UNITED REPUBLIC OF TANZANIA

MINISTRY OF COMMUNITY DEVELOPMENT WOMEN
AFFAIRS AND CHILDREN

SUB-PROGRAMME FOR
WOMEN'S AND GENDER
ADVANCEMENT

1997/98-2003
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<tr>
<td>ADB</td>
<td>African Development Bank</td>
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<td>AMINT</td>
<td>Amnesty International</td>
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<td>ANGOZA</td>
<td>Association of Non-Government Organisations Zanzibar</td>
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<td>ATE</td>
<td>Association of Tanzania Employers</td>
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<td>ATRCW</td>
<td>African Training and Research Centre for Women</td>
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<td>BAKIZA</td>
<td>Council for Kiswahili (Zanzibar)</td>
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<td>BAKWATA</td>
<td>Baraza la Waislam Tanzania</td>
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<td>BAWATA</td>
<td>Baraza la Wanawake Tanzania</td>
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<td>CARMATEC</td>
<td>Centre for Agriculture Mechanization and Rural Technology</td>
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<td>CBO</td>
<td>Community Based Organization</td>
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<td>CCT</td>
<td>Christian Council of Tanzania</td>
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<td>CDTI</td>
<td>Community Development Training Institute</td>
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<td>CEDAW</td>
<td>Convention on the Elimination of all Forms of Discrimination Against Women</td>
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<td>CMO</td>
<td>Chief Minister's Office</td>
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<td>CRC</td>
<td>Convention on the Rights of the Child</td>
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<td>CREW</td>
<td>Crew Scheme for Economic Activities for Women</td>
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<td>DANIDA</td>
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<td>DC</td>
<td>District Commissioner</td>
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<td>DEO</td>
<td>District Education Officer</td>
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<td>DFID</td>
<td>Department for Funding International Development (British Council)</td>
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<td>DPE</td>
<td>Director Primary Education</td>
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<td>ECA</td>
<td>Economic Commission for Africa</td>
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<td>EOTF</td>
<td>Equal Opportunities For all Trust Fund</td>
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<td>ESAMI</td>
<td>Eastern and Southern African Management Institute</td>
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<td>Food and Agricultural Organisation</td>
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<td>FDC</td>
<td>Folk Development College</td>
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<td>FGM</td>
<td>Female Genital Mutilation</td>
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<td>GAD</td>
<td>Gender and Development</td>
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<td>GADMIN</td>
<td>Women's and Children's Affairs Ministry of Community Development</td>
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<td>Gender and Development related Human Rights</td>
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<td>GDP</td>
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<td>HR</td>
<td>Human Rights</td>
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<td>HRC</td>
<td>Human Rights Centre</td>
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<td>HRN</td>
<td>Human Rights Network</td>
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<td>ICD</td>
<td>Institute of Curriculum Development</td>
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<td>IDOS</td>
<td>Italian Association of Women in Development</td>
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<td>IFAD</td>
<td>International Fund for Agricultural Development</td>
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<td>ILO</td>
<td>International Labour Organisation</td>
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IPI Institute of Production Innovation
ISP Informal Sector Policy
KAP Knowledge Aptitude and Practice
KIWIECO Kilimanjaro Women Information, Education and Consultancy
LMA Law of Marriage Act (1971)
LRC Law Review Commission
LST Labour Saving Technology
MCDWAC Ministry of community Development Women's Affairs and Children
MCH Mother and Child Health Care
MHA Ministry of Home Affairs
MIT Ministry of Industries and Trade
MITM Ministry of Industries, Trade and Marketing
MJCA Ministry of Justice and Constitutional Affairs
MLSW Ministry of Labour and Social Welfare
MLSWYD Ministry of Labour, Social Welfare and Youth Development
MoEd Ministry of Education
MOH Ministry of Health
MSTHE Ministry of Science, Technology and High Education
MSWCA Ministry of State for Women's and Children's Affairs
NGOs Non-Government Organizations
NKC National Kiswahili Council (Mainland)
OAU Organization of African Unity
OICT Oxidization and Industrialization Centre Tanzania
RC Roman Catholic
RC Regional Commissioner
RNE Royal Netherlands Embassy
SADC Southern Africa Development Community
SDTP Swiss Development Trust Fund
SIDA Swedish International Development Agency
SIDO Small Scale Industrial and Trade
SUWATA Economic Wing of the CCM Women's Organization - UWT
TAMWA Tanzania Media Women Association
TANGO Tanzania Non-Governmental Organization
TAWLA Tanzania Women Lawyers Association
TBWA Tanzania Business Women's Association
TBWA Tanzania Business Women Association
TCCIA Tanzania Chamber of Commerce Industries and Agriculture
TFTU Tanzania Federation of Trade Unions
TUMIT AA (Commission for Local Council Employment)
TWFC Tanzania Women's Finance Company
UDSM University of Dar es Salaam
LTN United Nations Organization

