

# A Compass for Gender Democracy and Feminism

The Strategy of the Heinrich Böll Foundation's International Department



**A Compass for Gender Democracy and Feminism:**

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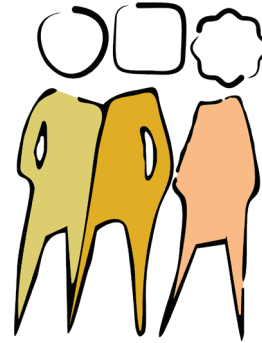
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**Dear colleagues,  
Dear friends,  
Dear partners,**

The “Compass for Gender Democracy and Feminism” describes the strategy of how we at hbs in the International Cooperation Department, at home and abroad, want to work on our vision of a gender-equitable world over the next few years.

Feminist and gender policy work has not lost on its urgency. Inequitable power relations between and within the sexes must be systematically reduced and democratized - all over the world. Nevertheless, just as gender relations change, we continue to develop our work conceptually and institutionally as well. We want to continue our gender focus in the next 10 years, but we want to do it more strategically than before.

In this sense, the compass draws on our many years of experience that we have already gathered in the field of gender policy work. Specifically, the results of the cross-cutting evaluation of our work over the past 8-10 years have been incorporated in the department. We also resort to new and international feminist approaches, such as intersectionality, in order to take a closer look at the connection between different forms of discrimination in order to react appropriately. In addition, in a participatory process that lasted almost a year, all employees of the International Cooperation department, the office management, gender focal points and divisions in Berlin, as well as the board of directors, actively participated in the development and formulation of the strategy with their experience and knowledge.

We now hold the result in our hands: the compass describes our vision of a gender-equitable world and defines five important fields of action for our work on the way there. It formulates goals, tasks, accountabilities and responsibilities. It should support all of us to consider feminism and gender politics in our context-specific analyses, and to choose suitable strategies and instruments for our work.

Gender politics and feminism remain a common task for all of us at hbs - at all levels of responsibility - and it is up to us to work actively towards our vision of a gender-equitable world.

We would like to take this opportunity to thank all employees who have brought us with their excellent work on gender politics to where we stand today as an organisation. We thank everyone who actively contributed to the compass. Our special thanks go to the Strategy Group and the International Gender Policy/LGBTIQ Programme - Jana Prossinger and Joanna Barelkowska - who designed and steered the strategy process.

Gender policy makes a difference, but it is not an absolute success. It must be fought for, renewed, and filled with life. That is why we take sides, work as feminists, and set off with our compass.

Kind regards



Barbara Unmüßig  
Board Member

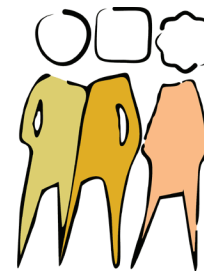


Dr. Antonie Katharina Nord  
Head of International Cooperation Department

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## Introduction

Feminism and gender democracy are firmly anchored within the Heinrich Böll Foundation (hbs) at the normative, programmatic, and organizational levels. Gender democracy was and is established as the common task. The hbs stands in the feminist tradition of the green movement. For us, the aim of feminism is and remains the radical transformation of hierarchical gender relations. This aim has by no means been consigned to history. The mission statement of the Heinrich-Böll-Foundation posits social emancipation and equal rights for women<sup>1</sup>, men<sup>2</sup>, and other gender identities. The hbs's mission statement also formulates gender democracy as the shared responsibility of all staff members. This mission statement is the guiding framework for the entire Foundation.

In the last 15 years, a whole host of policies and structures have been created to facilitate the Foundation's international work. The position paper "Gender Politics Make a Difference" from 2007 has provided a guiding framework for this international work. With the Gunda Werner Institute, the Foundation has also created an organizational

unit at its headquarters dedicated to feminism and gender democracy. It is mainly engaged in the feminist and gender policy contexts and discourses in Germany and Europe.

Gender policy realities undergo changes, just as the work of the hbs has evolved over the years. This strategy paper aims to take account of these changes. The findings and recommendations of the cross-cutting evaluation of gender policy in the International Department serve to provide further background for this strategy paper. The evaluation showed that gender policy requires the commitment, engagement, and political will of all management staff, especially top management. All staff, including our local teams in the international offices, must be able to engage in substantive exchange and common learning on the issue of gender policy. Adequate personnel and financial resources must be made available. Gender policy succeeds when the hbs pursues clear policy objectives that it tries to achieve in collaboration with strategic partners through selected strategic approaches – such was the main finding of the evaluation.

1 In this paper the term "women" refers to those people who identify as women – regardless of how they are classified or viewed by society. This includes cis women (people who were assigned female at birth) and trans women, as well as intersex persons who have a female gender identity.

2 In this paper the term "man/men" refers to those people who identify as men – regardless of how they are classified or viewed by society. This includes cis men (people who were assigned male at birth) and trans men as well as intersex persons who have a male gender identity.

In this sense, the following strategy paper seeks to be a compass that provides normative and political guidance and direction in various contexts.

**The purpose of this strategy paper** is, first, to outline the main gender policy action areas of the hbs's international work (outward-facing); and second, to define the key institutional prerequisites and steps for internal further development (inward-facing). The strategy paper thus supports the decentralized strategic planning of the hbs. In other words: What gender policy analyses are to be used in the planning of program and project work? What is actually relevant about thematic area XY in terms of gender policy? What do we want to achieve, what change do we want to effect for our target group? With whom do we collaborate? If by answering these questions we can make the gender policy relevance of our project clear, and have pursued the most effective paths, then we will make an even bigger difference in terms of gender policy.



The purpose of this strategy paper is, first, to outline – the global developments – and the main gender policy action areas of the hbs's international work (outward-facing); and second, to define the key institutional prerequisites and steps for internal further development (inward-facing). The strategy paper thus supports the decentralized strategic planning of the hbs. In other words: What gender policy analyses are to be used in the planning of program and project work? What is actually relevant about thematic area XY in terms of gender policy? What do we want to achieve, what change do we want to effect for our target group? With whom do we collaborate? If by answering these questions we can make the gender policy relevance of our project clear, and have pursued the most effective paths, then we will make a difference in terms of gender policy.

This strategy paper applies to the International Department and the international offices of the hbs. It has been produced through participatory, transparent dialogue with all participants in the Department and the international offices. The strategy does not contain any decisions regarding personnel resources; however, it does set out structures and roles within the International Department (see annex). After five years we will review the paper's validity and make any necessary revisions.

## Our Vision and Motivation for Gender Democracy

Our strategic decisions are guided by our vision. We have a vision of a future without barriers and hierarchies, a future in which patriarchal structures and privileges have been overcome. All human beings have the same rights and are afforded protection, regardless of their gender, age, sexual orientation, skin color, ethnic background, level of education, social standing, etc. Sex and gender no longer determine a person's job, social position, income, and power. Women, men, and people with non-conforming gender identity and sexual orientation are placed on equal political and social footing. We have a vision of a world in which all genders can develop freely in peace and solidarity – without violence, discrimination, or fear of reprisal. All

people have equal access to power and resources, which also means that everyone can participate equally according to the principle of co-determination and have an equal share in shaping important democratic and political processes. Various gender identities, roles, and ways of life will be socially accepted. We will have achieved a good quality of life for all – everyone will have access to resources, rights, and representation, while also being able to determine their own roles. A solidarity-based society will open up free spaces in which, through self-determined and collective efforts, people can create a just and sustainable world for everyone.

This kind of gender relations, free from dependence and dominance, is what we call “gender democracy,” a term that stands for equal representation and political participation of all genders in politics, society, public institutions, and the econ-

We want to work together to make use of the experiences that our local partner organizations and activists have had with respect to feminism, gender democracy, and social movements so that we can view political topics from a gender-policy perspective and create impetus for political action. We share our expertise and networking opportunities with our partners and offer them encouragement.

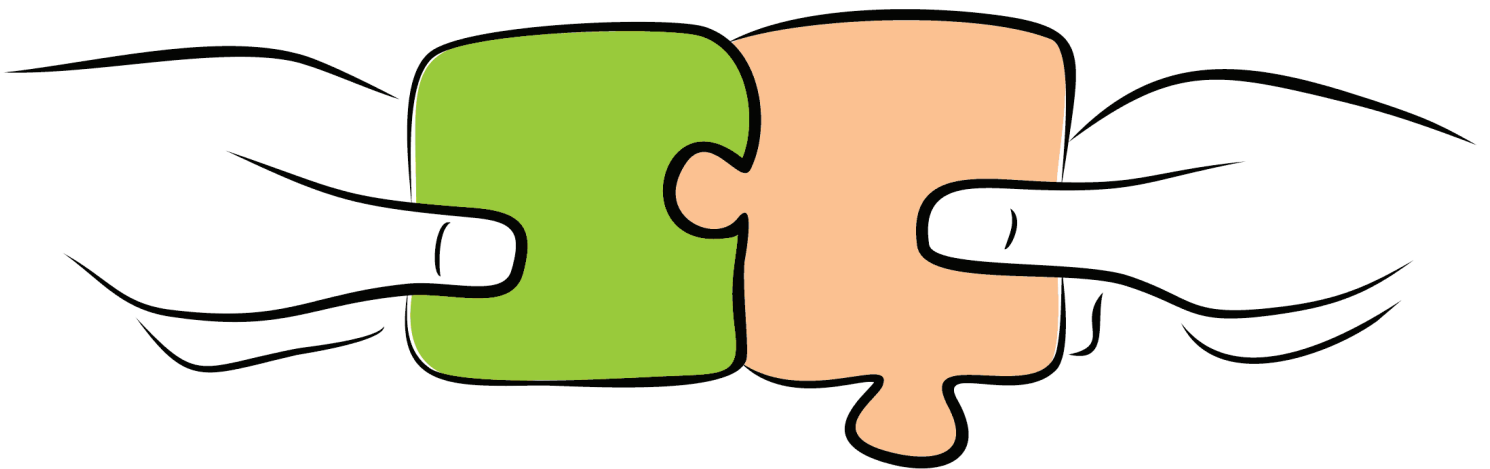
omy. Gender democracy thrives on debate and dialogue with and between all genders. Gender democracy is the only way to achieve a good life for everyone. Equal access for all to resources, rights, and representation is a prerequisite for self-determination and quality of life as well as for a society of solidarity.

