Stakeholder Dialogue on Sustainability 2018

Results Report by the GIZ Sustainability Office

giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

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1 Foreword

As a service provider in the field of international cooperation for sustainable development and international education work, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is dedicated to shaping a future worth living around the world. Working together with international organisations, businesses, civil society actors and research institutions, GIZ fosters successful interaction between development policy and other policy fields and areas of activity.

The Stakeholder Dialogue on Sustainability serves to deepen and expand this cooperation. GIZ hosted this dialogue for the first time in 2016 in order to obtain feedback from stakeholders on its contributions to sustainability in a systematic and structured way.[1] Held for the second time in 2018 the Stakeholder Dialogue on Sustainability has now firmly established itself as a key component of sustainability management at GIZ.

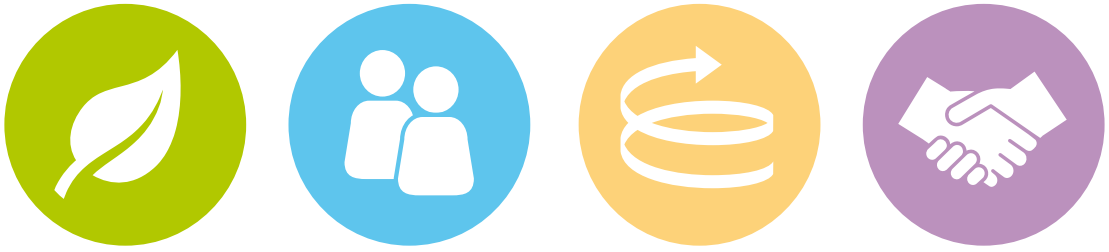
The Stakeholder Dialogue on Sustainability is geared towards conducting participatory, open and transparent discussions with a view to obtaining feedback on GIZ's sustainability management and strengthening stakeholder participation.

This report is designed to inform readers about the outcome of the 2018 Stakeholder Dialogue on Sustainability and to share the findings with partners, commissioning parties, service providers, staff and any other interested groups and individuals. GIZ would like to thank the stakeholders for their engagement and their ideas for developing their work further from a political, social and economic perspective.

1 For more information on the 2016 Stakeholder Dialogue, visit https://www.giz.de/de/html/43870.html

2 Summary

GIZ has identified four dimensions of sustainability:



With regard to these four dimensions, internal and external stakeholder[2] were invited to express their demands, expectations, desires and criticisms with GIZ in a two-stage process. The first step was an online survey in which respondents were able to assess key topics and provide feedback on GIZ's contributions to sustainability. Those attending the subsequent Stakeholder Day then discussed key findings from the survey in workshops together with representatives from management.

The fields of activity *credibility of our actions and communication, environmental protection and climate change in projects and partner orientation and empowerment* were seen as particularly important overall and will thus be right at the top of the 2018 Materiality Matrix. The Materiality Matrix informs GIZ's sustainability reporting as well as the focus of corporate sustainability.

2 The internal stakeholders are staff members, with all other stakeholders considered external (see Figure 1)..

3 Identifying stakeholders

The GIZ Sustainability Office used the 2015 Stakeholder Engagement Standard by AccountAbility (AA1000SES) as its means of determining key stakeholders[3]. Stakeholder groups were identified on the basis of the following characteristics: dependency, responsibility, tension, influence and diverse perspectives.

Unlike in the previous stakeholder survey, members of staff were also included this year. By contrast, GIZ's partners in other countries, i.e. the recipients of its services, were not surveyed as part of this process as a separate survey format is planned for them.

Figure 1: Stakeholder map for GIZ's sustainability management

3 AA1000SES is a globally recognised stakeholder management standard for all manner of organisational forms. It can be used as both a standalone tool and as a mechanism for complying with GRI4 guidelines.

4 Key findings from the online survey

The survey ran from 5 to 31 March 2018. A total of 18,078 GIZ employees in Germany and abroad (including development workers) and 626 external stakeholders received the questionnaire.

Respondents were invited to choose from the fields of activity from the **2017 Materiality Matrix** that GIZ had determined were relevant in order to prioritise the most pertinent sustainability topics (materiality analysis). They also had the opportunity to rate the fields of activity *credibility of our actions and communication and pioneering role as a sustainable enterprise*. Participants were able to pick ten out of a total of 27 topics and rate them in order of priority.

Random sampling

Overall, 1,725 stakeholders completed the questionnaire, 93 per cent (n = 1,604) of whom were GIZ staff and 7 per cent (n = 121) external representatives. Of these, most came from the following sectors: private sector/businesses/associations (22 per cent), consultants/service providers/suppliers (18 per cent), and civil society (16 per cent). Among the internal stakeholders, almost half were based in Germany and the other half abroad; they constitute some 9 per cent of the total workforce. Men and women were equally represented. Two thirds of the internal stakeholders surveyed had worked at GIZ for eight years or less.

Assessment of sustainability activities

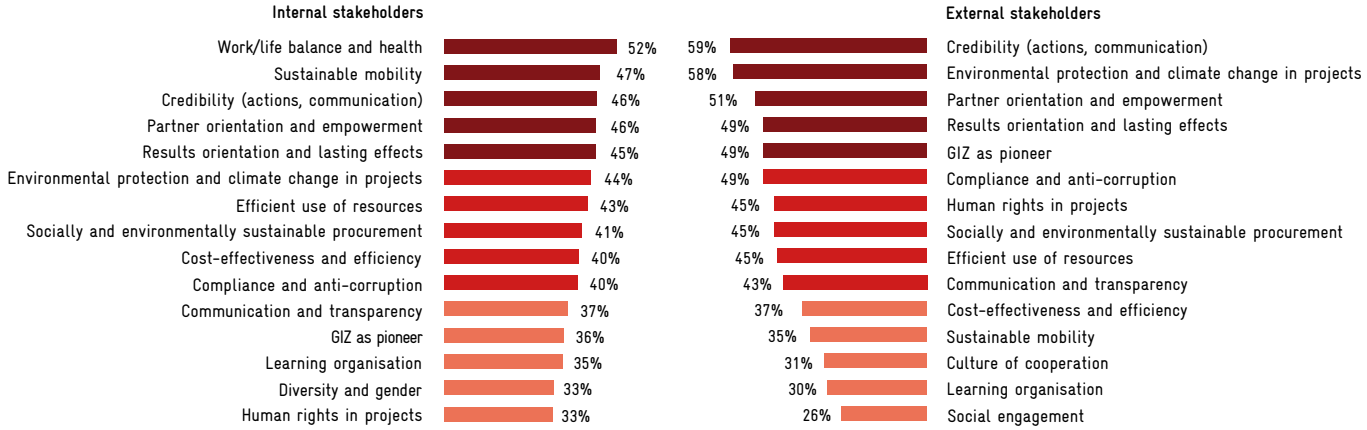
In respect of their **familiarity with sustainability activities** conducted by GIZ, both stakeholder groups stated that they required more information; they were generally aware of the activities in most of the four dimensions to a certain extent. With regard to the dimensions themselves, however, it would appear that the external and internal stakeholders have varying levels of information at their disposal. While *political participation* was most familiar to the external stakeholders, their internal counterparts were more aware of social responsibility.

As regards the **evaluation of sustainability activities**, it is noticeable that external stakeholders rate GIZ's sustainability activities more highly than internal ones across all four dimensions. While external stakeholders gave them an average mark of 2.6 on a scale of 1 (excellent) to 6 (poor), internal stakeholders tended more towards a rating of 'satisfactory' with an average of 3.19. In particular, the two stakeholder groups hold vastly differing views of the *ecological balance* dimension, with the internal stakeholders giving GIZ's activities in this area nearly a whole mark less than external stakeholders.

