



GENDER PAYS OFF!

Gender Strategy
2010 – 2014

gtz

Published by

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Eschborn, February 2010



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Foreword

Dear Colleagues,

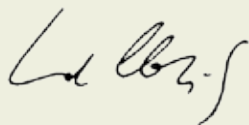
The new Gender Strategy 2010-2014 is the third GTZ corporate gender strategy.

We are convinced that this issue is vitally important in enabling GTZ to deliver effective services in the field of international cooperation. Gender equality is fundamental to the success of our work, both inside Germany and within our field structure. We realise that the results of our work will only be sustainable if we view society as a whole. Gender equality is also an essential precondition for good governance and for ensuring that women and men enjoy their human rights to an equal degree, which in turn is another prerequisite for sustainable development in our partner countries.

GTZ has a long tradition of gender mainstreaming. Back in 2001, we adopted the company's first across-the-board gender strategy. The third gender strategy you have before you builds on the achievements of its predecessors. To ensure that gender equality is comprehensively integrated into the work of GTZ, we are now making a more specific effort to involve the field structure and to ensure that our managers devote themselves more to gender issues. The strategy aims to ensure comprehensive gender mainstreaming, to extend our portfolio in the field of gender equality, and to ensure gender equality within GTZ itself.

We can only achieve the objectives laid out here with your support and your commitment. We ask you to help us to achieve these goals, and look forward to working with you!

Yours truly,



Dr. Bernd Eisenblätter

Managing Director



Joachim Prey


Deputy Director General of Department
Planning and Development



I Introduction

Gender equality is key to sustainable development. Gender-differentiated procedures and consistent efforts to ensure that women and men enjoy equal opportunities are an integral part of our corporate values and our work.

Since the 1990s, GTZ has consistently adopted the gender approach. The Gender Strategy 2010–2014 aims to open up new ways of achieving gender equality. The strategy has three complementary parts. The first priority is to improve gender mainstreaming in our technical cooperation (TC) measures. We also, however, intend to increase our portfolio of projects and programmes whose main objective is to promote gender equality. Thirdly, we see moves to ensure gender equality within the company as an integral part of the Gender Strategy.



The Gender Strategy 2010–2014 marks a departure from individual regulations, which is a new approach. Instead, it lays out strategic guidelines for action, providing a framework which each individual organisational unit must then translate into more specific terms. The combination of incentives and accountability mechanisms, with which we aim to motivate staff members to get to grips with gender equality, is also new, as is the intention of maximising synergy between gender mainstreaming in German TC projects and programmes and within GTZ itself. The interplay of these approaches is to foster innovation in the development of gender approaches and to develop the capacities of our staff members.

During the five years covered by this strategy, we hope to see GTZ projects and programmes having a positive effect on the promotion of gender equality (as a direct result of the Gender Strategy). This goes hand in hand with our intention to successfully position GTZ at international level with new and innovative approaches. The strategy addresses GTZ staff members first and foremost, but it will also provide our clients and partners with basic information and orientation.

The results of our work can be improved in every sector if we take a target-group-specific approach. Development will only be sustainable if women and men benefit equally from political, economic, social and cultural development, and if they fully exploit their potentials. It is important not to lose sight of men as a target group and as actors. Work by and with women alone cannot change gender stereotypes that have developed over a period of several generations. Promoting gender equality is not necessarily synonymous with empowering women, although this is often the focus of measures.

The relevance of gender equality for enhanced sustainability and greater aid effectiveness is reflected in the development-policy debate. GTZ and our partners have a large number of international and national commitments.ⁱ In this context special mention should be made of the major human rights conventions, including the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)ⁱⁱ Women's rights are human rights. At this juncture we should also mention the Millennium Declaration and the Millennium Development Goals (MDGs)ⁱⁱⁱ It is becoming very clear that the MDGs can only be attained in conjunction with the achievement of gender equality. At national level within Germany, our frame of reference is pegged out by the Concept on Gender Equality^{iv} and the Development Policy Action Plan on Gender 2009–2012^v of the German Federal Ministry for Economic Cooperation and Development (BMZ). Like the Federal Republic of Germany, many other donors including the World Bank, the EU and DFID are forging ahead with gender mainstreaming with their own strategies and action plans.^{vi}

