

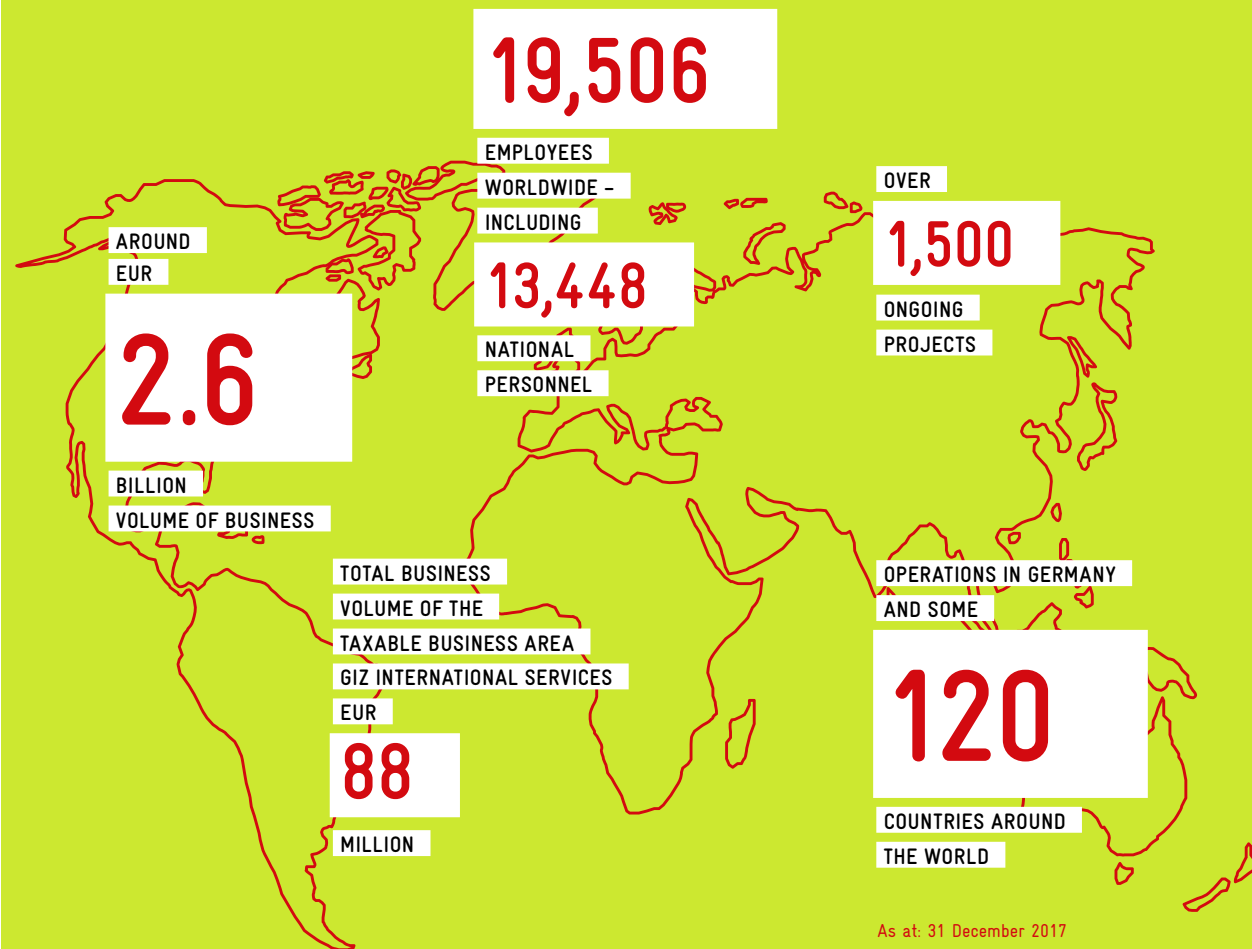
INTEGRATED
COMPANY
REPORT 2017

WORKING

TOGETHER

FOR CHANGE

GIZ AROUND THE WORLD



WORKING TOGETHER FOR CHANGE

GIZ has two registered offices in Germany, one in Bonn and one in Eschborn. The company is also represented at nine 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.

GERMANY Berlin / **Bonn** / Bremen / Dresden / Düsseldorf / **Eschborn** / Hamburg / Magdeburg / Mannheim / Munich-Feldafing / Stuttgart

AFRICA Abidjan, Côte d'Ivoire / Abuja, Nigeria / Accra, Ghana / Addis Ababa, Ethiopia / Algiers, Algeria / Antananarivo, Madagascar / Bamako, Mali / Bujumbura, Burundi / Cairo, Egypt / Cotonou, Benin / Dakar, Senegal / Dar es Salaam, Tanzania / Freetown, Sierra Leone / Gaborone, Botswana / Harare, Zimbabwe / Juba, South Sudan / Kampala, Uganda / Khartoum, Sudan / Kigali, Rwanda / Kinshasa, DR Congo / Lilongwe, Malawi / Lomé, Togo / Lusaka, Zambia / Maputo, Mozambique / Nairobi, Kenya / Niamey, Niger / Nouakchott, Mauritania / Ouagadougou, Burkina Faso / Pretoria,

South Africa / Rabat, Morocco / Tunis, Tunisia / Windhoek, Namibia / Yaoundé, Cameroon

ASIA Abu Dhabi, United Arab Emirates / Almaty, Kazakhstan / Amman, Jordan / Ankara, Turkey / Baghdad, Iraq / Bangkok, Thailand / Beijing, PR China / Beirut, Lebanon / Bishkek, Kyrgyzstan / Colombo, Sri Lanka / Dhaka, Bangladesh / Dushanbe, Tajikistan / East Jerusalem, Palestinian territories / Hanoi, Viet Nam / Islamabad, Pakistan / Jakarta, Indonesia / Kabul, Afghanistan / Kathmandu, Nepal / Manila, the Philippines / Moscow, Russian Federation / New Delhi, India / Phnom Penh, Cambodia / Riyadh, Saudi Arabia / Sana'a, Yemen / Tashkent, Uzbekistan / Ulan Bator, Mongolia / Vientiane, the Lao People's Democratic Republic / Yangon, Myanmar

EUROPE Baku, Azerbaijan / Belgrade, Serbia / Brussels, Belgium / Chisinau, the Republic of Moldova / Kyiv, Ukraine / Podgorica, Montenegro / Pristina, Kosovo / Sarajevo, Bosnia and Herzegovina / Skopje, the former Yugoslav Republic of Macedonia / Tbilisi, Georgia / Tirana, Albania / Yerevan, Armenia

NORTH AND CENTRAL AMERICA Guatemala City, Guatemala / Managua, Nicaragua / Mexico City, Mexico / San José, Costa Rica / San Salvador, El Salvador / Santo Domingo, the Dominican Republic / Tegucigalpa, Honduras

SOUTH AMERICA Bogotá, Colombia / Brasília, Brazil / La Paz, Bolivia / Lima, Peru / Quito, Ecuador / Santiago, Chile

WORKING TOGETHER FOR CHANGE

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 2017, we generated a business volume of around EUR 2.6 billion. Our 19,506 employees, almost 70 per cent of whom are national personnel, work in around 120 countries. As a recognised development service provider, we currently have 590 development workers in action in partner countries. Furthermore, in 2017, the Centre for International Migration and Development (CIM), which is run jointly by GIZ and the Federal Employment Agency, placed 385 integrated experts and 484 returning experts with local employers in our partner countries, or provided them with financial support, advice or other services.*

 WWW.GIZ.DE/PROFILE

* Personnel and business figures: as at 31 December 2017

The diversity of our commissioning parties and cooperation partners is also reflected in the Integrated Company Report. The different chapters provide an overview of projects that we have realised in conjunction with our clients and partners, including (listed in alphabetical order):



In 2017, the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety was still operating as the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. The ministry's current logo is shown here.

DELIVERING RESULTS WORLDWIDE



ONE JOB EVERY THREE- AND-A-HALF MINUTES!

On average, that's how many jobs were created around the world – for both women and men.*



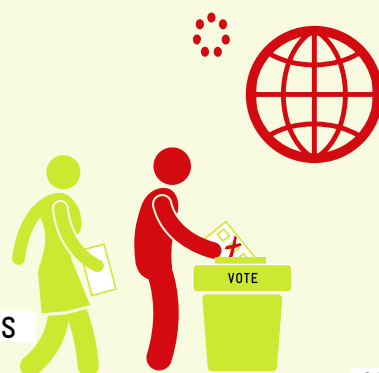
SPECIES PROTECTION IN 48 COUNTRIES!

GIZ is working to preserve biodiversity in 48 countries around the world. In Brazil alone, we have helped protect all 983 endangered species.*



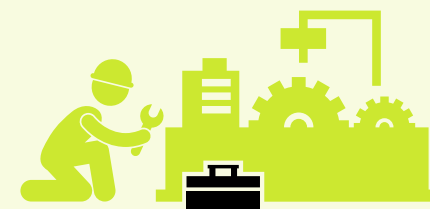
34 MILLION CHANCES TO VOTE!

That's how many people around the world have benefited from greater political participation.*



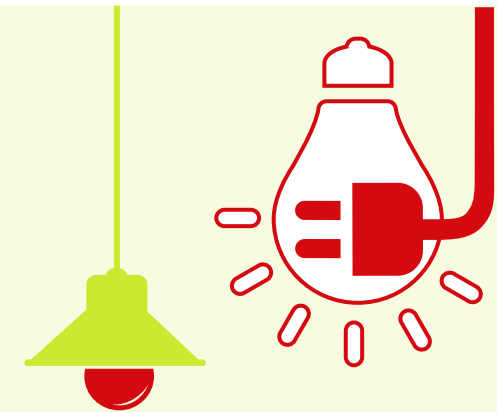
11 MILLION PEOPLE ASSISTED IN THE FIGHT AGAINST HUNGER!

GIZ has helped this many people around the world overcome hunger and malnutrition.*



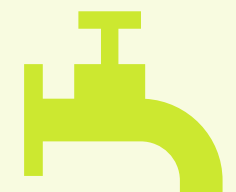
WORKING CONDITIONS IMPROVED FOR 2 MILLION!

That's how many people around the world have benefited from better working conditions. They enjoy better health and safety conditions, have more say, and receive fairer remuneration.*



ELECTRICITY FOR 3.4 MILLION!

That's how many women and men around the world now have access to light and electricity.*



SAFE DRINKING WATER FOR 45 MILLION!

That's how many people around the world have benefited from a supply of safe drinking water.*



300 MILLION PEOPLE WITH HEALTH INSURANCE!

That's how many people around the world today enjoy better health insurance cover. In terms of numbers, that is almost as many as the entire population of the United States of America.*



11 MILLION CHILDREN IN SCHOOL!

That's how many children around the world enjoy a better school education. That is the same number of children and young people as attend school in Germany.*



GIZ'S WORK DELIVERS RESULTS – FOR PEOPLE, AT THE LOCAL LEVEL, WORLDWIDE.

Together with our commissioning parties and partners, we work to bring about sustainable development, for example in the form of clean drinking water, better schooling and more political participation, thus improving the lives of people around the world. This page shows how this translates into figures.

WWW.GIZ.DE/RESULTS

* All data were collected between 2010 and 2015. They show what GIZ achieved in conjunction with its commissioning parties and local partners. The next dataset will be published in 2018.

**THE 2030 AGENDA:
HOW IT IS BEING IMPLEMENTED AT GIZ**

Within the 2030 Agenda, sustainable development, poverty reduction and climate policy are inextricably linked. This agreement, which was adopted by the global community in 2015, seeks to promote global economic progress while at the same time fostering social justice and the conservation of natural resources. And ensuring that no one is left behind. That is why the 2030 Agenda's 17 Sustainable Development Goals (SDGs) place special emphasis on the weakest and the most vulnerable members of society. To ensure it succeeds, developing countries, emerging economies and industrialised nations must all do their part.

The 2030 Agenda and the 17 SDGs are important benchmarks for GIZ. To ensure that they are implemented in our daily work, we have prioritised five principles drawn from this framework:

UNIVERSALLY APPLICABLE: To achieve sustainable development, every country needs to develop or change. The 2030 Agenda therefore applies universally to all countries of the world – developing countries, emerging economies and industrialised nations alike.

LEAVE NO ONE BEHIND: All human beings should be able to lead a decent life free from hunger and poverty. In future, no one should be left behind or excluded from social development.

INTEGRATED GOALS: The SDGs are integrated and indivisible, and balance the three dimensions of sustainable development: economic, social and environmental.

SHARED RESPONSIBILITY: The Agenda aims through partnerships to preserve the world's vital natural resources and promote prosperity and peace. Governments, business, civil society groups, citizens, and the scientific and academic community will all play their part in this.

ACCOUNTABILITY: Implementation of the Agenda will be reviewed at the national, regional and global levels. Regular progress reports will be published.

Since 2017, the 2030 Agenda has been an integral part of the planning, implementation and monitoring of all new projects at GIZ. It provides new incentives to improve the quality, impact and sustainability of our projects and programmes around the world, reinvigorating the tried-and-tested advisory approaches of German development cooperation in innovative ways. New business areas and partnerships are also being cultivated. Partnerships in areas such as textiles, cocoa and palm oil, between actors from the private sector, civil society and politics (multi-stakeholder partnerships), all contribute to implementing the Agenda. Moreover, through the 2030 Agenda Initiative, GIZ is working on behalf of BMZ to support selected partner countries' efforts to begin realising the Agenda as quickly as possible.

In this Integrated Company Report, we highlight the steps taken by GIZ to implement the 2030 Agenda in 2017. The icons in the 'Projects and partners' chapter help to visualise the goals and provide a better frame of reference.

	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

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MESSAGE FROM THE
CHAIR OF THE SUPERVISORY BOARD

Dear readers!

German development cooperation seeks to make globalisation fair while striking a balance between the three dimensions of sustainability – the economic, the environmental and the social. The 2030 Agenda for Sustainable Development is the compass that guides us; it acts as both a benchmark and a guide for shaping global living conditions in the next decade. It is universally applicable to all countries and can only be realised through global cooperation. In 2017, the German Federal Ministry for Economic Cooperation and Development (BMZ) worked towards achieving the goals of the 2030 Agenda through specific initiatives and international alliances, with effective support from GIZ.

A milestone in 2017 was the G20 summit in Hamburg, the first to be held during Germany's Presidency. In a difficult global environment, it showed that, despite differences on some issues, the G20 countries remain committed to achieving their shared goal of sustainable development. Africa, youth employment in rural areas and climate change are key development priorities on the G20 agenda, demonstrating a shift away from crisis management towards issues of a longer-term nature.

With the Marshall Plan with Africa and reform partnerships, we are supporting sustainable and self-determined economic development in Africa. Young people in particular in this region need prospects for the future. The tech entrepreneurship initiative Make-IT, which aims to improve the general conditions for start-ups with innovative, digital business ideas, is just one example of the support we are providing.

Once again, the issues of displacement and migration dominated the development agenda last year. Millions of people are being forced to leave their homes due to violent conflict, war – and increasingly climate change. Most of them find refuge in neighbouring countries. Many, however, make the often perilous journey to Europe and Germany. The German Government and European Union have therefore launched various initiatives to help people in need, focusing in particular on creating prospects for them in or near their countries of origin. The projects commissioned since 2014 as part of the Special Initiative on Displacement alone have helped over seven million refugees and internally displaced persons in crisis regions, as well as local people in communities that have taken in refugees and are consequently reaching

WITH THE MARSHALL PLAN WITH AFRICA
AND REFORM PARTNERSHIPS, WE ARE
SUPPORTING SUSTAINABLE AND
SELF-DETERMINED ECONOMIC DEVELOPMENT
IN AFRICA.

MARTIN JÄGER



the limits of their capacities. This special initiative and other projects have enabled more than one million children and young people to benefit from an education. The Partnership for Prospects employment initiative in the Middle East created over 85,000 jobs in 2017. With the Returning to New Opportunities programme, we offer people heading back to their countries of origin a chance for a fresh start.

Global warming is already limiting the prospects of many people. The support provided by BMZ helps people in developing countries to better manage the effects of climate change and secure their livelihoods. BMZ supports projects that aim, for example, to adapt cultivation methods and water resource management and improve coastal protection. In 2017, we successfully presented our climate priorities and initiatives – including the InsuResilience Global Partnership and the NDC Partnership – at the UN Climate Change Conference COP23 in Bonn and will be implementing these in the coming years.

In GIZ, the German Government has a strong and successful implementing organisation that it can rely on to help realise its development objectives. I know from personal experience – including my time as German Ambassador to Afghanistan – about the excellent work GIZ does even in the most difficult of circumstances. I would like to thank GIZ's Management Board and staff for their tireless dedication and special expertise. Together we can make change happen!

Best regards,

Martin Jäger

Martin Jäger
Chair of the GIZ Supervisory Board
State Secretary in the German Federal Ministry for Economic Cooperation and Development



TANJA GÖNNER

DR CHRISTOPH BEIER

DR HANS-JOACHIM PREÜß

FOREWORD BY THE MANAGEMENT BOARD

Dear readers,

3D printers made of electronic waste, digital health management and drones that collect information on environmental events – digital technologies are playing an increasingly important role in our project work across all continents. For some time now, the digital transformation has been opening up new prospects for international cooperation. Huge leaps forward are being made the world over, thanks in part to advances in digitalisation. As a federal enterprise that often operates in inaccessible areas, we recognise that digital change also affords opportunities for both us as an organisation and the services we provide for our commissioning parties and partners. In what areas can digital applications help to make our work even more effective? Where can digital tools be used to improve the efficiency of our processes at the company level? These are questions we are constantly asking ourselves and that last year ultimately led to the launch of a company-wide ideas competition. The result: we received over 250 innovative proposals – ranging from the possibility of making a digital donation when purchasing pineapples in West Africa to digitally optimised water supply in Jordan. It is important that the benefits of these and other innovative solutions are continuously assessed and integrated into our work. However, we must also remain alert to the risks of using data and ensure that risk assessments are carried out in order to identify the best possible ways of using digitalisation to support sustainable development.

