

GENDER PAYS OFF!



Gender Strategy

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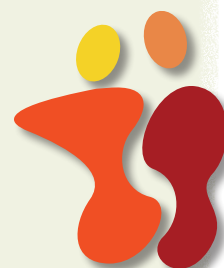


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Foreword

Dear colleagues,

Gender equality is key to sustainable development and vital in assuring the quality of our work. We enhance the effectiveness of our measures by taking into account the different life situations of women and men and by making our work gender-sensitive.


GIZ's Gender Strategy is a strategy for the entire company that pools the valuable experience of our predecessor organisations and takes it one step further. We will continue to use the excellent approaches that have proven their worth, and to strengthen these. Our work in the field of gender has already convinced partners and clients alike of its value. We would like to call on you to make active use of the potential offered by gender and to build on this potential. The greater leeway provided by our new corporate purpose opens up new opportunities to promote gender equality.

This strategy lays out a framework and sets the goal of promoting gender equality across the board – throughout the company, with the support of every staff member inside and outside Germany, within the scope of our commissions and within the company itself. The Gender Strategy provides us with a binding framework, which nevertheless gives us flexibility to design gender measures, thus allowing every organisational unit to do its bit. Taking five strategic elements as the starting point, the strategy will be implemented at decentralised level in a manner suited to the different fields and forms of our work.

The objectives laid out in this strategy can only be achieved with your support and your inputs. We invite you, our colleagues throughout the company, to help us achieve these objectives.

We look forward to working with you!

Kind regards



Dr Bernd Eisenblätter

Chairman of the Management Board



Joachim Prey

Deputy Director General,
Sectoral Department



I Introduction

Gender equality as a benchmark

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a service provider in the field of international cooperation for sustainable development. Gender equality is an essential factor in achieving sustainable change and is therefore one of the key values on which our work is based.

Gender-differentiated procedures and consistent efforts to ensure that women and men enjoy equal opportunities are among the features that define the quality of our work. We are guided by this benchmark and advise our commissioning parties and clients on designing and implementing gender-sensitive measures. In doing so, we help to successfully position GIZ in the field of international cooperation for sustainable development and international education work.

The importance of gender equality is also reflected in a large number of international and national agreements that GIZ and its partners are committed to.ⁱ GIZ supports its partners and commissioning parties in achieving the objectives set out in these agreements.ⁱⁱ

Gender strategy: objectives, addressees, field of application

GIZ's gender strategy builds on the approaches applied and lessons learned by its three predecessor organisations and creates a uniform framework for the entire company. It is the responsibility of the individual organisational units to flesh out specific contributions to implementing the strategy. These contributions are agreed on a decentralised level in guidelines for action.ⁱⁱⁱ

The strategy aims to strengthen gender equality both in the services we deliver and within GIZ itself. This means we will make continued and greater use of synergies between gender mainstreaming in our development measures and gender equality within GIZ. We consider the everyday application of gender equality principles in the company as an important basis for the credibility of our work,

ⁱ See for instance:

Doha Declaration on Financing for Development, [www.un.org/...](http://www.un.org/)
Accra Agenda for Action, www.oecd.org/

ⁱⁱ See for instance the BMFSFJ website (German Federal Ministry of Family Affairs, Senior Citizens, Women and Youth) on national gender equality policy [http://www.bmfsfj.de/...](http://www.bmfsfj.de/) and on international gender equality policy [http://www.bmfsfj.de/...](http://www.bmfsfj.de/), in German only

ⁱⁱⁱ Cf. guidelines for action of the organisational units (framework for guidelines for action) on the intranet, [https://dms.gtz.de/...](https://dms.gtz.de/)

especially as a provider of gender advisory services to our partners and commissioning parties.

The strategy addresses GIZ staff members first and foremost. It is up to them to put the strategy into practice. Beyond this, the strategy also serves as a basic source of reference and guidance for our commissioning parties and partners.

A combination of measures is often required to promote gender equality in our partner countries. These include activities that promote gender equality through gender mainstreaming in the relevant sectors, and others whose main objective is to achieve gender equality. The GIZ gender strategy also aims to increase the number of development measures that have gender equality as their central focus.

We are positive that a consistent gender strategy makes GIZ even more convincing and attractive as a service provider in the field of sustainable development. It enhances the appreciation of GIZ's services on the part of commissioning parties and partners, and increases demand for these services.