i See for instance

- Doha Declaration on Financing for Development:

www.undemocracy.com/A-63-L.57.pdf

- Accra Agenda for Action:

www.undp.org/mdtf/docs/Accra-Agenda-for-Action.pdf

ii www.un.org/womenwatch/daw/cedaw

iii www.un.org/millenniumgoals

iv BMZ Strategies 112, Concept for the Promotion of Equal Participation by Women and Men in the Development Process

v BMZ Strategies 185, Development Policy Action Plan on Gender 2009–2012

vi - Gender Equality as Smart Economics: A World Bank Group Gender Action Plan (2007–2010): siteresources.worldbank.org/INTGENDER/Resources/GAPBrochure

- DFID Gender Equality Plan for Action 2007–2009:

<http://www.dfid.gov.uk/Documents/diversity/gender-equality-plan-2007.pdf>

II Strategic Framework

GTZ's Gender Strategy 2010–2014 places the gender issue in a context that makes for wider impacts. Six complementary strategic elements must be in place if we are to successfully promote equal rights for women and men.

- 1 **Political Will** Including the way managers communicate and demonstrate their support for gender equality
- 2 **Gender Competence** How much staff members know about imbalances in gender relations and about ways of righting these
- 3 **Corporate Culture** Which should lay out the patterns of behaviour and codes of conduct that help ensure gender equality
- 4 **Processes** Gender-sensitive approach to contracts and cooperation management
- 5 **Accountability** All mechanisms to ensure that the Gender Strategy is mandatory
- 6 **Gender Equality within GTZ** Synonymous with a balanced workforce

These six elements form the backbone of the Gender Strategy 2010–2014, and apply to both Head Office and the field structure. The field structure indeed plays a major part in ensuring that women and men participate in and benefit from development processes to an equal extent. At the same time it is vital that our colleagues in partner countries have the support of Head Office, with strategic inputs from the Planning and Development Department, as well as the regional experience and exchange offered by the country departments, the German Public Sector Clients Unit and GTZ International Services (IS). Procedures at Head Office and in the field structure dovetail to form a smooth cycle, as do operations between one organisational unit and another. The Gender Strategy provides the framework for this. The organisational unit in each instance is responsible for using the leeway made available by the respective client to operationalise the provisions of the strategy.

To get down to specifics, the six strategic elements should be tackled as laid out below:

1 Political Will

Inside GTZ, gender equality is a matter for the management. Managers are role models for staff members, and firmly advocate equality as a key issue in international cooperation both inside and outside the company. The Committee of Executives will be sending a clear signal in this regard, and will in future be playing a greater part in steering and realising the Gender Strategy. A member of the Committee of Executives will be a member of the Gender Steering Group, and the topic will be on the agenda of this top-level executive body once a year. GTZ will also provide an adequate annual budget for company-wide activities. In addition, the Committee of Executives will require all GTZ managers to assume responsibility for the successful implementation of the Gender Strategy. At project and programme level it is the officers responsible for contracts and cooperation who will be called on to play the main part. Country directors will ensure that gender equality is prioritised at national level, that gender officers are involved in important processes and that they are provided with the time and funding they require to perform their duties professionally. The country directors are also responsible for quality assurance.

2 Gender Competence

Expertise required! Gender competence is a crucially important factor in the promotion of gender equality. After all, we aim, with our partners, to help achieve equal opportunities for men and women. The Gender Strategy focuses initially on successful knowledge management in order to build our own capacities. It is of paramount importance that GTZ staff members can rapidly access the information they need to perform their duties creatively and innovatively. The Gender Knowledge Network^{vii} is a new online forum which will be gradually expanded. This forum is designed to help us learn from experience as well as to provide information on specific topics. To this end the Gender Strategy attaches great importance to processing examples of good practice. With the help of the Corporate Communications Unit, we will also be sharing our extensive experiential knowledge more specifically inside and outside the company.

