



GENDER PAYS OFF!

GIZ Gender Strategy

**Implementation of the GIZ Gender Strategy in 2013
with highlights from 2014:
summary and overview of results**

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Abbreviations organisational units

Corporate Unit 08 Monitoring and Evaluation
 Department 1 Africa
 Department 2 Asia/Pacific, Latin America/Caribbean
 Department 3 Mediterranean, Europe, Central Asia
 Department 4 Sectoral Department
 Department 5 Commercial Affairs Department
 Department 6 Human Resources Department
 Department 7 International Services
 Department 8 Germany

Implementation of the GIZ Gender Strategy in 2013 with highlights from 2014:

Part A: Summary and overview of results



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In her speech and the publication marking this year's gender week and the Gender Competition 2014, Chair of the Management Board Tanja Gönner underlined the importance of gender:

'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.'

Her statement reflects the importance attached to the issue in the international debate surrounding the Post-2015 Development Agenda and Germany's position:

'... the Federal Government is of the opinion that peace and security, good governance, the respect for and protection of human rights as well as gender equality are fundamental prerequisites and also goals of any development.'

1. The GIZ Gender Strategy – objectives and indicators

The GIZ Gender Strategy provides a mandatory framework for embedding and promoting gender equality within and throughout the company and for the ongoing development and consolidation of our technical expertise and ability to deliver services in this area. Part A of this report relates to the objectives and indicators, responds to the recommendations of the Regular Operational Meeting set out in the Implementation Report 2012/2013, and concludes with a brief insight into the lessons learned and the potential for improvement. Part B gives a brief overview of the results of the Askallo survey conducted in 2013 as well as of the major initiatives and activities relating to the five strategic elements at company level and within individual departments. More detailed information can be found in the implementation reports of individual departments and OUs.

Objective: GIZ strengthens gender equality as part of its commissions and within the company

On 8 September 2014, the company announced that the new directors general will comprise equal numbers of women and men (five in each case), while the new corporate units will have three female directors and four male directors. The company is clearly signalling its intention to improve its gender balance.



The decision by the Management Board to conduct a strategic evaluation of the GIZ Gender Strategy in 2015, announced in a video message by the Chair of the Management Board, also demonstrates that the implementation and outcomes of the Gender Strategy are being monitored at the highest managerial level and that gender is a strategically important issue for GIZ.

Gender is identified as a main or secondary objective in well over half of all BMZ commissions in the public-benefit business sector. In 2013, this was true of a total of 344 projects and programmes, including 18 measures – worth a total of EUR 35,564,664 – with the central objective of promoting gender equality and/or strengthening the rights and role of women. In its new [suprasectoral strategy 'Gender Equality in German Development Policy'](#), adopted in May 2014 (English version pending), the German Federal Ministry for Economic Cooperation and Development (BMZ) has updated and strengthened the political guidelines and strategic framework for implementation.

Indicator 1 – Contract and cooperation design: gender-relevant objectives laid out in our commissions are achieved.

In terms of achieving objectives and systematically recording and reporting gender-relevant results as part of our commissions, we can report positive progress as well as some shortcomings.

The already substantial number of contributions to our Gender Week and entries received for the Gender Competition grows year by year, providing an excellent insight into the effectiveness of our interventions and our success in achieving our own internal gender-relevant objectives and those set out in our commissions. The three prize-winners are an excellent example of the different ways gender is implemented in the projects of GIZ:

- With the film series '[Shaking up gender roles in the "land of never-ever"](#)' (sub-titled in English and in German) the 'Integration of the gender approach in Moroccan economic and social policy' project successfully established constructive, inter-generational dialogue within a complex political transition process involving a variety of partners from state and civil society, thus making an effective contribution to implementing progressive legislation and policies designed to promote gender equality.
- The GIZ-AU project to support AU police components, funded by the German Federal Foreign Office, and the 'Strengthening of the capacities of police structures in the Democratic Republic of Congo' programme are examples of how the inter-ministerial guidelines on a coherent German Government policy vis à vis fragile states are implemented. They are adopting an effective multilevel approach and making a significant contribution to strengthening the police force and making it more professional, especially when dealing with gender-based violence.
- In indigenous Central American societies in rural parts of El Salvador, Guatemala and Honduras, the CAMARENA-GIZ programme has managed to break



through deeply-rooted traditional gender roles to improve the nutritional status and income of women and their families and to enable women successfully to stand up for their own interests in public.

The 19 entries for the [Africa Department's 2013 gender award](#), which covered combating female genital mutilation, gender-responsive budgeting, access to financial services, land entitlement, gender-based violence, agricultural value chains, political participation and our own gender competence and gender equality within the company, also give an impressive insight into gender impact and the contribution we make to achieving gender equality as part of our commissions.

'Our gender strategy radiates beyond GIZ. It is alive and it is lived!'
Tanja Gönner

The following example from Indonesia is another good illustration of the ways in which the gender strategy is filled with life in GIZ. A participatory approach to promoting gender equality at local level developed by a GG2 empowerment project commissioned by BMZ was publicised via the GIZ Gender Network in Indonesia (which comprises the gender officers of the various projects and programmes) during Gender Week 2014. It is now being used as part of a climate and forestry project with gender marker GG1 (mainstreaming). The piloting, use and documentation of the approach by the bilateral projects led to the two partner Ministries accepting this approach, with both now independently making it a standard operating procedure or SOP.



Cross-cutting evaluation of the education sector: after meta-evaluation and synthesis, it was concluded that approaches that take into account the specific needs of girls in the given context, and that seek to engage in cooperation with elders, religious leaders, parent representatives and decentralised educational structures, have proved particularly successful. Approaches of this sort can be shown to boost school enrolment rates and reduce drop-out rates among girls.