We want to encourage and empower people to fight asymmetrical power structures, discrimination, racism, and sexism, and to champion equal rights. We support in particular the (self-) empowerment of women and other groups facing discrimination, encouraging them to get involved in shaping public concerns and altering those structures that stand in their way. We regard such people as “change agents,” and their actions are central to the democratization of gender-political relations.

Although there is no uniform feminist theory

and there are no uniform feminist political concepts, goals, and strategies, all forms of feminism entail a radical criticism of traditional and replicated social structures and norms that value men and masculine traits more highly and that do not give care work the respect it is due. In this sense, feminism is, for us, partisan. It sides with women, regardless of differentiations and factions; it articulates gender-specific interests and it demands consideration of a feminist perspective. For us, feminism describes the path to achieving gender democracy.

We particularly support the (self-) empowerment of women, gender-sensitive men and discriminated (gender) groups. Equality-oriented men are, on the one hand, potential allies of feminists, but, on the other hand, could of course advocate for male-specific concerns such as fathers’ rights and the gener-





al expansion of traditional male roles. Together we want to do away with hegemonic masculinity – this is not only the subordination of women by men, but also dominance relations between men.

**Our 30-plus offices** across the globe work with a diverse range of partner organizations. Our strategy depends on close cooperation with our partners. We are guests in those countries and aim to act as equal partners. Our gender policy partners are people and organizations that champion equal rights for all genders and that analyze and question hegemonic structures. Most of our **partners** come from the civil society sector. These are often feminist organizations and movements, women's associations, critical men's organizations, and human rights organizations, but they also include

individual politicians, parliamentarians, lawyers, journalists, and LGBTIQ<sup>3</sup> initiatives and activists. Our partners have different ways of life and different ways of working, and they represent a diversity of political cultures and strategies. Like us, they are rooted in diverse feminist, cultural, and social movements, and they are characterized by the various forms of feminism in their region, which have arisen from their respective histories and which focus on a variety of social theories and concepts of gender. Intersectional feminism, decolonial feminism, queer feminism, gender democracy, or equal participation and anti-discrimination –

3 The abbreviation LGBTIQ stands for lesbian, gay, bisexual, transsexual, transgender, intersexual, and queer.

what all these approaches have in common is that they aim to overcome hierarchies and inequality and to eliminate gender-based privilege. These diverse approaches can complement and strengthen one another.

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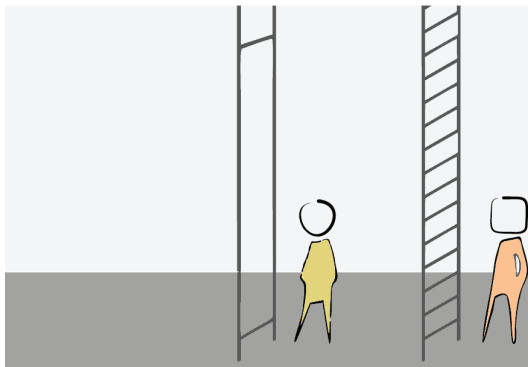
## The Relevance of Gender Policy Worldwide

Since the mid-20th century in particular, economic and cultural upheavals have had a profound impact on gender relations. Global women's movements, institutionalized equal opportunity policies, and political upheavals on the regional level have resulted in improvements in the legal situation and increased social acceptance for women's rights and the rights of LGBTIQ people in some parts of the world. In the past decades, women and LGBTIQ people have come to play a greater role in politics and the economy, and they now have improved access to education and health care. In many coun-

tries, women and LGBTIQ activists have become organized and pooled their efforts in an impressive feminist mobilization. The new movement goes far beyond traditional feminist issues to include general social concepts related to equality, material security, freedom from domination, and pluralistic ways of life. Despite mobilization – on the streets and online – the effects this has had on women and minorities are not always tangible, and there has often been a lack of political response.

Throughout the world, women and LGBTIQ people continue to be victims of violence – in both the public and private spheres. One in three women has experienced physical or sexual abuse, and five percent of women over the age of 15 have been raped. Victims suffer additional indignity when the perpetrators are not brought to justice. Forty-nine countries around the world have no legislation governing domestic violence. Femicide is only recognized as such in a handful of countries. The #MeToo hashtag revealed the shocking extent of sexual violence and of systematic sexism in daily life, triggering global debate. The feminist mobilization we are currently experiencing has been accompanied by intense media attention. Here it is important not to forget that it was the stories of middle-class women that got the media ball rolling. The daily sexual violence against non-middle-class women and LGBTIQ people often goes unnoticed by a wide swath of the public.

War and conflict have forced millions of people to flee their homes – and at least half of all refugees



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are female. Women and LGBTIQ people are affected disproportionately by violence. Sexual violence against women and girls in conflict situations is happening on an unprecedented scale. Rape is used as a tool of war or terrorism. The intense stigma that the survivors of conflict-related sexual violence are subjected to is a deliberate part of that strategy.

Reproductive justice, including the right of the individual to sexual self-determination, bodily integrity, and freedom from discrimination, is under threat. Traditions like child marriage and female genital mutilation (FGM) prevent women and girls from exercising their right to self-determination. Contraception, abortions, and reproductive technologies are by no means available to everyone everywhere.

Poverty is female: The differences in poverty between women and men aged 25 to 34 are particularly pronounced. For every 100 men in this age group who are poor, there are 122 women. Worldwide, women earn 24 percent less than men. A hierarchical division of labor dominates the economy, forc-

ing women into lower-paid sectors. The feminization of employment in the transnational economy has made women a cheap resource controlled by market forces. Younger people and migrant workers are particularly affected by flexibilization and precaritization. Three quarters of women in the global South work in the informal economy – without contracts, rights, or protection. Women and girls are frequently the victims of human trafficking and modern slavery.

Women bear the large part of the burden of reproductive labor, performing 2.6 times more unpaid care work and housework than men. The redistribution of care work has created new, precarious working conditions for women from various countries, social classes, and cultures. Women in particular are cushioning the effects of the greater time requirements brought about by the global world of work – for example, as migrants who work as domestic help or elderly caregivers. Although reproductive work (mostly performed by women) lays the foundation so that so-called productive work

can be done at all, it is given insufficient recognition throughout the world. Today's market economy separates production from reproduction, thus systematically externalizing care work.

In recent decades, workers in the EU have contended successfully for equal rights, but in many other contexts, women have fewer rights. Gender inequality under the law is an inherent part of family and marriage legislation. In many regions, inheritance laws favor sons over daughters, and surviving male relatives over widows. Ownership and property laws in many countries disadvantage women. Women are much less likely to own land compared to men.

Women are usually able to participate in decision-making processes – but not in equal numbers, or on equal terms, with men. Women occupy only 24 percent of the seats in national parliaments worldwide (as of 2018). As a result, women have little or no influence over the political frameworks that determine the course of their lives. Patriarchal prejudices, social traditions, limited free time, and a lack of education prevent women from getting involved in politics and shaping political processes.

And still, almost half the world's population lives in countries that criminalize people with non-conforming sexual orientations or gender identities that deviate from the binary, heteronormative standard. In countries such as Iran, Yemen, Mauretania, Saudi Arabia, the United Arab Emirates, and Sudan they are even subject to the death penalty. The ma-

jority of the world's countries discriminate against people with non-conforming sexual or gender identities, ostracizing them legally and socially.

On top of this, we have witnessed a rise in nationalism and authoritarianism in recent years, and hard-won gains are now coming under threat. Proponents of nationalism and authoritarianism generally have reactionary ideas about the role of women and about what families should look like. Sexual self-determination and diversity are being attacked, while racism, sexism, and homo-, trans-, and interphobia are being legitimized instead of combated. Across the globe, we are witnessing the rise of ultra-conservative and religious fundamentalist groups whose goal is to take away reproductive rights and to chip away at gender equality policies that are enshrined in multilateral human rights treaties.

This brief description of the main trends is intended to provide an indication of what feminist and gender-policy action areas are required. Ultimately, a strategically justified selection will have to be made for each country-specific context (see below for a discussion of the various analysis categories). Strategies can only live up to their potential if they can be justified analytically and if they can positively change the situation of the specific target groups. This has been the key learning experience of our work to date and it must guide our work in the future.

## Our Main Action Areas

There is no specific road map that shows the route we must follow to achieve our aims. Gender policy is governed by various social and cultural norms and by the political and legal frameworks in the countries where our international offices are located. The context and the strategic selection of objectives are determined by the existing partnerships, target groups, formats, and tools. Despite this diversity (which we embrace), the gender-policy situation analysis described above has thrown up five core concerns for our international programs – concerns that our gender policy work should focus on in the future.



### PROMOTING SELF-DETERMINATION

We believe that people of any gender and any sexual orientation should enjoy self-determination and be free to choose their own way of life. People should be able to decide for themselves how to lead their lives, individually and collectively. Alongside free choice of education and training, profession, residence, and partner, that means determining one's own sexuality and gender identity. A self-determined life includes freedom from socially ascribed gender roles, gender-specific violence, and

dominance from others. It also includes access to health care.

We demand in particular sexual and reproductive rights – i.e., the right of each individual to make free and self-determined decisions about their own body and their own sexuality. Everyone has the right to decide for themselves, whether, when and how frequently they wish to become pregnant. Forced terminations, abortion bans, and genital mutilation are violations of that right.

Our programs promote self-determination and freedom of lifestyle choice for all people.



### GAINING POWER

Democracy and political participation are not something that can be taken for granted. They have to be fought for and regularly injected with new vigor – so that all genders have an equal opportunity to use and shape their political, economic, and cultural rights. For us, that includes parity in parliament and equality before the law. Human rights and freedom of opinion must be implemented and strengthened. People who are particularly exposed to discrimination, on the grounds of gender, sexuality, ethnic origin, or class, must receive our support and active assistance.

Our programs around the world encourage dem-

ocratic participation of all genders in political decision-making processes.



### FIGHTING FOR ECONOMIC JUSTICE

In unequal societies there cannot be “enough for all” without a redistribution of wealth. In order to achieve economic justice on a planetary level, more is required than simply improving women’s access to and control of conventional economic resources, institutions, laws, and policies. Deeply entrenched socio-economic and socio-cultural injustices must be overcome if we are to achieve full economic rights for women and global environmental justice – guaranteeing equal pay for equal work and not ignoring care work and reproductive labor. The exploitation of nature and humans must be countered with an economic system that is needs based and that uses limited resources in a sustainable manner. The power interests and tech-focused approaches of big corporations that fuel the exploitation of nature and humans must be countered with forward-thinking solutions that include a strong feminist component.

Our programs bring an intersectional, gender-differentiated perspective to concepts for socio-ecological transformation and the design of a post-growth economy.