In terms of **credibility**, over half of the internal stakeholders surveyed found GIZ's work to be *credible to extremely credible*. Given that, in some cases, more than 50 per cent of those surveyed were not or merely *somewhat familiar* with GIZ's work (familiarity with sustainability activities) and/or felt poorly informed to *completely uninformed* (amount of information available), the prevailing underlying feeling is clearly positive regardless of the respondent's level of knowledge.

The findings regarding a **sense of involvement in sustainability activities** demonstrate that one third of those surveyed felt *very closely to moderately* involved, whether they are internal or external stakeholders.

Figure 2: Fields of activity evaluated by stakeholders



The two stakeholder groups were generally in agreement over what they considered to be the most important fields of activity (top 15), although their actual rankings differed.

The topics of *work/life balance and health* were most important for staff but only came 16th out of 27 for external stakeholders. While *social engagement* made it into the top 15 in the external stakeholders' ratings, it was relegated to the bottom third (23rd) by their internal peers. Both stakeholder groups put *biodiversity* and data protection at the bottom of their overall lists. They were most closely in agreement in terms of importance with respect to the *credibility of our actions and communication and partner orientation and empowerment fields* of activity as well as on climate change and environmental protection issues (external stakeholders: *environmental protection and climate change in projects; internal stakeholders: sustainable mobility*). Combining the rankings proposed internally and externally results in the following top three:

1. **Credibility of our actions and communication (52 per cent)**
2. **Environmental protection and climate change in projects (51 per cent)**
3. **Partner orientation and empowerment (48 per cent)**

A total of 517 answers were provided to the open-ended question on fields of activity that were additionally desired and/or felt to be lacking, most of which are already covered by existing fields. Particularly common were suggestions that can be allocated to the following fields of activity: *social and environmental criteria in procurement* (especially canteen and catering), *results orientation and lasting effects, learning organisations and sustainable mobility*. Proposals for potential new fields of activity cited most frequently by respondents related to *according equal status to national personnel, raising awareness of sustainability, fixed-term and unlimited contracts, and fair long-term HR development*.

5 Stakeholder Day on Sustainability 2018

5.1 Programme

Held at GIZ's Berlin offices on 12 June 2018, the Stakeholder Day served both to round off the 2018 Stakeholder Dialogue on Sustainability and to launch projects that build on it and that are intended to implement the ideas and actions proposed by participants.

Nearly 50 external stakeholders from politics, business, the academic and scientific community and civil society joined representatives from GIZ (Staff Council, Supervisory Board, gender equality and environmental management officers) in discussing the topics of *sustainable procurement, sustainable mobility in Germany and abroad, HR as a success factor, partner orientation and credibility in our actions and communication.* The members of the Sustainability Board[4] provided an update on recent developments at GIZ and fielded questions from the stakeholders, who gladly used this opportunity.

Chair of the Management Board Tanja Gönner opened the event by stressing that dialogue with the company's stakeholders is vital for the continuing further development of sustainability management at GIZ.

This was followed by a presentation of the findings from the online survey, which laid the thematic foundations for the rest of the event. Selected topics were then discussed in workshops.

To give the participants something to mull over on their way home, author, journalist and security expert Jay Tuck explored current trends and future scenarios from the world of artificial intelligence. As well as warning of the risks posed by the onward march of digitalisation, he also underlined the potential it offered for sustainable economic development, especially in agriculture.

5.2 Workshop topics and methodology

The key priorities when designing the workshops were to give the stakeholders sufficient scope for debate and to identify recommendations for action for GIZ that were as specific as possible.

Topics were chosen on the basis of the following criteria::

- Fields of activity rated as particularly relevant;
- Topics mentioned with particular frequency in the free-text fields and major response in the form of comments;
- Contrasting assessments of the topics from stakeholders (internal vs external);
- Comparisons with the 2016 Stakeholder Dialogue or the 2017 Materiality Matrix;
- Overlaps with current GIZ strategies, programmes and developments;
- Parallel developments at stakeholder organisations;
- Inclusion of all four GIZ sustainability dimensions.

The workshops were run using the Design Thinking approach, while the members of the Sustainability Board contributed content to the working groups in their roles as topic leads.

4 The Sustainability Board (SuBo) advises on sustainability objectives, evaluates the company's performance and supports specific implementation efforts. It is made up of the Chair of the Management Board, the Director Corporate Sustainability and seven other heads of various departments and corporate units.

5.3 Findings from the workshops

1 Social and environmental criteria in procurement

Topic lead: Isabel Mattes-Kücükali, Director General of the Procurement, Property, Contracting, IT, Language Services Department

Question	Issues raised on this topic by stakeholders
How can GIZ better facilitate sustainability through its procurement activities – from an environmental, economic and social perspective?	**Suggestions and/or confirmation of existing practice for internal processes:** ▮ Considering/requiring all forms of certified seals of quality acts as a quality lever for contracts; ▮ In terms of quantity, framework agreements help to generate critical mass relatively quickly; ▮ Staff training needs with respect to the customer dialogue and communication between ordering parties and procurement officers should be determined and 'satisfied' on an ongoing basis. **Suggestions regarding conceptually strategic measures:** ▮ GIZ could strengthen its role as a pioneer in terms of commitment to sustainability, e.g. through 'industry dialogues with the public sector'; ▮ GIZ should give more emphasis to the social aspect of sustainability, at least as much as it gives to the environmental aspect, and pay more attention to this in its voluntary commitments (human rights, etc.); ▮ There should be intensive dialogue with other institutions to prepare GIZ for the NAP (National Action Plan on Business and Human Rights 2018/19).

2 Sustainable mobility in Germany and abroad

Topic leads: Andreas Proksch, Director General of Sector and Global Programmes; Dr Dirk Aßmann, Director General of the Sectoral Department

Question	Issues raised on this topic by stakeholders/Assessment
How can GIZ better facilitate sustainable mobility for its staff? How can GIZ promote sustainable mobility in its work/projects?	**Ideas with particularly high impact:** **Inside GIZ:** ▮ GIZ should harness its political influence to secure enabling conditions for sustainability ▮ Introducing a minimum kilometre threshold for flights ▮ Overhauling the vehicle fleet in Germany and abroad (e-mobility) ▮ Flexible worktime models **In projects:** ▮ Expanding the range of services to include unconventional solutions (e.g. ropeways) ▮ Promoting dialogue between local communities in partner countries ▮ Formulating a vision for the mobility of the future ▮ Setting a good example (acting as a role model) **More ideas:** ▮ Mobile repair service for bikes and bike stations ▮ Bikesharing/incentives for staff ▮ Learning from China: e.g. particulates app ▮ Introducing electric vehicles to the offices abroad

Further suggestions, challenges and feedback

- Solar charging stations for electric vehicles at GIZ offices abroad
- Using e-taxis/shared taxis
- Introducing a job ticket in the Berlin office
- Policy of using local public transport instead of taxis
- Lobbying commissioning parties and internally
- Putting mobility back on the project agenda
- Promoting dialogue between actors on the ground

At the start of the workshop, the recommendation was made that GIZ should concentrate on science-based targets as far as its climate objectives were concerned, focusing particularly on reduction.

The relevance of sustainable mobility for job applicants/potential employees was also stressed.

