

Integrated Company Report

2016

WORKING   
TOGETHER   
WORLDWIDE 

## THE 2030 AGENDA

An environmentally sound global economy with decent working conditions for all, and a society free from hunger, poverty and inequality – the 2030 Agenda for Sustainable Development is certainly the most ambitious undertaking the international community has ever embarked on. The Agenda revolves around 17 Sustainable Development Goals (SDGs) with a total of 169 targets. The SDGs are based on the following five overarching principles that make the 2030 Agenda truly innovative.

### 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 the future, no one should be left behind or excluded from social development.

### Integrated goals

The SDGs are by definition 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.

## GIZ AND THE SDGs

Some eighteen months after the 2030 Agenda was adopted, implementation is in full swing around the world. GIZ's orientation towards international cooperation for sustainable development means the company is very closely aligned with the 2030 Agenda and is helping achieve its SDGs. This includes supporting BMZ and other German federal ministries in implementing the 2030 Agenda in developing countries, emerging economies and industrialised nations – and delivering results. GIZ can also operate on behalf of other clients and co-financiers to implement the 2030 Agenda.

In sections of the Report that describe how GIZ is helping achieve specific SDGs you will see the relevant icons indicating which Goals this involves. The 2030 Agenda and the SDGs provide a frame of reference for GIZ's work around the world.



- |  |  |
|--|--|
|  | <b>GOAL 1</b><br>No Poverty                              |
|  | <b>GOAL 2</b><br>Zero Hunger                             |
|  | <b>GOAL 3</b><br>Good Health and Well-Being              |
|  | <b>GOAL 4</b><br>Quality Education                       |
|  | <b>GOAL 5</b><br>Gender Equality                         |
|  | <b>GOAL 6</b><br>Clean Water and Sanitation              |
|  | <b>GOAL 7</b><br>Affordable and Clean Energy             |
|  | <b>GOAL 8</b><br>Decent Work and Economic Growth         |
|  | <b>GOAL 9</b><br>Industry, Innovation and Infrastructure |
|  | <b>GOAL 10</b><br>Reduced Inequalities                   |
|  | <b>GOAL 11</b><br>Sustainable Cities and Communities     |
|  | <b>GOAL 12</b><br>Responsible Consumption and Production |
|  | <b>GOAL 13</b><br>Climate Action                         |
|  | <b>GOAL 14</b><br>Life Below Water                       |
|  | <b>GOAL 15</b><br>Life On Land                           |
|  | <b>GOAL 16</b><br>Peace, Justice and Strong Institutions |
|  | <b>GOAL 17</b><br>Partnerships for the Goals             |

## GIZ AROUND THE WORLD



As at: 30 April 2017

GIZ has two registered offices in Germany, one in Bonn and one in Eschborn. The company is also represented at 14 other locations in Germany, as well as over 80 offices around the globe. In the latter case either we share a country office with other German development cooperation organisations or maintain a country office of our own.

**GERMANY** Bonn and Eschborn / Bad Honnef / Berlin / Bremen / Dresden / Düsseldorf / Feldafing / Hamburg / Hanover / Magdeburg / Mannheim / Munich / Saarbrücken / Stuttgart / Wiesbaden

**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 / 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 / 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 WORLDWIDE

## GIZ PROFILE

As a provider of international cooperation services for sustainable development and international education work, we are dedicated to building 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, energy and the environment, and peace and security. The diverse expertise of our federal enterprise is in demand around the globe, with the German Government, European Union institutions, the United Nations, the private sector and governments of other countries all benefiting from our services. We work with businesses, civil society actors and research institutions, fostering successful interaction between development policy and other policy fields and areas of activity. The German Federal Ministry for Economic Cooperation and Development (BMZ) is our main commissioning party.

All these commissioning parties and cooperation partners place their trust in GIZ by working together with us to generate ideas for political, social and economic change, develop these into concrete plans and implement the envisaged change processes. 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 private sector, academia and civil society we work to deliver flexible and effective solutions that offer people better prospects and sustainably improve their living conditions.

The registered offices of GIZ are in Bonn and Eschborn. In 2016 our business volume was around EUR 2.4 billion. Of our 18,260 employees in some 120 countries, almost 70 per cent are national personnel working in the field. In our capacity as a recognised sending organisation, we currently have 643 development workers in action in partner countries. In addition, the Centre for International Migration and Development (CIM), a joint operation of GIZ and the Federal Employment Agency, placed 847 integrated and returning experts with local employers abroad in 2016 while providing them with financial support and advisory services.\*

[WWW.GIZ.DE/PROFILE](http://WWW.GIZ.DE/PROFILE)

\* Personnel and business figures: as at 31 December 2016

# THINKING TOGETHER

DISCOVER WHAT GIZ DOES IN  
ITS WORK, HOW IT ACHIEVES  
ITS STRATEGIC OBJECTIVES  
AND HOW IT RESPONDS TO  
POLICY-MAKERS' DEMANDS.

# WORKING TOGETHER

06

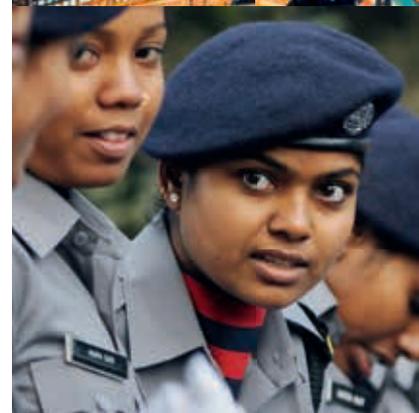
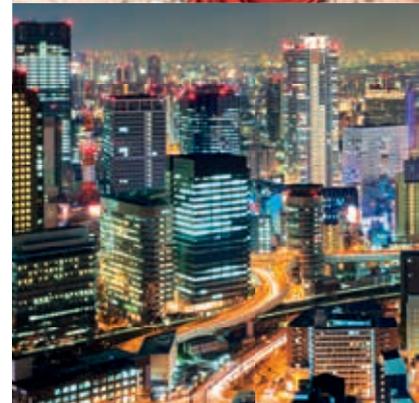
MESSAGE FROM THE  
CHAIRMAN OF THE  
SUPERVISORY BOARD

08

FOREWORD BY THE  
MANAGEMENT BOARD

12

OUR STRATEGY AND  
OUR BUSINESS MODEL



ENJOY FINDING OUT MORE ABOUT OUR WORK AND OUR COMMITMENT TO SUSTAINABILITY WITHIN THE COMPANY ITSELF.

# SHAPING TOGETHER

READ ABOUT THE PEOPLE, STRUCTURES AND FIGURES BEHIND OUR BUSINESS SUCCESS.

24

WORLDWIDE  
ENGAGEMENT

54

CORPORATE  
SUSTAINABILITY

26

DISPLACEMENT  
AND MIGRATION

36

CLIMATE  
AND ENERGY

44

SECURITY  
AND STABILISATION

62

OUR PERSONNEL

64

FISCAL 2016

66

OUR ORGANISATION CHART

68

GIZ'S OFFICIAL BODIES

70

PUBLICATION DETAILS

A portrait of Dr. Friedrich Kitschelt, a middle-aged man with glasses, wearing a dark suit, white shirt, and a red and white striped tie. He is smiling slightly and looking towards the camera. The background is a blurred office setting with windows.

DR FRIEDRICH KITSCHOLT

## MESSAGE FROM THE CHAIRMAN OF THE SUPERVISORY BOARD

*Dear Readers,*

2016 was another year of huge global challenges: crises and conflicts, climate change, inhumane living conditions, and millions of people leaving their homes as a result. To meet these challenges, German development policy is pursuing the vision of the 2030 Agenda for Sustainable Development, and linking poverty reduction with climate policy and sustainable development. We are focusing on partnerships to achieve sustainable development worldwide because we can only resolve global challenges together – with other countries, the private sector, the scientific and academic community, and civil society.

To enable everybody to enjoy a decent life, we must make globalisation fair. Germany has the knowledge, the technologies and the means to shoulder its part of this common duty as a responsible member of the international community. We invest in education and training, agricultural development and local value-chain development. We see democracy, the separation of powers, the rule of law and good governance as pillars of development.

One thing is clear. We need a new dimension of cooperation with Africa – on the scale of a Marshall Plan. Africa's population will double by 2050. Twenty million jobs a year are needed. This is why the German Federal Ministry for Economic Cooperation and Development (BMZ)

has drawn up a Pact on the Future, with Africa. Our approach builds on reform partnerships with countries that practice good governance, fight corruption, establish tax systems, invest in education and promote gender equality. Our partners in the African Union have incorporated these aspirations into their Agenda 2063.

The refugee question remains one of the most pressing challenges. The greatest number of refugees come from Syria. These people need prospects, as do the communities that have taken in particularly large numbers of them, in places like Jordan, Lebanon, Turkey and Iraq. Employment and education are at the top of the agenda for stabilising the host regions and offering people the opportunity of a better life. At BMZ we allocated around EUR 3 billion in this in 2016. In the countries bordering on Syria, BMZ is reaching over a million children and young people through education and training programmes. Under BMZ's Partnership for Prospects initiative in the Middle East, more than 61,000 people gained an opportunity to work in 2016.

In 2017, with yet another record budget of EUR 8.5 billion, we will continue to vigorously address these challenges: implementing the 2030 Agenda, achieving the aims of the One World – No Hunger Initiative, continuing to deliver 90 per cent of German climate finance in the world, and creating prospects that enable people to stay where they are and enjoy a decent life. We are proud to state that in 2016 we kept the Federal Chancellor's pledge to reach the target of spending 0.7 per cent of Germany's gross national product on official development assistance (ODA), in line with the OECD rules that have been in place for decades. At the same time, we know that we will only achieve lasting development results with strong private investment and significantly greater input by our partners themselves.

Delivering our contributions would be inconceivable without GIZ – one of the German Government's key implementing organisations. I would therefore like to say a special thanks for the tireless dedication of GIZ's Management Board and staff, who find precisely the right solutions even in difficult situations. By doing so, you and your company have earned my deep appreciation.

Best regards,



Dr Friedrich Kitschelt  
Chairman of the GIZ Supervisory Board  
State Secretary in the German Federal Ministry for Economic Cooperation and Development

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‘To enable everybody to enjoy a decent life, we must make globalisation fair. Germany has the knowledge, the technologies and the means to shoulder its part of this common duty as a responsible member of the international community.’

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TANJA GÖNNER, DR HANS-JOACHIM PREUß, CORNELIA RICHTER AND DR CHRISTOPH BEIER

## FOREWORD BY THE MANAGEMENT BOARD

*Dear readers,*

GIZ's measures to deliver support and alleviate suffering reached 4.4 million refugees and 3.8 million residents of communities that have taken in refugees. Two million tons of oil were saved around the globe thanks to thermal insulation and solar collectors. And 45 million people worldwide are benefiting from safe water – a scarce commodity that many experts see as the real currency for peace and security. These examples of our work are a cross-section of what we have achieved together with our partners around the world over the last five years. Although these achievements may be gratifying and give cause for hope, we are also aware that this is far from enough. The global challenges are huge, and will remain so.

Displacement and migration, climate and energy, security and stabilisation – these are topics that not only kept us busy over the last financial year, but will continue to do so in the future. Consequently, they also shape and structure this year's Integrated Company Report, which gives you an impression of our work in around 120 partner countries. In more than half those countries we now face conditions of instability and fragility, making it all the more important to support a form of development there that creates prospects. We know from experience that development can only work when people do not fear for their lives. And peace and security can only last when development is sustainable. This sustainable development, no matter where on Earth it occurs, requires the development community to work together and coordinate its actions. This 'together' has many faces.

*We work to shape a future worth living around the world* – this is our vision, which we reworded last year together with our staff. Without a doubt it is an ambitious aspiration. And we will not be able to achieve it on our own. Coherent interaction between foreign, security and development policy is essential for our work. The tasks involved have long since become too large for a single actor or just one policy field. Moreover, in partner countries we not only cooperate closely with the governments concerned. Increasingly, we also involve civil society organisations, businesses and research institutions in projects. Interconnected action, partnerships based on trust and joint solutions – this is what our work as a federal enterprise in international cooperation is all about. For this we need strong partners – in politics, business and civil society, in Germany, in Europe and in international alliances.

Establishing and maintaining these partnerships is a matter of priority for us. How else should goals as ambitious as those set in 2015 by the 2030 Agenda and the Paris climate agreement be achieved?

We are pleased that we were able to support Germany's development and environment ministries last year in establishing the Nationally Determined Contributions (NDC) Partnership. In 2017, various countries will now be advised on aligning their climate and development targets, and translating these into specific NDC implementation measures. And we have yet another encouraging development to report concerning our work in the field of climate change mitigation and adaptation. In 2016 we succeeded in gaining accreditation to the Green Climate Fund (GCF). In the future, GIZ will be able to apply for GCF funding totalling up to 250 million US dollars in order to implement climate-related projects in developing countries and emerging economies.

The standards we apply to ourselves as a company are the same that we apply to our work around the world. In 2016, for the first time we were able to offset carbon emissions generated in Germany through one of our own climate protection projects in Thailand. Our actions are guided by mandatory corporate sustainability principles that encompass not only environmental but also social factors, as well as by the imperatives of economic efficiency, transparency and compliance. As a company we are committed to the Ten Principles of the UN Global Compact and actively promote their implementation in the fields of human rights, labour, environment and anti-corruption. And new digital solutions are helping make our work more efficient. All this is driving us forward. With over 200 commissioning parties and a business volume of EUR 2.4 billion, we can look back on a successful fiscal year.

Creative minds, helping hands, a far-sighted view – what makes us strong is our global workforce of 18,260. Without these people, GIZ's success would be impossible. They work with passion and expertise towards the goal we have set ourselves: a future worth living. On behalf of the entire Management Board, I would like to thank them most warmly. I would also like to say a special word of thanks to our Shareholder, the German Government, as well as to all our commissioning parties for their trust and support. We look forward to continuing working together with them – worldwide.

Best regards,



Tanja Gönner  
Chair of the Management Board

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‘Sustainable development, no matter where on Earth it occurs, requires the development community to work together and coordinate its actions.’

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ACTING WITH FORESIGHT AND RESPONDING RAPIDLY – CURRENT TRENDS IN INTERNATIONAL AND NATIONAL POLICY-MAKING, IN SOCIETY AND IN BUSINESS AFFECT GIZ'S WORK. OUR COMMISSIONING PARTIES ARE REQUIRING INCREASINGLY COMPLEX SERVICES; SOLUTIONS THAT ARE FLEXIBLE BUT STILL FOCUSED ON SUSTAINABLE DEVELOPMENT ARE BECOMING MORE AND MORE IMPORTANT. THIS MEANS WE MUST WORK WITH OUR COMMISSIONING PARTIES AND PARTNERS IN WAYS THAT EFFECTIVELY BRING TOGETHER THE ASPIRATIONS AND QUALITIES OF ALL.

# THINKING TOGETHER

# FOCUS ON THE FUTURE

## OUR STRATEGY AND OUR BUSINESS MODEL

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### GIZ – FOR A FUTURE WORTH LIVING AROUND THE WORLD

Sustainable development is our guiding principle and our core business. We operate as a federal enterprise on behalf of the German Government, as well as other public and private clients, to facilitate sustainable development results together with our partners around the world.

GIZ is strategically aligned with objectives of sustainable development. With our partners we come up with solutions that respect the limits of our planet and which aim to achieve greater justice, political participation and economic capability. This often involves conflicting goals and interests, which have to be resolved fairly among all stakeholders. In this setting we perform various roles, acting as mediator, advisor and implementer. The rewording of our vision last year underlines the high aspirations we attach to our services.

We work to shape a future worth living around the world.