The results of the retrospective meta-evaluation of a total of 30 projects and programmes in the health sector were more critical. GIZ's project design complied with international standards in terms of the integration and consideration of gender and human rights, but seven of the 30 evaluation reports assessed included no information on gender, while only four reported a verifiable contribution to achieving gender equality. In the health sector in particular, this is an alarming outcome.

This retrospective evaluation reaffirms the findings of the Schröder-Breitschuh report on monitoring the quality of offers and reporting in Departments 1 to 3, submitted in August 2013. These findings fed into the 2012/2013 implementation report. Because of the shortcomings noted in recording gender-relevant results in commonly used reporting formats and in training new staff – an important precondition for achieving the objectives specified in our commissions – the Regular Operational Meeting agreed the following on 19 September 2013:

1. Under the aegis of Division 4200 '... [in early 2014] it is to be ascertained how reporting with respect to the gender-related objectives set out in our commissions can be improved to record the resulting impacts and to monitor these systematically.'
2. Under the aegis of Division 6400, in the course of 2014, it is to be '... ensured that ... the human rights and gender areas are better and more prominently integrated in the in-service training provision for new staff to reflect the central importance of these areas for the success of our work and their status as a quality criterion ...'.

Re 1: This audit requirement has been achieved in the following way:

- Entries to the GIZ Gender Competition 2014 were evaluated in line with four criteria, of which two deal with the objectives and results achieved and how gender is embedded in the results-based monitoring system of the project or programme;
- The reports produced by Rambøll during external quality control and of internal cross-cutting assessments with meta-evaluations in the education and health sectors were evaluated. In all three cases, this was retrospective.

Conclusion:

- A wealth of good project/programme-specific documentation is available (in print and other media) relating to gender results, for example on the [Gender Competition 2014](#) and the [Gender Award of the Africa Department](#) as well as

sector-specific publications like the Gender in Agriculture series '[Story Telling – voices of women and men from the Lao People's Democratic Republic, Zimbabwe and Bangladesh](#)', published in 2013. There is, however, no systematic embedding 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. According to Rambøll, this is a fundamental, rather than a gender-specific, phenomenon¹.

- The cross-cutting evaluations testify that at GIZ '... making the gender aspect a central theme may be considered as a success' (in the education sector), and, as already noted, that 'programme design complies with international standards in terms of the integration and consideration of gender and human rights' (in the health sector). Like Rambøll, however, these evaluations concluded that this was not reflected in reporting.
- Rambøll's report makes only two explicit statements about gender, both of which relate to awarding and accounting for gender markers rather than to reporting. 'The handling of cross-sectoral objectives in offers and reports was already flagged as a problem during the last audit cycle. In particular the reasons for the awarding of gender markers are not always apparent on the basis of the project concept or the intended results.' (Rambøll November 2013: 10).

Initial steps have now been taken to tackle these shortcomings:

- The work on gender analyses launched in 2012 has been extended and deepened. The range of in-service training provision has been expanded, and an e-learning course has been launched with the aim of mainstreaming gender competence, building a results- and impact-based basis on which to embed the gender dimension both in our offers and in the results-based monitoring system ('Quality assurance in line management') that became mandatory in late 2013. This is intended to be a solid foundation for reporting on progress made towards achieving the intended gender-relevant objectives.
- A practical working aid on gender and results-based monitoring has been produced along with a one-page overview of gender at each of the six steps involved in results-based monitoring. The working aid complements the guidelines already available on establishing and using the GIZ results-based monitoring system.



¹ 'The quality problems encountered in reporting are significantly greater than those encountered in relation to offers. This also applies to the presentation of results in the core section of reports. In some cases, it is extremely difficult to determine on the basis of the reports the extent to which a project/programme has achieved its intended results and thus its objective(s).' (Rambøll report November 2013, p. 20)



Re (2)

On the basis of the decision taken by the Regular Operational Meeting regarding in-service training for new staff, Department 4 reworked the contents of the 'Gender, Poverty, Human Rights' module in 2013. Its efforts to ensure a more prominent and better mainstreaming of the issue within the framework of training for new staff have not, however, been successful. The course remains optional rather than being mandatory for all staff: it is scheduled on the last day of the long induction programme and is thus not considered important by many new staff. This is at odds with the importance of this area to development policy and GIZ's Gender Strategy. Department 6 still has work to do in this area!

- In contrast to the induction programme for new staff, numerous further training courses were offered in 2013 and 2014, both in Germany and in partner countries, to develop gender competence within the company. (See Part B: detailed implementation status of the five strategic elements.) One highlight was the in-service training courses offered as part of the first GIZ-wide Gender Network Meeting in June 2014, which was attended by more than 100 gender officers and representatives of GG2 projects and programmes.

Indicator 2 – Gender equality within the company:
the human resources policy objectives laid out in GIZ's gender equality plan are achieved.

Since there is no gender equality plan – which the company is required to produce under the provisions of the German Federal Gender Equality Act (BGleiG) (German only) – 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. The company's main gender equality objectives are still to encourage women to take up specialist and managerial posts and to help all staff achieve a balance between professional and family commitments

Overall, the positive trends evident in recent years continued in 2013. At the end of 2013, a total of 35.6% of managerial posts were held by women, which was one percentage point higher than in 2012. At the level of salary band 6, the percentage was up slightly at 35%, while at the level of band 7, it was up 4 percentage points to 33%. At the level of band 8, the percentage of women at GIZ had increased by 2 percentage points to 35%, which is an excellent result compared with many other companies. Alongside efforts to increase the number of women in managerial posts, the greatest challenge facing GIZ is to increase the number of women taking up posts outside of Germany. Women currently account for a total of 36% of all staff in the field structures but hold only 28% of managerial posts outside of Germany (as compared to 44% within in Germany). Among national personnel, women made up 61.2% of leading professionals in administrative posts and 22.8% of technical posts in 2013.

