Assessing the implementation of gender equality at GIZ

Corporate Strategic Evaluation
The GIZ Gender Strategy
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Three country case studies were carried out as part of the corporate strategy evaluation on gender, including one in Rwanda.

The backdrop to this photo is the allocation of land in the Kamegeri region of Rwanda’s Nyamagabe district in July 2015, where there were land registration problems. It was possible to resolve the conflict through dialogue between local authorities at all levels and citizens.
Evaluation — a means of advancement

Corporate strategy evaluations aim to support the further development of the company by assessing the effectiveness, efficiency and quality of GIZ’s services. To this end, they examine the extent to which company-wide guidelines and strategies are being implemented and analyse GIZ’s position on key corporate policy matters and important international issues. They are initiated at the request of the Management Board.

GIZ itself selects the topics to be evaluated. The findings and recommendations of the corporate strategy evaluations provide the basis for the further development and enhancement of approaches, methods and instruments.

Each corporate strategy evaluation is a benefit-oriented evaluation. In other words, evaluations are consistently geared to the needs of the departments or individuals for whom the evaluation findings are relevant. With this in mind, a designated reference group is formed within GIZ for each corporate strategy evaluation. It is made up of experts on the relevant topic and members of the Corporate Unit Evaluation. A member of GIZ management also oversees each topic. The reference group is responsible for developing the evaluation questions, reviewing findings and recommendations in terms of their usefulness for GIZ and proposing suitable improvement measures to management.
The GIZ Gender Strategy—Promoting gender equality

Gender equality and the enforcement of women’s and girls’ rights worldwide are key elements of sustainable development. Individuals may not be discriminated against simply because they are female. Under international human rights law, women and men are equal, and individuals may not be disadvantaged or discriminated against on the basis of gender. This is a particular concern of German, European and international cooperation, which strives to promote the realisation of gender equality worldwide. Gender equality is therefore firmly anchored in the 2030 Agenda for Sustainable Development—as a goal in its own right (Sustainable Development Goal (SDG) 5), as a consistent guiding principle and as specific targets in a further 11 of the 17 Sustainable Development Goals.

Gender equality is anchored in the Corporate Principles of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). With its company-wide Gender Strategy, GIZ has set out a binding framework for all staff members working within and outside Germany. Promoting gender equality across the board—throughout the company, within the scope of its commissions and within the company itself—is a ‘core value’ and a ‘quality feature’ of GIZ.
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Interaction of five elements

The GIZ Gender Strategy comprises five strategic elements: political will and accountability, corporate culture, gender equality within the company, gender competence, and process adjustment. This systemic design means that the five elements are mutually dependent and complementary, and only lead to the desired result when combined.

Political will and accountability

‘Managers actively support and act as role models for gender equality, and enable, steer and monitor measures in their organisational units.’ To achieve this, managers appoint gender officers and ensure that their organisational units have the resources they need to implement the Gender Strategy. They are also accountable for their organisational unit’s specific contributions to strategy implementation and the achievement of objectives.

Corporate culture

To foster a gender-sensitive corporate culture, the Gender Strategy aims to promote the message that ‘Gender pays off!’ and to have a positive impact on the behaviour and actions of staff members. Commitment to gender equality should be valued and rewarded and, for example, embedded in the annual objectives of employees and organisational units. Company-wide activities such as Gender Week and the Gender Competition, which is held every two years, encourage involvement, innovation and the dissemination of effective approaches.

Equality promotes development

Research shows that, where women have a strong position in society and equal access to education, economic activity and political decisions, it is easier to achieve other development objectives. Equal rights for women strengthen the impact of development measures.
Gender equality within the company
GIZ’s Gender Equality Plan aims to not only achieve a balanced gender ratio in GIZ’s functions and tasks, but also to enable women and men alike to find a better balance between work and family life.

Gender competence
‘Staff have the expertise, ability and individual mindset to promote the Gender Strategy in their respective positions.’ To achieve this, the Gender Strategy calls for measures such as training. It also calls for the preparation of specific working aids and the development and communication of good approaches and ‘beacon’ projects. In addition, GIZ’s Sectoral Department and the gender officers should aim to raise awareness of and provide advice on gender dimensions and issues in the various sectors, departments and countries.

Process adjustment
‘Processes are gender-sensitive and provide guidance.’ This applies to all GIZ processes, but particularly to gender-sensitive commission and HR management. In this context, the Gender Strategy stipulates that the promotion of gender equality must be specifically mainstreamed in projects through guidelines and commission management instruments such as gender analyses and gender-oriented results-based monitoring.

The GIZ Gender Strategy fulfils several functions at once: it defines GIZ’s position in the public eye, it mobilises energy, resources and support for the issue within the company, and it sets out requirements for strategy implementation and accountability.
Mainstreamed at GIZ since the 1990s

The issue of gender equality, with a focus on the promotion of women’s rights, has been mainstreamed at GIZ since the 1990s.