### SUSTAINING LIVELIHOODS AND PROTECTING THE CLIMATE – FIGHTING FOR ENVIRONMENTAL JUSTICE

Local and global environmental crises are intensifying. Patriarchal, profit-driven economic structures are damaging social cohesion and depleting the vital natural resources that we need to sustain livelihoods. The big polluters are thus violating the fundamental rights of humanity and our natural environment. In this age of climate crisis and ecological collapse, we can observe that certain people and certain social groups are more vulnerable to, and more affected by, these developments than others. Gender, class, age, ethnic origin (race), etc. play a role in how likely someone is to suffer a negative impact. For example, in most parts of the world women are disproportionately affected by such environmental crises – be it the health impacts of excessive mining, a lack of land rights, or the additional burden caused by water shortages, torrential rain, or floods. But in many places, it is women in particular who are change agents. They are championing a transition to sustainable lifestyles and economic structures that promote the common good. Promising strategies for socio-ecological transformation also bolster gender justice. The converse is also true.

Our intersectional feminist programs – which explicitly critique existing power structures – make an important contribution to conserving the vital natural resources needed to sustain livelihoods.



## SUPPORTING PEACE PROCESSES AND THE ROLE OF WOMEN AS PEACE ACTORS

Gender-specific inequalities widen during crises. Large numbers of women and girls as well as LGBTIQ people fall prey to sexual violence and become unable to secure a livelihood for themselves. They bear the burden and assume responsibility for the survival of their families – while having very little say in the search for conflict solutions. Women should therefore have a seat at the negotiating table, where they can play a part in establishing a just postwar order. We need to better tap the potential of women to transform violent conflicts, so that a sustainable peace can be achieved. At the same time, the increased violence caused by a dichotomous view of gender and certain masculine ideals, which stylize men's readiness to use violence as an ideal, must be addressed. That is why we are fostering a feminist foreign and peace policy and want to help ensure the full implementation of UN Resolution 1325 on women, peace, and security so that it can contribute to the prevention of armed conflict, the protection of women and girls from sexual violence, and an increase in the participation of women in peace processes.

Our intersectional feminist programs are making their presence felt, with the goal of getting activists and defenders of women's rights listened to

as experts, and ensuring their conflict analyses and solution-oriented political strategies are taken into account in conflict prevention and transformation.

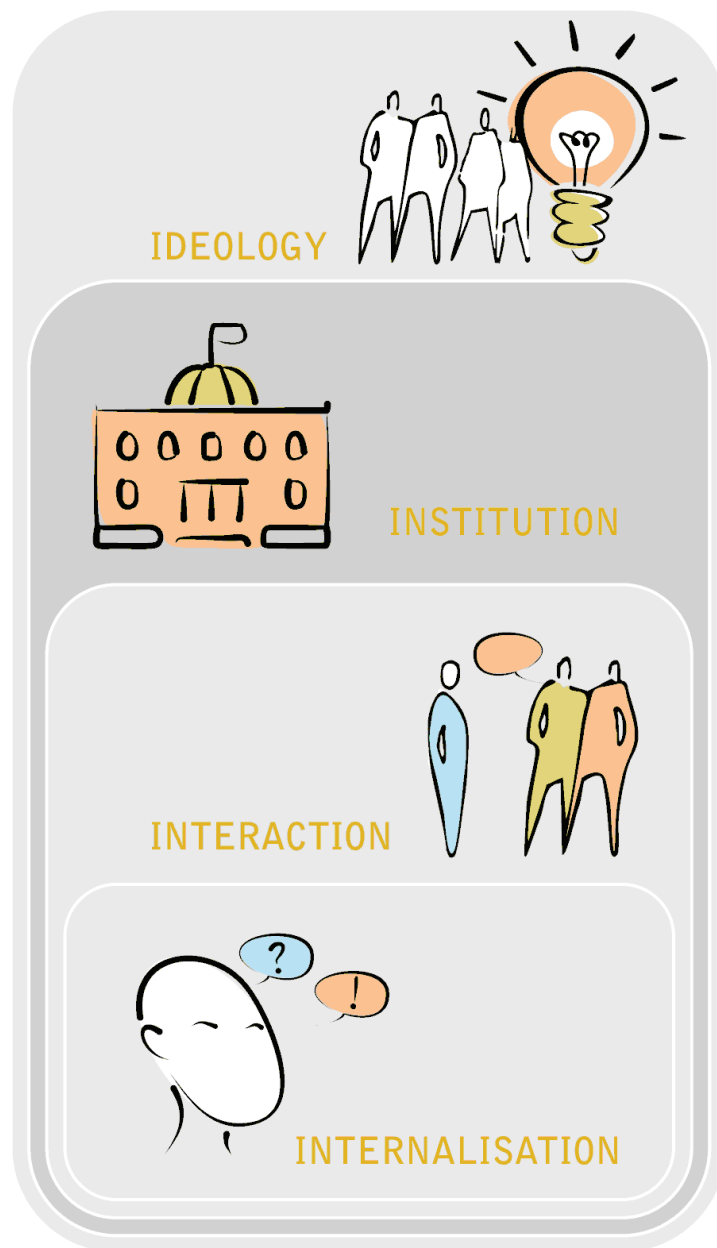
Above and beyond these action areas, our target groups are political actors such as parliamentarians, politicians, and citizens who wish to understand and make a contribution to social change. They include people who have been denied rights, participation, and/or resources, and who have been marginalized. Additional target groups are multipliers such as the media, associations, and networks, but also other foundations, think tanks, research institutes, and religious institutions that are adding their voices to our call for gender-democratic change and debate on reform. Decision-making bodies such as parliaments, political parties, the judiciary, public and religious institutions, may also count among our target groups.

## Our Analytical Approaches

Any analysis of gender relations requires us to take a close look at all genders. In this context, depending on the analytical baseline, we must foster feminist and women-specific perspectives and practical approaches as well as reflexive male-specific political and non-heteronormative perspectives and practical approaches. Gender relations and their inherent power asymmetries are social constructs.

Existing gender relations are replicated through internalized roles, miscommunication, discriminatory ideologies, institutions, and legal standards. In order to gain strategic solutions to gender policy challenges, we require an anti-authoritarian gender analysis. Such an analysis will consider the following **dimensions**: ideologies, internalization, interaction, and institutionalization, which together determine the structure of gender relations. How do these “four Is” (4-I) entrench gender relations? How do they relate to one another? What are the possible levers for change? What conditions, actors, and partners are required to achieve the objectives? A gender analysis according to the 4-I dimensions helps to reveal the interconnectedness of ideologies, institutions, interactions, and internalizations with regard to gender relations and to find new ways to overcome discrimination on different levels. Unravelling these often closely knit structural patterns of discrimination can bring about gender policy change.

An **intersectional analysis** that considers multiple discrimination reveals politically effective differences and the power relations connected to them. In



response to the experiences of black women who did not feel represented by the feminism of white, Western, middle-class women, intersectionality considers various aspects such as gender, religion, class, and ethnic origin (race), analyzing how they are interconnected and how they reinforce one another or can supersede one another. Intersectionality can provide a new perspective on one-dimensional explanatory models and directs the focus of gender policy analyses at multiple discrimination. Among other things, an intersectional analysis asks what role class background, disability, race, sexuality, gender identity, world view, religious adherence, or other characteristics may play in gender discrimination in certain contexts. What is the concrete historical power-political context of certain characteristics that form the basis for discrimination? How do these function within the current political constellation in which the context to be analyzed is embedded?

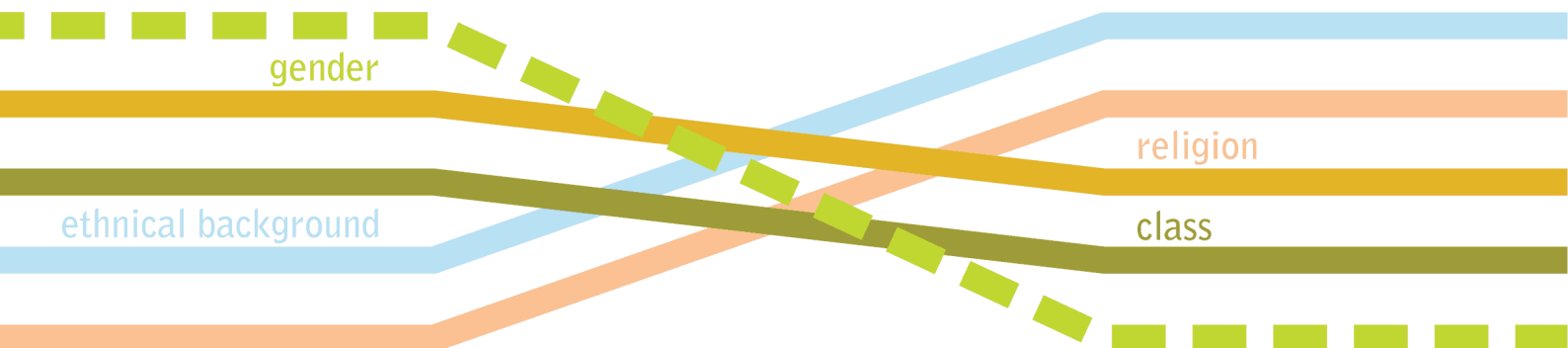
**Intersectionality** is a further analysis category that lets us at the Foundation know what we need to watch out for and what we should be concentrating on in order to systematically counter and overcome discrimination.

## Our Strategic Approaches

We use various strategic approaches stemming from a range of political and social science schools of thought. These can be used complementarily, depending on the focus of the analysis.

