



# **Corporate Strategy on Gender Mainstreaming 2006 - 2010**

Eschborn 2006

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## Foreword by the Managing Directors

Dear colleagues,

More than ten years ago, GTZ set itself the goal of anchoring the gender approach throughout the company. It is a quality feature in our work and corresponds to our guideline on sustainable development. For, in our view, sustainable development explicitly means the equal distribution of opportunities between men and women.

In 2001, we adopted a company-wide gender strategy that takes this requirement into account. External as well as internal evaluations prove that it has been worthwhile in terms of sustainable, results-oriented cooperation to address the mainstreaming of gender aspects in a targeted and structured way.

Along with these successes, however, reports have also identified the need for action in the matter of incorporating the gender approach in our processes and procedures, and of further strengthening our gender competencies. The strategy presented here for gender mainstreaming is our response to the recommendations in GTZ's in-house evaluation of the corporate strategy on gender 2001 – 2005, and to the BMZ's evaluation on anchoring gender issues in German DC.

Gender mainstreaming at GTZ has three dimensions. First, equality within the company, which is secured through an employer/staff council agreement and the corresponding equality plan. Implementation of the BMZ gender equity concept is also a requirement for DC as part of work in the public-benefit sphere. In our other spheres of operation, gender aspects are anchored within each task as it arises, in line with the principles of sustainable development.

With this strategy, we contribute to the implementation of international and national agreements: The Millennium Development Goals, through Goal Three, reinforce the mandate for gender-oriented development, and gender equality is also prominently anchored in the German Federal Government's Programme of Action 2015.

The Managing Directors are convinced that the strategy presented here is a further step toward fulfilment of our core objective: the sustainable improvement of people's living conditions.

With best regards,



B. Eisenblätter  
Managing Director



W. Schmitt  
Managing Director

## Abbreviations

<b>BMZ</b>	German Federal Ministry for Economic Cooperation and Development
<b>CoD</b>	Country Director
<b>CPRP</b>	Cross-cutting poverty reduction project
<b>D 1-3, D 4, D 6</b>	Departments 1-3, Department 4, Department 6
<b>DD</b>	Director of Division
<b>DG</b>	Director-General (Department)
<b>DU</b>	Director of Unit
<b>e-VAL</b>	Electronic evaluation procedure of GTZ
<b>GO</b>	Gender Officer
<b>GO-C</b>	Gender Officer of the company
<b>GO-Dep</b>	Gender Officer of departments (1-4 and 6)
<b>GO-Div</b>	Gender Officer of divisions (in Department 4)
<b>GO-U</b>	Gender Officer of units
<b>GTZ</b>	Gesellschaft für Technische Zusammenarbeit, German technical cooperation
<b>HoS</b>	Head of Section
<b>HoS (P+D)</b>	Head of Section in Planning and Development Department
<b>MDG</b>	Millennium Development Goals
<b>OPAL</b>	GTZ personnel selection process
<b>ORCC</b>	Officer Responsible for Contract and Cooperation
<b>OU</b>	Organisational unit
<b>S/PO</b>	(Senior) Planning Officer
<b>SN</b>	Sector Network
<b>SP</b>	Sector project
<b>TC</b>	Technical cooperation
<b>U 04</b>	Unit 04 – Corporate Development
<b>U 08</b>	Unit 08 – Evaluation

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### Gender Mainstreaming – Institutional anchoring of gender

Since 1999, the following definition is binding in all policy areas of the German Federal Government: The term “gender mainstreaming” denotes the process and the procedure by which the gender perspective is to be adopted into overall policy. This means carrying out the development, organisation and evaluation of policy-making processes and measures in such a manner as to ensure that in every policy field and at all levels the baseline conditions and the impacts on men and women are taken into account in order to make it possible to work toward the goal of real equality between men and women. This process is to be a component of the routine operation of all departments and organisations involved in policy-making processes.

## 1. Introduction

The incorporation of gender aspects is quality feature at GTZ, and follows from our Guideline on Sustainable Development.<sup>1</sup> A further guide to action for GTZ as a government-owned enterprise is the German Government’s concept for gender mainstreaming.<sup>2</sup>

For our company, this has three dimensions.

- 1.) The in-house equality of men and women. The frame of reference is the corresponding employer/staff council agreement of 2003.
- 2.) Improvement of the gender-differentiated results of our performance of BMZ public-benefit business. The frame of reference here is the BMZ gender equality concept.
- 3.) The task-related anchoring of gender aspects in our remaining spheres of operation.