Together with our commissioning parties and partners we work to bring about sustainable development for all. Before and during project implementation we advise the German Government and governments in partner countries on identifying sustainable and effective responses to the challenges of a globalised world. We see ourselves as a provider of advisory and other services to political decision-makers, whose vision of a future worth living we share. We work with them to make sustainable development possible.

## OUR NEW STRATEGY

To make our vision reality, we are making the company fit for the future. GIZ's Corporate Strategy is there to achieve this goal. It is helping us manage our project activities, and our structures and processes, so that they make a positive contribution towards a future worth living around the world.

GIZ's Corporate Strategy brings together our strategic objectives and measures for the period 2017 to 2019. The Strategy Architecture depicted below pinpoints the areas of corporate action. Our vision forms the 'roof' of the building. Cross-cutting strategies and programmes on themes such as sustainability, gender and digital change are an integral part of the Corporate Strategy. With this integrated objectives system, GIZ is providing its staff with clear guidance.

Four areas of action are key to making our company fit for the future and are helping us move closer towards our goal. Through our actions we achieve effective results, with the emphasis on quality. This is the foundation on which we develop our future-proof business together with our commissioning parties. To this end we mobilise the professional expertise of our staff and draw on the powerful network of cooperation partners. At the same time we never lose sight of the need to work cost-efficiently and responsibly.

## AN ORGANISATION IN TRANSITION – READY FOR NEW TASKS

Developments in international and national policy and cooperation, in society and in markets are continuously changing the broader context in which we work. These trends have created a situation in which now more than ever before, our commissioning parties are turning to us for effective, rapid and flexible solutions. They have high expectations of our ability to put together professional teams and deliver solutions worldwide. GIZ's Corporate Strategy enables us to navigate our way through a dynamic environment.

This is why we invest in the human resources development of our staff as well as in new, flexible assignment opportunities for all our workforce. The objectives and measures for our strategic human resources work are laid down in our human resources strategy, which forms part of our Corporate Strategy.

At the same time, strategic alliances and cooperation arrangements are becoming increasingly important for us. They enable us to provide our partners in project countries with appropriate solutions – together with the private sector, civil society, the scientific and academic community, and international organisations. This can further boost efforts for global sustainable development that individual countries or even individual actors are no longer able to manage on their own.

To make the results of our work more verifiable and visible, we are increasing our focus on indicators that can be measured and compared. Measuring and reporting on results using standardised and comparable indicators is also an important way of substantiating the contribution made by the German Government through our work towards implementing international agreements – chief among which is the 2030 Agenda – and other frameworks. It is also our declared aim to continuously review the effectiveness of our work from a critical perspective, and on that basis to scale up proven approaches and good practices and to make use of lessons learned.

## **IMPLEMENTING THE 2030 AGENDA AND THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)**

The adoption of the 2030 Agenda in 2015 created a new international framework for global sustainable development that points the way forward for GIZ. The 2030 Agenda promotes a universal and coordinated approach to implementing the Sustainable Development Goals (SDGs) agreed by the global community. It provides industrialised nations, emerging economies and developing countries with a common set of objectives.

In 2016 the German Sustainable Development Strategy was revised in light of the 2030 Agenda. This process involved broad participation by civil society, the private sector, and the scientific and academic community. It is being implemented on three levels: 'in Germany' itself, 'with Germany' as part of bilateral cooperation, and 'by Germany' in international cooperation, generating results worldwide.

Through our work around the world we make a contribution towards implementing the 2030 Agenda and the German Sustainable Development Strategy. In this context GIZ wants to be a pioneer and leading provider of services for sustainable development.

This is why, in our own Sustainability Programme, we set ourselves ambitious targets in four dimensions of sustainability – ecological balance, social responsibility, political participation and economic capability. We also integrated these into our Corporate Strategy. By adding the dimension of political participation to those included in the 2030 Agenda – the economic, the social and the ecological – we wanted to underline the special importance GIZ attaches to cooperation and co-determination in its work.

## **COST-EFFICIENCY AND TRANSPARENCY DETERMINE THE QUALITY OF OUR WORK**

Alongside the results we achieve, the quality of our work is also measured in terms of the cost-efficient use of the public funds entrusted to us. This is why over the next few years we will be implementing a number of measures to further raise the efficiency of our structures and processes. When we use funds, our aim is to strike an optimal balance between effectiveness and economic efficiency. In other words, cost-efficiency for us means achieving the most favourable and sustainable cost-benefit ratio in our work.

## **NEW THEMES AND SOLUTIONS FOR BUSINESS DEVELOPMENT**

At GIZ, our business development always takes place within the framework of our corporate purpose – supporting the German Government and others in achieving their development-policy goals. In this context we see displacement and migration, climate and energy, and security and stabilisation as key themes that we will continue to address through innovative approaches over the coming years. The focus on these three themes reflects the policy priorities of our commissioning parties.

To enable us to offer effective solutions in these areas in response to the growing demand and funding among commissioning parties, GIZ will focus on managing large-volume and complex projects as well as developing innovative approaches. This will enable us, for example, to expand our activities in countries where people are forced to flee their homes, and countries that host them if they become refugees. It will also allow us to provide more support for migrants and increase our contribution to addressing the structural causes of displacement.

#### **MITIGATING AND ADAPTING TO CLIMATE CHANGE ARE BECOMING MORE URGENT**

A further political priority is climate change mitigation and adaptation. At the end of 2015 the global community for the first time adopted an international accord to limit global warming and tackle the impacts of climate change – the Paris climate agreement. Over the last few years the German Government has significantly increased its funding for international climate action, and will continue to make this a priority in the future. During that same period, new climate finance instruments, such as the Green Climate Fund, have emerged. GIZ can also implement projects on their behalf. This increase in funding for international climate action will add considerably more weight to GIZ's support for partner countries in the field of climate change mitigation and adaptation.

#### **INTEGRATED ACTION AND REPORTING**

GIZ supports its commissioning parties and partners in implementing and creatively managing sustainable development. It is also important that we work sustainably within our own organisation. To do so we use established management instruments, as well as specially developed tools of our own. Our Capacity WORKS management model is one such instrument for managing our projects so as to make cooperation with our partners effective and sustainable. In the Corporate Sustainability Handprint® we have also created an instrument for managing our sustainability as a company. We use it to capture our corporate sustainability performance worldwide and to set ourselves targets for improvement.

We are focusing increasingly on combining our reports on sustainable development in order to produce an integrated report on the results we have achieved, including those relating to the 2030 Agenda and the Sustainable Development Goals (SDGs). Our intention in presenting all these elements together is to both explain our strategy and our work, and show how – together with our commissioning parties and partners – we are responding to global challenges with effective solutions for sustainable development.

GIZ Corporate Principles

🌐 [www.giz.de/identity](http://www.giz.de/identity)

Capacity WORKS

🌐 [http://www.giz.de/capacity-works\\_en](http://www.giz.de/capacity-works_en)

GIZ Corporate Sustainability

🌐 [www.giz.de/sustainability](http://www.giz.de/sustainability)

GIZ Sustainability Programme 2016–2020

🌐 [www.giz.de/en/downloads/giz2017-sustainability-programme-2016-2020.pdf](http://www.giz.de/en/downloads/giz2017-sustainability-programme-2016-2020.pdf)

Corporate Sustainability Handprint®

🌐 [www.giz.de/handprint](http://www.giz.de/handprint)

# UNDER ONE ROOF, AT A GLANCE



## OPPORTUNITIES

- Service provider for the whole German Government
- Decades of experience and expertise on numerous SDG themes
- New partnerships made easier through networks around the world and in Germany
- Growing demand in current thematic areas such as displacement and migration and more besides



## CHALLENGES

- Rapid and high-quality delivery of innovative services
- Large-volume commissions, sometimes involving tight deadlines
- Staff safety and security and the general environment for field assignments
- Increasing internationalisation of Germany's federal ministries, involving new requirements and more besides



## INTERNATIONAL AND NATIONAL TRENDS AND THEMES

- Displacement and migration are more important than ever before in shaping the development cooperation agenda
- Fragility and violent conflicts are increasing
- Climate change
- Global agendas (2030 Agenda, Paris climate agreement) are gaining importance in international cooperation
- Large diversity of stakeholders
- Requirements for accountability, cost-efficiency, transparency and compliance are growing more stringent and more besides





2017 to 2019

# **giz** WE WORK TO SHAPE A FUTURE WORTH LIVING AROUND THE WORLD



## **EFFECTIVE- NESS**

We meet the expectations of our partners, commissioning parties and Shareholder by producing tangible, sustainable and measurable results.

## **BUSINESS DEVELOPMENT**

We develop economically viable business activities together with our commissioning parties.

## **EXPERTISE AND ALLIANCES**

We mobilise expertise by harnessing the skills and motivation of our staff, working with strong cooperation partners and forming strategic alliances.

## **COST- EFFICIENCY**

We remain cost-efficient and ensure compliance by using our resources efficiently and responsibly.

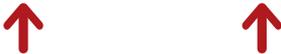
**SUSTAINABILITY & ENVIRONMENT PROGRAMME**

**GENDER STRATEGY**

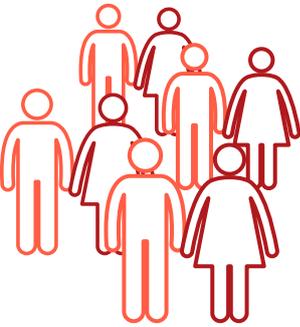
**DIGITALISATION STRATEGY**



THE FEDERAL ENTERPRISE GIZ IS A GLOBALLY ACTIVE SERVICE PROVIDER AND PARTNER IN THE FIELD OF INTERNATIONAL COOPERATION FOR SUSTAINABLE DEVELOPMENT AND INTERNATIONAL EDUCATION WORK.



**BUSINESS DEVELOPMENT STRATEGY**      **HUMAN RESOURCES STRATEGY**





# REPORTING ON OUR WORK

THE SUSTAINABLE DEVELOPMENT GOALS (SDGs) GUIDE US BOTH IN OUR DAY-TO-DAY WORK AND IN OUR REPORTING.



## INTEGRATED COMPANY REPORT (ANNUAL)

provides information on business development, non-financial indicators and the results of our work. Our integrated reporting reflects the fact that sustainability is our core business as well as a definitive and integral part of our Corporate Strategy.



## CORPORATE SUSTAINABILITY ONLINE

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

## DATA AND DESCRIPTIONS FOR ALL ONGOING PROJECTS

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



## ANNUAL STATEMENT OF ACCOUNTS

gives details about GIZ's business areas and its assets, financial position and income.



## GLOBAL COMPACT COMMUNICATION ON PROGRESS (ANNUAL)

In this report we explain how we translate our voluntary commitment to the Ten Principles of the United Nations Global Compact into measures and services.



## PROGRESS REPORT ON SUSTAINABILITY (PUBLISHED EVERY TWO YEARS)

supplies information on GIZ's sustainability management according to the standards of the Global Reporting Initiative. In the future it will be incorporated into the online version of the Integrated Company Report.



## ENVIRONMENTAL STATEMENT (ANNUAL - GERMAN ONLY)

Here we report on objectives, measures and results from our corporate environmental management.



## EVALUATION REPORT (PUBLISHED EVERY TWO YEARS)

provides a comprehensive and clear overview of the results achieved by GIZ's work based on examples and key facts and figures.



## SUSTAINABILITY CODE (BIENNIAL - GERMAN ONLY)

By publishing a Declaration of Conformity we comply with the criteria of the Sustainability Code of the German Council for Sustainable Development.



**WORKING  
TOGETHER  
WORLDWIDE**



# WORKING TOGETHER

22

GIZ'S WORK  
IN FIGURES

24

WORLDWIDE  
ENGAGEMENT

54

CORPORATE  
SUSTAINABILITY

# DELIVERING RESULTS WORLDWIDE – GIZ’S WORK IN FIGURES

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**HIGH QUALITY, EFFICIENCY AND EFFECTIVENESS.** These are priorities for GIZ. From the planning to the evaluation phase, we regularly review our work and the results we have achieved. Managing commissions requires a clear picture of the status of our projects and programmes, the most promising approaches, and where there are lessons to be learned. This is essential if we are to secure results and sustainably foster development.



RESULTS OF OUR PROJECTS (A SELECTION)\*

SAFE DRINKING WATER FOR AROUND **45** MILLION PEOPLE

ACCESS TO SANITATION FOR **16** MILLION PEOPLE

HEALTH INSURANCE COVER FOR MORE THAN **300** MILLION PEOPLE

IMPROVED HEALTH SERVICES FOR MORE THAN **120** MILLION PEOPLE

PROTECTION AGAINST MALNUTRITION AND PREVENTION OF HUNGER FOR MORE THAN **11** MILLION PEOPLE

RESULTS OF CORPORATE SUSTAINABILITY (A SELECTION)

**SURVEY OF CORPORATE SUSTAINABILITY PERFORMANCE USING OUR CORPORATE SUSTAINABILITY HANDPRINT® IN 74 (OVER 90%) OF OUR COUNTRY OFFICES WORLDWIDE**

**REDUCTION OF OUR DOMESTIC EMISSIONS BY 20.43% – MORE THAN ONE FIFTH – BETWEEN 2011 AND 2015**

**64 ACTIONS IN 21 COUNTRIES DURING THE GERMAN ACTION DAYS FOR SUSTAINABILITY IN 2016**

\* Survey period: 2010–2015

For further information on the results of our work see [www.giz.de/results](http://www.giz.de/results)

WORKING  
TOGETHER

# WORLDWIDE ENGAGEMENT



WHETHER IT INVOLVES ENERGY SUPPLY, RURAL DEVELOPMENT, ECONOMIC DEVELOPMENT AND EMPLOYMENT, EDUCATION, GOOD GOVERNANCE OR SUSTAINABLE INFRASTRUCTURE – IN AROUND 120 COUNTRIES AND IN OVER 1,500 ONGOING PROJECTS, GIZ AND ITS PARTNERS ARE WORKING TO MAKE CHANGE SUCCEED.

PRECISELY WHAT THAT MEANS IS ILLUSTRATED ON THE FOLLOWING PAGES: DISPLACEMENT AND MIGRATION, CLIMATE AND ENERGY, SECURITY AND STABILISATION. BUT BEFORE THAT LET'S HEAR WHAT PEOPLE THEMSELVES HAVE TO SAY. ON THIS PAGE, FOUR STAFF MEMBERS IN FOUR COUNTRIES EXPLAIN HOW THEIR WORK IS HELPING SHAPE A FUTURE WORTH LIVING – AROUND THE WORLD.



## SENEGAL

‘It makes me proud to see what a difference we’re making with our work here in Senegal. The results are there to be seen – not just in the figures, but also in very specific ways in people’s everyday lives. Let me give you an example. For a long time in Senegal electricity was only available in cities. With GIZ support, many villages now have access to electricity generated from solar power. This means that children now have light to do their homework in the evenings. We also promote employment. We are making a point of supporting women, because they use their income for the well-being of the whole family.’

Mbissine Diouf works at our regional office in Dakar, Senegal, where she promotes entrepreneurship.



## MEXICO

‘The Mexican-German Climate Change Alliance is a platform to support cooperation and exchange between German and Mexican experts, business representatives and public decision-makers in the field of climate and energy. We look to see where common interests lie and where the two countries can learn from each other. We also work on innovations, new business models and low-carbon development paths. I’m personally deeply committed to the climate sector. I’d like to leave my children and generations to come a better world – which is why I believe our work in this field is so important.’

Andreas Villar is developing climate solutions in Mexico City.



## KOSOVO

‘I really enjoy my work. I find it fascinating to see what steps need to be taken, some of them concurrently, to build a state and establish laws that work – and how GIZ can best support that. In Kosovo I’ve worked with partners who, although they come from a different cultural background, were looking in the same direction and were willing to go part of the way together. I think that’s a very beautiful idea, and it really motivates me in my job.’

