

Editorial

To me, one of the most important milestones in gender mainstreaming is equal access of men and women to the labor market and to career development. People often forget that women in Germany had to assume their husbands' legal permission to take up a job until 1977. Until 1958, a husband could just terminate his wife's employment contract.

Equal access to education was one of the keys to the changes ever since. Today's share of women studying engineering sciences at German universities is 25 percent. In the 1980s, when GFA started offering consultancy services in the agricultural and forestry sector, this rate was much lower. Hence, the percentage of female consultants at GFA was very low as well.

This changed in the 1990s, when GFA started working in health, financial systems, and governance. Today, the gender ratio of women and men working as GFA in-house consultants is 50:50. Five out of twelve of our departments are headed by women: Recruiting, Accounting, Project Accounting, Financial Systems Development, and HRD/Labor Markets.

However, as in other medium-sized German companies, the career development aspect of gender equality leaves room for improvement. GFA top management is still dominated by men because long-term and continuous employment at GFA is a major prerequisite to climb up the ladder. To adjust this imbalance, GFA's family policy supports an early re-integration of mothers by offering part-time employment and home office work.



Klaus Altemeier
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Gender Matters

Some people think that gender mainstreaming and gender equality are just fashionable buzz words in development cooperation. To GFA, the terms are concepts for targeted activities to achieve important development objectives. It is not new that men and women have different interests and needs. But it is not yet common practice to take this systematically into account during the whole project cycle.

Gender equality is an important value in its own right and an essential factor in sustainable development. Each year, almost four million women under the age of 60 are lost because of excess female mortality. Access to rights, goods and services often depends on sex, hampering equal opportunity in development. FAO estimates that equal access to productive resources between female and male farmers could lead to a 2.5-4 percent increase of agricultural outputs in developing countries. Gender mainstreaming means consistently integrating the gender perspective in planned action. The UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) adopted in 1979 was an initial milestone in this respect. Today, gender mainstreaming is compulsory in international, European and German law. Development cooperation can complement domestic action on

gender equality in partner countries. In 2014, the German Ministry for Economic Cooperation and Development published its new Gender Strategy. Aside from gender mainstreaming and the empowerment of women or men, a new aspect was added: policy dialogue on strengthening women's rights and gender equality. Indexes such as the Social Institutions and Gender Index (SIGI) and instruments like the OECD gender equality policy marker allow for better analysis and understanding of expected results.

GFA's work on gender equality focuses on areas where with the gender gap is wide and the impact on development is high, for instance in reproductive health services. A gender approach is explicitly applied in 28 of the company's ongoing projects and studies. A gender-responsive approach implies a profound analysis. The gender continuum model from transformative to gender-exploitative measures allows such an analysis. In the long run, GFA aspires promoting a transformation of gender roles and enhancing opportunities for both men and women. The gender continuum can play a critical role to plan, monitor and steer projects in order to foster gender equality and sustainable development.

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Gender Mainstreaming in Transboundary Water Management

In 2008 the member states of the Southern African Development Community (SADC) have signed the Protocol on Gender and Development and agreed to “provide for the empowerment of women, to eliminate discrimination and to achieve gender equality and equity through the development and implementation of gender responsive legislation, policies, programmes and projects”.

GFA, as part of the GIZ Transboundary Water Management project, has been mandated to initiate the implementation of this protocol in the SADC water sector. The GFA team supports the Water Division and Gender Unit within the SADC Secretariat in Botswana as the project’s key partners. Partners and target groups are water- and gender-related ministries, institutions and civil society organizations in SADC member states, four regional River Basin Organisations (RBO) and selected water management pilot projects. A major challenge is dealing with persons, who have highly diverse knowledge of and experience with gender related questions. Working on all levels from political decision making to basic implementation of activities is another issue.

Awareness raising regarding the benefit and possible means of gender mainstreaming is one of the principal activities of the GFA team at all levels. The project documents best practices of successful gender sensitive approaches such as the Emfulani example in the adjoining text box.

A rather basic but effective approach is the systematic introduction of gender sensitive invitations to trainings, workshops

and all kind of meetings and the collection, storage and analysis of gender disaggregated data. By means of a data bank, the project is currently testing a method, which could be used for all SADC events in the future. The method allows monitoring how many men and women participated in which kind of event and may incite a more equal participation. More importantly, it institutionalizes gender sensitive reporting for authors and readers and safeguards transparency, which will not be easy to ignore.