Sustainable development is our guiding principle and our aspiration, but it can only succeed if our work delivers lasting results. In the context of the 2030 Agenda and the Sustainable Development Goals, in particular, keeping track of the funds used is just as important as the objectives and results achieved. How can GIZ contribute to finding solutions to regional and global problems, such as helping children to obtain an education or mitigating the effects of climate change? How many people around the world found a job between 2010 and 2015 with support from GIZ? And how many of them were women? GIZ, like many other organisations, faces the challenge of finding the best possible way of demonstrating the effectiveness of its work and of analysing and communicating this in a logical and understandable way. That is why we focus on the results of our projects not only at various points in this report, but also in our Corporate Strategy.

The same applies to sustainable action at the company level, another area that is part of our Corporate Strategy and one in which we are constantly striving to make improvements. With our GIZ Corporate Sustainability Handprint®, we measure the company's active contribution to sustainability at our country and project offices worldwide – at the

social, environmental, economic and political levels. The participation rate at our offices outside Germany currently stands at over 90 per cent. We also reaffirm our commitment to the Ten Principles of the UN Global Compact in the fields of human rights, labour, environment and anti-corruption. Once again, we felt that our efforts and achievements in the field of corporate sustainability in the past year merited their own chapter.

As a company, taking responsibility for sustainable action is one aspect of what we do. Another is supporting countries and our local partners in their activities for sustainable development. One of the four dimensions of sustainability is ecological balance: we are working on solutions for climate change mitigation and adaptation in more than 100 countries. One in three of our projects already deals with climate-related issues. These issues galvanise experts and the general public alike, as shown by the positive reaction to the numerous events at the UN Climate Change Conference in Bonn – including the Climate Planet, which was co-organised by GIZ. For us as a company, a highlight of this event was the accreditation agreement with the Green Climate Fund that we signed during the conference.

Feedback on our work – as presented at several points in this report – and dialogue with our partners and commissioning parties are a constant source of innovation for us. We consider this exchange to be the basis for our success. With a business volume of around EUR 2.6 billion, 2017 was another very satisfactory year for us. We are pleased that our commissioning parties continue to place their trust in us. Our success can be attributed to the expertise, creativity, passion and vision of the 21,000 or so staff members, development workers and integrated and returning experts who are involved in projects around the world. On behalf of the entire Management Board, I would like to thank them sincerely for their commitment. I would also like to thank our commissioning parties, our partners and our Shareholder, the German Government. All that remains to say is that I hope you enjoy reading about the often challenging, but always rewarding world of international cooperation, as experienced by GIZ in 2017.

Best regards,

Tanja Gönner
Chair of the Management Board

STRATEGY

AND

FIGURES



OUR STRATEGIC VISION FOR THE FUTURE

IN THE FUTURE, DEVELOPMENT COOPERATION WILL HAVE TO CONTINUOUSLY ADAPT TO THE REQUIREMENTS OF A CHANGING ENVIRONMENT. GLOBAL MEGATRENDS ARE ALTERING THE LIVES OF PEOPLE AROUND THE WORLD. MOREOVER, THE INTERNATIONAL COMMUNITY HAS COMMITTED TO MEETING THE AMBITIOUS GOALS OF THE 2030 AGENDA. OUR CORPORATE STRATEGY IS OUR RESPONSE TO ALL OF THESE CHANGES IN OUR ENVIRONMENT. IT CREATES THE CONDITIONS THAT, GOING FORWARD, WILL ENABLE US TO CONTINUE TO INITIATE AND SUPPORT SUSTAINABLE DEVELOPMENT PROCESSES IN THE COUNTRIES IN WHICH WE WORK.

TRENDS AND THE FUTURE OF DEVELOPMENT COOPERATION

Global megatrends provide the backdrop for the 2030 Agenda for Sustainable Development, which the German Government has committed to implementing. They form the basis for the current and future orientation of development cooperation.

With the megatrends as our overarching frame of reference, we need to ask ourselves the following questions: What developments are paramount for our company? What factors currently influence our work and what factors will shape us as a company in future? What developments do we need to respond to, what can we anticipate, and how can we prepare accordingly? Our three-year Corporate Strategy (2017–2019) is based on our discussions of all of these issues.

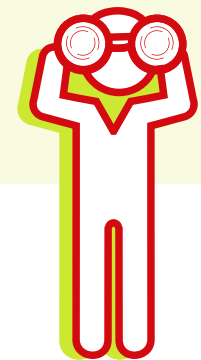
On the right, we have highlighted some of the trends and developments affecting our work. We have also provided examples of projects and approaches we are currently implementing to contribute to the 2030 Agenda – together with our commissioning parties and partners.



TODAY →



2050 →



THE FIGHT AGAINST CLIMATE CHANGE IS MORE URGENT THAN EVER

GREEN CLIMATE FUND ACCREDITATION

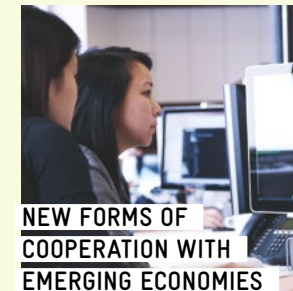
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GLOBAL AGENDAS ARE BECOMING INCREASINGLY IMPORTANT

IMPLEMENTATION OF THE 2030 AGENDA

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NEW FORMS OF COOPERATION WITH EMERGING ECONOMIES

INDUSTRY 4.0 – COOPERATION IN CHINA

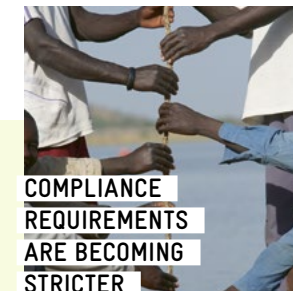
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DISPLACEMENT AND MIGRATION ARE DOMINATING THE POLITICAL AGENDA

RESETTLEMENT PROJECT IN FIJI

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COMPLIANCE REQUIREMENTS ARE BECOMING STRICTER

GIZ SUSTAINABILITY MANAGEMENT

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PARTNERSHIPS ARE BECOMING INCREASINGLY IMPORTANT

COOPERATION WITH COMPANIES IN MADAGASCAR

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FRAGILE STATEHOOD AND VIOLENT CONFLICTS ARE INCREASINGLY PREVALENT

SUPPORT FOR THE PEACE PROCESS IN MALI

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DIGITAL CHANGE IS HAVING AN IMPACT ON US

DIGITAL TRANSFORMATION

→ P. 20



FIND OUT MORE ABOUT OUR STRATEGIC ORIENTATION AT:

REPORTING.GIZ.DE/STRATEGY

OUR STRATEGY – OUR GUIDELINES

WE WORK TO SHAPE A FUTURE WORTH LIVING AROUND THE WORLD

We are working with our partners and commissioning parties in both the public and private sectors to enable a future worth living for as many people around the globe as possible. To achieve this, we have devised a strategy focusing on four areas – effectiveness, business development, expertise and alliances, and cost-efficiency – that will ensure our company is fit for the future. Another issue that requires special attention and affects all four of these strategic areas is digital transformation. To reflect this, we developed a Target Image for Digital Change in 2017. This will enable us to strengthen digital innovations in our projects and drive forward the digitalisation of internal company processes. You can find out more in the chapter on ‘Digital transformation’ (→ p. 20).

2017 was the first year of putting our strategy into practice, and we reached a number of key strategic milestones. A selection of these can be found here:

MORE INFORMATION ON OUR STRATEGY ARCHITECTURE IS AVAILABLE AT:



[REPORTING.GIZ.DE/STRATEGYARCHITECTURE](https://reporting.giz.de/strategyarchitecture)





MAINTAINING DIALOGUE AND SETTING PRIORITIES TOGETHER

As a sustainable enterprise, we take participation in and exchange with our interest groups very seriously. One of the tools we use for this is Stakeholder Dialogue, an instrument that is also strategically important for corporate sustainability management. In 2016, we launched an intensive dialogue with our stakeholders to find out what representatives from the fields of politics, business, the academic and scientific community and civil society expect from GIZ's sustainability management. The results of the Stakeholder Dialogue in 2016 were fed directly into the Materiality Matrix 2017, which in turn plays an important role in refining our sustainability programme. Like the strategies for gender, human resources, business development and digital change, it is an important part of our overarching Corporate Strategy.

In an online dialogue, GIZ invited its stakeholders to provide feedback on sustainability at GIZ. Building

on that, a Stakeholders' Day was held in December 2016, the results of which were analysed, processed and subsequently communicated externally. We highlighted this in the Integrated Company Report 2016.

Following the Stakeholder Dialogue, GIZ's Sustainability Board, which advises on the long-term strategic orientation of corporate sustainability, adopted a materiality matrix in 2017 with 23 priority fields of action. The matrix shows the sustainability topics that are relevant from the company's perspective and those prioritised by stakeholders. It was published in 2017.

For us, a key outcome of the first Stakeholder Dialogue was that it is ultimately the exchange of views and discussion of topics that help us move forward together. The next Stakeholder Dialogue will be held in 2018.

GIZ MATERIALITY MATRIX 2017

The vertical axis of the matrix shows the sustainability topics prioritised by GIZ's stakeholders – in order of increasing importance from bottom to top. The horizontal axis shows the areas prioritised by GIZ – in order of increasing importance from left to right. Thus, the topics in the top-right-hand corner are those with the greatest overlap between the priorities

of GIZ and those of its stakeholders. There are a total of six areas that both GIZ and its stakeholders believe should be treated as priorities: environment and climate protection, human rights, results orientation and lasting effects, partner orientation and empowerment of local partners, communication and transparency, and cooperation.



FISCAL 2017

GIZ'S BUSINESS VOLUME IN 2017 WAS SOME EUR 2.6 BILLION, AROUND SEVEN PER CENT HIGHER THAN IN THE PREVIOUS YEAR (2016: EUR 2.4 BILLION).

BUSINESS VOLUME IN 2017

About EUR 2.5 billion of the total business volume was generated by the public-benefit business area. The majority of our work in this area is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and other German public sector clients.

Around EUR 88 million of the total business volume is attributable to GIZ's taxable business area, International Services, through which we are commissioned by international institutions such as the European Union, the United Nations, governments worldwide, businesses and private foundations.

BUSINESS VOLUME OF AROUND EUR 2.6 BILLION

MORE FUNDING ACQUIRED THROUGH COMPETITIONS

GIZ is increasingly acquiring funding through ideas competitions, in which it competes with public and public-benefit institutions. Examples of these include the BMZ special initiatives ONE WORLD – No Hunger, Tackling the Root Causes of Displacement, Reintegrating Refugees, and Stability and Development in the MENA Region, which generated income of EUR 255 million in 2017. This type of special initiative is playing an increasingly important role for GIZ alongside budget items for official bilateral cooperation.

COFINANCING

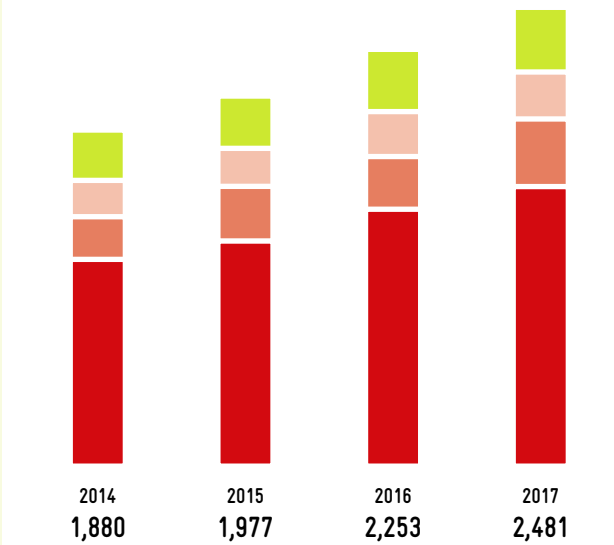
GIZ's competitiveness and attractiveness as an implementing organisation is also reflected in the steady rise in cofinancing in recent years. This accounted for EUR 392 million of GIZ's income in 2017. Cofinancing is funding provided by third parties for measures carried out by GIZ on behalf of BMZ or other German public sector clients.

As cofinanciers, third parties can either finance a percentage of the total costs of the measure, or partially or fully finance a component of the measure. The European Union was the largest cofinancier in 2017 with around EUR 245 million, followed by the United Kingdom's DFID with EUR 34 million.

TREND IN PUBLIC-BENEFIT BUSINESS AREA

As at 31 December 2017

Total income in public-benefit business (EUR million)



Income in EUR million*	2014	2015	2016	2017
Total	1,880	1,977	2,253	2,481
BMZ	1,615	1,699	1,915	2,130
Cofinancing**	181	236	286	367
Special initiatives	13	94	244	255
Other income in public-benefit business***	266	278	338	351

* All values shown without decimal places. There may therefore be rounding differences.
** This figure shows only cofinancing for BMZ commissions, which is included in the total income generated in commissions implemented on behalf of BMZ.
*** Income from German public sector clients, micro measures in the public-benefit sector and grants

GERMAN PUBLIC SECTOR CLIENTS

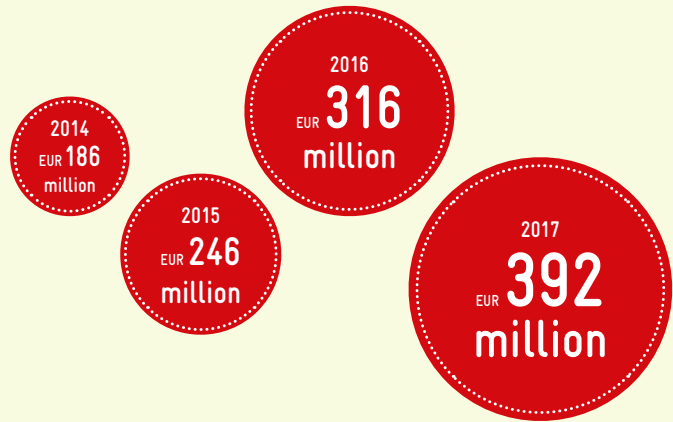
As at 31 December 2017

Income in EUR million*	2016	2017
Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety	127	134
Federal Foreign Office	107	108
Federal Ministry for Economic Affairs and Energy	23	27
Cofinancing**	30	25
Federal Ministry of the Interior	13	13
Other federal ministries	4	7
EU twinning agreements***	6	7
Federal Ministry of Food and Agriculture	4	5
Federal Ministry of Defence	1	4
Federal Ministry of Finance	1	1
Total	315	330

* All values shown without decimal places. There may therefore be rounding differences.
** Cofinancing arrangements involving commissions from all other German public sector clients (with the exception of BMZ).
*** Indirect income from European Commission-financed bilateral administrative partnerships between the German Government and accession candidates or European Neighbourhood Policy states; GIZ is commissioned by the pertinent German federal ministry to prepare and support such measures.

INCREASE IN CO-FINANCING (BMZ AND GERMAN PUBLIC SECTOR CLIENTS) 2014-2017

COFINANCING HAS MORE THAN DOUBLED SINCE 2014.



GIZ INTERNATIONAL SERVICES 2017 (2016)

As at 31 December 2017

Total business volume in EUR million*

European Union	EUR 44 million (EUR 44 million)
Bilateral donors**	EUR 11 million (EUR 11 million)
International financial institutions and funds	EUR 5 million (EUR 7 million)
UN organisations	EUR 1 million (EUR 2 million)
Private sector	EUR 8 million (EUR 24 million)
National governments***	EUR 5 million (EUR 50 million)
German public sector clients****	EUR 9 million (EUR 11 million)
Other	EUR 5 million (EUR 8 million)

* All values shown without decimal places. There may therefore be rounding differences.
** Includes all funding from a national budget unless the funds can be attributed to a country in which we operate (in which case they are included under 'national governments'). Examples of traditional bilateral donors are DFID, SDC, DGIS and Australian Aid.
*** Includes financing bodies that use funds from the budget of a country in which we operate, e.g. ministries of the Kingdom of Saudi Arabia and the Ethiopian Government.
**** Covers all German public sector clients including federal ministries but in the case of InS also, for instance, the German Aerospace Center (DLR) and Engagement Global.

OUR PERSONNEL

OUR SUCCESSFUL BUSINESS DEVELOPMENT IS DRIVEN BY PEOPLE: IT IS OUR STAFF WHOSE DEDICATION AND EXPERTISE HELP TO BRING ABOUT CHANGE WORLDWIDE. IN AROUND 120 COUNTRIES, THEY ACTIVELY SUPPORT OUR COMMISSIONING PARTIES AND PARTNERS IN REALISING THEIR IDEAS AND CREATING PROSPECTS FOR LOCAL PEOPLE.

As at 31 December 2017, GIZ employed a total of 19,506 staff, an increase of almost seven per cent compared to the 18,260 in 2016. The expanding workforce shows that our services continue to be in demand and that we are seen as an attractive employer in the field of international cooperation for sustainable development.

In addition to our long-term and short-term experts and our national personnel in partner countries, who account for the greatest share of our total workforce, another 1,459 people had positions through GIZ as development workers, integrated experts and returning experts. In total, more than 80 per cent of GIZ's staff were based outside Germany.