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<td>United Nations, Education, Scientific and Cultural Organization</td>
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<td>UNIFEM</td>
<td>United Nations Fund for Women</td>
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<td>USAID</td>
<td>United States Agency for International Development</td>
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<td>UWT</td>
<td>CCM Women's Organization</td>
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<td>VETA</td>
<td>Vocational Education Training Authority</td>
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<td>VPO</td>
<td>Vice President's Office</td>
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<td>Women Advancement Trustee</td>
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<td>WEOTF</td>
<td>Women's Entrepreneur Development Trust Fund</td>
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<td>Women Human Rights</td>
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<td>WID</td>
<td>Women in Development</td>
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<td>WWB(T)</td>
<td>Women World Banking (Tanzania)</td>
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CHAPTER 1

Introduction

The Government of the United Republic of Tanzania made a commitment at the Fourth World Conference on Women held in Beijing, China in September 1995 to address several areas of concern to women. These are enhancement of women's legal capacity; women's economic empowerment and poverty eradication; women's education, training, and employment; political empowerment, and decision making. Following that Conference, the government endorsed, in 1996, two important interrelated strategies—namely the strategy to implement the Government commitments to advance gender and the community development policies as a means of strengthening and enhancing community development in the country.

The implementation of both strategies requires the involvement of other Ministries, Sectors, non-Government Organizations (NGOs) and Community-Based Organizations. For their effective implementation, the Ministry of Community Development Women’s Affairs and Children (MCDWAC) in Tanzania Mainland and Ministry of State, Women’s and Children’s Affairs (MSWCA) in Zanzibar requested allocation of funds in order to carry out advocacy, animation, and co-ordination. The Ministries were advised to prepare a comprehensive community development programme encompassing the four areas of concern to which the government has made a commitment to advance women.

The formulation of the Women and Gender Advancement Sub-Programme is a result of co-operation between the Government, UNDP, and NORAD. The preparation and production of this Sub-Programme document involved a participatory process during which women, relevant Sectors, NGOs, CBOs, and Donor Representatives at all levels, discussed and reviewed the draft document, through workshops and consultations. Relevant documents, particularly policies, reports, and government strategies and statements, were reviewed. Also, a comprehensive capacity needs assessment for co-ordination and implementation of the Sub-Programme, with reference to the on-going Structural Adjustments and Civil Service Reforms, was conducted to identify areas to be strengthened.

This Sub-Programme will serve as guidelines to the Government, Civil Societies, and Development Partners in advancing gender and women in Tanzania to the year 2000/1. Furthermore, it will form a link between the Government and other stakeholders in...
women and gender related issues

Generally in specific terms, the Sub-Programme is

- expected to achieve the following
- enhanced women’s and men's legal literacy
- elimination of gender-biased provisions in existing laws and prohibit discriminatory practices.
- economic empowerment and poverty eradication;
- increased access to education;
- increased school ownership by communities;
- improved status of women in employment;
- integration of strategic and practical gender needs of women and men in national policies, plans and programmes;
- improved capacities of the MCDW AC/MSW AC to manage and co-ordinate the Sub-Programme;
- improved capacities of collaborating agencies to implement the Sub-Programme activities; and
- enhanced advocacy for the implementation of the Sub-Programme

In Chapter One, the document provides the background to the formulation of the Sub-Programme on Women and Gender Advancement Chapter Two describes the general national development situation and Chapter Three analyses the situation of women within the general development context Chapter Four describes efforts made to advance Women both at national and international levels Chapter Five states situational and institutional problems, which the Sub-Programme seeks to address Chapter Six describes the four core and four supportive components of the Sub-Programme Chapter seven provides a description of some of the on-going donor and NGO support programmes on women and gender, while Chapter Eight concludes by describing institutional and implementation arrangements for the Sub-Programmes
CHAPTER TWO
TANZANIA NA TIONAL DEVELOPMENT SITUATION

Political System and Social and Economic Profile.

