is because we believe it is the right thing to do given that sustainable structures form the basis of our success.

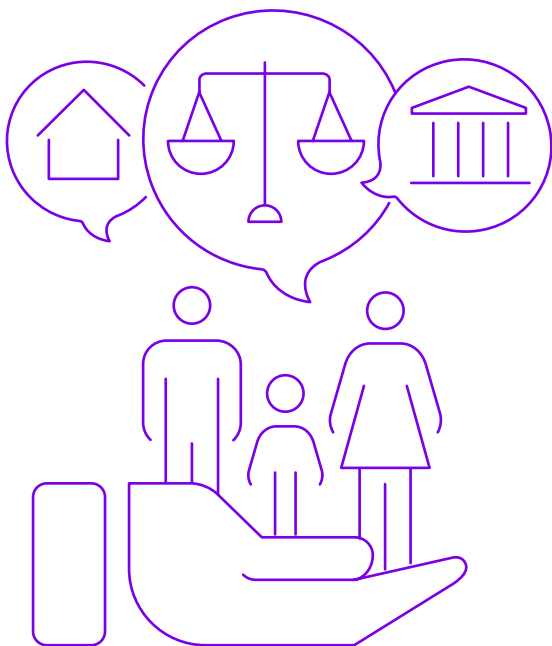
GIZ employs around 25,000 staff worldwide. It also procures goods and services from across the globe. It has set itself the goal of creating a safe and respectful working environment for all its staff and of maintaining both environmental and social standards in its supply chains – and also has an obligation to do so. The company therefore analysed its work processes and procurement system at an early stage in order to identify any gaps.

On the basis of the results, we took a number of measures in 2021 to mainstream the topic of human rights even more effectively within the company. We have drawn up training documents on our human rights standards for national staff in our countries of assignment to familiarise them with their rights and help them learn how to assert them. Workshops and information events on human rights topics are also organised at individual locations. This is designed to ensure that all staff have access to information and training on due diligence with respect to human rights by 2023.

We are therefore taking account of the fact that the majority of our workforce – some 16,900 employees – are national staff. These include managers, experts and staff in support roles. For the latter group especially, in which the proportion of women is also very high, GIZ has a particular responsibility as an employer. We actively oppose all forms of discrimination, sexual harassment and assaults in the workplace.

Any actual or suspected violations of human rights can be reported to the Compliance and Integrity Unit anonymously through GIZ's whistleblower portal. In 2021, GIZ updated the portal to ensure a standardised and transparent procedure for processing compliance cases, including response deadlines, in line with the UN Guiding Principles on Business and Human Rights.

We confirmed our commitment to human rights and the associated due diligence obligations in 2021 by adopting a Human Rights Policy, which reflects the fundamental importance of the topic for GIZ. This also means that we meet the requirements of the National Action Plan and the UN Guiding Principles on Business and Human Rights.



The policy will be reviewed every three years and any necessary adjustments made. Detailed goals and measures on human rights and sustainable procurement are also set out in the Sustainability Programme 2021–2025. By 2023, for example, we will be enhancing the effectiveness of the human rights complaints mechanism in line with the UN Guiding Principles on Business and Human Rights. Moreover, we aim to refine the general conditions and processes for sustainable procurement within the company and have these processes certified externally. The necessary policy on sustainable procurement has already been drawn up and implemented. Progress is measured annually through monitoring involving the relevant units within the company.

**STRATEGIC OBJECTIVE:  
SUSTAINABLE PROCUREMENT**

GIZ has set out basic sustainability standards in its General Terms and Conditions of Contract for procurement. In 2021, the company also made its environmental and social procurement criteria a strategic corporate objective and laid them down in a company-wide policy on sustainable procurement. This is another vital step towards consistently applying sustainability criteria in our procurement system.

The policy means that GIZ already meets the requirements stipulated in the Act on Due Diligence in Supply Chains, which will come into force in 2023. We undertook important initial measures in 2021. After a self-audit and a declaration of our commitment to minimum standards in procurement, GIZ reached the first of three certification stages as a sustainable procurement organisation.

