

USAID/TANZANIA GENDER AUDIT NEWSLETTER

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USAID/Tanzania Staff Complete Gender Audit

Fifty-seven staff members at the USAID/Tanzania office in Dar es Salaam participated in a Gender Audit questionnaire in February and March 2006. The survey was distributed to 66 staff members, including employees in all departments except for the drivers in the motor pool. Of the 57 respondents, 49.1% were women staff members, representing 90% of all the women in the mission. Men comprised 47.4% of the respondents, representing 77% of the men in the mission (again excluding the drivers). Surveys which did not indicate a sex category totaled 3.5%.

The age distribution of staff is almost entirely over 30. Those between 30-45 years old represented 50.9% of respondents. Staff members over 45 years of age were 45.6% of the total number responding. One person chose not to indicate his/her age (1.8%).

Employees from a range of staff positions filled out the gender audit questionnaire. Support staff comprised 24.6% of the survey respondents representing 63.6% of the total number in the mission. Both senior management (including SO Team Leaders) and other technical staff responded at a commendable 100% rate; senior staff members were 15.8% of the surveys and other technical staff 35.1%. SO Team technical staff made up 24.6% of the respondents, reflecting almost 90% of the number in the mission (some were on TDY).



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Gender Integration at USAID/Tanzania

The initial phase of the gender audit for USAID/Tanzania revealed that some activities' efforts have made gender integration central to their work and that the mission has already taken a number of important steps to institutionalize gender integration in the program cycle and in mission operations. Staff members have a high level of awareness of the importance of addressing gender inequalities and their effect on development work.

There is already a funded position of a gender advisor and there is a Gender Working Group (GWG). Guidelines for gender mainstreaming in the procurement process have been prepared and gender language has been included in recent APS drafts and other procurement documents. Gender issues are included as a topic in the portfolio review process. The country strategic statement does a good job of identifying key gender issues that affect implementation for each SO as well as noting gender equality goals for the mission's programs as a whole.

Several examples of gender integration in SO activities include YouthNet, PACT-Tanzania's gender manual for advocacy NGOs, Technoserve's work with a cashew nut processing factory and its employment of women; and Tanzania Coastal Management Program's effort to

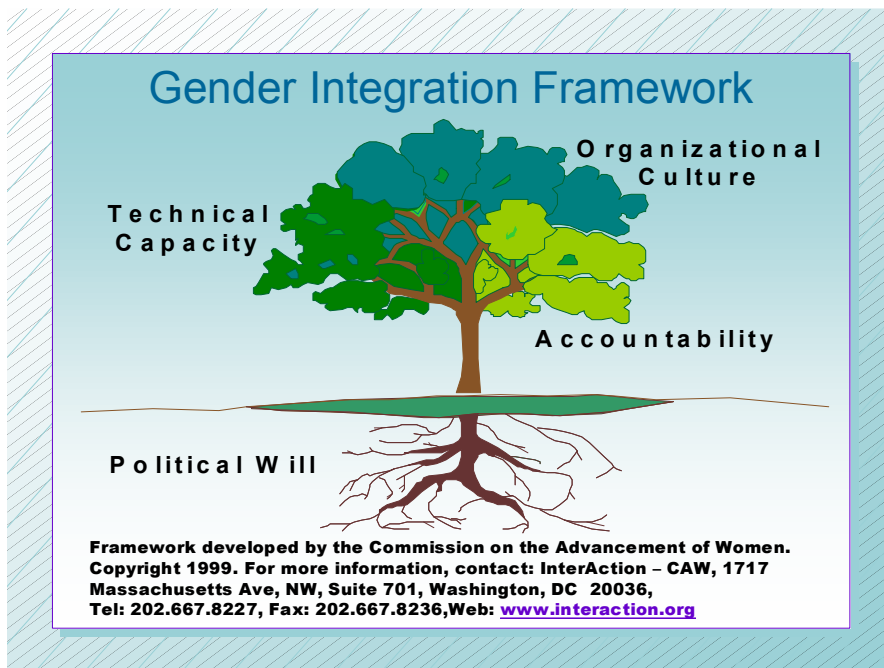
- 1 USAID/TZ Staff Complete Gender Audit
- 1 Gender Integration at USAID/TZ
- 2 How the Gender Integration Process Works
- 3 The Gender Audit Process and Schedule
- 3 Characteristics of a Good Worker at USAID/TZ
- 4 Staff-Identified Obstacles to Gender Integration at USAID/TZ
- 4 Successes of Integrating Gender at USAID/TZ
- 4 Challenges of Integrating Gender at USAID/TZ
- 4 Innovative Ideas on Advocacy
- 5 Action Recommendations

INSIDE THIS ISSUE

support women's income-earning through seaweed farming, beekeeping, and fish marketing. These examples should be shared across SOs, publicized further, and analyzed for lessons learned.