3 HR as a success factor

Topic lead: Lutz Zimmermann, Director General of the Human Resources Department

Question	Issues raised on this topic by stakeholders/Assessment
How can GIZ better offer attractive working conditions for its staff across the world? *How can GIZ better* meet the requirements of a workplace fit for the future?	**Ideas with particularly high impact:** ▮ Setting up a family service and deciding which groups of staff this is to be available to (e.g. Engagement Global) ▮ Using the informal form of address[5] across the company (possibly to be trialled directly in individual divisions) as a contribution to flexible working ▮ Flat hierarchies/structures: Launching a pilot ▮ If contracts have a fixed term, the terms should be longer. **More ideas:** ▮ Boosting continual professional development ▮ Adapting to millennials

Further suggestions, challenges and feedback

- » Training opportunities (retraining and all-rounders)
- » Image campaign
- » Clear profile: GIZ staff/external service providers
- » Investing in corporate identity (everybody counts)
- » People taking greater responsibility (agile teams and less of a hierarchy)
- » Allowing space for creativity
- » Choice of base in Germany for new staff
- » National personnel: multipliers/ambassadors in the partner country; enabling international training opportunities; offering other kinds of bonus in addition to pay
- » Improved pay policy
- » Maintaining and strengthening employees' conflict management skills
- » Holding regular feedback meetings and staff appraisals
- » Emphasising a focus on the meaning of our work; communicating GIZ's purpose more effectively internally and externally
- » High-quality technical equipment
- » Training staff better for new responsibilities

5 German differentiates between familiar and formal forms for the pronoun 'you'.

4 Partner orientation

Topic lead: Joachim Prey, Director General of the Asia, Latin America, Caribbean Department

Question	Issues raised on this topic by stakeholders/Assessment
How can GIZ better meet the needs of its partners in Germany? *How can GIZ better* meet the needs of its cooperation partners abroad?	**Ideas with particularly high impact:** ▮ Making its own processes more conducive to participation on the ground; making more use of partners' networks and capabilities ▮ Making the partner structure in Germany more transparent ▮ Consistently strengthening partners' ownership; putting the partners in the driver's seat ▮ Involving partners in defining success; taking account of target groups (beneficiaries) **More ideas:** ▮ Making people within GIZ aware of the capabilities offered by partners in Germany ▮ Making standards applicable to GIZ's own dealings transparent; transparency in processes and documentation ▮ Paying greater attention to 'soft' development goals such as transparency, democracy and participation ▮ Generating knowledge in a way that is aligned with partners' needs ▮ Joint dialogue on rules and a participatory approach

Further suggestions, challenges and feedback

» Networking, involvement in (inter)national alliances
» Demonstrating strength to commissioning parties and advocating partners' interests
» Upskilling/capacity building
» Focusing on the long term and predictability
» Building up stable relationships with partners over the long term
» Having the courage to handle a culture of error, including in communications to the outside world
» Clear points of contact
» Lean communication tool
» GIZ to familiarise itself more with NGOs and civil society
» GIZ to find its own place between its role as an implementing organisation and as a company, which would aid dialogue with BMZ
» Making decisions quickly; long waiting times tie partners' hands
» A knowledge management system that shares relevant details with partners (open source)
» More multi-stakeholder dialogue in advance (planning phase)
» Involving civil society to an increased degree
» Listening to partners' needs

5 Credibility of our actions and communication

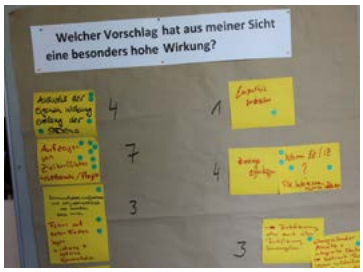
Topic leads: Dr Sabine Tonscheidt, Director of the Corporate Communications Unit; Dr Heinz-Michael Hauser, Director of the Compliance and Integrity Unit

Question	Issues raised on this topic by stakeholders/Assessment
Overarching question: how can GIZ better achieve credibility in its actions and communication? What makes GIZ a credible enterprise? What would a credible 'product' be?	**Ideas with particularly high impact:** ▮ Pointing out conflicting objectives in the company's sustainability management, in project implementation and for employees (e.g. costs vs environmental considerations); highlighting GIZ's value orientation in the process ▮ Proactively tackling and openly communicating weaknesses, clichés and errors; consistently and openly identifying challenges as such (framework conditions etc.) and drawing on external expertise on a case-by-case basis (SDGs), especially where it is needed ▮ Demonstrating links with the SDGs more clearly: indicating GIZ's own (cumulative) impact for SDGs; considering all SDGs and illustrating cross-linkages; tying SDGs in with KPIs, i.e. integrating SDGs into management systems **More ideas:** ▮ Carrying out particularly challenging certifications and going above and beyond the scope of certification schemes; adopting an overarching approach and integrative thinking ▮ Communicating the main sustainability issues in a focused and target-group-specific way, i.e. showing internal and external stakeholders how everything ties in together ▮ Transparency: value for money ('unit prices') ▮ Allowing empathy ▮ Critical self-reflection: why IC/DC? What purpose does it serve? ▮ Given the increasing erosion of values: placing greater emphasis on value-based togetherness

Further suggestions, challenges and feedback

- » Formulating the contribution of GIZ/DC to the German Sustainable Development Strategy; ability to feed into higher-level processes: Agenda 2030 and the German Sustainable Development Strategy
- » Focusing on effectiveness (especially with the high-priority objectives)/developing KPIs to highlight impact
- » Appraising projects and involving external stakeholders in a transparent manner; conducting evaluations even (some time) after projects are completed
- » Call for reliability and binding commitment in communication: language mirrors action; action and communication must be on the same page
- » Benchmarking/measurability
- » Elaborating all the processes connected to a product/transparent product development
- » Positive feedback: praise for individual approaches

5.4 Photos from the 2018 Stakeholder Day

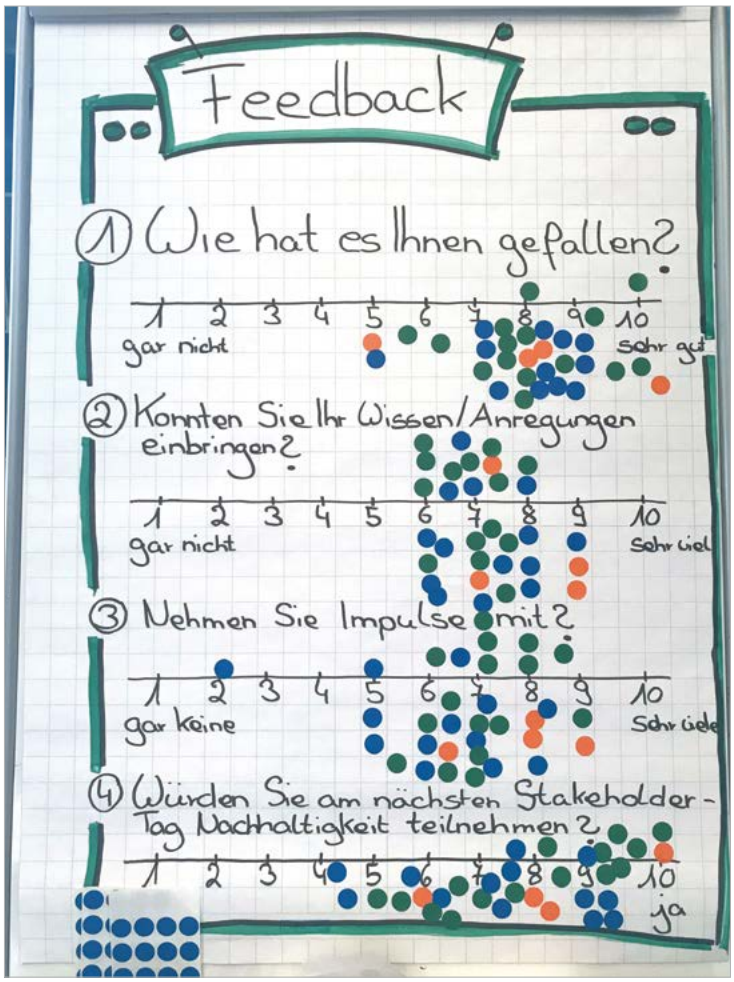


6 Next steps and outlook

No new main fields of activity or additional topics were raised this year compared with the 2016 Stakeholder Day,[6] suggesting that the current fields of activity remain significant and relevant for the stakeholders.