II Strategic framework

The successful promotion of equal opportunities for men and women is based on five complementary strategic elements:

- 1 Political will and accountability** the way in which managers show their support for the issue of gender equality and follow up its implementation.
- 2 Corporate culture** Patterns of behaviour and codes of conduct within the company that help ensure gender equality.
- 3 Gender equality within the company** Synonym for men and women working together on equal terms and a balanced gender ratio across all hierarchical levels and fields of responsibility within the company.
- 4 Gender competence** how much staff know about imbalances in gender relations and ways of correcting these.
- 5 Process adjustment** gender-sensitive design of all processes and instruments within Germany and in the field structure, especially in relation to commission management and quality management.

What does this mean in concrete terms?

1 Political will and accountability: gender equality is a management issue.

The **Executive Management Committee** (EMC) clearly reinforces the binding nature of the gender strategy by giving it a key role in steering and implementation processes. The EMC appoints one of its members as its representative for gender and puts the issue on its agenda once a year.

Managers are role models for their employees and represent gender equality both inside and outside the company as a key issue in international cooperation and education work. The directors general of departments and directors of corporate units and business units demand accountability within their spheres of responsibility for how the strategy has been applied and make sure that consequences are drawn from the results of internal and external evaluations and appraisals (management response). This shows that the company expressly wishes efforts to be made to promote gender equality and supports such efforts accordingly.^{iv}

The **country directors** make sure that top priority is given to gender equality at the country level and that it is put into practice in development measures. They ensure that gender officers^v are appointed at country level, are involved in key processes and are provided with the necessary time and funding. The **directors of division** are responsible for ensuring that gender equality is taken into account in sectoral and global projects and programmes that are steered from Germany and that gender officers are involved.

At the project and programme level, the **officer responsible for the commission** bears responsibility for achieving the agreed objectives that are designed to promote gender equality.

2 Corporate culture: Gender pays off!

That is the message the gender strategy aims to get across. It reflects the values we embody inside and outside the company. Giving consideration to gender equality makes our work more effective and achieves more sustainable results. Inside the company, equal opportunities pay off because experience indicates that mixed teams achieve better results. For all these reasons, we reward efforts to promote gender equality. Every two years, a company-wide Gender Competition is held, with awards for special approaches in this field. In addition, an annual Gender Week is staged at both of the company's registered offices and where appropriate also at

^{iv} See IV.4. Monitoring.

^v In addition to the gender officers at country level, it must be ensured that gender officers are appointed in the organisational units where necessary.

country level, to give employees the opportunity to inform colleagues about their work and gender-relevant issues, disseminate good practices and gain inspiration for new ideas.

The responsible officers in the departments, corporate units and business units and our partner countries are in charge of taking further-reaching steps to mainstream gender in our corporate culture. This may take the form of events, or measures to acknowledge initiatives taken. Gender equality can also be included in the annual objectives agreed by the organisational units, or can be agreed as an annual objective with staff members.

The culture of a company also reflects how it communicates gender equality. The Corporate Communications Unit helps to spread the message 'Gender pays off!' inside and outside GIZ. This involves presenting the company and its gender equality activities in internal and external communication media.

Efforts to achieve gender equality are also worthwhile because gender competence (as a key professional qualification) is regarded as enhancing an employee's career prospects.

3 Gender equality within the company: gender equality starts at home!

Gender equality is just one more dimension of equal opportunities within GIZ. It is both a declaration of what we believe in and a human resources policy directive. We give the same high priority to gender mainstreaming in our services and to our gender equality policy within the company; both are aspects of the same strategic orientation. To maximise synergies, the representatives of the Human Resources Department responsible for gender and the corporate gender equality officer regularly take part in meetings of the Gender Steering Group at Head Office. The organisational units can also incorporate gender equality within the company into their guidelines for action.

The corporate gender equality policy aims to work towards ensuring that women make up 50 % of the workforce in all departments in which they are currently under-represented. In particular more women are to be attracted to field positions and managerial posts inside and outside Germany. The gender equality plan is an important instrument that will help us make progress towards achieving this corporate goal. In other departments and functional groups, by contrast, the aim is to increase the number of men so as to achieve a balance. Most of the measures are designed to enable women and men alike to find a balance between work and family life.





4 Gender competence: know how!

Developing approaches to overcoming gender inequality calls for knowledge of imbalances in gender relations. Knowing about the impacts of change approaches is equally essential. Sound knowledge management helps to expand this know-how, placing special emphasis on processing good practices. It is of paramount importance that all GIZ staff members can rapidly access the information they need.