The United Republic of Tanzania is a union of two formerly independent nations, Tanganyika now Tanzania Mainland and Zanzibar. Tanganyika became independent in 1961, and Zanzibar in January 1964 through a revolution. The United Republic was created on 26th April 1964.

Administratively, Tanzania Mainland with nearly 27.3 million people (1995 estimates) has 20 administrative regions, 113 districts, 2354 wards and nearly 10,000 villages. Zanzibar has 0.8 million people in 5 regions, 10 districts and 228 villages. 51 percent of the total population are women.

Tanzania is one of the poorest countries in the world. It ranks second poorest in Africa after Mozambique. The GDP per capita in 1996 is estimated to be USD 200. Agriculture is the key sector in the economy, contributing nearly 55 percent to GDP (1995), and accounting for nearly 80 percent of the total foreign exchange earnings. The sector employs 85 percent of the total labour force.

The per capita GDP is one measure used to arrive at measuring per capita income. Another measure uses Human Development Index. This measure takes into account other factors like what is happening in Social Services. If these other factors are considered, Tanzania remains poor but not second poorest.

Development Policies and Strategies:
In the period immediately after independence, Tanzania inherited and pursued a market-oriented development strategy. In 1967, the Government adopted the Arusha Declaration which contained a socialist development strategy, where the state played a dominant role in the development process. The nationalization of the principal means of production and distribution was considered necessary to satisfy the basic needs of the entire population. The Arusha Declaration laid emphasis on human development, focusing on ways that would eliminate poverty, ignorance and disease. It advocated community participation and putting people at the centre of the development process. Hence state provision of basic services of health, education, water and sanitation was considered a vital instrument to ensure access by all people, especially the poor, women.
and children

By late 1970s and early 1980s the economy started to show alarming signs of decline. Hence Tanzania had to institute a number of far reaching measures to redress the situation. National Economic Survival Programme which was launched in 1981 as a strategy for reviving the economy merely gave production targets for export and food production. The Structural Adjustment Programme launched in 1982-86 aimed at reducing internal and external imbalances and reduce the inflation rate. It contained incentives for increasing capacity utilization and productivity in industry. Government launched yet another reform programme, the Economic Recovery Programme which aimed at, revival of output of both food and export crops, rehabilitation of physical infrastructure for the directly productive sectors, increasing capacity utilization in industry, and restoring internal and external balances. Economic and Social Action Programme was adopted in 1989/90 - 1992/93 and aimed at, among other economic goals, improving the delivery of Social Services.

In 1986, the Implementation of these reforms led to some improvements in economic performance. While these reforms and their successes have created a strong basis for future growth and progress, the situation still remains fragile and unsustainable.

**Development Trends and Performance:**

Macro economic performance so far has been encouraging. GDP growth has improved from an average of 2 percent per year during 1980 - 5 to 45 percent in 1996. Inflation rate has gone down from 30 percent in 1995 to 16 per cent in June 1997.

One major factor which is undermining growth is the huge external debt of USD 70 billion as it stands in June 1997. The debt servicing takes away 40 percent of the total government's recurrent budget annually. This eats away nearly 50 percent of the government's capacity to meet its obligations to the people.

Agriculture is the single major and dominant sector of the economy. The performance of this sector has improved but it is more due to good weather and liberalization policies than technological changes. Economic infrastructure remains a major bottleneck to economic and social growth. The government is committed to reverse the situation by investing more especially in road networks, communication and energy supply. Problems in the delivery of social services are health and Education quality standards have fallen. Infant mortality is very high. Maternal deaths are high, fewer children are enrolled into primary schools. Girls participation, performance retention and completion rates are lower than boys.

*Sub – Programme for Women’s and Gender Advancement – Page 4*
inequality increases at higher levels of education. The government has adopted the Social Sector Strategy in order to improve the Social Services. But still women lag behind men in many respects such as education as well as gaining accessibility to land and other productive assets. Their participation in decision making at all levels is still low. The government is taking various measures to improve women situation in the country.

(b) Impact:

An important effect of reforms is the growth in household income and expenditure, and the decline in poverty incidence. About 65 percent of the rural population was living in poverty in 1983 compared to 51 percent in 1991. However, the rural dwellers have benefited less relative to urban dwellers. The gap between the rich and the poor has widened. These Structural Adjustment Programmes had basically one aim: economic growth. While this is quite noble, their sectoral emphasis completely neglected social factors and specifically Social Services. This is evidenced by the introduction of Economic and Social Action Programme in 1989/90-1992/93. Even this programme did very little to improve the social situation. Social Services continued to decline all structural programmes were not gender sensitive, and hence the situation of the women continued to suffer. No wonder, the majority of the poor are women. This situation is being worsened by the huge external debt that Tanzania is to service, and low collection of revenues.