At the 2018 Stakeholder Day in Berlin, GIZ was encouraged to continue the dialogue with the stakeholder groups. There was a clear recommendation to focus more strongly on social issues, as it was considered that sustainability was still primarily associated with environmental aspects.

The next meeting of the Sustainability Board in September 2018 will finalise and adopt GIZ's Materiality Matrix for 2018, which will provide key starting points for updating the sustainability programme and corporate strategy. GIZ strives to maintain an ongoing dialogue with major stakeholders in order to refine specific ideas and turn them into reality.



6 Topics from the 2016 Stakeholder Day: cooperation culture, digitalisation, human rights, sustainable procurement, communication/transparency, and environment and climate change. The topic of cooperation culture was subsequently added to the Materiality Matrix.

7 Annex

7.1 Structure of the questionnaire

Questions on sustainability activities	▮ Familiarity with the four dimensions (filter question) ▮ Sense of involvement in the four dimensions ▮ Evaluation of the four dimensions ▮ Selection of key fields of activity ▮ Information available (internal only) ▮ Credibility (internal only) ‘
Open-ended questions	▮ Other important fields of activity ▮ General feedback ▮ Activities to be stepped up (internal only)
Questions on the workplace	▮ Stakeholder group ▮ Working with GIZ (external only) ▮ Contact with GIZ (external only) ▮ Length of employment (internal only)
Demographic questions (optional)	▮ Gender ▮ Age

7.2 Findings from the stakeholder survey

Details of the stakeholder survey

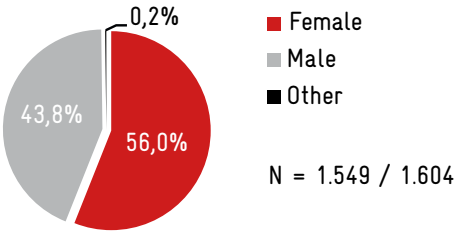
New compared with the last survey	As well as external stakeholders, internal stakeholders (GIZ staff) were also surveyed Partners were not surveyed this year (separate format in the pipeline)
Survey period	5–31 March 2018
The process	1. Potential respondents were contacted by email and sent a generic link to the online questionnaire (5 March 2018) 2. They then received an email reminder (19 March 2018)
Number of people contacted	**Interne Stakeholders: total of 18.078** DL-all Germany-based staff (incl. trainees) = 4,074 DL-all field staff (incl. trainees) = 2,347 DL-all development workers = 571 DL-all national personnel (incl. managers on a NP contract) = 11,086 **External stakeholder: total of 626** (not including instances of the link being forwarded to other people)
Access rate*	Internal stakeholders: 15%; external stakeholders: 45%
Response rate**	(Internal stakeholders: 9%; external stakeholders: 19%) = 1,725 Pers.

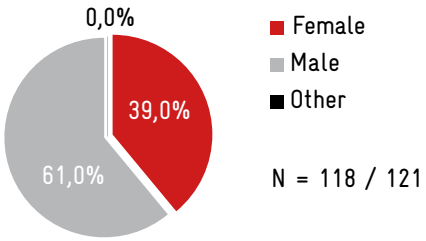
* Number of surveys begun as a percentage of number of people contacted
** Number of surveys completed as a percentage of number of people contacted

Details of respondents

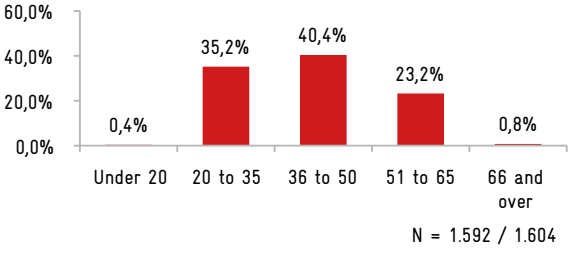
Divided into internal and external stakeholders

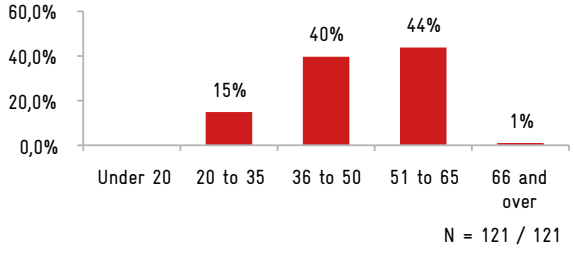
Gender



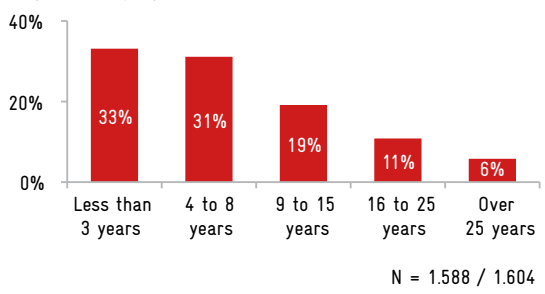


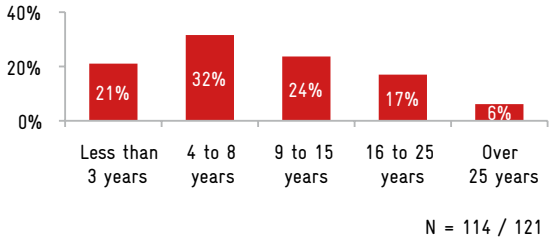
Age





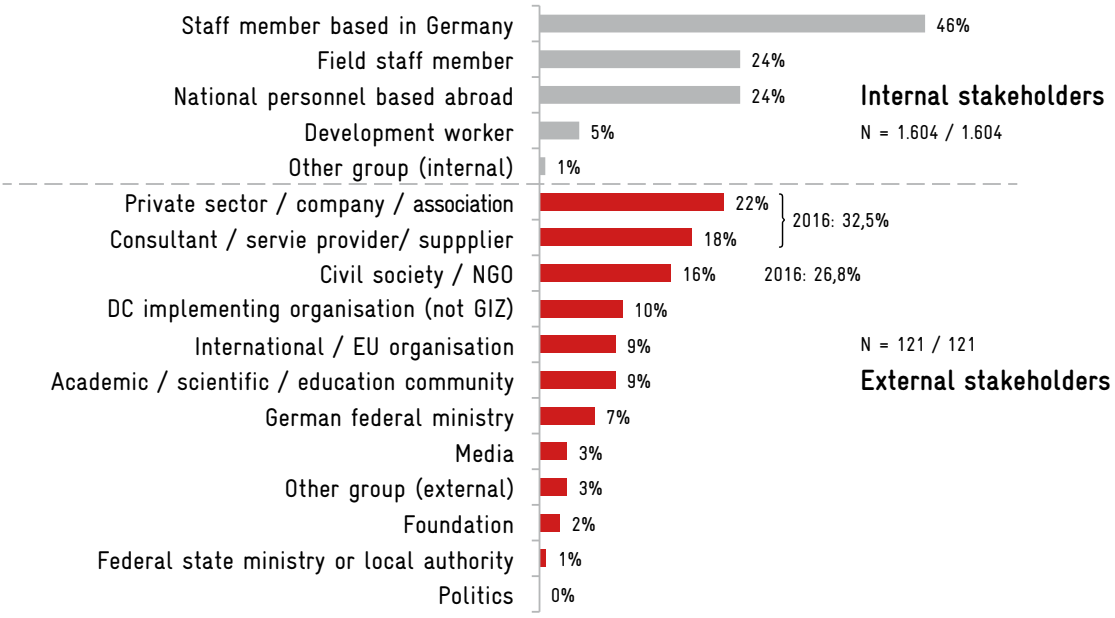
Length of Employment





Stakeholder group

Which of the following groups would you say you (primarily) belonged to?