The present strategy forms the framework for these dimensions. In-house equality is put into operation via the gender equality plan (*Gleichstellungsplan*) adopted in 2005.<sup>3</sup> To achieve gender orientation in BMZ public benefit operations, objectives and measures were agreed, based on the in-house evaluation of GTZ corporate strategy: *Gender in der GTZ 2001 – 2005* (Gender in the GTZ 2001 – 2005). They will be put into effect through the strategy presented here. Gender aspects cannot be generally accepted for the remaining spheres of operation, as they are characterised by different clients and modes of delivery. Orientation and assistance can be obtained, for example, from the gender knowledge network, which is a component of the present strategy.

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<sup>1</sup> GTZ Guideline. Sustainable Development, Eschborn, 2005

<sup>2</sup> Source: BMFSFJ (German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth)(2001): Neue Strategien in der Gleichstellungspolitik – Gender Mainstreaming-Konzept. (German only)

<sup>3</sup> *Gleichstellungsplan* (gender equality plan, German only) in the Intranet:  
<http://intranet.gtz.de/gleichstellung/downloads/Gleichstellungsplan-Endversion.pdf>

## 2. Strategy updating process

The present corporate strategy on gender mainstreaming is based on the findings and recommendations of the in-house evaluation of the corporate strategy on gender 2001 – 2005 (02-05/2005), and takes into account the recommendations in the BMZ evaluation of "*Berücksichtigung von Genderfragen in der deutschen EZ: Förderung der Gleichberechtigung und Stärkung der Frauen*" (Consideration of gender issues in German DC: promotion of equality and strengthening women) (2004 – 2005). The summary of the evaluation report on the corporate strategy (GTZ) and the recommendations of the BMZ to GTZ are attached as annexes 2 and 3.<sup>4</sup>

This strategy is the updated version of the above-mentioned corporate strategy on gender 2001 – 2005. It adopts best practices and defines steps to eliminate known weak points.

Three changes in the concept can be highlighted in advance:

1. The hierarchy of objectives is changed to an overall goal and two sub-goals. In the future, the previous equality goal 3 will be operationalised via the equality plan.
2. To implement the strategy, organisational units have been designated that can ensure achievement of the objectives in BMZ public-benefit operations.
3. The responsibility for overall implementation management is clearly determined.

Additional information is included in sections 3 and 4.

The contents of the strategy are the result of an intensive dialogue to which all of the organisational units responsible have contributed.

The strategy is valid up to and including 2010. An interim evaluation and possible modification is planned at the end of 2007, in order to recognise what has been achieved and to adapt the strategy to constantly changing trends in development policy.

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<sup>4</sup> Complete evaluation report on the corporate strategy (German only):  
<http://www2.gtz.de/dokumente/bib/05-0372.pdf>.  
The BMZ evaluation report (German only) is found at:  
<http://intranet.gtz.de/dokumente/gut/13029.pdf>.

### 3. Goals and indicators of the gender mainstreaming strategy

The present strategy establishes two sub-goals including measures to be implemented in public benefit operations with the BMZ. These goals are initially valid to the end of 2007 and are then to be reviewed and modified if necessary. The overall goal and its indicators are set as follows to the end of 2010.

#### Overall goal:

##### Overall goal:

Women and men derive equal benefit from the development-policy contribution provided through technical cooperation and can participate equally in designing it.

Indicators for the overall goal:

1. Final evaluations conducted by GTZ starting in 2006 increasingly confirm the equal contribution to and benefit from TC projects by women and men (values assigned by 12/2006)
2. Ex-post evaluations conducted from 2006 onwards increasingly confirm the equal contribution to and benefit from TC projects by women and men (values assigned by 12/2006)

The first sub-goal was set as follows:

#### Sub-goal 1

##### Sub-goal 1:

Gender issues are more firmly anchored in company processes and procedures.

The binding measures, with appropriate milestones, time frame and responsibilities, are included [in Annex 1](#).

Sub-goal 1 is supplemented by the second sub-goal:

#### Sub-goal 2

GTZ's gender competence is further strengthened.

(see Annex).

## 4. Implementing the strategy

### 4.1 Scope

The measures of the gender mainstreaming strategy presented here are implemented in the Country Departments (D 1-3), the Planning and Development Department (D 4), the Personnel Department (D 6), the Corporate Development Unit (U 04) and the Evaluation Unit (U 08). These were identified in the evaluation of the gender strategy 2001 to 2005 as the units and departments that can contribute to implementing the strategy and reaching its goals in the public benefit sector.

In-house equality measures also contribute to gender mainstreaming in the company. They are covered in the employer/staff council agreement of February 2003 on the equality of men and women and are operationalised through the gender equality plan.

In the operative business areas that are not part of the public benefit sphere, the anchoring of gender aspects is governed by the specifications of the respective client.