Another success in 2013 was GIZ's recertification as a family-friendly company following an audit conducted by *berufundfamilie@ gGmbH*. An internal GIZ implementation team has been set up to further develop instruments to help staff combine their careers with their family responsibilities. Unfortunately, constraints

within the Human Resources Department have so far prevented the team from starting its work.

Special mention must also be made of the long-awaited policy on sexual harassment, which was adopted by the Management Board in September 2014. It lays out a binding, company-wide framework and is complemented by country-level anti-sexual harassment policies, such as those already developed, adopted and operationalised by the country directors on the ground in Afghanistan, Bangladesh, Egypt and India. In India, for example, the policy is an integral part of the *National Personnel Handbook*. Ethiopia too has expanded its *Employment Handbook* to include a section banning sexual harassment. Initial measures to raise awareness have been conducted in Benin and Kenya.

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 cofinancing partners and donors. With a view to the debate on the Post-2015 Development Agenda, the issue can be expected to become increasingly important. The *Open Working Group on Sustainable Development Goals* (OWG) wants to see gender equality as a goal in its own right (Goal 5: Achieve gender equality and empower all women and girls) with six thematic sub-objectives and three sub-objectives relating to specific Means of Implementation (Mols) for the Post-2015 Development Agenda goals. At bilateral level, the United Kingdom passed an Act of Parliament in March 2014, which obliges the UK Department for International Development (DFID) to take gender equality into account in all development programmes, in all instances of development financing, and specifically to promote gender equality where possible. The situation in Australia is similar: the Australian Minister for Foreign Affairs Julie Bishop announced, *'Australia's new foreign aid policy will concentrate almost exclusively (90 per cent) on the Indo-Pacific region and prioritize six key sectors ... Women's empowerment [is one of them]'*. It is therefore worthwhile for GIZ to clearly position the company and to market its own gender competence.

The growing number of gender-related combined and cofinancing arrangements in place in 2013 demonstrate that GIZ's competence in the field of gender equality and women's rights is already recognised and appreciated at international level:

- 2013 saw the implementation of the cofinancing arrangement with DFID worth EUR 22,775,000 for the 'Justice and prison reform for promoting human rights and preventing corruption in **Bangladesh**' project, a former GG2 measure, which still has a gender-focus.
- The 'Access to justice for women' project in **Cambodia**, commissioned in 2013, successfully attracted funding of EUR 2,000,000 from the Spanish Agency for International Cooperation and Development (AECID).
- The holistic gender approach of the 'Strengthening the capacities of the police in the Democratic Republic of the Congo' project commissioned by the German

Federal Foreign Office in the Democratic Republic of the Congo makes it a trailblazer in international cooperation with the **Democratic Republic of the Congo** in the field of sexual and gender-based violence (SGBV). USAID and DFID are now following the German model in their support for the Congolese police in this field. In 2014, this commitment was recognised with cofinancing from the EU worth EUR 3,000,000.

- In **Mongolia**, the combined financing of EUR 3,600,000 with KBR and SDC was awarded at least partly on the basis of GIZ's gender competence.
- In the **Lao People's Democratic Republic**, the Australian Department of Foreign Affairs and Trade (DFAT) specifically required gender competence before providing funds of EUR 2,400,000 to the GIZ project.
- In **Bolivia**, a cooperation arrangement with the Swiss Agency for Development and Cooperation (SDC) PADEM project involved three parallel financing arrangements for smaller sums.
- In **Afghanistan**, SDC has been cofinancing girls' education and the promotion of women in teacher training since 2012 in the amount of EUR 2,700,000 in total. In 2013, preparations were launched to increase the level of cofinancing in 2014. Preparatory work is also underway on another gender-related cofinancing arrangement involving the Finnish and Dutch Governments (probably for EUR 3 million) for the 'Promotion of the rule of law in Afghanistan' project.
- The regional project 'Cooperation with Arab donors in the MENA Region' has successfully established several combined financing arrangements: an arrangement with the Arab Gulf Programme for Development (AGFUND) for EUR 221,615 for the 'Women's Access to Microfinance and Support to Victims of Violence' measure in Yemen; EUR 147,743 for the 'Improving women's access to health and legal services' measure in **Tunisia and Yemen**; and an arrangement with the Islamic Development Bank involving EUR 44,323 for the 'Income generation for rural women' measure in **Morocco**.
- Review: the implementation report 2012/13 did not mention the significant cofinancing granted by DFID and DFAT, totalling EUR 32.85 million (EUR 4,150,000 in 2011 and EUR 28.7 million in 2012), to the **SADC** 'Trans-boundary Water Management' intervention, in which the project's gender-responsive approach was a major factor. BMZ has provided a total of EUR 6,000,000 for the project, which is to run from April 2011 to December 2015.

Department 2 has presented examples of good practices in the field of acquisition with other commissioning parties and cofinancing bodies. Experience gained, for instance, through the AEDIC cofinancing arrangement for Cambodia, which was then used to attract DFAT funding, has been made available. Other examples come from Nepal, where two success stories about acquisition have been processed and broadcast on national television.



2. Lessons learned and potential for improvements

Beyond the need to produce high-quality, meaningful gender analyses, action is still needed to ensure the comprehensible and clear embedding of gender within the results model and the results-based monitoring system. Together, these provide the foundation for programme implementation and steering, which is geared to achieving the gender-relevant objectives set out in the project or programme concept, as well as for reporting and systematically recording gender-relevant objectives.

- Embedding gender in the results-based monitoring system should be made an integral part of line quality assurance and as such should be followed up and reviewed within the scope of the manager-staff dialogue.
- The one-page overview on gender and results-based monitoring should be integrated into the guidelines on establishing and using GIZ results-based monitoring systems.

The increasing requirements for gender analyses (see new [BMZ Gender Equality Strategy](#)) (only in German):

- In the future, gender analyses are to be monitored more closely for quality and significance in terms of specific recommendations made to embed gender in the objectives and results system, in the methodological concept and in the use of resources and instruments by the project or programme.