Using knowledge management, we also set out to process our expertise, solutions and successes in a more targeted way and publicise them inside and outside the company, with support from Corporate Communications.

The Sectoral Department plays a crucial role in building gender competence and will expand the relevant advisory skills within the individual sectors. GIZ staff members who are about to leave for assignments abroad are acquainted with gender and equal opportunities issues in continuing training courses, like those run by the German Academy for International Cooperation.

The gender officers at Head Office and in the field structure also have key expertise in this area. They sensitise their colleagues accordingly, give them advice and pass on technical and methodological skills based on their own experience.

To mainstream gender competence within the company, staff with the required sensitivity and relevant knowledge should be recruited. Gender competence must also be built through human resources development, both when preparing new employees and through in-service training.

Development measures where gender equality is the main objective over and beyond gender mainstreaming give GIZ a prime opportunity to prove its gender equality credentials. Measures like these have a beacon effect and also impact on the rest of the portfolio. This is another reason for extending such projects.

5 Processes: Gender from A - Z!

Gender mainstreaming has been successfully achieved when gender aspects have been integrated into all GIZ processes. Commission management plays a key role, from planning and steering to results measurement and learning from experience. So does quality management. Beyond this, gender-differentiated approaches promote the effectiveness of our work, for example in personnel recruitment and human resources development.

When carrying out development measures, it must be ensured that impacts on both men and women are investigated as an integral part of results monitoring and evaluations, that the findings are included in relevant reports and actually put into practice. For these processes to succeed, gender mainstreaming is enshrined in the basic guidelines for commission management. Officers responsible for the commission and managers make sure that these guidelines are applied in their sphere of responsibility.

In our business commissioned by the Federal Ministry for Economic Cooperation and Development (BMZ), it is mandatory to specify the gender (GG) marker that is based on OECD-DAC directives, and to carry out a gender analysis. Both of these instruments have proved their worth. Right from the planning stage, gender analysis enables well-founded conclusions to be drawn as to how the measure can contribute to promoting gender equality. The gender marker is awarded on this basis and the relevant indicators are regularly examined.

III Objectives and indicators

The objective of the gender strategy is defined as follows:

GIZ strengthens gender equality within the scope of its commissions and within the company.

Areas to be monitored and indicators:

1 Contract and cooperation design

Gender-relevant objectives laid out in our commissions are achieved.

2 Gender equality within the company

The human resources policy objectives laid out in GIZ's gender equality plan are achieved.

3 Acquisition (business development)

Clients commission GIZ because of our recognised gender competence

GIZ's contribution to achieving gender equality makes it more attractive as a provider of services for sustainable development. Its work is appreciated by its partners and commissioning parties, and is in greater demand.

IV Implementation

1 Organisation

The strategic framework of the gender strategy is binding for all organisational units. How the strategic framework is implemented in the individual organisational unit depends on the instructions and orientation of the respective commissioning party or client.

Responsibility for implementing the gender strategy lies with managers, in particular the directors general of departments, the directors of corporate units and business units and the country directors. Staff of all organisational units are responsible for implementation. In order to achieve the objectives of the gender strategy, the individual organisational units produce guidelines for action, which they flesh out in accordance with their range of activities, and for which they provide the required human and financial resources.

Actual implementation rests on many shoulders. Officers responsible for contracts and cooperation and national and seconded personnel bear a large share of this responsibility. They are supported by the gender officers in the field structure and in Germany.^{vi} The gender officers at country level are appointed by the country directors. Gender officers in Germany are appointed by the directors general of departments and the directors of divisions and corporate units.

Implementation of the gender strategy is examined once a year at the regular meeting of the operational departments, which thus assumes the role of a gender steering group and spells out the company's policy orientation.

The company gender officer coordinates implementation of the gender strategy together with the gender officers based in Germany.

2 Guidelines for action

Various operational units have defined guidelines for action to implement the gender strategy, which are listed on the intranet.^{vii} It is important to note that these guidelines only describe the main duties. The individual departments, divisions and corporate units are responsible for putting these guidelines into practice on the

^{vi} See Annex 2 for the terms of reference for gender officers

^{vii} Cf. guidelines for action of the organisational units (framework for guidelines for action) on the intranet



basis of the five strategic elements, for operationalising these (for instance via their annual objectives) and implementing them within the scope of their own planning.

3 Resources

To successfully implement the gender strategy, the responsible organisational units are obliged to provide the gender officers in their units with the time and funding they need to perform their duties professionally. Staff members in Germany and in the field structure also need financial resources to conduct or take part in training courses and network meetings.