### 4.2 Responsibilities

The responsibility for securing implementation in the public benefit sphere lies with the management of departments 1–3, 4 and 6 and corporate management units 04 and 08. Country directors and officers responsible for contracts and cooperation in the field structure play a special role and have particular responsibility for ensuring gender mainstreaming in TC projects and programmes.

In the aforementioned areas of responsibility, management are to provide structures that are capable of dealing with implementation tasks.

The responsibility for overall monitoring and advising on implementation lies with Department 4. The gender officer in Division 42 is at the same time the gender officer for Department 4 and for the company. In these duties, s/he is supported by a steering group consisting of gender officers of departments 1–3, 4 and 6, and of corporate management units 04 and 08. The steering group also makes suggestions for assigning values to the overall goal indicators, which are to be submitted to the *jour fixe* of the directors-general of departments 1-4 and 7.

The duties and functions of gender officers will be defined by the end of February 2006.

Unit 08 is in charge of the interim evaluation; Department 4, Division 42, is in charge of updating the strategy. With regard to these tasks, both of them will also continue their close coordination with the operative departments and the Personnel Department.

This interim evaluation of the implementation status will take place in the last quarter of 2007. It is intended to determine the extent and quality of objectives achieved at both levels. Measures at the sub-goal level are to be reconfirmed or revised. Sub-goals may have to be replaced or supplemented in line with current requirements and evaluation findings if these indicate that the sub-goals cannot contribute adequately to achieving the overall goal.

When the organisational units responsible for implementation conduct their annual planning, they review implementation requirements and then derive relevant measures, which are to apply until the interim evaluation at the end of 2007. These plans are made known in the respective units and departments. They are also the basis for the annual monitoring of the implementation status.

## 5. Knowledge network / Further information

Implementing the gender strategy requires gender competence. The corresponding expertise is provided through the knowledge network - a web-based tool which is continuously expanded and features state-of-the-art information architecture. It focuses and systematises the gender knowledge present in the company, taps external knowledge sources, and is thus an important instrument for attaining sub-goal 2 (increasing gender competence). The knowledge network is an integral component of GTZ's knowledge management.

Gender competence can also be acquired through training or advisory inputs. The knowledge network provides a database with information on relevant experts.

The knowledge network offers information concerning:

- measures for implementing the gender strategy sub-goals, broken down by process, as in the Annex, and by organisational unit
- gender aspects in various sectors or fields of expertise and regions
- the demands on various functional groups arising from the company's gender approach and about the materials that afford support
- steering instruments and work aids which make possible the integration of gender aspects into the various phases of contract and cooperation management
- data, figures and statistics relating to the topic of gender and equality
- the gender approaches of other development cooperation institutions
- organisations and experts working on gender-related themes or gender aspects in certain regions.

## **Annex 1**

### **Measures matrix for Sub-goals 1 and 2**

**Sub-goals – Corporate Strategy for Gender Mainstreaming**

**Sub-goal 1: Gender issues are more firmly anchored in the strategic processes and procedures of the company.**

**Annex 1 Measures matrix for sub-goals 1 and 2**

Measures	Milestones	Timeframe	Responsibility	
			Management	Implementation

**Sub-goal 1: Gender issues are more firmly anchored in the strategic processes and procedures of the company.**

**EFQM – Planning, implementation, instruments**

Terms of reference and establishment of contact structures	<ol style="list-style-type: none"> <li>1. Terms of reference for gender officers are on hand.</li> <li>2. The gender officer for overall steering in the company is designated (Gender Officer Company – GO-C)</li> <li>3. Gender officers of the country departments of the Head Office are designated (GO-Dep)</li> <li>4. Gender officers of the D 4 divisions are designated (GO-Div)(the gender officer of 42 is gender officer of the department, GO-Dep)</li> <li>5. Gender officer of D 6 is designated</li> <li>6. Gender officer of U 04 is designated</li> <li>7. Gender officer of U 08 is designated</li> </ol>	<ol style="list-style-type: none"> <li>1. by Feb 2006</li> <li>2. by 16 Sep 05</li> <li>3. by Jan 2006, annually</li> </ol>	<ol style="list-style-type: none"> <li>1. DG 1-3, 4, DU 04, CoD</li> <li>2. DG 4</li> <li>3. DG 1 – 3</li> <li>4. DD 41 – 45</li> <li>5. DG 6</li> <li>6. DU 04</li> <li>7. DU 08</li> </ol>	<ol style="list-style-type: none"> <li>1. relev. superior with GO-C (advising by GO of OU)</li> <li>2. GO-C</li> <li>3. GO-Dep 1-3</li> <li>4. GO-Div 41-45</li> <li>5. GO-Dep 6</li> <li>6. GO-U 04</li> <li>7. GO-U 08</li> </ol>
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## Sub-goals – Corporate Strategy for Gender Mainstreaming

Sub-goal 1: Gender issues are more firmly anchored in the strategic processes and procedures of the company.