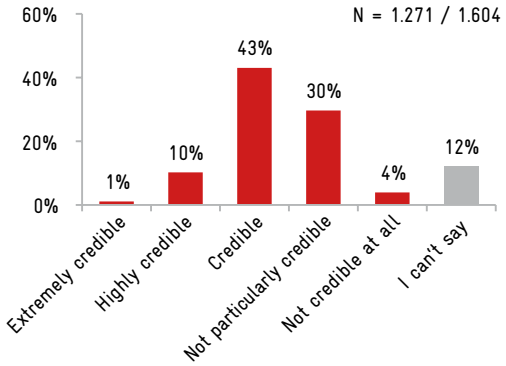


Stakeholder group

Which of the following groups would you say you (primarily) belonged to?

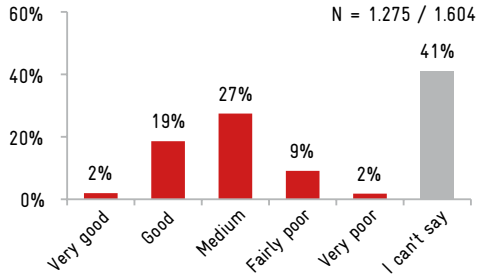
Credibility (internal only)

How credible would you say the company's current sustainability activities are?



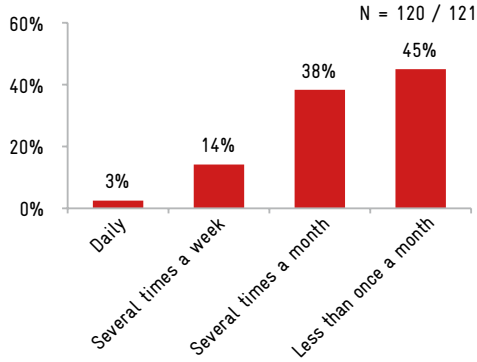
Amount of information provided (internal only)

As a member of staff, how well informed do you feel about our corporate sustainability services?



Contact with GIZ (externals only)

How often have you had contact with GIZ over the past 12 months?

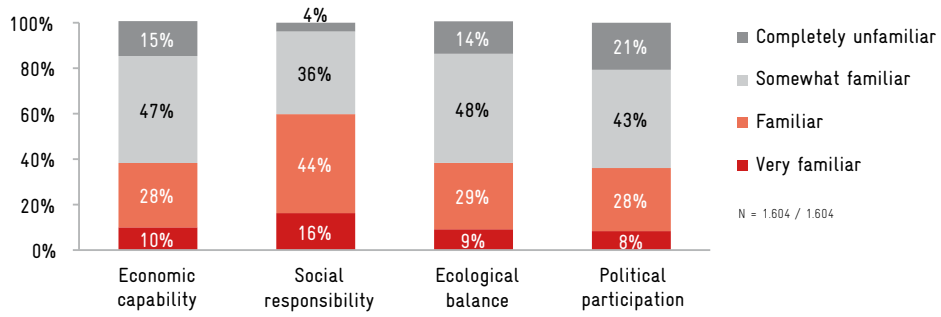


Familiarity

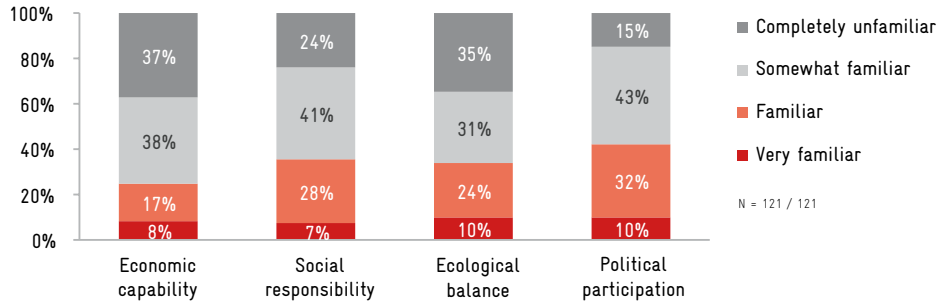
Divided into internal and external stakeholders

How familiar are you with GIZ's internal activities in the following areas?

Internal stakeholders



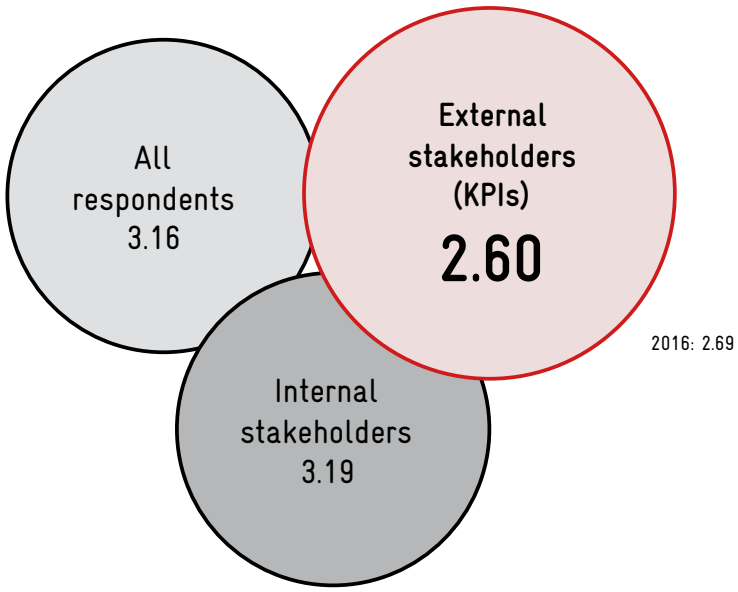
External stakeholders



Assessment of sustainability activities

All respondents and divided into internals/externals

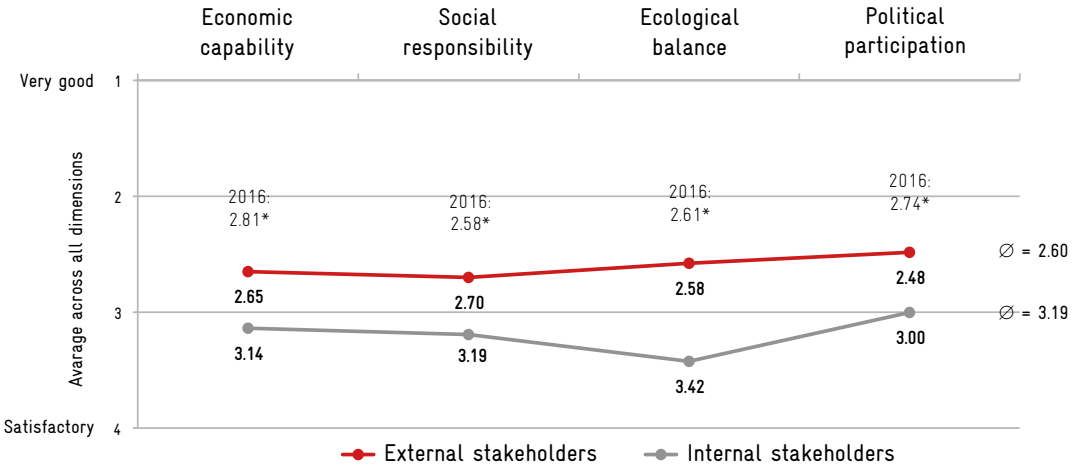
How would you rate the development of corporate sustainability at GIZ over the past 12 months in the field [...]?



