



Procurement and financing by GIZ 2023





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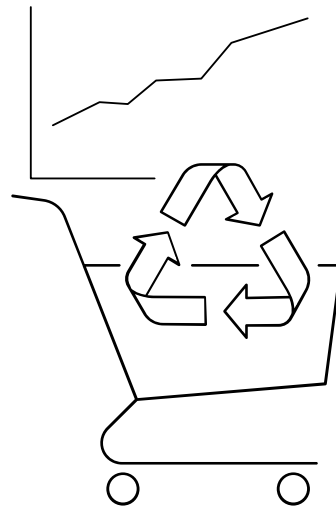
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Eschborn, July 2024

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FOREWORD



Dear readers,

This report provides an overview of GIZ's contracting and financing arrangements with third parties in fiscal 2023. As well as setting out the figures for contract awards¹, broken down into regions and sectors, it highlights multi-year trends in procurement at GIZ. This report also includes selected examples that aim to give you a real insight into the wide range of topics covered by GIZ's contracting and financing arrangements with third parties.

We also focus on how GIZ supports sustainability in the international cooperation market when procuring services, materials and equipment and construction work, and when concluding financing arrangements. The sheer scale of cooperation with third parties – almost EUR 2 billion in 2023 – gives GIZ an effective means of raising awareness of sustainability among its contractors and financing recipients to thereby establish sustainable practices in the market.

The fact that GIZ is well on track in this respect is also evidenced by its certification as a responsible procurement organisation, which was awarded by the Association for Supply Chain Management, Procurement and Logistics (BME). This is something we are very proud of. After almost two and a half years of intensive preparation and the adaptation of numerous processes and documents, GIZ has completed Level 3 of the three-stage certification process, making it only the fourth company in Germany and, above all, the first entity that is subject to procurement law as a public contracting authority to meet this 'gold standard'. This underlines GIZ's role as a pioneer of sustainability.

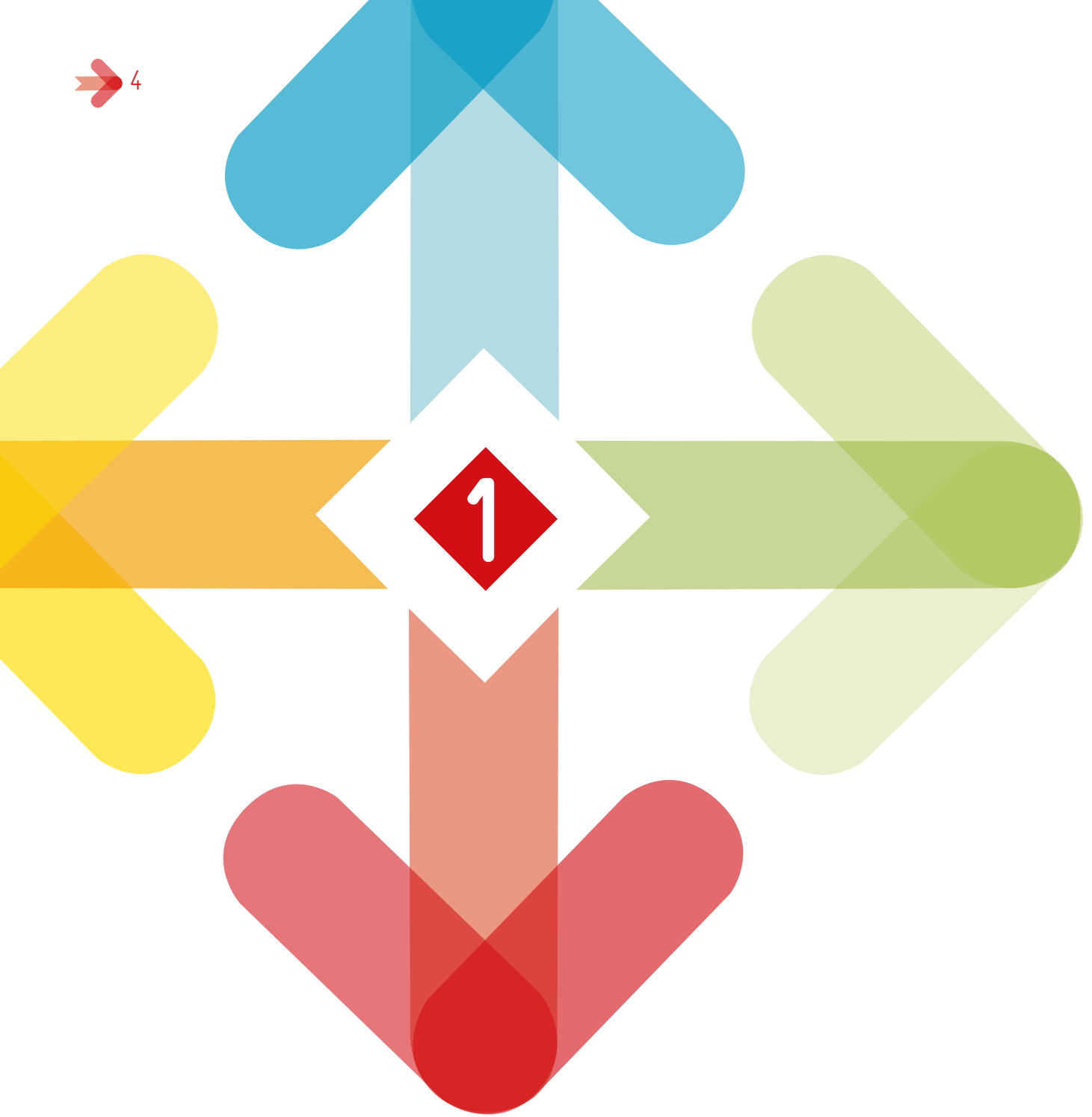
We hope you find the report interesting.

Kind regards,

Dr Arved Greiner

Director of the Procurement and Contracting Division

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



GIZ'S WORK

1 GIZ'S WORK

GIZ at a glance

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

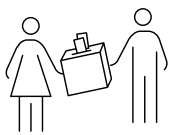
We have over 50 years' experience of working in a wide variety of areas, including economic development and employment, energy and environment, and peace and security.

The diverse expertise of our federal enterprise is in demand around the globe – from the German Government, European Union institutions, the United Nations, foundations, the private sector and other national governments. We work with businesses, civil society actors and research institutions, fostering successful interaction between development policy

GIZ'S AREAS OF ACTIVITY



Economic development and employment



Governance and democracy



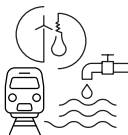
Security, reconstruction, peace



Rural development and agriculture



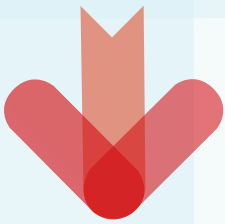
Social development



Sustainable infrastructure: water, energy, transport

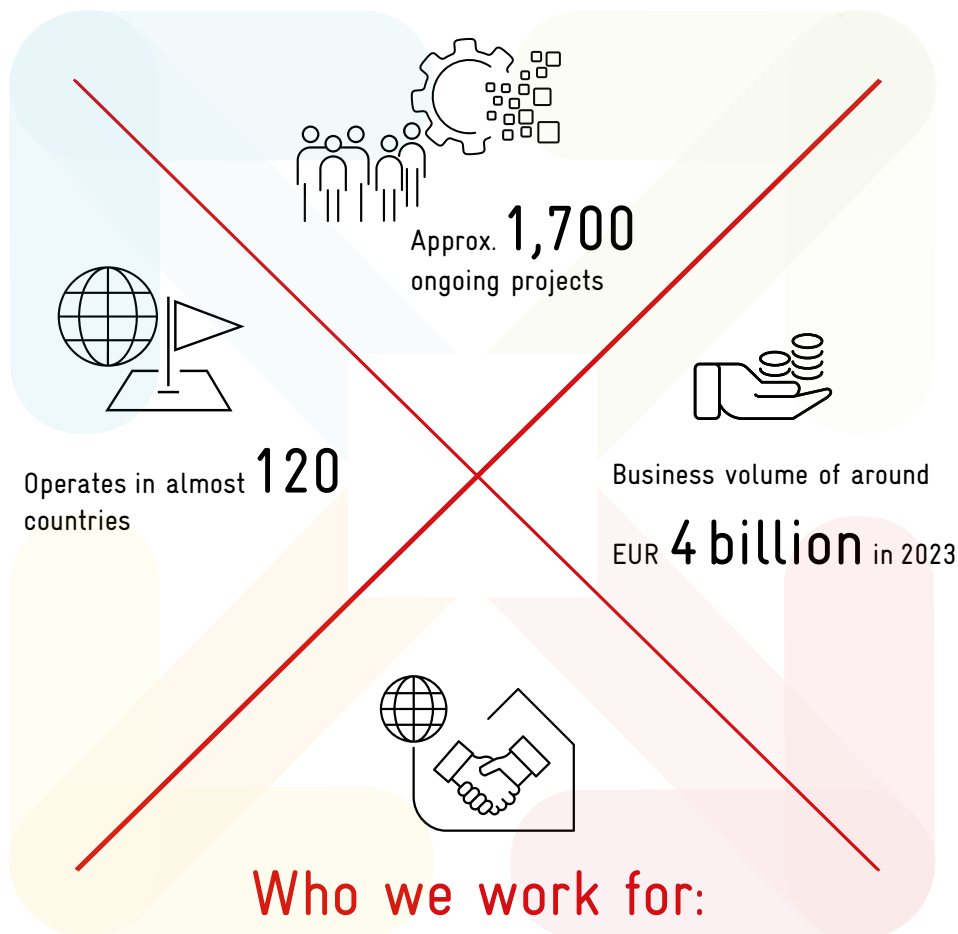


Climate, environment and natural resources management



and other policy fields and areas of activity. GIZ's main commissioning party is the German Federal Ministry for Economic Cooperation and Development (BMZ).

GIZ IN 2023 AT A GLANCE



- > German Development Ministry (BMZ)
- > Other federal ministries and their subordinate authorities
- > State governments > European Union > International institutions
- > Companies and foundations > Governments worldwide

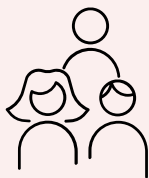
GIZ's tasks

So what exactly does GIZ do? Our core task can be summed up in two words: capacity development. Capacity development describes a process whereby individuals, organisations and societies mobilise and continuously expand their skills. In this way, they shape their own development and are able to adapt to changing general conditions. That includes recognising obstacles to development, designing appropriate strategies and successfully implementing them. This can only be achieved through advice. GIZ advises individuals and organisations around the world on learning and change processes. It supports people in developing professional expertise and proactive management capabilities. Organisations, public authorities and businesses use our advisory services to improve the performance of their organisational, management and production structures. Not least, GIZ advises governments on mainstreaming their goals and change processes in laws and strategies and on realising them countrywide. After all, enabling policy and societal frameworks are key to effective and sustainable reforms. Without these frameworks, changes would remain isolated and ineffective in the medium term.

Combining internal and external expertise

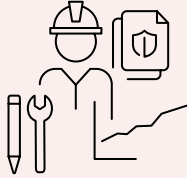
GIZ's international services are, of course, delivered by people. These include GIZ's workforce, along with external contractors.

In 2023, GIZ had a total workforce of over **25,000**.



A total of 25,634 employees worked for GIZ at year-end 2023. GIZ relies primarily on local know-how in this context. Almost 70% of the workforce are from the partner countries in which GIZ implements its projects and work on-site as national staff. As a recognised development service provider, we placed 285 development workers in partner countries in 2023. Furthermore, the Centre for International Migration and Development (CIM),