At the regional level, activities focus on the support of a first RBO that elaborates a gender-responsive five-year Integrated Water Resource Management plan. Once specific gender related objectives and activities are fixed in such a plan, the monitoring system will be adapted to follow up on implementation, effects and results.

Target groups at the local level demand hands-on ideas, tools and instruments for the implementation of gender mainstreaming policies. The project supports planning, training and implementation activities in selected pilot projects. The team adapted existing gender mainstreaming (GM) tools to specific transboundary water management topics. The tools are currently being tested by communities in pilot projects, and GFA experts will soon elaborate a GM manual that will make them available to all SADC member states.

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The Emfulani Success Story

The Emfulani Municipality in the Republic of South Africa (RSA) demonstrated successfully how the combination of gender specific needs and abilities can provide efficient results.

By reason of expected water shortages, all RSA municipalities are to reduce their water use by at least 15% until 2014. The Emfulani Municipality voted to achieve this by water saving and repairing the numerous leakages within the water distribution system. In order to support actual and future repair needs community members were trained as plumbers. The innovative approach was to train female and male plumbers and send them out to work in gender-balanced pairs.

As a result, a number of benefits could be observed. Female and male plumbers have repaired 72,244 leakages, and have reduced waste water by 1.15 million cubic meters so far. The different types of tasks are shared in a team according to the respective abilities and strengths of women and men. The female plumbers feel much safer working in unfamiliar households if they work together with a male colleague. Numerous women heading their family feel more comfortable if a gender-mixed team of plumbers works in their house. The public appearance of gender-mixed pairs of plumbers demonstrates to the general public, and particularly to boys and girls, that this traditionally male profession can be executed by any interested and gifted person.



Gender Equality Projects – GFA at Work



Empowering Women through Home Gardens in Yemen

From 2009 to 2013, GFA supported Yemen in the context of the Sustainable Food Security (SFS) Program. Last year, the program participated in the GIZ gender competition by entering its home gardens intervention, aimed at women. The program made it among the top 10 out of 72 applications. The home gardens project was designed as a complementary measure to infrastructure-based cash-for-work activities in rural communities. The main idea was to translate women's time and labor force into direct contributions to their families' food security. Women were trained on adapted methods to establish small gardens and grow nutritious vegetables in their local setting. Simple practices such as the use of local seeds, animal manures, kitchen waste water, botanical concoctions and crop rotation were promoted.

Gender is a culturally and politically sensitive topic in Yemen, where women's movement is often very limited and cultural norms attribute women mainly to caring and reproductive tasks. The SFS Program succeeded in empowering Yemeni women within the framework of locally accepted gender roles. From March to May 2013, the peak of the hunger season, about 400 women in Hodeida Governorate established their gardens. Improving the diet of about 2,800 people, women have become active in combating their families' food insecurity. Communities accepted the election of women as members of their development committees, which allowed the women to articulate their needs and to influence development in their communities.

Studies Related to Gender Equality in Latin America and the Caribbean

On behalf of GIZ, GFA has been working with the United Nations Economic Commission for Latin America and the Caribbean (ECLAC) in 2012-2014. The objective was to support ECLAC member states in terms of policy reforms regarding climate change and social cohesion. The GFA service package included three studies to support effective public action for gender equality. The first study is on economic opportunities in the software industry and IT services. It looks at reasons for low female participation in these sectors, analyzes characteristics of women, who enter these sectors and presents policies, which have facilitated the integration of women to this segment of the labor market. The study was presented at the Regional Conference on Women in Latin America and the Caribbean in 2013.

The second study provides cost scenarios for care services for children in Uruguay, Costa Rica and Ecuador. It estimates necessary public spending in terms of GDP for overall care services for children under five and highlights country-specific challenges. Thus, the study generates crucial information for designing and implementing care and labor market policies. A third study outlines a methodology that enables countries to calculate the value of unpaid work for inclusion in national accounting. Domestic work and home care activities, mostly carried out by women, can be recorded through household satellite accounts. This allows for a better understanding of economic dynamics within and between households and between households and the rest of the economy.