2001: first gender strategy
In 2001, GTZ was the first development cooperation organisation in Germany to introduce a corporate strategy on gender mainstreaming with three objectives:
1. To anchor greater equality for women as an objective at the commission design stage
2. To boost international demand for and recognition of GIZ’s gender expertise
3. To increase the number of women in managerial positions at GIZ

2005: introduction of gender officers
In its second company-wide gender strategy in 2005, GTZ also established a company-wide system of gender officers.

2009: greater flexibility and five priorities
The gender strategy’s highly centralised requirements for organisational units that, in themselves, were very different led to a critical review within the company. The updated strategy from 2009 consequently gave the departments and organisational units more flexibility with regard to implementation. This strategy also sought to mobilise more commitment and support for gender issues. To this end, a systemic approach with five strategic elements was developed. This remains part of the company’s gender strategy to this day.

2012: harmonisation following the merger to form GIZ
GIZ’s current gender strategy is based on the version from 2012. Following the merger to form GIZ, this combined and harmonised the existing gender strategies and valuable experience of GTZ, the German Development Service (DED) and InWEnt.

2016: updating and further developing the strategy
How has the gender strategy been implemented within the company and in projects since 2012? For updating purposes, the Corporate Unit Evaluation conducted a review of GIZ’s existing gender strategy in 2015/16 at the request of the Management Board. The findings and recommendations have provided a decision-making basis for adapting the gender strategy to reflect the increased importance of the issue.
A complex topic, with complex methodology and data collection processes

What steps can be taken to better mainstream and promote gender equality at GIZ? Both in commissions and within the company itself? The corporate strategy evaluation of Gender Strategy sought to provide evidence-based recommendations to this end. The findings are being used as the basis for the current revision of the GIZ Gender Strategy. The corporate strategy evaluation was carried out in 2015 by a mixed evaluation team consisting of employees of Syspons GmbH and GIZ’s Corporate Unit Evaluation. They were supported by an external gender expert from the Freie Universität Berlin. To ensure that the corporate strategy evaluation was consistently focused on providing benefit for the company, the evaluation process was accompanied by a reference group from GIZ. This consisted of individuals representing the various job categories in the company as well as those responsible for implementing and updating the Gender Strategy.

Approach
The first thing the evaluation team and reference group did was to develop a results model for the GIZs Gender Strategy. The central question was: What has to happen for the objectives of the Gender Strategy to be achieved? The objectives of the Gender Strategy can be divided into three thematic areas: gender equality within the scope of contracts and commissions, gender equality within the company and acquisition (business development). On the basis of this results model, three overarching sets of questions were then developed: Were the objectives achieved? What is the quality of strategy design and steering? What factors influence strategy implementation?
Data collection

The evaluation team used a combination of complementary data collection methods to conduct an empirical assessment of the results model and provide robust answers to the complex evaluation questions:

- It examined more than 600 documents as part of document analyses, including 147 reports on project progress reviews and evaluations from 2012, 2013 and 2014.
- A standardised online survey of GIZ gender officers at Head Office and in the field structure provided insights into the perspective of these key functionaries. Response rate: 67% (89 employees)
- Semi-structured interviews with selected individuals from other job categories in Germany and the country offices, and six focus groups with a total of 59 selected individuals including planning officers and representatives from HR and the Sector Programme on Gender.
- The data collection process was supplemented by three country case studies in the South Caucasus, Cambodia and Rwanda. These analysed the framework conditions in these partner countries as well as factors supporting and hindering strategy implementation. In addition to documents being evaluated, 91 people including project partners were interviewed.

Comparing findings/synthesis

Owing to the specific limitations of each of these data collection methods, different methods were used to collect information on the same subjects (data and method triangulation), i.e. the findings from one data source were compared with those from other data sources. This included quantitative and qualitative data and the perspectives of employees at Head Office, in the field structure, in different functions and at different hierarchical levels. The results of the various methodological components were then entered into a synthesis matrix and discussed at a synthesis meeting (researcher triangulation).
Findings: design quality and strategy steering

Binding framework with considerable leeway

The GIZ Gender Strategy recognises the importance of equality as a key issue within the company. To this day, few comparable organisations have adopted a strategy as comprehensive as GIZ’s. Above all, the evaluation team considers the systemic approach, with its interactions and synergy effects, to be an effective way of supporting the desired complex change processes within the company. It also believes that the strategy, with its emphasis on ‘corporate culture’, ‘gender competence’ and the ‘role of managers’, goes much further than just adapting business processes—a logical progression given the leeway within GIZ’s commission management. However, the evaluation team sees room for improvement in the conceptual design of these key points. And in the company-wide communication and mobilisation of gender issues. Both need to be improved to enable consistent implementation of the Gender Strategy’s objectives.