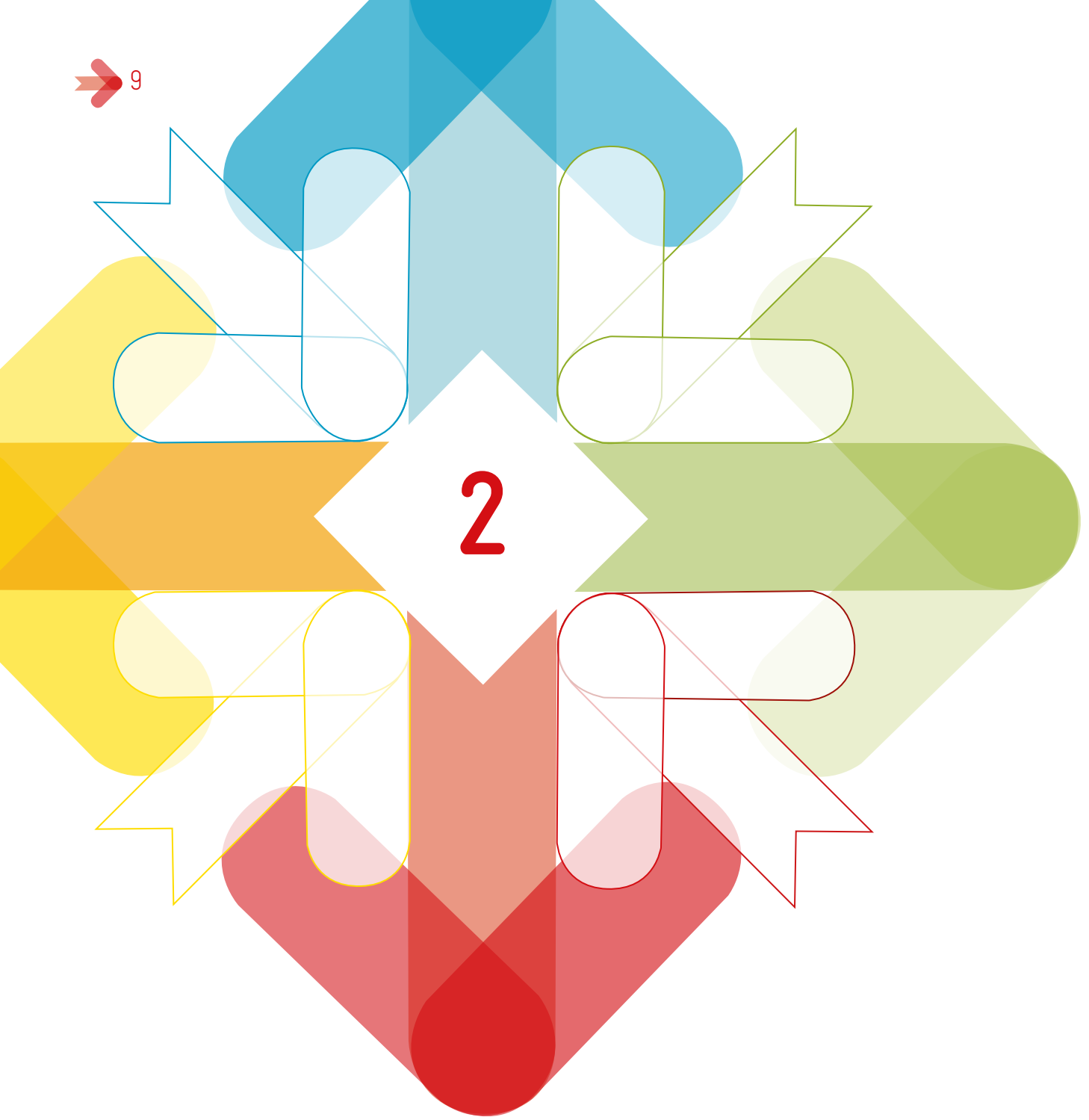
which is run jointly by GIZ and the Federal Employment Agency, placed 205 integrated and returning experts with local employers in partner countries, or provided them with financial support, advice or other services in 2023.



In 2023, GIZ concluded service contracts, financing arrangements, construction contracts and orders for materials and equipment worth EUR 1.9 billion.

Through its procurement activities, the company involves third parties in delivering a significant proportion of the projects commissioned by BMZ and other clients. GIZ does so for a number of reasons. We operate in very specific areas and advise a wide variety of actors, from governments, chambers of commerce and industry and business associations, to municipalities and village organisations. Logically, therefore, it is important to incorporate private-sector knowledge into our work and to buy in the expertise that we ourselves are unable to accumulate to the required extent. The large volume of contracts that GIZ awards to the private sector generates demand for the development of sustainable and innovative solutions in international cooperation in this sector, thus ensuring the constant development of the market for relevant private-sector approaches. Furthermore, the funding distributed by GIZ through financing arrangements can help to meet the specific needs of financing recipients involved in our projects, supporting their transformation processes and therefore leveraging the impact of their activities.

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



CONTRACT PLACEMENT – OBVIOUSLY SUSTAINABLE

2 CONTRACT PLACEMENT – OBVIOUSLY SUSTAINABLE

Sustainability is the guiding principle of GIZ’s work, enabling us to fulfil our environmental and social responsibilities. Beyond our project activities, operational sustainability is also embedded in our Corporate Strategy.

Under the motto ‘Sustainable. The obvious choice.’, GIZ’s 2021 – 2025 Sustainability Programme sets out clear objectives in four key areas of corporate sustainability: climate management and mobility; human rights; resource efficiency and biodiversity; sustainable procurement. Taken as a whole, these demonstrate a commitment to achieving ambitious goals, including – and especially – in the area of procurement.

Due to the high procurement volume, contract placement is a key lever for supporting sustainability in GIZ’s value and supply chains. The ambitious goals defined in the Sustainability Programme are partly designed to help GIZ minimise the social and environmental risks of its procurement processes.

2.1 Setting internal company standards

Since 2020, GIZ has used ISO 20400:2017, the international standard on sustainable procurement developed by the International Organization for Standardization (ISO), as a strategic guideline for its procurement system. The standard defines sustainable procurement as follows:



ISO 20400:2017 – Sustainable procurement

‘Procurement that has the most positive environmental, social and economic impacts possible over the entire life cycle. This involves the sustainability aspects related to the goods or services and to the suppliers along the supply chains.’

The ISO standard also describes what companies can do to make their procurement system more sustainable. By aligning itself strategically with the ISO standard, GIZ is ensuring the international comparability of its regulations and processes.

The introduction of GIZ's  **company-wide policy on sustainable procurement**, which took effect in 2021, was a further milestone. It underlines GIZ's vision and values, establishes sustainable procurement as a strategic objective and regulates the binding standards and responsibilities within the company. The policy covers a wide range of areas, from the definition and integration of sustainability criteria in the tender documentation through to their inclusion in the final version of the contract. It applies to all GIZ procurement at Head Office and in our partner countries.

CERTIFICATION AS A SUSTAINABLE PROCUREMENT ORGANISATION

A sustainable procurement system

In order to use contract placement as an effective lever for increasing sustainability, GIZ has participated in the external certification process for sustainable procurement operated by the Association for Supply Chain Management, Procurement and Logistics (BME) and JARO Institut für Nachhaltigkeit und Digitalisierung e.V. since 2021. Certification is based on various ISO principles, such as ISO 9001 (quality management), ISO 14001 (environmental management) and ISO 20400 (sustainable procurement).



'Responsible Procurement Organization Level 3' certificate





The three-stage certification system is designed to help companies integrate sustainability issues comprehensively and coherently into their internal procurement processes. GIZ's focus is on raising awareness across the board – both within the company and among contractors in Germany and in partner countries. Its goal is to lead the way and play an active role in shaping future trends.

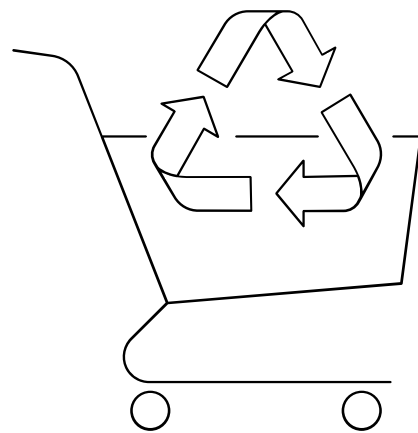
We achieved Level 3 of the three-stage system at the end of 2023. A follow-up audit to check whether the recommended measures have been implemented is scheduled for the end of 2024.

Background information:  **Responsible procurement organisation – BME**

2.2 Increasing focus on sustainability in procurement legislation

Thanks to our strategic focus and our membership of an external certification scheme, we have made good progress towards achieving our goal of integrated sustainable procurement. In this context, we take into account not only the increasingly stringent requirements of German and European legal frameworks but also the growing expectations in this area of our commissioning parties, clients, partner organisations and the wider public. In recent years, the growing importance of sustainability in procurement processes has become clear through the Federal Climate Change Act (KSG), the General Administrative Regulation on the Procurement of Climate-Friendly Services (AVV Klima), the Federal Clean Vehicle Procurement Act (SFBG), the German Act on Corporate Due Diligence Obligations in Supply Chains and the EU Corporate Sustainability Due Diligence Directive (CSDDD) of 13 June 2024. Many of these laws affect GIZ directly or will do so in the short- to medium term. In many cases, we are required to implement the rules not only in Germany but also in our partner countries.

For example, the  **German Act on Corporate Due Diligence Obligations in Supply Chains** brings with it specific challenges, above all in terms of contractor risk assessment and the active monitoring of supply chains. GIZ was already prepared to meet its obligations in this area before the new Act was adopted since the nine due diligence obligations specified in the Act are partly based on the five core elements of the UN Guiding Principles on Business and Human Rights and the corresponding National Action Plan for Business and Human Rights (NAP) developed by the German Federal Government. The Supply Chain Due Diligence Act gave legal force to the NAP requirements. In line with the requirements, GIZ published its revised  **human rights policy, child protection policy** and the above-mentioned  **sustainable procurement policy** back in 2021. At the beginning of 2023, the company also published a  **human rights policy statement**.



INFO

A brief look at the German Supply Chain Due Diligence Act

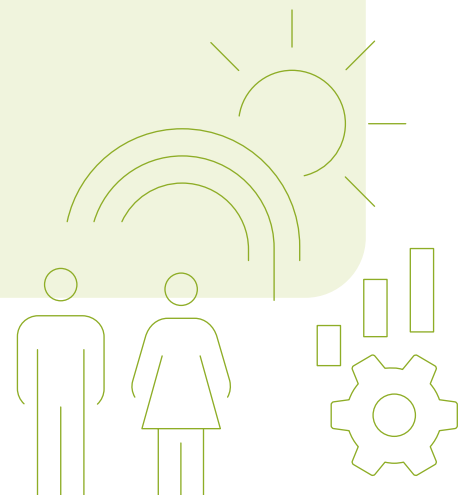
The German Act on Corporate Due Diligence Obligations in Supply Chains strengthens human rights and environmental protection in global supply chains. The purpose of the legislation is to ensure compliance with existing international agreements. It is aimed at companies that are either based or have a branch in Germany.

Protected legal positions

The LkSG defines certain human rights and environment-related legal positions that must be protected along the company's supply chains, including its 'own business area'. These include a prohibition of child labour, protection against slavery and forced labour, occupational health and safety, protection against torture and a prohibition on the production, use or disposal of certain substances that are hazardous to humans and the environment.

Due diligence obligations


Companies that fall under the scope of the Act are obliged to fulfil the stipulated human rights and environment-related due diligence obligations both in their own business area and at their direct suppliers and contractors. To this end, they must, for example, define internal responsibilities, conduct both regular and ad hoc risk analyses, take concrete measures to minimise risks and prevent or end any violations, and establish a grievance mechanism for (potentially) affected groups or individuals. Companies must also document their processes and report regularly on their fulfilment of the due diligence obligations.



2.3 Standardised processes

Strengthening sustainable supply chains




GIZ implements projects worldwide in support of the 2030 Agenda and the Sustainable Development Goals defined in the Agenda. These projects have a direct positive impact on numerous supply chains, for example by helping to make the cotton and textile industries environmentally, socially and economically sustainable. In addition, through its  **Safeguards + Gender-Management-System**, the company checks that measures are in place to prevent or at least minimise any negative unintended impacts of the projects.

As explained above, procurement is also an important factor – alongside the direct advisory approaches implemented by GIZ – when it comes to building more sustainable supply chains. In 2020, the Procurement and Contracting Division took a first step towards improving sustainability in the contracts it awards by conducting an initial risk analysis of the product categories it sources and identifying materials, equipment and services that have a particular impact on sustainability. Subsequent risk analyses have been conducted annually since 2022. In 2021, work then began on the drafting of product- and service-specific guidance documents for these product categories. These are intended to help all GIZ staff formulate or define sustainability criteria and corresponding risk reduction measures for their respective procurement needs. They provide an overview of potential standards and guidance on how the sustainability criteria can be tailored to local conditions, even when sourcing materials and services in partner countries. These documents have already been successfully used, for example to procure air-conditioning systems and vehicles that have lower emissions and are therefore more climate-friendly.

Based on its analysis of the risks associated with each product group, the Procurement and Contracting Division has also identified (key) contractors with a particularly high risk profile, both in Germany and in GIZ's partner countries. Using an IT-based tool, these prioritised contractors have been analysed in more detail on the basis of country and sector risks. In-depth risk analyses for contractors with a high risk profile are conducted using questionnaires in which GIZ contractors have the opportunity to provide detailed information on their due diligence measures.

Focusing on climate management in procurement processes

We work on the principle that prevention of emissions takes priority over reduction, while offsetting of unavoidable emissions is a last resort. GIZ therefore has a clear-cut sustainability strategy in place. The most important step we can take towards greater sustainability is to reduce our emissions or avoid them altogether.

GIZ has offset all its  **own greenhouse gas emissions worldwide since 2021**, yet the company is pursuing even more ambitious targets. As part of the global Science-Based Targets initiative (SBTi), which was set up to drive science-based climate action in the private sector, GIZ has committed to much greater reductions in its direct and indirect emissions by 2025, especially in relation to transport.

Through constructive discussions with stakeholders, GIZ has developed guidance on avoiding, reducing and offsetting greenhouse gas emissions in our service contracts and introduced a set of rules on offsetting unavoidable flight emissions from contracts concluded via GIZ Head Office in Germany. Contractors charge GIZ for the high-quality certificates they buy provided that they submit proof of the purchase together with their invoice.

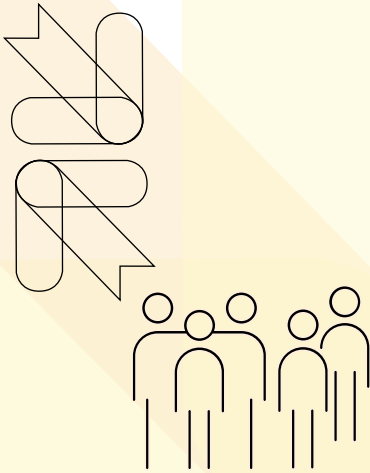


2.4 Sustainability in contract award procedures

Clear internal company regulations on the integration of sustainability issues apply when awarding contracts for materials and equipment, services and construction work.

