

# USAID/TANZANIA GENDER AUDIT NEWSLETTER

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## DRAFT VISION STATEMENT

As a concluding component of the Gender Audit that USAID/Tanzania has been implementing over the past months, a draft vision statement has been developed. A vision statement provides a guide of something positive to move toward. The statement below tries to articulate the vision that USAID/Tanzania has of its goals for gender equality. It is constructed from the focus group statements and the survey results, but the final version needs to be vetted by the mission itself to be sure that there is concurrence and that it accurately captures mission needs.

### ENGLISH VERSION

USAID/Tanzania supports the achievement of gender equality in all mission offices and programs. "Gender" does not refer only to women, but includes both men and women. It is understood to mean the economic, social, political, and cultural attributes and opportunities associated with men and women...[that] vary among cultures and change over time. Each member of the mission, from technical staff to the front office, from procurement to the motor pool, shares the responsibility for working toward the goal of gender equality and has a distinct role to play in its achievement. Each staff member will treat others with respect, regardless of sex, whether in their offices or in the community. Mission management will establish appropriate gender policies in consultation with mission staff and will be responsible for disseminating and implementing those policies. In their relations with each other, the staff of USAID/Tanzania will be a model for gender equitable relations in carrying out of both their development programs and their relationships with implementing partners, government officials, and members of the wider Tanzanian community.

### SWAHILI VERSION

Shirika la Kimataifa la Misaada la Marekani (USAID) linalenga katika kufanikisha usawa wa "Kijinsia" katika shughuli zinazohusu wafanyakazi na programu zake zote. "Jinsia hailengi au kuwa na maana ya wanawake pekee", bali inajumuisha kwa pamoja wanawake na wanaume. Jinsia inaeleweka kwa kumaanisha mgawanyiko na mahusiano ya kijamii, kisiasa, kiuchumi na kiutamaduni kati ya wanawake na wanaume kama yanavyojengwa na jamii kupitia malezi na katika misingi tofauti, na hutofautiana kutoka jamii moja hadi nyingine. Mahusiano ya kijinsia yaliyojengeka vile vile hubadilika au hubadilishwa kutokana na wakati au mabadiliko katika jamii husika.

Kila mfanyakazi kutoka kada na wadhifa mbalimbali na kwa nafasi aliyonayo ndani ya shirika, anaowajibu kwa namna ya kipekee kabisa wa kuhakikisha kuwa malengo ya kuleta usawa katika mahusiano ya kijinsia yanafanikiwa.

Kila mtu anajukumu muhimu la kutekeleza suala hilo. Kila mfanyakazi anawajibu wa kumheshimu kila mtu wa jinsia yo yote ile bila ubaguzi, iwe ofisini au katika jamii anamoishi. Kwa kushauriana na wafanyakazi, uongozi wa USAID/Tanzania utatengeneza sera ya jinsia madhubuti inayolingana na mahusiano na programu zake, na itakuwa ni wajibu wa kila mfanyakazi kufikisha, kueneza na kutekeleza sera hiyo. Inategemewa kuwa mahusiano bora na ya usawa wa kijinsia kati ya wafanyakazi wa USAID/Tanzania yatakuwa ya mfano wa kuigwa katika shughuli za kimaendeleo zinazotekelezwa na shirika letu kwa kushirikiana na washirika wetu mbalimbali kama vile wafanyakazi wa serikali, taasisi zisizo za kiserikali na jamii yote husika ya Tanzania.

WRITE A MOTTO ABOUT GENDER EQUALITY FOR USAID/TANZANIA  
ENTER THE CONTEST - SEE PAGE 7



**USAID**  
FROM THE AMERICAN PEOPLE

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## STEPS TOWARD A GENDER POLICY

Defining and articulating a gender policy is one of the first steps in the Action Plan. It is anticipated that the mission will have an approved policy in place by December 2006.

A gender policy helps to state why it is important to work towards achieving gender equality in the mission. It supports the statement of gender equality goals that gets approved in the final vision statement. The policy applies to the entire organization, including its programming, procurement, human resources issues, work environment, etc. To make sure the policy is applied fairly and across the whole mission requires commitment, validation, and organizational support from the senior management. They are the leaders for carrying out activities to advance the knowledge and skills of staff so that they can improve how gender is addressed in their work. Managers are also key figures, as they help to ensure that the process is supported and continued, to build staff capacity, to provide funding and time, and to make accessible information, training, and technical support.

