



GIZ Gender Strategy

Gender Reloaded: Vision needs Attitude – Attitude meets Action

January 2019

Gender Strategy

Foreword

- I. Introduction – Gender equality as a benchmark and quality feature at GIZ
- II. Gender strategy: vision, objectives, strategic elements, addressees and scope of application
- III. Implementation

Annex

- I. GIZ's Gender Architecture
- II. ToR for the GIZ Gender Commissioner
- III. ToR of the gender focal points in the departments and corporate units
- IV. Glossary

GIZ internal part 2: Guidelines for Operationalisation

- On the [Gender Gateway](#) you will find among others the [Gender Pathfinder](#) - a direct and personalized access to the guidelines for all GIZ staff and employees.



Key messages

- GIZ Gender Strategy fully supports **GIZ's Vision**:
- Gender equality is a human right and one of the key values of our company and of the work we do.
- Fostering gender equality in our projects and operations and our internal equal opportunity provisions are two strategic pillars of our corporate identity and policy.
- With the Gender Strategy GIZ commits to tackle and address current challenges in fostering equality of opportunity and rights for all individuals, regardless of their gender, sexual orientation or gender identity.



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

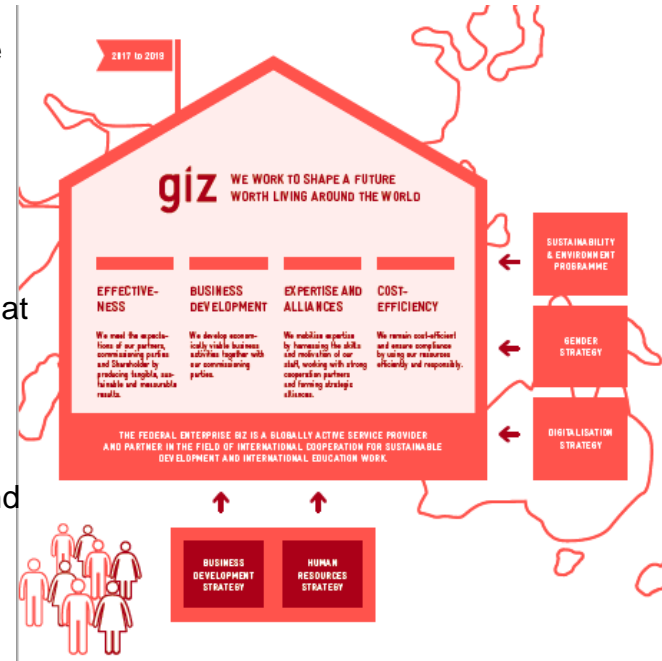
Objectives

Effectiveness: We enhance the effectiveness and sustainability of our service delivery by taking action consistently to eliminate existing gender-based discrimination and to achieve equal rights and opportunities for everyone, regardless of their gender, sexual orientation and gender identity, both within the company and in connection with our commissions.

Business development: We convince our commissioning parties and clients through our proven gender competence. We secure our share of markets by making effective contributions to the gender equality objectives of international, European and German agreements, such as the 2030 Agenda, in line with our clients' needs. We advise our commissioning parties and clients on how to increase the number and quality of measures that focus on gender equality or that enshrine gender equality as a clearly defined area of action in their objectives.

Skills and alliances: We continuously expand our sector-specific and cross sectoral gender competence. Through our measures to promote equal opportunities within the company, we secure the future of our company and harness the potentials and opportunities of gender-diverse teams for creative and high-quality performance and service delivery.

Economic efficiency: We meet the gender-related requirements of our commissioning parties and clients by applying our gender knowledge and competence efficiently and by standardising existing approaches and processes to the greatest extent possible.



Five strategic elements

- 1 Political will and accountability** Clear positioning of the company and of the manner in which managers commit to realizing gender equality and promote and follow up implementation of the gender strategy in their area of responsibility.
- 2 Corporate culture** Represent and make visible inside and outside GIZ those patterns of behaviour, codes of conduct and processes within the company that promote and enhance gender equality.
- 3 Gender competence** Skills and gender knowledge of the workforce to apply and use the relevant instruments and approaches for actively contributing to gender equality and the elimination of gender-based disadvantages and discrimination.
- 4 Process adjustment** Gender-sensitive and gender-differentiated design of all procedures and instruments at Head Office and in the field structure, especially HR management, commission and quality management as well as results and impact monitoring.
- 5 Gender equality within the company** Promotion of potentials, equal rights and opportunities for all employees and members of the workforce, irrespective of their gender, sexual orientation and gender identity. Creation of a balanced gender ratio for the different job categories and assignments within the company.

Addressees and field of application

- GIZ's Gender Strategy is a binding framework for all managers, employees and other members of GIZ's workforce.
- The strategy also serves as a basic source of reference and guidance for our commissioning parties and partners and as a set of binding instructions for our subcontractors.
- **'Vision needs Attitude – Attitude meets Action'** - all of us have a part to play. Only by working together and contributing each individual's potential and ideas, experience and commitment can we combat gender-specific disadvantages and discrimination and make gender equality around the world a true-life reality.

Incentives > Innovation > Impact

Gender Competition and Awards

- **Team and project level:** Every two years, a GIZ Gender Competition is carried out to honour effective, tried-and-tested approaches for promoting gender equality within the company and in operational business.

New **Country and divisional level:** Every other year, alternating with the Gender Competition, a prize is awarded for the best contribution by a country or division to the implementation of GIZ's Gender Strategy. GIZ employees and members of the workforce decide by open ballot which country or division will receive the prize.