Karin Pluberg is a lawyer specialising in international and European law. Until 2016 she supported legal reform in Pristina, Kosovo. Recently she switched to an assignment in Tanzania.

## MYANMAR

‘Through our work we want to help Myanmar establish a system that will offer young people training that matches their talents and afterwards enable them to find a suitable job with adequate pay. Together with our partners we are working on various levels to improve vocational training, for instance through in-service training for teachers, curriculum development, the supply of equipment and policy advice. I’ve hugely enjoyed the job; the people are motivated, dedicated and very interested in changing their country.’

Konrad De Bortoli spent several years as team leader in the GIZ-supported project Strengthening the Vocational Training System in Yangon, Myanmar.



Click here to watch a short film on our four staff members:  
[www.giz.de/profile](http://www.giz.de/profile)



PROJECTS WORLDWIDE

# DISPLACEMENT AND MIGRATION

# JOINING FORCES

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THE UNITED NATIONS CURRENTLY ESTIMATES THAT 280 MILLION PEOPLE WORLD-WIDE HAVE LEFT THEIR HOMES, SOME 220 MILLION OF THEM IN SEARCH OF A BETTER LIFE AND IMPROVED PROSPECTS FOR THEMSELVES AND THEIR CHILDREN. THEY ARE DEFINED AS INTERNATIONAL MIGRANTS. AT THE END OF 2016, HOWEVER, THERE WERE OVER 65 MILLION FORCIBLY DISPLACED PEOPLE AROUND THE WORLD. TWO THIRDS OF THEM REMAINED WITHIN THEIR HOME COUNTRY, MAKING THEM INTERNALLY DISPLACED PERSONS (IDPS). MORE THAN 21 MILLION PEOPLE SOUGHT SANCTUARY AS REFUGEES IN OTHER COUNTRIES.

All of these 65 million people left their homes either as a result of war or violence, or because they were being persecuted for religious or political reasons, or due to their sexual identity. This poses a challenge for the communities that receive them in their home countries and abroad. There is a lack of money, expertise, infrastructure and jobs needed to provide the displaced with protection, security and prospects.

The situation is difficult for everyone involved. To get on top of it, the relevant players must join forces and implement long-term measures as well as those that deliver rapid results. On behalf of the German Government, the European Union (EU) and other international clients, GIZ is actively engaged in over 100 projects around the globe that tackle displacement and migration. Short-term cash-for-work programmes provide immediate income for many refugees who are unable to find employment on the local labour market. Other programmes support host communities in creating a solid foundation for coexistence, or provide protection against people smugglers and human traffickers. GIZ also operates in the regions of origin. To enable people to stay where they are, the development community needs to prevent crises and conflicts, and create jobs and income where they are needed most – at home.

Migration can also be a win-win-win situation for the people concerned, for the host country and for the migrant's country of origin. This is why GIZ is also using various training programmes to highlight legal (labour) migration paths. By doing so GIZ is offering lasting prospects to young migrants in particular. As qualified experts on the labour market in Germany – and in their home country if they decide to return.





# REDUCING HARDSHIP, BUILDING COMMUNITIES, CREATING EMPLOYMENT

IN NORTHERN IRAQ, TURKEY AND JORDAN – WHEREVER SYRIAN REFUGEES HAVE FOUND REFUGE IN NEIGHBOURING COUNTRIES, THEY ARE WORKING TOGETHER WITH LOCAL RESIDENTS TO REPAIR DILAPIDATED ROADS, COLLECT AND SORT WASTE, BUILD DRAINAGE DITCHES AND REFURBISH HOMES. AND THEY ARE GETTING PAID FOR IT – CASH FOR WORK.

**PARTNERSHIP FOR  
PROSPECTS IN  
SYRIA'S NEIGH-  
BOURING COUNTRIES**



These cash-for-work measures offer not only refugees, but also poorer members of the local population an opportunity to earn a temporary income and meet their most urgent needs. Rapid assistance for refugees and the host communities is one aspect of the Partnership for Prospects initiative, which GIZ is implementing in the crisis-hit Middle East together with numerous partners and non-governmental organisations. As well as generating temporary additional income,

the programme also aims to create longer-term prospects for the future by providing training. The main beneficiaries of cash-for-training measures are women and young men. They are able to develop their skills and thus gain medium to long-term prospects for an income of their own. These measures too are based on the principle that refugees and locals learn together – and receive cash for doing so.



The Partnership for Prospects programme is part of BMZ's special initiative 'Tackling the root causes of displacement, reintegrating refugees'. It supplements Germany's long-term engagement through international cooperation by adding a rapid assistance component. Having fled from the horrors of civil war in their home country, some five million Syrian refugees have found refuge in neighbouring countries. Now they must endure years of uncertainty regarding their future.

#### JORDAN – PROFITING FROM WASTE

The Za'atari refugee camp in Jordan is just one example of how effective rapid assistance can be. The camp is currently home to 80,000 Syrian refugees – and is largely free from solid waste problems. This is also the result of a cash-for-work programme that GIZ has been implementing together with the British non-governmental organisation Oxfam since June 2015. Camp residents collect the waste, sort it and sell the recyclables to Jordanian companies. These jobs have enabled 9,000 people to earn additional income for a limited period. Outside Za'atari, collection and recycling measures are taking place in 20 municipalities, which are benefiting from recycling centres and a new recycling management system for solid waste.

#### NORTHERN IRAQ – TRAINING IN SOUGHT-AFTER OCCUPATIONS

By the end of 2016, more than 30,000 people in the three provinces of the autonomous Kurdish region in northern Iraq had earned income through cash-for-work. As in Jordan, GIZ also offered effective cash-for-training measures. At the Jiner training centre in Dohuk province, young women and men are able to choose between 15 different training courses. They learn how to handle welding machines, how to repair air conditioning systems, mobile phones, plumbing or electrical

systems. PC courses are also on offer. They receive training in occupations for which there is particularly strong demand on the labour market. By the end of 2018 it is estimated that 6,000 people will have taken part in these vocational training measures.

#### TURKEY – SHORT-TERM ASSISTANCE WITH LONG-TERM PROSPECTS

In Turkey too, the Partnership for Prospects programme is combining short-term assistance with measures to create long-term prospects. In some municipalities – where most of the Syrian refugees live – the population has increased by half, creating fierce competition on the labour market. As a means of preventing conflicts, refugees and local residents are being offered training in carpentry, traditional artisanal skills, accountancy or automotive trades, or the chance to go into food production. Advice and financial support is also available for people embarking on self-employment. Some 5,750 Syrian refugees and poorer sections of the Turkish community have already benefited from this.

By the end of 2016, GIZ and KfW projects implemented as part of the Partnership for Prospects programme had created more than 61,000 temporary jobs, over 40,000 of them in GIZ projects alone. And one further benefit was chalked up. The visible improvements to infrastructure and in people's everyday lives have strengthened peaceful coexistence and social cohesion between refugees and the local population, and in many cases given the refugees a new self-confidence.

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#### FACTS

- Since the end of 2014, northern Iraq has been home to more than one million internally displaced persons and some 250,000 Syrians.
- Jordan has a population of approximately 6.5 million. Around 655,000 refugees from Syria have been registered by the UN Refugee Agency (UNHCR). There are an estimated 1.3 million Syrian refugees in the country. 80,000 live in the Za'atari refugee camp alone.
- Turkey has taken in more Syrian refugees than any other country in the world – 2.7 million. Over two million of them are not living in the official refugee camps, but in host communities in cities and towns.



## CREATING SPACE FOR INTERACTION

IMPROVED INFRA-  
STRUCTURE, MORE  
SOCIAL SERVICES  
AND TRAINING –  
OPPORTUNITIES FOR  
REFUGEES AND THE  
LOCAL POPULATION



Right now Lebanon, Turkey, Iraq and Jordan are banking on what we might call ‘strength’ or ‘capability’ – qudra in Arabic. They need more schools and more sports facilities, more spaces for interaction – and the confidence that they will be able to get on top of the huge challenges posed by the refugee crisis.

This is why the joint programme of the EU and BMZ is called Qudra. It aims to strengthen host communities in Syria’s neighbouring countries and focus on social issues that promote cohesion. The programme is being implemented by an alliance comprising GIZ, the French International Technical Expertise Agency (Expertise France) and the Spanish Agency for International Development Cooperation (AECID).

The Qudra partners work with state and municipal agencies as well as non-governmental organisations to repair school buildings, mend roads and build sports facilities. And they provide

training, in order to maximise the number of people – particularly women and young people – able to find work. In Turkey, Qudra is promoting and advising community centres. Here, local residents and refugees attend language courses together, receive advice and counselling, and obtain (further) vocational training.

Sharing experiences, learning from one another – this is what the Madad Labs are all about. They provide a learning network that brings refugees, internally displaced persons, host communities and European partner municipalities together around one table. Step by step they work on solutions for managing the intake and integration of refugees as successfully as possible.

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# PROVIDING BETTER PROTECTION

People who flee from wars, conflicts, hunger or poverty live under constant threat. Like the nine million people who have currently fled their homes in and around the Horn of Africa – the eastern-most part of the continent. Women and children in particular must be better protected against rape and exploitation. The lack of infrastructure for refugees in need of protection and poor cooperation between countries in the region make these people easy prey for human traffickers, people smugglers and criminals.

The Better Migration Management project aims to do what its title suggests – make migration more humane. This will involve a massive effort and calls for many actors to work together. This is why, on behalf of the EU and BMZ, GIZ is working across borders with nine countries in East and North Africa. The programme is financed through the EU Emergency Trust Fund for Africa. It is being implemented together with four other member states – France, the UK, Italy and the Netherlands – as well as the United Nations and other international organisations.

One of the key tasks will be to create reliable measures that make traumatised migrants, especially women and children, safer. These include migration response centres where those in need

can find a stable, supportive environment and receive psychosocial care. In Djibouti, Ethiopia and Kenya, for instance, safe houses are planned that will provide accommodation, medical care and safety for the often traumatised victims of violence – particularly women and children. Mobile teams will focus on caring for unaccompanied young people.

To ensure that human traffickers and smugglers can be prosecuted more effectively, there are plans to enable public prosecutors, investigators, courts and police forces to work together more closely in the future. To this end they are being trained in investigative techniques and equipped to deal with human rights issues. At the same time, the project is supporting countries in the region in moving towards a common migration policy. Once their national laws have been harmonised and brought into line with the international human rights standards, an important step forward will have been taken towards making refugees in and around the Horn of Africa safer.

SAFE HOUSES FOR  
WOMEN AND  
CHILDREN IN NEED



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# SHAPING MIGRATION – INCREASING PEOPLE’S OPPORTUNITIES

THERE ARE MANY REASONS WHY PEOPLE LEAVE THEIR HOMES – BUT ALMOST ALWAYS IT’S THE HOPE OF FINDING A BETTER, MORE PEACEFUL AND SAFER LIFE, OR THE CHANCE OF HELPING THEIR FAMILIES BACK HOME BY EARNING A HIGHER INCOME. THE JOURNEY IS OFTEN A LONG ONE – AND NOT JUST GEOGRAPHICALLY.

## CREATING PROSPECTS FOR PEOPLE – IN THEIR OLD AND NEW HOMES



As well as providing safety and emergency aid, creating prospects for the future is therefore the key task in GIZ’s programmes – for refugees, internally displaced persons (IDPs) and migrants. Migration in particular must be managed. This can also mean building prospects where people would most like to be: at home.

### A FRESH START IN THEIR OWN COUNTRY

Displacement does not always take people to other countries. Most people fleeing from violent conflicts go to more peaceful parts of their own country. Virtually unnoticed by the global public, Colombia has the highest number of IDPs anywhere in the world – some 6.8 million people have fled the civil war. Often they are unwelcome, because resources and infrastructure are barely sufficient even for the local population. Safe water, housing, schools and work are in short supply – for everyone.

The local authorities and provincial governments are often not in a position to provide IDPs with prospects for a fresh start in life. They are being supported in this complex task by GIZ, which is implementing several projects in Colombia on BMZ’s behalf. In Caquetá Department, for

instance, one of the regions in Colombia hardest hit by the armed conflict, GIZ is supporting the mayor’s office in Florencia, the department’s capital, in setting up a victim support service point for IDPs. The service point aims to allay their fears of further displacement, and encourage them to register. In order to qualify for compensation, IDPs must be entered in the register of victims. This also makes it easier for them to find a job.

The first results of this engagement are plain to see. Almost 4,000 people have found work, many of them single mothers. Forty small enterprises have started up, and around 100 people have received training in the booming construction industry. And members of a first indigenous community who were forced to leave their homes are now living at a new location where they can preserve their culture outside their traditional territory.

### APPS FOR BETTER PROSPECTS

Alongside wars and conflicts, a lack of prospects is the most frequent reason why people leave their homes. Boosting economic activity is therefore one of the key tasks in emerging economies and developing countries. This is why Tunisia intends to encourage young people to enter the promis-

ing digital industry by 2020. ‘m-dev’, a project for developing smartphone apps, aims to help them do so. The project is supported by the country-wide ‘Initiative for economic stabilisation and youth employment’, which GIZ is implementing on BMZ’s behalf. It is part of BMZ’s special initiative ‘Stability and development in the MENA region’.

A first app competition demonstrated just how promising this approach is. Supported by designated IT specialists, 8,600 young people developed over 1,000 apps for the national and international market. Some of the apps are so successful that they have led to the emergence of business models, enabling the developers to set up in business for themselves. ‘m-dev’ includes a particular focus on developing apps that promise solutions to regional problems, for instance in the fields of health, agriculture or education. One of the 200 best apps developed was Fama Mass, which helps fishermen find good fishing grounds. Another app provides women with information on their rights and helps them bring legal action when these are violated, for example if they experience harassment.

#### LABOUR MIGRATION – A WIN-WIN SITUATION

A shortage of training opportunities and jobs in partner countries and a skills gap in Germany – this is why GIZ is advising institutions in Germany and partner countries on managing legal labour migration for trained specialists. In Morocco, for instance, GIZ International Services – in cooperation with the National Agency for the Promotion of Employment and Skills (ANAPEC) and the German Hotel and Restaurant Association (DEHOGA) – is offering young people an opportunity to undergo training in the hotel and catering sector in Germany. 110 selected candidates will first attend courses on the German language and German culture in Morocco, in order to prepare them for life and work in Germany. Then the German companies, which will provide further support to ensure successful implementation of these courses, will themselves be prepared for working with the trainees before the training begins. Everyone wins. The companies benefit from highly motivated young people, and the trainees can increase their chances of finding employment in Germany, or in Morocco should they wish to return at a later date. This migration project is being financed through the World Bank Middle East and North Africa (MENA) Multi-Donor Trust Fund.

#### A FRESH START ON THE RIVER ELBE

The city of Hamburg is taking a different approach. Through Make it in Hamburg! it is helping well-trained professionals, skilled labourers and other specialists from all over the world integrate into the labour market. It relies on a combination of personal advice and counselling, individual coaching and further training, as well as on a network of chambers, advisory agencies, public institutions and universities that advise young people looking for jobs, place them on internships and provide them with information on the recognition of foreign qualifications. Since 2016 the Hanseatic City of Hamburg has also been applying the lessons learned in order to help refugees with an academic background. Depending on their own circumstances, these refugees are provided with an overview of the German labour system and help in obtaining a work permit. GIZ’s State Office Hamburg is supporting the project, which is being financed by the European Social Fund and the Hanseatic City of Hamburg. By the end of 2016, Make it in Hamburg! had helped a total of 840 migrants and a further 173 refugees make a new start in the city.