The final statement of the policy will spell out the responsibility for the development and implementation of efforts to achieve gender integration. This responsibility should be given to USAID/Tanzania's Gender Working Group (GWG), whose membership is drawn from all departments of the mission. They then have the task of finalizing the action plan and coordinating the activities it identifies to integrate gender across the mission. It would establish an effective monitoring and evaluation mechanism to define a baseline and track progress towards both process and impact, by measuring the extent to which gender is being mainstreamed into mission programs and operations as well as whether there is an impact on key gender equality measures.

- √ Provide a background and/or rationale for a gender policy by acknowledging the global mandates on gender equality, such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) (1979), the Beijing Platform for Action (1995), and the Millennium Development Goals (MDG) (2002) as well as institutional guidance, which for USAID, would include the relevant sections of the ADS.
- √ State the definitions of gender-related terms and concepts such as "gender" "gender equality" and "gender mainstreaming" so that they are accessible to all members of the organization and create a common foundation.
- √ Identify the specific gender-related goals and objectives for the organization. According to the InterAction overview, most policies clearly distinguished different levels of management and their specific targets for change: e.g., by the board, senior management, staff, programs, and partners.
- √ Include or summarize the action plan and the commitments being made by the mission for its implementation.
- √ Include Monitoring and Evaluation plan for the mission on program impact on gender

*Millennium Development Goal 3,  
"Promote gender equality and empower  
women."*

# A Global Picture of Gender Inequality

According to UNIFEM ([www.unifem.org](http://www.unifem.org)):

One in three women world-wide are subjected to gender-based violence or neglect, and it is a major cause of death and disability, greater than traffic accidents and malaria combined. One woman in five is a victim of rape or attempted rape during her lifetime.

Some 600,000 die in childbirth, many for lack of medical attention or sanitation.

Millions more are victims of infanticide in countries that value boys over girls.

Women account for almost half of all HIV/AIDS cases worldwide, and in Africa, close to 70 per cent of infected people are women.

Women are more insecure in the working world, unemployed longer and more frequently than men.

They are educationally handicapped; two-thirds of the world's 876 million illiterates are women.

Outside of agriculture, women continue to earn about 78% of men's wages for similar jobs.

## ACTION PLAN COMPONENTS

To achieve the vision, USAID/Tanzania needs two additional pieces: a POLICY (discussed on page 2) and a PLAN. The draft action plan that follows builds on the responses to the gender audit survey as well as the focus group discussions. The draft plan below translates the specific tasks that emerged from mission staff's comments and organizes them into four spheres of action:

- Demonstrating Leadership and Formulating Policy
- Providing Training
- Improving Programming
- Communication and Outreach

It will also be necessary to sequence the tasks into a clear schedule of operation, depending upon available time and funding. For example, as part of the process of demonstrating leadership on gender equality, it is necessary to first agree on the action plan and then to begin to carry it out.

### *Toward Gender Equality in Tanzania*

The constitution provides for equal access to justice for both men and women in the Bill of Rights and prohibits discrimination based on sex.

Tanzania has adopted four of the Beijing priority areas for its own National Platform for Action:

- Enhancement of women's legal capacity
- Economic empowerment of women
- Political empowerment of women
- Improvement of women's access to education and training.