The first phase of the gender audit for USAID/Tanzania gender audit commenced with presentations on the audit process to all staff members. The second phase will include a presentation of the audit survey results to staff and a series of focus group meetings to develop a new gender action plan and possibly a mission gender policy. The gender advisor has also begun to review and list available reference materials in the mission to assist gender integration efforts and has created a resource shelf for hard copies of some documents in addition to organizing resources for the P:// drive on gender. A series of presentations on good practices on gender mainstreaming from USAID/Tanzania activities are in the planning stage (e.g., FHI (Youthnet), Tanzanian Coastal Management Project (TCMP), and Pact-Tanzania (TAP)).

The final report on the gender audit will be completed in July 2006.



Gender Integration

Integrating gender in an organization's activities and structures has both an external and internal dimension. Externally, gender integration fosters the participation of and benefits to women and men in an organization's initiatives and programs. Internally, gender integration promotes women's leadership and equality in an organization's own policies and structures.

HOW THE GENDER INTEGRATION PROCESS WORKS (FROM THE CAW GENDER AUDIT HANDBOOK)

Integrating gender in an organization's programs and organizational structure is an organic process, which is akin to a living tree. The tree (above) symbolizes the gender integration process. At the core or base of the process is *political will*, represented by the roots of the tree. An organization with strong political will, like a tree with strong roots, is able to bear much fruit, in this case the fruits of gender integration - *technical capacity*, *accountability* and a positive *organizational culture*.

Strong political will, exhibited in a commitment of staff time and organizational resources, facilitates a process for building organizational technical capacity and ownership to attain gender sensitive programming, organizational structures, and procedures. Organizational structures and procedures promote effective institutional accountability. Strides in the areas of political will, technical capacity, and institutional accountability are sustained by a positive political culture whose institutional goal is the participation of and benefits to women and men in development and humanitarian assistance programs while promoting women's leadership and equality in programs and organizational structures.

The Gender Audit Process and Schedule

In mid-February, the USAID/TZ mission director sent a memo all staff announcing the Gender Audit (GA) beginning in February 2006. Through several interactive presentations, group meetings, and interviews, information was shared about the gender audit and its accompanying survey during the rest of February. The survey was distributed, completed, and collected between February 23 and March 3, 2006. Of the 66 surveys given out, a total of 57 were returned and included in the analysis.

Initial results of the analysis will be circulated to the staff in the form of a short newsletter beginning in late April 2006.

In May, the second phase of the audit will begin with a presentation to and discussion of the results with the mission staff.

Selected individuals will then be included in focus group discussions to explore the survey results at greater length and to provide additional suggestions about the content of the USAID/Tanzania Gender Action Plan. This is scheduled for the week of May 8th through 12th.

The draft Action Plan will be shared with the Gender Working Group and then presented to other mission staff for discussion and refinement.

The final report about the Gender Audit and will be submitted in June/July 2006. The Mission Director and Gender Advisor will review and, as appropriate, circulate the report to staff and use in discussions to finalize the Gender Action Plan and Mission Gender Policy.

Characteristics of a good worker at USAID/Tanzania

Multiple responses for -

- A hard worker
- Technically skilled; well-qualified; well-informed about Tanzania and/or development
- A team player
- Honesty; integrity
- Respects people regardless of sex, age, or position; respects diversity in the workplace; non-discriminatory
- Knowledgeable of gender integration; gender-aware
- Professional

Single responses for -

- ◇ Innovative
- ◇ Committed
- ◇ Considerate/Courteous
- ◇ Proud
- ◇ Productive
- ◇ Passionate
- ◇ Punctual
- ◇ Open-minded



Something to think about

Are any of these characteristics gendered? That is, is it harder for either men or women to achieve any of these characteristics?

