



GENDER PAYS OFF!



GIZ Gender Strategy

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GIZ Gender Strategy

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

Strategic framework

1. Political will and accountability
2. Corporate culture
3. Gender equality within the company
4. Gender competence
5. Process adjustments



„Gender takes center stage at GIZ“

“Gender equality is a human right, a key to sustainable development and a quality feature of our work. And we are determined to uphold these principles”





Political will and accountability

Gender equality is a management issue

- The **Executive Management Committee** (EMC) appoints one of its members as its representative for gender and puts the issue on its agenda once a year.
- The **country directors** make sure that top priority is given to gender equality at the country level. They ensure that gender officers are appointed, are involved in key processes and are provided with the necessary time and funding.
- 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.



Gender officers in Department 3

Department 3 has appointed gender officers in all countries, divisions and at departmental level. They support and advise managers in the field and at the Head Office on how to implement the gender strategy.

Gender officers at departmental and divisional level:

- Anke Petersen, Lisa Schmidt
- Division 3200: Kirsten Brehm
- Division 3300: Kim Stoffel
- Division 3400: Dorothea Biel
- Division 3500: Katharina Hild



Terms of Reference for Gender Focal Persons

Annual objective 2; priority measure (2015):

„Elaborate standardized ToR for gender officers in the field structure and make the use of these ToR mandatory.“

The ToR include the mandate of Gender Focal Persons as well as their key tasks:

- Supporting the identification of country specific needs and definition of priorities
- Advising country director and AVs on gender issues
- Ensuring the flow of information and knowledge

The compliance with these ToR is an essential prerequisite for achieving the objective of the GIZ Gender Strategy, for that reason the ToR apply to all staff of B3.



Corporate Culture – Gender pays off!

That is the message the gender strategy aims to get across!

Giving consideration to gender equality makes our work more effective and achieves more sustainable results → Clients commission GIZ because of our recognized gender competence.

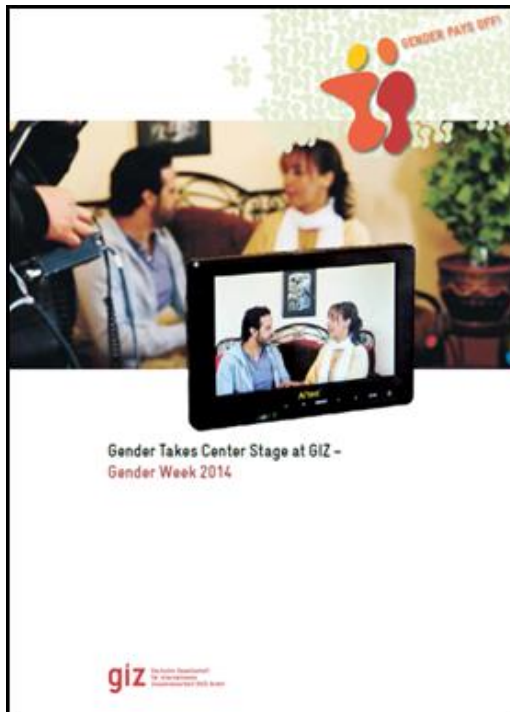
GIZ rewards efforts to promote gender equality

- Every two years, a **company-wide Gender Competition** is held, with awards for special approaches in this field.
- Every year a **Gender Week** is staged in Germany and also at country level
- 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**.



Implementation of the Gender Strategy in Department 3

Corporate culture: *Patterns of behavior and codes of conduct within the company that help ensure gender equality.*



- In Afghanistan, a training on "Sexual Aggression Awareness" for national and international personnel.
- Of the total of 27 contributions to the Gender Week 2013 in Eschborn, Bonn and Berlin, Department 3 organized 11. In addition, numerous activities took place in the field offices and projects.
- In 2014 12 countries participated actively in the Gender Week and 17 field offices and projects from Department 3 applied for the Gender Award, which finally went to Morocco.



Gender Competence – know how!

Information sharing and networking is key!