Enhancing institutional and supra-sectoral learning and boosting quality:

- Complaints made by quality assurance relating to gender should be systematically evaluated and the results processed and integrated (a) into training for planning officers and regularly used consultants and (b) into in-service training and commission management.

Contracting German consulting firms for components, projects or programmes:

- Checks should be systematically made to ascertain that the consulting firms in question are familiar with the provisions of the new BMZ Gender Equality Strategy and that they take into account and actively pursue gender-specific aspects in human resources and in their work.

GIZ's employer/central staff council agreement dated August 2012:

- A new gender equality plan should be drawn up and adopted as soon as possible, taking into account the updated provisions of the German Federal Gender Equality Act.
- An issue that is becoming increasingly important is that of the professional prospects of couples who work for GIZ. Often, one partner gives up his or her



job for a limited period to accompany his or her partner abroad or the couple have to live apart for a period as one partner undertakes a fixed-term assignment overseas.

Earlier deliberations about working and employment options for accompanying partners, as showcased for instance during the Gender Week 2012, should be actively pursued in this context.

- Department 6 should once again be given appropriate human resources and clear responsibility for gender equality within the company, ensuring a sound work-life balance and professional prospects for couples both of whom work for GIZ.

The mandate accorded to Department 6 by the Regular Operational Meeting in September 2013 regarding the training of new staff.

- This should be implemented as swiftly as possible.

Implementation of the GIZ Gender Strategy in 2013 with highlights from 2014:

Part B: Strategic elements

Part B of the report gives insight into the wide range of initiatives and activities at company-wide level and within individual departments and organisational units designed to implement and comply with the five complementary strategic elements set out in the GIZ Gender Strategy and to achieve the overarching objective. More detailed information can be found in the reports of the individual departments and organisational units.

Strategic element 1 – Political will and accountability

'The way in which managers show their support for the issue of gender equality and follow up its implementation.'

Company-wide

Political will and accountability are fundamental to achieving the objectives of the GIZ Gender Strategy in terms of gender equality within the company and in project work.

- With the active participation of Joachim Prey, Director General of Department 4 and the person responsible for the issue of gender within the Executive Management Committee (EMC), the gender coordination group has successfully continued its work.
- With their active involvement in Gender Week events, GG2 network meetings, gender officer meetings, the Gender Competition and the gender coordination group over the reporting period (2013/2014), managers (Management Board, directors general, directors of divisions, country directors and officers responsible for commissions) reaffirmed the principle laid out in the Gender Strategy that gender equality is a management issue.

Nevertheless, in their [joint communiqué](#), the gender officers attending the first GIZ-wide Gender Network Meeting in June 2014 noted that *'Leadership at all levels needs to live up to the values and goals spelled out in the GIZ Gender Strategy and commit to gender equality, women's rights and equal opportunities.'* This is in line with the responses in the Askallo survey of gender officers for the year 2013² to the statement 'The management team in my country/at Head Office accepts my advice.' The response here was significantly less positive than to the other questions relating to the mandate of gender officers and the support they are given by their managers, with only 46 % of respondents affirming that their advice was accepted. Since gender and the implementation of the GIZ Gender Strategy is not limited to individual managers but is a managerial responsibility across the board, more attention should be paid to this point in future.

² 65 gender officers (49% of all gender officers in March 2014) took part in the Askallo survey. One reason for the low response rate may be the fact that the survey was conducted at the same time as preparations for Gender Week and the Gender Competition 2014 were under way. There were also certain technical problems.

Askallo survey 2013 with 2012 data for purposes of comparison

Statement	Ø Agreement On a scale from 1 (completely disagree) to 4 (completely agree)	% Satisfaction among gender officers (responses of 3 or 4 points)	Comparative findings for 2012 Ø %	
My manager supports me in my role as gender officer.	3.2	82 %	3.2	84
My manager supports the issue of gender in his/her field of responsibility.	3.3	86 %	3.1	76
My mandate and my duties were communicated to the projects in my country/to the relevant Head Office organisational units.	3.1	74 %	3.0	73
My manager takes my gender advice seriously.	3.2	85 %	2.9	76
The management team in my country/at Head Office accepts my advice.	2.9	46 %	2.6	65
Overall	3.2	74 %	3.0	75
Resources	Assessment	Average resources	2012	2012
I have time officially allocated for my work as gender officer (and was able to pass on responsibility for other tasks as a result).	29 % yes 18 % in part 52 % no		24 23 53	
The working time available to me for gender word is adequate.	52 % yes 48 % no	22.3 % of working time (responses varied between 1 % and 100 %)	55 45	21
The budget for gender is adequate.	58 % yes 42 % no	EUR 3.988 p.a. * (responses varied between EUR 0 and EUR 40,000)	70 30	4.333

**These figures only reflects the budget provision at departmental level.*

The gender officers who took part in the Askallo survey indicated that fewer than half have time officially allocated for their work as gender officers and were able to relinquish other duties as a result. This is at odds with the GIZ Gender Strategy, Section IV (Implementation), Sub-section 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.'

Against this background, the gender officers also call in their communiqué for compliance with and implementation of this passage and for specific terms of reference for gender officers in partner countries.

Positive note should be made of the fact that the post of company gender equality officer was filled in 2013 by a manager at salary band 6, and that a budget of EUR 115,000 was provided for the implementation of the Gender Strategy at company level in 2014.