New **Management level:** As of 2020 a Gender Leadership Award is announced each year. Employees and members of the workforce can propose a manager who stands out for his/her exceptional commitment to gender equality. GIZ employees and members of the workforce decide which of the proposed managers should receive the award. The Gender Leadership Award is officially presented at the annual management conference.

Implementation

- The strategy is implemented at central and decentralised level in a manner suited to the mandates, fields and forms of work of the individual organisational units.
- The GIZ internal guidelines for the operationalisation outline the five strategic elements and key measures that are required in order to implement the strategy. The guidelines, however, do not release the individual organisational units from their obligation to develop and report on an annual basis on their own specific action documents, measures and, where necessary or appropriate, key figures/indicators to implement and monitor GIZ's Gender Strategy.

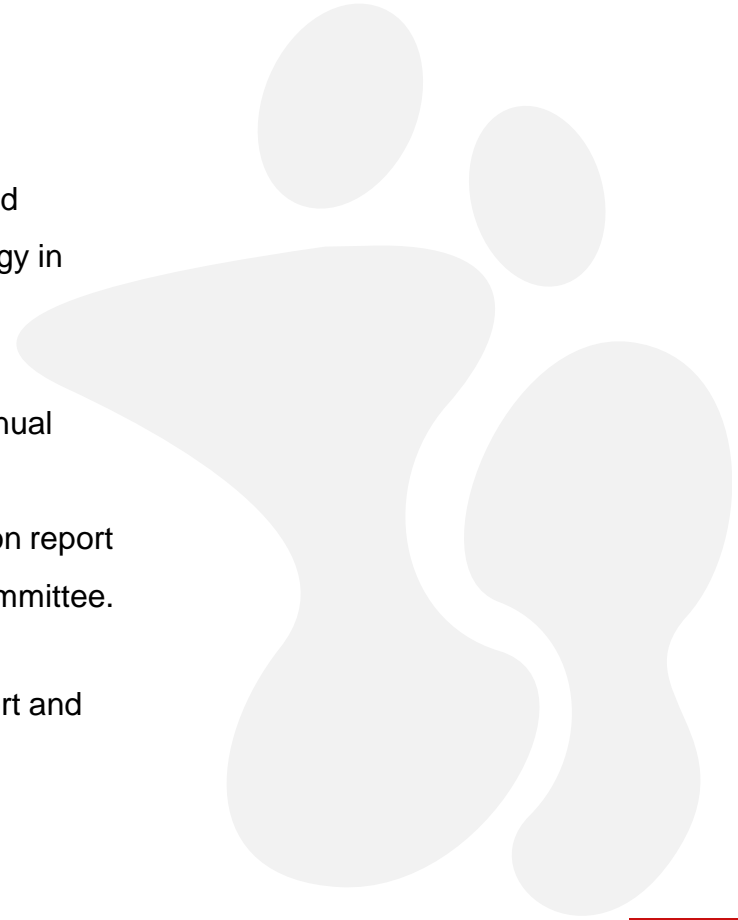


Resources

- GIZ's company management provides an annual budget to cover specific company-wide measures to implement the Gender Strategy.
- To ensure the successful implementation of the Gender Strategy at all levels managers secure the required human resources, time and financial resources in their respective organisational units.
- The gender network and the gender focal points in particular play a key role in communicating and facilitating the implementation of the strategy.
 - ➔ Managers support the gender focal points in performing their duties and promote their capacity development so that they can discharge their responsibilities in a professional manner.
- The Human Resources Department plans, establishes and provides the resources for equal opportunities and gender equality measures within the company and for the gender focal point in the Human Resources Department.

Monitoring & Accountability

- Managers are overall responsible for implementation, monitoring and reporting on the current implementation status of the Gender Strategy in their area of responsibility.
- Based on an online survey amongst gender focal points and the annual reporting of the departments and corporate units the GIZ Gender Commissioner collates a company-wide consolidated implementation report (including recommendations) and submits it to the GIZ Strategy Committee.
- The key results are incorporated into the Integrated Company Report and into other company wide reports and declarations (e.g. UN Global Compact).



Monitoring & Accountability

Gender Equality & Equal Opportunity within GIZ

- Monitoring and any recommendations for action on gender equality and equal opportunities within the company fall under the responsibility of the Human Resources Department.
- The Equal Opportunity Commissioner continuously monitor compliance with the relevant legal and HR policy requirements, which are set out in employer/staff council agreements, for example.
- The GIZ Management Board reports to the Supervisory Board once a year on the status of gender equality ad equal opportunities at GIZ. The key results are incorporated into the report on implementation of the GIZ Gender Strategy.



GIZ Gender Architecture *(just a snap-shot)*

Management Board

- Endorsed the *new* GIZ Gender Strategy on 18th December 2018 and appointed Dr. Dirk Aßmann, the Director General of the Sector Department, to GIZ's Gender Ambassador

Gender Ambassador

- Actively promotes GIZ's Gender Strategy and gender equality as such and acts as an interface between specialist and executive management levels

GIZ Gender Commissioner

- Coordinates the implementation of the Gender Strategy and GIZ spokesperson for gender

Gender Coordination Group

- Consists of the Gender Ambassador, the GIZ Gender Commissioner, the gender focal points of the departments and corporate units including the GIZ representative offices in Brussels and Berlin, the Equal Opportunity Commissioner at company level, one representative of the responsible sectoral division and the sector programme „Gender“
- Supports and monitors decentralised implementation of the Gender Strategy within the organisational units

Gender network

- Consists of all Head Office and field structure gender focal points
- Communicates the gender strategy inside the company and encourages the discussion of innovative topics, issues and challenges that are important from a corporate policy stance

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