FIND OUT MORE ABOUT WORKING FOR GIZ: WWW.GIZ.DE/JOBS/EN

OUR HUMAN RESOURCES STRATEGY 2017-2019

Professional, international, mobile and cooperative – these are the ultimate goals of our new Human Resources (HR) Strategy, which

was adopted in 2017. The strategy sets our course for HR work in the future. The first measures have already been implemented, with a view to making field assignments more attractive and thus improving the company's ability to deliver. The HR Strategy is part of the

company's Corporate Strategy and works on three levels: the expectations of commissioning parties are weighed against the needs of GIZ as a company and the wishes of staff, and an equitable balance is found.

19,506

STAFF MEMBERS

(2016: 18,260)

13,448 national personnel*

(2016: 12,605)



2,305 seconded experts

(2016: 2,168)



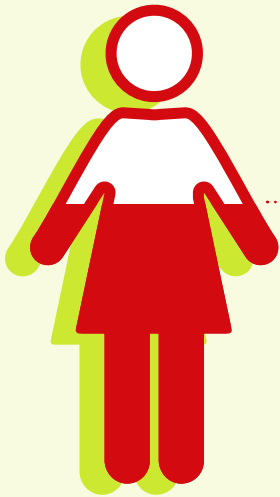
3,753 staff members in Germany**

(2016: 3,487)



* National personnel are recruited and given employment contracts in countries in which we operate.

** 2,061 (2016: 1,962) staff members in Germany with Head Office functions and 1,692 (2016: 1,525) staff members in programmes and projects



57.1%

PERCENTAGE OF WOMEN IN THE WORKFORCE*

(2016: 56.9%)

* without national personnel

PERCENTAGE OF WOMEN IN THE WORKFORCE As at 31 December 2017

Workforce as a whole						Management Board		Managerial positions					
Germany		Abroad		Total				Germany		Abroad		Total	
2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017
66.7	66.0	41.1	42.6	56.9	57.1	50.0	50.0	42.0	43.8	35.2	34.7	37.9	38.2

PERSONNEL IN THE REGIONS * As at 31 December 2017

	Seconded experts		National personnel		Development workers**		Integrated experts***		Returning experts***	
	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017
Sub-Saharan Africa	830	909	4,551	5,239	348	317	128	122	170	198
Asia/Pacific	413	399	2,440	2,327	137	142	64	61	132	133
Europe, Caucasus and Central Asia	413	415	3,159	3,287	15	11	134	116	65	72
Latin America/Caribbean	217	220	1,252	1,223	105	81	66	67	32	51
Mediterranean Region and Middle East	260	328	1,167	1,339	38	39	21	19	35	30
Industrialised countries (Europe, USA)	35	34	36	33	0	0	0	0	0	0
Total	2,168	2,305	12,605	13,448	643	590	413	385	434	484

1,459

INTEGRATED AND RETURNING EXPERTS AND DEVELOPMENT WORKERS (2016: 1,490)

869 integrated and returning experts*** (2016: 847)



590 development workers** (2016: 643)



* Not including personnel in Germany

** 105 of the 590 development workers were deployed as Civil Peace Service experts.

*** Integrated experts are placed with employers in cooperation countries by the Centre for International Migration and Development (CIM), a joint operation of 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.



DIGITAL SOLUTIONS FOR INTERNAL PROCESSES: INCREASING EFFICIENCY

INTERNATIONAL COOPERATION IS ALSO AFFECTED BY DIGITAL CHANGE. IT IS ALTERING NOT ONLY THE WAY WE WORK WITH PARTNERS IN PROJECTS, BUT ALSO OUR INTERNAL PROCESSES AND WORKING METHODS. SINCE 2015, THE TRANSFORMATION PROCESS HAS BEEN COORDINATED BY A DIGITAL CHANGE STRATEGIC PROJECT TEAM THAT HAS COME UP WITH A VARIETY OF IDEAS, INCLUDING AN INNOVATION FUND THAT GIVES STAFF THE SCOPE TO DEVELOP INNOVATIONS FOR NEW DIGITAL SOLUTIONS.

LEADING THE WAY: OUR TARGET IMAGE FOR DIGITAL CHANGE

GIZ's Target Image for Digital Change provides the roadmap for the company's development in the coming years. At the heart of this roadmap are three questions: How can our staff translate our vision of digital change into specific action? What do they need to achieve this? And what obstacles stand in their way? In a broad-based process, all sections of the company were asked to consider these questions in 2017. Their answers were then used to develop GIZ's Target Image for Digital Change. This consists of eight dimensions, including 'digital leadership', 'digital cooperation' and 'digital workplace'. In each of these areas, regular reviews will be conducted in future to assess what progress has already been made within the company and what other measures still need to be addressed. These measures are part of our Corporate Strategy and annual objectives, and are reviewed annually.

SUPPORTING CREATIVE IDEAS WITH THE INNOVATION FUND

Digital change takes time. Finding good ideas and solutions is a slow process and cannot simply be 'ordered from above'. In order to facilitate this process by harnessing our staff's potential to find digital solutions, we launched an Innovation Fund at the beginning of 2017. As a first step, we asked how the effectiveness of GIZ's projects could be improved through digital tools. The result: we received more than 250 proposals and ideas. In the online vote that followed, more than 5,000 staff members voted for the most original and promising projects. The six winning teams took part in an accelerator programme, in which they further refined their ideas and developed initial prototypes. These were then tested on selected user groups during the course of the year and improved.

INNOVATION FUND WINNERS: EXTRA PAYMENTS FOR PINEAPPLES

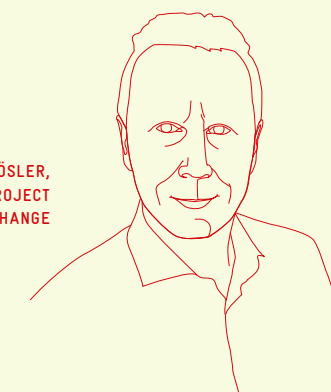
For one of the winning teams, it's all about pineapples. Many smallholders survive on less than USD 1.90 per day. Yet many consumers are willing to pay a bit more for their fruit. But how can we ensure that the money reaches the smallholder safely and transparently? With XtraPay, the team developed a system that enables the transfer of a voluntary amount directly to the smallholder when purchasing a pineapple. Each pineapple has a label with a bar code that is read at the supermarket checkout. When this happens, the smallholder is sent a text message telling them that they have received a transfer.

OUR VISION

GIZ HAS TRANSFORMED ITSELF ACROSS THE BOARD TO MEET THE DEMANDS OF THE DIGITAL AGE. IT MAKES ACTIVE USE OF THE OPPORTUNITIES PRESENTED BY NEW TECHNOLOGIES AND DIGITAL INNOVATIONS THROUGHOUT ALL BUSINESS UNITS, ADOPTING A USER-CENTRED APPROACH. AS A RESULT, GIZ IS MAKING PROCESSES MORE EFFICIENT AND PROVIDING SERVICES MORE EFFECTIVELY.

GUIDING FRAMEWORK FOR DIGITAL CHANGE AT GIZ, 2015

INTERVIEW WITH AXEL RÖSLER, HEAD OF GIZ'S STRATEGIC PROJECT ON DIGITAL CHANGE



'WE CAN COMPETE INTERNATIONALLY'

Mr Rösler, what progress has GIZ made in the area of digital change so far?

AXEL RÖSLER A lot has happened in recent years. Our digital services can now undoubtedly compete at the international level. We have also achieved a great deal when it comes to digitalising internal processes. User-centricity – where we focus primarily on the people who work with the tools – and agile process management are two approaches that promise to improve the efficiency and quality of our work.

GIZ usually advises its partners on change processes.

Now you are advising your colleagues within the company.

AXEL RÖSLER That's right, one complements the other. And it's exciting to discuss such a far-reaching process among ourselves and bounce ideas off each other. The advantage we have is that we can draw on our colleagues' extensive expertise in shaping transformation processes.

Are any changes already visible within the company?

AXEL RÖSLER Absolutely. The most obvious change is the introduction of the new virtual cooperation tool Integrated Digital Applications, or IDA, the groundwork for which was laid in 2017. Put simply, traditional emails will be complemented – and in many cases replaced – by communication in communities. This will create a new transparency and opportunities for real-time exchange. It also gives rise to a number of questions, such as how internal cooperation can be organised beyond organisational and hierarchical boundaries. That is one of the reasons why the establishment of principles for cooperation and leadership is currently being discussed in a company-wide process.

DIGITAL SOLUTIONS IN PROJECTS: POTENTIAL FOR LEAPS FORWARD IN DEVELOPMENT

SECURE SMARTPHONES, ONLINE HEALTH SERVICES, INDUSTRY 4.0 – WE ARE CURRENTLY SUPPORTING DIGITAL INNOVATIONS IN MORE THAN 200 INTERNATIONAL COOPERATION PROJECTS. TOGETHER WITH OUR PARTNERS AND COMMISSIONING PARTIES, WE ARE SEIZING OPPORTUNITIES TO HARNESS THE ENORMOUS POTENTIAL OF DIGITAL SOLUTIONS FOR SUSTAINABLE DEVELOPMENT AND POLITICAL PARTICIPATION. NOWHERE MORE SO THAN IN FRAGILE STATES AND DISADVANTAGED REGIONS – AND FOR POPULATION GROUPS THAT HAVE BEEN EXCLUDED FROM PROGRESS SO FAR. IN CONTEXTS LIKE THESE, DIGITAL CHANGE CAN LEAD TO REAL LEAPS FORWARD FOR DEVELOPMENT.

LEARNING FROM SOUTH KOREA: IMPROVING DIGITAL CONSUMER PROTECTION

South Korea is an international pioneer in the field of digital consumer protection. In 2014, it issued an anti-bloatware guideline following a data leak that affected millions of people. Bloatware refers to apps installed on brand new smartphones that often collect data in secret and more often than not cannot be deleted. Hoping to learn from South Korea's experience, the German Federal Ministry of Justice and Consumer Protection has tasked GIZ with implementing the Consumer Protection on Smartphones project. In May 2018, a GIZ team plans to organise an expert dialogue between the two industrialised countries. This will provide an opportunity for South Korean and German mobile communication and internet companies, consumer associations, think tanks and research and government institutions to discuss successful practices in digital consumer protection, identify security threats and find approaches that will enable users to regain ownership of their data and gain user autonomy.

✉ johannes.ferguson@giz.de

INDUSTRY 4.0 – MADE BY GERMANY AND CHINA: STARTUP FACTORY FOR INTELLIGENT PRODUCTION

Whether mechanical engineering or the production of plastics or electronics – the Startup Factory in Kunshan on the outskirts of Shanghai, which was established in conjunction with local government, enables German and Chinese companies to shape the digitalisation of their value chain. This allows them to experience exactly what 'Industry 4.0' means and how 'intelligent production' works. In the Smart Manufacturing Demonstration Lab, for example, small and medium-sized enterprises (SMEs) with limited technical resources can try processes out for themselves, for instance testing independent and adaptable production steps by networking robots equipped with advanced sensor technology. A core objective of this type of intelligent production is manufacturing tailor-made, individualised products en masse.

The Startup Factory is one of 35 lighthouse projects supported by GIZ at the local level since 2016 as part of the German Federal Ministry for Economic Affairs and Energy's partnership with the Chinese Ministry of Industry and Information Technology. The flagship project, German-Chinese Industry 4.0 Cooperation, is making an important contribution to establishing fair general conditions for sustainable economic growth in a globally networked world.

GIZ's experts are advising decision-makers from the fields of politics, business and the scientific and academic community on current developments in China and, together with a wide range of actors, devising specific guidance for policy-makers.

✉ tianning.li@giz.de

DIGITAL ENTREPRENEURSHIP IN AFRICA: PAVING THE WAY TO SUCCESS WITH NEW IDEAS

3D PRINTERS MADE OF ELECTRONIC WASTE. DRONES FOR MONITORING CONSTRUCTION PROJECTS. MINI-POWER GRIDS FOR REMOTE REGIONS. AFRICAN TECHNOLOGY COMPANIES HAVE NO END OF GOOD IDEAS ABOUT HOW TO SUPPORT DEVELOPMENT IN THEIR COUNTRIES WITH THE HELP OF SMART IT SOLUTIONS. TO ACHIEVE THIS, HOWEVER, THEY NEED CAPITAL, QUALIFIED STAFF, DIGITAL INFRASTRUCTURE AND CUSTOMERS. BMZ'S MAKE-IT IN AFRICA INITIATIVE IS GIVING THEM ACCESS TO THE RESOURCES THEY NEED.

To make this happen, GIZ has been tasked with selecting promising start-ups for the initiative's accelerator programme. In the programme, start-ups receive advice on both strategy and business development until they are ready for the market. The young entrepreneurs learn, for example, how to develop a business plan, negotiate with banks and business partners and raise the profile of their products or services at the international level. The programme, which is being implemented by GIZ on behalf of BMZ, also provides start-ups with contact with potential customers and the opportunity to present their business to investors at trade fairs and conferences.

BMZ's Make-IT in Africa initiative is an alliance of leading companies, associations and social enterprises that builds on Africa's great potential for digital entrepreneurship. In cooperation with private enterprises, Make-IT in Africa aims to reach up to 600 start-ups – and to support start-ups in Asia in future. The initiative

is initially being piloted in Nigeria and Kenya: with GIZ's support, the aim is for 60 start-ups to become powerhouses of the digital economy, drive forward technological innovation and sustainable employment – and support the inclusion of young and poor sections of the population.

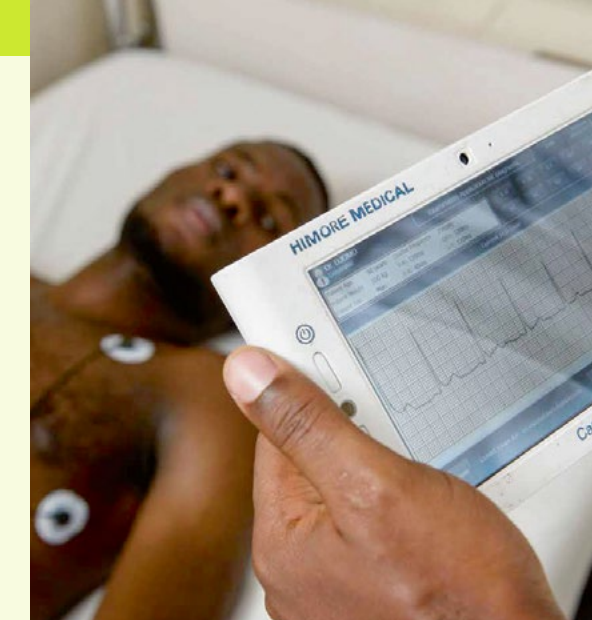
START-UP PLATFORM FOR BETTER ACCESS TO DIAGNOSTIC PROCEDURES

One new hope is Nigerian Adeluwoye Adekunle Oluwatosin and his online platform PreDiagn. The start-up offers online access to diagnostic procedures. Those wishing to test whether their kidneys are functioning properly or whether they are at risk of developing diabetes can book an appointment online at one of the registered diagnostic laboratories nearby. The test results can then be accessed in a personal account without the usual long waiting times. They are also shown as a diagram and compared to standard results – to help people decide whether they need to take further action.

✉ jan.schwaab@giz.de
 🌐 www.giz.de/en/worldwide/57293.html

ADELUWOYE ADEKUNLE OLUWATOSIN,
ENTREPRENEUR, NIGERIA

'THE ACCELERATOR PROGRAMME WAS ESPECIALLY USEFUL IN HELPING US TO PREPARE FOR MARKET ENTRY. THE PRACTICAL ADVICE OF THE MENTORS CHALLENGED US TO REFINE BOTH OUR BUSINESS MODEL AND OUR PRODUCT UNTIL IT WAS PERFECT FOR THE MARKET.'



PROJECTS AND PARTNERS



WORKING TOGETHER FOR CHANGE: OUR ACTIVITIES WORLDWIDE

WORKING TOGETHER FOR CHANGE – THAT IS WHAT WE ARE AIMING TO ACHIEVE WITH OUR PARTNERS IN AROUND 120 COUNTRIES. PRECISELY WHAT THAT MEANS IS ILLUSTRATED BY A SELECTION OF PROJECTS FROM AROUND THE WORLD. WE BEGIN BY PROVIDING INSIGHT INTO OUR THEMATIC DIVERSITY AND APPROACH. AS WELL AS DIGITAL TRANSFORMATION, THIS YEAR'S REPORT FOCUSES ON DISPLACEMENT AND MIGRATION, CLIMATE AND ENERGY, AND SECURITY AND STABILISATION. THESE PRIORITY AREAS ACCOUNTED FOR MANY OF THE ACTIVITIES WE WERE ASKED TO TAKE ON IN 2017.

THE DIVERSE NATURE OF OUR WORK



IN OVER 1,500 ONGOING PROJECTS, GIZ AND ITS PARTNERS ARE WORKING TO MAKE DEVELOPMENT SUCCEED.

More than 200 commissioning parties put their trust in us. The German Government – with the Federal Ministry for Economic

Cooperation and Development (BMZ) as the main commissioning party – European Union institutions, the United Nations, the private sector and governments of other countries all benefit from our services. We work with businesses, civil society actors and research institutions in over 120

countries, covering a wide variety of thematic areas, from rural development, economic development, employment promotion, education and good governance to sustainable infrastructure. The following examples of our work illustrate our services in all their thematic diversity.