The Planning and Development Department (P+D) will be playing a major part in developing gender competence, as it continues to develop its advisory capabilities in the individual sectors. The gender officers at Head Office and in the field structure represent another important instrument in strengthening our skills. They will be honing the awareness of their colleagues, offering advice, and communicating expertise in the field. Where necessary, our colleagues will also be given the option of extending their own capabilities by undertaking special training. Finally, the portfolio of projects and programmes aiming primarily to achieve gender equality is to be expanded (gender marker GG-2). These interventions will act as a beacon for successful approaches and have a corresponding effect on the rest of GTZ's portfolio.





3 Corporate Culture

Gender pays off! That is the message the Gender Strategy aims to get across. It reflects the values we embody in our activities inside and outside the company.

Not only because this improves the quality of our projects and programmes, and because experience indicates that mixed teams make for better results, but also because commitment to gender equality will be better rewarded in future.

Every two years a company-wide Gender Competition is to be held, with awards for particularly effective approaches to gender equality. In addition every year, timed to coincide with International Women's Day, a Gender Week will be held at Head Office with lots of special events. The Gender Week may also be marked by events at country level. This will give staff members another opportunity to showcase their work and will provide them with more information about gender-relevant issues. Gender equality also pays off because commitment in this field can be better combined with a professional career, given the larger number of projects and programmes with the gender marker GG-2. At department, division and country level it is up to the officers responsible to take further-reaching measures to influence the corporate culture accordingly. This could, for instance, take the form of special events, measures to honour initiatives taken or annual objectives of the organisational unit, as well as agreeing on appropriate annual objectives at the staff assessment and development talks.

4 Processes

No process integration, no progress! The integration of gender aspects into all major processes is crucially important if we are to ensure successful gender mainstreaming at GTZ. These processes include contract and cooperation management and all relevant processes from preparatory work to the conclusion of a development measure. In particular, a great deal of importance will be attached to conducting a gender analysis within the framework of project appraisals in future. Thus, as of the planning phase, well-founded conclusions can be drawn as to the contribution a project or programme will be likely to make towards creating equal opportunities. Building on this, within the scope of the ZAK (approval of the offer concept) procedure, regular reviews will ensure that gender aspects are properly mainstreamed, that measures are accorded the correct gender marker, and that the relevant indicators are appropriate. Once a development measure reaches the implementation phase, it must be ensured that impacts on gender relations are investigated as an integral part of results-based monitoring, that they are covered by evaluations and included in reports. Work is needed at various levels to make sure that gender aspects are genuinely integrated into these processes. The issues must be incorporated into the course on contract and cooperation management and into all major guidelines. Equally, all those involved at every individual level of processing a contract must take the gender aspects into account and the officers responsible for contracts and cooperation and other managers must consistently check that they have done so.

5 Accountability

Good will alone is not enough! Experience has shown that we cannot rely only on the commitment and conviction of our staff members when it comes to promoting gender equality. The pressure of so many issues vying for their attention is simply too great. To make it mandatory to take gender aspects into account we will thus be paying more attention to accountability in terms of achieving results in the field of gender equality. Officers responsible for contracts and cooperation have a major part to play here. As laid out in section 4, it is their responsibility to monitor impacts on gender relations and to conclusively inform the company about these within the framework of reporting. Over and above this, the Committee of Executives has decided that in order to improve the way we deal with the issue of gender, we must respond to the findings of internal and external evaluations with the help of mechanisms designed to ensure that criticisms and recommendations are acted on (e.g. a management response system). This should underline the fact that commitment to gender equality is mandatory. The respective director general, director of division or director of unit will also demand accountability with respect to the implementation of the Gender Strategy.^{viii}

6 Gender Equality within GTZ

Gender equality starts at home! Gender equality is just one more dimension of equal opportunities within GTZ. A gender balance at specialist and managerial level is an important foundation for gender-sensitive activities and is indeed essential for our credibility as a provider of gender advisory services. Since 1991 the equality of women and men has been a corporate goal of GTZ. It is enshrined, for instance, in the company agreement on 'The Equality of Men and Women'. In the long term, the aim is for women to make up 50% of the workforce in all departments in which they are currently under-represented. The new updated gender equality plan in its second edition is an important instrument that will help us make progress towards achieving this corporate goal.^{ix} It focuses on measures with which GTZ intends to attract more women to managerial posts inside and outside Germany.