Challenges:
Tanzania is still facing serious economic problems, though the reforms now underway have shown some signals of better times to come. The reforms will continue to centre on the following priority areas:

- Accelerate economic growth
- Increasing efficiency in public sector performance
- Promoting Private Sector
- Eradicating poverty and deprivation, particularly of women and children
- Enhancing of community participation

The following challenges are of particular importance to Women Advancement.

(a) Poverty:

The Tanzania Poverty Profile shows that 51 percent of the population had incomes of less than an absolute poverty line of USD 1 per day person in 1991. 42 percent had incomes of less than USD 0.75 per day. The Poverty Profile indicates that poverty in Tanzania is almost exclusively a rural phenomenon. About 85 percent of the below USD 1 a day poor and 90 percent of the below USD 0.75 a day poor live in the

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A comparison of the 1991 data with another survey from 1983. shows that the resumption of economic growth over the past decade has substantially improved the lot of the poor in Tanzania. In 1983, 65 percent of the population was living on less than USD 1 a day, compared to 51 percent in 1991. In terms of the lower poverty line of USD 0.75 per day, the percent of the population in poverty fell from 51 percent in 1983. Therefore there are actually fewer people living below USD 0.75 per day today than in 1983; nearly 11 million in 1991. (Source: Social Sector Review)

Hence problems areas that do emerge are:

- Poverty in Tanzania remains basically a problem of growth. It is disturbing to have 50 percent of the population living on less than USD 1 per day.
- Growth has been accompanied by greater inequality.
- Tanzania did not do better in the Social Services during this period of relative growth.

The bottom line of all this is that the majority of the poor are women. The following factors push women into perpetual poverty:

- Though land is owned by the household, it is the husband who retains claim to it.
- In terms of land ownership, women continue to be regarded as legally incompetent. Moreover, under customary law, land is inherited through the male line. So women are unable to own land in their own right, borrow money using land as collateral, or grow cash crops for their own gain.
- Women are seldom in charge of cash crops, while continuing providing main labour on the family farm.
- Low levels of education and skills among women.
- In the absence of laws against discrimination, employers can discriminate against women.
- There are laws and practices which do discriminate against women.

(b) Enhancement of community participation:

Tanzania communities are characterized by poverty, low level of education, poor health, and gender inequalities. All these lead to inability to be able to find solutions to problems that face them. Meaning getting deeper into poverty. Community participation is one major way of combating this situation. It enables communities to assume active responsibility for their own development. This includes making decisions which do affect their lives, to manage social Services. And be responsible for their operation. Management and development.

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Tanzania has developed a Social Sector Strategy as one way to enhance community participation. Among other things, the Strategy proposed that:

- Decentralize authority to the local level: this applies to the overall structure of the central-local Government relationship. This will give the communities more powers and autonomy to be more responsible to their development.
- Move resources closer to the household and promote household investment in human capital.
- Concentrate public sector resources on core activities of government. This involves focusing spending within the Social Sectors basic education and health.

Enhancement of community participation is a key government strategy to achieve faster economic and social development. Further, Community Development Policy in Mainland Tanzania has just been launched, July 1997, which will further facilitate community participation. In other words, community development activities were being undertaken without a formal written policy. Zanzibar Community Development Policy is yet to be formalized, but Community Development activities are in operation.

To achieve poverty eradication and meaningful community participation, faster economic growth is the most important precondition. It is in the situation of economic growth that the issue of poverty can be tackled. Tanzanian strategies to achieve that growth would include promotion of private sector and to improve efficiency in that public sector performance. The envisaged local government reform strategy this further strengthens this in future.

Faster economic growth through promotion of private sector and public sector efficiency if not properly handled, could marginalize some segments of the society. Women being the most likely victims.