* All values shown without decimal places. There may therefore be rounding differences. The figures relate to commissions received in 2017 in EUR million; they are classified according to the following OECD CRS codes: **1** CRS code 11000; **2** CRS codes 12000 and 13000; **3** CRS codes 31100, 31200 and 31300; **4** CRS codes 24000 and 25000; **5** CRS code 15100

COMMISSIONS RECEIVED IN 2017*

SECTOR:
EDUCATION

EUR
331 MILLION

EXAMPLES OF OUR WORK

PROJECT EXAMPLE:
EXTRA LESSONS FOR DISADVANTAGED GIRLS IN GUINEA

Completing school is not something Aïssatou Cissoko takes for granted. In Guinea, just half of all girls attending school make it past year 6. Some 11,000 girls have already benefited from the supplemental teaching programme for socially disadvantaged girls provided by GIZ on behalf of the German Federal Ministry for Economic Cooperation and Development, and have gone on to obtain a higher level of education.

🌐 www.giz.de/en/worldwide/23184.html

SECTOR:
HEALTH

EUR
70 MILLION

PROJECT EXAMPLE:
FUTURE FOR THE PALESTINIAN TERRITORIES

Conflicts and crises make life very difficult in the Palestinian territories. And the lack of medical care only aggravates the situation. On behalf of the German Federal Foreign Office, GIZ has built and equipped an outpatient clinic to treat the 6,000 inhabitants of the community of Jiftlik and people from the surrounding villages on the West Bank near Jericho. As a result, health services have resumed, and children and expectant mothers are now being treated by doctors like Jamal Mustafa Abu Salim.

🌐 www.giz.de/en/worldwide/36359.html

SECTOR:
RURAL DEVELOPMENT

EUR
345 MILLION

PROJECT EXAMPLE:
SUSTAINABLE COCOA PRODUCTION IN CÔTE D'IVOIRE

In Côte d'Ivoire, the world's largest producer of cocoa, many people earn a living from the cocoa harvest. To improve living conditions for farmers and sustainably increase cultivation and crop quality, GIZ has been advising food retailer LIDL since 2012. One outcome of this collaboration is the PROCACAO agricultural school, which, as an established training centre, has earned international acclaim for its tailored training services. Some 2,000 trainers have already completed the training and are now passing on their knowledge to cocoa farmers. More than 18,000 cocoa farmers are expected to benefit from the agricultural school in the coming years.

SECTOR:
SUSTAINABLE ECONOMIC DEVELOPMENT

EUR
207 MILLION

PROJECT EXAMPLE:
SUPPORTING SMALL AND MEDIUM-SIZED ENTERPRISES IN SRI LANKA

Company founder Gordon de Silva from Sri Lanka took a small business and transformed it into a successful company. He now has 300 employees who produce, process and sell fair trade coconut products. On behalf of the German Federal Ministry for Economic Cooperation and Development, GIZ is supporting small and medium-sized enterprises in developing marketing strategies and handling finance and management issues, with a view to integrating them into international business cycles.

🌐 www.giz.de/en/worldwide/23491.html

SECTOR:
GOVERNMENT AND CIVIL SOCIETY

EUR
423 MILLION

PROJECT EXAMPLE:
BLOGGING FOR MORE CITIZEN PARTICIPATION IN TUNISIA

Haythem Abidi's motto is 'blogging for citizens'. In order to also give a voice to those in Tunisia's remote regions, he has made it his mission to train up young people to join the blogging community. In Bondy Blog, the amateur journalists can post articles about their city and provide locals with information, thereby engaging in social debate. Commissioned by the German Federal Foreign Office, GIZ is thus helping to strengthen democracy in communities and cities in the south of Tunisia.

🌐 www.giz.de/en/worldwide/23446.html

HOW WE WORK: INTERLINKED AND WITH STRONG PARTNERS

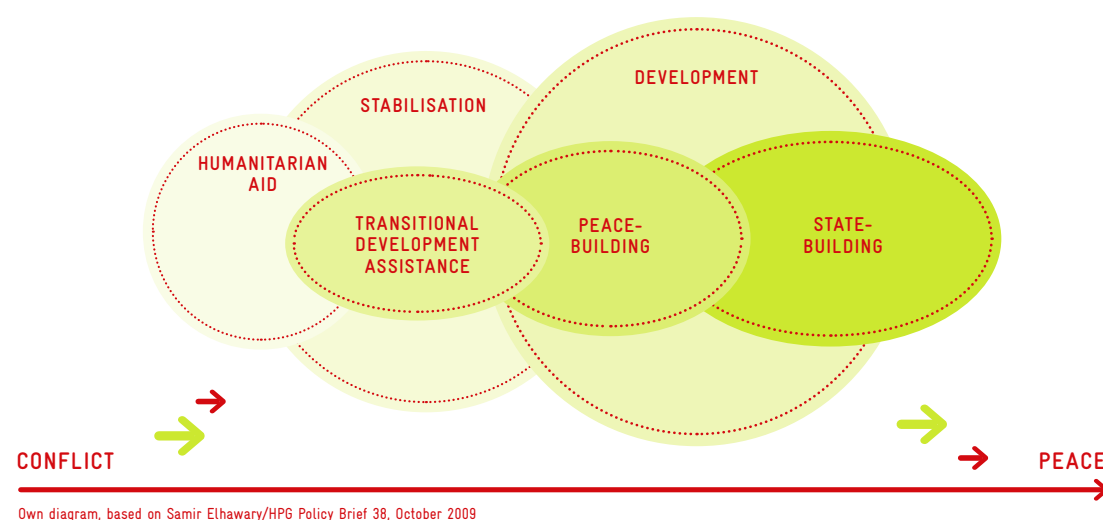
TO MEET GLOBAL GOALS AND ADDRESS INDIVIDUAL ISSUES, WE FOCUS ON FORWARD PLANNING, RAPID RESPONSES IN CRISIS SITUATIONS AND EFFICIENT COOPERATION. THE FOLLOWING EXAMPLES ILLUSTRATE PRECISELY WHAT THAT MEANS IN PRACTICE, HOW WE ARE LEARNING FROM EXPERIENCE AND WHAT CHALLENGES WE FACE.

EFFECTIVELY INTERLINKED: SHORT-TERM ASSISTANCE AND LONG-TERM APPROACHES

Prolonged and recurrent crises are increasing in number and scale worldwide. More and more of the countries in which GIZ operates are now affected directly by crises and are classified as 'fragile states'. This poses enormous challenges for humanitarian aid actors, such as those in the field of long-term development cooperation. Only by working hand in hand can we reduce the need for humanitarian assistance, safeguard the development progress made so far and pave the way for sustainable development. This calls for even greater efforts to inter-link the often separate approaches to humanitarian and development support used so far. One option is to assist local actors in a way that enables them to better manage both acute shocks and prolonged crises.

EXAMPLE FROM NORTHERN IRAQ: STRUCTURE-BUILDING IN A FRAGILE CONTEXT

One example of such an approach is the Qudra Project, which aims to strengthen resilience in countries bordering on Syria that have taken in refugees in the wake of the crisis there. Financed by BMZ and the EU, it is being implemented by GIZ in Iraq, Jordan, Lebanon and Turkey. The Kurdistan region in northern Iraq alone has provided refuge for around 1,200,000 internally displaced persons and about 240,000 Syrian refugees. There, GIZ's experts teach local government institutions how to plan, coordinate and realise small-scale projects that take people's needs into account and involve them in the process. This creates effective structures that are better able to withstand recurrent crises. Rapidly implemented measures also provide the local and displaced population with basic services, significantly improve their lives and thus strengthen confidence in government structures. By the end of 2017, the project had reached more than 33,000 people through activities such as enabling access to a better electricity supply, renovating an educational facility for children with disabilities and modernising a children's intensive care unit that provides care for around 1,000 children per year.



FURTHER EXAMPLES OF HOW WE WORK WITH PRIVATE BUSINESSES AND FOUNDATIONS CAN BE FOUND IN THIS REPORT AND AT:



WWW.GIZ.DE/COMPANIES

PRIVATE SECTOR PARTNERS: FORGING STRATEGIC ALLIANCES

In the face of the current global challenges, partnerships between governments, civil society, the private sector and the academic and research community are now more crucial than ever. We, too, are increasingly entering into a broad range of partnerships as we seek to learn with and from our partners in

order to address the current challenges as best we can.

Commissioned by BMZ, the develoPPP.de programme implements development partnerships with the private sector in developing countries and emerging economies with a view to minimising risks and doubling opportunities. The programme aligns commercial goals and development policy objectives. Each

partner assumes different tasks, contributing and combining their own strengths. They share responsibility, costs and risks. Strategic alliances are particularly far-reaching development partnerships. They unite different actors from trade and industry, government and non-governmental organisations and other national and international organisations across the globe.

PARTNERSHIPS IN PRACTICE: MADAGASCAR – COVERING MORE REGIONS AND THEMATIC AREAS

The joint goals of our strategic partnership in Madagascar are to improve living conditions for some 10,000 smallholder vanilla producers and their families and also to improve the quality of vanilla for the processing companies. Financed by BMZ, the development partnership has grown considerably over the years. GIZ's first partner was Symrise, a supplier of flavourings and fragrances, in 2010; in 2013, the food corporation Unilever came on board; and in 2016, they were joined by the children's rights organisation Save the Children. The range of thematic areas covered has also increased and now includes training on good vanilla farming practices, the mitigation of financial risks for the lean season, better health care and sound basic education. In addition, the number of agricultural colleges has increased from three to five, and the network of small farmer field schools that provide extension services to smallholder producers has also expanded beyond the original project region, with the partnership now operating in 70 communities in north-eastern Madagascar. Save the Children is supplementing activities with a view to strengthening households and supporting children and young people particularly at risk of falling into poverty. Within the space of a year, for example, more than 4,000 households received medical insurance designed especially to meet their needs.

© develoPPP.de/en

→ 1 STEP PARTNERSHIP WITH SYMRIS 2010-2012

- Total of 3,000 smallholder households reached
- Average increase in income of 24 per cent thanks to expanded product range

→ 2 STEP PARTNERSHIP WITH SYMRIS AND UNILEVER 2013-2016

- Further 4,000 smallholder households reached
- Three agricultural vocational schools established, 180 young people have completed agricultural training
- Lean season reduced from five to three months
- Increased productivity

→ 3 STEP PARTNERSHIP WITH SYMRIS, UNILEVER AND SAVE THE CHILDREN 2016-2019

- Plans to reach a further 4,000 smallholder farmers
- Two more agricultural vocational schools established for around 400 young people
- Lean season to be shortened and bridged more effectively
- Income stabilisation through expanded product range
- Expansion of programme activities for around 20,000 children and young people who can all benefit from different training and education opportunities



PROJECTS AND PARTNERS

CLIMATE AND ENERGY

HELPING TO REVERSE THE GLOBAL TREND

HOW CAN PEOPLE AROUND THE GLOBE LIVE SUSTAINABLY WHEN ISLAND STATES AND COASTAL REGIONS ARE BEING THREATENED BY RISING SEA LEVELS, CITIES ARE BEING CHOKED BY EXHAUST FUMES AND HEAT WAVES, DRINKING WATER RESERVES ARE DWINDLING AND CROP YIELDS ARE DECLINING? CLIMATE CHANGE IS THREATENING LIVELIHOODS IN MANY REGIONS, EXACERBATING CONFLICTS AND RENDERING PLACES TEMPORARILY OR PERMANENTLY UNINHABITABLE.

More than a third of the projects being implemented by GIZ on behalf of German and international commissioning parties deal with climate-related issues. In over 100 countries, we are working to reduce harmful emissions, promote the use of clean energy and energy-efficient technologies and increase climate-friendly mobility through sustainable transport systems. In places where the effects of climate change are already being felt and further dramatic consequences are unavoidable, we are strengthening adaptability to climate change, the ability to deal with climate risks more effectively, and resilience – of entire regions, towns, cities and the most vulnerable population groups. Our aim is to support climate-friendly and resilient societies and economies. And we are working to find appropriate financing solutions for the challenges presented by this global change. In 2017, we laid the foundations for this, with new cooperation agreements with international stakeholders.



ACHIEVING MORE WITH NEW FORMS OF COOPERATION



TO ACHIEVE EVEN MORE WHILE SUPPORTING CLIMATE CHANGE MITIGATION AND ADAPTATION, GIZ EMBRACES A VARIETY OF DIFFERENT APPROACHES: WE ARE INCREASINGLY WORKING WITH KEY INTERNATIONAL STAKEHOLDERS, ACQUIRING MORE FUNDING FOR CLIMATE PROJECTS AND SUPPORTING COUNTRIES IN THEIR EFFORTS TO IMPLEMENT GLOBAL AGENDAS SUCH AS THE PARIS AGREEMENT ON CLIMATE CHANGE AND THE 2030 AGENDA.

2030 AGENDA INITIATIVE: SUPPORT FOR MEXICO AND GREECE

GIZ is supporting countries such as Mexico and Greece in their efforts to translate the climate goals of the 2030 Agenda into action at the national level. As part of BMZ's 2030 Agenda initiative, for example, GIZ's experts are advising the Office of the President of Mexico on how to formulate a sustainability architecture that is firmly anchored at the institutional level for future governments. A key aim is to identify overlaps between the 2030 Agenda and the Paris Agreement on climate change, and thus establish an institutional framework.

In Greece, GIZ has been commissioned by the German Federal Ministry for Economic Affairs and Energy to provide advice on the development of a

national energy and climate plan for the period from 2021 to 2030. GIZ is also providing support on the reforms required to achieve the national targets for climate change mitigation, renewable energy and energy efficiency by 2030. The GIZ team is offering advice on a variety of issues, including simplifying approval procedures for solar systems and wind turbines, integrating renewable energy into the electricity market and reducing energy consumption in public buildings. The project is cofinanced by the European Commission.

✉ Mexico: helge.arends@giz.de
✉ Greece: ulrich.laumanns@giz.de
🌐 Mexico: www.giz.de/en/worldwide/60361.html
🌐 Greece: www.giz.de/en/worldwide/38890.html

GIZ AT COP23: GETTING INVOLVED

Developing specific implementation measures and guidelines on the basis of the resolutions of the Paris Agreement – that was the task facing the 22,000 participants at the 23rd UN Climate Change Conference (Conference of the Parties, or COP23) in Bonn in November 2017. And GIZ was on hand to support the Fijian COP23 Secretariat. GIZ's experts also advised the European and German delegations, the German Pavilion and partner countries – and presented their own work in the field of climate and energy. A new feature at the Climate Change Conference was the

Climate Planet, which was co-organised by GIZ on behalf of BMZ. More than 23,000 people visited 'the depths of the Earth' to explore climate issues in the globe-shaped tent.

✉ lorenz.petersen@giz.de
🌐 www.giz.de/en/workingwithgiz/57967.html

GREEN CLIMATE FUND: ACCESS TO MORE CLIMATE FINANCE

During the conference, GIZ also signed an agreement that will enable it to further expand its active role in the fight against climate change at the international level. As an implementing organisation that is now accredited to carry out projects on behalf of the Green Climate Fund (GCF), GIZ has direct access to the world's largest multilateral climate fund – and therefore to more financing and more opportunities. GCF was established under the United Nations Framework Convention on Climate Change, with the aim of supporting implementation of the Paris Agreement. GCF projects aim to improve climate change mitigation in developing countries and emerging economies and assist local people in adapting to the effects of climate change.

First project: secure drinking water in Grenada

In 2017, the groundwork was laid for the first of GIZ's GCF proposals to be approved. The project aims to secure the long-term supply of drinking water in the Caribbean tri-island state of Grenada. Climate change is aggravating water scarcity problems on all of Grenada's islands. Climate models show that severe droughts will be the norm there by 2050. Extreme weather events are also taking their toll on water supply. On behalf of GCF, GIZ is therefore working with local construction companies to create 16 climate-resilient reservoirs in Grenada and improve water catchment from rivers and wells. Conditions in the water sector are also being improved, with a view to ensuring that water is used more efficiently in the long term.

✉ xing.fu-bertaux@giz.de

EUROPEAN INVESTMENT BANK: COMBINING EXPERTISE FOR CLIMATE CHANGE MITIGATION

GIZ's cooperation with the European Investment Bank (EIB), the European Union's financing arm, also promises to expand the company's capacity for action – because together we can achieve more. In 2017, GIZ and EIB therefore decided to combine their expertise on sustainable investment projects and step up their cooperation – on climate change mitigation and renewable energy, but also on agriculture, infrastructure development and employment promotion in developing countries and emerging economies.

First cooperation project: low-carbon urban development

For the first cooperation project to be carried out jointly by EIB and GIZ, two experts from GIZ were seconded to EIB. FELICITY, as the project is known, helps cities in Brazil, China and Mexico to invest in low-carbon infrastructure development. GIZ's experts provide advice on planning suitable measures in buildings, public transport, wastewater management and district heating, and on how to fill out applications with the aim of securing financing from international banks. FELICITY is implemented with funding from the International Climate Initiative, which was set up by the German Federal Environment Ministry.

✉ eeltje.de-visser@giz.de

'WE ARE LOOKING FORWARD TO RECEIVING INNOVATIVE IDEAS FROM GIZ ON HOW TO SHIFT PARADIGMS DRIVING LOW-EMISSION AND CLIMATE RESILIENT GROWTH.'

HOWARD BAMSEY,
EXECUTIVE DIRECTOR OF THE
GREEN CLIMATE FUND





SUSTAINABLE MOBILITY

MOBILITY IS A CORE DEMAND AND A BASIC REQUIREMENT OF MODERN SOCIETIES. AFTER ALL, MOBILITY IS MUCH MORE THAN JUST MOVING PEOPLE AND GOODS FROM A TO B. IT ENABLES ACCESS TO MARKETS, JOBS, SCHOOLS, SHOPPING FACILITIES AND MEDICAL CARE AND IS THEREFORE ESSENTIAL FOR SOCIAL AND ECONOMIC DEVELOPMENT. BUT IT CAN ONLY BE REALISED WITH A SUSTAINABLE TRANSPORT STRATEGY THAT PREVENTS THE RESULTING GRIDLOCK AND AVOIDS INCREASED EMISSIONS OF HARMFUL GREENHOUSE GASES.