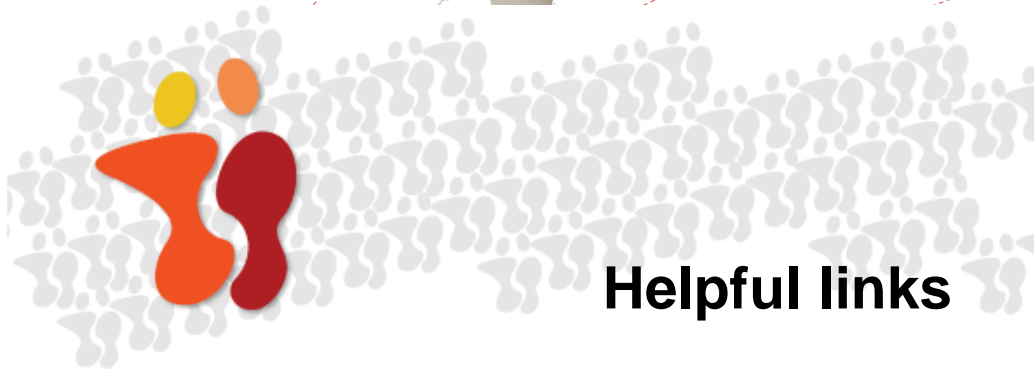
- Promoting gender equality calls for knowledge of imbalances in gender relations
- GIZ Sectoral Departments play a crucial role in building gender competence
- Gender officers and gender focal persons at HQ and in the field are tasked to sensitize their colleagues, give them advice and pass on technical and methodological skills based on their own experience
- Gender competence must consciously be built through human resources development, both when preparing new employees and through in-service training and well targeted recruitment



Implementation of the Gender Strategy in Department 3

Gender competence: *How much staff know about imbalances in gender relations and ways of correcting these.*

- **Training of new employees:** The participation in the introductory module “Implementation of the gender strategy ” is mandatory. It gives an overview on the content of the strategy and its implementation process.
- **Support for the field structure:** E.g. good examples of gender analyses were identified and made available in DMS.
- **Knowledge Transfer:** In the context of a **company-wide Gender network meeting**, which took place for the 1st time in 2014, numerous training sessions took place and internal events for the Gender Focal Persons of Department 3 were organized.
- **Global Campus 21 Gender Network** was launched to facilitate easy exchange, peer advice and online trainings and discussions through webinars. The B3 has established a group for easy exchange of information, such as the new ToR for Gender Focal Persons.



Helpful links

- [Gender in German Development](#)
- [Gender Knowledge Network](#)
- [Gender Community of Practice](#)
- [Gender in Department 3 and Factsheets](#)
- [Standard Tool for Gender Analysis in Department 3 and Best Practices](#)
- [Gender Starter Kit](#)
- [Gender Week website](#)
- [Academy for International Learning \(AIZ\)](#)



Processes - Gender from A-Z!

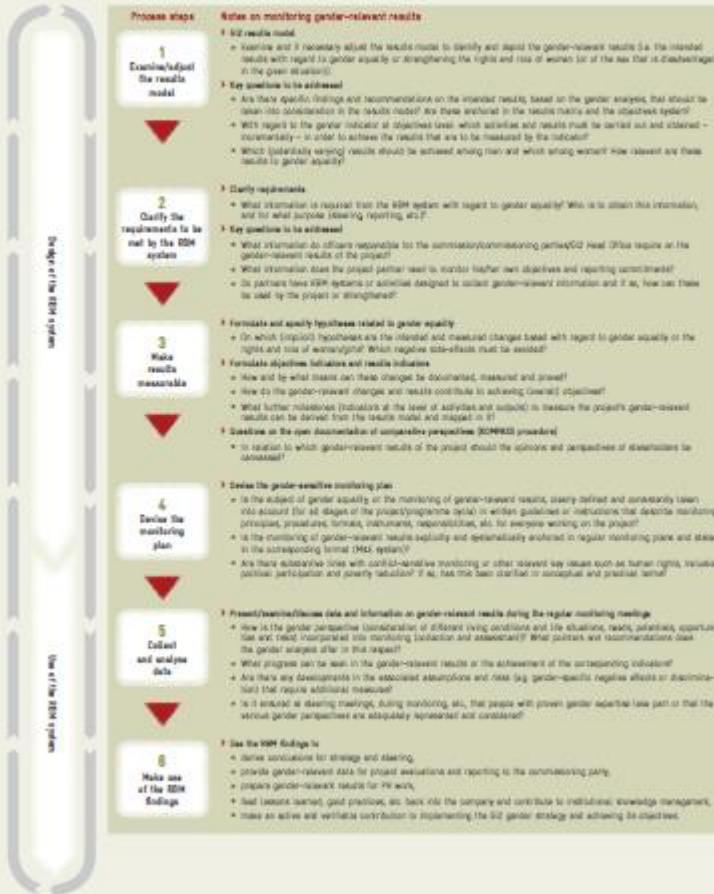
In our business commissioned by the Federal Ministry for Economic Cooperation and Development (BMZ), it is mandatory

- to specify the **gender (GG) marker** that is based on OECD-DAC directives
- to carry out a **gender analysis**
- to investigate measures that impacts on both men and women as an **integral part of results monitoring** and evaluations

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.