**Conclusion:**

As explained, Tanzania is now undertaking social and economic reforms in order to achieve higher rates of economic growth. These reforms include total liberalization of the economy which focuses on the private sector as the major mover of the economy. Though these reforms have stalled to show some good results in terms of general performance of the economy as stated, the social dimension of this growth is already showing some worrying signals. These include the ever growing income gap between the rich and the poor, the inability of the lower segment of Tanzanians to meet the cost sharing obligations in health and education. Meaning some children cannot go to school, and some people are unable to get full medical attention as required. Other negative signs include increasing unemployment, especially among the youths and women in particular, and the tough and rigid budget conditionalties which make it very difficult for the government to meet its budgetary obligations to its people.
CHAPTER THREE
SITUATION ANALYSIS

SITUATION OF WOMEN

Introduction
According to the results of the last official Census of 1988 in Tanzania, the third after independence, the country had a total population of 23.2 million (22.5 million in the mainland and 700,000 in Zanzibar) of which women formed 51 percent. At the average growth rates per annum (based on 1978 figures) established at 2.8% the country’s population stood at 28.9 million in 1995 and is expected to rise to 47.8 million by year 2013. Women have outweighed men for the last three decades especially in the rural areas where most women live and work. They produce over 80% of the agricultural labour force and produce about 60% of the nation’s food requirement. While women form 51.5 percent of the population, they don’t own either the means of production or the results of this production.

Despite the magnitude of the women’s numbers in the development process, their conditions have remained generally poor. The kind of the technology they use in carrying out their activities and even the environment in which they live are underdeveloped. A considerable percentage lives in absolute poverty.

These concerns are the purpose of this chapter which presents detailed situation of women in education, training and employment, legal status, economic and poverty condition and their status in decision-making at all levels. These are the areas of concentration among others, considered as the major problem areas during the Beijing Convened which was convened in 1995 to evaluate women’s situation world-wide.

The Government of Tanzania has made a firm political commitment to support any initiatives that are focused at alleviating the prevailing unfavorable situation.

The Situation Of Women in Education And Training
Education is recognized as the most important basic tool in the promotion of economic growth reduction of poverty and in the improvement of the quality of life.

Recent research on female education has established that female education is the most cost effective investment. It breaks the vicious circle of poverty, ignorance, early marriages, high fertility rates, high infant mortality, poor school attendance and performance, high morbidity rates, low life expectancy as well as lack of access and control of economic assets.
Furthermore education is a basic resource which brings about positive multiplier effects on economic and social well-being of communities.

Deriving from the above benefits it can be concluded that the situation of society in general and that of women in particular can be improved through educating more women in order to equip them with necessary knowledge and skills that will enable them to participate actively in the development process.

General assessment of the situation of women in Tanzania indicates that their status is comparatively low in relation to education, training, and employment. The following is an analysis of some of the basic factors which have brought about this situation.

**The Education Situation**

The post-independence government has always been committed to the promotion of education for all. However, gender differences still persist in many parts of the country and all levels of education. The situation is such that women have less access to educational facilities, less time and opportunity, therefore their performance, completion, and achievement rates are lower than those of men at all levels of education.

The educational achievements realized from the 1970's to mid-1980's in raising the enrolment rates at primary school level to 90% through Universal Primary Education (UPE) programme tried to maintain a gender balance at primary school (50:50) level. During the period, there were reduced adult illiteracy rates by about 70-80% and women were the main beneficiaries. However, due to adverse economic conditions, the government is progressively reducing its financial support in the education sector and introducing the cost-sharing arrangements. The effect of this decision is the deterioration of the quality of education at all levels with girls being more adversely affected. With the existing cultural attitudes, there is favoring of male offspring over females in most parts of the country. Given limited resources, families will tend to pay for the education of boys than that of girls on the principle that boys are heirs while girls get married and move away from their parents.

**Enrolment**

*Pre-primary Education*

Pre-primary education is useful in preparing children for life in school and in the community. Development of the girl-child welfare call be done in the early-childhood stages when values, norms, and attitudes are developed. Socialization in childhood implants durable values in children's personality. The liberation of women needs to start with the preschool child where appropriate values of equality are implanted through the family and the community.
Although the nursery and the pre-primary schools can influence crucial development in both boys and girls the proportion of the 3-6 years old enrolment is about 5% with a gender balance in the Mainland Parents should be encouraged to enrol more girls in pre-primary in order to improve girl's numbers in higher levels of education in Zanzibar. Qur'anic schools are the first early childhood educational institutions. Both boys and girls attend these non-formal religious schools which enrol 92% of all children between the ages of 4-6 years. These institutions which are mainly owned by individuals have strong community support. Currently there are 21 government owned and 22 private owned pre-primary schools catering for 6.2% of the 4-6 age group population. Girls constitute 51.2% of the enrolled children.