ELECTROMOBILITY IN BRAZIL

There is still a long way to go before collectively used, autonomous electric vehicles are so common in town centres that they no longer attract attention. However, GIZ and the Brazilian Ministry of Industry have been paving the way for this since 2017. In a joint project, financed by BMZ, they are working to establish the prerequisites for the inclusive use of energy-efficient drive systems in Brazil. The focus is on electromobility in public transport and urban goods delivery. Initial pilot projects – ranging from the expansion of park-and-ride stations to the delivery of consignments using e-vehicles and e-bikes – are being tested in the city of Joinville, with its estimated population of 560,000. In this 'Mobility City Lab', which was developed by Fraunhofer-Gesellschaft, actors from the government, municipal administrations, the private sector and the scientific and academic community are working together to develop a roadmap for efficient, smart and sustainable mobility. The aim is for Joinville to

become a role model for innovative mobility strategies throughout Brazil.

✉ jens.giersdorf@giz.de
 🌐 www.giz.de/en/worldwide/63337.html

A MODERN BUS NETWORK FOR WINDHOEK

Far too few buses and always overcrowded: those who rely on public transport in the Namibian capital of Windhoek often have to walk or take an expensive cab ride to get where they are going. To improve the situation, GIZ's Transport, Mobility, Logistics project has joined forces with the Namibian Government to develop a master plan for sustainable transport in the capital. As part of the project, Silja Fieblinger, a transport planner from Kiel, helped to design a modern bus network in Windhoek. The transport expert mapped out routes, created rosters and timetables, and also passed on her knowledge to her colleagues. To this end, she was employed directly by the municipal administration as an integrated expert. New bus lines and bus stops are now being created, ensuring that buses run more frequently and punctually. The cost of the additional buses has been divided equally between BMZ and the city of Windhoek. Silja Fieblinger was seconded to this key position by the Centre for International Migration and Development (CIM), which is run jointly by GIZ and the German Federal Employment Agency. She was one of many integrated experts to support the Namibian partners through the project. The project was so successful that it has now been expanded to other parts of Namibia.

✉ heinrich.semar@giz.de
 🌐 www.giz.de/en/worldwide/20563.html
 📄 cimonline.de/en/html/working-in-namibia.html

NEW APPROACHES TO CLIMATE CHANGE ADAPTATION

CLIMATE CHANGE IS HAMPERING THE FIGHT AGAINST POVERTY. DROUGHTS, FLOODS AND UNUSUAL TEMPERATURE FLUCTUATIONS WORLDWIDE ARE JEOPARDISING NOT ONLY POSITIVE DEVELOPMENTS IN AGRICULTURE, BUT ALSO THE PROTECTION OF NATURAL RESOURCES. WE ARE SUPPORTING OUR PARTNERS IN FINDING NEW WAYS TO ADAPT TO CLIMATE CHANGE: WHETHER THROUGH DIGITAL TECHNOLOGY IN THAILAND OR AGRICULTURAL INSURANCE IN PERU.

THAILAND: DRONES TO PROTECT WATER RESOURCES

First floods, then droughts – climate change is clearly taking a toll on water resources in Thailand. A number of natural preventative measures are being implemented in water catchment areas to reduce the negative effects of extreme events. But how can the condition of rivers and reservoirs be documented and monitored, especially in inaccessible areas? The ECOSWat Project, which is being supported by GIZ on behalf of the German Federal Environment Ministry, is using digital technology to do just that, with drones collecting the necessary data from the air. This is then fed into 3D models that calculate various weather scenarios and climatic developments and also simulate the effect of planned protection measures. For example, where previously water reservoirs had to be dredged regularly to clear accumulated sediment, vulnerable sections of bank are now being shored up with grasses, shrubs and trees. A natural form of erosion protection that prevents the formation of sludge, maintains storage capacity and thus effectively reduces the risk of flooding and droughts.

✉ stephan.huppertz@giz.de
 🌐 www.giz.de/en/worldwide/29951.html

PERU: AGRICULTURAL INSURANCE CUSHIONS CROP LOSSES

When it comes to the effects of extreme weather events, the emphasis in Peru is on risk distribution. For the country's Ministry of Agriculture and Irrigation, adapting to climate change also means promoting agricultural insurance as a disaster prevention measure

DR JOACHIM HERBOLD, EXPERT IN AGRICULTURAL INSURANCE AT MUNICH RE AND TECHNICAL ADVISOR TO THE PROJECT



'A MAJOR MILESTONE FOR THE PROJECT IS THE JOINT DEVELOPMENT AND IMPLEMENTATION OF A MODERN AGRICULTURAL INFORMATION SYSTEM. FROM THE VERY BEGINNING, WE WORKED WITH GIZ IN A SPIRIT OF COOPERATION – FROM PROJECT DESIGN TO TECHNICAL IMPLEMENTATION. GIZ'S LOCAL NETWORK PROVED ESPECIALLY VALUABLE.'

nationwide. After all, those working in agriculture – some three quarters of the rural population – have, up to now, had to bear the risk of losing their livelihoods as a result of frequent crop losses entirely on their own. The government now wants to transfer this risk to specialised insurance companies: in the event of weather-induced crop losses, those with insurance will be compensated. The government plans to subsidise the insurance premiums. Insurance will even be a precondition for some agricultural loans. GIZ is supporting the project as part of the German Federal Environment Ministry's International Climate Initiative. Private insurance companies, local banks and partners from the agricultural sector are working together with great success: between 2014 and 2017, the number of insurance policy holders almost doubled to 310,000. And the insurance has now been expanded to include coastal regions affected by the El Niño phenomenon.

✉ alberto.aquino@giz.de
 🌐 www.giz.de/en/worldwide/23609.html





GREEN COOLING FOR THE CLIMATE

THE HOTTER IT GETS, THE HIGHER THE DEMAND FOR COOLING APPLIANCES. USE OF AIR CONDITIONING, REFRIGERATORS AND COOLING UNITS HAS RISEN SHARPLY WORLDWIDE – AND SO TOO HAVE GREENHOUSE GAS EMISSIONS. THIS IS BECAUSE, ALTHOUGH ALTERNATIVES ARE AVAILABLE ON THE MARKET, MOST COOLING DEVICES ARE STILL POWERED BY FOSSIL FUELS AND USE HARMFUL COOLANTS.

As part of the Proklima programme, experts from GIZ are therefore simultaneously supporting four countries in Africa in their efforts to increase the market share of ‘green’ cooling technologies and coolants – under the umbrella of the German Federal Environment Ministry’s Green Cooling Initiative. Since 2008, this initiative has focused on increasing the use of ozone- and climate-friendly cooling technologies as a way of contributing to climate change mitigation. In Ghana and Kenya, the activities are financed by the German Federal Environment Ministry, in Mauritius and Namibia by the Climate Technology Centre and Network (CTCN) of the UN Industrial Development Organization (UNIDO). CTCN supports developing countries with the technical implementation of climate technology solutions.

In all four countries, GIZ is now providing a platform for exchange for decision-makers from the worlds of business, politics, the scientific and academic

community and civil society, with the aim of encouraging technology transfer between developers and customers. GIZ is also advising governments on how to create incentives for investment in green technologies through measures such as tax breaks. In each country, a national technology roadmap with country-specific action plans is being developed with a view to bringing about a systematic change in the cooling and air-conditioning sector. With this, the four countries could save the equivalent of around 200 megatonnes of CO₂ by 2050. For a small sector like the cooling sector, that is an astonishingly large amount.

At Green Cooling Africa Week in Mauritius, GIZ also brought together decision-makers from 17 countries in the region. At workshops and training sessions, they learned about national best practices and how they can be applied to both their own countries and the region as a whole.

✉ katharina.arndt@giz.de



GLOBAL IMPACT

TWO MILLION TONNES OF OIL WERE SAVED AROUND THE GLOBE – IN PART THANKS TO THE USE OF SOLAR COLLECTORS.*



REGIONAL IMPACT

IN ASIA AND LATIN AMERICA ALONE, THAT AMOUNTED TO 1.1 MILLION TONNES OF OIL.*



LOCAL IMPACT

‘OUR SOLAR PANELS ON THE ROOF SAVE US UP TO EUR 7,000 PER YEAR IN ENERGY COSTS. FOR US AS A REHABILITATION CENTRE FINANCED SOLELY THROUGH DONATIONS, THAT IS A HUGE AMOUNT. EVERY CENT WE SAVE ON ELECTRICITY GOES STRAIGHT BACK INTO THERAPY. AND BEST OF ALL, WHEN WE ARE CLOSED AT THE WEEKEND, WE FEED POWER INTO THE GRID, SO WE’RE GENERATING CASH AS WELL.’

MAURICIO ARRETX, HEAD OF OPERATIONS AND INFRASTRUCTURE AT TELETÓN REHABILITATION CENTRE, CHILE



PAVING THE WAY FOR THE ENERGY TRANSITION

Producing almost two thirds of electricity from renewable sources by 2035 is an ambitious goal by any standards, but Chile is on track to surpass even that. Thanks mainly to the government’s efforts to drive forward the energy transition by increasing the use of solar energy. More than 100 buildings have already benefited from the new solar roof programme for public buildings, including Teletón rehabilitation centre in Santiago, which treats and supports around 27,000 children and young people with

disabilities per year. ‘Solar cells on the roof now produce the energy we need for treatment below,’ says a delighted Mauricio Arretx. A clear sign of Chile’s solar boom is South America’s first solar tower plant. In the Atacama Desert, it guarantees a round-the-clock supply of low-carbon energy for the energy-guzzling copper mining industry. On behalf of the German Federal Environment Ministry, GIZ is supporting the country by providing advice on the national energy strategy, expertise on integrating renewable

energy into the grid, innovative energy solutions – such as the use of ‘green’ hydrogen – with input from partners such as the German Aerospace Center (DLR), and training projects. Wind and solar power now accounts for 17 per cent of total energy production compared to just five per cent in 2014.

✉ rainer.schroeder@giz.de
 🌐 www.giz.de/en/worldwide/34327.html
 📄 akzente.giz.de/en/artikel/paradise-renewables

* These results were achieved thanks to the contribution of GIZ and its commissioning parties and partners. Survey period: 2010–2015.



OFFERING PROTECTION QUICKLY AND CREATING LONG-TERM PROSPECTS

MORE AND MORE PEOPLE ARE HAVING TO LEAVE THEIR HOMES: WAR AND CONFLICT ARE FORCING THEM TO SEEK REFUGE EITHER WITHIN THEIR OWN COUNTRY OR BEYOND ITS BORDERS. MANY OTHERS LEAVE THEIR HOME REGIONS BECAUSE OF CLIMATE CHANGE, OR BECAUSE POVERTY AND UNEMPLOYMENT GIVE THEM NO CHOICE BUT TO LOOK FOR A BETTER FUTURE ELSEWHERE.

When people find themselves in need, swift action is vital. Having fled their homes, they must be taken care of and given shelter quickly, to save their lives. Refugees, and migrants, too, need to be protected against violence, abuse and exploitation. As well as providing assistance in acute situations, though, it is essential to develop solutions that stabilise and improve living conditions in countries of origin and transit countries over the medium and long term. The same applies to the host communities, which are often placed under huge strain that exceeds their capacities. On the other side of the coin, migration can also present opportunities: migrants, countries of origin and host countries can all benefit from needs-based training and legal labour migration. On behalf of the German Government, GIZ is actively engaged in over 100 projects and programmes in this field around the globe. We also cooperate with international commissioning parties, foundations and partners in working to make migration a positive experience, give people hope and open up genuine opportunities for them, whether in their original home or their new surroundings. The aim is to help them establish a secure existence, one in which modern, labour market-oriented vocational training plays an important part, along with employment as a means of earning a living.



CLIMATE-INDUCED MIGRATION: WHEN NATURE TAKES AWAY YOUR LIVELIHOOD

THE CLIMATE HAS ALWAYS BEEN A FACTOR IN HUMAN MIGRATION. EXPERTS AGREE, THOUGH, THAT THE PRESSURE OF CLIMATE CHANGE WILL CONTINUE TO GROW IN FUTURE. PEOPLE ARE LEAVING THEIR HOMES BECAUSE FLOODS, HURRICANES AND DROUGHTS ARE INCREASINGLY DESTROYING THEIR LIVELIHOODS. IN 2016, SOME 23.5 MILLION PEOPLE* AROUND THE WORLD SOUGHT SHELTER ELSEWHERE – USUALLY WITHIN THEIR OWN COUNTRY – FOLLOWING EXTREME WEATHER EVENTS.

FIJI: SUPPORTING RESETTLEMENT

Low-lying coastal areas are particularly at risk. Even today, 50 countries around the globe are under threat from rising sea levels. In many cases, resettlement is the only precaution people can take. In Fiji in the South West Pacific, GIZ is working on behalf of BMZ and the EU to develop guidelines on the best way to plan and organise the resettlement of entire communities. When it comes to choosing the new locations on higher ground, the affected residents, civil society and relevant national and local authorities are all closely involved from the very beginning.

Narikoso is a village on the island of Ono with a population of around 100. It is the first community where GIZ is providing in-depth support for resettlement. Some houses are already permanently under water. Geologists are investigating whether there are water sources and sufficient pasture and arable land at

the new sites. The new houses and schools being built will be better able to withstand extreme weather events, and the basis for reliable supplies of food and means of earning extra income will be provided by growing more heat-tolerant varieties of fruit and vegetables and employing alternative irrigation techniques. The first families are moving in 2018: still within sight of their old village, but higher up, and therefore safe. The lessons learned by the village in this process will be extremely valuable for the future of the entire region. In Fiji alone, about 60 communities are faced with the prospect of climate-induced relocation.

✉ wulf.killmann@giz.de
 🌐 www.giz.de/en/worldwide/14200.html
 📄 akzente.giz.de/en/artikel/when-paradise-drowns

BANGLADESH: STRENGTHENING SOCIAL COHESION

An estimated six million people in Bangladesh have also been displaced in their own country as



'THE INITIATIVE CAME
AT THE RIGHT TIME.'

INTERVIEW WITH MONIRUZZAMAN MONI,
MAYOR OF KHULNA IN BANGLADESH

Khulna is one of the cities in Bangladesh affected by internal migration due to climate change. What impact is this having?

MONIRUZZAMAN MONI Our infrastructure is being pushed to its limits by the large numbers of extra people. Roads, sanitary facilities and sewers have to be repaired, or new ones built. And we need jobs for everyone: for the people from Khulna and the new arrivals.

How is GIZ now helping you cope with these challenges?

MONIRUZZAMAN MONI The main concern is improving living conditions for the people in the poor neighbourhoods where most of the climate migrants seek refuge. GIZ is working with various partner organisations, such as Caritas and the Urban Children Educational Programme, an NGO. These organisa-

tions have put forward lots of proposals and have provided considerable support.

What specific achievements have there been since the project was launched?

MONIRUZZAMAN MONI Just to give one small but powerful example: there are now 11 dedicated bathhouses for women in the slums. There used to be hardly any access to sanitation facilities, for the female population in particular. Over 40 hygienic public toilets have been built, too. These are true improvements to the way people live.

Are there any other outcomes that you are particularly pleased with?

MONIRUZZAMAN MONI Yes. About 800 people have attended training courses to give themselves a better chance on the

labour market. Well over half of them were women. And almost three quarters of those taking part have now found a job or set up their own small business.

What are the plans for the future?

MONIRUZZAMAN MONI We are looking forward to continuing to work together to achieve a great deal more for Khulna, because the cooperation between the city of Khulna, the Ministry of Social Welfare and GIZ has helped us a lot. The initiative came at the right time and had a positive impact on the lives of disadvantaged members of our community. We will now have to look in even more detail at what happens next, what people's needs are and how they can be met.

a consequence of floods, increasing salination of the soil and falling groundwater levels. They now live in the major cities, but most of them have not truly found a new home. They sleep on the streets, along railway lines or on waste dumps and compete with the locals for work, accommodation and educational opportunities. In Khulna and Rajshahi, the third and fourth-largest metropolitan regions in the country, these internal migrants account for 70 per cent of slum-dwellers.

How can conflicts be prevented here, and how can living conditions for everyone be tangibly improved? With these questions in mind, GIZ is supporting Bangladesh as part of the BMZ special initiative

Tackling the Root Causes of Displacement, Reintegrating Refugees. In Khulna and Rajshahi, training is provided for the municipal administration, neighbourhood organisations and urban committees to help them launch joint activities and strengthen social cohesion. Construction schemes for urgently needed infrastructure, for example, such as wells or drainage ditches in the slums, provide temporary work and pay for newcomers and long-standing residents alike. Vocational education and training programmes are also being developed in cooperation with local businesses. They are crucial for the local labour market and will enhance people's future prospects.

✉ ulf.neupert@giz.de | 🌐 www.giz.de/en/worldwide/31936.html

* Internal Displacement Monitoring Center (2017): Global Report on Internal Displacement



TOWARDS A POSITIVE FUTURE AT HOME



The economy of sub-Saharan Africa is growing, as is the demand for labour, especially in the energy and resource sector. However, there is still not enough market-oriented training on offer, nor are there enough sustainable jobs to give young people genuine prospects of a viable long-term future in their home countries. The Africa-wide Employment for Sustainable Development (E4D) programme is setting out to change that. Launched by BMZ and financed by the United Kingdom's Department for International Development (DFID), the Norwegian Government, Royal Dutch Shell, the EU and other donors, the initiative is being implemented by GIZ in seven African countries and involves close public-private cooperation with over 70 international and African companies. The common focus is on job creation and improving training opportunities in collaboration with private businesses and public-sector stakeholders.