Abstract

Integration of gender in the six process steps for designing and using a results-based monitoring (RBM) system
Central Questions¹



¹ Detailed information can be found in the "Guidelines on designing a gender-sensitive results-based monitoring (RBM) system".

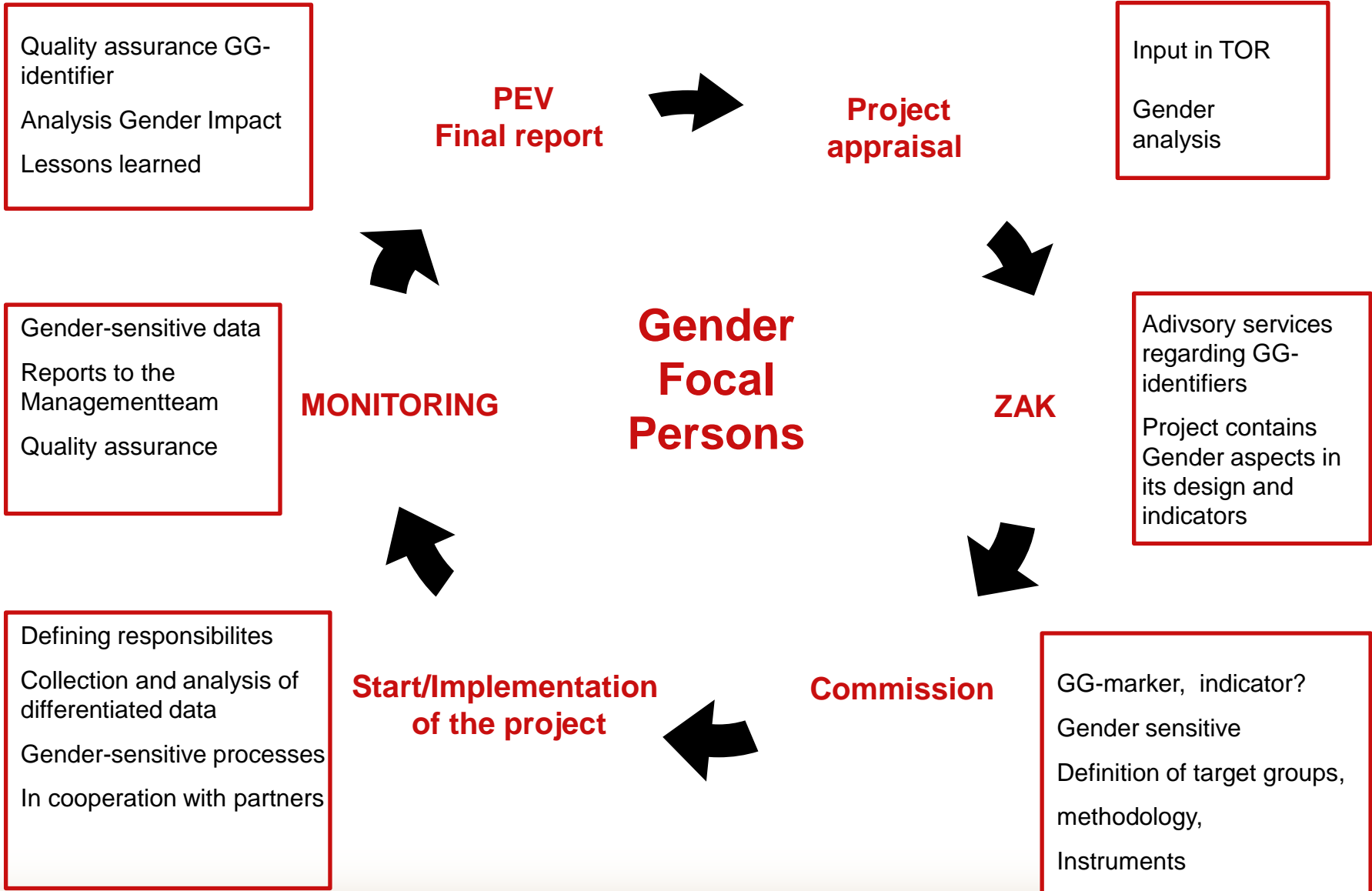
Management decision:

Guidelines on gender sensitive results based monitoring are available and shall be fully integrated into GIZ's main "WoM" (RBM) guidelines and tools.