## Demonstrating Leadership

Area of focus	Illustrative Tasks	Result	Responsibility	Timeframe
1. Develop and approve gender action plan	Discuss draft action plan and revise as appropriate	Establish sequence and tasks for addressing gender inequalities in programs and operations	Gender Advisor, GWG, Program Officer, and Mission Director	On-going
2. Define roles and responsibilities for gender integration mission-wide	Clarify how each member of the mission can help to achieve gender equality and to pay attention to gender issues in his or her own work: ⇒ Gender Advisor ⇒ Gender Working Group ⇒ SO Team Leaders ⇒ All admin/EXO staff ⇒ All other staff ⇒ Mission Director	Set expectations for performance and results in gender mainstreaming	Gender Advisor, GWG, Program Officer, and Mission Director	By December 31, 2006
3. Develop mission gender vision	⇒ Draft and approve gender vision statement	Set expectations for performance and results in gender mainstreaming	Gender Advisor, GWG, with consultations with mission staff and approval from Mission Director	By December 1, 2006
4. Improve procedures related to gender integration	⇒ Revise guidance on gender integration in procurement ⇒ Distribute (and keep up to date) guidance on Gender requirements in the ADS ⇒ Compile list of women-owned companies for EXO's office	Strengthen mission's knowledge of agency guidance on gender  Improve mission's ability to reach targets for use of women-owned businesses	Gender Advisor, GWG, other offices as needed	By December 1, 2006  By December 1, 2006  By February 28, 2007
5. Recognize achievements in gender integration	⇒ Create award(s) for gender successes	Increase awareness of positive efforts to integrate gender into program and operations; Reward good performance	Gender Advisor, GWG, Front Office	Twice annually
6. Establish mission gender policy	⇒ Approve gender policy ⇒ Approve statement for achieving gender equality in all job descriptions ⇒ Clarify information on gender-based policies (e.g., maternity and paternity leave, breastfeeding during office hours, explain any affirmative action efforts)	Provides guidance for entire mission about roles and responsibilities for gender mainstreaming	Draft by GWG; Discussion by mission as a whole; Formal approval by Mission Director and EXO's office	February 28, 2007

## Providing Training

Area of focus	Illustrative Tasks	Result	Responsibility	Timeframe
1. Develop training plan for different audiences	Clarify audiences for different trainings; Identify possible local and international training options; Establish sequence for implementation	Clear program of sequenced training activities identified	Gender Advisor, GWG, other offices as needed	January 31, 2007 for first draft, then quarterly updates
2. Provide targeted training for Gender Working Group	Identify level of training needed; Contact USAID-mechanisms that offer gender trainings; Identify overseas and domestic training opportunities, schedule, and available support	Strengthen and empower Gender Working Group as leaders of gender mainstreaming	Gender Advisor, GWG, with possible assistance from other assistance mechanisms e.g., IGWG, HPI, WID IQC, etc.	TBD, depending on identified training options
3. Develop or organize gender awareness trainings (which could be integrated into other trainings)	For audiences such as: ⇒ Non-SO team admin, technical, and EXO staff ⇒ All new employees	Bring all staff members to basic level of understanding of gender issues	Gender Advisor, GWG with possible assistance from other assistance mechanisms e.g., IGWG, HPI, WID IQC, etc.	TBD, depending on identified training options, revised quarterly
4. Develop or organize in-depth training (issue or sector-specific) on gender analysis and integration	For audiences such as: ⇒ SO teams/technical staff ⇒ Cooperating Agencies/Partners	Bring all staff members to basic level of understanding of gender issues AND enhance skills in relevant sectors for selected technical staff	Gender Advisor, GWG with possible assistance from other assistance mechanisms e.g., IGWG, HPI, WID IQC, etc.	TBD, depending on identified training options, revised quarterly

## Improving Programming

Area of focus	Illustrative Tasks	Result	Responsibility	Timeframe
1. Improve technical capacity for gender integration in programming	⇒ Develop checklists for involvement of gender advisor and GWG early in solicitation and design process ⇒ Include SO Teams in sector-specific gender trainings as participants and as resource persons ⇒ Establish gender email networks with partners to disseminate program/activity-relevant gender information and documents	Greater ability to identify relevant gender issues that require attention in program design; Improved ability to achieve gender equitable results in programming Ability to monitor and assess impact in program	Gender Advisor, GWG, SO Teams	On-going
2. Improve Mission reporting on gender	⇒ Develop common gender indicators across SOs ⇒ Establish baseline data ⇒ Develop guidelines for SO teams to help them identify and report on gender successes ⇒ Include gender issues and sharing of good and best practices as agenda items in regular partners' meetings	Ability to document results of gender integration in programs (both qualitative and quantitative information/results)	Gender Advisor, GWG, SO Teams, WID Office	On-going
3. Monitoring and Evaluation	⇒ Implement "mini-gender audits" for each SO in a rotating sequence to assess the work of partner organizations and to evaluate if they are integrating gender as agreed on in proposals, activity plans, and Scopes of Work.	Improved monitoring of gender integration in programming; Ensure that work is up-to-date and avoid problems at interim or final program evaluations	Gender Advisor, GWG, SO Teams	Quarterly