Framework agreements and long-term contracts for recurring services offer particular potential for integrating stringent sustainability criteria. A standardised process has therefore been put in place for these contracts in Germany. In this process, sustainability-related criteria and trends are taken into account, benchmarked relative to market availability, and then integrated into the tender documents. The sustainability criteria defined in this context are incorporated as new standards for future invitations to tender for the same item. In this way, GIZ ensures that commitment to sustainability is continuously stepped up in line with market forces.

Project managers are duty bound (e.g. under GIZ's Sustainable Procurement Policy) to think in terms of sustainability when making individual procurements and are required



to reasonably appraise the extent to which it can be integrated. This can sometimes present a challenge, especially in partner countries. Even in such cases, it is important to observe the principle that factors such as quality, innovation and social as well as environmental considerations must be taken into account in the procurement process and are inherent in the definition of cost-effectiveness.

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

In addition, sustainability is embedded in GIZ's contract documentation through the General Purchase Conditions (AEB), the General Terms and Conditions of Contract (AVB) and the template for additional contractual conditions for construction work and other special agreements. These contract documents contain comprehensive provisions requiring contractors to comply with standards related to environmental protection, human rights, social protection and integrity. Since 2022, these have been supplemented by the GIZ Code of Conduct for Contractors.

2.5 Sustainability in financing

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

It is vital to stipulate clear terms and conditions and to raise financing recipients' awareness to ensure sustainability in financing. The templates for grant agreements


with non-German recipients, grant agreements with German recipients and local contributions therefore include requirements for environmental and social standards. They also stipulate that any materials, equipment or services procured as part of the financing arrangement must comply with the relevant sustainability standards.

2.6 Strengthening contractors and business relationships



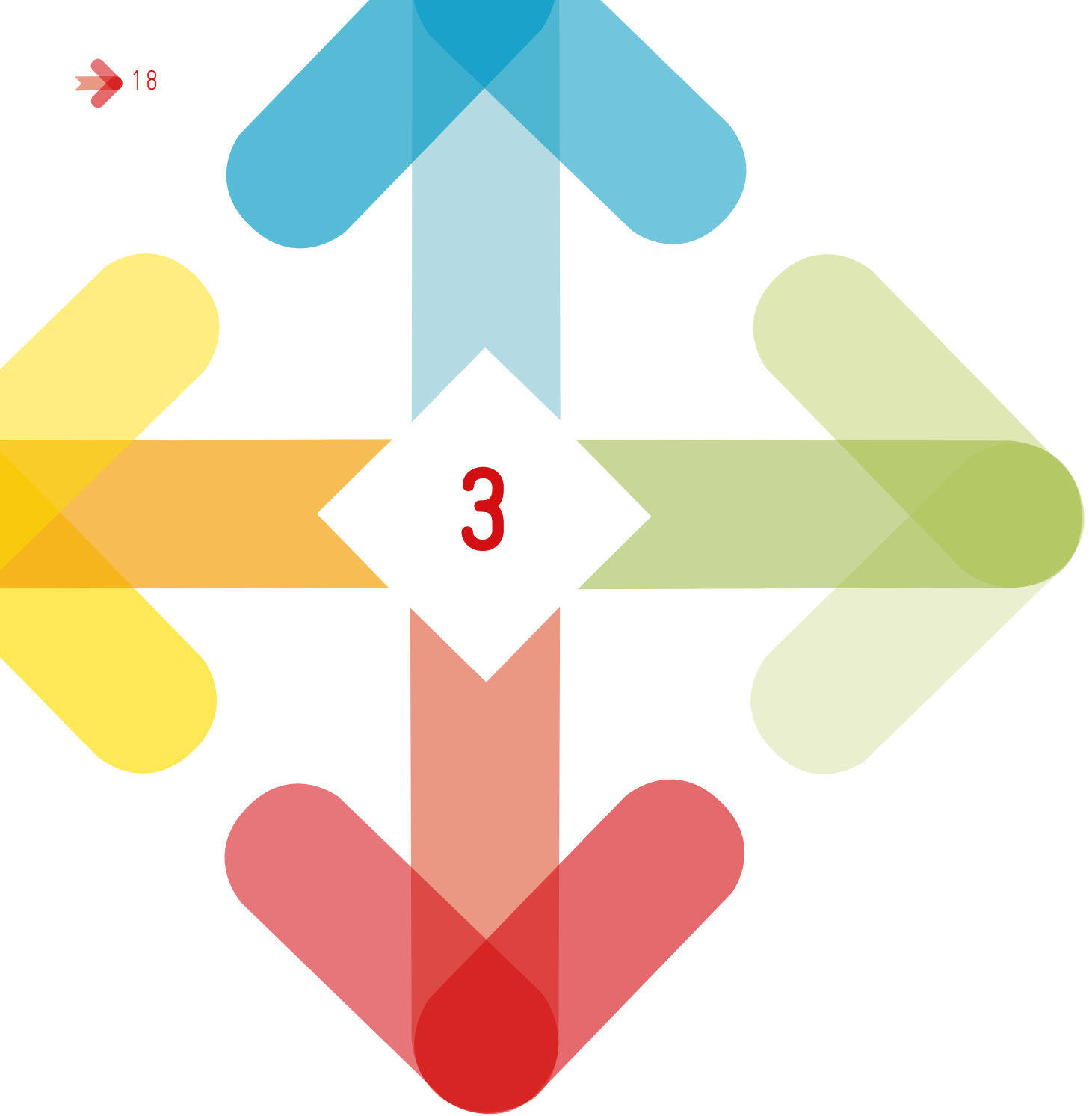
As well as monitoring risks and handling grievances, GIZ's processes are designed to strengthen its contractors and financing recipients. GIZ assumes environmental and social responsibility along its supply chains by maintaining a clear focus on close co-operation.

In 2022, the company adopted a Code of Conduct for Contractors as a cornerstone of its procurement activities. This was adapted and updated in 2023. The Code sets out a series of policies for working with contractors and is primarily designed to raise awareness of their duty to comply with social and environmental standards.

GIZ also offers free online training for its contractors and financing recipients in the form of a  ***Guide for Practicing corporate Sustainability (GPS)***. The training sets out what GIZ does in terms of operational sustainability and what action contractors and financing recipients can take themselves. GIZ also offers contractors working in high-risk fields free web-based training (WBT) on the high-risk protected legal positions that apply to them.

In addition, since mid-2022, GIZ has held a series of discussions on sustainability with selected contractors. By establishing a constructive dialogue in this way, we aim to forge a common understanding of the social responsibility of GIZ and its contractors.

GIZ also conducts regular surveys as a source of information on the performance and potential support needs of its contractors in relation to sustainability.

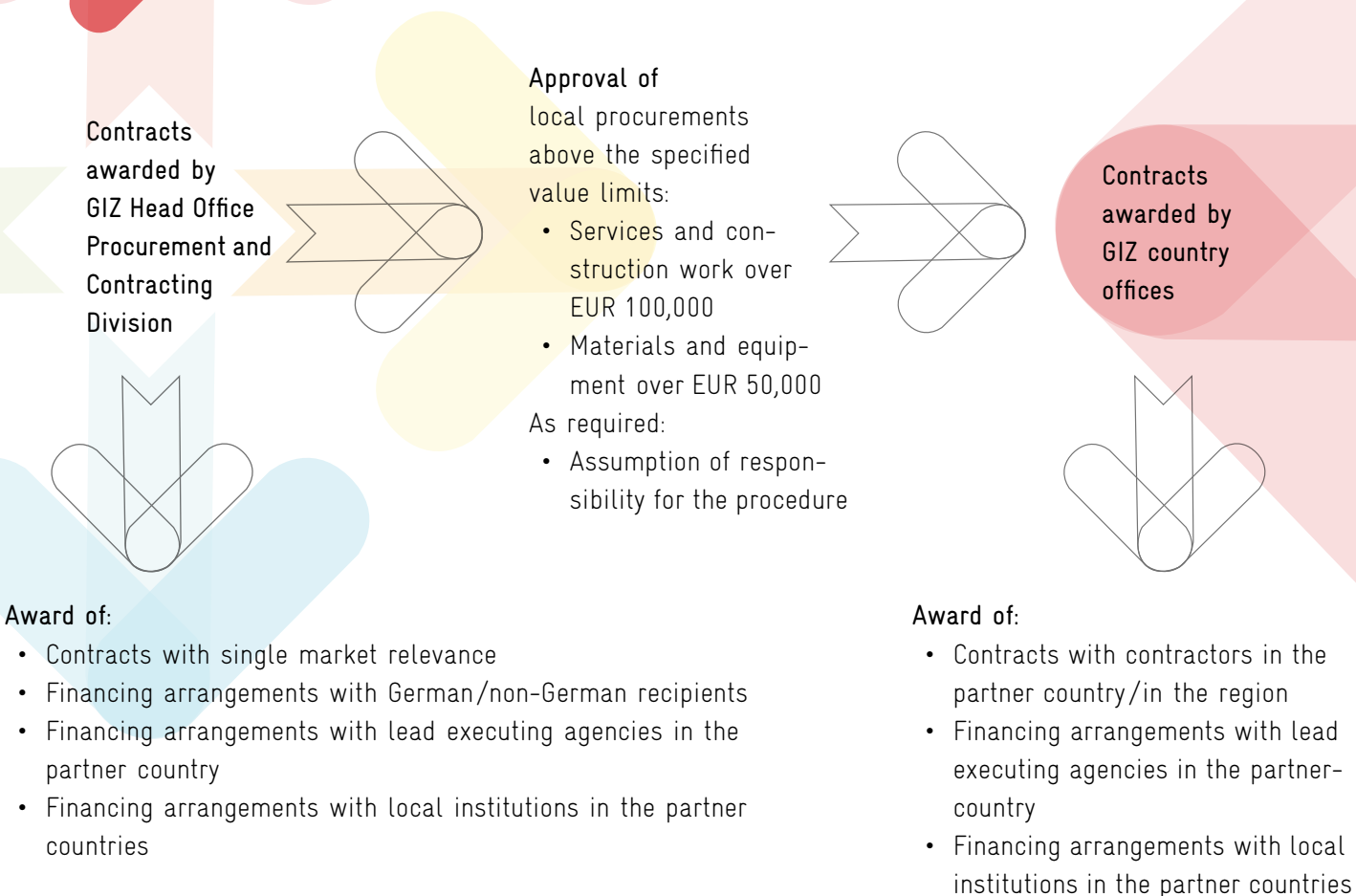


**GIZ'S PROCUREMENT
PRACTICES AT A GLANCE –
THE 2023 FISCAL YEAR**

3 GIZ'S PROCUREMENT PRACTICES AT A GLANCE – THE 2023 FISCAL YEAR

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

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



3.1 Trends in contract awards – an overview

In 2023, GIZ concluded contracts with third parties worth a total of EUR 1,947 million, including contracts for services, financing arrangements, construction projects, and orders of materials and equipment.

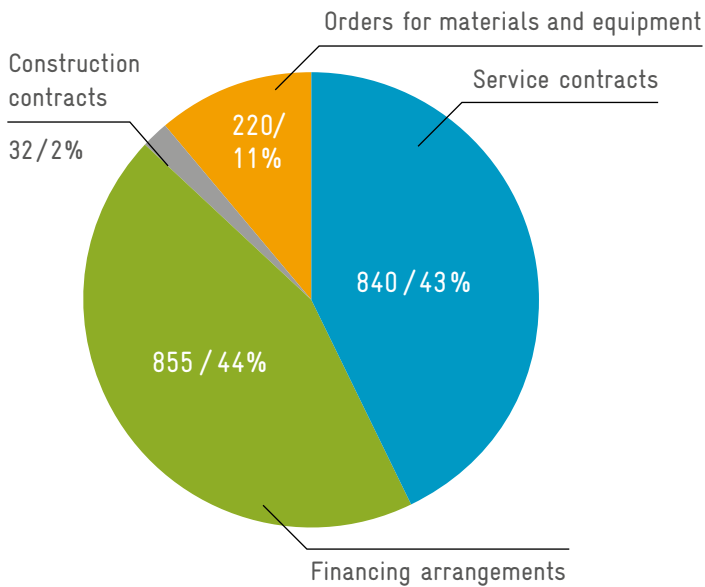
Figure 2: Commissions placed with GIZ, GIZ's business volume and contracts awarded in EUR million by contract or agreement type 2018 – 2023²

	2018	2019	2020	2021	2022	2023
I. Overview of commissions and business volume						
Commissions placed with GIZ	3,307	3,689	4,188	4,687	3,979	3,972
Business volume	2,995	3,063	3,327	3,701	3,991	3,968
II. Contracts awarded						
1. Contracts awarded by Head Office						
Service contracts	469	515	491	574	562	570
Financing arrangements	582	655	851	956	870	788
Construction contracts	7	4	3	239	5	4
Orders for materials and equipment	87	78	108	67	139	136
Total	1,145	1,252	1,453	1,836	1,576	1,498
2. Contracts awarded locally by GIZ country offices						
Service contracts	227	251	205	333	288	270
Financing arrangements	75	63	62	85	79	67
Construction contracts	54	51	20	35	33	28
Orders for materials and equipment	76	73	98	108	123	84
Total	431	438	385	561	523	449
3. Contracts awarded worldwide						
Service contracts	696	767	696	907	850	840
Financing arrangements	656	717	914	1,041	949	855
Construction contracts	61	55	23	274	38	32
Orders for materials and equipment	162	151	206	175	262	220
Total contracts awarded	1,577	1,690	1,838	2,397³	2,099	1,947

² All figures are shown without decimal places. As a result, there may be rounding differences.