#### A BRIDGE BACK HOME

Awareness of the fact that economic migrants are not entitled to asylum is gaining ground in Kosovo. One consequence is a reduction in the number of people from Kosovo seeking asylum in Germany. And more and more Kosovars are returning to their homeland – in 2016, almost 5,500 people claimed the financial support for returnees offered by the German Government. Yet the returnees face a slack labour market when they get there. URA (Albanian for ‘bridge’) – a project for which nine of Germany’s federal states and the Federal German Government are working together – aims to ease their passage when they arrive home. On behalf of Germany’s Federal Office for Migration and Refugees, GIZ advises the returnees on how to find a job and what training opportunities are available. Many of them sold their property in order to get to Germany. To alleviate social hardship, those in need receive financial assistance to help cover the costs of rent, training, travel or medical treatment, as well as a wage top-up in job creation schemes.

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## FOR A FUTURE IN RURAL AREAS

**GOOD PROSPECTS  
FOR MORE INCOME  
IN BURKINA FASO**



When existing farming knowledge is no longer sufficient to stave off hunger and malnutrition, when there is a shortage of work and income and therefore a lack of prospects for people in rural areas – new ideas are needed. This is particularly true in smallholder agriculture in Africa and Asia. One promising programme is the Green Innovation Centres for the Agriculture and Food Sector.

It sets out to enable millions of smallholders and cooperatives to sustainably increase their production along various value chains. It also aims to help create jobs in processing enterprises and in distribution. The programme is part of BMZ's One World – No Hunger Initiative, and is being implemented by GIZ in 13 African countries and in India. One way the innovation centres disseminate the knowledge needed is through practical training and intensive extension work. In Burkina Faso, for instance, the centre cooperates with the country's largest state agricultural school, which trains some 1,000 people every year in the cultivation and processing of rice, sesame and vegetables.

On the school's own demonstration plots they learn how to increase yields by employing agricultural technology, improved varieties and cultivation methods. They discover, for instance, the role processing plays and how careful drying prevents mould.

Like all innovation centres, the one in Burkina Faso is well networked and cooperates with numerous partners in the research sector, industry associations, businesses and civil society. Through a cooperation arrangement between the Burkina Faso company NAFASO and the German company PETKUS Technologie, approximately 15,000 rice producers have gained access to purified seed. This allows them to save money and grow significantly more rice in their fields. Together with the German Dreyer Foundation, 150 hectares of unused floodplains have also been converted into rice fields. This means additional cropland for 766 smallholder families, as well as larger yields and higher income – a promising prospect.

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 🌐 [www.giz.de/en/worldwide/32209.html](http://www.giz.de/en/worldwide/32209.html)

# RESULTS OF OUR PROJECTS IN THE AREA OF DISPLACEMENT AND MIGRATION

TOGETHER WITH  
OUR PARTNERS\* ...

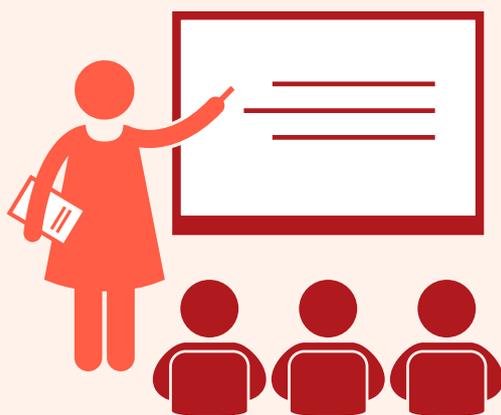
... WORLDWIDE WE SUPPORTED 4.4 MILLION REFUGEES AND INTERNALLY DISPLACED PERSONS



GIZ Europe, Mediterranean, Central Asia  
**2,810,574 people**

GIZ Africa  
**1,504,199 people**

GIZ Asia, Latin America, Caribbean  
**94,078 people**



... WORLDWIDE WE ENABLED 162,004 GIRL AND BOY REFUGEES AND INTERNALLY DISPLACED PERSONS TO GO TO SCHOOL

... WORLDWIDE WE ENABLED 30,381 REFUGEES AND INTERNALLY DISPLACED PERSONS TO BENEFIT FROM TRAINING MEASURES

... WORLDWIDE WE SUPPORTED ALMOST 4 MILLION RESIDENTS OF HOST COMMUNITIES



\* Survey period: 2010-2015

For more information on the results of our work see [www.giz.de/results](http://www.giz.de/results)



PROJECTS WORLDWIDE

# CLIMATE AND ENERGY

# IDENTIFYING CLIMATE-FRIENDLY PATHS

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SOCIAL DEVELOPMENT AND ECONOMIC GROWTH MUST NOT BE ACHIEVED AT THE EXPENSE OF THE GLOBAL CLIMATE. THE RAPID GROWTH IN CARBON EMISSIONS IN PARTICULAR MUST BE HALTED IN ORDER TO LIMIT GLOBAL WARMING. THE INTERNATIONAL COMMUNITY HAS PLEDGED TO DO THIS THROUGH THE PARIS CLIMATE AGREEMENT.

Countries now face the complex task of reconciling poverty reduction, economic momentum, social development and agricultural practices that provide food security with the need to conserve natural resources and protect the world's climate. GIZ is also making a contribution. A good third of GIZ's projects involve mitigating climate-damaging emissions, adapting to the impacts of climate change or financing such measures.

Saving resources and finding low-carbon paths is not just a challenge for a country's climate change and environmental policy. Sustainable solutions are also needed in the energy and transport sector, in China for instance, which like many other rapidly growing economies requires a new transport and mobility strategy. Reforms are also needed in agriculture and forestry. These two sectors are not just hard hit by the impacts of climate change, they also make a considerable contribution to greenhouse gas emissions themselves.

On behalf of BMZ and the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB), GIZ is advising governments on mainstreaming their climate targets in all policy decisions and action plans, as well as drawing up corresponding investment plans and integrating these into budget policy.

And GIZ is supporting countries in implementing specific projects. In Greece, for example, wind and solar power are being developed extensively – with a knock-on effect of thousands of new jobs. In Mexico the focus is on identifying energy-efficient strategies for the booming social housing construction sector in order to achieve national and international climate targets.





# ACHIEVING CLIMATE AND DEVELOPMENT TARGETS TOGETHER

**PERU HAS SET ITSELF AMBITIOUS CLIMATE TARGETS – WITH INTERNATIONAL SUPPORT IT IS AIMING TO REDUCE ESTIMATED GREENHOUSE GAS EMISSIONS BY 30 PER CENT BY 2030. TO ACHIEVE THIS, THE COUNTRY INTENDS TO IMPROVE THE PROTECTION OF ITS FORESTS AND MANAGE FARMLAND SUSTAINABLY, AS THIS OFFERS THE GREATEST POTENTIAL FOR CUTTING EMISSIONS.**

As well as mitigating climate change, Peru also intends to prepare for its impacts. The weather phenomenon El Niño, which is being exacerbated by climate change, is forcing the government to act. It has therefore included in its national climate action plans specific measures for adaptation in the water, agriculture, fisheries, forestry and health sectors.

Peru is just one example of how the world's countries are setting out to implement at home what was agreed in Paris, thus making a joint contribution towards achieving international climate targets. By signing the agreement in April 2016, all parties to the Framework Convention on Climate Change have pledged to achieve specific quantified targets in their countries by 2030. In these Nationally Determined Contributions



(NDCs), the countries set out in detail how they intend to minimise emissions or adapt agriculture to the impacts of climate change.

In 2014, in preparation for the Paris Climate Conference, GIZ advised some 30 countries, including Peru, on drawing up their intended NDCs. On behalf of BMZ and BMUB, GIZ is now taking this a step further. In various projects GIZ is supporting numerous countries in implementing their NDCs.

#### ACTING SWIFTLY AND TOGETHER – THE NDC PARTNERSHIP

To ensure the implementation process maintains momentum, BMZ and BMUB launched a global partnership together with the World Resources Institute (WRI) in 2016. It now has more than 60 members including industrialised nations, developing countries and emerging economies, as well as the World Bank, regional development banks and multilateral UN organisations. GIZ is a founder member. The partners share lessons learned and provide technical and financial support that enables countries to combine and coordinate their NDCs with the Sustainable Development Goals (SDGs).

#### CLOSELY HARMONISED

The various projects that GIZ implements on behalf of the two ministries advise on the strategic development of the Partnership and provide information for other projects. An NDC country database has been established, and together with the NewClimate Institute in Cologne a series of

publications was produced detailing specific measures and practical hints for integrating climate targets into sectors such as energy, transport and agriculture. The publications also cover issues of funding and transparency. Furthermore, GIZ has organised an international dialogue to develop and test innovative approaches to climate finance together with the private sector.

#### FOSTERING COOPERATION, GENERATING SYNERGIES, IMPROVING ADVICE

As part of BMUB's International Climate Initiative, GIZ has also been commissioned to bring together the NDC projects of ten other international organisations in the NDC Support Cluster and link them with the NDC Partnership. This arrangement will now seek to foster cooperation, create synergies and improve advisory services in 30 partner countries. Rapid assistance is also provided by a database containing good practice examples for implementation, a set of proven analytical and advisory support tools, and an online help desk.

In Peru, for instance, on behalf of BMZ and BMUB, GIZ is supporting interministerial coordination and helping integrate climate targets into budget and investment plans. And in Uganda the government is developing specific financing strategies for NDC activities with GIZ's support. The aim is to bring about sustainable changes that benefit the climate and the local population.

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**THE GOAL:**  
LIMITING GLOBAL WARMING.  
**THE PATH:**  
POOLING EXPERTISE.



# WAYS TO CUT EMISSIONS

AROUND THE WORLD WORK IS UNDER WAY TO MITIGATE CO<sub>2</sub> EMISSIONS. THE IDEAS THAT ARE EMERGING AFFECT AND OFTEN IMPROVE MANY ASPECTS OF LIFE AND OF COURSE THE ENVIRONMENT. EXAMPLES INCLUDE RAINFOREST PROTECTION, GREEN ENERGY SOURCES, ELECTRIC MOBILITY AND GREEN HOUSING CONSTRUCTION.



## RENEWABLE ENERGY IN GREECE

Greece intends to increase the percentage of green energy in its energy mix and in so doing to help meet European energy and climate targets. By 2020, 40 per cent of the country's electricity is to be generated from renewables. The investment this will entail in solar power and wind turbines could also create around 28,000 new jobs. GIZ has been involved in paving the way for this development, primarily through advisory services that helped Greece draft an act of parliament to promote the use of renewable energy. The new law was passed in August 2016. On behalf of the German Federal Ministry for Economic Affairs and Energy and the EU, GIZ is now supporting the Greek Government in realising the goals it has set itself regarding the expansion of renewable energy use. GIZ experts are advising their Greek partners on ways of improving the current framework and existing procedures. These include licensing procedures and integrating renewables into the country's power grid. Greece can draw on lessons learned in other EU member states, for instance with the introduction of public tendering and the integration of renewable energy in the electricity market. These measures are making the Greek promotion system fit for the future and laying a stable foundation for new investment in green energy.

## LOW-CARBON HOMES IN MEXICO

Another continent, another approach: Mexico, unlike Greece, is focusing on energy efficiency concepts in its booming social housing sector in an effort to reduce its emissions. The residential building sector currently accounts for almost one third of Mexico's greenhouse

gas emissions and almost one fifth of the country's total energy consumption. Mexico is now taking action to change this state of affairs, with improved thermal insulation, efficient windows, solar hot water collectors and the use of energy-saving domestic appliances. These voluntary nationwide measures to reduce greenhouse gas emissions, which are included among Mexico's Nationally Appropriate Mitigation Actions (NAMAs), are the first attempt anywhere in the world to target residential buildings. They are financed by Germany's Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety and the UK Department for Business, Energy and Industrial Strategy through the NAMA Facility. This programme promotes the implementation of NAMAs around the world. While GIZ focuses on developing energy-saving and climate-appropriate concepts for social housing with Mexico's National Housing Commission and private investors, KfW is developing financial incentives in cooperation with the Mexican state development bank (Sociedad Hipotecaria Federal – SHF). Together, the partners are organising nationwide information campaigns to boost demand for low-carbon flats and houses. They also train private-sector housing developers in the use of new energy-efficient technologies. The approach is proving highly successful. Since the programme was launched in 2013, some 54,000 households across the country have requested information about climate-friendly homes and sustainable construction. Financing has made it possible to build more than 41,000 energy-efficient housing units. Together they will prevent emissions of almost 930,000 tonnes of carbon dioxide over a 40-year period.

## RETHINKING MOBILITY IN CHINA

Mobility is key to social and economic development. It gives people access to markets, education and health. In China 120 million private vehicles are already on the roads. Another 35,000 are registered every day – and there is no end to the boom in sight. To ensure that this rising mobility does not automatically lead to more CO<sub>2</sub> emissions and hazardous smog, and to prevent total gridlock, China needs new transport and mobility concepts. Alternative fuels, electric mobility and new services, including car sharing, are to help China meet its climate targets and modernise key industries. On behalf of the German Federal Ministry of Transport and Digital Infrastructure, GIZ is organising a Sino-German dialogue that will create opportunities to introduce environmental standards, new technologies and approaches in the transport sector. The measure builds on Germany's internationally acclaimed mobility and fuel strategy, which outlines the development options for a range of modes of transport through to 2050. The Chinese Government is now drawing on parts of this strategy and testing them in pilot schemes in the cities of Beijing and Tianjin, and in Hebei Province. Underpinning these activities are various short studies conducted by GIZ experts, for example on urban mobility concepts, regional transport and alternative fuels for heavy goods vehicles.

## USING SUSTAINABLE MATERIALS TO BUILD CARS

Car production methods and the materials used in their construction also impact on the climate. Alongside efforts to promote alternative fuels, boost electric mobility and introduce innovative transport strategies, work is therefore also under way around the world to develop alternative materials. For the first time, the BMW Group has launched a new car series using sustainable natural materials. The fibres of the kenaf plant (*Hibiscus cannabinus*) are used in the interior of the BMW i3 electric car. This sustainable material is lighter than plastic and has no sharp edges when it breaks. In order to ensure the sustainable cultivation of kenaf, the BMW Group and its supplier DRÄXLMAIER have partnered with GIZ International Services in Bangladesh. The joint project is designed to enable farmers to produce high-quality kenaf in line with internationally accepted sustainability standards, and thus secure

a steady income. To this end GIZ has trained about 1,000 small farmers in the correct handling of seed, as well as in drying and storing fibres. Training also embraces safety at work and the need to ensure that all stages in the production process are fully traceable. The cooperation partner is the international environmental organisation Rainforest Alliance.

## GETTING PRODUCTS TO OUR SUPERMARKETS WITHOUT DESTROYING FORESTS

In the food industry too, efforts are focusing on responsibly and sustainably farmed raw materials in an effort to cap CO<sub>2</sub> emissions. Palm oil is a good example. This commodity is found in almost half of the products in our supermarkets – including instant soup, ice cream, candles and lipstick. To meet this huge demand, vast areas of rainforest are cleared by slash-and-burn, releasing massive amounts of carbon dioxide. The Forum for Sustainable Palm Oil is thus working to promote sustainable palm oil production and aims to ensure that only fully certified palm oil is used. Certification means that the palm oil complies with sustainable production standards. One such standard is that no valuable forests were destroyed to make way for palm oil plantations. The Forum brings together 44 producers and trading companies, professional associations and non-governmental organisations. The German Federal Ministry of Food and Agriculture is also on board, and GIZ manages the Forum's Secretariat on behalf of the Ministry. One point stands right at the top of the agenda: international certification must become more transparent and help ensure that palm oil originating from slash-and-burn methods no longer enters supply chains. Forum members are leading by example. Since the end of 2014 they have used 100 per cent certified palm oil for all their products. The percentage of certified palm oil used on the German market has risen considerably as a result.