### Explicit and implicit strategies

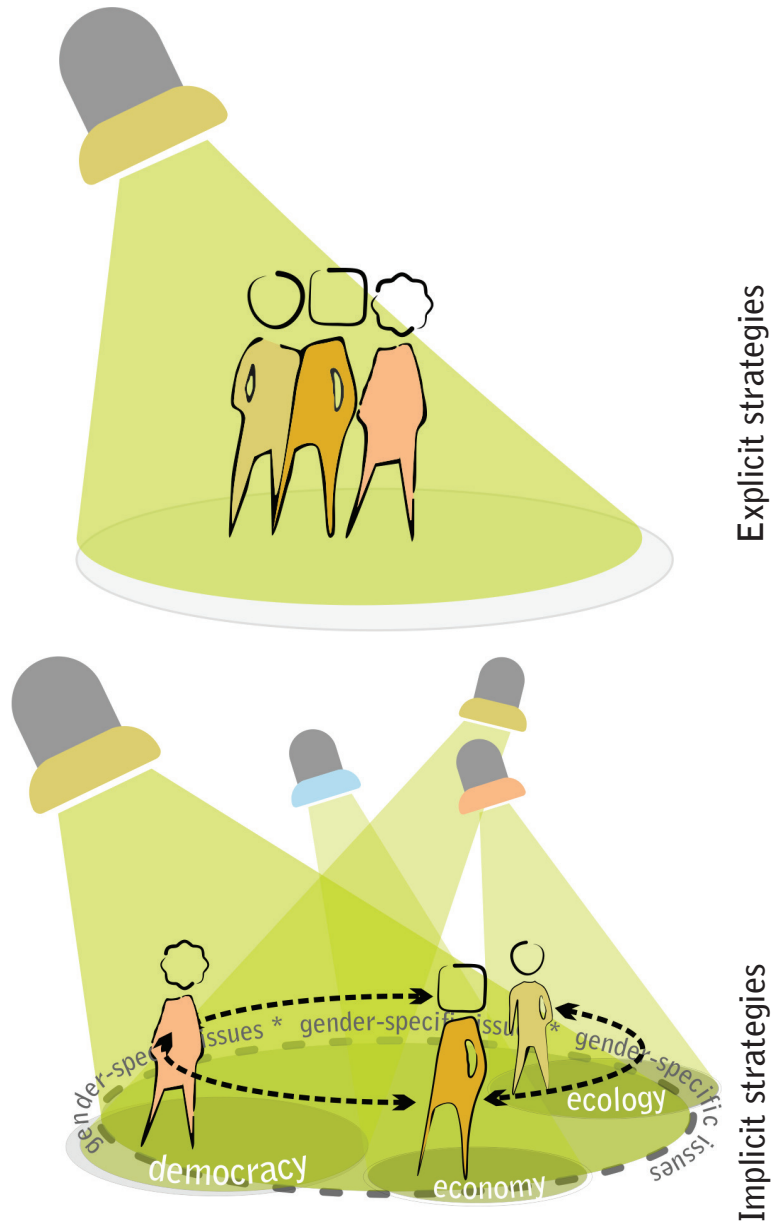
Our work questions stereotypical gender relations and aims to alter them – in the emancipatory sense – using *explicit strategies* that focus on the emancipation and equality of all genders. An explicit gender policy strategy considers the political addressing of gender relations, with the intention



of overcoming dominance and violence relations and ensuring equal access to resources and increased political participation.

The Fourth World Conference on Women in Beijing in 1995 included gender mainstreaming as an *implicit strategy* in its demands for equality and equal rights. The original political objective of gender mainstreaming involves using and transforming all policy domains in a way that achieves gender equality, whereby all decisions should take into account how men and women will be affected differently. For us, such an implicit strategy means that we raise awareness of gender-specific issues within seemingly gender-neutral thematic areas, and show how consideration of gender aspects opens up new perspectives and possibilities for action. Integrating gender policy aspects in all social and political areas requires us to formulate objectives in a differentiated way so that gender policy changes become more visible over the course of the program and in the reporting on it. This is something that the hbs is consistently learning more about within its Gender-Oriented Program Planning, enabling it to develop further.

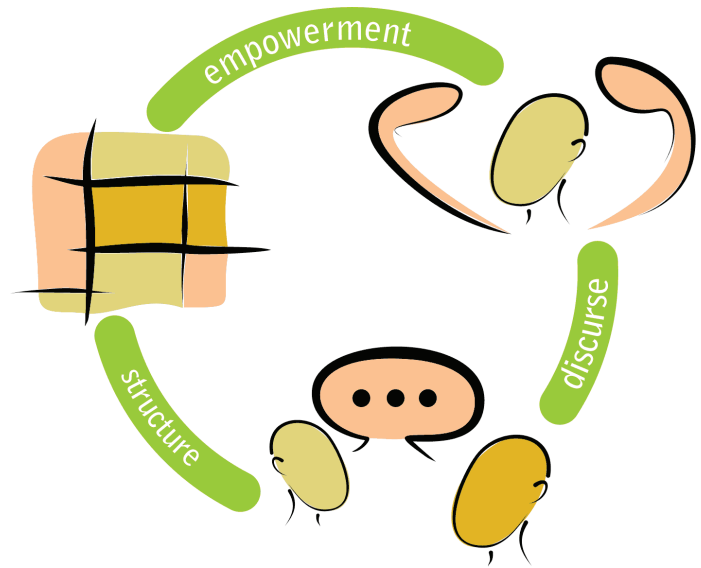
The hbs will continue to rise to this challenge in the future, with the aim of strengthening positive approaches. That includes raising awareness among our partners of common points of interest, improving our intersection-



al analyses, and making strategic decisions about which program focuses are especially suitable for implicit gender policy work.

But that does not entail a reduction in the number of explicit approaches in our program work, which the evaluations of gender categorization have revealed. In this age of increased anti-feminism and reduced scope for action in some regions, the hbs strives to raise awareness of its gender policy work. We want to intensify this work wherever possible and necessary, and to support international and regional feminist mobilization. In our explicit work, too, we must make conscious decisions about what partnerships will have the greatest impact at what times.

The strategic selection of partners is as crucial for the success of a project as the formulation of a political objective. We work with local grassroots actors (Track 3), with civil society, church, state, or private organizations (Track 2), and with policy makers (Track 1). For strategic reasons, it is important that, as well as sharing our values, our partners possess the influence or the effectiveness to help achieve gender policy objectives. In places where the scope for action on the part of activists is shrinking, we have to be particularly strategic in the choice of our partners and target groups. In order to increase our political impact, that may mean regularly monitoring and critically reviewing our partnerships, as well as increasingly focusing on young feminist organizations.



In order to make strategic decisions of this nature, it is worth drawing on one of the following approaches:

### Structural, discursive, and empowerment-oriented approaches

**Structural approaches:** Structural approaches address the causes of exploitation, violence, and inequality. Structural approaches tackle structures that exacerbate gender injustice such as legal and economic systems. Structural gender policy thus includes human rights work and feminist economics.

**Discursive approaches:** Our language and our media influence the way we think and act. Discursive approaches give impetus and shape debates,

helping to put gender policy on the political agenda. They question prevailing ideologies, ingrained roles, and unequal power relations, while promoting participation in political processes.

**Empowerment approaches:** Empowerment is about strengthening the capacity of discriminated groups to raise their voices and take action, about raising the profile of political actors, and about making gender policy strategy visible. Classic empowerment approaches strengthen women who stand up to traditional, patriarchal structures and bolster their rights.

## Reflecting on Our Past Work

The evaluation of our work so far shows that *combining* and *integrating* various action approaches, levels, and activity types can, depending on the gender policy analysis, be a successful strategy. Empowering actors and supporting social movements can promote structural work on legislative reforms. When it comes to discursive approaches, empowerment of actors may also be necessary in order to strengthen their argumentation abilities.

In cases where it is particularly challenging to implement implicit gender policy approaches (e.g., in the energy policy domain), connecting explicit and implicit approaches can be an option. Levels and approaches can be linked to actors from different socio-political levels. Experiences and learnings show that in cases where we employed combined

approaches and strategies, we were able to effect change more frequently than usual. It is therefore worthwhile to take time at regular intervals to reflect on past work, ideally with partner organizations, in order to draw conclusions for the future. Effective approaches can and should be continued, but we should stop employing ineffective ones as soon as possible.

Through simple means, such as equal gender representation on panels, we can continue to bring about the integration of gender policy issues into events and the consistent participation of gender policy and feminist actors as role models, thereby exercising influence on the debates. Our international work should make this practice standard and thus lead the way for other organizations.

## Institutional Prerequisites

Implementing gender democracy as the common task is a matter that concerns all staff members. The responsibility for this will lie with senior management staff, especially the Executive Board and the Executive Management, the Department Director, the Heads of Regional Divisions, and the Heads of Offices, and the task will be carried out by all employees. The annex details the requirements for senior management staff.

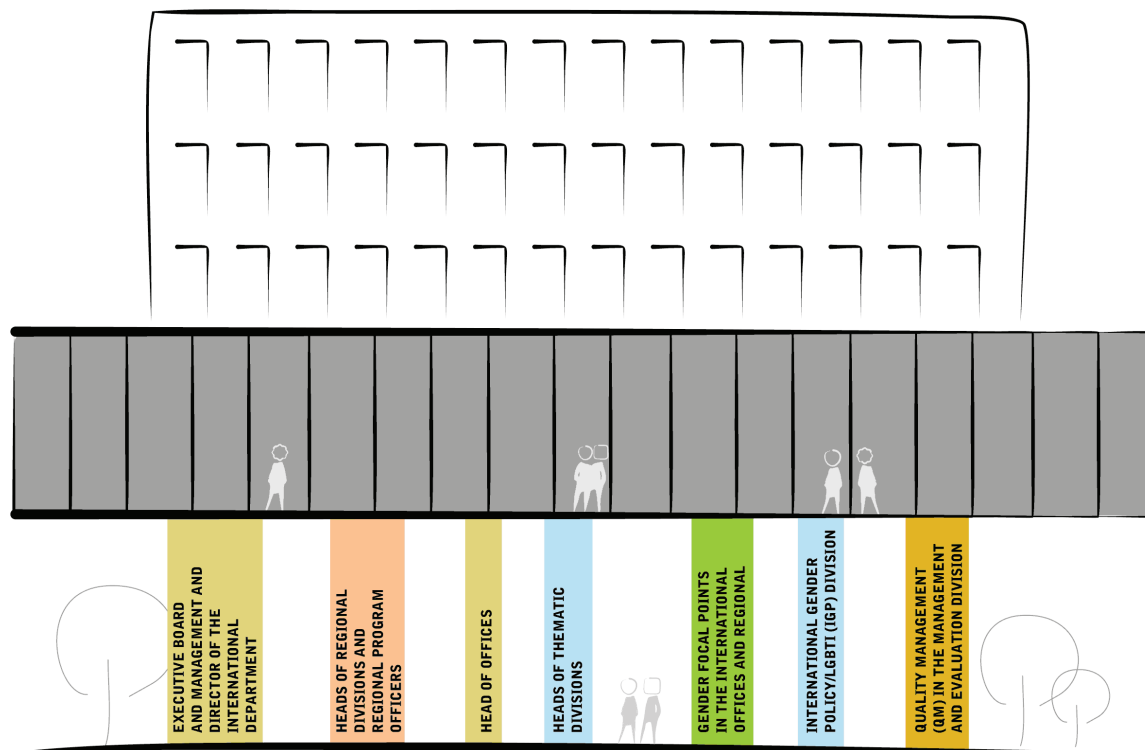
The concrete organization will be spread across many shoulders: For the whole department, this responsibility will lie with the International Gen-

der Policy/LGBTIQ Division. In addition, all Gender Focal Points (gfps) will serve as resource persons and catalysts for gender issues. In the past, gfps were too burdened with monitoring and other administrative duties to be able to set separate gender policy priorities. The job profiles of the gfps were discussed and redefined within the scope of this strategy. The corresponding descriptions of responsibilities can be found in the annex.