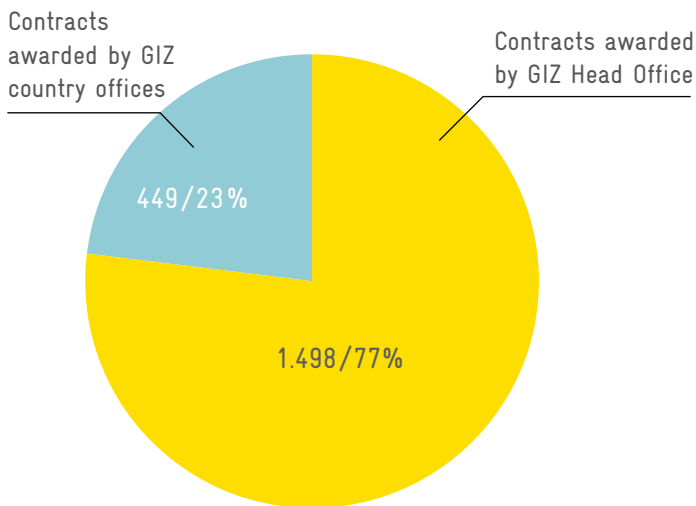
³ The total figure for 2021 includes a one-off contract for the new building in Eschborn.

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



Financing arrangements are the biggest single component of total procurement spending. They accounted for 44% of all awards in 2023.

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

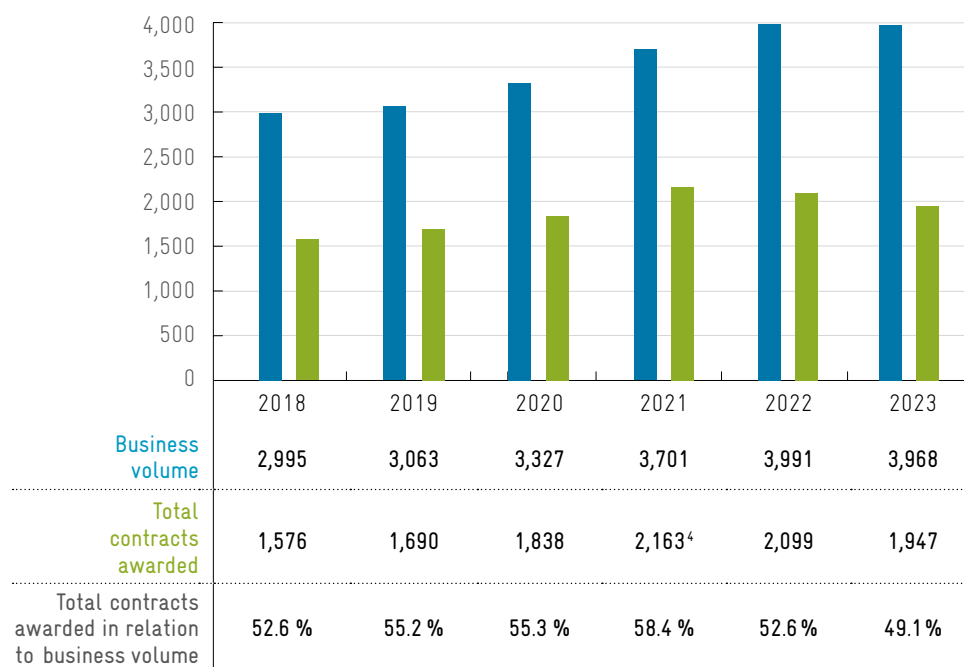


Over three quarters of the procurement volume was awarded by GIZ Head Office in Germany, with the country offices awarding just under one quarter.

A lot has happened in recent years as regards the award of contracts to third parties for services, construction work, materials and equipment and the conclusion of financing arrangements. For example, the volume of contracts awarded has grown much faster than business volume. This increase underlines the growing importance of cooperation

with third parties if GIZ is to continue to provide high-quality services in future. For a time, this trend was exacerbated by the COVID-19 pandemic. Delays in local implementation, combined with a greater focus on implementing projects through financing arrangements on account of international travel restrictions, pushed the figure up temporarily to just over 58% in 2021. The ratio of financing arrangements to total procurement fell back sharply to around 53% in 2022 and again to around 49% in 2023. This development is primarily due to a decrease in financing arrangements. While the volume of service contracts awarded to third parties remained largely unchanged, the volume of global financing arrangements in 2023 fell by around 10% year on year.

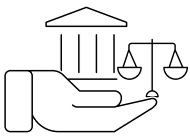
Figure 5: Trend in total contracts awarded in relation to business volume in EUR million (2018 – 2023)



⁴ Excluding new building in Eschborn

3.2 Award of contracts

GIZ awards contracts for services, materials and equipment, and construction work. Contracts valued at around EUR 1,093 million were awarded in 2023, accounting for 56% of GIZ's total procurement volume.



Legal framework

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

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

For its part, as a public contracting authority within the meaning of Section 99 (2) GWB, GIZ is directly legally obliged to observe the relevant provisions of public procurement law when awarding contracts that are above the valid EU thresholds to third parties within the European Economic Area.⁵ The Regulation on the Award of Public Contracts (VgV) governs the award of supply and service contracts. The German Construction Contract Procedures (VOB) apply to contracts for construction work.

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

⁵ In the 2023 reporting year, the EU thresholds were EUR 215,000 for supplies and services and EUR 5,382,000 for construction work.

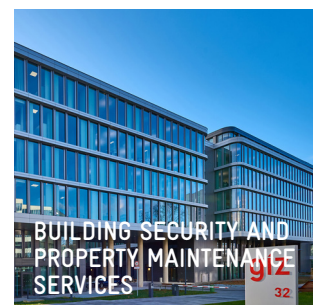
3.2.1 Award of service contracts

The majority of contracts awarded by GIZ are for services. Service contracts have a special standing at GIZ because advisory services are one of our core competences and are provided by both our own staff and by contracting external experts where specific expertise is required. A characteristic feature of GIZ service contracts is that their subject matter is often individual, tailor-made services that are provided by contractors from all corners of the globe. GIZ rarely enters into contracts for standard, ‘run-of-the-mill’ services.

Comprehensive service portfolio required

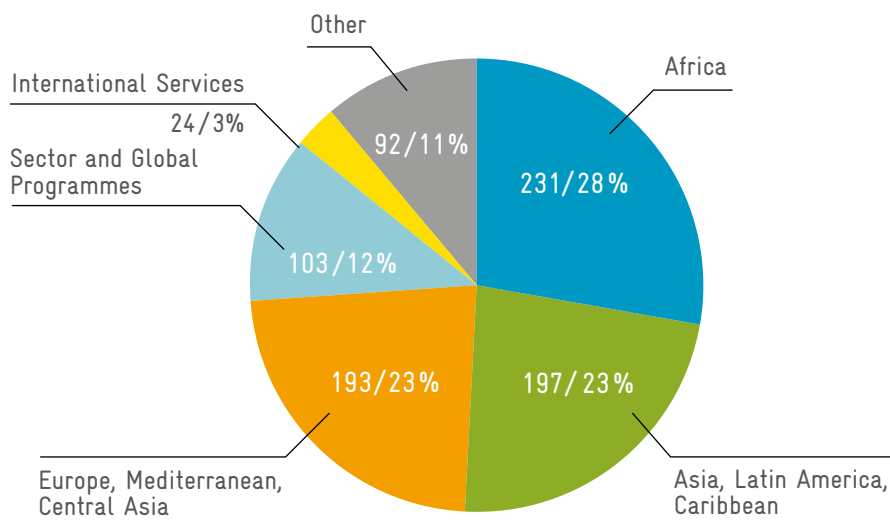
GIZ awards a wide range of service contracts that usually involve the provision of expert advice in a specific area of international cooperation. Many of these advisory services are highly specialised and span a wide variety of topics, from supporting climate resilience in coastal areas of the South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

Figure 6: GIZ procures a comprehensive range of services.



Service contracts awarded in 2023 – Facts and figures

Figure 7: Award of service contracts worldwide by department in 2023. Total volume: EUR 840 million



GIZ has over 80 offices across the globe and operates in almost 120 countries. Cooperation with partner countries is structured in operational regional departments. In 2023, the Africa Department awarded more service contracts than any other (over a quarter).⁶

⁶ The other organisational units are the Management Board and the corporate units, the Sectoral Department (FMB), the Client Liaison and Business Development Department (AGE), the Digital Transformation and IT Solutions Department (DIGITS) and internal service providers.

Figure 8: The 10 main development policy sectors by procurement volume for services (awarded by Head Office) (2023)⁷

Sector	Procurement volume (in EUR million)
Crises, conflicts, disasters, displacement and migration	64
Energy, transport and climate change	43
Private sector development and economic policy	32
(Vocational) education and youth	25
Public finance and administration, anti-corruption, integrity	13
Rural development, agriculture, fishing and food	13
Environmental management, water, waste, resource efficiency	11
Natural resources, biodiversity, oceans/coasts	8
Social protection and health	8
Financial systems and insurance	7

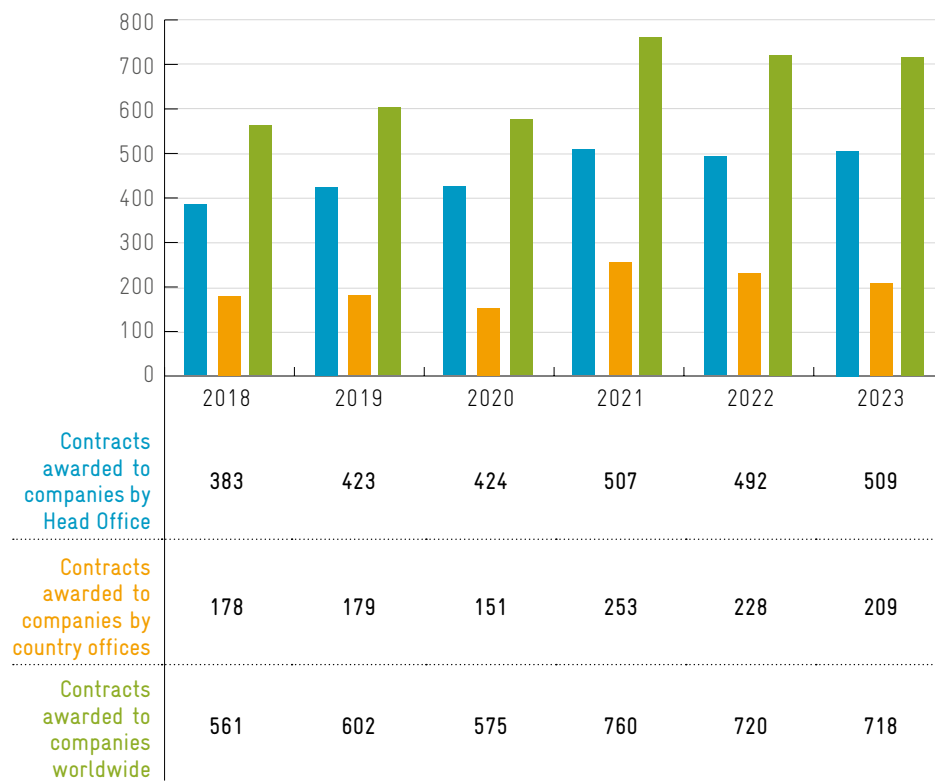
⁷ The system used for allocating internal codes to contracts was changed in the year under review to place more emphasis on service type. Comparability with previous years is therefore limited.

GIZ's contractors

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

A list of the top 100 contractors who received service contracts from GIZ Head Office in 2023 by volume of contracts is provided in **Annex I**. Figure 9 shows the trend in the volume of service contracts awarded to companies across the world in the past six years.

Figure 9: Service contracts awarded to companies across the world (2018 – 2023)
(in EUR million)



Most of the service contracts GIZ enters into are awarded to companies. In 2023, around 70% of worldwide awards were contracts concluded between Head Office and companies. GIZ also enters into contracts with individuals, albeit to a lesser extent.

Procurement of services in practice

Controls on chemical substances in Bangladesh's textile industry

Bangladesh is the world's second-largest exporter of garments and textiles after China. Its textile and leather industry employs over four million people, making it one of the country's main sources of revenue. Following tragic incidents at factories, Bangladesh has made considerable efforts to improve working conditions and comply with sustainability standards.

As part of the BMZ-financed project Sustainability in the Textile and Leather Sector (STILE), GIZ awarded a service contract for the development of technical rules aimed at controlling chemical substances in Bangladesh's

textile industry. This contract is part of a comprehensive commitment that seeks to strengthen compliance with social and environmental standards in the textile industry. A consulting firm specialising in social and environmental transformation processes was commissioned to accompany this complex process. Another consulting firm with extensive expertise in environmental regulation and chemicals policy was also tasked with providing technical support.

A key milestone in this project was the development of the Chemical Substances Control Rules, which were drawn up in close cooperation with the environmental authorities of Bangladesh. These rules were tailored specifically to the needs and conditions of Bangladesh, but also take into account tried-and-tested practices from the EU Regulation on Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH). The technical rules cover procedures for recording and evaluating information on the chemical substances used in the (textile) industry. This includes aspects such as the identification of hazards and risks to people and the environment.