GIZ provides an adequate annual budget for the company-wide measures agreed in the gender strategy, which is used to cover the costs of the Gender Competition or to hold the Gender Week, for instance.

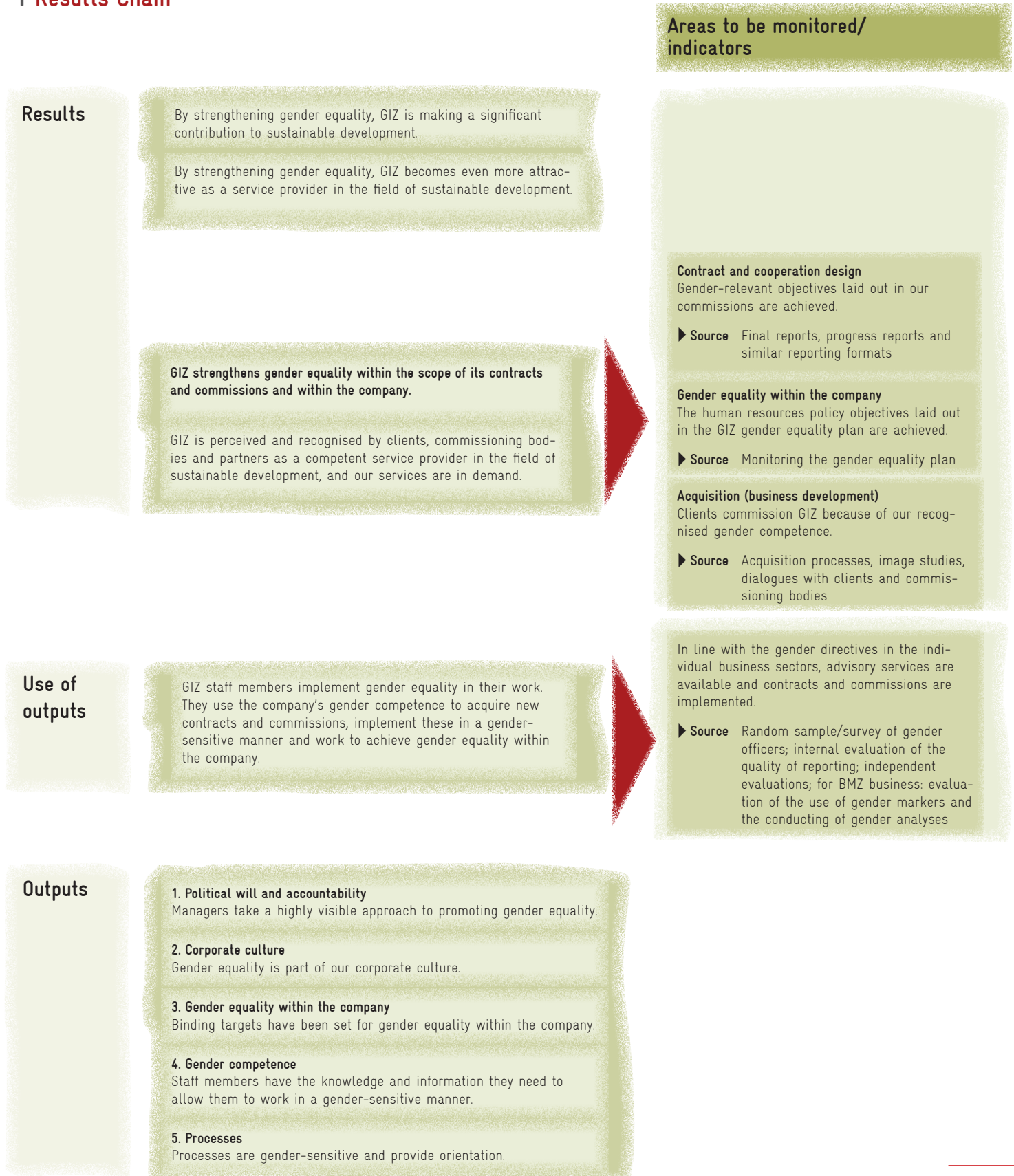
4 Monitoring

Managers in the departments and corporate units are responsible for implementing and monitoring the gender strategy in their area of responsibility. The company gender officer collates the company-wide results in cooperation with the gender officers of the individual organisational units, checks that the budget is monitored, examines the implementation status of the gender strategy and submits an annual implementation report to the EMC. The Human Resources Department monitors gender equality within the company.