## LOW-CARBON LIFESTYLES AROUND THE GLOBE



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## MITIGATING CLIMATE RISKS – GERMAN-SWISS APPROACHES

NATURAL  
DISASTERS –  
SOVEREIGN RISK  
INSURANCE



Droughts, floods, landslides – the impacts of climate change are already causing damage on a huge scale. As a result, governments are facing enormous bills to help supply affected individuals with basic essentials and to restore damaged infrastructure. Few governments in developing countries have adequate insurance cover for the financial risks of climate-related disasters. That is why GIZ is cooperating with the Swiss reinsurance company Swiss Re through a development partnership. Together, GIZ and Swiss Re are working with governments in sub-Saharan Africa and Asia in order to identify new ways of transferring risks. This cooperation arrangement is part of BMZ's develoPPP.de programme, which supports private companies interested in implementing projects in developing countries that offer long-term benefits for the local population. GIZ and Swiss Re are combining their expertise and their networks in order to push ahead and together identify better

ways of providing insurance cover for climate-related risks. More than 90 representatives from 11 Asian states met in 2016 at a dedicated International Workshop on Sovereign Risk Transfer held in the Indonesian capital, Jakarta. They discussed the consequences of major floods and ways of covering the financial risks involved. Elsewhere, in Africa, drought is making life difficult for farmers. Appropriate agricultural insurance schemes will help rice farmers in Nigeria and herders in East Africa protect themselves against harvest losses or the loss of their livestock.

The activities of GIZ and Swiss Re are contributing to the global InsuResilience initiative, which was founded in 2015 at the G7 Summit in Elmau. It aims to offer up to 400 million poor and vulnerable people in developing countries insurance cover against climate-related risks by 2020.

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## PROTECTING BEES IN KENYA WITH AERIAL PHOTOGRAPHY AND WHATSAPP



In Kenya, we are addressing an entirely different form of risk coverage, in which bees play a leading role. Many farmers depend on selling honey to augment their income. But as more and more land is being used for farming, the natural habitats of bees are shrinking. To protect threatened bee pastures, Kenya has called in a German expert for geographic information systems and remote sensing. The Centre for International Migration and Development (CIM), a joint operation of GIZ and the German Federal Employment Agency, placed the expert with Kenya's International Centre of Insect Physiology and Ecology (ICIPE) in Nairobi.

Under the EU-financed Bee Health Programme, the expert is now mapping the distribution, diversity and flowering cycles of flowering plants. This is the first study of its kind in the world. It will measure the impacts of climate change, demonstrate the value of flowering plants



for food security, and identify ways of better protecting natural areas used by bees. To this end, satellite images and aerial photos will be used, and farmers in the individual regions will be equipped with smartphones. They can then use WhatsApp to send photos of flowering plants to the German expert. He will pass his findings on directly to the authorities, as well as advising them on how to better preserve the natural resource base that is vital to both bees and people.

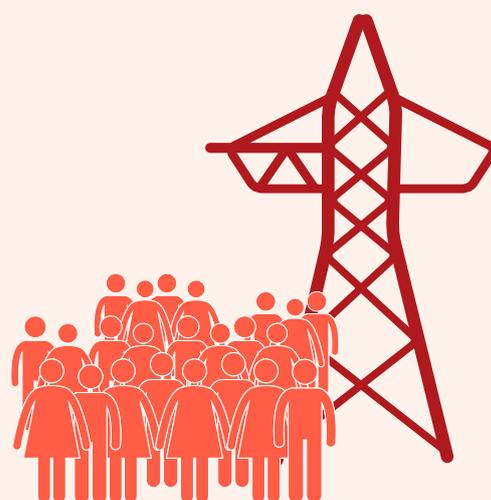
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# RESULTS OF OUR CLIMATE AND ENERGY PROJECTS

TOGETHER WITH ITS PARTNERS,  
GIZ ACHIEVED THE FOLLOWING RESULTS\*

2.2 MILLION  
MEGAWATT HOURS  
OF ELECTRICITY

SAVED WORLDWIDE WITH GIZ SUPPORT. THAT IS ENOUGH TO LIGHT UP THE EIFFEL TOWER IN PARIS EVERY NIGHT FOR MORE THAN 6,000 YEARS. OR TO KEEP THE LIGHTS ON IN A GERMAN LIVING ROOM FOR MORE THAN 8 MILLION YEARS.



17 TIMES  
GERMANY'S ENTIRE FOREST AREA

PROTECTED WORLDWIDE WITH  
THE SUPPORT OF GIZ.

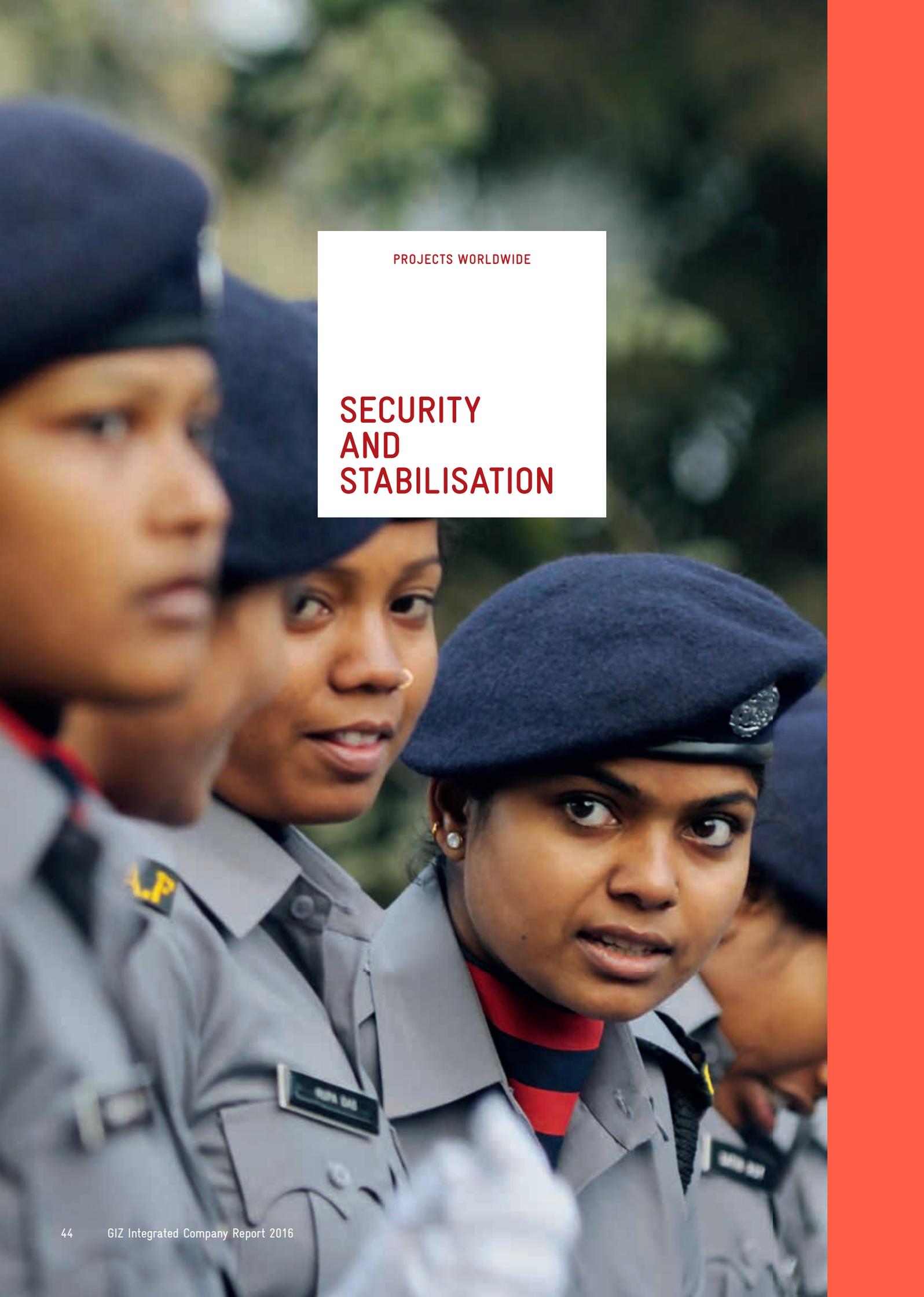
2 MILLION  
TONNES OF OIL

SAVED THANKS TO GIZ SUPPORT -  
BY INSULATING BUILDINGS AND  
INSTALLING SOLAR COLLECTORS.



\* Survey period: 2010-2015

For more information on the results of our work see [www.giz.de/results](http://www.giz.de/results)



PROJECTS WORLDWIDE

# SECURITY AND STABILISATION

# NO PROSPECTS WITHOUT SECURITY

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WHAT DOES IT MEAN TO LIVE IN SAFETY IN A STABLE ENVIRONMENT? WHAT MIGHT SEEM SELF-EVIDENT IN GERMANY IS ONLY BEGINNING TO EMERGE IN MANY COUNTRIES OF THE WORLD: A ROBUST LEGAL SYSTEM WITH TRUSTWORTHY SECURITY FORCES, AN ADMINISTRATION THAT DELIVERS THE SERVICES PEOPLE NEED, AND RELIABLE INSTITUTIONS THAT PROTECT INDIVIDUALS FROM CORRUPTION AND ARBITRARY ACTIONS AND WHICH ARE THERE WHEN PEOPLE NEED HELP. THIS IS A HUGE CHALLENGE FOR ALL STATES AND THEIR GOVERNANCE STRUCTURES.

In fragile contexts affected by conflicts and violence it is particularly difficult to guarantee people's safety and security. Around the globe around 1.5 billion people live in regions like these. In most of them, rule-of-law structures do not exist or have been temporarily suspended. The consequences are far-reaching. Where there is no security, people's lives and health are at risk. Food supplies are often interrupted. Housing, schools and hospitals are damaged or destroyed, and important infrastructure for water supply, sanitation and power is either no longer available or severely impaired. As a result, economic progress slows, training comes to a halt, and long-term sustainable development becomes all but impossible.

Creating a secure environment and maintaining or restoring stability are thus becoming increasingly important in international policy as an absolute precondition for continued development. Alongside confidence-building measures involving the population and state institutions, the necessary structures must be established: ministries, authorities and the police must be staffed with professional, effective personnel who uphold the rule of law in their work. Parliaments must provide democratically legitimated control along with civil society organisations, and an independent judiciary must be assured.

On behalf of the German Government GIZ is helping partner countries address these challenges. In many cases it is working with other international clients and organisations, and with the support of the private sector. Short-term emergency and transitional assistance provides people with the immediate essentials. Subsequent reconstruction projects stabilise political institutions, safeguard the livelihood of especially vulnerable groups and can create long-term prospects of a better life. Together with its commissioning parties and partners, GIZ focuses on precautionary approaches designed to prevent conflict erupting in the first place, so that it can help put in place lasting, stable structures and create livelihoods.





# BUILDING TRUST IN SECURITY FORCES

**SECURITY AND PEACE – SINCE THE SYRIAN CIVIL WAR BROKE OUT, THIS HOPE SEEMS TO HAVE RECEDED INTO THE FAR DISTANCE IN THE MIDDLE EAST. IT IS THEREFORE ALL THE MORE URGENT THAT THE REGION IS SUPPORTED IN ESTABLISHING A CIVILIAN ORDER THAT GIVES PEOPLE LEGAL CERTAINTY AND STABILITY.**

Protecting people from crime, mediating conflicts, ensuring safety and security – all these are part of the traditional duties of the police. But people will only respect them if they manage to perform these tasks while upholding people’s rights. Before a police force can succeed in all this it needs sound training, an understanding of the rule of law, and modern equipment.

These are precisely the areas being addressed by police reform in the Palestinian territories, where the 8,000 or so police officers are receiving support. On behalf of the German Federal Foreign Office, GIZ has been supporting the Ministry of Interior of the Palestinian National Authority since 2010 in its efforts to make the work of the police force more professional and responsive to the needs of the people.

## **GETTING CLOSE TO THE PEOPLE – WITH MOBILE POLICE STATIONS**

The most recent example of responsiveness to people’s needs can be seen in mobile police stations. These are actually police vehicles with a separate office section. These mobile stations, only a few square metres in size, will be used in areas which have hitherto had no regular police presence – in isolated rural parts of the West Bank. Since November 2016 between five and seven police officers (always including at least one female) have been visiting the villages in the northern district of Tulkarem with the first mobile police station, following a predetermined plan. The mobile police station tells the people, ‘We are here for you. Talk to us.’ And the message is being well received by the people.



### MODERN POLICE STATIONS AS A MODEL

GIZ has also been involved in building permanent police stations, and has developed a concept for a modern model police station. Since the police programme was first launched, twelve police stations have been built along with a special station in Jericho, where recruits undergo training. Eight of the new stations were built using EU funding. The new stations are already serving as a model for other international donors interested in building more police stations in the West Bank.

As well as building new stations and fitting them out with modern equipment, GIZ is helping its Palestinian partners draw up a comprehensive organisational concept, embracing all 70 police stations in the West Bank. The main focus is on ‘how’ the police should operate. Together the two sides have produced a standard training plan for police recruits, which introduces standards for police work at local level. Since then, police cadets have been able to refer to a precise job description and standardised work processes. But that is not all: to build confidence in the security forces and help ensure that the forces of law and order are seen by the people as their ‘friends and helpers’, police stations and local authority representatives have agreed to step up communication and information work. These measures first target women

and young people. They will be informed how the police operate and how they can contact the police in an emergency.

Apart from GIZ, a large number of other German and international partners are involved in the police reform. The German Federal Ministry of the Interior is advising the Palestinian partners on matters relating to the strategic orientation of the police. Germany’s federal police force, for its part, has been actively involved in the fields of document security and facility protection for years, while the Federal Criminal Police Office (BKA) is providing important assistance in basic training for criminal investigations, crime scene work, and narcotics control. Currently it is advising the Palestinian side on the introduction of sound crime statistics. Finally, the EU Co-ordinating Office for Palestinian Police Support (EUPOL COPPS) is also supporting the police and the criminal law system in the Palestinian territories. The common goal that underlies all these coordinated activities is to enable the police to do a good job, thus boosting the trust of the people in the police as an institution and improving security.

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**GOOD EQUIPMENT  
AND RESPONSIVE  
POLICING FOR  
ENHANCED SECURITY  
AND MORE TRUST**



## RELIABLE DATA FOR BETTER SOCIAL PROTECTION

REACHING  
CAMBODIA'S POOR  
AND PEOPLE IN NEED  
MORE EFFECTIVELY



Poor people need state assistance. But how can a state address poverty, and plan and implement welfare services for people in need if it has no information on which households are genuinely poor? Cambodia's solution is IDPoor, a programme with an integrated database that systematically, efficiently and reliably identifies poor households. GIZ is supporting the Ministry of Planning in coordinating the procedure with regional authorities, regularly updating information and making it available to the country's social protection system.

Transparency and civic participation are cornerstones of the programme. Elected village representatives draw up a list of households in need every three years, in consultation with the villagers. This list is checked and published. The results are incorporated in a database, on which villagers must be registered in order to receive an entitlement card. On presentation of this card, family members will receive free basic health care and other welfare services.

In all 25 provinces of Cambodia, poor households are thus being identified countrywide. More than three million people in over 12,000 villages currently hold a valid card. The programme, initially financed solely by BMZ, has been so successful that Australia's Department of Foreign Affairs and Trade has been involved since 2009 and now shoulders a large percentage of the costs. This has made it possible to expand the IDPoor approach to embrace Cambodia's towns as well as rural regions. The programme has also been extended until 2019. Other projects in Cambodia also use IDPoor to specifically target people who are poor or in need.