A delegation visits a plant

The aim of improving the regulatory framework for handling chemicals is not only to improve environmental protection but also to promote the

long-term sustainability and competitiveness of Bangladesh's textile industry.

Project description:  **Promoting responsibility in the textile and leather sector (STILE)**



Left side: chemicals store in a textile processing plant;

Right side: lab workers learn how to handle chemicals in line with environmental standards



Optimising cotton production processes in Uzbekistan


Uzbekistan ranks among the world's largest cotton producers, cultivating more than three million tons annually across approximately one million hectares. Consequently, cotton is crucial for the nation's economic and social progress, as it employs a large part of the workforce and contributes about 18% to the GDP. However, years of extensive cultivation have led to various social, environmental, and economic challenges, including large-scale farming of the same crops, expanding farm sizes, unstable crop prices,

forced and child labour, poor soil health and water overuse. Starting in 2016, authorities initiated an ambitious reform plan aimed at improving social and environmental practices within the cotton industry. These reforms strive to prepare the industry for new market exports and to generate new employment opportunities. Sustainable cotton farming is now advancing in Uzbekistan with a focus on eco-friendly methods such as organic cultivation and water-saving technologies.

The project 'Sustainability and Value-Added in Agricultural Supply Chains | Cotton in Uzbekistan' is supporting the sector in implementing international sustainability standards in cotton production. For example, it supports the introduction of the principles and criteria of the internationally recognized "Better Cotton Initiative". As part of these efforts, an international consulting company has been commissioned to support cotton producers in Uzbekistan to implement the **Better Cotton** principles on their fields.

As a result, 19 large farms are now implementing the **Better Cotton** principles and criteria on their cotton

fields and hence improved the sustainability of their farming methods on around 36.000 ha in 2023. Out of these, 4 large farms have received licenses to sell their cotton as **Better Cotton**. This initiative not only aims to enhance sustainability within Uzbekistan's cotton industry but also adds significant value by promoting the export of cotton-based products made in Uzbekistan to new markets and thus creating jobs for the young population. This project was commissioned by BMZ and is part of its special initiative on transforming agriculture and food systems.

Project description:  **Optimising cotton production processes in Uzbekistan**



Left side: Cotton flower; Right side: Weaving mill employee at a machine

Digital data portal to reduce marine litter

One of the main causes of marine pollution is inadequate waste management of coastal areas and rivers. To develop effective measures to combat plastic pollution, it is important to understand how plastic waste comes to be released into the environment, including the sources and fates of these leakages. In cooperation with a leading university and experts from the waste and circular economy, GIZ has developed the Waste Flow Diagram (WFD) tool to quantify material flows and waste volumes that find their way into nature and oceans in a variety of different ways.

An external IT service provider was tasked with implementing the tool on a digital platform. The resulting WFD Portal helps city authorities assess the quantities and fates of waste released into the environment. It maps the waste flows using a material flow analysis covering all stages of the solid waste

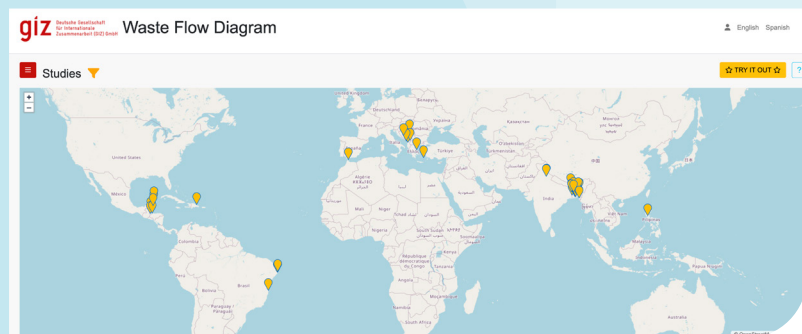
management system, from generation to collection, transport, treatment/recovery and disposal. The findings can be used as the basis for informed decision-making, particularly at the city level, and to support better waste management.

The WFD Portal not only enables data to be presented and analysed in a simplified way but also allows users to share data and experiences. Extensive training materials are also provided.

With a growing number of case studies (currently 150), it is increasingly possible to use data analytics on the WFD Portal, for example, to categorise case studies based on key parameters. This helps to develop suitable measures for improving waste management systems and thus for preventing marine litter based on the respective city profile.

Waste Flow Diagram

Waste Flow Diagram Portal: the screenshot shows a map with cities in which the Waste Flow Diagram was applied.



3.2.2 Procurement of materials and equipment

The provision of materials and equipment complements advisory services in GIZ projects, helping to achieve development goals. For example, in projects that aim to train staff at a public authority, optimise its organisational structures and ensure that responsibilities have been clearly defined, procuring IT infrastructure may help staff to apply the knowledge and skills acquired more effectively, thereby accelerating development processes. To give another example, the complementary procurement of an oil press can provide added impetus for farmers learning to establish cooperatives and create value chains. The materials and equipment procured must be appropriate for and geared to the measures in question. Projects should therefore consult with the lead executing agency – usually the relevant ministry in the partner country – and involve it in the procurement process, where possible. This could include detailing the technical specifications or stipulating maintenance options in the country in question. The materials and equipment are handed over to the lead executing agency by the end of the project at the latest.

Diversity of materials and equipment

GIZ procures a wide range of materials and equipment – from highly specialised products, such as cacao processing equipment, machine tools and mobile clinics, to everyday items such as components for solar installations, agricultural and forestry equipment and motor vehicles, to name but a few examples.

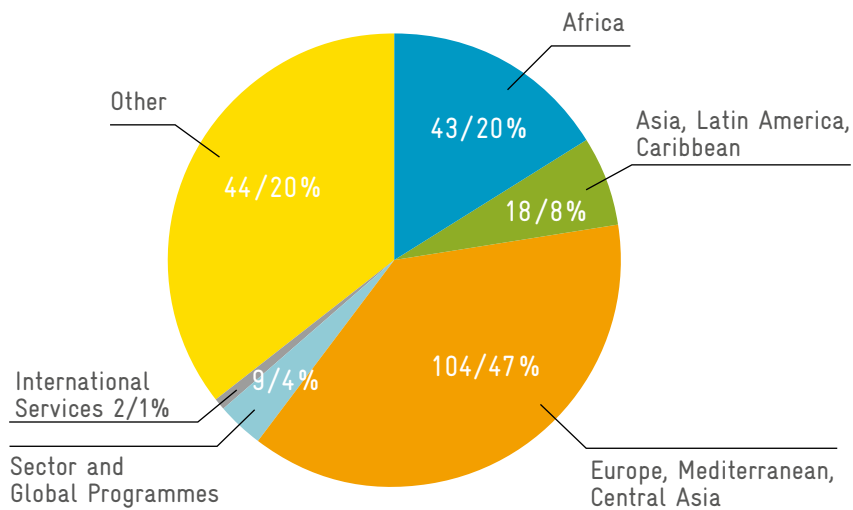
GIZ also procures materials and equipment that help ensure smooth workflows. These include goods and products to safeguard the operational capacity of staff, such as project vehicles in partner countries, office furniture and ICT equipment.

Figure 10: GIZ procures a wide range of materials and equipment.



Procurement of materials and equipment in 2023 – facts and figures

Figure 11: Procurement of materials and equipment worldwide by department in 2023.
Total volume: EUR 220 million



In 2023, GIZ procured materials and equipment totalling EUR 220 million. The largest share of materials and equipment that year (47% of the total volume) was procured in the Europe, Mediterranean, Central Asia Department (EMC).



Procurement of materials and equipment in practice

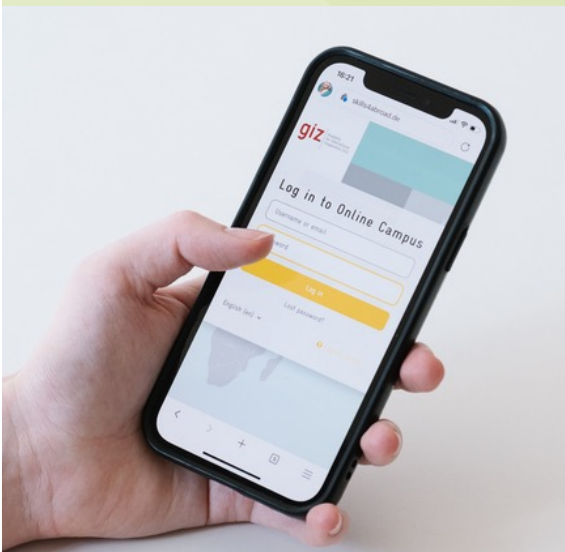
Framework agreement for smartphones

GIZ's current framework agreement for the procurement of smartphones takes into consideration specific aspects that not only improve the efficiency of IT systems but also promote environmental and social responsibility.

The agreement covers five different smartphones. Mandatory compliance with GIZ's General Purchase Conditions (AEB) and Code of Conduct for Contractors ensures that high general environmental and social standards are met.

From a technical perspective, compatibility with existing systems is a key requirement in ensuring that new devices can be integrated seamlessly into existing IT infrastructure. Another important aspect is compliance with integrity standards by staff members and sub-contractors, which guarantees that all participants adhere to ethical and sustainable business practices. The framework agreement also ensures that all purchased devices receive device updates for at least four years from the market launch. In addition, the manufacturers offer a guarantee of up to three years. Devices are delivered as a climate-neutral combined shipment using only plastic-free packaging materials and avoiding any unnecessary additional packaging.

The framework agreement also includes a particularly sustainable device that stands out from other models due to its high reparability and certified raw materials. This comes with a five-year guarantee but nonetheless receives replacement parts at least five years after market launch, is delivered plastic-free and receives software updates for at least eight years. The contractually regulated



Smartphone with the GIZ screen

return of old devices meets the standards required by law. Because GIZ has more stringent requirements regarding the repairability, maintenance and possible resale of devices, however, a framework agreement has also been entered into with another specialist

contractor. Old devices that are still functional, including smartphones, are refurbished and marketed by this contractor. If old devices cannot be reused, they are dismantled where possible and processed in a local recycling facility.



Modern prosthetics workshop in Ukraine

Many people in Ukraine have already been injured in Russian attacks and the number of people is continuing to rise with each day of Russia's ongoing war of aggression. To meet the increased demand for prosthetics and orthotics, the new UNBROKEN Center for Orthopaedic Technology has been opened in Lviv. Going forward, this facility will provide 1,200 patients every year with modern, customised prostheses, thereby making an important contribution to improving the day-to-day lives of these people. The Center also trains urgently needed specialists in the production of prosthetic and orthotic devices.

Across an area of 1,000 square metres, the Center includes a workshop for the production of prosthetics and orthotics, a training room for classroom training, and rooms in which patients can test their new prostheses and have them

adjusted. To get the workshop up and running, GIZ has provided state-of-the-art equipment for the production of prosthetic devices for the upper and lower extremities and for the production of orthotic devices.

To address the severe shortage of skilled workers in the field of prosthetics and orthotics, the Center provides training to internationally recognised



A prosthetics specialist assembles a prosthetic leg at the UNBROKEN Center in Lviv

standards (ISPO). The aim is to transform the UNBROKEN Center into a capable and efficient training facility. As part of the project, skilled workers complete training in various disciplines of prosthetic and orthotic care.

To ensure that specialists continue to be trained even after the project ends, a national training programme for trainers is currently being developed for prosthetics. The aim is to enable those who complete the pro-

gramme to pass on their experience and knowledge to future experts and thus increase the number of specialists nationwide in the long term.

The UNBROKEN Center was built as part of the Special Assistance Programme for Ukraine and financed by BMZ.

Project description:  **Supporting social cohesion, resilience and stability**



Sustainable electrification of health centres in Togo

Health centres in rural areas of sub-Saharan Africa face considerable challenges when it comes to a stable power supply. They are often located far from the public power grid or, even if they are connected to the grid, experience frequent power cuts. This has a major impact on medical care, particularly in emergency situations and when storing temperature-sensitive drugs.

A continuous and stable power supply is essential for improving patients' medical care and quality of life. To this end, the ProSanté II project, which is financed by BMZ and aims to improve basic health services in Togo, has equipped 10 rural health centres with robust photovoltaic systems.

Technical support for project implementation was provided by another GIZ project in Togo: the BMZ- and EU-financed ProEnergie project, which promotes rural electrification in Togo, supported quality assurance, from inventory recording at the centres to final acceptance. To ensure a sustainable electricity supply, customised photovoltaic systems were designed for each of the 10 health centres. Future electricity consumption was also taken into account here to avoid overloading the systems. The use of lithium-based batteries instead of lead-acid batteries, which wear out quickly in Togo's high temperatures, extends the life of the systems and reduces the amount of e-waste.

This sustainable electrification measure offers numerous advantages: it guarantees an environmentally friendly power supply, supports the local economy by creating work for local engineering firms and helps reduce e-waste. It can be used as a blueprint for similar electrification measures by the Togolese Ministry of Energy.

With the photovoltaic systems installed, the health centres have a reliable and sustainable source of electricity that works independently of the unstable public power grid. They can now work round the clock, offer life-saving services and thus reduce the mortality rate.