## Communication and Outreach

Area of focus	Illustrative Tasks	Result	Responsibility	Timeframe
1. Increase and improve resources available on gender analysis and mainstreaming	<ul style="list-style-type: none"> <li>⇒ Establish and maintain and update gender documentation center and electronic resources</li> <li>⇒ Carry out or find gender analyses of Tanzanian policies and/or laws</li> <li>⇒ Establish closer relationships and collaboration with the GOT (ministries and regional/district govts)</li> </ul>	Provides repository for SO teams and communication staff to access for up-to-date information and guidance on gender issues and Tanzanian statistical data	Gender Advisor	On-going, revised and added to as needed
2. Improve cross-SO communication about gender	<ul style="list-style-type: none"> <li>⇒ Organize regular meetings or presentations in which SO teams will share gender issues (successes or problems) with each other</li> <li>⇒ Facilitate Sos in posting and sharing success stories or best practices in the Public Folder and through newsletters</li> </ul>	Provides mission with a picture of program impact on gender-based constraints and opportunities; Creates greater awareness of significant work on gender issues carried out by partners	Gender Advisor, GWG, SO Teams	Develop meeting schedule by September 30, 2006; Begin monthly or quarterly presentations in October 2006.
3. Disseminate information about issues and opportunities	<ul style="list-style-type: none"> <li>⇒ Regularly circulate news items, fellowship opportunities, new resources related to gender among staff</li> <li>⇒ Explain Tanzanian government successes in gender mainstreaming (e.g., recent legal changes and gender integration in the Joint Assistance Strategy and MKUKUTA)</li> </ul>	Mission staff better informed of gender issues in Tanzania and they will be better able to integrate gender into their own work/activities	Gender Advisor	On-going
4. Increase attention to gender in Mission publications	<ul style="list-style-type: none"> <li>⇒ Prepare checklist/guidance for communications staff</li> </ul>	Improved representation of gender in Mission publications	Gender Advisor, GWG	On-going
5. Increase gender awareness in the mission and wider community	<ul style="list-style-type: none"> <li>⇒ Organize presentations by activities reflecting gender successes including members from the communities affected</li> <li>⇒ Organize mission-wide “gender awareness” events (films, festivals, lectures)</li> <li>⇒ Invite GOT officials to present Gender status and programs within the GOT/Ministry</li> <li>⇒ Involve other US government agencies (State, PC, and CDC) in gender events</li> </ul>	Increased gender awareness in the mission and wider community; movement towards gender equality	Gender Advisor, GWG, and other mission staff as appropriate	Quarterly presentations, with one big awareness event annually

**The emphasis on gender equality ... does not presume a particular model of gender equality for all societies and cultures, but reflects a concern that women and men have equal opportunities to make choices about what gender equality means and work in partnership to achieve it.**  
**(OECD/DAC Guidelines on Gender Equality 1998)**

# CONTEST! CONTEST! CONTEST!

What does the Mission's gender vision statement say to you?

Can you rephrase it in a short and punchy motto or saying?

Choose among the suggestions below or make up your own.

To enter the contest and win the first gender equality prize, follow these easy steps:

1. Choose among the following mottos about the mission's goal of gender equality OR make up a better one!
2. Tear off the form below and return your choice to the box on the desk of Elizabeth Missokia or Judy Mnyawami by October 27<sup>th</sup>, 2006.

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## Gender Equality Motto

Check the box of the motto you like among the following or make up your own:

1. A just society is based on the fundamental human equality of all.	1. <input type="checkbox"/>
2. Enacting equality of men and women with courage and conviction.	2. <input type="checkbox"/>
3. Working together to enhance and sustain gender equality for development.	3. <input type="checkbox"/>
4. Working for gender equality now to create the future we want for our children.	4. <input type="checkbox"/>
5. From opposition to cooperation through social inclusion and gender balance.	5. <input type="checkbox"/>
6. If human development is not engendered, it is endangered (UN Human Development Report 1995).	6. <input type="checkbox"/>
7. To engender development is to generate equality.	7. <input type="checkbox"/>
8. [Write in your own saying here] <hr/>	8. <input type="checkbox"/>
<b>Return this ballot to the box on the desk of Elizabeth Missokia or Judy Mnyawami by October 27<sup>th</sup>, 2006.</b>	