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## A MODERN ADMINISTRATION NEEDS WELL-TRAINED MANAGERS



To ensure that responsiveness is more than just a soundbite, Afghanistan is also investing in thorough training for managers as it puts in place a modern administrative system. The yardstick used to measure the effectiveness of decentralised administrative bodies is firstly responsiveness to people and to their needs, and secondly the speed and reliability of service delivery. Between 2012 and 2016, GIZ supported the Afghan Government on behalf of the German Federal Foreign Office in establishing a nationwide training standard for public service managers. The University of Potsdam, the Max Planck Foundation for International Peace and the Rule of Law and the Centre for

International Migration and Development were all involved. The experts advised five Afghan universities on establishing faculties of administrative sciences and bachelor's degree courses, as well as providing advanced training for deans and lecturers. At the end of 2015, the first 430 students graduated. And some 2,500 students at the five universities were enrolled for the degree in public administration – a good fifth of them women.

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## ‘GERMANY IS A PARTICULARLY STRONG PARTNER’

INTERVIEW WITH BENITA SOMMERVILLE FROM THE AUSTRALIAN EMBASSY IN PHNOM PENH. SHE IS RESPONSIBLE FOR SEVERAL DEVELOPMENT PROJECTS IN CAMBODIA. THE PHOTO SHOWS HER VISITING THE IDPOOR PROJECT.

What sets this programme apart in your opinion?

**BENITA SOMMERVILLE** In Cambodia, we have two delegated cooperation agreements with GIZ: IDPoor and a project on Access to Justice for Women. Both programmes are notable due to their strong ownership and commitment on the part of the Cambodian Government.

What form does this take exactly?

**BENITA SOMMERVILLE** One example is the annual data gathering for IDPoor. In 2015, Cambodia fully covered the operational costs for the first time, and in 2016 it was wholly responsible for the implementation and management of the data gathering process. The Ministry of Planning is taking on a stronger policy role to ensure IDPoor captures the people whose need is greatest – such as people with disabilities. The Ministry is also ensuring that the programme and its objectives stay relevant – even though the society is rapidly changing, for example due to urbanisation and migration.

What do you appreciate about working with Germany and GIZ?

**BENITA SOMMERVILLE** Germany is a particularly strong partner as it is able to link one programme to other programmes, including KfW measures. This is particularly effective in IDPoor which can identify households eligible to receive support from the Health Equity Fund, to which Australia and Germany contribute. We work with GIZ due to its established presence in Cambodia, its sector experience and strong connections with the Government and civil society.

## DECENTRALISED STRUCTURES – CLOSE TO CITIZENS

In Ukraine too, efforts are under way to build trust and make structures more responsive to citizens’ needs. In future many political decisions are to be taken at the level where their impact will be most acutely felt, i.e. locally. As the country moves closer to the EU, and as part of the ambitious reform agenda it has been pursuing since 2014, the country decentralises its administrative structures.

Ukraine is receiving broad support from Germany, Denmark, Estonia, Poland, Sweden and the European Union in these efforts. The reform project, initially piloted in two regions and funded by BMZ, was rolled out nationwide in 2016, with the support of new partners. The scaled up programme is funded by the EU special programme which is fostering decentralisation and regional development in Ukraine. GIZ and Sweden’s government-owned development agency Sida are implementing the project jointly. The most important element is the training being provided for the

staff of Ukraine’s administrative bodies. 24 regional centres are being established and specialists and managers trained to handle the wide spectrum of new responsibilities that decentralisation is bringing. These include efficient public financial management and civic participation, as well as technical issues like regional planning in rural areas and the use of energy-efficient technologies.

These nationwide training and advisory services for municipalities have triggered a dramatic increase in the demand for administrative experts. To meet this demand the project is currently using a selection process to establish a countrywide pool of experts, who are to support municipalities in planning and implementing decentralisation measures even after the project itself has been wound up.

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EUROPEAN  
ENGAGEMENT FOR  
UKRAINE'S  
ADMINISTRATION





# SECURITY HAS MANY FACETS

NATIONAL SECURITY AND STABILITY DEPEND NOT ONLY ON WHETHER PEOPLE LIVE IN PEACE AND ADDRESS CONFLICTS USING NON-VIOLENT MEANS. SECURITY AND STABILITY IS ALSO THREATENED IF A COUNTRY IS UNABLE TO PRESERVE AND EQUITABLY DISTRIBUTE ITS NATURAL RESOURCES, OR IF IT CANNOT PROTECT THE POPULATION AGAINST ORGANISED CRIME, CORRUPTION, EPIDEMICS AND BIOLOGICAL HAZARDS.

## FIGHTING PIRACY – COORDINATED, CROSS-BORDER MEASURES

Piracy, human trafficking, the drugs trade, illegal fishing – maritime security in West Africa’s Gulf of Guinea is not in the best of shape. To effectively tackle the violence and crime that prevail off their coasts, states bordering on the Gulf of Guinea need to take coordinated counter-measures and establish cross-border information-sharing systems. On behalf of the German Federal Ministry of Defence, GIZ is helping the Economic Community of West African States (ECOWAS) to set up multinational maritime coordination centres. It is training staff drawn from civilian authorities, the police and the military, and fostering cooperation with national ministries, port authorities, fisheries authorities and environmental agencies. Legally binding framework agreements are also being drawn up in collaboration with the countries involved and the ECOWAS Commission in order to establish a maritime security architecture.

## PROTECTION AGAINST BIOLOGICAL HAZARDS – RAISING AWARENESS, ENSURING PREPAREDNESS

Bacteria and viruses as weapons? Given the worsening security situation and the continued terrorist threat, the world must be prepared to face this risk. Firstly, this will involve creating an awareness

of the threat of bioterrorist attacks. Secondly, national authorities and institutions must be better prepared to diagnose dangerous pathogens swiftly and correctly, while protecting their laboratories against unauthorised access and developing international networks. This is a field in which GIZ is providing support through the German Biosecurity Programme, which involves the Robert Koch Institute as well as partner countries in Africa, Central Asia and Eastern Europe. In Sudan, for instance, GIZ is helping state authorities develop biosecurity guidelines. It has also promoted the development of a nationwide laboratory network. The programme was launched in 2013 by the German Federal Foreign Office as part of the German Government’s preventive security policy, and it was extended for a further three years in 2016.

## DETECTING AND CONTROLLING EPIDEMICS SWIFTLY

How can we prevent infectious diseases spreading like wildfire? One response is the Epidemic Preparedness Team set up by BMZ in 2015. The team (known by its German acronym SEEG) helps partner countries become better prepared to cope with outbreaks of infectious diseases, and to respond appropriately before the outbreak becomes an epidemic. In this project, GIZ is cooperating with the Robert Koch Institute and the

PROTECTION RIGHT  
DOWN THE LINE –  
AGAINST CRIME,  
DISEASE AND  
NATURAL DISASTERS



## ALLIANCE FOR INTEGRITY

To achieve greater transparency and integrity in international value chains, BMZ launched the Alliance for Integrity in conjunction with the German private sector. The global network has the support of many private companies including MAN SE, Merck KGaA, Metro AG and SAP SE, Allianz SE and the Linde Group, as well as the Association of German Chambers of Commerce and Industry (DIHK) and the Federation of German Industries (BDI), alongside organisations including Transparency International Deutschland e.V. and the United Nations Office on Drugs and Crime (UNODC). With its business-to-business training programme, the Alliance for

Integrity is strengthening the capacities of small and medium-sized enterprises (SMEs) to prevent corruption. Experienced compliance officers from local or international companies train the staff of companies of different sizes who have little or no previous knowledge in the field of anti-corruption. Between late 2015 and early 2017, a total of 147 instructors trained 683 staff members. GIZ is implementing the Alliance for Integrity, which operates globally in Latin America, Africa and Asia.

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Bernhard Nocht Institute for Tropical Medicine. All three bodies second experts as required for missions. In Togo, for instance, the SEEG put in place a system to diagnose Lassa fever in 2016. In response to an initiative of the partner, the National Hygiene Institute, 120 experts were trained nationwide to take samples correctly and send them to the laboratory. Since then Togo has been significantly better prepared to prevent a Lassa fever epidemic.

## FIGHTING CORRUPTION – TRANSPARENCY IS THE ANTIDOTE

There is an antidote to corruption that is effective worldwide: transparency. That is why Georgia is putting its faith in European standards to tackle the problem of bribery. Since 2010 GIZ has been working on BMZ's behalf to help Georgia reform its public procurement system. Experts are firstly identifying the areas in which the risk of corruption is highest so that specific counter-measures can be developed – such as replacing paper-based systems with a public access online system that applies clear criteria. Georgia's procurement agency is being supported by an integrated expert placed by the Centre for International Migration and Development (CIM). The expert – an economist – developed the new procedures in line with the pertinent EU directives, and put them into practice with the procurement agency staff.

The new procedures leave less room for corruption and price fixing. Competition has been encouraged and prices cut. The number of bids received for each public invitation to tender has risen by about 10 per cent compared with figures under the previous procedure.

## WATER AS A CONFLICT RISK – CONSERVING RESOURCES AND ENSURING EQUITABLE WATER MANAGEMENT

There is no life without water. Where water is scarce, conflicts are more frequent. How a country protects its water resources is thus a crucial factor in the level of security and stability it enjoys. However, all water users must accept responsibility in order to protect precious water resources. And that is precisely the approach adopted by the International Water Stewardship Programme, funded by BMZ and the British Department for International Development. GIZ is implementing programme measures in nine countries in Africa, the Caribbean and Asia. What makes this programme special is that private households, civil society and companies are working with the public sector to identify ways of protecting water resources and distributing water equitably. This is important if companies that depend on water are to continue production and secure jobs. It also ensures that water need not be rationed and that no conflicts break out over the distribution of water resources.

In Uganda, 500 hectares of wetlands have been rehabilitated, ensuring that water remains available to all, even during the dry season. 40 local leaders and more than 280 farmers were then trained to use the areas sustainably. The project has been partly financed by the Coca-Cola Africa Foundation as part of a public-private cooperation arrangement.

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🌐 [www.giz.de/en/worldwide/33895.html](http://www.giz.de/en/worldwide/33895.html)  
✉ [annette.bremer@giz.de](mailto:annette.bremer@giz.de)  
🌐 [www.giz.de/en/worldwide/40435.html](http://www.giz.de/en/worldwide/40435.html)  
✉ [elizabeth.richter@giz.de](mailto:elizabeth.richter@giz.de)  
✉ [andre.lammerding@giz.de](mailto:andre.lammerding@giz.de)  
🌐 [www.giz.de/en/worldwide/27890.html](http://www.giz.de/en/worldwide/27890.html)



## DISTRIBUTING FOOD RELIABLY – WITH FINGERPRINT SCANNERS

**THE GOAL:**  
**810 MILLION**  
**NEEDY PEOPLE**  
**GET THE FOOD**  
**THEY ARE**  
**ENTITLED TO.**



No country in the world spends more on tackling hunger than India. It has by far the world's largest state-run programme, with an annual budget of over EUR 22 billion. But huge quantities of state-subsidised food still go missing. Inadequate controls mean that rations often fail to reach the people who need them most: needy women of childbearing age, pregnant women, nursing mothers and their children.

To make food distribution more efficient and to prevent abuse, the government is now turning to modern fingerprint scanners. GIZ is supporting the Indian Government as part of the One World – No Hunger Initiative, which GIZ has been implementing on behalf of BMZ in a total of 11 countries since 2015.

In the Indian state of Madhya Pradesh, home to 74 million people, the new digital distribution system is already up and running. With a simple touch of a finger, the system can calculate automatically how much food the individual is entitled to and how much has already been picked

up. The device speaks the local language and reads the remaining food entitlement aloud. All individuals and the quantities of food rations picked up are registered in the system. Unlawfully registered individuals are immediately identified and can be deleted from the system. Data is then encrypted and sent to a central database.

A total of 22,400 scanners have been installed so far. Owners of the shops in which food is distributed have already been trained to use the new equipment. Thanks to the fingerprint system, food worth more than EUR 102 million has been distributed to those genuinely in need. The Indian Government now intends to introduce the biometric recognition system, which has since been firmly anchored in the National Food Security Act, in all 36 states. More than 810 million people will then be entitled to benefit from this abuse-protected digital system.

✉ [michael.klingler@giz.de](mailto:michael.klingler@giz.de)  
 🌐 [www.giz.de/en/worldwide/32194.html](http://www.giz.de/en/worldwide/32194.html)

# RESULTS\* OF OUR SECURITY AND STABILISATION PROJECTS

**34 MILLION CHANCES**

**TO VOTE!**

WITH THE SUPPORT OF GIZ, MORE THAN 34 MILLION PEOPLE BENEFITED FROM GREATER POLITICAL PARTICIPATION AROUND THE GLOBE.



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GIZ Europe, Mediterranean,  
Central Asia  
**3,212,206 people**

GIZ Africa  
**23,626,248 people**

GIZ Asia, Latin America,  
Caribbean  
**7,342,669 people**

---

**90 MILLION SATISFIED CITIZENS!**

A STABLE ENVIRONMENT ALSO MEANS THAT PUBLIC SERVICES WORK - FROM WASTE COLLECTION TO THE ISSUING OF PASSPORTS. THANKS TO GIZ'S CONTRIBUTION BETWEEN 2010 AND 2015, 90 MILLION CITIZENS BENEFITED FROM STATE SERVICES.



\* Survey period: 2010-2015

Other indicators of a secure and safe life in a stable environment are listed on page 23.

WORKING  
TOGETHER

# CORPORATE SUSTAINABILITY AT GIZ

—



**PULLING TOGETHER TO FURTHER ENHANCE GIZ'S SUSTAINABILITY PERFORMANCE AND MINIMISE UNINTENDED NEGATIVE IMPACTS – THAT'S WHAT GIZ'S CORPORATE SUSTAINABILITY MANAGEMENT IS ALL ABOUT.**

Environmental protection and climate change mitigation, human rights, gender equality, compliance and anti-corruption, and not forgetting security: in these and many other areas, GIZ sets itself specific, measurable targets in its Sustainability Programme. Action-oriented measures are specified for each target, and the targets themselves are also incorporated in the GIZ Corporate Strategy. At regular intervals the company publishes information on which targets have been achieved and any which may not have been achieved in full.

In dialogue with stakeholders, GIZ decides which sustainability topics take precedence – these are thematic areas in which the company produces particularly positive or particularly negative impacts, and which are therefore strategically prioritised.

With its systematic sustainability management, aligned with national and international standards, GIZ works to achieve these objectives at its various locations. The Sustainability Board, which reports directly to the Management Board, deliberates on the objectives and supports their realisation. The Board is headed by the Chair of the Management Board. It comprises selected directors general of GIZ departments and directors of corporate units as well as the Director of Corporate Sustainability.

In addition, GIZ's Corporate Sustainability Handprint® (CSH) helps the company promote its corporate sustainability performance around the globe. This management instrument, which was introduced in over 90 per cent of country offices in 2015 and 2016, enables teams in the partner countries to record their progress and set themselves new targets that relate to conditions on the ground.

The Safeguards+Gender management system was established at the end of 2016. It comprises protective mechanisms for the fields of environment and climate, human rights, conflict and gender equality. This system is designed to ensure that all world-wide projects and programmes benefit both people and the environment, rather than impacting negatively as a result of risks or unintended consequences of our actions. It is a mandatory minimum standard for GIZ's projects and commissioning parties, and is taken into account from the very inception of a project.