**SUSTAINABLE PROCUREMENT MADE EASY**

In 2021, GIZ’s Academy for International Cooperation (AIZ) developed web-based training courses on the sustainable procurement of goods and services. The courses are geared towards staff with responsibility for commissions and budgets at GIZ. The basic module focuses on fundamental aspects of the topic and gives tips on how and where to find relevant information on sustainable procurement criteria. The follow-on course addresses topics in more depth, such as applying the criteria in local contexts and possible conflicts of interest with regard to the dimensions of sustainability. Participants can obtain a certificate.

‘We aim to continue to be a pioneer in sustainable procurement and to transfer our experience gained in Germany to the field structure. Sustainable procurement is a confirmation to our partners, commissioning parties and suppliers that we take sustainability seriously and systematically integrate it into our operations.’

**Soffa Nürnberger**  
Sustainable procurement specialist at GIZ



**GIZ IS PURSUING A HOLISTIC APPROACH**

- Short-term and long-term implementation measures, milestones and objectives are set out in detail in an implementation plan.
- Products for which there is a high risk of wrongdoings during production, use or disposal, for example office furniture and electrical appliances, are identified and listed on an ongoing basis.
- Additional sustainability criteria and recommendations for action in relation to procurement are drawn up for these products.
- Staff and business partners are sensitised and trained on sustainable procurement requirements.
- Staff responsible for commissions and budgets are given a procurement handbook with concrete examples.

By 2025, minimum standards are to apply to 90 per cent of all goods, services and construction work to which sustainability criteria are particularly relevant. In 2021, we produced a report on sustainable procurement that includes case studies of certain sustainable procurement processes for goods and services. We have also drawn up initial guidelines for products that are often required. They provide staff with responsibility for commissions and budgets with information about potential risks in procuring particular goods and services along with details about the specific sustainability criteria that need to be taken into account, also incorporating regional factors. This applies to refrigerators and air-conditioning appliances and systems, as well as to motorised vehicles, among other things. A total of 36 guidelines are planned for 2025.

# DIVERSITY IS IN OUR DNA

At GIZ, diversity is the norm. The variety of ideas, knowledge, outlooks and life plans are a success factor in our work around the world.

In 2021, we published our understanding of diversity, making our stance clear: we are committed to diversity and reject all forms of discrimination. The code integrated into this document details our definition of a respectful and appreciative corporate culture.

‘GIZ is a diverse company. Everyone should have equal opportunities to participate in shaping a future worth living. Discussions about diversity therefore touch directly upon GIZ’s perception of its own role and place an obligation on us to stand up for diversity and its different dimensions.’

Excerpt from GIZ’s Understanding of Diversity

Having a common understanding of diversity provides us with the basis to work together without discrimination. In 2021, we created the post of Diversity Manager to mainstream this understanding throughout the company. In addition, we have continued to strengthen our Compliance and Integrity Unit, which is now the central port of call for complaints in connection with discrimination and our Code of Ethics. For suspected cases of sexual misconduct, we have created a protected reporting procedure on GIZ’s whistleblower portal, thereby meeting our obligations arising from national and international diversity guidelines and laws.

Committed staff are a crucial factor in living diversity, and GIZ can rely on a particularly engaged workforce. Staff initiatives, such as the Cultural Diversity Initiative and the Rainbow Network, draw attention to discriminatory, historically evolved structures. GIZ hosts an annual Diversity Week in collaboration with these initiatives.

And these efforts have been recognised within the company: in 2021, the Cultural Diversity Initiative, a black, indigenous and people of colour (BIPoC) network, won the Sustainability Contest held by GIZ’s Sustainability Office in the ‘human rights’ category.

## IN FIGURES

During Diversity Week ...

more than **50** events were held

in **4** languages

with more than **7,000** participants.

## SERBIA: GENDER MATTERS

Gender equality continues to be an important topic – in society in general and at GIZ. The GIZ country office in Serbia organised a Gender Week in 2021. A whole series of workshops were held to allow staff to explore the basic significance of gender aspects and to consider what this means for their work and for how they interact with one another. They addressed both the legal requirements concerning equal opportunities and discrimination in Serbia and the standards laid down at GIZ. Participants also found out who they can contact if they experience discrimination or sexual harassment in the course of their work for GIZ.