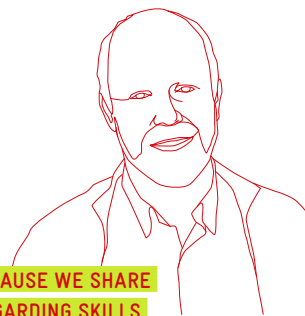
And so far, things are looking good: by the end of 2017, over 8,000 people had joined the workforce, the incomes of almost 35,000 employees had been raised and working conditions for 10,000 people had been improved. GIZ and its project partners are developing new vocational training courses that will help even more, such as in solar technology and welding, and are revising job profiles and qualification standards so that they can apply to all branches of the economy. Particular attention is being paid to increasing opportunities for women and girls. In Uganda, for instance, training

programmes that GIZ has set up in partnership with a local provider are preparing young women to gain entry to male-dominated occupations – as technicians or welders, in the transport sector or construction, and in agriculture or the oil and gas industry. The certificates gained on completing the courses are internationally recognised, presenting trainees with multiple options abroad as well as at home. GIZ is also advising 30 energy companies in Uganda on ways of systematically reducing the risk of accidents and health hazards and on introducing international safety and environmental standards – a necessary precondition for domestic companies if they intend to bid for international tenders.

✉ sonja.palm@giz.de
 🌐 www.giz.de/en/worldwide/31947.html

HELGE BROCHMANN, SENIOR ADVISOR,
 DEPARTMENT FOR EDUCATION AND GLOBAL HEALTH,
 NORWEGIAN AGENCY FOR DEVELOPMENT COOPERATION

'WE VALUE OUR COOPERATION WITH GIZ, BECAUSE WE SHARE THE SAME PRIORITIES AND APPROACHES REGARDING SKILLS DEVELOPMENT AND JOB CREATION IN AFRICA. VOCATIONAL TRAINING IS A PRIORITY AREA FOR NORWEGIAN SUPPORT IN DEVELOPING COUNTRIES AND GIZ IS A VERY RELEVANT AND RELIABLE PARTNER THAT ENABLES US TO REACH OUR GOALS IN THIS FIELD. WE ARE VERY SATISFIED WITH THE RESULTS WE HAVE ACHIEVED TOGETHER SO FAR.'



INTERVIEW WITH ULRIKE MAENNER,
 DIRECTOR OF THE WESTERN AFRICA 1 DIVISION AT GIZ

'BEING ABLE TO RESPOND QUICKLY TO EMERGENCIES'



Altogether, the EU Emergency Trust Fund for Africa (EUTF) cofinances ten projects – nine on behalf of BMZ and one on behalf of the German Federal Foreign Office. What is special about the Fund?

ULRIKE MAENNER The Fund is a new instrument. It was launched in 2015 with two main strands: enabling the EU to respond to emergencies more quickly with 'European solutions', while also addressing underlying causes of migration and displacement in Africa. Cooperation with EUTF requires great flexibility and innovation on the part of all EU states and their implementing organisations, because it is often a matter of achieving results for the affected population within a very short space of time.

What are the priorities for these projects?

ULRIKE MAENNER One of the areas they focus on is employment promotion and vocational training as drivers of economic development, for instance in Cameroon and Sudan. Promoting micro, small and medium-sized enterprises is also part of this. The other focus is on migration and its consequences, such as in Niger and Burkina Faso or in the Horn of Africa, where the aim is to protect refugees, prevent conflict and promote the rule of law in general. Resilience is another important theme, in other words enhancing countries' ability to cope with difficulties – such as improving food security in Chad.

Do the projects have a common goal?

ULRIKE MAENNER First and foremost, each project has its own specific objectives, of course, but in principle it is all about stabilising the region and bringing tangible improvements to everyone's lives – whether local people, migrants or refugees.

STRENGTHENING COMMUNITIES ALONG TRANSIT ROUTES

Niger is a transit country. Every year, tens of thousands of people pass through here on the way to North Africa or Europe. Many Nigeriens, too, hope to earn money abroad and generate sufficient income to live on, mainly in neighbouring countries in the region. Almost half of the population of Niger lives below the poverty line.

These large-scale flows of people to, through and away from the towns and villages along the migration routes are an enormous strain on the communities there: they need more water and food, larger health centres and maternity wards, and new schools and sanitation facilities. Social cohesion is also under threat. How, though, can demand on the ground be accurately assessed? On behalf of BMZ and cofinanced by the EU Emergency Trust Fund for Africa (EUTF), GIZ experts are now assisting affected communes and regions in their efforts to expand basic services to match needs.

As part of this process, 17 communes and three regions have set up local advisory committees. GIZ is helping their 200 or so members – who include mayors, councilors and representatives of local authorities, central government and civil society – to gather and evaluate information about the current situation and to draw up appropriate development measures. The communes have already selected around 20 projects, such as the building of health centres, classrooms, wells and latrines, which are now being implemented with GIZ support. This process encourages dialogue between the government and communes so that local experience can be incorporated into national policy.

✉ steffen.mueller@giz.de
 🌐 www.giz.de/en/worldwide/43838.html



CREATING OPPORTUNITIES FOR RETURNEES: A NEW START IN THEIR COUNTRY OF ORIGIN



SEVEN YEARS AFTER THE ARAB SPRING, THE SITUATION ON THE TUNISIAN LABOUR MARKET IS STILL UNSTABLE. THIS LEADS MANY PEOPLE TO TRY THEIR LUCK IN EUROPE – SOMETIMES EXPOSING THEMSELVES TO GREAT DANGER. ALL THE WHILE THERE IS HIGH DEMAND FOR WORKERS IN VARIOUS SECTORS, BUT THE APPLICANTS OFTEN LACK THE QUALIFICATION THEY NEED. IT IS VITAL TO HAVE THE RIGHT INFORMATION, BOTH ABOUT THE JOBS AND THE REQUIREMENTS FOR GETTING THEM. THIS IS WHERE THE MIGRATION FOR DEVELOPMENT PROGRAMME COMES IN.

It's early morning in Tunis, and Fatma Khalaf, an advisor at the German-Tunisian Centre for Jobs, Migration and Reintegration, has already given two consultations. The centre was established jointly by the Tunisian National Employment Agency and GIZ, working on behalf of BMZ. Every day visitors drop in to ask for advice on how they can improve their lives. In addition to the one in Tunisia, there are also advice centres in Albania, Ghana, Kosovo, Morocco, Senegal and Serbia. Others are in the process of being set up, likewise on behalf of BMZ. The approach is similar everywhere: the staff provide advice on opportunities for employment or training in the country of origin, but also on the requirements that people need to meet if they want to migrate to Germany for work. The services on offer include application training and regional job fairs as well. The centres also have a significant role to play for people returning to their country of origin from Germany, who receive support to help them settle back in.

The advisory process begins in Germany, often in one of the returnee advice centres situated throughout the country, which are run by the state or charitable and social organisations. The staff there, in turn, are

supported by 15 reintegration scouts from GIZ deployed in selected centres. As advisors to the returnee centre advisors, they serve as a link between Germany and the countries of origin: they put people in touch with points of contact in the relevant countries and provide information on individual job opportunities and specific offers.

Just how well the returnee advice centre in Germany, the reintegration scouts and the local migration centre work with each other is illustrated by the example of the young Tunisian Seifeddine Bettaieb. Planning his return to his home country, he was hoping to set up an organic farm for fruit and vegetables, and looked for advice on this in Braunschweig. Farida Mellaoui was called in as a scout, and asked for help from the German-Tunisian Centre for Jobs, Migration and Reintegration in Tunis. The answer from there was immediate: the young man could be a promising candidate for a GIZ project that had just been launched to promote business start-ups in agriculture.

✉ ralf.sanftenberg@giz.de
 🌐 www.giz.de/en/worldwide/62318.html

EXPERTISE FOR VIET NAM, CARE STAFF FOR GERMANY

There is a shortage of skilled staff in the care sector in Germany, while Viet Nam, with its youthful population, has a large potential workforce. On behalf of the German Federal Ministry for Economic Affairs and Energy (BMWi) and in cooper-

ation with the German Federal Employment Agency's International Placement Services (ZAV), GIZ is developing a training programme under which two groups of up to 100 young Vietnamese with prior knowledge in the field undergo training in Germany to qualify as practical nurses. The first group travelled to Germany in 2017, after having taken part in language

courses and preparatory sessions in Hanoi. As Viet Nam has a surplus of trained staff, placement in Germany does not cause a nursing crisis for Viet Nam and the country additionally benefits from knowledge transfer in the health sector.

✉ florian.krins@giz.de
 🌐 www.giz.de/en/worldwide/40207.html

DISPLACEMENT AND MIGRATION: DELIVERING RESULTS AT ALL LEVELS



GLOBAL IMPACT

4.4 MILLION FORCIBLY DISPLACED PEOPLE AROUND THE WORLD HAVE BEEN REACHED.*



REGIONAL IMPACT

OF THESE, 2.2 MILLION WERE IN THE MIDDLE EAST AND THE MAGHREB. MORE THAN HALF OF THEM WERE WOMEN.*



LOCAL IMPACT

'ONLY A YEAR AGO I STILL HAD TO CLOSE MY BARBERSHOP FOR SEVERAL HOURS TO PAY MY BILLS IN CASH AT VARIOUS PLACES AROUND TOWN. THANKS TO THE APP, I NOW DON'T LOSE THIS TIME. I THINK IT'S GREAT, AND TELL ALL MY CUSTOMERS ABOUT IT WHILE I'M CUTTING THEIR HAIR OR GIVING THEM A SHAVE. I'VE ALREADY OPENED AN ACCOUNT FOR 300 PEOPLE IN MY NEIGHBOURHOOD. MY OLDEST CUSTOMER IS 73 YEARS OLD.'

MOUSA SUGHAYER, BARBER AND SALES AGENT, IRBID, JORDAN



MONEY FROM YOUR MOBILE

In Jordan, only the wealthy have a bank account. 69 per cent of Jordanian adults – in low-income households, and especially women – have no access to financial services from banks. At the same time, private remittances from family and friends abroad are a significant economic factor in the country. This private financial support is also extremely important for the more than one million refugees living in Jordan who are unable to open a bank account. This leads to money being sent via risky, informal channels or

using costly money transfer service providers, and being paid out in cash.

Together with the Central Bank of Jordan and the private sector, a GIZ team working on behalf of BMZ is developing a digital solution to this problem. The idea was to turn mobile phones into a wallet. Now people can use an app on their phone to send and receive money within the country and keep it secure in a digital safety deposit box. Information campaigns and special training courses teach local residents and refugees,

and above all women, how to use the digital financial services. Some 60,000 Jordanian users and 4,000 refugees have already opened their own phone-based account. The plan is for international money transfers to be available soon as well. To make this dream a reality, the project team is advising the Central Bank on developing regulatory and supervisory mechanisms that meet international standards on consumer protection, anti-money laundering and anti-terrorism financing.

✉ katharina.braun@giz.de
 🌐 www.giz.de/en/worldwide/38566.html

* These results were achieved thanks to the contribution of GIZ and its commissioning parties and partners. Survey period: 2010–2015.





PROJECTS AND PARTNERS

SECURITY AND STABILISATION

WORKING TOGETHER FOR GREATER PEACE

DEVELOPMENT, PEACE AND SECURITY ARE CLOSELY INTERLINKED: SECURITY AND STABILISATION ARE FUNDAMENTAL PREREQUISITES FOR SUSTAINABLE DEVELOPMENT AND LASTING PEACE.

How, though, can countries that have been worn down by conflict, or indeed are still war-torn, find their way back to security and stability? In these contexts, GIZ advances solutions that make people's lives safer and restore lost trust. One way in which we consolidate internal peace is by fostering a culture of remembrance and encouraging reconciliation. This is vital, because a peace treaty is not in itself a guarantee of lasting peaceful coexistence, even if it sets the seal on the end of what has often been years of fighting between opposing groups. To help achieve a visible peace dividend within a short space of time, we support local administrative bodies in their efforts to regain their ability to exert their powers, and involve the once hostile groups in joint projects to quickly reconstruct damaged infrastructure. If trust in the state is to be restored, it has to perform its role of protecting the population. First and foremost, this means strengthening structures founded on the rule of law, in the judicial system and the police, for instance, and taking on the fight against corruption.



LASTING PEACE AND STABLE LIVING CONDITIONS

OFFICIALLY, THE PEACE TREATY OF 2015 BROUGHT PEACE TO MALI, BUT IMPLEMENTATION OF THE AGREEMENT BETWEEN THE GOVERNMENT AND TUAREG REBELS HAS BEEN VERY SLOW. CONFLICT IN THE NORTH AND THE CENTRAL REGION OF MALI CONTINUES TO FLARE UP. THE STATE'S ABILITY TO SAFEGUARD ITS CITIZENS' SECURITY IS LIMITED, AND IN MANY AREAS THE PROVISION OF BASIC SOCIAL SERVICES IS STILL LACKING. PATIENCE AND COURAGE ARE REQUIRED IN ORDER TO ADVANCE THE PROCESS OF RECONCILIATION AND FACE UP TO THE TRUTH. ACTIVE SUPPORT IS ALSO NEEDED FROM ALL SIDES TO OVERCOME THE LACK OF TRUST IN THE STATE AND BETWEEN FORMER ENEMIES.

INFORMATION CAMPAIGN ON THE PEACE TREATY

In Mali, GIZ's main task on behalf of the German Federal Foreign Office is to support the peace process. This includes explaining the largely unfamiliar peace treaty to the people through an information campaign. A brochure entitled '20 FAQs on the peace treaty' is much in demand in rural areas in particular. To reach people in every locality, it was translated into 12 local languages. Theatre performances in these languages make the peace treaty accessible even to those members of the population who are unable to read. Thousands of people have seen these performances so far. To spread the word about the peace process throughout the country, around 600 teachers, traditional leaders, local councillors and other civil society actors have received training as multipliers.

SUPPORTING THE TRUTH COMMISSION

Reconciliation and stable peace are impossible without a long-term reappraisal of the acts of violence committed during the civil war. This is why GIZ experts support Mali's Truth, Justice and Reconciliation Commission. After undergoing training in interview techniques and victim support, the around 100 staff of the Commission have taken more than 8,000 witness statements so far, paving the way to solving crimes such as murder, rape and theft and to negotiating compensation.

JOINT STABILISATION PROJECTS

GIZ is implementing stabilisation projects in several regions of Mali – Mopti, Timbuktu, Kidal and Ménaka, and in Gao, the region in the north of the country previously occupied by jihadists. The pur-

'DEALING SENSITIVELY WITH THE PAST'

Mali is experiencing a severe crisis, and the security situation is critical. What does that mean for your work?

ABDOULAYE MAKALOU Coming to terms with the past, and thereby laying the groundwork for reconciliation, is a prerequisite for lasting peace in Mali. This was why under the peace accord resulting from the Algiers process it was agreed that a Truth, Justice and Reconciliation Commission should be set up. Its task, under the official mandate granted to it by the government, is to document and analyse human rights violations over the past 60 years and to develop proposals for compensating the victims. Its members are representatives of all ethnic, religious and cultural groups in Mali. The Commission allows the population to speak about past injustice in private and public hearings, and to date has recorded more than 8,000 witness statements.

How does GIZ support the Truth Commission?

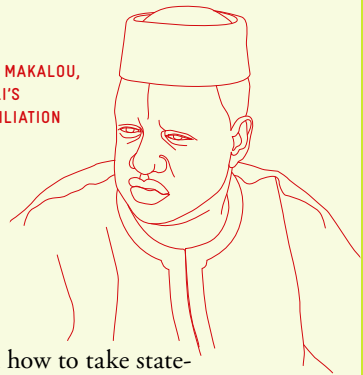
ABDOULAYE MAKALOU GIZ has supported our activities from the very beginning. As well as providing materials and equipment for our regional offices, GIZ fostered our institutional development and also provided psychological

training for our staff, for example on how to take statements from victims and how to deal with them sensitively. To enable victims living in remote villages to travel in and give their statements, logistical and financial support was provided for their journeys. We drew up a nationwide communication campaign with GIZ to inform the population about our mandate, in all the local languages, and in that way get more people to provide witness statements. GIZ is also advising us on developing a compensation policy.

What do you appreciate about working with GIZ?

ABDOULAYE MAKALOU None of the important outcomes that we have achieved to date would have been possible without the constant backup and support from GIZ. A GIZ expert always takes part in our plenary sessions and closely assists the Commission's institutional and technical work. If particular challenges or obstacles arise that hinder our operations, GIZ is a helpful partner, working with us to find good, pragmatic solutions. These are all things that I greatly appreciate.

INTERVIEW WITH ABDOULAYE MAKALOU,
SECRETARY-GENERAL OF MALI'S
TRUTH, JUSTICE AND RECONCILIATION
COMMISSION



pose of the projects is to bring swift improvements to people's living conditions and make it clear that reconciliation can also have a positive impact on their lives. Projects are selected jointly in a transparent, consensus-based process as part of a citizens' dialogue, which is run under the auspices of the Ministry of National Reconciliation and GIZ. The aim is also to build confidence in the state. Time and again in the course of this dialogue, former enemies – whether individuals or groupings – have met for the first time since the crisis of 2012 to address the problems in their respective communities collaboratively and constructively. In the Gao region, over 150,000 people are now benefiting from new grain stores, radio stations, water supply systems and sports grounds that have been built as a consequence of the dialogue events and reconstruction projects.