Design quality

Clear political will at the Management Board level
In the interim evaluation of GTZ’s former gender strategy from 2007 to 2010, political will at the Management Board level of GTZ was found to be ‘half-hearted’. In the 2015 corporate strategy evaluation, employees were much more positive in this regard. The GIZ Management Board’s participation in gender events and the appointment of a gender officer at the management level were seen as sending an important signal. In the interviews, the Management Board’s commitment to ensuring equal numbers of men
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and women in managerial positions, management’s participation in high-level political events and the adoption of the Gender Equality Plan were all viewed in a positive light.

Management commitment: dependent on the individual person
By contrast, the commitment of middle management (directors of divisions, heads of section, country directors, officers in charge of commissions) is seen as mixed and is considered to be largely dependent on the individual person. When applying gender-sensitive processes in commission management, interviewees reported that managers often lack an understanding of gender and that, in many cases, other cross-cutting issues were given priority.

No clear organisational structures and procedures
Implementing the Gender Strategy is a company-wide task—a collaborative process that takes place in the organisational units within and outside Germany. While the Gender Strategy provides a binding framework to this end for all, it contains no clear organisational structures and procedures as to how this should be achieved. The strategy provides no company-wide indicators or milestones on the measures required for realisation of the five strategic elements. The organisational units are expected to develop their own guidelines and action plans. This leeway allows them to react flexibly to current strategic, administrative and business needs, but also means that the resources for strategy implementation are not defined in a uniform and binding way and are instead allocated freely. In the field structure, too, the Gender Strategy provides no guidance on implementation. The case studies highlighted the resulting spectrum of implementation models in the country offices.

Example: Rwanda
One mainstreaming approach
In 2012, the country office in Rwanda developed its own strategy based on a ‘one mainstreaming approach’ (1–MS). It combines several thematic areas, namely gender, AIDS/HIV, sexual violence, and sexual and reproductive health. In practice, this means that projects prepare 1–MS analyses instead of gender analyses. With the 1–MS team, the country office in Rwanda has created an ‘in-house competence centre’ for mainstreaming issues that is managed directly by the country director. This prominent placement and investment offers an efficient advisory structure for projects and increases the visibility of 1–MS issues.
**Not consistently put into practice**

The evaluation team found that, despite clear progress, consistent gender orientation is not yet part of the corporate culture actively practised at GIZ. Among GIZ’s staff worldwide, there is a broad spectrum of views on the extent and importance of promoting gender equality. Given how important the issue of ‘corporate culture’ is for implementation of the Gender Strategy, the evaluation team does not consider the measures taken thus far to be sufficient. For initiatives such as Gender Week and gender competitions, it believes that a more effective communication strategy and internal dialogue on corporate values would be desirable.

**Significantly better than five years ago**

When asked what role gender plays in the values upheld by GIZ, more than half of the gender officers said that, in their opinion, gender equality is not yet a key element of the corporate culture ‘actively’ practised at GIZ, especially not outside Germany. However, the findings are much more positive when viewed in relation to the results of the interim evaluation of GTZ’s gender strategy from 2007 to 2010. While gender was described then as a ‘career killer’ and dismissed as a clear ‘woman’s issue’, today’s interviews show that most female and male experts at GIZ—particularly young experts—consider gender to be a self-evident and important topic.

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**Example: Cambodia**

**Value orientation in action**

The country office in Cambodia is highly committed to promoting and increasing the visibility of gender issues. As well as participating in the company-wide Gender Competition at Head Office, which is held every two years, it regularly organises its own gender competition at the national level, in which it recognises the best approaches to promoting gender equality from various projects. The panel of judges includes not only the gender officers from the country office and the Regional Department for Asia, but also the country director himself. He also announced the winners of the competition and presented the awards at the 2013 annual meeting of all staff at GIZ Cambodia. The gender competitions encourage innovation and an exchange of experience and knowledge on approaches to gender-oriented commission management.
Assessing the implementation of gender equality at GIZ

Example: South Caucasus
Equal representation of women and men and a gender-sensitive corporate culture

In its gender-related activities, the regional office in the South Caucasus focuses on equal representation of women and men and the promotion of a gender-sensitive corporate culture. Vacancies for seconded managerial positions have been gradually filled by an increasing number of women. In projects, too, emphasis is placed on gender-oriented commission design and on achieving equal representation of women and men in managerial and expert positions. This is motivated not only by a desire to achieve equal representation, but also by the fact that female applicants are generally better qualified. Thus, this approach reflects both conscious gender orientation and the characteristics of the labour market. Care is also taken to organise daily working life in a gender-sensitive and family-friendly way. This includes, for example, flexible working hours and explicit support for employees with toddlers.