**Primary Education**

Primary education in Tanzania is aimed at providing basic literacy skills in numeric and literacy to all children aged seven years and above. Besides providing reading, writing and numeric skills, primary education is also supposed to equip the children with critical thinking and analytical and social skills, which are essential tools in promoting the quality of participation in both social and economic development of their communities.

In 1977, Government initiated the UPE programme which managed to create a near equity gender enrolment in primary schools. Despite UPE's policy both gross and net enrolment rates have been on the decline. Enrolment had risen to 93% in 1980 but declined to about 53% in 1989. There has been a gradual increase in enrolment rising to 75% in 1992. Of those however, female pupils accounted for only 48.6%. There has been a further decline to 47% of girls enrolment in 1996. This trend should be arrested.

In Zanzibar, the basic education which covers 7 years of primary education and 3 years of early secondary education was declared free and compulsory since 1964. The primary Gross Enrolment Rate (GER) had reached 81.2% in 1994 (82.2% for males and 80.2 for females).

The deteriorating quality of education, cost sharing in terms of books, uniforms, school contributions and the falling economic capability of many families have been given as reasons for the generally low enrolment rates in primary schools at present. Other reasons limiting girl's enrolment at primary schools are long distances to schools, poor school environment and cultural practices which tend to prepare girls for early family life.

**Secondary Education**

Tanzania has the lowest transition rate from primary school to secondary school level.
1996, the percentages of girls admitted for Form V were 35% and 33% for the years respectively.

**Training**

*Vocational and Technical Training*

Technical education does not offer women equal opportunity in all subject areas. Overall, only 6% of enrolled students in technical colleges are girls. The situation of girls' enrolment in technical education can be summarized as follows:

- Between 1986 to 1996, girls' enrolment at the 3 technical colleges (Arusha, Dar es Salaam, and Mbeya) declined from 10% to 6%.
- The majority of the girls concentrated in electrical, electronics, and telecommunications subjects and not in the more mechanical subjects.
- Between 1988 and 1990, there was only one woman out of the 359 students studying mechanical engineering at full technician level in all of the three technical colleges and non-studying highway engineering, auto engineering, or architecture.
- In Zanzibar, 23% of the total enrolment in Karume Technical College in 1997 are girls of whom more than 57% are registered in telecommunication subjects.

**Teacher Training Education**

The total enrolment of women into teachers colleges increased from 42 percent in 1988/89 to 50% in 1992/93. This equality was achieved through increase in enrolment in all teacher training grades, with the highest increase at A' and Diploma level admissions. Evidence also shows that more women are joining in-service training which indicates increased home study by women prior to joining residential colleges.

The situation in Zanzibar, however, is that out of 1997 students enrolled in three colleges which train teachers (Nkrumah Teacher Training, Muslim Academy and Institute, or Kiswahili and Foreign Languages) in 1996/97, 40% were females.

**Higher Education and Tertiary Training**

Between 1988/89 and 1992/94, the women enrolments at the universities, starting with Muhimbili were 20% and 33% respectively. For Sokoine university, it was 12% and 19%. For the University of Dar es Salaam main campus, the proportion was 17% for the two years. Data obtained from *Basic Statistic in Education (BEST)* (1995) and *Newsletter on Gender Statistics* by Bureau of Statistics (1997) show that female enrolment in higher institutions was as follows:

- Teacher education (certificate, diploma) - 53 1%
- National Institute of Transport - 3%.

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• Tengeru Community Development College - 60%
• Institute of Finance Management – 31%
• University of Dar es Salaam - 17%,
• Sokoine University of Agriculture - 23%,
• Muhimbili College of Health Sciences - 28%,
• Open University - 7 % (1993/94)
• Institute of Development Management - less than 20%
• Ardihi Institute - Less than 20%


Due to the gender-biased streaming in the allocation of subjects at secondary school level coupled with the poor performance in mathematics and the science and technical subjects female enrolment for higher education is concentrated in the social and general science subjects, while very few find their way to engineering, agriculture and law combinations. This is not a very healthy situation since subject combinations influence career choices of both men and women and thus define their respective positions in the formal labour market and in society.