Corporate Sustainability at GIZ:

📍 [www.giz.de/sustainability](http://www.giz.de/sustainability)

GIZ Sustainability Programme 2016 – 2020:

📍 [www.giz.de/en/downloads/giz2017-sustainability-programme-2016-2020.pdf](http://www.giz.de/en/downloads/giz2017-sustainability-programme-2016-2020.pdf)

GIZ Progress Report on Sustainability 2015, Achievement of the Sustainability Programme 2013 – 2015:

📍 [www.giz.de/de/downloads/giz2015-en-progress-report-sustainability.pdf](http://www.giz.de/de/downloads/giz2015-en-progress-report-sustainability.pdf)

GIZ Corporate Sustainability Handprint®:

📍 [www.giz.de/handprint](http://www.giz.de/handprint)



# MANAGING SUSTAINABILITY TOGETHER WITHIN THE COMPANY

PUSHING AHEAD WITH SUSTAINABLE DEVELOPMENT AS LAID OUT IN THE 2030 AGENDA IS NOT JUST THE RESPONSIBILITY OF THE INTERNATIONAL COMMUNITY OR OF INDIVIDUAL COUNTRIES. TO ENSURE THAT NATIONAL AND INTERNATIONAL OBJECTIVES ARE ATTAINED, COMPANIES LIKE GIZ ARE ALSO CALLED ON TO PLAY THEIR PART THROUGH SUSTAINABLE CORPORATE PROCESSES AND RESPONSIBLE ACTION.

## REDUCING AND OFFSETTING EMISSIONS

**20,441 TONNES  
OF REMAINING  
GREENHOUSE GAS  
EMISSIONS IN  
GERMANY OFFSET  
THROUGH A  
COOPERATION  
PROJECT**



In 2004, GIZ adopted its own climate change mitigation strategy, which aimed to reduce energy consumption and the use of private vehicles, replace fossil fuels with renewables, and offset the remaining greenhouse gas emissions. The success of this strategy has increased with every passing year. Since 2014, GIZ has bought in only green electricity in Germany. Between 2011 and 2015 emissions were reduced by 20 per cent. In 2016, partly through one of its own cooperation projects in Thailand, GIZ offset its remaining greenhouse gas emissions in line with the CDM Gold Standard, the most rigorous international standard for climate change mitigation projects. The Clean Development Mechanism (CDM) allows actors in industrialised countries to implement emission reduction measures in developing countries. The savings are certified and credited to their own reduction targets.

## ENVIRONMENT PROGRAMME 2016 – 2020: MORE AMBITIOUS OBJECTIVES

In the face of climate change and dwindling resources, all business processes must be environmentally sound. GIZ's new Environment Programme 2016–2020 therefore embraces not only new, more ambitious emission reduction targets, but also such issues as ecologically sound building, greening outdoor spaces with indigenous plants, re-using older items of IT equipment and green mobility. A key element throughout is the enthusiastic response of staff, who have set up their own environment teams in a number of different areas, from improving the company's infrastructure for cyclists, to keeping bees on the company premises. This participation, which staff have been keen to support, is now incorporated as an objective in its own right in the new Environment Programme, which also specifies relevant measures.

## REGULARLY UPDATED – SUSTAINABLE PROCUREMENT

Sustainable procurement is a central lever in improving staff benefits and GIZ's environmental performance. The Report on Sustainable Procurement, which is regularly updated, brings together all mandatory requirements. Cleaning materials, for instance, must comply with the requirements of the EU ecolabel, while office materials and furnishings must be free of any hazardous materials. The report also provides examples of the criteria required in framework agreements with suppliers, covering, for instance, the procurement of printers.

## DATABASE: SUSTAINABLE FOOTPRINT AND HANDPRINT

Since 2016, GIZ has been using the Corporate Sustainability Handprint® at more than 70 offices around the world. In the environmental sector, this management instrument provides a way of documenting active contributions towards sustainability, thus complementing the ecological footprint which measures such things as water consumption and CO<sub>2</sub> emissions. GIZ offices inside and outside Germany compile their figures

and so provide the data needed to calculate GIZ's resource use and establish worldwide reduction targets published in the company's Climate and Environmental Statement (German only).

## AUDITED AND CERTIFIED: GIZ'S CORPORATE ENVIRONMENTAL PROTECTION

GIZ introduced the Eco-Management and Audit Scheme (EMAS) back in 2013 as part of its corporate environmental protection framework. As well as annual audits performed by independent consultants, the company's environmental management is subjected to a more far-reaching, detailed check once every three years. In 2016, at the end of the first three-year cycle, GIZ received confirmation that its environmental work is successful. Since 2016 the GIZ's new building in Bonn, the international education and encounter centre in Feldafing and another building in Eschborn were certified as worthy of the EMAS seal of approval.

🌐 [www.giz.de/environmental-management](http://www.giz.de/environmental-management)

Climate and Environmental Statement including GIZ Environment Programme 2016–2020 (Klima- und Umweltbilanz 2015 including GIZ Umweltprogramm 2016–2020, German only):

🌐 [www.giz.de/de/downloads/giz2016-de-klima-und-umweltbilanz-2015.pdf](http://www.giz.de/de/downloads/giz2016-de-klima-und-umweltbilanz-2015.pdf)

# RESPECTING, PROMOTING AND PROTECTING HUMAN RIGHTS

GIZ supports its clients, commissioning parties and partners in promoting and realising human rights. It is also committed to respecting and protecting human rights within the company itself. The GIZ's human rights grievance mechanism was further developed in 2016 in line with the United Nations Guiding Principles on Business and Human Rights, and the human rights risk assessment was made more specific as part of the Safeguards+Gender system (see page 55).

Information about any negative impacts of GIZ's actions on human rights can be sent to the independent integrity officer at the Compliance and Integrity Unit at [humanrights@giz.de](mailto:humanrights@giz.de). All complaints are dealt with immediately and confidentially, drawing on internal and external expertise as required. No complaints were received in 2016.

🌐 [www.giz.de/human-rights](http://www.giz.de/human-rights)

🌐 [www.giz.de/human-rights-at-GIZ](http://www.giz.de/human-rights-at-GIZ)

# STAFF SAFETY AND SECURITY COMES FIRST

Regions in conflict, fragile states, areas hit by natural disasters – GIZ’s support is in increasing demand in crisis-affected areas. There is no guarantee that GIZ’s staff can live and work safely in areas like these. To ensure that the employees do not find themselves getting caught in the crossfire when conflicts erupt, and to prevent them being targeted by criminals, the company provides everything possible in the way of precautionary security measures.

To protect staff as well as possible, GIZ must have a coordinated crisis management system worldwide. In May 2016 GIZ founded the Corporate Security Unit. It reports directly to the Management Board and coordinates the work of the GIZ Crisis Desk. In a crisis, it also works closely with COPE, GIZ’s own psychosocial counselling unit. The Corporate Security Unit is the point of contact for all matters relating to security risk management outside Germany. It

analyses the risks in individual countries, as well as providing information, facts and figures, and advice on what specific protective and security measures the personnel should take.

Currently 115 full-time staff in over 50 countries work in the field of security risk management. In some high-risk countries, where the security situation is particularly critical, GIZ operates security offices which are staffed round the clock. Country-specific security strategies are constantly updated and aligned with the security situation on the ground. Security risk advisors, for instance, prepare trips to unsafe project regions, ensure the security of GIZ’s infrastructure and handle security for staff travelling to the country on official GIZ business. In an emergency every office can activate emergency plans and ensure that an unfolding crisis can be dealt with effectively.

🌐 [www.giz.de/safety](http://www.giz.de/safety)



## ‘WE MUST ACTIVELY MANAGE SECURITY RISKS IN ORDER TO KEEP OUR STAFF AS SAFE AS POSSIBLE’

**INTERVIEW WITH REGINA BAUEROCHSE BARBOSA, DIRECTOR OF THE CORPORATE SECURITY UNIT**

GIZ has been operating in crisis- and conflict-affected countries for some years now. Why was a dedicated Corporate Security Unit founded in 2016?

**REGINA BAUEROCHSE BARBOSA** Security requirements are becoming increasingly complex, since GIZ is operating more and more in crisis-affected regions. An evaluation conducted in 2015 showed that although the security systems then in place complied with international standards, the human resources available at the Crisis Desk and its attachment to the Human Resources Department were no longer appropriate given the increasing demands.

**So what has changed?**

**REGINA BAUEROCHSE BARBOSA** The most important change is the analysis unit, which we have put in place in addition to the Security and Crisis Management section. Having analysed

the security-relevant actors and developments, the analysis unit draws up a report on the current situation and possible scenarios for the operational departments. This provides the departments with important information on the basis of which they can decide on their portfolio design in fragile states. Our risk and security culture is to be granted a higher status, and the Corporate Security Unit will be doing its bit there too.

**What duties does the corporate unit have?**

**REGINA BAUEROCHSE BARBOSA** We will be integrating security issues even more systematically in our processes – for example when projects are prepared, staff recruited and budgets drawn up. Above all, we will only be able to achieve our project objectives if we actively manage and reduce the security risks for our staff and our infrastructure. And we will only succeed in this if we manage to communicate to our national and international staff that their safety comes first.



## TACKLING CORRUPTION AND PROMOTING A HEALTHY COMPLIANCE CULTURE

The war on corruption is one of the cornerstones of GIZ's worldwide operations. And that obviously includes GIZ's own actions. Whether we are talking about equality, transparency or partnership, GIZ's Code of Conduct lays down mandatory principles that must be respected by all staff members. As soon as they join the company, new employees are being made aware of situations in which there is a risk of non-transparency and corruption.

Since the end of 2015, a new Compliance and Integrity Unit at GIZ has ensured effective compliance within GIZ. The new corporate unit addresses compliance problems in a way that is transparent for all stakeholders, and resolves them. Where there is reasonable suspicion of non-compliance, employees, project partners, clients or members of the general public can contact either the independent integrity advisor attached to the Unit or an external ombudswoman. The integrity advisor was contacted in conjunction with 319 cases in 2016. All requests for advice are answered and every notification of potential misconduct is investigated. The Compliance Committee is responsible for deciding on fundamental

compliance issues. The Committee consists of two managing directors and various directors general of departments and directors of corporate units.

In its country offices around the world, GIZ is particularly keen to ensure that compliance management systems are in place. A number of pilot countries analysed country-specific risks regarding corruption and non-compliance in 2016. They then initiated appropriate counter-measures and put in place permanent systems to address the risks. Once the lessons learned have been evaluated, this approach will be mainstreamed in all GIZ's field offices outside Germany. In the GIZ country office in Pakistan, for instance, employees got together to lay the foundations for a healthy compliance culture. Regular brown bag lunches and open hours, when national personnel can consult the country director, as well as coaching on how managers see their role, are all helping generate an open and cooperative atmosphere in which trust, appreciation and teamwork can flourish – preconditions for compliance and integrity.

® [www.giz.de/compliance\\_en](http://www.giz.de/compliance_en)



**WORKING  
TOGETHER  
WORLDWIDE**



CREATIVE MINDS, HELPING HANDS AND FORESIGHT – GIZ STAFF WORK IN A LARGE NUMBER OF COUNTRIES AND A WIDE RANGE OF THEMATIC AREAS WORLDWIDE. OUR CLIENTS COMMISSION US BECAUSE OF THE EXPERTISE WE OFFER, AS WELL AS OUR BROAD TECHNICAL AND MANAGERIAL CAPACITIES AND OUR PASSION FOR WHAT WE DO. WITH RELIABLE PARTNERS FROM GOVERNMENTS, PRIVATE BUSINESSES, CIVIL SOCIETY ORGANISATIONS AND THE SCIENTIFIC AND ACADEMIC COMMUNITY AT OUR SIDE, WE CAN ACHIEVE SUCCESSFUL AND TRUSTING COOPERATION IN OUR DAY-TO-DAY WORK.

# SHAPING TOGETHER

# OUR PERSONNEL

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**IN 2016 IT WAS ONCE AGAIN OUR PERSONNEL WHO GUARANTEED THE SUCCESSFUL DEVELOPMENT OF OUR BUSINESS. OUR STAFF PUT THEIR EXPERTISE AT THE SERVICE OF OUR CLIENTS, COMMISSIONING PARTIES AND PARTNERS IN SOME 120 COUNTRIES, DEVELOPING INNOVATIVE SOLUTIONS FOR SOCIETAL CHANGE AND TRANSLATING THESE SOLUTIONS INTO PRACTICE.**

As at 31 December 2016, GIZ employed a total of 18,260 staff members, as compared to 17,319 in 2015 – an increase of 941. The expanding workforce reflects our business development and demonstrates GIZ's attractiveness both as an employer and as a service provider in the field of international cooperation for sustainable development. In addition to our long- and short-term experts and our national personnel in partner countries, who account for the greater of our total workforce, another 1,490 people were working for GIZ as development workers, integrated experts and returning experts around the world. It is particularly encouraging to note the rise in the percentage of women employed both in the company as a whole and in managerial positions. We also intend to further increase the percentage of our national personnel taking up managerial posts.

FIND OUT MORE ABOUT WORKING FOR GIZ: [WWW.GIZ.DE/JOBS\\_EN](http://WWW.GIZ.DE/JOBS_EN)



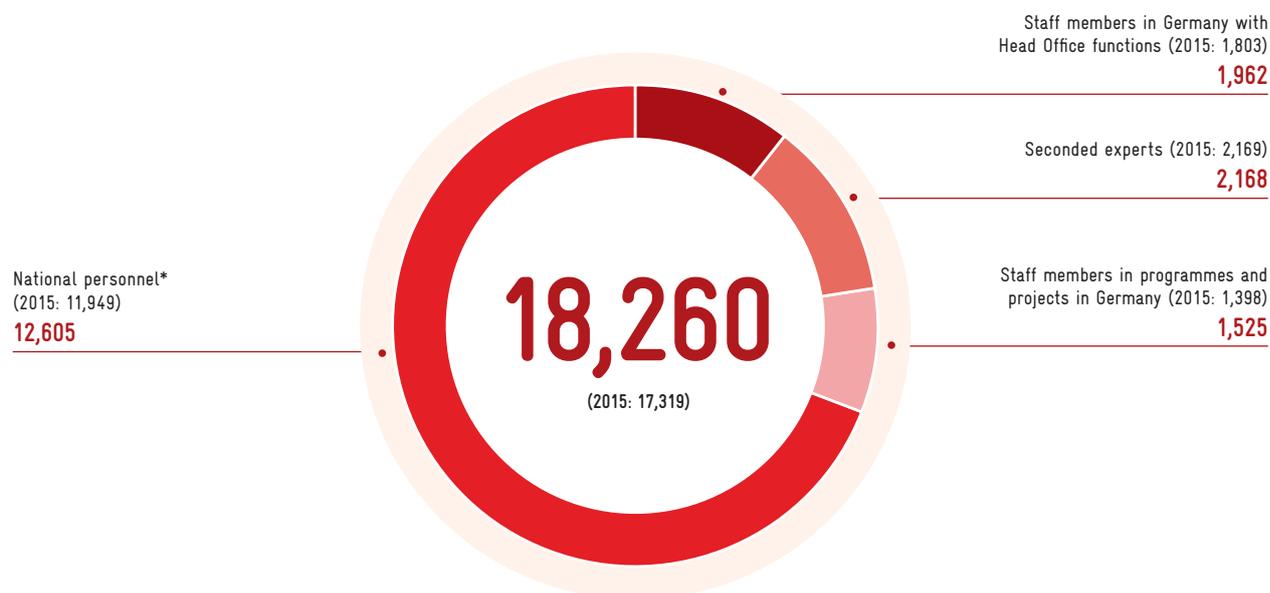
## **INTERNATIONAL EDUCATION WORK – CAPACITY DEVELOPMENT FOR PARTNERS AND GIZ EMPLOYEES**

The Academy for International Cooperation, also known by its German acronym AIZ, upgrades specialists and managers working in international cooperation to enable them to actively shape change processes and make knowledge globally available. The learning and training services for practitioners offered by the Academy cover a wide spectrum – from language courses and security training prior to a field assignment, leadership development courses and training on a wide array of specialist subjects, such as food security, through to conflict and project management. The face-to-face and online teaching methods used by the Academy are open to GIZ employees inside and outside Germany, and can also be made available to external clients. The Academy supports GIZ projects around the world in devising and implementing strategic capacity development measures and learning processes with partners – to ensure that the capacities in partner countries are available in the long term and that project results are sustainable.