In the individual organisational units (2013)

- The management teams of most organisational units (at company and country level) raised the issue of the implementation of the Gender Strategy. This matter was followed up at subsequent meetings.
- Within the regional departments (Departments 1, 2 and 3), country-level gender officers have been appointed for all countries, and in some case, also at project/programme level. In some countries, gender working groups have been set up.
- In Departments 1, 2 and 3, the implementation of the Gender Strategy was incorporated in the annual departmental objectives for 2013 (Department 1: updating the gender implementation concept for the department, Department 2: annual objective relating to quality of service delivery and acquisition of cofinancing; Department 3: annual objectives relating to gender analysis and quality of ZAK documents (approval of the offer design) as well as department-wide training and induction for new staff).
- In September 2012, the management team of Department 4 adopted guidelines for action which lay out in detail the inputs to be provided by the Sectoral Department over the next few years in line with its central role as in-house service provider in the fields of gender mainstreaming, (sector-) specific advisory services, and knowledge management. At divisional level, hours equivalent to 1.5 full-time posts was made available within Department 4, slightly down on the figure for the previous year.
- In order to operationalise the GIZ Gender Strategy, gender action plans were drawn up at decentralised level, including in many countries. These were then followed up within the framework of annual planning. The GIZ team in Lao People's Democratic Republic, for instance, conducted a baseline study on the gender knowledge of staff, while the team in Burkina Faso adopted its own gender strategy at country level.
- The Development Service SBU provided resources for an internal report on gender-responsive budgeting.
- GIZ International Services provided human resources to evaluate GIZ's experience in the active marketing of gender-oriented approaches and to analyse the gender strategies of GIZ's main commissioning parties.

Strategic element 2 – Corporate culture

'Patterns of behaviour and codes of conduct within the company that help ensure gender equality'.

Company-wide

- In 2013, gender equality was again an important element in GIZ's corporate culture.
- The Gender Weeks 2013 and 2014 showcased the creativity and diversity of GIZ's gender-responsive approaches around the world and at its offices in Berlin, Bonn and Eschborn – see the [publication on the Gender Week 2013](#) and the [Gender Week/Gender Competition 2014](#).
- A trend that speaks for itself is that since the biennial Gender Competition was first introduced, the number of countries and teams participating has risen steadily. While in 2008 and 2010 fewer than 30 entries were received, the number had risen to 53 by 2012, and in 2014, the competition attracted 73 teams from 48 countries. In 2013, for the first time ever, a main public event of Gender Week was held at the Friedrich-Ebert-Allee location in Bonn. The event explored gender, climate change and food security and received excellent response from civil society, the academic community and the political arena. The two main speakers were Tanja Gönner and Christiana Figueres (Executive Secretary of the UN Framework Convention on Climate Change).
- In 2014, a total of 27 countries were involved in the Gender Week. In Germany, a total of [18 events](#), including four high-ranking events in Bonn, Berlin and Eschborn. Guests from outside the company included [Erik Solheim](#), Chair of OECD DAC, who came from Paris to present the [GIZ Gender Award](#).
- Numerous events on the issue of gender were also organised outside of the Gender Week. For example, gender equality officers and the Corporate Communications Unit organised a 'GIZ matinée' with Kenyan women's rights activist Rebecca Lolosoli to mark the International Day of the Girl Child. Along with the programme Promoting Gender Equality and Women's Rights they also organised an event that projected images onto public buildings in Bonn to mark the International Day for the Elimination of Violence against Women (in cooperation with Germany's National Committee for UN Women).
- In 2013, the issues of combining professional and family responsibilities and the role of partners and/or children, especially during assignments outside Germany, were raised as part of preparations for assignments outside Germany. Information and course offerings from the Academy for International Cooperation on 'career and family in international cooperation' enjoys a prominent place on the Academy's new website: [Academy for International Cooperation](#) (in German only).
- As mentioned in the last implementation report, the Corporate Communications Unit has adopted new guidelines for gender-responsive [writing and conventions](#) (available in German only). A new gender-sensitive concept for images is also now being taken into account in company publications.
- Gender equality is not only a women's concern, something that was underlined by GIZ staff in Benin on International Men's Day in November 2013 with a poster campaign entitled '[The other half of gender](#)' (in French only).

In the organisational units

During the reporting period, a large number of gender-related events were held not only at company and departmental level but also at divisional and country levels.

- Departments 1, 2, 3, 4 and 8 were involved in the Gender Week, organising events within Germany and in the field structure. In 2013, for instance, 81% of countries covered by Department 2 organised a gender day, while in 2014, a total of 27 countries around the world were involved in the GIZ Gender Week.
- Outside the Gender Week, other activities and awareness measures were organised. In 2013, these included:
 - One Billion Rising in Laos.
 - In Cambodia, a [gender competition](#) was held. Eight projects offering examples of good practices competed for first place.
 - The motto of Department 1's gender award 2013 was *'Tue Gutes und berichte darüber ...'* ('Do good and spread the word ...'). The gender award involved two categories, 'gender results' and 'dealing successfully with challenges in everyday programme work'. A total of 19 entries were received. Prizes went to five of the entries, those from Benin, Burkina Faso, Mauritania, Egypt and Kenya (see [overview of entries](#)).
 - A written briefing was issued on GIZ's zero tolerance policy and a mandatory awareness measure conducted for new staff in Benin.
 - Corporate Communications held an in-house event called *'Because I am a Girl'*, which part of a global campaign to promote girls.
 - An FAQ on all aspects of sexual harassment was organised in the staff newsletter in Kenya.

Strategic element 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.'

Company-wide

- In the employer/central staff council agreement no. 07/2012 on gender equality, the company committed itself to updating the gender equality plan which expired at the end of 2012. As already mentioned in Part A, the updated gender equality plan announced in the 2012 Report on the Implementation of the Gender Strategy has not yet been finalised.
- On the basis of the GIZ employer/central staff council agreement dated August 2012 on gender equality, a GIZ gender equality officer was elected for the three main German offices in Bonn, Eschborn and Berlin. The Eschborn

gender equality officer is also the gender equality officer for the entire company; she also represents all staff outside Germany.