Measures	Milestones	Timeframe	Responsibility	
			Management	Implementation
Making available resources for strategy implementation	Budget at department, unit and country level is secured.	Annually	DG 1-3,4,6, DU 04 and 08, CoD	Controlling
Integration of personal gender competence into relevant instruments and procedures	Personal gender competence is integrated, if advisable, into feedback to management.	by June 2007	DD 601	OU 601 and GO-Div 42
Integration of gender discussion in management levels of participating organisational units	Aspects of gender strategy are on the agenda of MT meetings in implementing departments, units and countries	At least once annually	DG 1-3, 4, DU 04 and 08, CoD	GO

## Process analyses

Presence or absence of gender aspects is shown in process analyses	Process descriptions prepared by the Organisational Development Section contain comments about gender aspects	12/2007	HoS 043	OU 043
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## Sub-goals – Corporate Strategy for Gender Mainstreaming

Sub-goal 1: Gender issues are more firmly anchored in the strategic processes and procedures of the company.

Measures	Milestones	Timeframe	Responsibility	
			Management	Implementation

### Contract and cooperation management

Revision of guidelines on aspects of contract and cooperation management	<ol style="list-style-type: none"> <li>Guidelines for <ul style="list-style-type: none"> <li>preparing offers</li> <li>preparing TC projects/programmes</li> <li>project progress reviews</li> <li>results-oriented monitoring</li> </ul> <p>are revised appropriately with regard to gender.</p> </li> <li>Pointers for implementing the policy for contract and cooperation management</li> <li>Preparatory course in contract and cooperation management for new staff members</li> </ol> <p>are revised appropriately with regard to gender.</p>	1.-3. by June 2006	<ol style="list-style-type: none"> <li>HoS 042</li> <li>/3. HoS 043</li> </ol>	<ol style="list-style-type: none"> <li>OU 042, cooperation SP Gender</li> <li>/3. OU 043, cooperation SP Gender</li> </ol>
Securing the appropriate consideration of gender aspects when preparing offers	<ol style="list-style-type: none"> <li>The due consideration of gender aspects is checked</li> <li>Awareness-raising of professional offer writers through a training module (1 – 1.5 hours)</li> </ol>	<ol style="list-style-type: none"> <li>from 01 Oct 05</li> <li>from 01 Oct 05</li> </ol>	HoS 042	<ol style="list-style-type: none"> <li>OU 042</li> <li>OU 042 and SP Gender, GO-Div 42</li> </ol>

**Sub-goals – Corporate Strategy for Gender Mainstreaming**

**Sub-goal 1: Gender issues are more firmly anchored in the strategic processes and procedures of the company.**

Measures	Milestones	Timeframe	Responsibility	
			Management	Implementation
Integration of gender aspects into results chains for all sectors	Gender aspects are integrated into results chains	by June 2006 and then continuously	HoS (P+D)	Product manager, support by GO-Div 41-45
Gender-differentiated product processing	<ol style="list-style-type: none"> <li>1. Gender-relevant products are selected</li> <li>2. Gender aspects are integrated into selected products</li> </ol>	<ol style="list-style-type: none"> <li>1. by June 2006</li> <li>2. by June 2007</li> </ol>	HoS (P+D)	<ol style="list-style-type: none"> <li>1. Product managers, GO-Div 41-45</li> <li>2. Product managers, GO-Div 41-45, PA for knowledge management</li> </ol>
Adequate consideration given to gender aspects in reporting	The consideration given to gender aspects in appraisal reports, progress reports, final reports and project progress reviews is examined according to standard criteria (appraisal reports and progress reviews on an annual basis, progress reports and final reports every two years)	from January 2006	CoD; DG 1-3; D4-DD	D 1-3 and appraisers; GO-Div 41-45
Integration of personal gender competence into personnel selection procedures	Personal gender competence adopted as criterion in the OPAL observation form (to the extent that competence is an operationalised, testable criterion )	by June 2007	DD 601	OU 601 and GO-Div 42
Anchoring of sectoral gender competence in requirement profiles	Statements on the required sectoral gender competence are found in requirements profiles for all G1 and G2 projects	December 2007	HoS (P+D)	S/PO, advising by GO-Div 41-45

## Sub-goals – Corporate Strategy for Gender Mainstreaming

Sub-goal 1: Gender issues are more firmly anchored in the strategic processes and procedures of the company.