Annex

1 Results Chain



2 Terms of Reference for Gender Officers

2.1 Terms of reference for the company gender officers

Role: To act as coordinator and spokesperson for gender within the company

(1) Implementation of the Gender Strategy throughout the company

- Coordinating the steps involved in implementing the strategy
- Elaborating the annual report on the implementation of the strategy and coordinating company-wide monitoring
- Initiating and chairing specialised working groups; steering those working groups or delegating this steering role in consultation with the gender coordination group
- Coordinating Gender Week
- Coordinating the Gender Competition
- Elaborating and coordinating the ground rules for communicating the Gender Strategy to an external audience
- Systematising the progress on implementing the strategy achieved by the various departments, corporate units and other organisational units within the company and communicating this information to managerial level and the gender networks

(2) Provision of specialist advisory services

- Advising the EMC contact person for gender and the regular meeting of the operational departments
- Delivering advisory services on gender mainstreaming throughout the company
- Providing impetus for further conceptual development work
- Positioning the issue of gender within GIZ by providing specialist inputs
- Ensuring regular strategic exchange with the gender equality officer
- Supporting the gender officers of the country departments/GIZ IS in networking between the Head Office and field structures
- Underpinning knowledge management at company level

(3) Administration

- Coordinating and supporting the gender coordination group
- Coordinating and supporting the gender platform
- Producing and following up the annual plan
- Accepting responsibility for the pertinent budget

2.2 Terms of reference of Head Office gender officers

Role: To coordinate implementation of the Gender Strategy within the organisational units and to act as representatives of these organisational units

(1) Implementation of the Gender Strategy within the organisational units

- Managing and supporting implementation of organisational-unit-specific steps, concepts and/or strategies
- Advising managerial groups on the implementation of the Gender Strategy
- Supporting managerial groups in reviewing implementation needs
- Coordinating and supporting the gender officers of the respective organisational units with a special focus on the field structure
- Providing support for organising Gender Week and the Gender Competition

(2) Provision of specialist advisory service

- Advising the members of organisational-unit-specific gender networks on the institutionalisation of gender inside and outside Germany
- Securing the flow of information between the field structure and the Head Offices and among the various Head Office organisational units
- Placing gender officers and communicating specialist expertise
- Where appropriate, advising on the integration of gender aspects into the terms of reference for appraisal missions, etc.
- Attending ZAK meetings within the pertinent department
- Identifying issues and putting these on the agenda

For gender officers who are also members of the gender coordination group:

- Representing the respective organisational unit within the gender coordination group and attending meetings regularly
- Representing the respective organisational unit in consultation and coordination processes
- Supporting the gender officers at company level in their monitoring work



3 Bodies

3.1 Executive Management Committee (EMC)

- Provides strategic direction for implementing the Gender Strategy
- Appoints the EMC representative for gender
 - ▶ **Annual resolution on gender**

3.2 EMC representative for gender

- Manages the company gender officers in technical terms
- Acts as an interface between specialist and managerial levels
- Is a member of the gender coordination group and attends gender coordination group meeting

3.3 Regular meeting of the operational departments

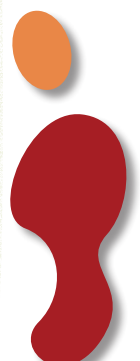
- Steers the implementation of the Gender Strategy and puts the EMC's strategic direction into concrete terms
- Advises and makes decisions on content and on procedural issue
 - ▶ **Deals with gender once a year**

3.4 Gender coordination group

- Brings together the gender officers from the departments, corporate units and other organisational units that make a significant contribution to implementing the Gender Strategy
- Monitors the implementation of the Gender Strategy at decentralised level:
 - Compiles the results achieved in the different organisational units
 - Ensures that the approaches adopted by the various organisational units are transparent
 - Identifies fields of action
 - Supports the company gender officers in elaborating the report on implementing the Gender Strategy and papers to be submitted to the EMC and the regular meeting of the operational departments
 - Appoints members of the working groups established by the company gender officers
 - ▶ **Generally meets once every eight weeks**

3.5 Gender platform

- Consists of all Head Office and field structure gender officers
- Communicates the Gender Strategy throughout the company
- Encourages the discussion of innovative issues and challenges that are important from a corporate-policy stance
- Ensures a broad supra-regional and supra-sectoral exchange
- Discusses topical challenges and new issues
 - ▶ **Meets at least twice a year**





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