Implementation

- Adhering to and implementing the strategic framework of the gender strategy is binding for all organizational units
- The individual organizational units produce **guidelines for action** in accordance with their range of activities
- Actual implementation rests on many shoulders . The **Gender Focal Persons** in HQ, at country as well as project and programme level are key to a successful implementation
- Responsible organizational units and managers are obliged to provide gender officers and focal persons in their units with **resources**, with the time and funding they need to perform their duties





Monitoring and Steering

- **Managers** in the departments and corporate units are responsible for implementing and monitoring the gender strategy in their area of responsibility.
- The **gender focal points** in the various organizational units monitor and report on the implementation of the strategy in line with their respective guidelines for action.
- The **company gender officer** collates the company-wide results in cooperation with the gender officers of the individual organizational units, 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.



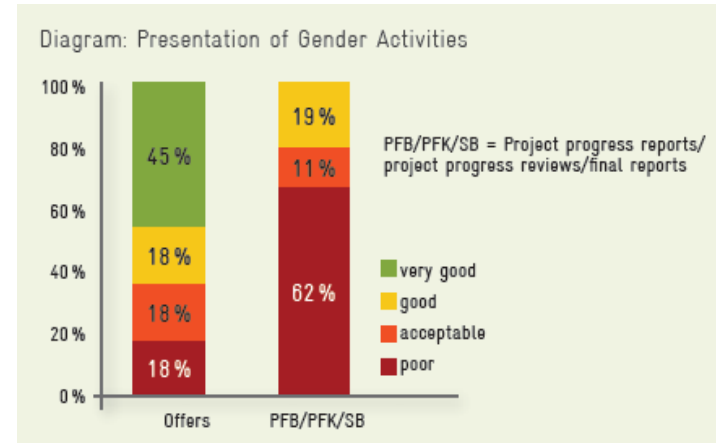
Indicator 1 – Contract and cooperation design

Gender-relevant objectives laid out in our commissions are achieved

Schröder-Breitschuh report, 2013
evaluation“

Audit requirement of the ojf:

- A wealth of good project/programme-documentation, good practices
- Cross-cutting evaluation education sector complies with international standards
- There is, however, no systematic integration of the gender-specific dimension and the intended results and objectives within the results-based projects/programme monitoring system and thus no basis for systematic, ongoing reporting of results
- Gender is not captured in the results-based monitoring system of more than 70% of the projects that have applied to the gender competition 2014.



Schröder-Breitschuh (8/2013): Monitoring der Qualität der Angebots- und Berichterstattung im B1-3



Indicator 2 – Gender equality within the company:

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

The company is currently acting on the basis of the GIZ employer/central staff council agreement dated August 2012 on the equality of men and women.

Main objectives:

- to encourage women to take up specialist and managerial posts
- to help all staff achieve a balance between professional and family commitments

Highlights:

- GIZ's recertification as a family-friendly company (2013)
- Equal representation of men and women: executive managers corporate units
- Adoption of the policy on sexual harassment

Salary band/ Remuneration group	Percentage of women 31 December 2012	Percentage of women 31 December 2013
Band 8	33,3%	35,0%
Band 7	29,1%	33,0%
Band 6	34,0%	35,6%
Band 5	36,6%	36,1%
Band 4	48,3%	48,2%
Band 3	64,0%	67,3%
Band 2	86,5%	86,5%
Band 1	58,4%	63,4%
EG 12-15	51,1%	53,7%
EG 01-11	82,3%	83,5%



National personnel – gender ratio 2012 and 2013

National Personnel	December 2012 Total	December 2012 Percentage of women	December 2013 Total	December 2013 Percentage of women
Total	10,204	39.6 %	10,468	40.4 %
Support staff	3,046	19.2 %	3,102	18.8 %
Assistant (administrative)	1,217	61.9 %	1,257	64.1 %
Assistant (technical)	730	23.8 %	569	24.6 %
Junior professional (administrative)	429	66.2 %	478	68.0 %
Junior professional (technical)	547	47.0 %	499	53.1 %
Professional (administrative)	1,295	63.2 %	1,394	63.7 %
Professional (technical)	1,749	39.2 %	1,877	38.5 %
Senior professional (administrative)	244	61.9 %	269	59.1 %
Senior professional (technical)	729	34.4 %	820	32.8 %
Leading professional (administrative)	75	61.3 %	67	61.2 %
Leading professional (technical)	143	23.1 %	136	22.8 %



Indicator 3 – Acquisition (business development)

Clients commission GIZ because of our recognised gender competence.

Competences in promoting gender equality and gender mainstreaming are relevant for potential co-financing partners and donors.

Gender-related combined and co-financing arrangements, 2013:

- Bangladesh 22.7 Mio. EUR
- Cambodia 2 Mio. EUR
- DR Congo 3 Mio. EUR
- Mongolia 3.6 Mio. EUR
- Lao People's DR 2.4 Mio. EUR



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Thank you for your attention!