Weaknesses of our past work have included a lack of coordination and exchange among the Gender Focal Points within the same region and across

regions. Regional Gender Focal Points networks will be established in all regions, and these networks will independently organize a training, networking, and exchange meeting every one to two years. The offices and the regional divisions will provide the necessary resources. All Gender Focal Points worldwide will form a global network that meets face-to-face every four years; this meeting will also include a networking component.

The International Gender Policy/LGBTIQ (IGP) Division will develop its own priority programs and projects in consultation with the Executive



Board and the Department Director. The IGP Division's inward-facing work will include consultation, coordination, and reflection. The Division will continue to coordinate knowledge transfer and training on three levels: a) a broad transfer of knowledge that is based on texts, podcasts, and e-learning formats; b) an in-depth transfer of knowledge through regular webinars that are inter-regional and not bound to a specific location; and c) intensive three-day, on-site gender workshops for entire office teams. The IGP Division, in collaboration with the Quality Management Division, will ensure that gender trainings, especially on gender analysis, are developed further, which involves defining standards for such trainings and organizing experienced trainers.

The evaluation also showed that the Foundation can have a greater impact at the international level. Going forward, the IGP Division will support the regional offices' efforts to engage at the international level by creating inter-regional linkages. In collaboration with the Quality Management Division, the IGP Division will reflect on the possibilities for pooling gender policy knowledge and experience, for retaining and further developing built-up expertise, and for leveraging and drawing on know-how inter-regionally, and advise the Executive Board accordingly.

The IGP Division, in consultation and dialogue with the Executive Board and the Director of the International Department, will be responsible for de-

veloping, implementing, and evaluating the gender policy strategy. The annex details the requirements for the International Gender Policy/LGBTIQ Division.

## What Does This Strategy Paper Mean for the Work in the Divisions and Regions?

Many of our international programs are feminist in the best sense of the term: Violence, social inequality, and domination are subject to critical analysis in the context of discourses and solidarity-based practices. They are strong political statements that demand equal participation in social development, while also rejecting all forms of gender-based discrimination at all levels and fighting human rights violations.

However, the evaluation revealed, among other things, that we could carry out the work in our programs in a more targeted way and, above all, more effectively. Reaching our political goals must be the focus of our actions. This basic strategic orientation guides our gender policy analysis and decisions regarding partners (and their influence on reaching the goal), as well as the time frame (the window of opportunity) and the approaches taken (the manner of implementation). A detailed impact hypothesis helps us to review whether our strategies have achieved the desired effectiveness. In order to work more effectively in terms of gender

policy, we need to define our goals in a more nuanced way within our program planning and define clearly desired changes within our target groups – especially with regard to implicit work.

In the future, we want to strengthen our network, promote exchange between regions, and learn from one another. We need to evaluate the work of the international offices and pool issues, particularly when it comes to the main action areas. On this basis, the IGP Division will create inter-regional linkages. This will enable us to utilise our diversity more effectively, while also enhancing gender policy exchange at the international level and lending weight to our political demands.

Greater efforts must be made with regard to the strategic orientation that seeks to improve the effectiveness of gender policy work. We are thereby focusing on increasing the capacity of all staff in the International Department and in its offices to act and intervene in gender policy.

For this gender policy strategy, we have formulated the following concrete goals which we want to reach in the next ten years; after five years we will evaluate and adjust the strategy.

## Goals

### Goal 1 Set and develop gender policy priorities

The International Department continues to consolidate, expand, and strengthen the following action areas: sexual rights and reproductive justice, political and economic participation and involvement of women, as well as women's empowerment and network building. It should invest in the following learning areas: feminist foreign and security policy, men's policies, as well as the incorporation of an intersectional gender-differentiated perspective in issues related to socio-economic and environmental justice.

### Goal 4 Improve the capacity for gender policy analysis and Gender-Oriented Program Planning

The program goals within the International Department are derived in a comprehensible and strategic manner based on an analysis of (gender) policy-related power relations. Gender-oriented indicators are used in the steering, monitoring, and evaluation of the programs.

**Goal 2** Strengthen the internal gender policy debates of the Gender Focal Points

In order to promote internal gender policy debates, existing channels of communication are used more effectively, new channels of communication are established, and networking among the Gender Focal Points are strengthened.

**Goal 3** Expand learning opportunities

The International Department and its partner organizations continuously expand their gender policy knowledge and their corresponding capacity for action. Training and materials related to gender analysis and strategy planning are regularly made available to all staff in the International Department.

**Goal 5** Develop methodological-analytical approaches and good examples for intersectionality

Intersectional differentiation is strengthened in order to incorporate, alongside the analytical category of gender, further forms of discrimination into the program work.

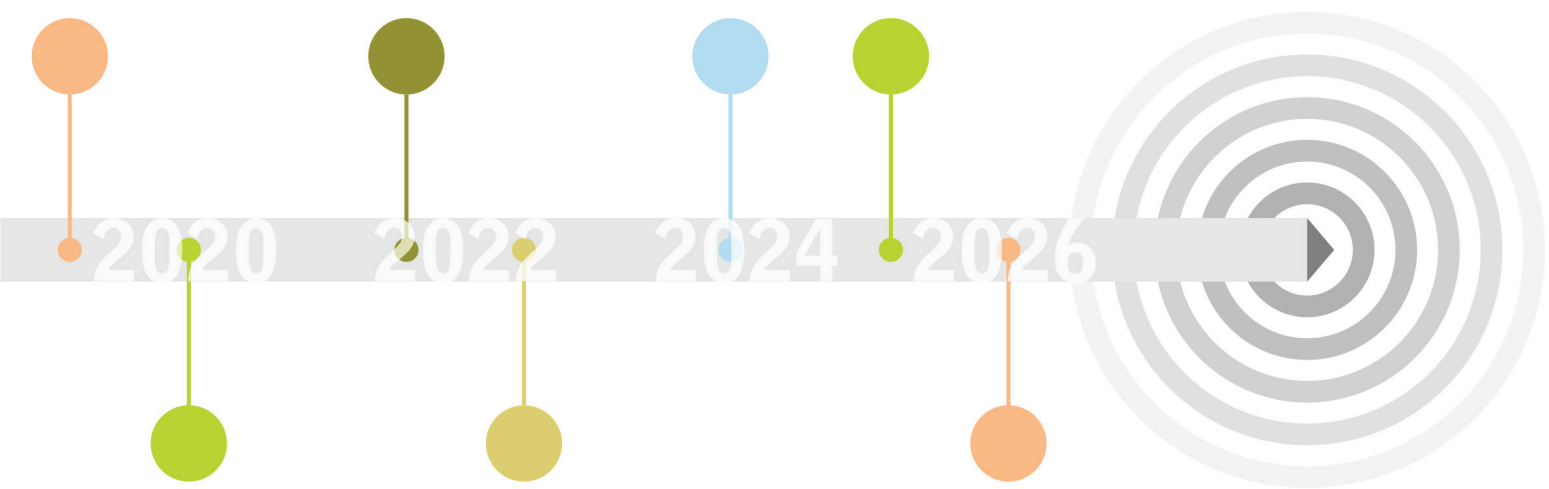
**Goal 6** Enhance the capacity to reflect on gender policy approaches

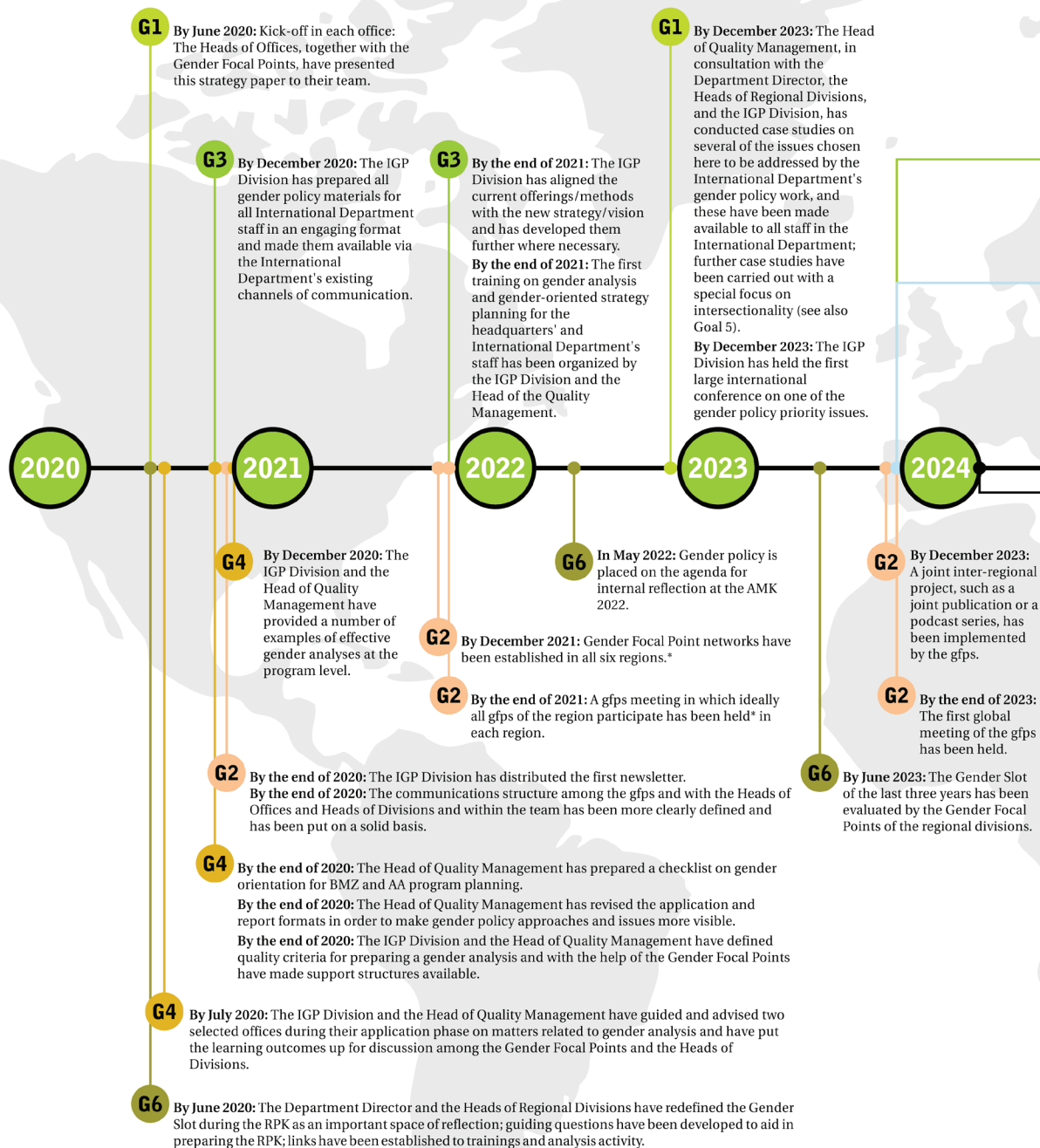
The intervention capacity of the International Department's staff grows through the preparation and discussion of gender policy action approaches and of real-life examples in spaces of reflection at various management levels and opportunities.