## STAFF INITIATIVES

GIZ staff around the world are committed to promoting sustainability. In Germany and in our countries of assignment, colleagues organise a number of social and environmental initiatives and campaigns. GIZ has developed a variety of formats to support them. In addition to the Sustainability Contest already mentioned, other measures include a sustainability fund set up by the company to provide financial support for exemplary projects. In 2021, a total of 14 sustainable activities in 10 different countries received support.

In Morocco, for instance, staff were given funding to create fruit and vegetable gardens at GIZ locations. In Guatemala, support was provided for workshops that enable colleagues to learn new skills, such as how to produce fertiliser from organic waste. In other countries, staff are using the funding to produce guides on how to avoid waste, for example, or to organise waste collection and recycling campaigns.

In 2021, a large number of staff inside and outside Germany again took part in the German Sustainability Action Days. At the offices in Bonn and Berlin, for instance, a bicycle repair station was set up, giving employees an opportunity to get some expert advice, just as in previous years. A total of around 20 activities were held across the company as part of the Sustainability Action Days 2021.

In individual corporate units, staff developed their own formats to raise awareness and promote sustainability. In the Sector and Global Programmes Department, for instance, ambassadors are working to help make people's working routine more sustainable and to make colleagues more aware of environmental protection in particular, for example in the event management and mobility sectors. They initiated several information campaigns within the department in 2021. These included producing a series of posters for all GIZ buildings with tips on how to avoid waste in general and how to reduce food waste.



## SOLIDARITY IN PRACTICE

The year 2021 was one of crises that included more than just the COVID-19 pandemic. GIZ staff worked as volunteers to help people in particular need, for example their colleagues from Afghanistan and the people affected by the floods in the Ahr Valley in Germany. In mid-2021, hundreds of staff helped with the clean-up and reconstruction work in the disaster area. The gizMAhelfen volunteer initiative created as a result of these efforts subsequently organised extensive support for GIZ staff from Afghanistan. They collected money for items to be donated in Afghanistan itself and looked after colleagues from the country who came to Germany with their families. The initiative has now become an extensive support network for the staff evacuated from Afghanistan.