Steering gender strategy

Linchpin: gender officers
The appointment and work of the gender officers in all organisational units—at both Head Office and in the field—are a key element of strategy implementation. Gender officers must be given the time and financial resources they require to promote implementation of the Gender Strategy in their organisational units—whether this is through advice, measures to raise awareness, knowledge management or the coordination of activities, e.g. within the scope of GIZ’s annual Gender Week.

Roles and qualifications unclear
The gender officer model has broad support within GIZ. However, the corporate strategy evaluation identified some weaknesses. One problematic area is the fact that it is not always clear whether the gender officer’s primary duty is to provide advice on procedural issues or whether they can also provide advice on specific technical matters. Half of the gender officers felt that they lacked the training required to provide dedicated advice on specific issues. This is particularly worrying in view of the Sectoral Department’s (FMB) lack of gender-specific technical planning resources. There is a definite mismatch in this respect between the level of ambition, supply, resource allocation and demand.
Reconciling ambition and resources

The evaluation team recommends reviewing the strategic importance of gender issues for GIZ and reconciling the level of ambition and resources accordingly. Overall, the corporate strategy evaluation showed that GIZ has significantly increased its investment in gender officers and thus implementation of the Gender Strategy since 2012. Yet only a minority of gender officers are given the required official time budget. Only just over half of them feel that the time made available to them is sufficient. The interviews and case studies clearly showed how time-intensive monitoring implementation of the Gender Strategy can be, and highlight the lack of targeted coordination of gender work in the field structure. Given that GIZ has more than 120 gender officers worldwide, the evaluation team questions whether sufficient time and human resources are being provided to this end at the company level (part-time position or 50% FTE), especially if the network of gender officers is to be involved to a greater extent in the provision of technical advice. The case studies also showed that there is room for improvement with regard to the networking of gender officers with Head Office and at the regional level, and that more needs to be done to correct this.

Effective internal accountability

The gender coordination group plays an important role in steering the Gender strategy. This is a forum in which the gender officers, departments and corporate units meet at least every eight weeks to discuss strategy implementation. At the company level, a full-time gender officer at Head Office spends 50% of her time coordinating implementation of the Gender Strategy and the gender coordination group. The gender officer from HR and the elected gender equality officer also take part in meetings to facilitate a fair and effective exchange. The management bodies are kept up to date on the status of implementation in and by the various organisational units in an annual report. An evaluation of this document showed that this internal accountability has led to a number of relevant decisions such as the integration of gender aspects into the materials for results-based monitoring of projects and the preparatory courses for new employees.
The photo shows a problem that occurred during the allocation of land in the Kamegeri region of Rwanda’s Nyamagabe district in July 2015 being resolved. Men and women had to wait, present their case and discuss any issues until it was possible to resolve the issue.
4 Findings: gender in contracts and commissions

Extensive mainstreaming of gender, but shortcomings in implementation

The evaluation considers the extensive mainstreaming of gender orientation in GIZ’s offers to be a clear strength. GIZ has invested a great deal in standardising and integrating the issue of gender equality in guidelines and processes in commission management and quality assurance. This has provided a sound basis for further implementation of the Gender Strategy. The result is that gender is extensively anchored in project design in all sectors. The mandatory introduction of gender analyses in the preparation of new and follow-on projects has also provided a sound basis for advancing the promotion of gender equality.

That said, gender aspects are not always taken into account in commission management processes to the extent set out in the Gender Strategy. The document analysis revealed that gender is mainstreamed to a lesser extent in implementation processes than it is in offer design. The central management model Capacity WORKS contains no references to cross-cutting issues such as gender. The main working aid for promoting gender orientation in implementation processes is the guide to ‘gender-sensitive results monitoring’, which was introduced in 2014. However, the corresponding guidelines are used to varying extents.

Gender analyses—useful?

There is still room for improvement with regard to the quality of gender analyses, their incorporation into project planning and responsibility for dealing with results. The interviews and case studies showed that some gender analyses are perceived to be too abstract and not very useful and are therefore not integrated into project design.
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Indicators for gender objectives—a vital leverage

Specific objectives indicators are an important means of verifiably promoting gender equality across sectors and fields of activity. This was confirmed by all case studies. Without comprehensive mainstreaming of gender equality in the objectives system, results framework and commission management as a whole—from planning to reporting—neither our contribution to gender equality nor the resulting impact on overall achievement of objectives can be ensured or verified.

A cross-cutting evaluation of project progress reviews and project evaluations showed that, in 142 of the 147 evaluation reports analysed, the issue of gender equality was mainstreamed in the project offer and project design, but only referred to in 111 of the progress and final reports evaluated. Of these, only 92 refer specifically to an objectives indicator on gender. And of these 92 projects, just over one third (n=36) meet the SMART quality criteria for the clear formulation of objectives (specific, measurable, achievable, relevant and time-bound).