CLOSE COOPERATION

Many international actors such as the United Nations, the EU and the Economic Community of West African States (ECOWAS) are operating in Mali to advance the peace process. Close coordination is therefore vital to achieve synergies and ensure that activities are coherent. For example, ECOWAS gives us access to and information about important bodies in the peace treaty architecture. We keep in frequent contact with the various contingents of the German armed forces deployed in Mali (EU, MINUSMA) to keep up to date with the security situation and risks in the north and centre of the country. Cooperation with small local organisations, too, enables us to work in areas where access is difficult and the security situation prevents us from having a presence on the ground.

✉ anne-katrin.niemeier@giz.de
🌐 www.giz.de/en/worldwide/29088.html

YEMEN: RESTORING LOCAL CAPABILITIES



The United Nations has declared the highest state of emergency for Yemen. Large parts of the country's infrastructure have been destroyed in the war, which has been going on for years. All forms of public services have been reduced to a minimum or have collapsed entirely. It is barely possible to supply people with water, food and electricity any more. Since 2017, on behalf of the German Federal Foreign Office, GIZ has been empowering municipalities in two governorates to plan and implement measures quickly so that they can respond to people's needs and make tangible improvements

to their lives. Local residents, including all parties to the conflict, help decide which project will take priority, whether the restoration of the drinking water supply and sanitation systems or the repair of roads, health centres or youth clubs. The GIZ project cooperates closely with a sister scheme run by the Berghof Foundation. It identifies the local structures with which the small-scale measures can be implemented and reinforces the structures at the relevant political decision-making level.

✉ ahmed.saeed@giz.de
 🌐 www.giz.de/en/worldwide/32194.html

'ACHIEVING WHATEVER IS POSSIBLE ON THE GROUND'



INTERVIEW WITH AHMED SAEED,
MANAGER OF THE SUPPORT
FOR THE STABILISATION
PROCESS IN YEMEN PROJECT,
GIZ

Your German colleagues had to leave the country on account of the dangerous security situation.

What effect does that have on implementing projects in Yemen?

AHMED SAEED The projects are now managed either by Yemeni staff or from Germany, and are implemented by local staff in close consultation with the commissioning parties. The main concern is to maintain the basic services provided by public institutions – such as water supply and education. We operate independently of government, in other words without a lead executing agency. Our focus is on local and regional

administrative bodies and civil society organisations.

What type of work do you do?

AHMED SAEED We work in small and agile project teams, some covering multiple issues, and increasingly coordinate our operations with other programmes and actors, especially in the humanitarian sphere. And our activities are conflict-sensitive. As I am there on the ground, I can realistically assess the situation and current developments. This enables us to respond quickly and to adapt to new situations flexibly and creatively.

Is it at all feasible to achieve a lasting impact in these circumstances?

AHMED SAEED It is a challenge, of course. In recent years, though, Germany has established a good reputation in Yemen as a fair, balanced player, even among the opposing warring parties. And although we know that for the time being, as GIZ, we can only make modest contributions to improving people's living conditions, we do always try to achieve the most that we can possibly do on the ground.

RECONCILIATION AND NON-VIOLENT CONFLICT MANAGEMENT

HOW CAN A COUNTRY FIND INTERNAL PEACE AFTER DECADES OF VIOLENCE? HOW CAN A SEVERELY WEAKENED STATE BUILD TRUST AND STABILITY UNDER THE RULE OF LAW? WITHOUT AN HONEST REAPPRAISAL OF HISTORY, INTENSIVE RECONCILIATION WORK AND THE PRACTICE OF NON-VIOLENT CONFLICT MANAGEMENT, THIS IS IMPOSSIBLE. WE ACCOMPANY OUR PARTNERS THROUGH THIS PROCESS AND SUPPORT THEM OVER THE LONG TERM AS THEY OVERCOME THE CAUSES OF CONFLICT, VIOLENCE AND FRAGILE STATEHOOD.

GUATEMALA: OVERCOMING A CULTURE OF EVERYDAY VIOLENCE

A Pact for Security, Justice and Peace – this is how the Government of Guatemala in concert with civil society and stakeholder organisations intends to bring about a change of mindset in society. Although the civil war ended 20 years ago, this country still has among the highest rates of violence and murder in the world. The victims are typically women, minorities and the indigenous population. Corruption is ubiquitous, undermining people's trust in the state. GIZ experts are supporting the pact, on behalf of BMZ. This involves running a course – now much in demand across the country – that trains police officers, public servants and participants from the private sector and civil society in de-escalation techniques and systematic approaches to preventing violence. Thanks to campaigns such as Letters from Women, through which victims have broken their silence and reported anonymously about their experience of violence

MANFREDO MARROQUÍN, PRESIDENT OF THE
NON-GOVERNMENTAL ORGANISATION ACCIÓN
CIUDADANA (TRANSPARENCY INTERNATIONAL
GUATEMALA)



'IN CONCERT WITH GIZ, FOR THE FIRST TIME EVER WE HAVE MANAGED TO WORK MORE CLOSELY WITH PRIVATE COMPANIES ON TRANSPARENCY AND ANTI-CORRUPTION. GIZ PURSUES SIMILAR OBJECTIVES TO OURS, AND BOTH SIDES BENEFIT FROM OUR COOPERATION. THE MOST VALUABLE THING FOR US IS THE EXPERIENCE IN ANTI-CORRUPTION THAT OUR PROJECT PARTNERS BRING WITH THEM FROM OTHER COUNTRIES.'



in families and in the public realm, the taboo subject of violence against women has now become a political issue. To build greater trust in the state, a transparency pact was also concluded between the government and Transparency International Guatemala. This has led to the first local authorities setting up transparency portals for the population. At the end of 2017, the 'Corruption tour: a journey towards transparency' was launched as part of this process. It presents serious cases of corruption to the public – outside the headquarters of affected institutions in Guatemala City. Furthermore, private companies themselves are now displaying greater openness to transparency and the prevention of corruption.

✉ gerhard.schmalbruch@giz.de
 🌐 www.giz.de/en/worldwide/28443.html

CAMBODIA: PROCESSING THE TRAUMA OF THE KHMER ROUGE

In Cambodia, too, the trauma is deep-rooted: around 1.7 million people, almost a quarter of the population, were murdered by the Khmer Rouge between 1975 and 1979. To this day, Cambodian society has been unable to come to terms with this period of horror and the decades-long civil war. Backed by BMZ, experts working for the Civil Peace Service are therefore supporting civil society and state partners in fostering a common culture of remembrance and reconciliation. The Khmer Rouge Tribunal, for instance, collects information against former war criminals; memorial committees set up at places where atrocities were committed and dialogue events involving young people and survivors are designed to ensure that the past is not forgotten; and compensation schemes help to heal emotional wounds, as well as contributing to social reconstruction. To make peace work sustainable over the long term, local experts also receive training in systemic family therapy. The first practitioners in trauma work successfully completed their training in 2017. In this highly collectivist society, the idea is that they should direct their attention at the whole family, not just the individual.

✉ julia.ilse@giz.de
 🌐 www.giz.de/en/worldwide/17322.html



JOINTLY CONTRIBUTING TO GREATER SECURITY



FEELING SAFE FROM ARBITRARY ACTS AND VIOLENCE, GETTING A HEARING IN THE EVENT OF DISCRIMINATION OR BEING ABLE TO MOVE ABOUT IN PUBLIC SPACES WITHOUT BEING IN DANGER: THERE ARE MANY ASPECTS TO SECURITY. THE DIVERSITY OF OUR INVOLVEMENT IN IMPROVING THE SECURITY SITUATION AND STABILITY IN OUR COOPERATION COUNTRIES IS CORRESPONDINGLY LARGE. EXAMPLES INCLUDE ESTABLISHING MORE CAPABLE SECURITY AND PRISON AUTHORITIES UNDER THE RULE OF LAW, STRENGTHENING THE JUSTICE SYSTEM AND MAKING SHIPPING SAFER.

PAKISTAN: ACHIEVING GREATER SECURITY THROUGH BETTER INVESTIGATIVE WORK

Terrorist attacks, a high crime rate, low crime clearance rates and very few convictions: Pakistan has suffered from a lack of stability for years. It is unsurprising that people show little trust in the police force, the public prosecution service and the judiciary. Professional investigative work under the rule of law is difficult due to the absence of up-to-date training and technology – and of a human rights-based understanding of the role.

To promote long-term stabilisation and peaceful development in the country, on behalf of the German Federal Foreign Office, GIZ is supporting the modernisation of outdated, poorly performing criminal justice institutions. The project focuses on professionalising investigative work and encouraging cooperation between the various authorities. To improve initial and continuing training, two new training centres for modern and efficient investigative work have been set up, police teachers have been trained and training curricula drawn up.

Another important part of the project is protecting particularly vulnerable groups such as women and young people, and dealing with these people more sensitively. This includes having separate contact points at police stations: at women's desks, for example, women can press charges and make statements in the presence of specially trained police officers.

✉ astrid.bosch@giz.de
 @ www.giz.de/en/worldwide/35472.html

CONGO: IMPROVED SAFETY THANKS TO BETTER RIVER MAPPING

In the Democratic Republic of the Congo it is vital to make shipping safer. Fatal accidents occur almost every day on the Congo, Africa's second longest river, because of the many rapids and shallows. Since 2017, therefore, experts from GIZ International Services have been surveying the river bed on behalf of the European Union. Thanks to new, detailed maps, dangerous stretches of the river can be marked with buoys and beacons, and ship's captains on this crucial trading route can navigate safely at last.

✉ kathrin.beaufre@giz.de

SECURITY AND STABILISATION: DELIVERING RESULTS AT ALL LEVELS



GLOBAL IMPACT
90 MILLION PEOPLE WORLDWIDE
HAVE BENEFITED FROM STATE
SERVICES.*



REGIONAL IMPACT
IN EUROPE AND CENTRAL ASIA
ALONE, MORE THAN 33 MILLION
PEOPLE HAVE GAINED ACCESS
TO STATE SERVICES.*



LOCAL IMPACT
'THE EXPERTISE PROVIDED BY INTEGRATED
EXPERTS IS HIGHLY VALUABLE TO US IN THE
PRACTICAL FIGHT AGAINST CORRUPTION. TOGETHER
WITH THE INTERNATIONAL EXPERTS WE HAVE MANAGED
TO GET GOVERNMENT INSTITUTIONS, CIVIL SOCIETY AND
INTERNATIONAL ACTORS AROUND THE TABLE AND MAKE
AN OFFICIAL FORM OF COOPERATION OUT OF THIS.'

MUZAFFAR ZAFAR,
EXECUTIVE DIRECTOR OF THE INDEPENDENT
ANTI-CORRUPTION COMMITTEE, KABUL, AFGHANISTAN



FIGHTING CORRUPTION FROM WITHIN

Properly functioning ministries and government agencies are the foundation of any state. In Afghanistan, however, there is a shortage of experts available to improve administrative structures and access to state services. Many people with specialist knowledge have left the country. The Afghan Government is receiving support in this regard on behalf of the German Federal Foreign Office. International experts are placed with employers via the Centre for International Migration and Development (CIM), which is run jointly by GIZ and the German Federal Employment Agency. They

work for a limited period of time in key positions, directly employed in authorities and organisations in the cooperation country.

The Afghan Anti-Corruption Committee was instituted in 2011 to monitor and enhance the anti-corruption efforts undertaken by the government and the international community in Afghanistan. CIM has placed an integrated expert with the Committee: Cheirollah Sarag, a German-Afghan political scientist. As an advisor on monitoring and evaluation he has developed a monitoring tool that lists all anti-corruption measures and can

be used to produce reports and statistics. Recording this data is essential for making efficient use of the authority's limited resources and planning future projects. In his special role as an international expert employed in-house, Sarag was also able to drive investigations into a scandal at Kabul Bank which involved the granting of dodgy loans amounting to USD 935 million, mainly to influential shareholders and staff at the bank.

✉ peer.gatter@giz.de
 @ www.giz.de/en/worldwide/52761.html

* These results were achieved thanks to the contribution of GIZ and its commissioning parties and partners. Survey period: 2010–2015.



EXPERTISE

AND

RESPONSIBILITY



IT'S UP TO ALL OF US: MANAGING OUR CORPORATE SUSTAINABILITY

A COMPANY DOES NOT BECOME SUSTAINABLE THROUGH WORDS ALONE, BUT THROUGH ACTION: WHETHER IN THE FORM OF RESOURCE-FRIENDLY BUSINESS PRACTICES, SUSTAINABLE PROCUREMENT, STAKEHOLDER PARTICIPATION OR GENDER EQUITY. WITH THIS IN MIND, AT GIZ WE HAVE CREATED A SUSTAINABILITY PROGRAMME WITH THE NECESSARY STRUCTURES AND CLEAR INDICATORS AND OBJECTIVES FOR IMPLEMENTATION. THE MANAGEMENT BOARD, MANAGERS AND INDIVIDUAL MEMBERS OF STAFF ASSUME JOINT RESPONSIBILITY FOR ACHIEVING CORPORATE SUSTAINABILITY. BECAUSE WHEN IT COMES TO SUSTAINABILITY, IT'S UP TO ALL OF US.

EMBEDDED AT THE HIGHEST LEVEL OF MANAGEMENT AND CENTRALLY COORDINATED

RESPONSIBILITY FOR THE FUTURE

What does sustainability mean for GIZ? What do we hope to achieve, and how do we want to put it into practice? Our guidelines on corporate sustainability in practice make a clear statement on the matter. This is where we have set out our sustainability standards and our principles for managing corporate sustainability, which we follow both internally as a company and when implementing commissioned projects. The guidelines also state how environmental and social standards are maintained within our projects to comply with national legislation in our cooperation countries and with the obligations arising from international agreements. In 2017, the guidelines were updated to bring them into line with the goals of the 2030 Agenda.

EXAMPLE: SUSTAINABLE PROCUREMENT

Sustainability is also a cross-cutting theme in our Corporate Strategy 2017–2019. It features prominently

in the ‘effectiveness’ area of action, with one measure dedicated to anchoring the principles and objectives of the 2030 Agenda in GIZ’s services. In the ‘cost-effectiveness’ area of action, sustainability is included as the separate sub-item ‘sustainable business practices’. GIZ pays particular attention to sustainable procurement, and has set itself the target that all procured equipment, materials and services should satisfy the toughest sustainability criteria by 2020. New tenders for important framework agreements for IT, the canteen and the travel agency were issued in 2017 with this aim in mind.

To ensure that procurement in GIZ’s international offices is also made sustainable, depending on the specific conditions in each country, in 2017 new tenders were issued for printed materials, hotel services and IT equipment in conformance with binding environmental and social criteria, initially with India as the pilot country. The findings of this pilot scheme were used as a template for other GIZ country offices.

STRATEGICALLY EMBEDDED

The Sustainability Board, the Director Corporate Sustainability and the Sustainability Office work closely together to systematically promote sustainability. In the highest echelons of management, the Sustainability Board, overseen by the Chair of GIZ’s Management Board, lays down the long-term strategic orientation of our corporate sustainability and analyses and evaluates how it is being implemented. The other members of the Sustainability Board are the Director of the Corporate Development Unit, in her role as Director Corporate Sustainability, and seven other heads of departments and corporate units.

The Director Corporate Sustainability is the central point of contact for matters relating to sustainability, both inside and outside the company, and ensures that future development of sustainability management is linked to GIZ’s corporate development.

CENTRALLY COORDINATED AND REVIEWED

The Director Corporate Sustainability is supported by the Sustainability Office, which coordinates and monitors sustainability management across the company, cooperating closely with other organisational units at GIZ. The Sustainability Office promotes sustainability management at locations outside Germany with a specially developed instrument, the Corporate Sustainability Handprint®. It has now been introduced worldwide (see pages 58/59).

FOUR FIELDS OF ACTION ON SUSTAINABILITY

GIZ has defined four pillars of sustainability: ‘social responsibility’, ‘ecological balance’, ‘political participation’ and ‘economic capability’. Our Sustainability Programme and, subordinate to that, our Environmental Programme, specify relevant indicators and measures, for instance on reducing the consumption of electricity, water and paper, cutting CO₂ emissions, promoting sustainable event management and strengthening staff participation.

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GIZ Sustainability Programme 2016–2020:
© www.giz.de/sustainability-programme



INTERVIEW WITH ELKE SIEHL,
GIZ DIRECTOR CORPORATE
SUSTAINABILITY

‘WE ARE AIMING TO PLAY A PIONEERING ROLE AS A SUSTAINABLE COMPANY.’

How important is corporate sustainability for GIZ?