# ANNEX 1

## Goals and Activities





**G3**

**By the end of 2023:** All Heads of Regional Divisions, Regional Program Officers, Thematic Project Officers, Heads of Offices, Gender Focal Points have attended a training on gender analysis and on gender-oriented program/strategy planning.

**G5**

**By the end of 2023:** Good practice examples of intersectional approaches have been identified in each of the six regions and have been made visible internally as well as publicly.

**2025****2026****2027****2028****2029****E**

**In 2024:** Survey is conducted among Heads of Offices, Heads of Divisions, and gfps in which in particular Goals 2, 3, 4, 5, 6 and collaboration between the different levels play an important role.  
**In 2024:** Self-evaluation is carried out, with the IGP Division taking the lead. The Quality Management Division and, where necessary, the Quality Circle will provide support by analyzing a random sample of the program documents.

**E**

**In 2027–28:** An external evaluation is carried out which includes an analysis of the standardized evaluations (meta-evaluation) done in accordance with GOPP M&E, as well as a document assessment and supplementary interviews.  
**Optional:** Cross-cutting evaluation examines one of the priority issues that involves gender policy questions and approaches.

\* The meeting can also be held outside the region or existing formats such as the Anna Tröger Summer School can be used to make exchange possible. If all gfps in a region cannot participate due to political reasons, then this decision takes priority.

# Goal 1:

## Set and develop gender policy priorities

The International Department continues to consolidate, expand, and strengthen the following action areas: sexual rights and reproductive justice; political and economic participation and involvement of women, as well as women's empowerment and network building. It should invest in the following learning areas: feminist foreign and security policy, men's policies, as well as the incorporation of an intersectional gender-differentiated perspective in issues related to socio-economic and environmental justice.

### Activities for Goal 1:

- **The Executive Board** takes gender policy into account in all of its planning assumptions.
- **The Executive Board and the Department Director** provide impetus to the specific issues chosen and insist on more nuanced analyses.
- **The offices and regional divisions** focus their gender policy work on at least two of the chosen issues.
- **The IGP Division** focuses on two to three of the priority issues chosen here and thus provides impulses for the International Department's gender policy work.
- **The thematic divisions** develop approaches to their thematic-specific work, making sure to incorporate the action and learning areas.
- **The Gender Focal Points** exchange information and views on the priority issues mentioned (via mailing lists, at regional meetings, etc.) and pool the input from the regions regarding the priority issues.

### Milestones for Goal 1:

- **By June 2020: Kick-off in each office:** The Heads of Offices, together with the Gender Focal Points, have presented this strategy paper to their team.
- **By December 2023:** The Head of Quality Management, in consultation with the Department Director, the Heads of Regional Divisions, and the IGP Division, has conducted case studies on several of the issues chosen here to be addressed by the International Department's gender policy work, and these have been made available to all staff in the International Department; further case studies have been carried out with a special focus on intersectionality (see also Goal 5).
- **By December 2023:** The IGP Division has held the first large international conference on one of the gender policy priority issues.

## Goal 2:

### Strengthen the internal gender policy debates of the Gender Focal Points

In order to promote internal gender policy debates, existing channels of communication are used more effectively, new channels of communication are established, and networking among the Gender Focal Points are strengthened.

#### Activities for Goal 2:

- **The Gender Focal Points** independently establish and coordinate regional networks of all gfps in the respective region. They all meet, if possible, every one to two years in their region. The Gender Focal Points use the networking opportunities to exchange information and views on the priority issues mentioned under Goal 1, to pool their specialized knowledge, and to plan coordinated interventions in a particular region.
- **The IGP Division**, in collaboration with the **regional divisions**, organizes a global meeting of the Gender Focal Points every four years to facilitate strategic exchange regarding the priority issues mentioned under Goal 1; the **IGP Division** keeps staff informed about gender policy via an internal newsletter disseminated quarterly to the International Department, sets up a mailing list for the gfps, and coordinates the discussion; the IGP Division organizes, as necessary, webinars that serve as continuing education and exchange opportunities for the gfps; the IGP Division uses new media to organize the international exchange activities.
- **The Heads of Offices and the Heads of Regional Divisions** ensure that the Gender Focal Points receive the resources and freedom needed for their gender policy work and regularly check if sufficient capacity is available in the office and in the division; the **Heads of Regional Divisions** hold regular discussions with the Heads of Offices on gender policy priorities and their implementation (Gender Focal Points will be involved where necessary); the **Heads of Offices and the Heads of Regional Divisions** use the outcomes of the exchange among the Gender Focal Points to further promote the gender policy debates in their respective region.
- **The thematic divisions** draw on the expertise of the Gender Focal Points in the regional divisions and international offices and on the expertise of the IGP Division for advice and guidance purposes.

### Milestones for Goal 2:

- **By the end of 2020:** The IGP Division has distributed the first newsletter.
- **By the end of 2020:** The communications structure among the gfps and with the Heads of Offices and Heads of Divisions and within the team has been more clearly defined and has been put on a solid basis.
- **By the end of 2021:** A gfps meeting in which ideally all gfps of the region participate has been held\* in each region.
- **By December 2021:** Gender Focal Point networks have been established in all six regions.\*
- **By December 2023:** A joint inter-regional project, such as a joint publication or a podcast series, has been implemented by the gfps.
- **By the end of 2023:** The first global meeting of the gfps has been held.

\* The meeting can also be held outside the region or existing formats such as the Anna Tröger Summer School can be used to make exchange possible. If all gfps in a region cannot participate due to political reasons, then this decision takes priority.



# Goal 3:

## Expand learning opportunities

The International Department and its partner organizations continuously expand their gender policy knowledge and their corresponding capacity for action. Training and materials related to gender analysis and strategy planning are regularly made available to all staff in the International Department.

### Activities for Goal 3:

- **The Heads of Offices and the Heads of Regional and Thematic Divisions** organize gender trainings within their teams and expand their competence, while also increasing the ability to pass on this expertise to their partners.
- **The IGP Division** revises, updates, and disseminates the existing materials (Gender Diversity Modules, Gender Toolkit); the IGP Division develops digital learning modules; the IGP Division raises the awareness of the existing gender policy training portfolio within the department and the international offices and revises it from a professional-pedagogical perspective, while also building up a pool of external trainers and moderators who have gender expertise and advising them on specialist matters.
- **The Head of Quality Management**, in collaboration with the IGP Division, continuously further develops materials and training offerings on gender policy analysis and strategic planning.
- **The Heads of Offices, the Heads of the Regional and Thematic Divisions, and the Gender Focal Points** contribute their own knowledge and examples regarding practicability to the trainings and materials.

### Milestones for Goal 3:

- **By December 2020:** The IGP Division has prepared all gender policy materials for all International Department staff in an engaging format and made them available via the International Department's existing channels of communication.
- **By the end of 2021:** The IGP Division has aligned the current offerings/methods with the new strategy/vision and has developed them further where necessary.
- **By the end of 2021:** The first training on gender analysis and gender-oriented strategy planning for the headquarters' and International Department's staff has been organized by the IGP Division and the Head of the Quality Management.
- **By the end of 2023:** All Heads of Regional Divisions, Regional Program Officers, Thematic Project Officers, Heads of Offices, Gender Focal Points have attended a training on gender analysis and on gender-oriented program/strategy planning.