# OUR ORGANISATION CHART

**MANAGEMENT BOARD**

Tanja Gönner  
Chair of the Management Board

Ingrid-Gabriela Hoven

Thorsten Schäfer-Gümbel

## CORPORATE UNITS

**CORPORATE DEVELOPMENT**

David Nguyen-Thanh

**CORPORATE COMMUNICATIONS**

Sabine Tonscheidt

**LEGAL AFFAIRS AND INSURANCE**

Jasper Abramowski

**COMPLIANCE AND INTEGRITY**

Dagmar Bott

**AUDITING**

Sabine Jüngling  
Simon Drexler

## DEPARTMENTS

**CLIENT LIAISON AND BUSINESS DEVELOPMENT (AGE)**

Petra Warnecke

**Commissioning Parties**  
Irina Scheffmann  
Katja Anne Kammerer

**Business Development**  
Tim Mahler

**Project and Administrative Services for International Cooperation**  
Sandra Retzer

**SECTORAL DEPARTMENT (FMB)**

Dirk Aßmann

**Internal Customer Services**  
Siegfried Leffler

**Economic and Social Development, Employment**  
Ulrich Höcker

**Governance and Conflict**  
Kathrin Lorenz

**Climate Change, Rural Development, Infrastructure**  
Jochen Renger

**Methods, Digital Transformation, Innovation**  
Annette Bähring

**SECTOR AND GLOBAL PROGRAMMES (GloBe)**

Elke Siehl

**Economic and Social Development, Digitalisation**  
Axel Klaphake

**Crisis and Conflict Management, Migration, Construction**  
Martha Gutierrez

**Climate Change, Environment, Infrastructure**  
Elke Hüttner

**Global Policy, Governance, Cities**  
Joachim Göske

**Rural Development, Agriculture**  
Christel Weller-Molongua

**AFRICA**

Sabine Müller

**Western Africa 1**  
Friederike von Stieglitz

**Southern Africa**  
Matthias Rompel

**Central Africa**  
Angelika Friedrich

**Eastern Africa**  
Jürgen Dierlmaier

**Western Africa 2, Madagascar**  
Kirsten Focken

**Supraregional and Horn of Africa**  
Tobias Gerster

**Departmental Processes**  
Axel Rösler

**ASIA, LATIN AMERICA, CARIBBEAN (APLAK)**

Matthias Giegerich

**Asia 1**  
Kerstin Nagels  
Marcus Lange

**South America**  
Jürgen Popp

**Central America, Caribbean**  
Martina Vahlhaus

**Pakistan, Afghanistan**  
Julius Spatz

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As at: 31 December 2021

GIZ's organisation chart is also available at:  
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Some of the photographs used were taken  
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people who at the time were able to move  
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refers to a video on a related topic in  
the online version of GIZ's Integrated  
Company Report.



refers to GIZ's work over the past  
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[reporting.giz.de/2021](http://reporting.giz.de/2021)

refers to the online version of GIZ's  
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## ABBREVIATIONS

- AGE: Client Liaison and Business Development
- AIZ: Academy for International Cooperation
- APLAK: Asia, Pacific Islands, Latin America, Caribbean
- BIPoC: Black, indigenous and people of colour
- BMU: German Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection
- BMWK: German Federal Ministry for Economic Affairs and Climate Action
- BMZ: German Federal Ministry for Economic Cooperation and Development
- BSI: German Federal Office for Information Security
- CDP: Carbon Disclosure Project
- CEGGA: GIZ project on Citizen Engagement for Good Governance, Accountability and the Rule of Law
- CHM: Corporate health management
- CIM: Centre for International Migration and Development
- CO<sub>2</sub>: Carbon dioxide
- COPE: GIZ's psychosocial counselling and support unit
- COVID-19: Coronavirus disease 2019
- CPS: Civil Peace Service
- CSH: Corporate Sustainability Handprint®
- DAAD: German Academic Exchange Service
- DAN: German Sustainability Action Days
- DED: German Development Service
- DIGITS: Digital Transformation and IT Solutions
- DLR: German Aerospace Center
- E4D: Employment and Skills for Development in Africa
- EhFG: German Development Workers Act
- ELVIS: Procurement, Property, Contracting, International Language Services
- EMZ: Europe, Mediterranean, Central Asia
- EU: European Union
- FMB: Sectoral Department
- GCF: Green Climate Fund
- GloBe: Sector and Global Programmes
- GTZ: Deutsche Gesellschaft für Technische Zusammenarbeit GmbH
- HIV: Human Immunodeficiency Virus
- HR: Human resources
- ICR: International cooperation with regions for sustainable development (BMZ priority area)
- InS: GIZ International Services
- InWEnt: Internationale Weiterbildung und Entwicklung gGmbH – Capacity Building International, Germany
- ISMS: Information security management system
- IT: Information technology
- KCDA: Khong District Community Development Association, Laos
- KfW: Kreditanstalt für Wiederaufbau
- KOICA: Korea International Cooperation Agency
- LGBTI: Lesbian, gay, bisexual, transgender and intersex
- M&E: Monitoring and evaluation
- MHPSS: Mental health and psychosocial support
- NABU: German Nature and Biodiversity Conservation Union
- NAMA: Nationally Appropriate Mitigation Action
- Norad: Norwegian Agency for Development Cooperation
- PtX: Power-to-X
- RMO: Risk Management Office
- S4GIZ: SAP S/4HANA (software solution for GIZ)
- SBTi: Science Based Targets initiative (alliance of major environmental and climate protection organisations)
- SDGs: Sustainable Development Goals
- SPF: Stabilisation Platform
- TC: Technical Cooperation
- TEI: Team Europe Initiatives
- UN: United Nations
- WHO: World Health Organization
- WRI: World Resources Institute
- WWF: World Wide Fund For Nature



10 YEARS

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