Measures	Milestones	Timeframe	Responsibility	
			Management	Implementation

### Sector networks

Integration of gender aspects into sector networks.	<ol style="list-style-type: none"> <li>1. The sector network policy is in line with the requirements of the gender strategy.</li> <li>2. The individual assignments given to sector network task forces contribute to anchoring gender aspects in their work.</li> </ol>	by December 2007	sector network steering groups	sector network members, advising by GO-C
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### Contributions to the international discussion

Consideration of gender in GTZ position papers on themes of importance to corporate strategy (e.g. MDG, budget aid, programme-based joint financing, capacity development etc.)	<ol style="list-style-type: none"> <li>1. Cooperation on sectoral contributions is agreed (with P+D)</li> <li>2. Deliveries for organisations (WB, BMZ, OECD) include practical examples with gender aspects</li> <li>3. GTZ policy paper on gender equality is published</li> </ol>	<ol style="list-style-type: none"> <li>1. ongoing from January 2006</li> <li>2. ongoing from January 2006</li> <li>3. September 2006</li> </ol>	HoS 041	OU 041
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**Sub-goals – Corporate Strategy for Gender Mainstreaming**

**Sub-goal 2: GTZ gender competence is further increased.**

Measures	Milestones	Timeframe	Responsibility	
			Management	Implementation

**Sub-goal 2: GTZ gender competence is further increased.**

**Knowledge network**

Establishing a gender knowledge network	<ol style="list-style-type: none"> <li>Gender knowledge network is online</li> <li>Gender knowledge network is expanded</li> </ol>	<ol style="list-style-type: none"> <li>by March 2006</li> <li>continuously until December 2007</li> </ol>	HoS (P+D) 4222	GO-Div 42, SP Gender
Provision of sectoral and country or region-specific gender know-how	<ol style="list-style-type: none"> <li>Contributions from countries are available</li> <li>Contributions from P+D are available</li> <li>Contributions from sector networks are available</li> <li>At least two new contributions per section are prepared</li> </ol>	<ol style="list-style-type: none"> <li>-3. by March 2006, then continuously</li> <li>by December 2007</li> </ol>	<ol style="list-style-type: none"> <li>CoD</li> <li>HoS (P+D)</li> <li>Sector network steering groups</li> <li>HoS (P+D)</li> </ol>	<ol style="list-style-type: none"> <li>to be designated by CoD</li> <li>GO-Div</li> <li>members of SN</li> <li>Section staff</li> </ol>
Department-specific know-how is processed and used to the advantage of the company	Gender events conducted by country departments	From Jan 2006 continuously	DG 1 – 3	N.N.

**Sub-goals – Corporate Strategy for Gender Mainstreaming**

**Sub-goal 2: GTZ gender competence is further increased.**

Measures	Milestones	Timeframe	Responsibility	
			Management	Implementation

**Training**

Training offered in personal gender competence	External providers can be accessed in D 6 intranet under “external training”	From Jan 2006	DD 601	GO-Div 42
If need is reported, organise and arrange manager training in integration of personal and sectoral gender competence in talks with employees	Number of training courses asked for	From Jan 2006 on request	DD 601	OU 601
Training in sectoral gender competence	<ol style="list-style-type: none"> <li>Themes and need for training in P+D and field structure identified</li> <li>Modules are ready</li> <li>Training conducted in Head Office for P+D experts and field staff members</li> <li>Training conducted for counterparts, project staff at country or regional level</li> </ol>	<ol style="list-style-type: none"> <li>by March 2006</li> <li>by Sept 2006</li> <li>by 2007</li> <li>by 2007</li> </ol>	<ol style="list-style-type: none"> <li>HoS (P+D) and CoD</li> <li>HoS (P+D) and CoD</li> <li>HoS (P+D)</li> <li>CoD</li> </ol>	<ol style="list-style-type: none"> <li>SP Gender, GO-Div and ORCC</li> <li>SP Gender, GO-Div and ORCC</li> <li>SP Gender and GO-Div</li> <li>to be designated by CoD</li> </ol>
Support gender-differentiated results monitoring of project	<ol style="list-style-type: none"> <li>Training modules developed</li> <li>Advising or training is used</li> </ol>	<ol style="list-style-type: none"> <li>by Sept 2006</li> <li>by Dec 2007</li> </ol>	DD 42	CPRP, SP Gender