## Goal 4:

### Improve the capacity for gender policy analysis and Gender-Oriented Program Planning

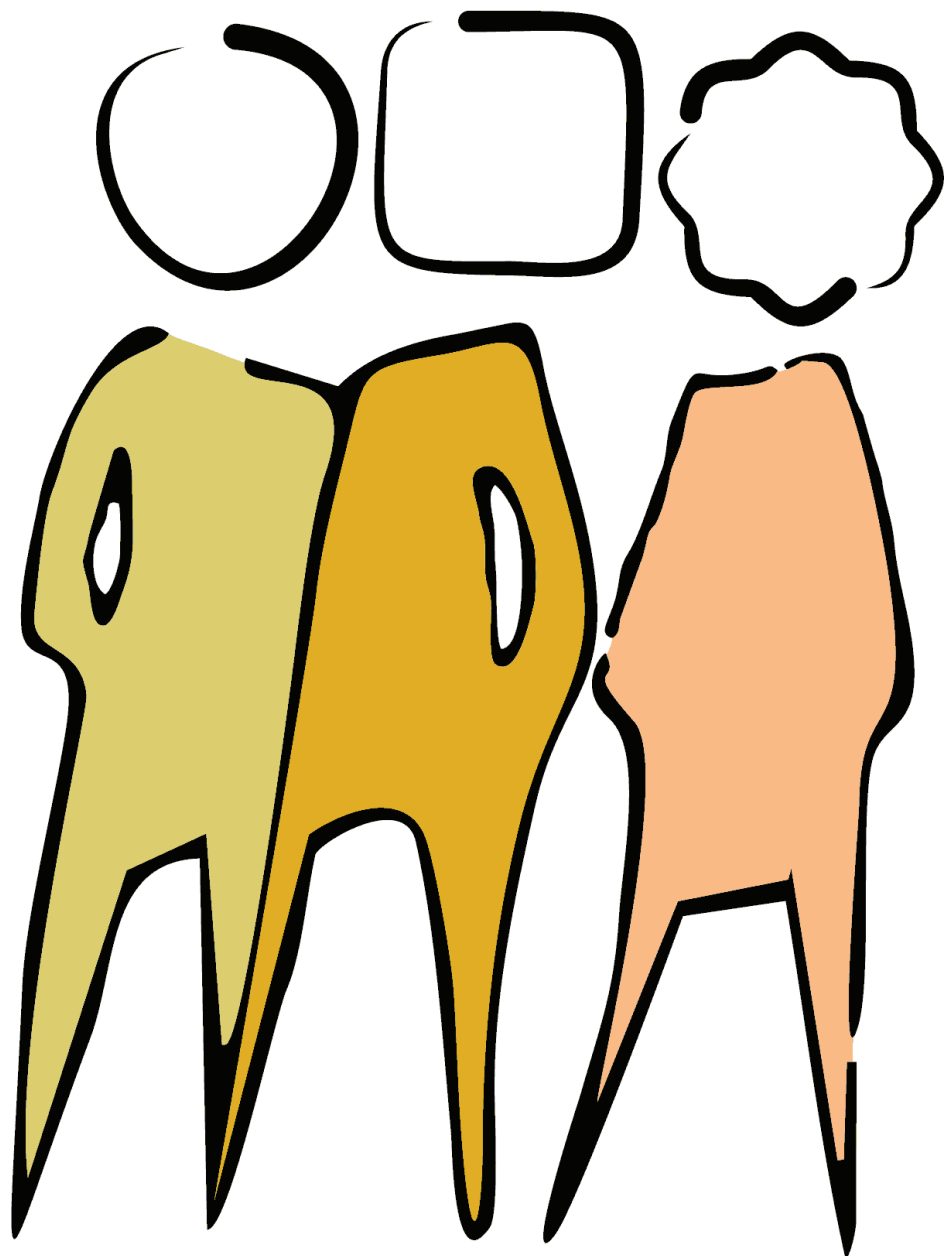
The program goals within the International Department are derived in a comprehensible and strategic manner based on an analysis of (gender) policy-related power relations. Gender-oriented indicators are used in the steering, monitoring, and evaluation of the programs.

#### Activities for Goal 4:

- **The Heads of Regional Divisions, the Heads of Thematic Divisions, and the Heads of Offices** are responsible for ensuring that in the run-up to the program planning of the Federal Ministry for Economic Cooperation and Development (BMZ) and the Federal Foreign Office (AA) a gender analysis has been completed in the respective regions and thematic areas for the application procedure.
- **The Regional Program Officers, the Thematic Project Officers, and the Heads of Offices** develop gender-oriented program strategies in accordance with the theory of change and derive their decisions regarding program goals and indicators from these strategies; they steer and evaluate their gender-oriented programs on the basis of corresponding indicators and the yearly evaluation of gender categorization.
- **The Heads of Offices and Heads of Regional Divisions** engage in regular exchange with their Gender Focal Points on current gender policy developments and, where necessary, adapt their interventions to these developments.
- **The Gender Focal Points** provide support to the Heads of Regional Divisions, Regional Program Officers, Thematic Project Officers, Heads of Offices on gender policy analysis and the incorporation of existing feminist approaches as well as on monitoring.
- **The Head of Quality Management** and the International Gender Policy Division provide advice and guidance to the Heads of Divisions and Head of Offices regarding the application and implementation of gender analysis.
- The International Department's Quality Circle provides support to the Head of Regional Divisions, Regional Program Officers, Thematic Project Officers and Heads of Offices on monitoring the programs' gender policy aspects in accordance with the chosen program goals and indicators.

#### Milestones for Goal 4:

- **By July 2020:** The IGP Division and the Head of Quality Management have guided and advised two selected offices during their application phase on matters related to gender analysis and have put the learning outcomes up for discussion among the Gender Focal Points and the Heads of Divisions.
- **By the end of 2020:** The Head of Quality Management has prepared a checklist on gender orientation for BMZ and AA program planning.
- **By the end of 2020:** The Head of Quality Management has revised the application and report formats in order to make gender policy approaches and issues more visible.
- **By the end of 2020:** The IGP Division and the Head of Quality Management have defined quality criteria for preparing a gender analysis and with the help of the Gender Focal Points have made support structures available.
- **By December 2020:** The IGP Division and the Head of Quality Management have provided a number of examples of effective gender analyses at the program level.



# Goal 5:

Develop methodological-analytical approaches and good examples for intersectionality

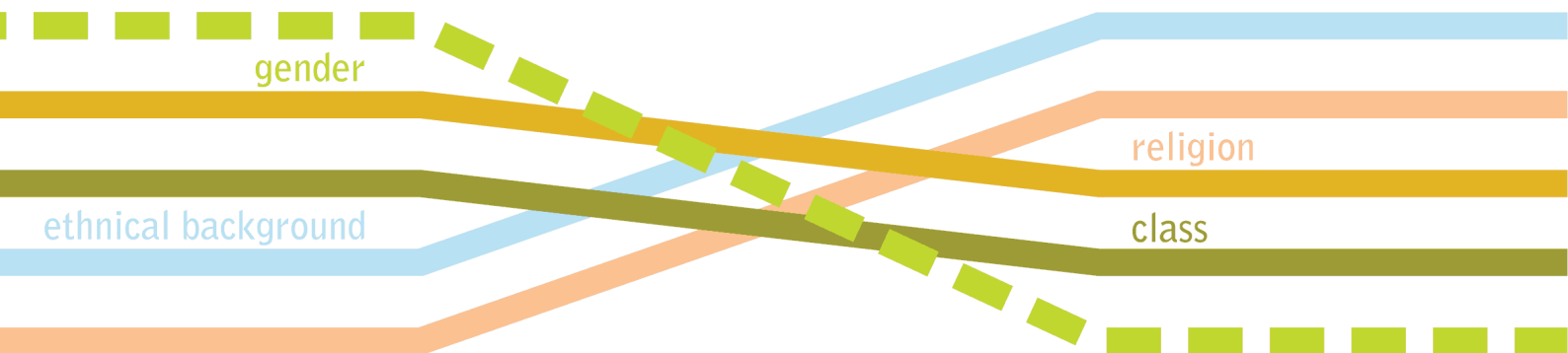
Intersectional differentiation is strengthened in order to incorporate, alongside the analytical category of gender, further forms of discrimination into the program work.

## Activities for Goal 5:

- **The International Gender Policy Division** prepares a handout on methodological-analytical approaches to intersectionality and coordinates it with the Executive Office for the Common Task.
- **The Heads of Regional Divisions, the thematic divisions, and the Heads of Offices, with the support of the Gender Focal Points,** collect examples of intersectional approaches in the regions (good practices) and make them visible internally as well as publicly.
- **The IGP Division and the Head of Quality Management,** in consultation with Heads of Divisions and Heads of Offices, commission case studies on lighthouse projects that feature intersectional differentiation (see also Goal 1).

## Milestones for Goal 5:

- **By the end of 2023:** Good practice examples of intersectional approaches have been identified in each of the six regions and have been made visible internally as well as publicly.



# Goal 6:

## Enhance the capacity to reflect on gender policy approaches

The intervention capacity of the International Department's staff grows through the preparation and discussion of gender policy action approaches and of real-life examples in spaces of reflection at various management levels and opportunities.

### Activities for Goal 6:

- **The Department Director** promotes gender policy reflection within the strategic debates during the Annual Meeting of Heads of International Offices (AMK) and places gender policy issues on the agenda.
- **The Department Director and the Heads of Regional Divisions** use the Gender Slots during the Regional Planning Conference (RPK) for regional strategic gender policy debates.
- **The Heads of Offices, the Heads of Regional Divisions, and the thematic divisions** create spaces for dialogue in which their teams can engage in region- and thematic-specific exchange on gender policy issues and make good practice examples accessible to others in the International Department.
- **The Gender Focal Points** compile the specific regional gender policy expertise and the corresponding approaches in the region and feed this knowledge into the regional and inter-regional spaces of reflection.

### Milestones for Goal 6:

- **By June 2020:** The Department Director and the Heads of Regional Divisions have redefined the Gender Slot during the RPK as an important space of reflection; guiding questions have been developed to aid in preparing the RPK; links have been established to trainings and analysis activity.
- **In May 2022:** Gender policy is placed on the agenda for internal reflection at the AMK 2022.
- **By June 2023:** The Gender Slot of the last three years has been evaluated by the Gender Focal Points of the regional divisions.

## Evaluation of the strategy paper

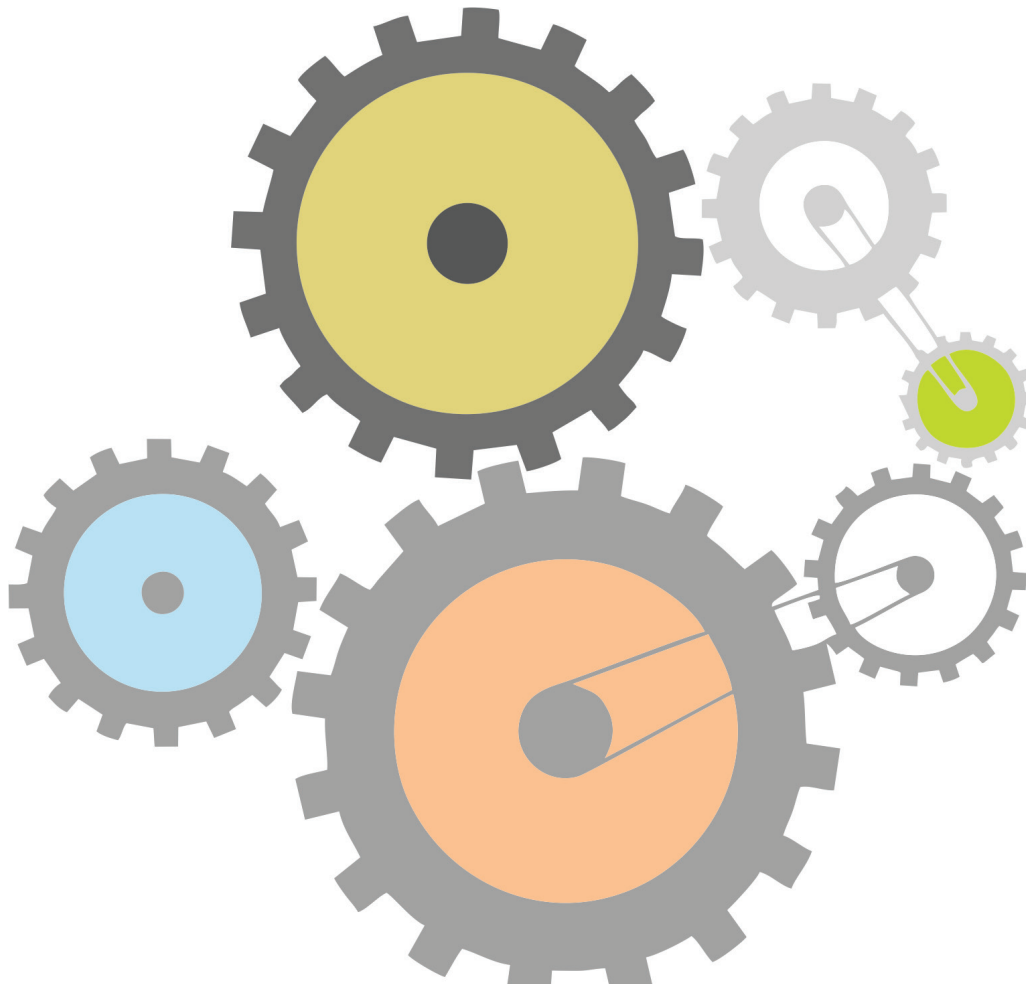
In order to assess the progress made on the goals set here, the International Gender Policy Division and the Quality Management Division will prepare a monitoring matrix that contains the milestones described above and will develop criteria with which to evaluate implementation. The IGP Division has the lead in monitoring and evaluating the implementation of the strategy. This can involve both self-evaluations and external evaluations. The criteria used in the evaluations will be developed based on the 2020 goals.