READ MORE ABOUT THE ACADEMY FOR INTERNATIONAL COOPERATION:  
[WWW.GIZ.DE/AKADEMIE](http://WWW.GIZ.DE/AKADEMIE) (GERMAN ONLY)

TOTAL STAFF MEMBERS

As at 31 December 2016



\* National personnel are recruited and given employment contracts locally.

PERCENTAGE OF WOMEN IN THE WORKFORCE

As at 31 December 2016

		Workforce as a whole				Management Board				Managerial positions				
		Germany		Partner countries		Total		Germany		Partner countries		Total		
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
	66.7	66.7	39.2	41.1	55.6	56.9	50.0	50.0	44.7	42.0	31.1	35.2	36.8	37.9

PERSONNEL IN THE REGIONS\*

As at 31 December 2016

	Seconced experts		National personnel		Development workers**		Integrated experts***		Returning experts***	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Sub-Saharan Africa	786	830	4,140	4,551	393	348	141	128	159	170
Asia/Pacific	451	413	2,428	2,440	138	137	74	64	157	132
Europe, Caucasus and Central Asia	413	413	3,138	3,159	35	15	162	134	73	65
Latin American, Caribbean	207	217	1,233	1,252	119	105	80	66	52	32
Mediterranean Region and Middle East	287	260	977	1,167	45	38	28	21	65	35
Industrialised countries (Europe, USA)	25	35	33	36	0	0	0	0	0	0
<b>Total</b>	<b>2,169</b>	<b>2,168</b>	<b>11,949</b>	<b>12,605</b>	<b>730</b>	<b>643</b>	<b>485</b>	<b>413</b>	<b>506</b>	<b>434</b>

\* not including personnel in Germany

\*\* 105 of the 643 development workers were deployed as Civil Peace Service experts.

\*\*\* Integrated experts are placed with employers in partner 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 local going rate, to which CIM adds a top-up payment. Returning experts also receive a salary top-up payment from CIM, as well as advisory and other support services.

# FISCAL 2016

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OVER THE YEAR UNDER REVIEW GIZ INCREASED ITS BUSINESS VOLUME IN ORDER TO GENERATE SUSTAINABLE RESULTS WORLDWIDE. THE BUSINESS VOLUME WAS EUR 2,402 MILLION (AS COMPARED TO EUR 2,142 MILLION IN 2015).

About 94 per cent of our total business volume was generated by the public-benefit business area, with the remaining 6 per cent attributable to GIZ's taxable business area, International Services. Through this business area, international institutions such as the European Union, the United Nations, governments worldwide, foundations and businesses with international operations commission GIZ directly.

**BUSINESS VOLUME OF AROUND  
EUR 2.4 BILLION**

## COFINANCING

Under cofinancing arrangements, third parties such as the European Union, UN organisations or private companies provide additional funds to support a measure that GIZ is implementing on behalf of BMZ or another German public sector client. In terms of income generated in 2016, the largest cofinancing bodies were the European Union (EUR 189 million) and the United Kingdom's DFID (EUR 32 million).

**TREND IN PUBLIC-BENEFIT BUSINESS AREA**

As at 31 December 2016

Income in EUR million*	2013	2014	2015	2016
Total	1,753	1,880	1,977	2,253
BMZ	1,464	1,615	1,699	1,915
Cofinancing**	170	181	236	286

\* All values shown without decimal places. Rounding differences therefore occur.

\*\* This figure shows only cofinancing for BMZ commissions, and is included in the total income generated in commissions implemented on behalf of BMZ.

**GIZ INTERNATIONAL SERVICES 2016 (2015)**

As at 31 December 2016

**Total business volume in EUR million\***

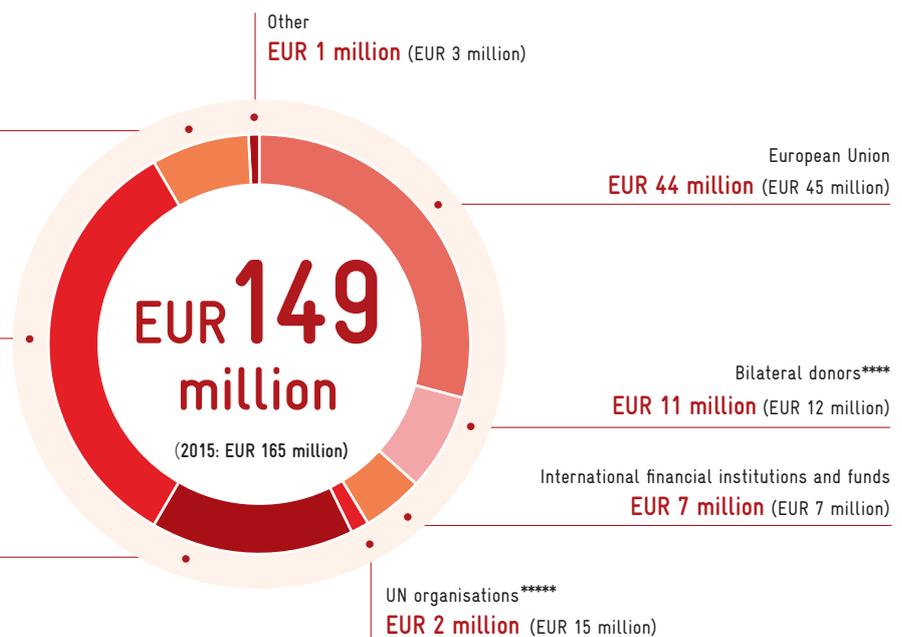
German Public Sector Clients\*\*

**EUR 11 million** (EUR 6 million)

National governments\*\*\*

**EUR 50 million** (EUR 57 million)

Private sector

**EUR 24 million** (EUR 20 million)


\* All values shown without decimal places. Rounding differences therefore occur.

\*\* Includes all German Public Sector Clients including federal ministries but also, for instance, the German Aerospace Center (DLR) and Engagement Global.

\*\*\* Includes financing bodies that use funds from the budget of a partner country, e.g. ministries of the Kingdom of Saudi Arabia and the Ethiopian Government.

\*\*\*\* Includes all funding from a national budget unless the funds can be attributed to a partner country (in which case they are included under 'national governments'). Examples of traditional bilateral donors are DFID, SDC, DGIS and AusAID.

\*\*\*\*\* The decline in the income from UN organisations is attributable to the fact that a large-volume project for the WHO was concluded in 2015.

**GERMAN PUBLIC SECTOR CLIENTS**

As at 31 December 2016

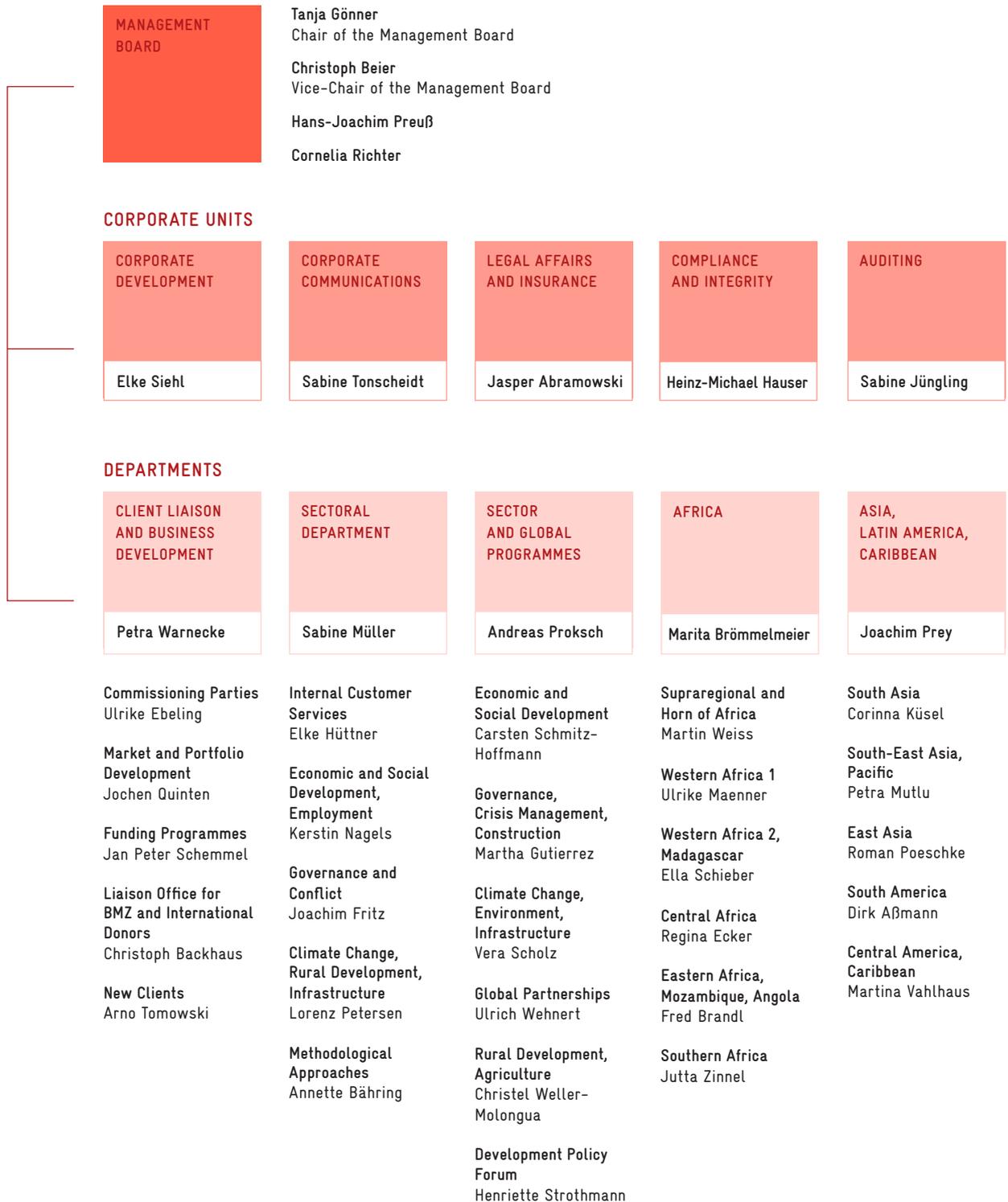
Income in EUR million*	2015	2016
Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety	110	127
Federal Foreign Office	85	107
Cofinancing**	10	30
Federal Ministry for Economic Affairs and Energy	20	23
Federal Ministry of the Interior	13	13
EU twinning agreements***	4	6
Federal Ministry of Food and Agriculture	4	4
Other German federal ministries	2	4
Federal Ministry of Finance	1	1
Federal Ministry of Defence	0	1
<b>Total</b>	<b>250</b>	<b>315</b>

\* All values shown without decimal places. Rounding differences therefore occur.

\*\* Cofinancing arrangements involving commissions of 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.

# OUR ORGANISATION CHART



**EVALUATION**

Ricardo Gomez

**CORPORATE SECURITY**

Regina Bauerochse  
Barbosa

**ACADEMY FOR INTERNATIONAL COOPERATION**

Andrea von Rauch

**EUROPE, MEDITERRANEAN, CENTRAL ASIA**

Ute Klamert

**INTERNATIONAL SERVICES**

Martin Hansen

**HUMAN RESOURCES**

Lutz Zimmermann

**FINANCE**

Michael Lau

**PROCUREMENT, PROPERTY, CONTRACTING, IT, LANGUAGE SERVICES**

Isabel Mattes-Kücükali

**Germany, Europe**  
Manfred Horr

**South-East Europe, South Caucasus**  
Sandra Schenke

**Central Asia, Russia**  
Heinrich-Jürgen Schilling

**Northern Africa**  
Jochen Salow

**Middle East**  
Rudolf Rogg

**Pakistan, Afghanistan**  
Stefan Opitz

**Finance and Human Resources**  
Evelyn Stöckle

**Operations**  
Timo Menniken

**Saudi Arabia and Gulf States**  
Martin Hansen

**HR Competencies**  
Paul Soemer

**HR Partners**  
Andrea Goll

**Recruitment and Follow-on Assignments**  
Reinhard Schrage

**HR Services**  
Ulrich Heise

**Medical Services**  
Stefanie Wagner

**Centre for International Migration and Development (CIM)**  
Willi Monigatti

**Development Workers**  
Suzanne Gentges

**Financial Management Advisory Services**  
Günter Riethmacher

**Corporate Financial Control**  
Julius Spatz

**Accounting and Taxation**  
Malte Bethke

**Financial Services**  
Gabriele Krause-Frieling

**Risk Management**  
Jürgen Endress

**Information Technology**  
Eric Heinen-Konschak

**Procurement and Contracting**  
Immanuel Gebhardt

**Property**  
Martin Homola

**Language Services**  
Christopher Weisbecker

As at 30 April 2017

# GIZ'S OFFICIAL BODIES

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

## SUPERVISORY BOARD

### Shareholder representatives

**Dr Friedrich Kitschelt**  
Chairman  
State Secretary in the German Federal Ministry  
for Economic Cooperation and Development

**Claudia Dörr-Voß**  
German Federal Ministry for Economic Affairs and  
Energy (since 8 March 2017)

**Anja Hajduk**  
Member of the German Federal Parliament

**Volkmar Klein**  
Member of the German Federal Parliament

**Michael Leutert**  
Member of the German Federal Parliament

**Walter J. Lindner**  
State Secretary in the German Federal Foreign Office  
(since 8 March 2017)

**Johannes Schmalzl**  
German Federal Ministry of Finance  
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## ABBREVIATIONS

AECID:	Agencia Española de Cooperación Internacional para el Desarrollo (Spanish Agency for International Development Cooperation)
AIZ:	Academy for International Cooperation
AusAID:	Australian Agency for International Development (now: Australian Aid)
BDI:	Federation of German Industries
BMUB:	German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety
BMZ:	German Federal Ministry for Economic Cooperation and Development
CDM:	Clean Development Mechanism
CIM:	Centre for International Migration and Development
CO <sub>2</sub> :	Carbon dioxide
CSH:	Corporate Sustainability Handprint®
DFID:	Department for International Development (of the United Kingdom)
DGIS:	Directorate-General for International Cooperation (of the Netherlands)
DIHK:	Association of German Chambers of Commerce and Industry
ECOWAS:	Economic Community of West African States
EMAS:	Eco-Management and Audit Scheme
EU:	European Union
GC:	Global Compact
ICIPE:	International Centre of Insect Physiology and Ecology
IDPoor:	Identification of Poor Households Programme
IKI:	International Climate Initiative
NAMAs:	Nationally Appropriate Mitigation Actions
NDCs:	Nationally Determined Contributions
ODA:	Official Development Assistance
OECD:	Organisation for Economic Co-operation and Development
SDC:	Swiss Agency for Development and Cooperation
SDGs:	Sustainable Development Goals
SEEG:	Epidemic Preparedness Team
Sida:	Swedish International Development Cooperation Agency
SMEs:	Small and medium-sized enterprises
UNHCR:	United Nations High Commissioner for Refugees
UNODC:	United Nations Office on Drugs and Crime
WRI:	World Resources Institute

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