Weaknesses in reporting

The corporate strategy evaluation therefore found project reporting to be a significant weakness in gender-oriented commission design. It is not currently possible, on the basis of reporting, to make a representative statement about the extent to which gender objectives have been achieved. Moreover, the latest reporting guideline from 2010 contains no reference to the current gender-related requirements. The communication and knowledge management opportunities created by the extensive mainstreaming of gender equality in offer design are therefore not being utilised at the present time. This was confirmed by both the case studies and the cross-cutting evaluation: the majority of the project progress reports analysed refer only briefly to the topic of gender. In many cases, observation of gender effects was not an integral or far-reaching part of the monitoring systems of evaluated projects. This is due, in part, to the limited capacities of partners. At the same time, projects do not always consider the implementation of gender equality to be a priority, even if it is anchored in the objectives system.

Gender-sensitive commission management

A key element of the GIZ Gender Strategy is the gender-sensitive commission management of projects. Through gender-oriented processes (offer design, implementation and reporting), gender competence among employees, gender-sensitive HR management in projects and managers who assume responsibility for this, the strategy aims to promote better and more effective achievement of the gender equality objectives set out in offers.
Partner countries—Context sensitivity is important

The case studies highlighted the different forms and varying levels of importance attached to gender equality in the cultures and policies of GIZ’s partner countries: from strong ownership of the topic to a relatively passive approach to satisfy the requirements of international donors. This influences GIZ’s scope of action with regard to the context-specific mainstreaming of gender in commissions.

Example: Rwanda
Of the countries in which gender equality is a subject of lively debate, Rwanda stands out. At the national level, it has the highest proportion of female members of parliament worldwide (64%). At the same time, in-country experience shows that gender achievements at the national and municipal levels are not necessarily reflected in the country as a whole. In rural areas in particular—where the majority of the population lives in many places—gender standards, identities and attitudes are patriarchal.

Example: South Caucasus
Experience in the countries of the South Caucasus (Georgia, Armenia, Azerbaijan) shows that gender equality is not a linear process that is constantly moving forward—towards greater equality. In the context of independence from the Soviet Union, this region is experiencing a return to patriarchal gender roles. This is reflected in, among other things, the declining number of women in employment and represented in politics. At the same time, however, gender indicators in areas such as education are still relatively good compared with other global regions due to the Soviet Union’s former policies for the advancement of women.
Gender objectives and impacts achieved?
The Gender Strategy is clear in its objective: ‘Gender-relevant objectives laid out in our commissions are achieved.’ However, the conclusion reached by the evaluation team is that the positive developments in the objectives system and project design are undermined by weak gender-oriented reporting in projects. The cross-cutting evaluation of available reports showed that only a minority of projects achieved their gender-related objectives. This is due, in part, to the precise requirements for reporting. However, it must also be viewed against the backdrop of competing requirements, difficult framework conditions and, in many cases, little interest on the part of partners.

In terms of intended gender-oriented effects and those ultimately reported, the evaluation was unable to conclusively determine whether:

- gender was implemented as intended and this was reported;
- gender was implemented as intended, but this was not reported (underreporting);
- gender was anchored in design, but not implemented (gender blindness);
- gender was anchored in design, but implemented differently—with a higher or lower level of ambition.

Improve gender competence
In order to promote ‘gender competence’, the Gender Strategy calls for corresponding continuing training courses, sound knowledge management and an internal awareness raising and advisory structure that is implemented by the gender officers. The evaluation team believes that GIZ has established a sound basis for this since 2012, with its wide range of compulsory and voluntary training courses and extensive materials on good practices. However, there is still room for improvement if gender competence is to be mainstreamed throughout the company: for example, better use must be made of training courses, and materials must be more clearly structured and user friendly. The company also has various models for the promotion of gender competence. Although this allows the organisational units, country offices and projects to respond to their needs in specific situations, the evaluation found that there is a lack of clarity about these models within the company. Only around one third of surveyed gender officers believe that employees know enough to actively contribute to implementation of the Gender Strategy.
Knowledge management

Since 2012, GIZ has continuously expanded its knowledge management on gender equality issues. For example, it documents and provides access to successful approaches to promoting gender equality in a wide variety of sectors. The organisational units and projects also develop toolboxes and materials on their sector-specific and regional experience of gender. These can be accessed via various online platforms and GIZ’s internal data management system. However, the interviews revealed that the practical examples prepared are used mainly to enhance the company’s public image and for public relations purposes, and are used internally to a lesser extent. Only half of the gender officers surveyed reported using them for knowledge management, raising awareness at partner institutions and advising colleagues within the scope of contract or commission implementation.
Significant progress, but still room for improvement outside Germany

The human resources policy objectives laid out in the GIZ Gender Strategy call for women and men to work together on an equal footing and for a balanced ratio of women and men in the company. Because GIZ’s Gender Equality Plan was not adopted until 2015, the Corporate Strategic Evaluation examined the indicators and measures set out in the 2012 employer/staff council agreement regarding recruitment, equal remuneration and career development opportunities. The findings relate to German employees working in and outside Germany who have a contract with GIZ Head Office. Owing to a lack of data, national personnel, development workers and ‘integrated experts’ working for local employers were disregarded.