Project description:

- **ProSanté II: Improving the quality and use of basic health services**
- **ProEnergie II: Rural electrification in Togo**

Solar components professionally installed at one of the 10 health centres



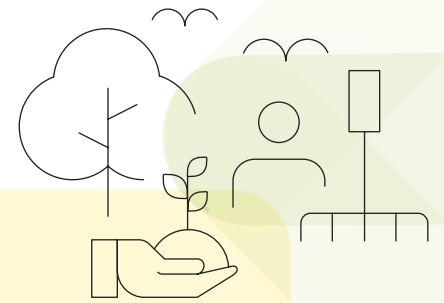
3.2.3 Award of contracts for construction work

Construction and construction-related services also form part of GIZ's procurement portfolio. Construction measures are often incorporated into education, health, water and energy projects and include the building of schools or educational centres, health care facilities and infrastructure for drinking water supply and wastewater management, which GIZ commissions to supplement its advisory services. GIZ staff plan the construction work together with the project's partner organisations, which include health



ministries and municipalities that subsequently take on responsibility for further use or operation of the completed measures. Construction measures are a key component of capacity development due to the joint planning, implementation and use of completed infrastructure once the project draws to a close. Contracts for planning construction projects are often awarded by GIZ Head Office in Germany. The construction work itself, on the other hand, is usually procured by the project or by the GIZ office in the partner country.

Procurement of construction work in practice



A green revolution in Jordan: the story of sustainable sludge management

Jordan faced a pressing issue at its wastewater treatment plants (WWTPs): the management of sewage sludge. The Ministry of Water and Irrigation and the Water Authority of Jordan struggled with the lack of comprehensive sludge management practices, resulting in environmental risks and high disposal costs. Sludge was often stored or dumped in unsanitary landfills, and most WWTPs used inefficient open-air drying beds.

The GIZ Sustainable Sludge Management Project was launched in 2020 to address this issue. It began with analyzing sludge characteristics at 29 WWTPs across Jordan, identifying Mu'ta Mazar, Wadi Musa, and Kufranja as key sites for implementing upcycling technologies. A feasibility study revealed that sludge needed to be dried to at least 85% dry basis for upcycling. Solar Drying Greenhouse technology emerged as the most cost-effective

solution. As a WWTP full-size demonstration system, the Water Authority of Jordan and GIZ prioritized commissioning a Solar Drying Greenhouse and a pelleting machine at the Mu'ta Mazar WWTP. The Solar Drying Greenhouse dries the sludge to a high dry matter content, while the pelleting machine processes the dried sludge into pellets. These pellets can then be used or sold as alternative fuel, industrial raw material, or compost additive.


To prepare for the construction of the Solar Drying Greenhouse, GIZ awarded a service contract to a local consulting firm to develop the design and tender documents. In February, 2024, the construction Mu'ta Mazar had commenced, with the contract awarded to a local construction company.

This progress marked the start of a green revolution in Jordan's sludge management. The GIZ project not only

addressed an immediate issue but also laid the groundwork for a sustainable future. As the construction at Mu'ta Mazar progressed, optimism grew. The project can serve as a model for other WWTPs in Jordan and beyond, demonstrating that with the right technology, collaboration, and determination, chal-

lenging environmental issues can be effectively addressed. This project was commissioned by BMZ.

Project description:

 **Unlocking the potential of using sludge as a resource in Jordan**

Retaining wall construction

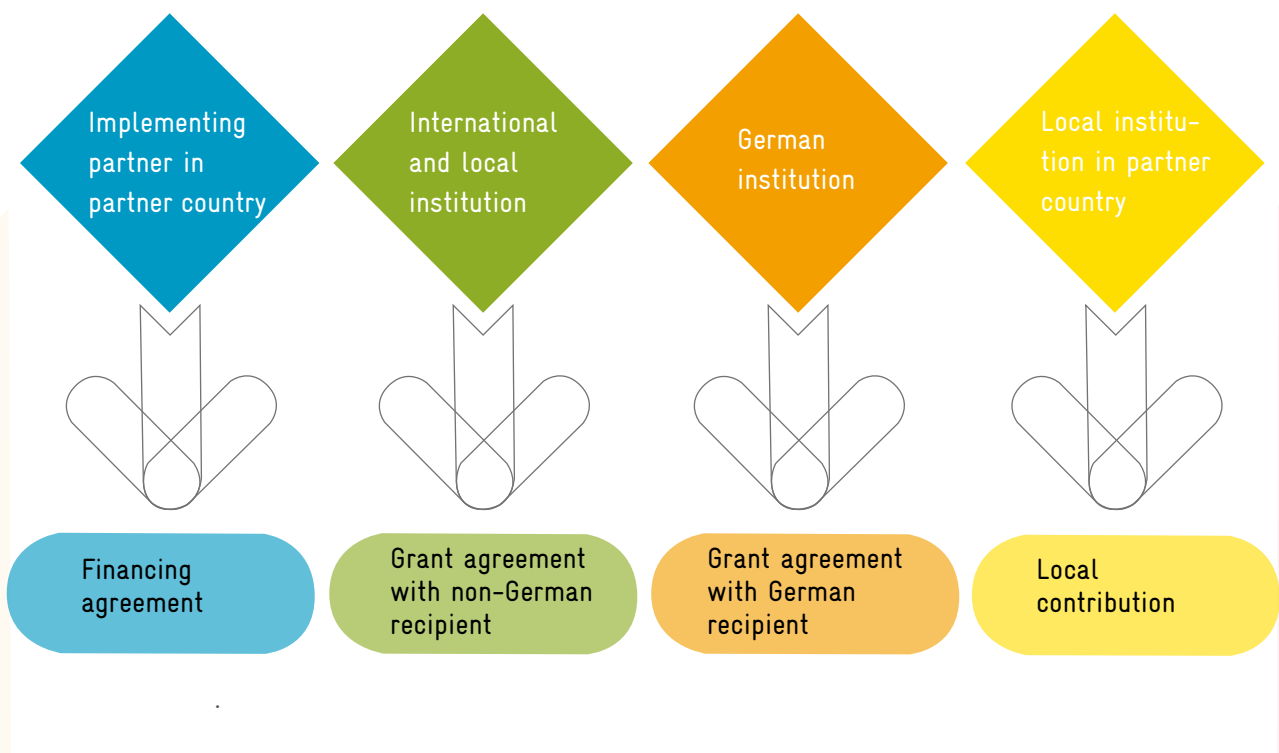


3.3 Financing arrangements

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

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

Figure 12: Financing recipients and agreement types



Legal framework

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

Selection of financing recipients

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

Figure 13: Selection of financing recipients

Selection of financing recipients based on project appraisals

GIZ can enter into a 'direct' financing arrangement with a financing recipient whose project proposal supports the objectives of an existing GIZ commission.

Potential financing recipients are selected at the standard appraisal stage for planned projects, where the focus is on whether the activities to be carried out by the potential financing recipients will boost the effectiveness of the planned project and can support existing transformation processes in a partner country or specific sector. The potential recipient submits its proposal directly to the project, describing the project to be financed, including the budget. This means that financing forms part of the instrument mix outlined in the offer submitted to the commissioning party and of the awarded commission, following examination of the offer documents.

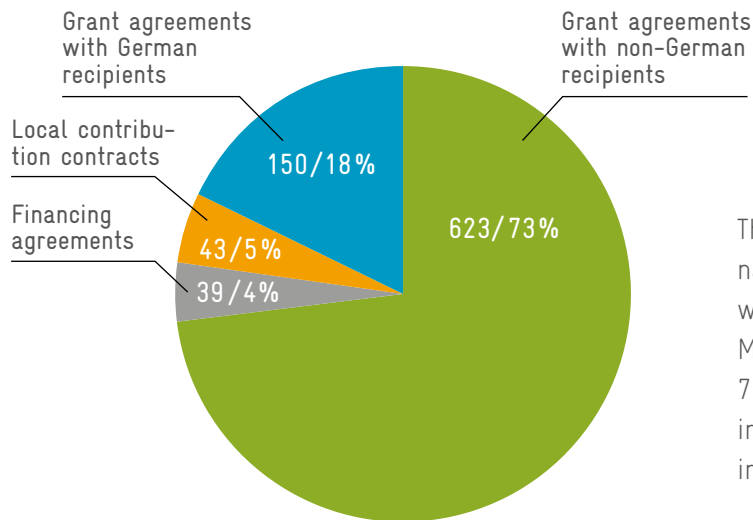
During the project term, GIZ can also propose development-related financing recipients to its commissioning parties.

Selection of financing recipients based on a call for proposals

GIZ publishes calls for proposals on the relevant publicly accessible internet sites in advance. These include details of the procedure, the eligibility criteria for potential applicants, proposal and budget documents and, in some cases, the agreement template including any annexes. GIZ ensures that the organisations submitting the application – i.e. the potential financing recipients – have enough time to submit an appropriate proposal. The time frame depends on the project term and on the content of the commission that the commissioning party awards to GIZ. The financing recipients are selected in accordance with the specified criteria.

Financing awarded in 2023 – facts and figures

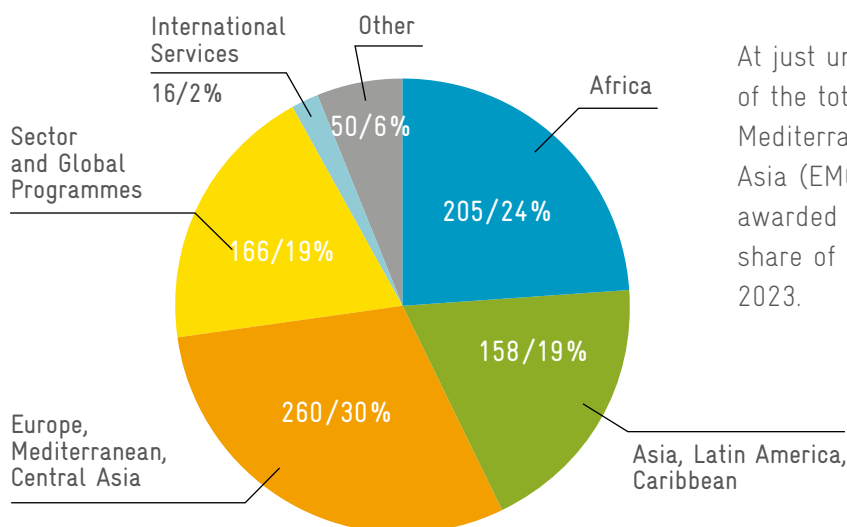
Figure 14: Financing awarded worldwide by type of agreement in 2023 in EUR million.
Total volume: EUR 855 million



The total volume of financing awarded in 2023 was EUR 840 million. Most of this funding – 73% – was awarded to international and local institutions.

A list of the top 100 recipients of financing awarded by GIZ Head Office in 2023 is provided in **Annex III**.

Figure 15: Financing awarded worldwide by department in 2023. Total volume EUR 855 million



At just under a third of the total, the Europe, Mediterranean, Central Asia (EMC) Department awarded the largest share of financing in 2023.

Figure 16: The 10 main sectors for financing by procurement volume (Head Office awards) (2023)

Sector	Volume awarded in EUR million
Crises, conflicts, disasters	143
Climate change	85
Rural development and agriculture	83
Energy	56
Private sector development	53
Health	47
Democracy, rule of law, gender	47
Vocational education and training and the	37
Forest and biodiversity	37
Economic policy	32

Financing in practice

Accelerating access to sustainable energy in Liberia

A total of 685 million people worldwide, most of them poor population groups in sub-Saharan Africa, have no access to electricity. Liberia has one of the lowest electrification rates in the world, with only around 32% of the population of this West African nation

able to access electricity. While good progress has been made in electrifying urban centres, many rural households still have no access to electricity.

The Energising Development (EnDev) multi-donor project is improving the

lives of the poorest population groups by offering sustainable access to electricity and clean cooking stoves. The demand-side subsidies (DSS) component of EnDev, which is financed by the Netherlands Ministry of Foreign Affairs, offers consumers subsidies with a view to closing the affordability gap that prevents low-income population groups from accessing energy. In Liberia, DSS enable private households to purchase solar home systems at a discounted price.

Project implementation partners include the non-governmental organisation BRAC, which has concluded a financing agreement with GIZ. BRAC acts as a fund manager, enters into

agreements with local solar companies and checks whether and how many low-income households have received access to electricity. The companies have to pre-finance the subsidised part of solar products when selling to households. This is refunded only after a strict evaluation of criteria by BRAC and independent verification. BRAC also offers individual coaching and training to support participating companies in developing their business model.


Through the financing agreement with BRAC and the subsidies provided as a result of this, up to 37,000 people in Liberia now have access to electricity for the first time and the private sector has been strengthened in a sustainable way.



Woman holding light in Gbarpolu

GIZ is implementing the project on behalf of BMZ, the Netherlands Directorate-General for International Cooperation (DGIS), the Norwegian Agency for Development Cooperation (Norad) and the Swiss Agency for Development and Cooperation (SDC).

Project description:

 **Accelerating access to sustainable energy in Liberia**

Ecosystem- Building for African Women

Most women in Africa that lead organisations, knowledge institutions and successful businesses are first generational female leaders. Their experience is a critical element in mentoring and guiding younger women at the beginning of their careers and personal development since particularly female business leaders have less access to resources, assets, and networks.

Inspiring African Women (IAW), a non-profit company founded by a group of South African women of colour, who have lived experiences of the challenges most South African women face, is a pioneering platform that champions women in STEAM (Science, Technology, Engineering, Arts, and Mathematics) fields by celebrating their unique experiences and fostering an environment of collaboration and inspiration.