Successes

IN INTEGRATING GENDER EQUITY AT USAID/TANZANIA

- >> All staff members are treated equally and no man is considered better than a woman; women are respected in all areas. Women are as confident as men.
- >> The number of women in USAID/TZ and its implementing partners has increased.
- >> Employing a qualified woman to deal with gender issues.
- >> Received financial resources to carry out the gender assessment/audit
- >> Improvement in the work of CAs and support for their activities on gender which has improved the well-being of women and the reduction of inequalities in access to essential services.
- >> Integrating gender into all SO programming.
- >> Use of participatory approach to gender analysis.

Challenges

IN INTEGRATING GENDER EQUITY AT USAID/TANZANIA

- >> How to integrate gender in planning at the activity level.
- >> How to report on gender integration and to assess its impact. Although numbers [are] a good proxy to show progress towards a goal set for a program, it is often tough to show a positive correlation between the numbers and the actual impact.
- >> Perception that gender issues are in conflict with some aspects of African cultures; having to switch from old ways [behaviors] or thinking on gender issues.
- >> Fostering open discussion on gender issues setting attended by groups with different cultural backgrounds
- >> Barriers to women's participation in programs created by some religious groups.
- >> Limited financial resources in general for development programs.
- >> Greater interest in some technical offices on their primary (i.e., not gender-related) activities.
- >> Incorporating awareness of gender everyday, all day, so that it becomes part of everything that is done; "do not let [gender] sit outside; bring it into every aspect of our lives"

STAFF IDENTIFIED OBSTACLES TO GENDER INTEGRATION AT USAID/TANZANIA

Lack of staff training on gender	63%
Cultural patterns of Tanzania	49%
Lack of financial resources for gender	30%
Low organizational priority for gender	30%
Lack of gender analysis tools	26%
Office culture/environment	12%
Organization size	14%
Cultural patterns of the USA	12%
Number of staff	11%
Lack of support from senior mgmt	7%

OTHER OBSTACLES WRITTEN IN BY STAFF:

- Lack of incentives
- Lack of time
- Lack of a gender technical officer (previously)

Innovative ideas on advocacy

Several people wrote about the importance of promoting gender awareness outside the mission. One respondent suggested providing gender awareness to the public, starting with secondary school students. Another suggested support to TV talk shows and workshops.

ACTION RECOMMENDATIONS

WRITTEN IN BY STAFF

NOTE: These are clustered according to the dimensions of the CAW's Gender Integration Framework. Percentages indicate the proportion of total recommendations for each dimension. Not all ideas are listed.

Already doing a good job (6%)

Organizational Culture (8%)

- Create office ombudsperson who would be elected by staff
- Organize social events for men and women to get together
- Prepare tips on gender equality; disseminate gender equality materials
- Show videos & films about gender issues
- Circulate jokes about gender
- Educate men and women that they are equal
- Develop guidelines on promoting gender equality and share them

Technical Capacity (44%)

- Provide more training on gender for internal staff, especially on integrating gender throughout the program cycle; identify training opportunities outside of TZ
- Making information about how to integrate gender more targeted for the technical staff
- Improving planning at the initial stages of program and activity design
- Develop indicators for follow-up, impact
- Improve understanding of gender dynamics among Tanzanian families and communities (e.g., involve men as stakeholders in the health SO, look at decision-making across sectors, and look at men's roles and power structure in the household)
- Integrate gender into M&E system
- Support more visits to field sites of women

Accountability (28%)

- Reward best practices
- Provide incentives (include other Cross-Cutting Themes)
- Allocate sufficient resources to disseminate information and support gender integration
- Encourage gender balance and gender equality in hiring in both professional and non-professional jobs
- Develop program with gender focus rather than women in development
- Establish gender policy
- Employ women in senior positions
- Include gender in job descriptions of key staff
- Review maternity/paternity benefits policies and support positive enforcement of them
- Update action plan
- Review cultural and working expectations for men and women
- Remove any policies that are discriminatory; enforce existing US laws

Political Will (15%)

- Identify areas where there are gender gaps
- Promote gender awareness
- Keep up an emphasis on gender integration; continue to stress its importance
- Encourage women to take on leadership roles
- Communicate information about gender policies and procedures to all staff, regardless of position
- Encourage sharing and synergies and networking across SOs on gender issues