2016: 2.69

Calculation:
mean value from the average assessment of the dimensions of sustainability (economic capability, social responsibility, ecological balance and political participation) for all respondents /internal stakeholders/external stakeholders.

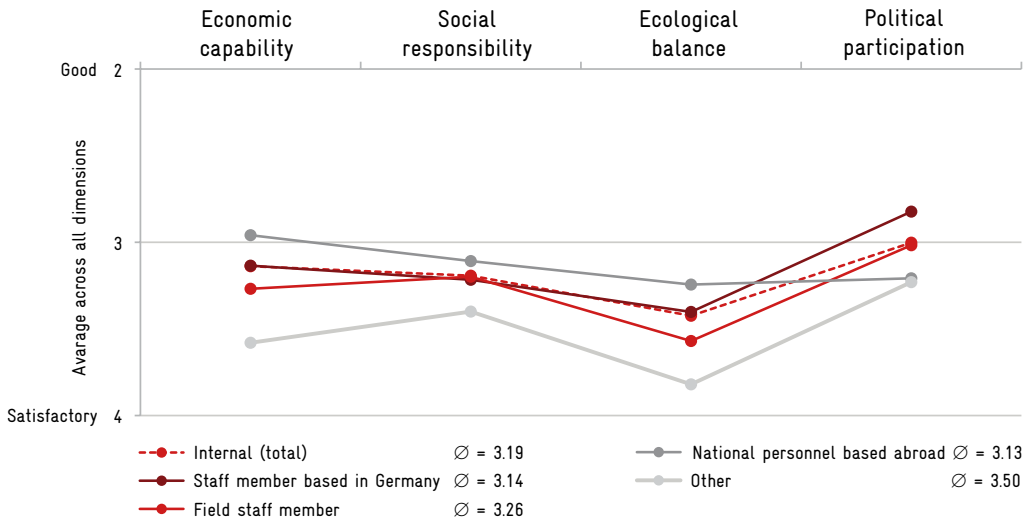
Ratings by dimension



* These values only relate to external stakeholders. No internal stakeholders were included in the 2016 survey.

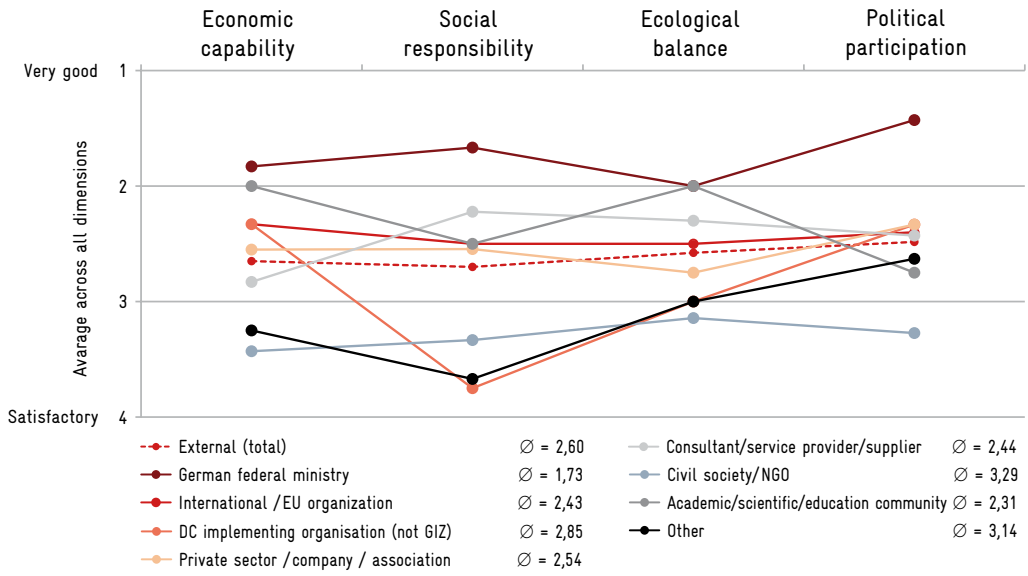
		total	external	internal
N (economic capabilitiy)	=	1.002;	40;	962
N (social responsiblitiy)	=	1.352;	50;	1.302
N (ecological balance)	=	1.099;	45;	1.054
N (political participation)	=	940;	60;	880

Ratings by stakeholder group



		total internal	staff based in Germany	field staff	National personnel based abroad	others
N (economic capabilitiy)	=	962;	400;	257;	269;	36
N (social responsiblitiy)	=	1,302;	596;	317;	332;	57
N (ecological balance)	=	1,054;	490;	265;	254;	45
N (political participation)	=	880;	356;	235;	250;	39

Ratings by external stakeholder groups



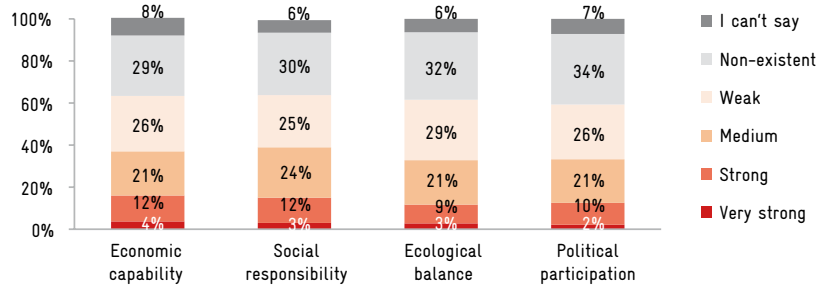
		total external	German federal ministery	International organization	implementing organisation	private sector	consultant	civil society	academic and scientific community	others
N (economic capabilitiy)	=	40;	6;	3;	3;	6;	6;	7;	2;	4
N (social responsiblitiy)	=	50;	6;	4;	4;	11;	9;	6;	4;	6
N (ecological balance)	=	45;	5;	4;	5;	8;	10;	7;	4;	2
N (political participation)	=	60;	7;	5;	6;	12;	7;	11;	4;	8

Sense of Involvement

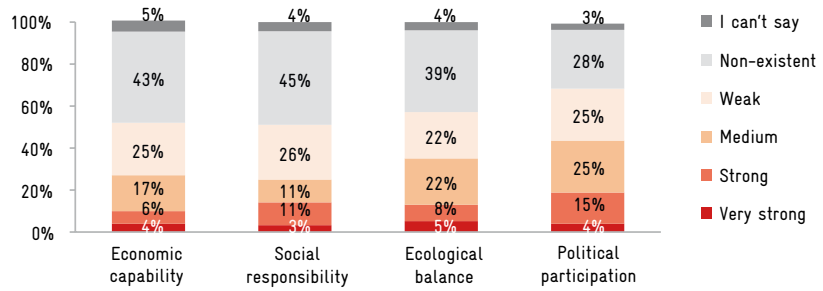
All respondents and divided into internals/externals

How closely have you yourself been involved in the area of [...] over the past 12 months?