**Sub-goals – Corporate Strategy for Gender Mainstreaming**

**Sub-goal 2: GTZ gender competence is further increased.**

Measures	Milestones	Timeframe	Responsibility	
			Management	Implementation
Integration into existing training course (on D 4 responsibility)	The training programme designed by P+D takes gender aspects into account in line with the current status of the professional discussion	2006 and 2007	HoS (P+D)	Training officers, supported by GO-Div
Training programme for GO-Div	Training for all GO-Div is implemented and positively evaluated by at least 70 percent of trainees	by Dec 2006	DD 41-45 (securing financing)	GO-Div, SP Gender
Raising gender competence among offer-writers (with Unit 04)	<ol style="list-style-type: none"> <li>1. Offer writers in departments 1-3 and 4 have received gender training</li> <li>2. All offers include gender aspects in line with revised guidelines (Unit 04)</li> </ol>	<ol style="list-style-type: none"> <li>1. by June 2006</li> <li>2. by July 2006</li> </ol>	Personnel supervisors of offer writers	<ol style="list-style-type: none"> <li>1. Quality Assurance Offers Team, SP Gender</li> <li>2. certified offer writers</li> </ol>

**Publications**

Development of a “methodology compass” for gender (Methods competence on gender as cross-cutting task)	Publication is on hand	by September 2006	DD 42, HoS (P+D) 4222	SP Gender
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**Sub-goals – Corporate Strategy for Gender Mainstreaming**

**Sub-goal 2: GTZ gender competence is further increased.**

Measures	Milestones	Timeframe	Responsibility	
			Management	Implementation
Adequate consideration of gender aspects in in-house and external specialised journals	All new in-house and external publications treat gender aspects in a way consistent with the current status of the expert discussion, the respective language and the choice of illustrations (see guidelines to analysis of publications in gender strategy evaluation)	starting January 2007	responsible DD, D4	Author; support by GO-Div and poss. Publications Officer D4
Further development of GTZ gender competence, taking into account the current development-policy discussion	At least 4 publications/sector-specific papers have been published on current development-policy themes that treat the relevant gender aspects	by December 2007	responsible DD, D4	SP Gender with relev. D4 divisions

## **Annex 2**

**Excerpt from the evaluation report,  
“Gender at GTZ – Corporate  
Strategy 2001 – 2005”**

## **Annex 2 Excerpt from the evaluation report, “Gender at GTZ –Corporate Strategy 2001 – 2005”**

### **0. Summary<sup>5</sup>**

GTZ's Managing Directors commissioned an external evaluation of the corporate strategy *Gender in der GTZ* (gender at GTZ), which was conducted between 1 February and 15 April 2005. The most important findings and recommendations are summarised below. These are based on talks with a total of 36 staff members at Head Office and in the field, and on an analysis of the relevant documents and statistics. Additional sources of information were the internal status report of August 2004 on the implementation of the strategy, and the draft report from the evaluation conducted by the German Federal Ministry for Economic Cooperation and Development (BMZ) entitled "*Berücksichtigung von Genderfragen in der deutschen Entwicklungszusammenarbeit*" (Consideration of Gender Issues in German Development Cooperation).

### **1. Principal results**

#### **1.1 Anchoring the gender approach**

Compared with other German development cooperation institutions, including the BMZ, GTZ has greater depth of experience in anchoring the gender approach and is at the cutting edge nationwide in terms of implementing gender mainstreaming. And the adoption and implementation of the corporate strategy have made an important contributions to this.

#### **1.2 Conceptual quality and linkage of the gender strategy with other strategic processes and procedures**

Through its three complementary goals, the strategy can provide a comprehensive gender approach; in this respect it complies with the gender mainstreaming requirement of an overall orientation to gender equality. In addition to the formulation of objectives, the strategy designates concrete indicators for their achievement, sets deadlines and allots responsibilities, in this way providing initial guidelines for implementation.

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<sup>5</sup> Frey, Regina, Evaluierungsbericht. *Gender in der GTZ. Unternehmensstrategie 2001-2005*, June 2005, pp. i-iii.

However, the gender strategy provides indicators of only limited suitability for goals 1 and 2 (see below), which makes assessing the achievement of objectives difficult. Goals, measures and proposals for agreements stand in no clear relation to one another. Thus the strategy does not offer adequate guidelines for their implementation.

Furthermore, the terminology is not precise enough: internal equality, promotion of women's interests, gender mainstreaming and gender differentiation are not distinctly defined, which results to some extent in a blurred perception of these subjects.

The linkage of this thematic area with other strategic processes and procedures (EFQM/annual objectives, AURA, results-based monitoring), although clear at many starting points, is on the whole not yet adequate.

### 1.3 Implementing the gender strategy

Especially at department level, the strategy was adopted and integrated into quality management. It was implemented through individual strategies at department level and (in Department 4) at division level with criteria and indicators appropriate to the respective task area. This resulted, particularly in the first years after 2001, in implementation activities at all three goal levels.

The three goals defined in the strategy, however, have been pursued with varying degrees of activity, and gender mainstreaming as a top-down strategy has not yet taken hold in all three to the same extent. One reason for this is the previously mentioned inadequacy of the implementation guidelines and a consequent lack of binding force. Another reason is that steering and management do not yet offer sufficient incentives to develop gender competence as a tool in the various fields.