The following evaluation phases are planned:

- **In 2024:** Survey is conducted among Heads of Offices, Heads of Divisions, and gfps in which in particular Goals 2, 3, 4, 5, 6 and collaboration between the different levels play an important role.
- **In 2024:** Self-evaluation is carried out, with the IGP Division taking the lead. The Quality Management Division and, where necessary, the Quality Circle will provide support by analyzing a random sample of the program documents.
- **In 2027–28:** An external evaluation is carried out which includes an analysis of the standardized evaluations (meta-evaluation) done in accordance with GOPP M&E, as well as a document assessment and supplementary interviews.
- **Optional:** Cross-cutting evaluation examines one of the priority issues that involves gender policy questions and approaches.

# ANNEX 2

## Roles and Responsibilities



## Executive Board and Management as well as Director of the International Department

The entire Executive Board and the Director of the International Department are responsible for the direction of the Heinrich Böll Foundation's gender policy. They function as role models and can generate gender-political awareness and passion through their exemplary commitment. The Executive Board and the Department Director play an active role in strengthening gender democracy by providing impetus, by raising awareness of gender-differentiated perspectives, and by rigorously pursuing and pressing for the International Department's gender policy (program) development.

## Heads of Regional Divisions and Regional Program Officers

The Heads of Regional Divisions and Regional Program Officers at the headquarters steer the work of their regional divisions and as supervisors of the Heads of Offices maintain an overview of the offices' gender policy work. They are responsible for gender analysis within the program planning and also create space within their teams for exchange and feedback on gender policy work. Each regional division has a Gender Focal Point (gfp) to which the necessary time resources must be made available. The Head of a Regional Division has the

responsibility of ensuring the implementation of gender policy orientation and planning as well as the induction of the gfp.

## Role of the Heads of Offices

The responsibility for steering the programmatic and political direction of the offices lies with the Heads of Offices. This also includes the strategic positioning of gender policy. The Heads of Offices advocate, both internally and externally, for gender equality, as it is a core political issue of the Foundation. As senior management staff, they serve as role models for their employees. The Heads of Offices are responsible for the design and implementation and program applications, and thus for the gender analysis as well as for the prioritization and selection of partners, target groups, and formats for goal attainment. They also make sure that gender democracy is practiced inside their office as a form of political culture.

The Head of Office appoints the Gender Focal Point (gfp) and inducts them into the role. The Head of Office must ensure that the gfp is involved in all relevant processes and receives the necessary time and financial resources. Gender policy work in highly aggregated thematic areas requires exchange to take place across disciplines. The responsibility for creating space for all colleagues to engage in such exchange lies with the Heads of Offices.



## Gender Focal Points in the International Offices and Regional Divisions

The gfps are to devote on average 15 percent of their working hours to gender policy work.

### Advisor

Gfps provide advice and guidance on gender policy matters to their respective Heads of Offices and Heads of Divisions as well as to other colleagues, particularly supporting them with gender analysis and with gender-oriented program and project planning. As part of the annual planning process, the gfps ensure that the gender policy goals and strategic approaches of an office/division are aligned with the general gender policy strategy of the hbs. If necessary, the gfps organize capacity-building activities on gender and women's policy issues for their team.

### Knowledge Manager

They document good practices in relation to gender policy in their office/division – as efficiently and adequately as possible – and make these available to colleagues across the entire foundation and, if appropriate, to the general public. In particular, they identify and document the intersectional gender policy interventions of their office/division. They exchange knowledge and experiences with their office team and with other Gender Focal Points in their region and worldwide,

thus contributing to the continuing education of staff in the offices/divisions.

### Networker

The gfps regularly exchange information and views on the hbs's priority gender policy issues with other gfps, which is mostly done through virtual channels. The gfps within a region engage in more frequent exchange if necessary and meet face-to-face in the region every one to two years. The gfps hold a global meeting every four years. The purpose of the regional and global networks is to mutually strengthen one another and – as required – to plan and coordinate joint interventions. Such exchange makes the gfps particularly well equipped to participate in international gender policy debates.

### Coordinator

The gfps have coordinating responsibilities. Once a year, each region appoints a coordinator (gfp of an office or gfp of a regional division) who is to devote an additional 10 percent of their working hours to the following responsibilities:

- Organizing networking meetings (offline and online) including structuring the content, preparing the agenda, compiling documentation as well as a report on the network's progress including the challenges and successes of the individual gfps (offices and divisions).

- Promoting exchange and peer learning among the gfps within the region.
- Pooling the substantive work of the gfps within the region.

## Modalities

In order for Gender Focal Points to be able to perform the roles described above and to fulfill the associated responsibilities, they are to be supported by senior management staff accordingly, such as through (i) capacity building (ii) support from external gender experts and (iii) the corresponding allocation of resources (e.g., time).

A Gender Focal Point is appointed for a term of two years; an extension can be granted in consultation with the Head of Office and the gfp. A Gender Focal Point of a regional division can be a Project Officer or a Senior Programme Officer. Gender Focal Points should have interest and expertise in gender policy.

The role of a Gender Focal Point is a supplementary role to that of their role as a Program Coordinator, Project Officer, or Senior Programme Officer. As a Program Coordinator, the colleagues play the same role and have analogous responsibilities within their thematic area to other Program Coordinators. For colleagues to be able to fulfill the role of a Gender Focal Point, the respective Head of Office or Head of Division must free up capacity for them. It is recommended to link the role of a gfp with that of a Program Coordinator for (Gender)

Democracy, as this combination would generate the most synergies.

## International Gender Policy/LGBTIQ (IGP) Division

### Responsibilities as a Thematic Division

The International Gender Policy/LGBTIQ (IGP) Division develops its own priority programs and projects in consultation with the Executive Board and the Department Director.

The IGP Division supports the regional offices' efforts to engage at the international level by pooling concerns and creating inter-regional cross-linkages. It is important to have inter-regional coordination, especially in international fields of activity that involve inserting a gender policy perspective into the influencing of international agreements and international decision-making processes. The International Gender Policy/LGBTIQ Division takes over such coordination in consultation with the Executive Board and the Department Director.

By providing regular gender policy updates, the IGP Division gives impetus to the work of the thematic divisions, the regional divisions, and the international offices.

### Responsibilities in Terms of Consultation, Coordination, and Continuing Education

The IGP Division's inward-facing work includes consultation, coordination, and reflection.

The IGP Division is responsible for developing, implementing, and evaluating the gender policy strategy.

The IGP Division is the contact for all Gender Focal Points and maintains direct contact with them. While it is the responsibility of the gfps to initiate and maintain communications with the other gfps in their region, the IGP Division strengthens all gfps by improving the flow of information and also coordinates regular (virtual) exchange forums.

The IGP Division plays a coordinative role within its specialist field, which means it is desired that there be a feedback loop with the Heads of Regional Divisions, the Heads of Offices, and the divisions and it is to be ensured that a corresponding response is received from the Heads of Regional Divisions, the Heads of Offices, and the divisions.

In collaboration with the Quality Management Division, the IGP Division reflects on the possibilities for pooling gender policy knowledge and experience, for retaining and further developing built-up expertise, and for leveraging and drawing on know-how inter-regionally, and advises the Executive Board accordingly.

The IGP Division, in collaboration with the Quality Management Division, ensures that gender trainings, especially on gender analysis, are developed further, which involves defining standards for such trainings and organizing experienced trainers.

## Quality Management (QM) in the Management and Evaluation Division (StEva)

### Responsibilities in Terms of Quality Management

The Head of Quality Management (QM) leads the Quality Circle, which supports divisions and offices to independently use the GOPP M&E tools. Here, impact-oriented program monitoring plays a crucial role so as to make visible the outcomes and potential problems and obstacles posed by the gender strategies and gender goals formulated by the programs and to document adjustments in the reports provided these are sensible and necessary. The monitoring involves a constant process of reflection and learning, the responsibility for which is shared by the Quality Circle and the IGP Division. In addition, the Head of QM provides advice and guidance to Quality Circle members and Heads of Divisions on specific matters related to the implementation of gender analysis and to the planning, monitoring, and evaluation of programs.

### Responsibilities in Terms of Training

The Head of QM personally conducts introductions and training sessions on the GOPP M&E toolset and also supports trainings by organizing external trainers. Together with the Head of IGP, she continuously further develops materials for gender policy analysis and strategic planning.

## Responsibilities in Terms of Evaluating the International Gender Policy Strategy

The Head of QM, in collaboration with the Head of IGP, prepares a monitoring matrix to evaluate the implementation of the international gender strategy of the International Department. The QM unit in the StEva Division supports the ongoing learning process regarding the hbs's international gender policy through the commissioning of case studies and through random sample assessments and/or other evaluation measures as agreed upon in the goals and activities.