With support from the GIZ Make-IT in Africa project through a local contribution, Inspiring African Women has developed a 16-week venture-building programme aimed at providing strategic input to women entrepreneurs and women-led startups. The programme offered a learning platform focused on founder (team) development, mentorship, peer-to-peer support, business development, technical training sessions, and access to IAW networks and knowledge resources. During the 16 weeks, participants had the opportunity to identify core strengths and weak-

nesses, understand business acumen, and build solid collaborations. They also held a Demo Day event, whereby several partners expressed interest in partnering with more venture-building programmes in 2024 due to the caliber of participants it produces.

Building this intergenerational, cross-sector and cross-border network of women increases their opportunities for economic participation and development. They now have a permanent platform for women to connect with each other. The support from the GIZ project further enabled Inspiring African Women to formalize their network, capture meta data and demographics of these women, and understand their professional goals better. Networking sessions and meetup were hosted throughout the country. The formalisation of Inspiring African Women has cleared the path to bid and successfully deliver entrepreneurship programs for student women at South African universities and other organisations.

Project description:

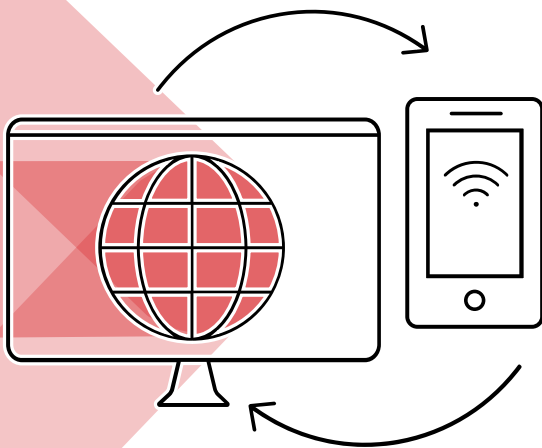
➤ **Make-IT in Afrika**

Participants in the venture-building programme



3.4 Digitalisation of global contract placement

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



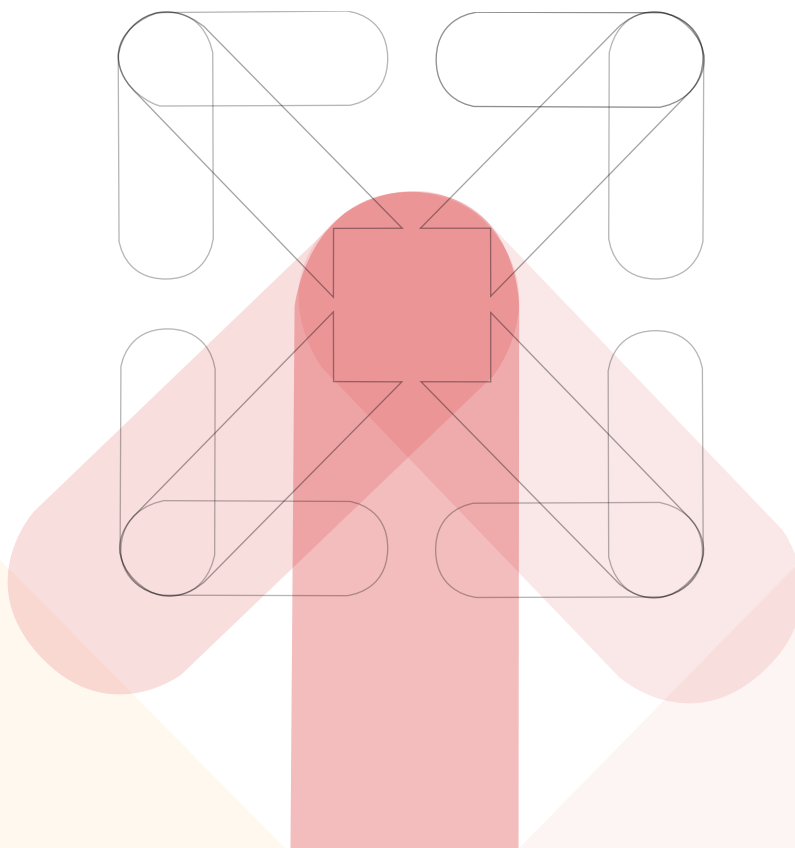
Digitalisation offers genuine benefits for GIZ when awarding contracts. As a public contracting authority, GIZ must comply with procurement law. Thanks to digitalisation, the contract award process is now electronic end-to-end, more transparent and efficient and even better documented. The underlying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

GIZ's current system landscape for awarding contracts is based on a contract award management system combined with an internal portal for procurement requests. The Procurement Portal was developed in-house at GIZ and guides staff in GIZ's projects and offices worldwide through

the complex request process for contract awards on a step-by-step basis. This enables users to prepare and communicate complete and precise specifications that can be transparently tracked in the portal. The system provides users with regular, automatic updates on the processing status and on which colleague in the Procurement and Contracting Division is responsible for dealing with the procurement request. Data from the Procurement Portal are seamlessly transferred to Cosinex's VMS award management system. With VMS, the contract award process is fully electronic, from preparing and publishing tender documents, submitting tenders and communicating with tenderers, to placing contracts. The contract award digitalisation strategy has received several awards. In 2020, GIZ was named runner-up in the Procurement Excellence Award of the German Association for Supply Chain Management, Procurement and Logistics (BME). In 2022, it came first in the innovation prize for public procurement in Germany. This prize is also awarded by BME and is supported by the Federal Ministry for Economic Affairs and Climate Action. Among other things, the BME

jury acknowledged the solution's cost-effectiveness and its standing as a role model for digitalisation projects implemented by other large public contracting authorities.

The next step towards digitalisation in terms of the systemic design of the Procure2Pay process is already in the pipeline – the switch to SAP S/4HANA as part of the company-wide strategic project S4GIZ, which aims to map all key business processes in a digital environment seamlessly and securely around the globe. The underlying idea here is to electronically map business processes (including procurement processes) end-to-end where possible, based on the SAP S/4HANA industry standard. VMS will continue to be used as a contracting solution for public contracting authorities even after the introduction of SAP S/4HANA.





ANNEX I

Top 100 contractors of service contracts awarded by Head Office⁸

Name	No. of contracts/ agreements	Contract/ agreement value in EUR
GFA Consulting Group GmbH, Hamburg	121	34,501,217
GOPA Worldwide Consultants GmbH, Bad Homburg	76	18,446,300
IBF International Consulting S.A., Brussels	2	10,716,225
ICON-INSTITUTE GmbH & Co. KG Consulting Gruppe, Cologne	26	10,283,184
BDO LLP, London	1690	10,164,197
BDO AG Wirtschaftsprüfungsgesellschaft, Frankfurt/Main	1654	9,355,815
AMBERO Consulting Gesellschaft mbH, Kronberg/Taunus	25	8,492,096
Ernst & Young GmbH, Eschborn	6	8,315,097
AFC Agriculture and Finance Consultants GmbH, Bonn	28	8,003,858
Partners for Innovation BV, Amsterdam	4	6,576,447
Integration International Management Consultants GmbH, Frankfurt/Main	25	5,597,195
WINS Global Consult GmbH, Berlin	49	5,465,541
NIRAS-IP Consult GmbH, Stuttgart	14	4,854,358
ECO Consult Sepp & Busacker Partner, Oberaula	36	4,500,896
Microsoft Deutschland GmbH, Munich	2	3,975,641
BIRD Bureau for Institutional Reform and Democracy GmbH, Munich	19	3,961,474
IBF International Consulting S.A., Brussels	16	3,914,184
Como Consult GmbH, Hamburg	55	3,770,408
Tjasker Advisors B.V., Amsterdam	1	3,634,380
GOPA Infra GmbH, Bad Homburg	11	3,278,665
HAYS AG, Mannheim	6	3,118,446
Mainlevel Consulting AG, Eschborn	65	3,054,608
PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft, Frankfurt/Main	86	2,897,740
Syspons GmbH, Berlin	44	2,833,505
Open Text Software GmbH, Grasbrunn	9	2,819,054
Adelphi Consult GmbH, Berlin	38	2,748,110
management4health GmbH, Frankfurt/Main	35	2,689,712
TIE Kinetix DACH GmbH, Grafrath	1	2,501,500
INTEGRATION Umwelt & Energie GmbH, Gräfenberg	21	2,454,424
CEFE International GmbH, Cologne	6	2,427,554
DFS – Deutsche Forstservice GmbH, Feldkirchen	7	2,412,404

⁸ For the purposes of this list, service contracts with joint ventures have been shared between the individual contractors in the respective joint venture. In this context, the contract value is divided up using a key stored in the system and allocated to the companies participating in the joint venture.

HEAT GmbH, Königstein	14	2,221,815
denkmodell GmbH, Berlin	97	2,121,718
Iron Mountain Deutschland GmbH, Hamburg	6	1,939,100
FAKT Beratung für Management, Bildung und Technologien GmbH, Stuttgart	61	1,919,997
Unique Forestry and Land Use GmbH, Freiburg	5	1,894,699
Renewables Academy (RENAC) AG, Berlin	17	1,828,633
Flawless International Business Plc, Addis Abeba	1	1,786,038
GOPA Pace, Brussels	4	1,709,304
Capgemini Deutschland GmbH, Berlin	1	1,666,000
FLMH Labor für Politik und Kommunikation, Berlin	38	1,658,839
AKRYL Digital Agency GmbH, Hamburg	30	1,582,237
Garage48 Foundation, Tallinn	2	1,549,914
Deloitte GmbH Wirtschaftsprüfungsgesellschaft, Munich	5	1,478,017
REEEP – Renewable Energy & Energy Efficiency Partnership, Vienna	3	1,471,034
Pan Pet Ltd., Nicosia	3	1,471,034
GFA South East Europe d.o.o., Belgrade	4	1,430,909
Neumann & Müller GmbH & Co. KG, Neuhausen auf den Fildern	1	1,402,590
Ernst & Young Vietnam Ltd, Ho-Chi-Minh City	1	1,333,938
MediaCompany Agentur für Kommunikation GmbH, Berlin	21	1,331,969
Piepenbrock Dienstleistungen GmbH & Co. KG, Frankfurt/Main	3	1,317,305
Inensus GmbH, Goslar	9	1,316,044
management4education GmbH, Frankfurt/Main	10	1,302,388
Oxford Policy Management Europe GmbH, Berlin	9	1,299,128
Tayah Consulting PLC, Addis Ababa	1	1,294,400
CES Consulting Engineers Salzgitter GmbH, Braunschweig	3	1,276,146
GeoMedia GmbH, Bonn	7	1,269,510
Mierke Investment & Development, Freiburg	3	1,264,409
Deutsche Energie-Agentur GmbH, Berlin	11	1,255,155
Deloitte Touche Tohmatsu India LLP, Gurgaon	3	1,253,773
PEM Consult GmbH, Düsseldorf	8	1,253,450
Health Focus GmbH, Potsdam	5	1,239,223
Imani Development (International) Ltd, Nicosia	3	1,214,256
Fazit Communication GmbH, Frankfurt/Main	3	1,212,072
Delta Pods Architects ZT GmbH, Vienna	1	1,174,400
Leinemann & Partner Rechtsanwälte mbB, Frankfurt/Main	2	1,150,000
Cosinus Conseils SARL, Cotonou	2	1,149,487
CLC Consult GmbH, Schonstett	7	1,125,789
Carl Duisberg Centrum, Cologne	4	1,115,720
evaplan GmbH, Heidelberg	6	1,102,414
Union for Ethical Biotrade, Geneva	4	1,099,133
IMAP GmbH, Düsseldorf	17	1,080,990
Friedrich Graf von Westphalen & Partner mbB, Frankfurt/Main	2	1,075,000
BHO Legal, Cologne	2	1,075,000

BearingPoint GmbH, Frankfurt/Main	4	1,038,000
3st kommunikation GmbH	1	1,037,010
involas Institut für berufliche Bildung, Arbeitsmarkt- und Sozialpolitik GmbH, Offenbach	22	1,018,477
MaibornWolff GmbH, Munich	2	1,015,935
ARKTIS IT solutions GmbH	1	1,013,490
Bird & Bird LLP, Munich	1	1,000,000
Ernst & Young GmbH, Eschborn	1	1,000,000
pme Familienservice GmbH, Münster	1	1,000,000
Madiba Consult GmbH, Bonn	13	991,495
Hotels by HR Eschborn GmbH, Eschborn	1	990,720
ICUnet Group, Passau	1	990,130
RAL gGmbH, Bonn	1	987,154
Land der Ideen Management GmbH, Berlin	1	986,035
Fichtner GmbH & Co. KG, Stuttgart	8	985,515
Piepenbrock Dienstleistungen GmbH + Co. KG, Hanau	1	980,712
Gottschalk Logistic Systems GmbH, Kerpen	2	978,094
DIW econ GmbH, Berlin	3	968,650
]init[Aktiengesellschaft für digitale Kommunikation, Berlin	3	968,644
Indo-German Language and Cultural Society, Thiruvananthapuram	1	968,000
Perspectives Climate Group GmbH, Freiburg	11	936,868
CPCS Transcom Limited, Ontario	2	936,243
greenstorming GmbH, Berlin	12	911,072
Particip GmbH, Freiburg	4	904,050
IDOM Consulting, Engineering, Architecture, Medellín	1	902,838
Enovation Solutions Ltd., Dublin	2	892,050
Peace Paradigms, Erbil	4	887,152