- **Family-friendly company:** In 2013 GIZ was recertified a family-friendly company following an audit conducted by *berufundfamilie® gGmbH*. One reason for the award of the certificate was the extension of GIZ's company childcare facilities: since mid-2013 the new GIZ nursery in Bonn has offered childcare facilities for 40 children of GIZ staff, providing this service close to the workplace of parents. The number of places available in the Eschborn nursery was increased from 46 to 70 in the course of the facility's move.
Girls' Day/Boys' Day: in 2013 GIZ again opened its doors for Girls' Day/Boys' Day, allowing young people to gain an insight into the working world, particularly in the field of international cooperation.

Gender equality within the company: gender ratios

Throughout the company, women account for 54 % of the workforce, signalling that GIZ has achieved a balanced gender ratio across all remuneration groups. A more detailed look at the individual salary bands, however, reveals imbalances at the individual levels:

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 %
Remuneration group 12-15	51.1 %	53.7 %
Remuneration group 01-11	82.3 %	83.5 %

As a company with international operations, we also work to achieve gender balance among our national personnel (staff who have an employment contract in the partner country).

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 %

Percentage of women in non-managerial posts within the GIZ structure

- The percentage of women in most non-managerial posts rose slightly in 2013, continuing the long-term trend within GIZ and its predecessor organisations.
- Among the junior professions at the level of salary band 3, the existing high percentage of women has risen further to 67.3%. The percentage at the level of salary band 4 has remained constant at a very good 48%. At senior professional level, in salary band 5, the percentage of women remains unchanged at around 36%.
- Women accounted for a total of 40.4% national personnel in 2013, very slightly up on the 2012 figure. It should be noted that significantly more women work in administrative posts, while the percentage of women in technical post remains well below 50%. The ratio among junior professionals is encouraging, with women bucking the trend to make up 53% of national personnel at this level.

Percentage of women in managerial posts

- With specific efforts and directives, we have made progress on our objective of raising the percentage of women in managerial posts. The percentage of women in managerial posts overall was 35.6% at the end of 2013, one percentage point higher than the 2012 figure.
- At the level of salary band 6, the percentage of women has increased slightly to a comparatively high level of 35%. Between 2012 and 2013 there was also an increase of four percentage points to 33% at the level of salary band 7. This positive trend continued at the level of salary band 8, where women account for 35% of all staff, putting GIZ in an excellent position compared to

other companies. (Daimler AG aims to achieve 20 % by 2020, while Deutsche Telekom aims to achieve a ratio of 30 % by 2015).

- There are huge differences in the individual groups of national personnel. While women dominate the 'Senior and leading professionals' level for administrative posts, in which they account for 59 % and 61 % of the total respectively, they are markedly underrepresented in technical areas, with ratios of 39 % and 33 % respectively.

Raising the percentage of women working outside Germany

- The percentage of women working outside Germany has remained practically unchanged at 36 %.
- Women are still underrepresented in **managerial posts outside Germany**. At the end of 2013, women held 28 % of these posts (compared to 44 % within Germany). These figures were practically unchanged over the 2012 figures.

Overall the positive trends of recent years continued in 2013. The new, planned gender equality plan is called on to further consolidate this trend, and if possible accelerate it.

Strategic element 4 – Gender competence

'How much staff know about imbalances in gender relations and ways of correcting these.'

Company-wide

- '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 can only live up to the standards we have set ourselves if we invest in the gender competence of our staff. Work therefore continued over the reporting period (2013/2014) to further develop gender competence within the company. The Academy for International Cooperation continued to expand its course offerings in the fields of human rights, gender equality and gender mainstreaming – see [Academy for International Cooperation](#).
- On the basis of a decision by the Regular Operational Meeting on training for new staff, Department 4 has reworked the 'Gender, Poverty, Human Rights' module.
- The gender analysis working group has drawn up [FAQs and a fact sheet on gender analysis](#) in cooperation with the programme 'Promoting Gender Equality and Women's Rights'. It has also produced tools to allow staff to familiarise themselves rapidly with the information they need to conduct gender analyses, using specific case studies as examples. To supplement this, the programme 'Promoting Gender Equality and Women's Rights' has developed an e-learning

course in conjunction with the Academy for International Cooperation, which will be offered by the AIZ starting in 2015.

- The principle set out in the Gender Strategy that gender competence, as a key professional skill, is to be seen in a positive light from the point of view of career development, should be followed up more closely in human resources management. We should build on the first approaches, e.g., including gender competence as a requirement in tenders published by the Germany Department or the assessment module to monitor gender awareness when selecting development workers.
- The DMS gender mainstreaming folder has been revised and is regularly updated along with the Gender Knowledge Platform website (www.gender-in-german-development.net). In addition, the new Global Campus (GC21) Gender Platform was launched in mid-2014.
- Complementary to the work of the planning officers in Department 4, gender officers, have helped further develop and consolidate gender competence within their own organisational units. In the organisational units they act as the first point of contact for gender-specific matters and for efforts to expand company-wide gender expertise.
- So that gender officers can be offered targeted assistance to help them perform their duties, their information and training requirements were surveyed for the first time in 2013 as part of the Askallo survey (see table below).

Askallo survey 2013

Competences	Response	2012
I feel I have been adequately trained for my duties as gender officer.	60 % yes 40 % no	68 32
I need support or information in the following areas **::	20 % general information on gender in development cooperation 37 % introduction to the duties of a gender officer 51 % exchange/networking with other gender officers 12 % GIZ Gender Strategy 35 % information on gender trends at company level 23 % gender analysis 40 % BMZ commission management 48 % gender-responsive project management 55 % gender and results-based monitoring 31 % sector-specific issues and gender 12 % other	

** This question was not part of the 2012 survey.

- Within individual organisational units, there is provision for inducting new gender officers into their duties and responsibilities. The Askallo survey indicated that 40 % of the gender officers who responded stated that they did not feel adequately trained to cope with their duties as gender officer, so an 'on-

boarding course' and a series of specific further training events were offered for the first time in June 2014 as part of the first GIZ-wide Gender Network meeting for new gender officers.