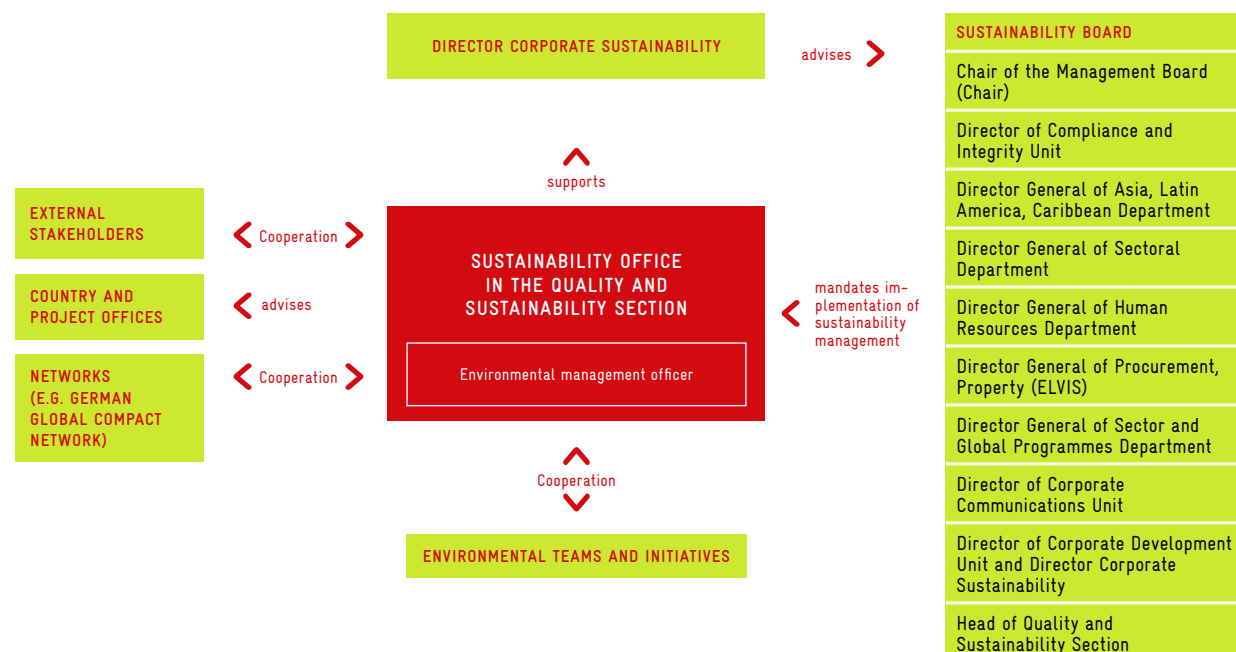
ELKE SIEHL In a nutshell, corporate sustainability management has gone from being something that it would be nice to do to an absolute must. It is a key factor in our credibility and in ensuring our long-term viability.

What part does the dialogue with stakeholders play in this?

ELKE SIEHL This exchange of ideas is crucial. Our first Stakeholder Dialogue on Sustainability was held in 2016. We asked representatives from the worlds of politics, business and the scientific and academic community what issues were important to them with regard to sustainability at GIZ (note: see Materiality Matrix on page 15). One of the outcomes of this was that they wanted to see GIZ in Germany assuming a pioneering role as a sustainable company. We are organising the next Stakeholder Dialogue in 2018 as a follow-up.

How is GIZ living up to this expectation?

ELKE SIEHL Our actions are guided by the principles of sustainability. As one of the pioneers in corporate sustainability, we have embedded sustainability targets in our Corporate Strategy. We are aiming to reduce our worldwide resource consumption and CO₂ emissions, for example, and by 2020 we want to be climate-neutral. Our decentralised management instrument, the Corporate Sustainability Handprint®, along with our Sustainability Programme and Environmental Programme, are helping us translate this into reality.





LEAVING A POSITIVE HANDPRINT

THE GIZ OFFICE IN BURUNDI COLLECTS E-WASTE FOR RECYCLING; IN NICARAGUA, THE COUNTRY OFFICE PRODUCES A NEWSLETTER ON HEALTH AND NUTRITION; AND AT THE GIZ OFFICE IN INDONESIA, A MASCOT TEACHES THE PRINCIPLES OF ACTING WITH INTEGRITY IN POTENTIAL CONFLICT SITUATIONS. THESE ARE JUST A FEW EXAMPLES THAT ILLUSTRATE HOW WE PUT THE MANY DIFFERENT FACETS OF SUSTAINABILITY INTO PRACTICE ALL AROUND THE WORLD.

Local actions such as these were developed using the Corporate Sustainability Handprint® (CSH). This is a management tool created by GIZ that our offices outside Germany have been using since 2016 to systematically measure how they contribute to corporate sustainability. While the ecological footprint measures things such as water consumption and CO₂ emissions, the handprint documents active contributions towards sustainability: from solar panels and car-sharing schemes to raising health awareness and ensuring that job advertisements reach out to women, minorities and people with disabilities.

RECORDING DATA SYSTEMATICALLY

Every two years, the offices use the CSH to collect their sustainability data, such as CO₂ emissions resulting from business trips, water consumption and the percentage of management posts held by women. A CSH team in each country analyses the findings, taking account of particular local factors such as how easy or difficult it is to travel to certain project locations.

SETTING THEIR OWN LOCALLY ADAPTED TARGETS

The country and project offices then set their own targets, tailored to local circumstances. The voluntary commitments lay down what is expected to be achieved over the next two years, from relatively small-scale steps taken immediately to the development of new strategies and guidelines. Whether or not the targets are achieved is then reviewed in the next CSH.

One important element of the CSH is using it to share best practices from other countries. The country offices document their handprint on an internal digital platform. In a process known as peer consultation, two

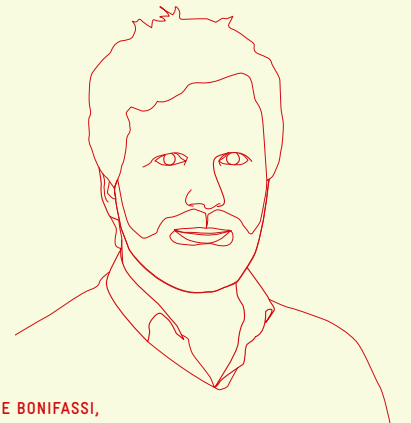
countries with a similar context and portfolio enter into a dialogue to discuss their best practices and experiences. This inspires others to try the ideas out for themselves and encourages mutual learning at GIZ.

CONTINUOUS IMPROVEMENT

The CSH was evaluated in 2017, revealing – as well as a lot of positive feedback – that the country and project offices thought it in some ways too complex and too time-consuming in practice. In 2018, therefore, the CSH is being revised once again and streamlined, partly to simplify the recording of CO₂ emissions and working processes.

Even after the first CSH round, which finished at the end of 2016, staff in the participating countries were already much more aware of sustainability. Collecting and assessing data in teams is one of the main ways of triggering debate and generating creative ideas on how sustainability can become part of our business processes. The local CSH teams adopted a total of 779 voluntary commitments in our four dimensions of sustainability: economic capability, social responsibility, ecological balance and political participation. As many as a third of these relate to resource efficiency, reducing CO₂ emissions and sustainable event management.

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INTERVIEW WITH PIERRE BONIFASSI,
CSH OFFICER AT THE GIZ COUNTRY OFFICE IN ARMENIA

NEW PROCUREMENT CRITERIA AT GIZ'S OFFICE IN ARMENIA

Armenia is currently switching to sustainable procurement. What is new about it?

PIERRE BONIFASSI There used to be no guidelines for sustainable procurement at the Armenia country office. Our products and external services were mainly purchased on the basis of two criteria – price and quality. We are now expanding that and also taking account of environmentally and socially sound procurement criteria.

How did you go about doing this?

PIERRE BONIFASSI We used GIZ's Sustainable Procurement Report 2016 as a basis to devise a questionnaire that is adapted to local needs and also involves our staff. We asked a range of questions, including: How sustainable are the products that we acquire? Are there sustainable alternatives to them or other ideas? Have we already seen positive examples of sustainable procurement? The findings from the questionnaire were incorporated into our CSH Action Plan for 2017–2019 and are now helping us in procurement in the eight most important fields: office equipment, office materials, paper, cleaning agents, IT hardware, energy supply, company vehicles and event management.



'FOR US, THE CSH IS A STRATEGIC INSTRUMENT THAT ENABLES US TO POOL LARGE NUMBERS OF SMALLER MEASURES AND KEEP AN OVERVIEW OF THEM TO MAKE SUSTAINABILITY AN INTEGRAL PART OF OUR DAY-TO-DAY PROCESSES.'

LOTHAR RAST, PROGRAMME MANAGER IN MEXICO

99 ACTIONS FOR GENDER EQUALITY

GENDER EQUALITY IS AN ESSENTIAL PREREQUISITE FOR SUSTAINABILITY, AND IS VERY MUCH PART OF GIZ'S CORPORATE IDENTITY. ONE OF THE FEATURES THAT DEFINES THE QUALITY OF OUR WORK IS OUR CONSISTENT SUPPORT FOR REALISING EQUAL OPPORTUNITIES AND RIGHTS FOR EVERYONE, REGARDLESS OF THEIR GENDER: INSIDE GIZ, IN OUR PARTNER COUNTRIES AND IN INTERNATIONAL COOPERATION.

GENDER STRATEGY AND MORE: GUIDELINES FOR CURRENT PRACTICE

To ensure successful implementation in every area, several sets of guidelines establish a binding framework for gender equality: the GIZ Gender Strategy, the employer/staff council agreement on the equal status of men and women, the Gender Equality Plan and the policy on sexual harassment in the workplace. In our projects, the Safeguards+Gender Management System enables external risks and obstacles – but also specific potential to promote gender equality – to be identified at an early stage, and to be taken into account in the planning of projects from the outset.

GENDER WEEK: INFORM AND DISCUSS

Gender Week is a company-wide event during which our employees can gain inspiration from new ideas and examples of good practice and have the chance to discuss new developments and challenges. In 2017,

employees in 36 countries made use of this opportunity and organised a total of 99 actions. The Women and Leadership event, for instance, gave female colleagues a whole host of information but also the chance to explore their potential personal career paths at GIZ with a coaching expert. The #Code4Equality event drew attention to co-determination and the participation of women and girls through digital technologies. An expert discussion was also held on how GIZ and other actors can play a part in speaking openly about discrimination on the basis of sexual orientation or gender identity and taking specific steps to reduce such discrimination. The events encourage people to join in and follow the example of others. Details can be found on the GIZ Gender Website.

GENDER COMPETITION: PUBLIC APPRECIATION

A Gender Competition is also held every two years, promoting innovation and helping participants to learn from each other. All entries are described on the GIZ Gender Website. The prizes for the best activities are presented personally by the Management Board at a celebratory event. This is a clear indication of our appreciation of people's commitment to realising equal opportunities and rights and combating gender-related disadvantages and discrimination. The next Gender Competition will be held in 2018.

🌐 www.giz.de/gender-equality



GOOD IDEAS – SPECIFIC MEASURES

SUSTAINABILITY IS UP TO EACH AND EVERY ONE OF US. IT IS FOUNDED ON A CLEAR DECISION ON HOW WE CAN MAKE OUR COMPANY EVEN MORE SUSTAINABLE AND WHAT WE AS INDIVIDUALS CAN CONTRIBUTE TOWARDS IT EVERY DAY. PROMOTING EMPLOYEE COMMITMENT IN THIS WAY IS PART OF OUR SUSTAINABILITY STRATEGY. IT TURNS GOOD IDEAS INTO SPECIFIC CONTRIBUTIONS TO GREATER SUSTAINABILITY.

BYE-BYE, PAPER CUPS!

In 2016, a total of 261,500 paper cups, around 100 per person, were used in Eschborn and Bonn by people getting their daily caffeine hit. This isn't just a vast amount of waste, the volume of water needed to produce the paper cups is also huge – a massive 130,000 litres. This doesn't fit in with our corporate philosophy on sustainability. Our Berlin Representation has been setting a good example for years. Coffee there has always been served in porcelain mugs, nothing else. Since mid-2017, this has also been the case in Eschborn and Bonn: a small but important contribution to corporate sustainability.

RECYCLING SYSTEM FOR PLASTIC AND E-WASTE

There are no waste disposal services in Burundi. Most offices and private households burn their waste themselves. As a result, pollutants contaminate the soil and toxic gases are a danger to health. This has led the GIZ office in Burundi to set up its own recycling system. Plastic waste and e-waste – including from employees' private households – is collected at a central point and 'donated' to local recycling enterprises. This not only supports these businesses, it also protects the environment, improves health and safety at work and has generally increased environmental awareness in everyday life.

GARDENING ON YOUR LUNCH BREAK

In the Meander Garden in Bonn about 50 members of staff are investigating how to garden sustainably using simple means. Every Thursday during their lunch break they get together to hoe, weed and water, and arrange a garden picnic to go with it. The communal garden was created in 2016 on the south side of the Meander Building, which was constructed in line with the latest environmental standards. Operation of the building is carbon-neutral, groundwater is used for heating and cooling, and solar panels on the roof generate electricity. Now this sustainable structure has been enhanced with 32 raised beds featuring organically grown fruit and vegetables.

SUSTAINABLE IDEAS FOR THE CAPITAL

As a private individual, how can I save energy or choose a green investment for my money? These are some of the questions covered by the 'environment heroes' at the GIZ Berlin Representation. They email their colleagues circulars full of environmental and sustainability tips, and also organise their own campaigns, for example during the German Sustainability Action Days. These deal with topics such as sustainable consumption and green and healthy mobility by bike.

OUR ORGANISATION CHART



As at 30 April 2018

GIZ'S OFFICIAL BODIES

OPEN EYES AND REGULAR EXCHANGE OF INFORMATION AND VIEWS:
GIZ'S OFFICIAL BODIES ARE IMPORTANT MONITORING BODIES, ADVISORS
AND GENERATORS OF NEW IMPETUS.

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As at 30 April 2018

PUBLICATION DETAILS

PUBLISHED BY

Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Registered offices
Bonn and Eschborn

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

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

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

f www.facebook.com/gizprofile
t twitter.com/giz_gmbh

Responsible:

Dr Sabine Tonscheidt
Director of GIZ Corporate
Communications

Concept and project management:

Vanessa Bauer, Julia Drechsel,
Dr Katharina Hetze, Christina
Mauer, Kerstin Rapp (overall
management), Elke Winter (all GIZ)

Text and editing:

Julia Drechsel, Dr Katharina Hetze,
Anna Lena Machado Schanz,
Christina Mauer, Kerstin Rapp
(overall management), Magdalena
von Seydlitz-Kurzbach (all GIZ)
PFIFF – PresseFrauen In FrankFurt,
Frankfurt am Main, Germany

With the support of:

Andrea Brüstle, Fabian Fischer,
Jenny Fuhrmann, Lena Kampe,
Julia Karst, Shirin Saber,
Freya Schönrock, Chiara Strobel,
Eike Vater (all GIZ)
Arved Lüth, :response,
Frankfurt am Main, Germany

The GIZ Integrated Company Report is
produced jointly by Corporate Commu-
nications and Corporate Development
(Quality and Sustainability Section).

Design and layout:

Scheufele Hesse Eigler
Kommunikationsagentur GmbH,
Frankfurt am Main, Germany

Translation:

Chloë Burton, Gillian Lester (all GIZ),
Richard Holland, Jodie McGilvary,
Mitzi Morgan

Proofreading:

textschriftmacher, Lübeck, Germany

Litho:

Die Lithografen, Darmstadt, Germany

Published in:
July 2018

An online version of the Integrated
Company Report is available at

reporting.giz.de

A barrier-free pdf version of
the Integrated Company Report
can be downloaded at
reporting.giz.de/barrier-free

Printed by:

Druckerei Lokay e.K.
Königsberger Str. 3
64354 Reinheim, Germany

Carbon-neutral printing process
using 100% recycled paper

Printed on:

Cover: BalancePure white
350 g/m²
Inside: BalancePure white
120 g/m²

Both the cover paper and
the paper used for the pages
inside have been awarded
the Blue Angel label.



PHOTO CREDITS

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centre: Getty Images/Gokhan Sahin
bottom: Getty Images/Anadolu Agency
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ABBREVIATIONS

- AIZ: Academy for International Cooperation
- BMWi: German Federal Ministry for Economic Affairs
and Energy
- BMZ: German Federal Ministry for Economic
Cooperation and Development
- CIM: Centre for International Migration
and Development
- COP23: United Nations Framework Convention on
Climate Change, 23rd Conference of the Parties
- CRS: Common Reporting Standard (international
agreement on the automatic exchange of
tax information about financial accounts)
- CSH: Corporate Sustainability Handprint®
- CTCN: Climate Technology Centre and Network
- DFID: Department for International Development
(of the United Kingdom)
- DGIS: Directorate-General for International Cooperation
(of the Netherlands)
- DLR: German Aerospace Center
- E4D: Employment for Sustainable Development
- ECOSWat: Improved management of extreme events through
ecosystem-based adaptation in watersheds
- ECOWAS: Economic Community of West African States
- EIB: European Investment Bank
- ELVIS: Procurement, Property, Contracting, IT,
Language Services Department (of GIZ)
- EU: European Union
- EUTF: EU Emergency Trust Fund for Africa
- FELICITY: Financing Energy for Low-carbon Investment –
Cities Advisory Facility
- G20: Group of Twenty (leading forum of
19 industrialised countries and emerging
economies and the EU)
- GCF: Green Climate Fund
- HR: Human Resources
- IDA: Integrated digital applications
- InS: GIZ International Services
- IT: Information Technology
- MINUSMA: United Nations Multidimensional Integrated
Stabilization Mission in Mali
- NDC: Nationally Determined Contributions
- NGO: Non-governmental organisation
- OECD: Organisation for Economic Co-operation
and Development
- SDC: Swiss Agency for Development and Cooperation
- SDGs: Sustainable Development Goals
- SMEs: Small and medium-sized enterprises
- UN: United Nations
- UNIDO: United Nations Industrial Development
Organization
- ZAV: International Placement Services (of the
German Federal Employment Agency)



JUST A CLICK AWAY

THE INTEGRATED COMPANY REPORT
IS NOW ALSO AVAILABLE ONLINE AT:

REPORTING.GIZ.DE

You have in front of you GIZ's fourth Integrated Company Report. As well as financial data and indicators, it provides information on the global services of GIZ and explains how responsibility and sustainability are strategically anchored and implemented in the company. In this report, which highlights the interconnected nature of all these elements, we show how we are working with our commissioning parties and partners to respond to global challenges with effective solutions for sustainable development.

This and further details on the year under review, as well as more in-depth and regularly updated information on corporate sustainability at GIZ, can be found online at reporting.giz.de

Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Registered offices
Bonn and Eschborn

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

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

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

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t twitter.com/giz_gmbh