This Gender Strategy aims to align gender mainstreaming in TC projects and pro-programmes more closely with similar efforts inside the company, not least in order to underline the importance we attach to gender equality as part of our corporate strategy.^x At joint strategy meetings attended by the company gender officer and the gender equality officer, entry points for measures will be identified. So as to maximise synergies, the gender equality officer will also regularly attend the meetings of the Gender Steering Group.

viii [See Section 5. Monitoring](#)

III Implementation

1 Objectives and Indicators

The results of the Gender Strategy are laid out below along with the relevant indicators:

Indirect results	Men and women benefit to an equal extent from the development inputs of technical cooperation. Men and women can play an equal and active part in shaping the development inputs of technical cooperation
Direct results	GTZ projects and programmes have a positive effect on the promotion of gender equality.
Indicator	80% of the gender objectives set by projects and programmes are attained. (Monitoring to be assured by officers responsible for contracts and cooperation and managers; Source: Evaluation 2014).



2 Strategic Guidelines for Action

The main duties of the individual organisational units to translate the provisions of the Gender Strategy into practice are defined. It should be underscored that these are only the main duties. The individual departments, divisions and units are also, on this basis, responsible for breathing life into the six elements listed as part of the strategic framework, for operationalising these (for instance in the form of their annual objectives), and for realising them within the scope of their own planning.

3 Responsibilities

The provisions of the Gender Strategy relating to gender equality within the company are mandatory for all GTZ staff members. The promotion of gender equality in projects and programmes has hitherto been pursued primarily in measures conducted on behalf of BMZ. In line with the tenets of cross-business-sector cooperation, synergies involving the Centre for International Migration and Development (CIM), the German Public Sector Clients Unit and GTZ International Services (IS) are to be actively fostered. Ideally, all business sectors are to improve service delivery by taking into account the imperatives of gender justice, thus improving their position vis à vis competitors.

The implementation of the Gender Strategy is the responsibility of managers, in particular the directors general, directors of divisions, directors of units and country directors. Responsibility for concrete implementation will be spread across a great many shoulders, but the officers responsible for contracts and cooperation and their national and seconded staff members will be expected to play an important part. In this they will have the support of the gender officers in the field structure and at Head Office.^{xi} The gender officers at country level will be appointed by the respective country director, while gender officers at Head Office are to be appointed by the directors general, directors of divisions and directors of units.

Gender officers and the representative of the Committee of Executives together make up the Gender Steering Group. The member of the Committee of Executives is the contact person for issues relating to corporate policy. The gender officers in the field structure are involved via the country departments, which pass on their concerns and ensure a smooth communication flow. The Gender Steering Group will meet regularly and will be the body that provides technical and strategic back-up across the company for all efforts to implement the Gender Strategy.



4 Resources

Quality comes at a price! Resources will be needed to effectively implement the provisions of the Gender Strategy. In this context, the responsible organisational units will be required to provide gender officers with the resources they need to perform their duties professionally. Moreover, funding must be made available for the Head Office and field structures for the organisation of further training courses and to enable staff members to attend networking meetings.

GTZ will provide an adequate annual budget for the company-wide measures laid out in the Gender Strategy. These funds will, for instance, cover the costs of holding the Gender Competition and organising the Gender Week.