### 1.4 Achievement of objectives

Goal 1: Women and men derive equal benefit from the development-policy contribution provided through technical cooperation and can participate equally in designing it.

In general, it can be assumed today that the benefits women derive from TC have come closer to equalling those enjoyed by men. This can be concluded on the basis of the shift in the portfolio as a whole towards explicitly equality-oriented projects. Moreover, in the Country Department of Africa, gender monitoring measures have been conducted, such as the gender orientation of priority area strategy papers (SSP) or integration of gender aspects into progress reviews. The results show that gender aspects are more firmly anchored in these instruments than they were only five years ago; in consequence, it may now be assumed that the benefits too will have adjusted correspondingly.

There are numerous best practice examples for this goal, especially in Department 1, which has a department-wide implementation concept and active monitoring. Pioneering approaches have arisen at country level, too; e.g. the development and implementation of national gender strategies based on the company-wide strategy (e.g. Bolivia, Nepal and Honduras).

Goal 2: The gender expertise of German TC is internationally recognised and in demand.

GTZ has outstanding gender expertise at its command (Goal 2): innovative topics are taken up (such as gender budgeting), and key development-policy themes are addressed and their gender relevance shown (e.g. macroeconomics, PRSP). Numerous technical publications with explicit gender relevance are evidence of the company's expertise. Added to this, many publications in other technical fields establish gender links that are relevant to the field in question.

GTZ's good reputation in gender issues internationally is largely attributable to the contribution of sector projects: among them the SPs "Gender", "Strengthening Women's Rights", "Combating Traffic in Women", and the supraregional project, "Promotion of Initiatives for Overcoming Female Genital Mutilation" (FGM). The staff of these projects are active in the relevant specialised international organisations (such as the EU, OECD-DAC, Commission on the Status of Women [CSW]) and cooperate with many other well-known institutions concerned with gender issues (e.g. UNIFEM publication: "CEDAW, Beijing and the MDGs"). GTZ has participated in international conferences held in this connection (e.g. Gender and PRSP in Nairobi 2003, End Violence Against Girls and Women). Here again, GTZ succeeded in championing innovative causes; it made an important contribution to bringing

gender issues in the pro-poor growth debate into the international discourse.

Goal 3: The share of women in management positions has increased by 30 percent.

Since 2001, much progress has been made in the area of in-house equality. The goal has in general been strenuously pursued and has been met in most of the corporate management units and departments. In some individual departments, the goal has clearly been more than achieved, especially at Head Office. If the age profile of the employees is also taken into consideration, the resulting picture is still more positive, as there is a particularly high proportion of women among young staff.

## 2. Recommendations

From 2006 onwards, what has been **achieved is to be secured** and the gender mainstreaming process in the company is to be **consolidated** at three levels by:

- a) linking gender-differentiated procedures more closely with results-based management
- b) integrating gender aspects into all phases of project and product management – in addition to the use of the gender markers
- c) applying a human resource development approach that promotes gender competence as a quality criterion of professional expertise.

### 2.1 Updating the gender strategy

**An update of the strategy appears to be required.** The document should, however, be much more **compact** and should only make clear the **priority** and **binding nature** of the theme and its goals. For a stronger orientation to action, references to knowledge sources (by region, country, sector, function and procedure) and to contact persons would be useful. But concrete action plans for implementing the defined goals and indicators and the relevant monitoring should be elaborated within the EFQM framework in the relevant organisational units (OU) (see below).

The **objectives system** should be restructured and re-prioritised. In view of the results focus of TC, the **former Goal 1** should serve as the **as the overall goal**. As sub-goals, **anchoring gender in the strategic processes and procedures of the company** (gender mainstreaming), and securing and further **strengthening gender competence as a special field of expertise** are proposed. The previous Goal 3, **in-company gender equality**, is replaced by the employer/staff council agreement. This agreement should be designated as a principal part of equality orientation in the company, but no longer operationalised through the gender strategy.

**2.2 Overall goal:** Women and men derive equal benefit from the development-policy contribution provided through technical cooperation and can participate equally in designing it.

This core objective can be pursued through linking gender-differentiated procedures more closely to a results-based approach. This requires the formulation of clearer and more quantifiable indicators for achievement of objectives, such as:

- number of projects classified as G2, G1 and G0 (differing according to country department)
- qualitative and quantitative project benefits for women and men

Further pointers for gender-differentiated analysis of results are available (e.g. Gender and Project management. A contribution to the quality management of GTZ<sup>6</sup>).