In the organisational units

- In view of the lack of any mandatory introductory course for all new staff on gender in international cooperation, the director general of Department 3 has introduced a mandatory introduction for new staff, which includes a module entitled 'Implementing Department 3's Gender Strategy'. It is held monthly. The Development Service SBU also offers an in-house preparatory course for development workers, in which gender is integrated.
- As well as introductions for new staff, additional gender upgrading measures are available to GIZ staff. In Department 2, for instance, these are available in 65% of countries covered (for example, awareness training is part of the introductory events for new staff in Brazil, Bangladesh, Guatemala and Mexico). In 2013, events were held in five of the seven divisions of Department 4 to develop the technical and methodological gender capacities of staff and consultants. These included conferences/staff meetings, sector networks, gender network meetings, in-service training, and information events on gender analyses.
- Gender officers also inform staff about gender upgrading services available. Staff from Bangladesh, for instance, took part in gender training offered by the ILO Gender Academy in Turin.
- Department 8 has reviewed and revised the gender aspect of online courses with the objective of enabling women in male-dominated cultures who are unable to take part in face-to-face training because of gender inequalities to receive training. The Academy for International Cooperation has also worked with the programme 'Promoting Gender Equality and Women's Rights' on an online learning module on gender analyses, which is scheduled for introduction in 2014.
- Departments 1 and 2 both organised a departmental meeting of gender officers from Head Office and the country offices in 2013, in order to foster the exchange of good practices, offer training units and technical inputs, and discuss the implementation of the Gender Strategy at departmental level. In Department 4, regular gender officer meetings were also held.
- In the context of its implementation concept 2014–2016 Department 1 (Africa) pays special attention to promoting gender competence in line with its annually changing focus themes.

Strategic Element 5 – Process adjustment

‘Gender-responsive design of all processes and instruments within Germany and in the field structure, especially in relation to commission management and quality management’

Company-wide

- A solid gender analysis that records the gender-specific situations, challenges and opportunities in the various sectors and areas and translates these into recommendations for specific measures forms the basis for systematically anchoring gender-relevant objectives in the project/programme concept, the results-based monitoring system and the reporting based on that system. This is why we have systematically monitored the production of gender analyses since 2011 as part of formulating offers.
- In addition to the guidelines on establishing and using a results-based monitoring system and the working aid on indicators, the Evaluation Unit (Corporate Unit 08) has drawn up a supplementary tool for the production of a gender-responsive results-based monitoring system in conjunction with the programme ‘Promoting Gender Equality and Women’s Rights’ and the company gender equality officer.
- To supplement the gender analysis, which became mandatory in 2011, the O+R article on commission management in BMZ business has now also been updated to include the following:

Standard: Carrying out a gender analysis

The officer responsible for the commission ensures that a gender analysis is carried out during the appraisal and offer preparation phase. It is a prerequisite for assigning the gender (GG) marker, and also provides information and recommendations for systematically mainstreaming gender into the results model and the methodological approach of TC measures.

Information on the adaptation of processes in the organisational units

- Between 2014 and 2016 Department 1 will be reviewing a sample of 20 completed commissions each year (GG1 and GG2 projects and programmes) to ascertain whether gender was embedded in the offers in a results-oriented manner and whether or not the objectives set out were achieved in terms of promoting gender equality. The percentage of gender analyses conducted has risen from about 65 % in 2012 to 86 % in 2013. The percentage of ZAK documents with correctly anchored gender marker and indicators is, however, around 74 %. ³ It is, therefore, still important to ensure that gender analyses make specific recommendations with respect to the award of gender markers and the anchoring of gender in the objectives and results system and that these recommendations are subsequently incorporated in the offer. In Depart-

³ The figures are based on the responses from the gender focal persons.

ment 2, the gender markers were correct in 80 cases of ZAK documents and incorrect in only two cases. In 22 cases, stipulations were made regarding gender. Both the gender marker and indicator in the ZAK documents were correct in 18 cases. In 41 of 70 PPRs, gender analyses were conducted (59%). 60 of 70 projects/programmes have a GG1 or GG2 gender marker. All data is based on the responses of 21 of the 26 gender officers.

- Department 3 has agreed to introduce a department-wide sample outline for gender analyses to encourage gender-responsive commission and quality management. The sample outline makes the production of gender analyses more systematic by creating a standard structure for country-level gender analyses, which are the basis for all other project-specific analyses. Gender analyses at country level are available for 15 of the countries covered by Department 3 (52%). In Department 3, four projects or programmes had the gender marker GG2 during the reporting period.
- In Department 4, gender analyses were conducted for 85% of the projects and programmes implemented in the Sectoral Department in 2013. This was a significant increase over 2012 (60%).
- The commission management process of Department 7 (International Services) does not explicitly take into account the Gender Strategy. In recruitment, gender requirements are met for staff in Germany with structural tasks, but not for project staff.
- Corporate unit 08 once again reflected the issue of gender equality in its core processes. This includes in particular taking gender markers into account in portfolio evaluation and reflecting gender as a cross-cutting issue in products and support services offered by section 0820 with respect to decentralised monitoring and evaluation in projects and programmes. Over and above this, corporate unit 08 was actively involved in the production of the working aid on gender and results-based monitoring as well as offering an introduction to the topic in 2013 as part of the Department 1 and 2 Gender Network meeting and for all gender officers inside and outside Germany in 2014.
- In Department 8, the Academy for International Cooperation systematically reflected the Gender Strategy when putting together its programme. The *Alumniportal Deutschland (APD)*, for instance, picked up on gender as a priority issue in 2013 and held specialised events, including a conference on career and family in Jordan. Along with the programme 'Promoting Gender Equality and Women's Rights', an 'HCD manual for gender training in TVET institutions' was revised. Gender is specifically taken into account in acquisition work and in the selection of participants in HCD programmes.
- The Development Service has developed an assessment module as part of the selection process for development workers; this spotlights candidates' gender awareness.
- As part of the in-house GIZ review of gender and acquisitions conducted by International Services, it has emerged that gender has so far played no part in the assessment of offers submitted by consulting firms. Action must be taken in this regard.