No systematic difference in remuneration

Significant progress has been made in recent years with regard to gender equality and remuneration at Head Office. The evaluation showed that there are no systematic differences in the remuneration of staff who have a contract with GIZ Head Office. The disadvantages previously experienced by women with regard to entry-level remuneration are no longer relevant. Besides entry-level remuneration, another factor affecting remuneration levels is the annual performance assessment. Here, too, the systematic gender differences still evident in 2007 and 2008 were no longer apparent.
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Increase in the number of women in managerial positions

The number of women in managerial positions at GIZ has risen in recent years. GIZ’s long-term objective is to increase to 50% the proportion of women in departments in which women have thus far been underrepresented. It is also committed to increasing the proportion of men in departments where they are underrepresented.

Management: predominantly one third women

In 2014, almost 43% of directors general of departments were women. However, with 17 directors generals in total, each individual appointment (or non-appointment) had a major impact on the annual share of women (2013: 35%, 2012: 33%, 2011: 43.5%). Following the restructuring activities as part of the Bauhaus15 process in 2015, eight of 17 director general positions were held by women. Women held around one third of other management positions in 2014.

<table>
<thead>
<tr>
<th>DIRECTOR GENERAL OF DEPARTMENT</th>
<th>UPPER MANAGEMENT</th>
<th>LEADING PROFESSIONALS MANAGEMENT</th>
<th>SENIOR PROFESSIONALS MANAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>42.9 %</td>
<td>34.4 %</td>
<td>36.3 %</td>
<td>37.3 %</td>
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</tbody>
</table>
Specialist functions and administration: women significantly overrepresented

In specialist functions and administrative areas, women are overrepresented. In 2014, around half of all staff in specialist functions and over 70% of staff in junior professional positions were women. The majority of administrative posts, in particular, are still held by women. Over the years, the proportion of women has remained consistently highest in the senior administration professionals category (over 85%) and has remained consistently high in the administration professionals category (just under 60%).

<table>
<thead>
<tr>
<th>SPECIALIST FUNCTIONS</th>
<th>JUNIOR ASSISTANT PROFESSIONALS</th>
<th>SENIOR ADMINISTRATION PROFESSIONALS</th>
<th>ADMINISTRATION PROFESSIONALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>49.9 %</td>
<td>71.9 %</td>
<td>85.3 %</td>
<td>57.1 %</td>
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Women dominant in young age groups

Up to the age of 59, the proportion of women with unlimited-term contracts is consistently higher than the proportion of men. The proportion of women under the age of 30 is especially high.

Women’s quota for management promotion process

GIZ’s potential identification procedure is a crucial part of its management promotion process. Candidates can only progress up the career ladder by taking part in this procedure. In this context, gender equality within the company has almost been achieved: a women’s quota of 40–45% was recently introduced to this end.

Women’s Empowerment Principles

In 2015, GIZ became the eighth company in Germany to sign up to the Women’s Empowerment Principles (WEPs) developed by UN Women and UN Global Compact. These aim to strengthen the position of women in companies.
A family-friendly company

The Hertie Foundation’s work and family audit has repeatedly certified GIZ as a family-friendly company based on the measures it has introduced. It did so for the first time in 2006 and most recently in 2013 following the merger to form GIZ. The work and family audit helps companies to implement family-conscious HR policies. The certification covers the following areas: working hours, work organisation, work location, information and communication, management, staff development, remuneration components and benefits-in-kind, and support for families.

Difficult: management positions outside Germany

In contrast to the situation in Germany, much fewer women than men are promoted to management positions in countries outside Germany. While just under 45% of managers in Germany were women in 2014, the equivalent figure abroad was less than 30%. In general, more men work for GIZ abroad (62.3%), and more women work for GIZ in Germany (66.8%). This is due in part to the fact that, when it comes to combining work and family life and the ‘unresolved’ problem of career opportunities for accompanying partners, the situation is considerably more difficult for women than it is for men. In addition, there has only been sporadic integration of relevant good practices and information into knowledge management in the regional departments thus far. In this respect, respondents would like more support from the country offices.