ANNEX II

Top 100 contractors supplying materials and equipment to Head Office

Name	No. of contracts/ agreements	Contract/ agreement value in EUR
ALGA Nutzfahrzeug- und Baumaschinen GmbH + Co. KG, Sittensen	67	14,456,641
Crayon Deutschland GmbH, Oberhaching	19	11,038,036
EMPL Fahrzeugwerk GmbH, Kaltenbach	7	7,022,000
ARKTIS IT solutions GmbH, Berlin	9.521	6,336,248
Toyota Gibraltar Stockholdings Ltd., Gibraltar	63	6,062,587
Magirus GmbH, Ulm	6	4,560,800
Tecnove SL, Herencia	6	4,212,480
Atmosfair gGmbH, Berlin	3	3,791,479
La Linea Franca Kfz.-Handels GmbH, Cologne	12	3,460,015
Michels GmbH & Co. KG, Geldern	7	3,326,500
SES Energiesysteme GmbH, Berlin	7	3,302,493
Arveka LLC, Vilnius	3	3,128,654
LSW Energie GmbH & Co. KG, Wolfsburg	1	2,983,510
Phaesun GmbH, Memmingen	14	2,946,432
Pulsar Expo s.r.o., Prague	3	2,876,170
Bechtle GmbH & Co. KG, Darmstadt	851	2,440,602
Siemens Energy LLC, Kyiv	2	2,339,599
Fujitsu Technology Solutions GmbH, Munich	45	2,265,278
Tremonia Mobility GmbH, Dortmund	3	2,169,199
Landwärme GmbH, Munich	2	2,041,090
TEDOM a.s., Výchapy	1	1,872,500
E. + E. BOSS GmbH, Albstadt	32	1,730,400
Rosenbauer Karlsruhe GmbH, Karlsruhe	2	1,604,600
Volkswagen AG, Wolfsburg	1	1,453,733
AMEX Healthcare GmbH, Vienna	39	1,399,478
Formedia SARL, Luxembourg	12	1,255,326
Josef Lentner GmbH, Hohenlinden	1	1,114,802
Wilhelm Barth GmbH & Co. KG Feuerwehrtechnik, Fellbach	5	1,082,050
Walter & Müller GmbH, Saarbrücken	98	994,070
Ebinger Prüf- und Ortungstechnik GmbH, Cologne	4	987,756
Air Filter Maintenance Services International (Pty) Ltd, Johannesburg	9	969,830
Controlware GmbH, Dietzenbach	17	897,967
Farmingtons Automotive GmbH, Georgsmarienhütte	1	842,900
Onapsis Europe GmbH, Heidelberg	2	808,200
Bobcat Bensheim GmbH, Bensheim	2	808,000

MMM Münchener Medizin Mechanik GmbH, Planegg	11	802,689
Handelsgesellschaft Hinrich Zieger mbH, Hamburg	940	727,121
Bulut Export, Gaziantep	3	692,595
Lur SL GmbH, Leuterod	88	624,944
R.I.D. GmbH, Kirchartd	2	585,156
Matoma GmbH, Trossingen	10	571,682
byon GmbH, Frankfurt/Main	49	556,114
MPower Ventures AG, Zurich	3	545,360
AFT International GmbH, Wuppertal	3	540,488
Sarl Esclab, Bejaia	4	523,000
CEDI Europe b.v., Breukelen	33	521,124
LMS Consult GmbH & Co. KG, Brigachtal	31	480,285
Pramac GmbH, Fellbach	1	464,025
FAUN Umwelttechnik GmbH & Co. KG, Osterholz-Scharmbeck	1	453,000
ImpulMédicos S.A.S, Bogotá	3	429,700
Polas Frankfurt GmbH & Co. KG, Offenbach	3	421,060
ARAMARK Holdings GmbH & Co.KG	14.316	420,589
BlackBerry UK Limited, Maidenhead	2	419,400
Medizinische Dienstleistungen und Ausbildungsservice Drüse, Schwedt/ Oder	20	417,673
Vehicles Altakamol Company, Benghazi	3	416,030
Unamatata GmbH, Edingen-Neckarhausen	2	408,723
Albacon Systemhaus GmbH, Bad Doberan	260	406,268
Siemens S.A., Brussels	1	400,000
BOS Balance of Storage Systems AG, Neu-Ulm	1	397,056
ETS Didactic GmbH, Kinding	2	386,780
CAS Auto LLC, Miami	3	355,018
MEDILab SAL, Beirut	8	339,549
MVC Mobile VideoCommunication GmbH, Balingen	65	336,527
TTM Technologie Transfer Marburg e. V., Cölbe	27	323,735
Hospital Engineering GmbH, Wurmlingen	9	320,472
Sonda de Colombia S.A., Bogotá	10	282,630
BASIS 1 Softwarevertriebs GmbH, Ottensoos	134	270,266
B.U. Combines Group, Washington D.C.	8	246,140
MAC Measuring and Control Ltd., Giza	1	206,900
SIEMENS AG, Nuremberg	3	204,000
URT Umwelt- und Recyclingtechnik GmbH Karlstadt	3	201,065
GeoSolutions Consulting, Inc., Panama City	1	197,680
Schweitzer Fachinformationen oHG, Frankfurt/Main	991	195,946
Aaxis Nano Technologies Pvt. Ltd., Noida	3	195,750
Ekate Trading, S.L.L., San Sebastián	11	194,083
Energoresurs LLC, Zaporizhzhia	1	184,000
Drägerwerk AG & Co. KGaA, Lübeck	1	171,979
Edinburgh Genetics Ltd., Edinburgh	17	169,730
G.U.N.T. Gerätebau GmbH, Barsbüttel	2	161,152

Wolfgang Walter GmbH, Darmstadt	5.222	159,838
PPPP Service & Verlag, Gladenbach	499	153,455
WorldTradingLab SRL, Modena	17	153,220
NTTCable Deutschland KG, Idstein	25	152,833
B.Schmitt mobile GmbH, Frankfurt/Main	2	152,500
ecadia GmbH, Kornwestheim	9	147,985
E-Cold GmbH & Co. KG, Hüllhorst	1	147,112
Rosensteiner GmbH, Waldneukirchen	3	144,449
Hemme Wasseraufbereitung GmbH & Co. KG, Emsdetten	10	140,078
TCA International Logistics Network GmbH, Düsseldorf	2	139,480
Oconus LLC, Philadelphia	4	130,655
ZET-Chemie GmbH, Ehingen	1	126,500
EQS Group AG, Munich	2	124,800
B1 Systems GmbH, Vohburg	2	117,806
Ernst Maier Spielplatzgeräte GmbH, Altenmarkt an der Alz	12	117,668
FutureLearn Ltd., London	3	117,393
BM Berliner Maschinen GmbH, Berlin	4	116,350
BTB Business to Business OHG, Nittendorf	5	114,223
GESAT Gesellschaft für Software, Automatisierung & Technik mbH, Frankfurt/Main	91	104,850
Seba Hydrometrie GmbH & Co. KG, Kaufbeuren	2	101,502
Fenz Feuerwehrausstattung, Lanzenkirchen	3	99,300

ANNEX III

Top 100 recipients of financing from Head Office

Name	No. of contracts/ agreements	Contract/ agreement value in EUR
Government of Lao PDR, Vientiane	1	19,391,372
United Nations Secretary General, New York	29	19,167,159
International Organization for Migration (IOM), Geneva	8	12,923,688
The World Bank, Washington, D.C.	10	12,471,291
UNDP – United Nations Development Programme, New York	20	11,935,482
Deutsche Welthungerhilfe e.V., Bonn	14	10,821,520
Agence Nationale pour la Maîtrise de l'Energie, Tunis	1	9,977,635
UNICEF – The United Nations International Children's Emergency Fund, New York	11	6,983,162
Norwegian Refugee Council (NRC), Oslo	8	6,922,539
sequa gGmbH, Bonn	14	6,596,252
ILO – International Labour Organization, Geneva	14	6,555,048
Catholic Relief Services, Baltimore	6	6,417,860
Sparkassenstiftung für internationale Kooperation, Bonn	4	6,063,751
IGAD – Intergovernmental Authority on Development, Djibouti	9	5,811,999
Charité – Universitätsmedizin Berlin, Berlin	17	5,503,263
Conservation International, Arlington	2	5,029,379
Bildungswerk der Deutschen Landwirtschaft, Bonn	1	4,800,000
Oxfam Deutschland e.V., Berlin	6	4,649,869
UNHCR – United Nations High Commissioner for Refugees, Geneva	4	4,600,002
Union of Medical Care and Relief Organizations, Paris	5	4,507,757
Business Development Fund, Kyiv	3	4,484,095
Hamburg Sustainability Conference gGmbH, Hamburg	1	4,240,848
Civipol, Paris	1	4,000,000
SNV – Netherlands Development Organisation, The Hague	12	3,944,404
ACTED, Paris	8	3,837,668
Croix-Rouge luxembourgeoise, Luxembourg	2	3,795,782
Fundación Vida Silvestre Argentina, Buenos Aires	1	3,722,896
United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), Jerusalem	6	3,544,900
Navoiyazot JSC, Navoi City	1	3,505,950
Danish Refugee Council, Copenhagen	8	3,497,072
UNIDO – United Nations Industrial Development Organisation, Vienna	6	3,486,460
enpact e.V., Berlin	6	3,439,540
Fundación Marviva, San José	1	3,431,239
National Institute for Medical Research, Dar es Salaam	2	3,366,524

Help – Hilfe zur Selbsthilfe e.V., Bonn	4	3,254,599
Private Sector Foundation Uganda, Kampala	1	3,214,488
Secretariat of the Union for the Mediterranean, Barcelona	7	3,190,025
UVU Bio, Cape Town	2	3,163,187
GoLocal, Kyiv	3	3,138,907
East Europe Foundation, Kyiv	5	3,094,964
Climate Analytics gGmbH, Berlin	3	3,074,229
British Council, London	3	3,025,054
Agence Togolaise d'Electrification Rurale et des Energies Renouvelables, Lomé	2	2,999,994
Solidarités International, Clichy la Garenne	3	2,939,886
Fundación Avina, Clayton	1	2,800,000
Kumasi Centre for Collaborative Research, Kumasi	2	2,705,829
Secretariat of the Pacific Regional Environment Programme, Apia	1	2,600,000
Mercy Corps Europe, Edinburgh	5	2,523,580
AgriCord, Brussels	2	2,500,003
Trade & Industrial Policy Strategies (TIPS), Pretoria	1	2,500,000
King Mongkut's University of Technology North Bangkok, Bangkok	1	2,500,000
GreenCape, Cape Town	3	2,496,724
World Alliance for Lung and Intensive Care Medicine in Uganda (WALIMU), Kampala	1	2,475,287
BRAC Liberia, Monrovia	1	2,459,965
Better Regulation Delivery Office (BRDO), Kyiv	3	2,429,791
African Cashew Alliance, Accra	2	2,416,321
Norwegian Afghanistan Committee, Oslo	2	2,400,972
Wits Health Consortium (Pty) Ltd., Johannesburg	2	2,324,477
OECD, Paris	18	2,321,467
Maxam-Chirchiq, Chirchiq City	1	2,256,975
ITC – International Trade Center, Geneva	11	2,250,568
United Nations University, Shibuya	6	2,232,397
Arab Fertilizers & Chemicals Industries Ltd., Amman	1	2,228,100
Agora Think Tanks gGmbH, Berlin	3	2,204,205
Berghof Foundation Operations gGmbH	3	2,198,802
Instituto Tecnológico y de Estudios Superiores de Monterrey, Monterrey	1	2,166,507
WWF Deutschland, Berlin	8	2,148,967
NewClimate Institute, Cologne	4	2,133,040
Nitidae, Lyon	5	2,115,522
Council for Scientific and Industrial Research (CSIR), Pretoria	2	2,065,925
Monómeros Colombo Venezolanos S.A., Barranquilla	1	2,059,680
Climate Analytics Inc., New York	1	2,059,359
Fairtrade Deutschland e.V.	2	2,044,876
Ukrainian Red Cross Society, Kyiv	1	2,016,368
Indian Council of Forestry Research and Education, Dehradun	1	2,000,000
Public Security Directorate, Amman	1	1,998,715

Professional Development of Kharkiv Fund, Kharkiv	3	1,993,277
Instituto Nacional de Saúde, Maputo	5	1,969,695
Potsdam-Institut für Klimafolgenforschung, Potsdam	5	1,959,229
WTO – World Trade Organisation, Geneva	1	1,925,000
University of Buea, Buea	1	1,913,314
World Food Programm, Rom	4	1,911,825
ONG Nouveaux Horizons, Gao	3	1,905,014
Enda Pronat, Dakar	2	1,888,429
Afghan Amputee Bicyclists for Rehabilitation And Recreation, Kabul	2	1,864,073
Stichting Climate-KIC International Foundation, Amsterdam	1	1,831,631
savED, Kyiv	1	1,799,910
CARE Deutschland e.V., Bonn	7	1,780,404
London School of Hygiene and Tropical Medicine, London	2	1,764,773
Atlas Relief and Development International, Berlin	2	1,749,786
The Station Foundation for Entrepreneurship, Baghdad	3	1,739,043
IUCN – International Union for Conservation of Nature, Gland	4	1,734,921
Agora Transport Transformation gGmbH, Berlin	3	1,720,813
Access to Energy gGmbH, Berlin	1	1,710,464
Fondazione AVSI, Cesena	5	1,678,321
Terre des Hommes Foundation	4	1,618,395
Royal Society For The Conservation of Nature, Amman	2	1,607,269
Addis Ababa University, Addis Ababa	1	1,576,635
ZOA Deutschland gGmbH, Bonn	2	1,576,001
Afghanaid, London	2	1,575,710



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