Annex: Results Chain

Areas to be monitored/indicators

Results

By strengthening gender equality, GIZ is making a significant contribution to sustainable development.

By strengthening gender equality, GIZ becomes even more attractive as a service provider in the field of sustainable development.

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

GIZ is perceived and recognised by clients, commissioning bodies and partners as a competent service provider in the field of sustainable development, and our services are in demand.

Contract and cooperation design

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

► **Source** Final reports, progress reports and similar reporting formats

Gender equality within the company

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

► **Source** Monitoring the gender equality plan

Acquisition (business development)

Clients commission GIZ because of our recognised gender competence.

► **Source** Acquisition processes, image studies, dialogues with clients and commissioning bodies

Use of outputs

GIZ staff members implement gender equality in their work. They use the company's gender competence to acquire new contracts and commissions, implement these in a gender-sensitive manner and work to achieve gender equality within the company.

In line with the gender directives in the individual business sectors, advisory services are available and contracts and commissions are implemented.

► **Source** Random sample/survey of gender officers; internal evaluation of the quality of reporting; independent evaluations; for BMZ business: evaluation of the use of gender markers and the conducting of gender analyses

Outputs

1. Political will and accountability

Managers take a highly visible approach to promoting gender equality.

2. Corporate culture

Gender equality is part of our corporate culture.

3. Gender equality within the company

Binding targets have been set for gender equality within the company.

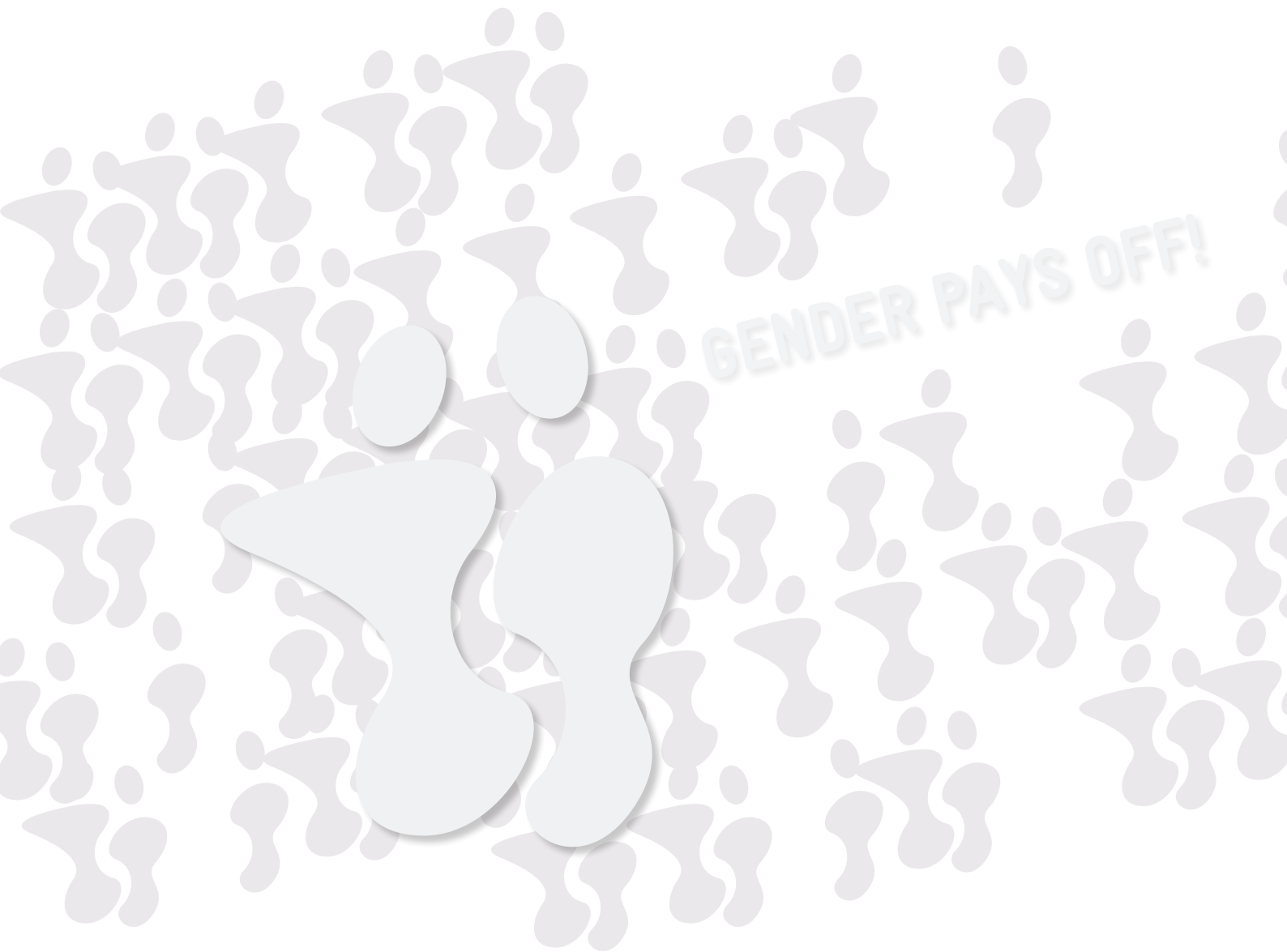
4. Gender competence

Staff members have the knowledge and information they need to allow them to work in a gender-sensitive manner.

5. Processes

Processes are gender-sensitive and provide orientation.

Notes



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