Internal stakeholders



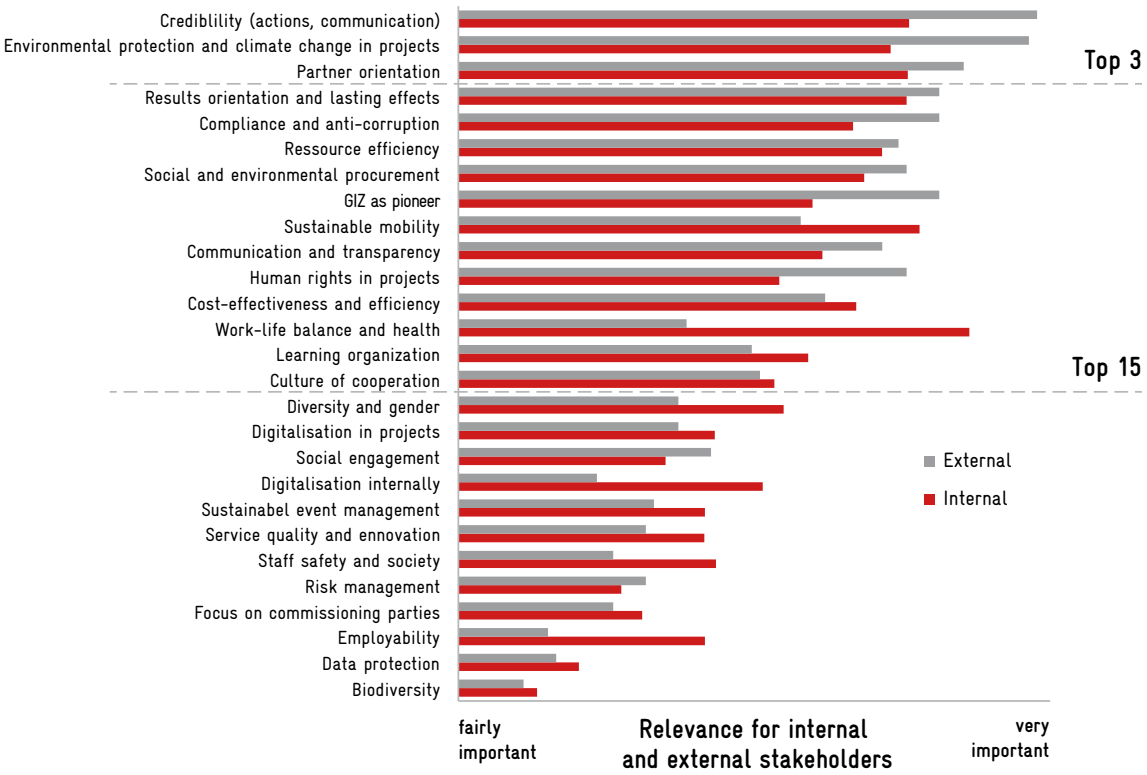
External stakeholders



		Extern	Intern
N (economic capabilitiy)	=	76;	1,347
N (social responsiblitiy)	=	92;	1,527
N (ecological balance)	=	77;	1,368
N (political participation)	=	101;	1,268

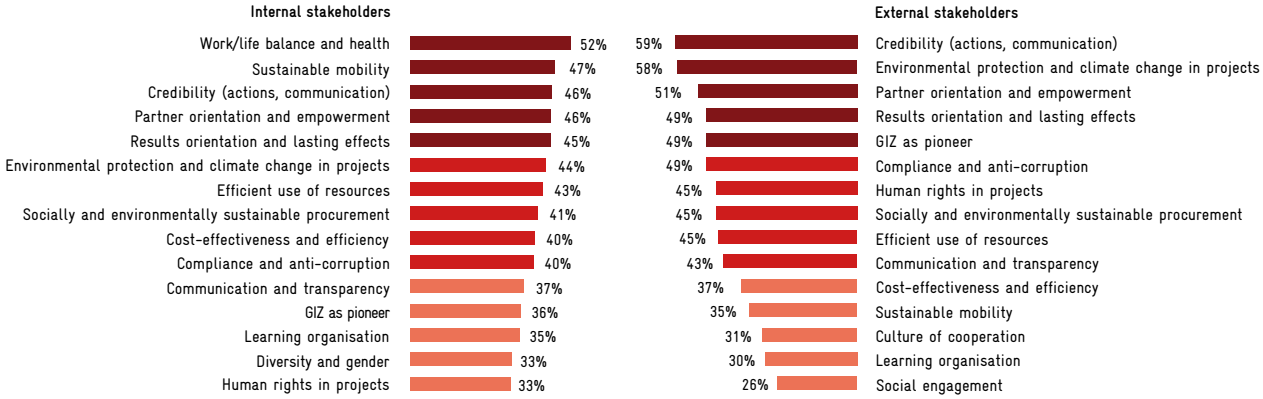
Findings regarding fields of activity

Internal and external stakeholders compared

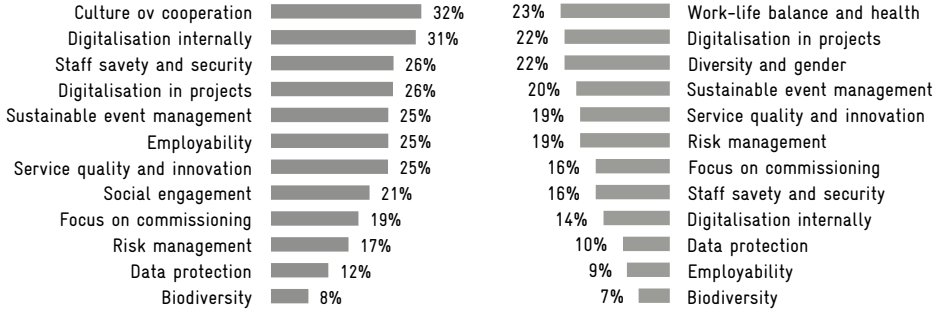


Ranking: average of all externals and internals

Internal and external stakeholders compared (Top 15)



External stakeholders in groups



Findings regarding fields of activity compared with 2016
Internal and external stakeholders

#	2018 fields of activity (top 15)	Comparison with 2016
1	Credibility (actions and communication)	new
2	Partner orientation	↓ (1) Environ. protection and climate change in general
3	Results orientation and lasting effects	↑ (5)
4	Compliance and anti-corruption	→ (5)
5	Resource efficiency	↑ (7)
6	Social and environmental procurement	new
7	GIZ as pioneer	↑ (9) Sustainable procurement
8	Sustainable mobility	new
9	Communication and transparency	↑ (15) Sustainable mobility
10	Human rights in projects	↓ (3)
11	Cost-effectiveness and efficiency	↓ (2) Human rights in general
12	Work-life balance and health	↓ (8)
13	Culture of cooperation	↑ (20)
14	Learning organisation	↓ (6)
15	Lernende Organisation	↓ (10)

Ranking: see slides 'Fields of activity I' and 'Fields of activity II'
(Internal and external stakeholders are both given a weighting of 1, i.e. sample size is irrelevant)

Respondents' suggestions: New fields of activity

What additional fields of activity do you see as being particularly important for GIZ's corporate sustainability?