Violence against Women as an Obstacle to Socio-economic Development

In addition to health and human rights concerns, intimate partner violence against women is a major obstacle to socio-economic development. While firms have generally shied away from the issue, the topic turns out to be extremely costly for them as well. ComVoMujer, a regional GIZ program, has established a program to work with Peruvian companies to promote the prevention of violence against women as part of their corporate social responsibility. The efforts are directed within the companies and in the communities in which the businesses operate. GFA has supported ComVoMujer experts in Peru, Bolivia, Ecuador and Paraguay in monitoring and evaluating their interventions. In 2012, GIZ partnered with a university to conduct the first national study in Peru to estimate the business costs of violence against women. Almost every fourth female worker reported being a victim of partner violence within a year. Violence against women causes a shocking 70 million days of missed work, amounting to a GDP loss of 3.7 percent. Presenteeism, i.e. sick women going to work causes 73 percent of related total costs. Importantly, aggressors produce higher presenteeism costs than the victims, and co-workers of victims account for 12 percent of total costs due to presenteeism. Direct and indirect costs of turnover of female personnel amounts to over 55 million US dollars, representing 377,000 workdays lost.

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GFA Expands Portfolio in Mining and Renewable Energy Sectors

After more than three decades as an independent consulting firm, Projekt-Consult has joined GFA Consulting Group. The core competencies of Projekt-Consult are support to small-scale mining and promotion of renewable energy. As a result of this merger, GFA strategically expands its business portfolio in these sectors. Projekt-Consult staff is involved in numerous development projects such as the certification of responsibly produced gold from Peru or advising ministries in the Caribbean. While Projekt-Consult will continue operating as an independent company, there will be an intensified collaboration with various GFA departments. The acquisition of Projekt-Consult will result in new market opportunities as the two companies complement each other optimally.

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Environmental Journalism on Land Management Project in Laos

In mid May 2014, journalists of Die Zeit in Germany and the Bangkok Post in Thailand shared their expertise on environmental journalism with 27 of their colleagues from Lao print and broadcasting media. The training took place in the Sangthong District near Vientiane, the capital city, because the Sustainable Management of Watersheds in the Lower Mekong Basin (SUMALOM) project offered the journalists a case in point for successful land and natural resource management. The 2010-2017 project is a financial cooperation of the Lao PDR, KfW Development Bank, and the Mekong River Commission. The fieldtrip

was facilitated by the project implementation team of the Ministry of Natural Resources and Environment (MoNRE) and GFA, which provided first-hand information on environmental topics such as afforestation or alternative livelihood activities. The training itself was organized by ProCEED, a Lao-German cooperation project implemented by GIZ and MoNRE. Several newspaper articles and radio features about SUMALOM have been published. Leading Lao mass media reported on GFA experts focusing on an innovative village based water and land use planning approach as a basis for watershed and village development planning.

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Development Assistance Experts Pool Worldwide Expertise in GFA Entec AG

On 23 June, 2014 a German-Swiss joint venture of three companies has set up GFA Entec in St.Gallen as an international network of experts on development assistance. GFA Consulting Group, the operational division of St.Galler Entec in Switzerland, and Projekt-Consult from Germany are partners in the newly established company. GFA Entec offers stakeholders from leading development agencies, ministries and public clients numerous consulting and project management services that are pooled and monitored from St.Gallen. The services focus on renewable energies, climate change impacts, natural resources, economic development, health care or other issues relevant to development assistance. As the three companies have cooperated with each other for years, the smooth continuation of

ongoing projects is safeguarded. Ownership in Projekt-Consult has changed but the firm intends to maintain its market presence with a steady personnel structure. GFA Entec is a subsidiary of GFA Consulting Group. The alliance allows GFA Entec in St.Gallen to draw on a worldwide network of profound consulting expertise.

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Integrating Africa's Least Developed Countries into Global Carbon Market

The German Ministry for the Environment, Nature Conservation, Building and Nuclear Safety commissioned the Wuppertal Institute for Climate, Environment and Energy and GFA Consulting Group with an applied research program called Integrating Africa's Least Developed Countries into the Global Carbon Market, which was carried out between 2010 and 2012. Key Research findings have been published in the April edition of the International Journal of Climate Change Strategies and Management. The program was designed to support the Ministry's strategy development for its cooperation on climate change mitigation with African Least Developed Countries.

Against this background, the Wuppertal Institute and GFA explored mitigation potentials for 21 renewable energy and energy efficiency sectors in 11 selected Least Developed Countries in Sub-Saharan Africa. The survey covered mitigation potentials (in tCO₂), energy potentials (in GWh), investment needs, financing frameworks as well as institutional barriers.

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GFA Consulting Group presently works in more than 90 countries.

GFA vision – to be the partner of choice for clients in our core service areas.

GFA mission – to improve the livelihood of beneficiaries through our professional services.

GFA core values – to offer high performance in service delivery, technical excellence in our main sectors, innovative approaches and products, and credibility with our clients when putting projects into practice.