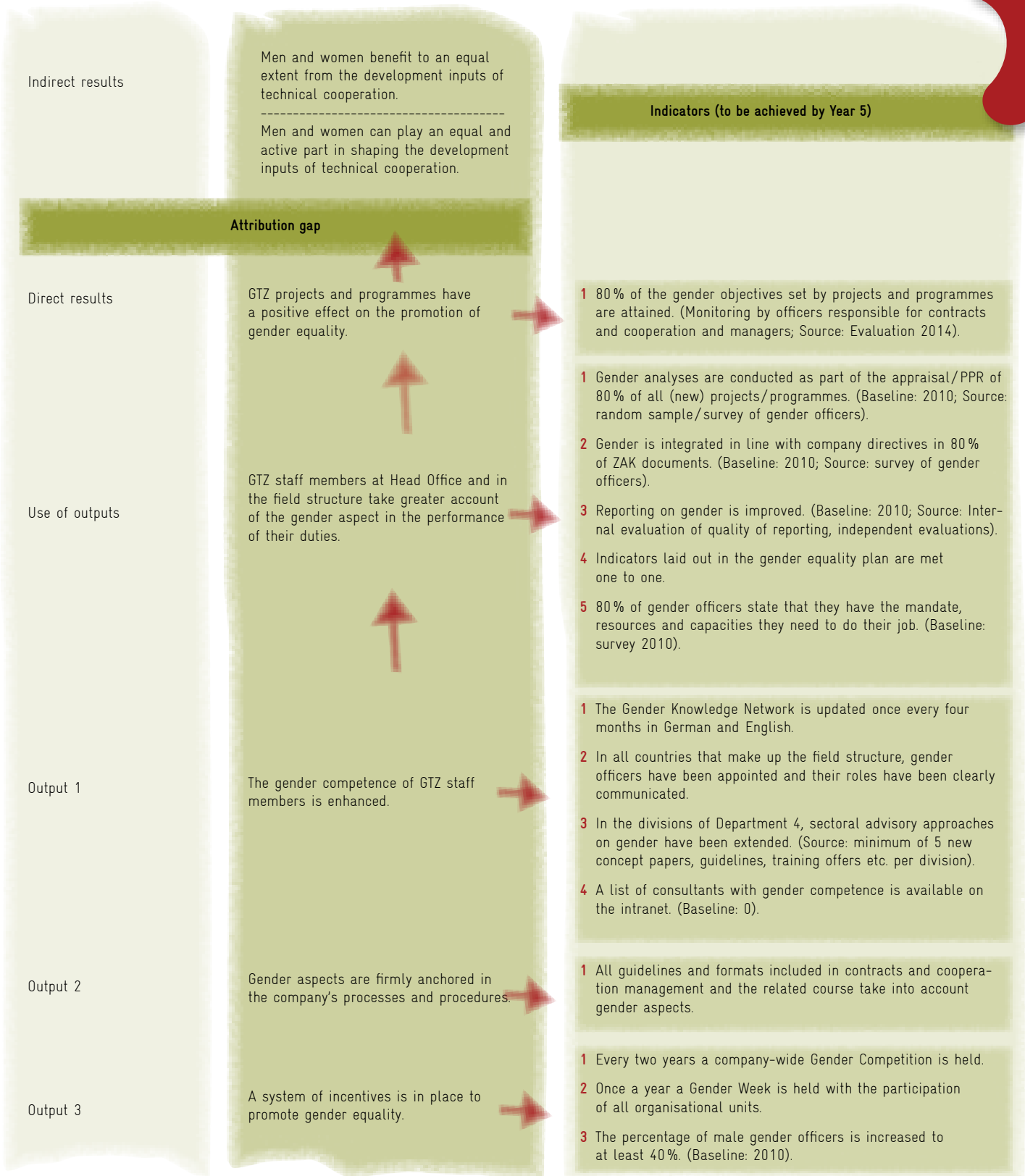
5 Monitoring

The directors general, directors of divisions and directors of units are responsible for monitoring the implementation of the Gender Strategy within their respective organisational units. Monitoring will be conducted within the framework of the management structures and the work processes of each organisational unit, which will operationalise the guidelines for action independently and put these into practice, thus helping achieve the indicators laid out in the Gender Strategy and the objectives of the Strategy.

The company gender officer will be responsible for collating the company-wide results and for monitoring use of the budget provided. In this she/he will have the support of the other gender officers. The degree to which the Strategy has been implemented will be reviewed on an annual basis. In cooperation with the Gender Steering Group, the company gender officer will submit to the Committee of Executives an annual report on the progress achieved and action required. Department 6 will be responsible for monitoring the gender equality plan and reporting, and will involve the gender equality officer in this.

Annex

1 Results Chain



Acronyms

BMZ	German Federal Ministry for Economic Cooperation and Development
CIM	Centre for International Migration and Development
DFID	UK Department for International Development
GG	Gender equality (German acronym used as gender marker)
GG1	Gender equality is secondary objective of project
GG2	Gender equality is primary objective of project
IS	International Services
MDGs	Millennium Development Goals
O+R	Orientation and Rules
PPR	Project progress review
P+D	Planning and Development Department
TZ	Technical cooperation
ZAK	Approval of the offer concept





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