Number of times new areas of activity mentioned (min. 5 mentions by internals + externals)

Respondents' suggestions: New fields of activity

Number of comments on existing fields of activity (min. 5 mentions by internals + externals)

Respondents' feedback

Top issue: credibility (actions, communication)

Internal stakeholders	External stakeholders
'Cost-efficiency still seems to be more important than environmental and social criteria. This has to change, else we will lose credibility.'	'Position GIZ as a responsible enterprise (communication).'
'GIZ would be better off focusing on two or three priority issues regarding sustainability but then implement these decisively, comprehensively and earnestly.'	'Mainstream measures, approaches and guidelines throughout the company (actions).'

Top issue: mobility

Internal stakeholders	External stakeholders
'[…] Taking the train rather than the plane [in-country], increased use of video etc. instead of business trips, greater reflection on sustainability issues across the board when it comes to actions in the working environment both at individual and corporate level.'	'I had no idea that GIZ carries out sustainability management for itself and has its own CO_2 reduction targets, for instance.'
'Clear communication on the issue of offsetting ALL emissions caused by GIZ's activities (including field structure flights). […] This would also make us more credible in the f ield of climate change mitigation.'	'A proactive approach to mitigating climate change, decarbonising its own processes and helping to do so in projects. Applies also, and especially, to developing countries and emerging economies, e.g. alternative fuels, renewables…'

Top issue: partner orientation

Internal stakeholders	External stakeholders
'Involvement in and support with strategy development in partner countries as a long-term strategy to secure orientation towards needs.'	'At a time when civil society's hands are somewhat tied, GIZ needs to do better at gearing its interventions such that they will in fact not just benefit (governmental) partners but the target groups of DC as well (and will really have a lasting systemic impact): this may also require greater self-assurance in its dealings with BMZ.'
'Cooperation, projects with longer terms in the partner countries and an earnest evaluation of the impact years after the project actually ended.'	'Take partners seriously at the three levels, involving them in dialogue during planning, evaluation and implementation.'
'Make projects economically sustainable by developing a business model for partner projects that can last without subsidies.'	'I really enjoy working with your staff. When I send people to you on a course, it works perfectly. However, we don't get enough information material from you that would make the experience more appealing for them.'

Top issue: procurement

Internal stakeholders	External stakeholders
'Less debate about paper cups versus mugs and more focus on a credible travel policy for staff (train not plane [..]).'	'Make day-to-day work in the office more sustainable, devise and implement measures to achieve this.'
'Making environmentally friendly products a clear priority across the board.'	'Make climate-friendly food and drink available in the office and at internal/external events (vegetarian, organic, local, seasonal).'

Top issue: human resources

Internal stakeholders	External stakeholders
'Credibility in equal rights is demonstrated in a modern, up-to-date contract policy that does away with fixed-term contracts, the only way to make future talent enthusiastic about the company.'	'Involving staff internally in the key decisions on GIZ's strategy and work.'
'Equal opportunities and family-friendliness must be implemented credibly and consistently.'	'You should rethink your policy of making contracts fixed-term. That's not sustainable.'
'Give staff regular tips on sustainable behaviour (at work and at home) to keep on raising awareness (walk the talk!).'	'A lot of GIZ staff have to leave the company after five years because they don't get a permanent contract. You should find a new way of dealing with this.'

Overview: Feedback from internal stakeholders

Activities that should be strengthened within the company:

- Reducing **business trips** and opting for sustainable and digital solutions
- Preserving a paperless office and resources
- Sustainable **HR policy** (fixed-term contracts policy, NP pay, equality)
- Promoting equality and diversity
- **Involving the field structure more closely** in sustainability activities and communication
- Practice what you preach!
- Cutting red tape and **making the company more efficient**
- Making projects more sustainable (finance, terms, cooperation partners)

Further Feedback:

- The vehicle **fleet** in Germany and abroad is not sustainable
- There should be **clear KPIs** for sustainability
- Limited development opportunities for **NP**
- Appreciation for extending the survey to staff based in Germany and abroad

Feedback from External stakeholders

- 'I think it's great that GIZ runs a survey like this regularly – hats off to you!'
- 'Leave no one behind + transforming our world'
- 'I greatly appreciate the fact that GIZ is making an effort to improve its sustainability as an organisation.'
- 'You should rethink your policy of making contracts fixed-term. That's not sustainable.'
- 'Media relations and PR shouldn't be the same thing. More transparency and fairness in dealing with service providers is needed, a bit more self-criticism and more realistic evaluations, where possible done by people with no ties to GIZ.'
- 'Sustainability is a highly complex issue ("everything depends on everything else"). GIZ shouldn't simply wave the white flag in the face of this complexity; neither should it stop itself playing a pioneering role in some areas or occasionally even risking failure with an individual initiative. You should be able to withstand the potential criticism that you're not approaching things in a "holistic" way.'
- 'It'd be nice if we actually got to see the findings from all these surveys.'

Ideas for the Sustainability Office and Board

- 'It'd be fascinating and pioneering to tackle the sustainability aspect of development cooperation in greater detail.'
- '[…] a bit more information (aside from one report a year) would be nice: for instance, what progress has been made in implementing the CSH? What is in the pipeline for the company in terms of carbon offsetting? What's the state of play with the EMAS? How progressive is GIZ as regards sustainable procurement […]? How does the strategic digital change process tie in with sustainability?'
- 'Better and clearer communication to internal teams, via various channels.'
- 'Give staff regular tips on sustainable behaviour (at work and at home) to keep on raising awareness (walk the talk!).'
- '[…] more promotions or campaigns […] Examples include: incentives to switch to travelling by bike for instance; less meat in the canteen and in catered food and more vegetarian options instead; switching off lights and computers when people leave the room for any length of time; promoting a "break culture", ideally in combination with exercise. […] also [include] the federal state offices in Germany and the field structure.'
- 'Please share good examples and success stories on sustainability from GIZ Germany and other countries.'

Positive feedback for the Sustainability Office and Board

- 'Very successful, it's good to see that the issue of sustainability is growing in importance for GIZ as a company.'
- 'I like the idea that our organisation is concerned about sustainability.'
- 'Thanks for making sustainability an important topic at GIZ!'
- 'Please organise similar surveys and feedback sessions more often and anonymously.'
- 'It is always wonderful working for an organisation which genuinely values all its employees across the board. Your systems and templates of corporate governance and cooperation are superb.'
- 'GIZ is doing a great job by providing job opportunities and development in the area via different projects which benefit the country in the short and long term and is also sending out the very important message that we are including every country needing support, regardless of its political system or regime; it also makes us believe that humanity will never end.'
- 'I think it's very good that a survey like this is being done. The issue of sustainability should be championed more, since it's on our "banner".'

7.3 Agenda for the 2018 Stakeholder Day

09.30 pm	**Reception and registration**
10.00 pm	**Welcome from Tanja Gönner, Chair of the Management Board** What has happened since the 2016 Stakeholder Dialogue?
10.15 pm	**What are our stakeholders saying?** Presentation of findings from the stakeholder survey by Arved Lüth (:response)
10.45 pm	**What is driving GIZ in this field?** Members of the Sustainability Board
11.10 pm	**Introduction to the workshops**
11.25 pm	BREAK
11.45 pm	**Workshop session** Parallel workshops on the top five topics from the survey
01.00 am	LUNCH BREAK
02.00 am	**What can we do?** Highlights from the workshops
02.15 am	**Looking ahead with Jay Tuck** Where is artificial intelligence taking us?
02.45 am	**Outlook from Dr Elke Siehl, GIZ Director Corporate Sustainability** Summary and outlook
03:00 am	**Concluding remarks**
03.10 am	**End**

Imprint

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Design:
kippconcept GmbH, Bonn