Work-life balance

The ability to achieve a balance between professional and family commitments is especially important for women in relation to executive career paths. The evaluation findings showed that a number of flexible working time models exist at GIZ. However, the underutilised option of ‘part-time management’ remains a challenge. For foreign assignments, the opportunities for accompanying (male) partners in particular continue to be an unresolved challenge that GIZ intends to address as part of its 2015–18 Gender Equality Plan.
Part-time models predominantly used by women
GIZ currently employs various models for flexible working hours and work organisation, including around 190 models for part-time work, flexitime, trust-based working hours, life-long working time accounts (sabbaticals) and parental/care leave. In Germany, however, part-time models are mainly used by women. In 2014, the share of women was 84.7%, with 713 women and 101 men working part-time. Outside Germany, by contrast, only a very small group of 28 women and 33 men use the option of working part-time.

Part-time management models mostly used in lower-level positions
The option of part-time management is not yet established within the company and is mostly used by women—primarily in lower-level management positions. Nonetheless, the number of part-time managers increased from 15 to 50 between 2011 and 2014. Overall, over 3% of male managers worked part-time in 2014 compared with around 10% of female managers.

Here, students attend a vocational education and training measure in Armenia as part of the ‘Private Sector Development Programme in South Caucasus’. Training women vocational trainers to use modern technology helps create social equality, inclusion and substantial development for all.
Recommendations and consequences for the GIZ Gender Strategy

6

Greater emphasis on corporate culture and resources

The objective of the corporate strategy evaluation was to provide recommendations to facilitate the updating of the GIZ Gender Strategy. These are divided into six areas of action: strategic importance, strategy design and steering, contract and commission management, knowledge management, gender competence and gender equality within the company. The reference group has discussed the usefulness of the recommendations for GIZ and, on the basis of this, developed ideas for implementation. GIZ is keen to learn from and build on the critical findings of the corporate strategy evaluation, with a view to adapting its Gender Strategy. The reference group’s proposals will be incorporated into the updated Gender Strategy as specific measures for the further promotion of gender equality.

1. Strategic importance

The corporate strategy evaluation showed that the issue of gender equality is of strategic relevance for GIZ and is anchored in GIZ’s Corporate Principles. In 2016, both the European Union and the German Federal Ministry for Economic Cooperation and Development (BMZ) published new gender action plans. With its second Development Policy Action Plan on Gender Equality for 2016–2020 and the annual roadmaps for implementation, BMZ is increasing its commitment and accountability in this area. Gender equality is firmly anchored as one of 17 Sustainable Development Goals and a consistent guiding principle in the 2030 Agenda for Sustainable Development.
Reconciling ambition and resources
With its Gender Strategy, GIZ has established a comprehensive system for the promotion and implementation of gender equality. However, the corporate strategy evaluation identified a discrepancy between the level of ambition of the strategy and the resources available for its implementation, coordination and steering. The reference group therefore recommends conducting a critical review of ambition and resources.

Maintain a separate gender strategy
The reference group is clearly in favour of maintaining a separate gender strategy. By contrast, the corporate strategy evaluation recommends dovetailing gender effectively and efficiently with other strategic international cooperation issues (sustainability, human rights) and operational cross-cutting issues.

Strategy design and steering
The corporate strategy evaluation found the Gender Strategy’s systemic approach, with its five strategic elements, to be promising. However, it recommends that more emphasis be placed on ‘corporate culture’ and the role of managers in future. As a possible means of achieving this, the reference group recommends greater mainstreaming of gender in management dialogue and development.

More binding in nature
In general, the corporate strategy evaluation recommends that GIZ make its Gender Strategy more binding going forward. To achieve this, greater emphasis should be placed on increasingly dovetailing projects’ planning, monitoring and reporting of gender issues in order to improve impact reporting both within the company and to BMZ and other commissioning parties and clients.

Clear process architecture for implementation
To improve strategy implementation, the corporate strategy evaluation recommends developing precise process work flows that offer better guidance on roles and duties, particularly in the field structure. The reference group supports these recommendations with the proviso that care must be taken to ensure that the organisational units do not lose the leeway they require.
2. Contract and commission management

Gender orientation and thus gender equality is already formally mainstreamed in the design and offer phase for new projects. No new processes are needed to further optimise the quality of offers. However, targeted improvements are required with regard to the usefulness of gender analyses and the incorporation of findings into project design and objectives/results indicators.

More competence and management responsibility
The corporate strategy evaluation concluded that no new standards need to be introduced for project implementation. Instead, it recommends promoting equality in project implementation by ensuring sufficient competence, more management accountability and a corresponding corporate culture.

Better reporting
Owing to the poor standard of reporting, it has not been possible thus far to make any representative statement on the achievement of gender equality results. It is therefore recommended that the existing reporting formats and quality assurance instruments for project progress reports and evaluations be revised and adapted to include statements on intended and unintended effects on gender equality and the strengthening of women’s rights and roles in society.