**2.3 Sub-goal:** Gender issues are anchored in the strategic processes and procedures of the company.

An important starting point for achieving this goal is a stronger integration of gender in the EFQM process, the corporate goals and their indicators.

The elaboration of concise **guidelines** that update and focus knowledge within the company ensures the integration of gender aspects in the individual procedural steps in project and pro-

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<sup>6</sup> see: <http://www2.gtz.de/dokumente/bib/02-5196.pdf>

gramme design. They should be made easily available through knowledge management, but also integrated into other relevant guidelines and aids.

Finally, financial resources must be allocated to those **responsible for gender issues in the individual organisational units** (e.g. gender officers) and there must be a **clearly located central responsibility** for monitoring the strategy.

**2.4 Sub-goal:** GTZ gender competence is further strengthened.

As a second sub-goal, securing and increasing gender competence is proposed. The company can use its outstanding gender know-how to secure gender competence as a **quality criterion of professional expertise**. This requires at least that the sector advisory projects on gender themes be continued for the time being, that staff recognise gender competence and assign a higher value to it as a special competence (including EFQM instruments), and that optimal use be made of available **knowledge potential**. GTZ can in this way expand its leading role in the practice of gender mainstreaming and further enhance its public image in this respect. Enriching the present **Internet presentation** with available material would contribute to the latter, as would broadening its thematic range, from women's rights to gender issues.

## **Annex 3**

**BMZ Evaluation *Berücksichtigung  
von Genderfragen in der deutschen  
EZ (consideration of gender  
issues in German DC) –  
Recommendations for GTZ***

### Annex 3 **BMZ Evaluation *Berücksichtigung von Genderfragen in der deutschen EZ (consideration of gender issues in German DC) – Recommendations for GTZ***

#### Recommendations<sup>7</sup>

1. The corporate gender strategy should be revised and updated as a matter of priority. With regard to the objective “women in management positions”, the aim is move towards the equality goal with reference to and as laid down in the employer/staff council agreement. In addition, taking into consideration the increased emphasis on concrete action and results, the central goal, “women and men derive equal benefit from the development policy contribution provided by technical cooperation”, should be more strongly operationalised through the formulation of indicators. The adoption of the revised gender markers affords a good opportunity to review all TC measures in quantitative and qualitative terms and to examine how close they are to their objectives.
2. The institutional anchoring of gender mainstreaming tasks and gender expertise at GTZ should be safeguarded by means of an in-house review. This would entail investigating whether it is advisable or possible to create a unit with responsibility for implementing and reviewing the corporate strategy on gender as a cross-cutting task and, in addition, whether to establish one or more special gender units at department level, in a multi-division event with the participation of the expanded gender team, the sector projects with gender priority areas and the planning officer for gender. In any case, the responsibility for implementing the gender strategy in the entire company must be clarified and assigned.
3. In conjunction with BMZ, the security of the gender theme after the sector project concludes must be ensured. What other resources can be used to provide continued support for certain special themes, at least in the medium term (e.g. the Study and Expert Fund)? The gradual rollback of G2 projects should be investigated: what are the possibilities for TC to preserve or integrate them when establishing priority areas?

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<sup>7</sup> BMZ, Div. 120, Evaluation. *Die Berücksichtigung von Genderfragen in der deutschen EZ: Förderung der Gleichberechtigung und Stärkung der Frauen* (consideration of gender issues in German DC: promotion of equality and strengthening women), Bonn, July 2005, p. 57.

4. Quality management: a greater integration of gender is required within the framework of results-based management and for the instruments that have been developed or modified for this purpose. Together with the G markers, modifications should also be made to the AURA offers, reversing the narrow assignment of gender to “sociocultural results” and according it higher status. This classification fails to cover the political, economic and social dimensions of gender inequality. The severe limitation of one sex's access to and control of social and natural resources, people's rights and their scope for action is not a cultural phenomenon.
5. Gender-oriented results monitoring should be strengthened and sustainably anchored in its central instruments (AURA, G markers) and strategic procedures (corporate objectives, EFQM). We should therefore check whether the 2005 corporate objective “results orientation” can be linked to a gender-oriented indicator. This would enable us to make an ex-post examination of the extent to which gender was taken into consideration. With regard to enhancing the quality of offer preparation, the critical gender aspects discussed here concerning the instruments and procedures for offer preparation should be imparted at an early stage in training and upgrading activities.
6. Given GTZ's broad range of human resource capacities and expertise in the field of gender, it could assume a leading role in strengthening and intensifying networking and inter-institutional cooperation on this theme in German Development Cooperation. It should (more often than in the past) organise public round tables and panel discussions on issues in which it has gained a reputation, such as gender and pro-poor growth, and into which the international discourse, e.g. from the DAC Gender Network, will also find its way.

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