3. Knowledge management

To improve knowledge management on gender, the evaluation team recommends condensing available information and making it more user friendly. This applies to both existing gender-specific materials in commission management and existing platforms and formats for the dissemination and use of good practices in projects. Conceivable solutions should be based on a portal or modular system.
4. Gender competence

Greater clarity regarding advisory services
Whether via planning officers, gender officers or external consultants, GIZ should continue to offer different advisory models, through which projects can organise gender competence in line with their commission design needs. However, these offers should be more clearly structured, documented and communicated.

Strengthening capacities and resources
The corporate strategy evaluation has also shown that roles, in terms of the provision of technical and in-process advice on gender, are not clearly defined. However, based on the ambition of the Gender Strategy, it is clear that the Sectoral Department is understaffed with regard to gender issues. And that gender officers, with their limited time and capacities, are unable to pick up the slack. To strengthen gender capacities and resources, the duties of planning officers for gender, sectoral planning officers and gender officers should be clarified, and skills profiles and minimum time budgets defined. The reference group believes that gender competence should be available throughout the company.
5. Gender equality within the company

Significant progress towards gender equality has been made at Head Office in recent years. The corporate strategy evaluation considers this to be a strength of GIZ’s. However, the company has yet to achieve its objective of equal numbers of women and men in management positions, especially outside Germany. Moreover, implementation of the GIZ Gender Strategy has proven to be an even greater challenge for national personnel working around the world than it has for seconded personnel.

**Greater emphasis on promoting equality outside Germany**

Because it specifically addresses some of the key challenges facing GIZ’s human resources work, the corporate strategy evaluation considers the Gender Equality Plan 2015–18 to be an effective instrument for keeping GIZ on its current successful course towards gender equality in Germany. It therefore recommends that more use be made of the services laid out in the Gender Equality Plan. However, it also recommends that the mid-term review planned for the end of 2016 be used to take a critical look at the measures planned to advance women outside Germany, with a view to identifying ways in which equality can be promoted to a greater extent among national personnel. To achieve this, the reference group recommends incorporating the topic of gender equality into the policy for national personnel, providing advisory services for the country offices on this topic and clarifying responsibility for gender equality issues at the country offices.

**Outlook: diversity management**

The evaluation and reference team generally recommends that GIZ considers expanding its gender equality work to include a diversity management approach.
Assessing the implementation of gender equality at GIZ

Ever better mainstreaming and integration of gender—Consequences of the evaluation

‘The findings of the corporate strategy evaluation of the GIZ Gender Strategy were very useful to us. We have assessed the usefulness of the recommendations for GIZ and, on the basis of this, developed proposals for updating the Gender Strategy. Various measures have already been implemented.’

Dr Sabine Müller, Director General of the Africa Department and gender officer at the management level

New safeguards and gender management system

The Management Board has introduced a new safeguards and gender management process as a binding minimum standard for all GIZ business areas, commissioning parties and clients. GIZ also implements safeguards for the environment, climate, human rights and conflict and context sensitivity. The safeguards and gender management system, with its analysis and protection mechanisms, enables GIZ to identify at an early stage and address risks and unintended negative effects on gender equality arising from projects as well as specific potential for promoting equality and reducing gender-specific disadvantages and discrimination. These risks are then factored into project design through targeted measures, observed over the entire project cycle and quickly corrected if negative effects arise. Gender analyses and the mainstreaming of gender in the entire project cycle are therefore laid down in binding form, and clear responsibilities are assigned. GIZ’s Academy for International Cooperation (AIZ) has been offering targeted training courses on safeguards and gender since 2017.

Duties and role of gender officers clearly defined

The role and duties of gender officers in the field structure was a topic of discussion at the Gender Network meetings in Bonn and Bangkok in 2016. To complement the job descriptions of gender officers at the company level and department and corporate unit level, which are an integral part of the Gender Strategy, job descriptions were developed for gender officers in the field and sectoral structure and adopted by the management teams in the departments. Gender officers in the field structure help the country directors and officers in charge of commissions to implement the GIZ Gender Strategy at the country level. Their role has been further strengthened by the introduction of the safeguards and gender management system.
Better reporting on the impact of measures to improve gender equality
To ensure that gender-related effects are incorporated more effectively into progress and final reports for commissioning parties and clients, the operational departments have developed an information sheet with useful tips.

Promoting gender equality also among national personnel
The policy for national personnel is currently being revised. As part of this process, efforts are also being made to ensure that the company’s gender equality policy is specifically mainstreamed and addressed in policy papers for this employee group.

Gender strategy review
The process of updating the GIZ Gender Strategy and thus analysing the evaluation’s recommendations on design and implementation began in 2017.
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