Adult Education

Women's determination to have access to knowledge was indicated by their response to mass literacy programmes introduced in the country in the late 1960s. Women formed the majority of adult literacy learners who enrolled in adult classes (62% in 1969 and 55% in 1986). Women enrolment in correspondence courses has generally been at a low level of 16% while their completion has been even lower (6% on average) for the past 20 years. Records reveal that the enthusiasm demonstrated by both men and women for literacy learning from the 1970s declined drastically with time, especially from the late 1980s due to declining government support. Due to their poverty situation, women can not afford to enrol themselves in adult education classes. The resulting effect is that there are more illiterate women than men in the Mainland.

In Zanzibar, there is a considerably higher enrolment of women in adult education classes than men. Their enrolment increased from 67.5% in 1994 to 69% in 1996. The higher enrolment rate for women is due to the fact that women are becoming more and more aware of the importance of being literate – a situation which could improve their economic, political and social benefits which could accrue from income, decision making and status.

Women form a large portion of those who take literacy tests although their performance is always lower than that of men. Reasons for their poor performance and eventually drop-out include lack of time to participate fully in learning, teaching methodologies which did
not take into account women's learning needs as well as the nature of the tests which women find irrelevant and intimidating. Women’s workload among other causes, seriously limit their participation in the post literacy education programmes, which reinforce what they have learnt.

**Drop Outs**
The preceding analysis indicates that the number of girls currently enrolled in school is smaller compared with that of boys. The numbers are further reduced because of various factors that lead to drop-out of girls from schools.

It is reported that about 3001'0 of the children enrolled in primary schools drop out before STD VII and girls torn1 48. 2% of those dropping out. It is also reported that about 3,000 girls in Mainland and 50 in Zanzibar are expelled from primary schools annually due to early pregnancies alone. In secondary schools, drop out rate for girls reached 19% and 23°10 in 1992 and 1995, respectively, compared to 24% and 12% for boys during the same period.

Drop out in school affect girls more than boys. Over 80% of those sitting for PSLE score below 50% of the total subject scores, with low results found among girls, rural children, poor children and children of disadvantaged groups and districts. Other reasons for girl's drop out include:

- Girls start primary school rather late (9 years of age). By the time they are in standard IV girls start to take up gender roles in the family.
- Family poverty.
- Early marriages.
- Society's negative attitudes to girls education in preference to boys education.
- Taking part in initiation rites.
- Girl's poor performance which is encouraged by patriarchal ideas that assertiveness and competitiveness are male qualities.
- Gender bias in curriculum design.
- Poor school environment and facilities, especially in non-girls day schools.
- Domestic workload and security associated with distant location between home and schools for the day students.

Girls' poor performance in primary schools is carried over to secondary schools. The quota system utilized in ensuring the recruitment of girls and children from disadvantaged districts into public secondary schools has sometimes been given as a reason for girls' poor performance at this stage. The quota system is a good effort since in the absence of such measures the number of women in secondary schools would have been extremely low. What is required is a remedial education that will raise their education level.

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to the standard required to pursue secondary education

Conclusion

While there are many distracting factors affecting girls education and development adversely at both primary and secondary levels, boys continue steadily undisturbed by societal norms and customs throughout their schooling. These negative factors have to be addressed in order to improve the girls welfare in society and particularly in the rural communities where traditions tend to work against girls education and development. Effort should be made to create equity in higher education in order to make sure that girls have access to future job positions.

Girl's enrolment, attendance and retention in school has to be ensured to enable them to acquire the necessary skills and attain expected levels of performance.

Women’s Employment Situation

The gender patterns observed at various levels of education between women and men in Tanzania have been reflected in employment and occupational patterns after schooling. The situation has been clearly reflected in what has been called female stereotype occupations, like teaching, nursing, clerical jobs, cleaning and the generally lower paying occupations which demand minimum qualifications. Among the non-professional working population (about 85%), more than 55% of them being women were engaged in the agricultural sector.

Women employment in Agricultural

The agricultural sector employs more women than any of the other sectors. Women form up to 57 per cent of agricultural labour-force. While they produce about 60 per cent of the food consumed at home, they also produce cash crops which are sold to earn foreign exchange for the country. They do over 50 per cent of agricultural tasks of tilling, sowing, weeding, harvesting and marketing. However, they do not get sufficient support in terms of improved inputs and technologies. In addition, women are not necessarily owning the land on which they work. This is due to customary practices which do not favor women’s ownership of land. This limits women’s ability to secure credit where co-lateral is required. Therefore, their farm productivity is low, and they do not reap the fruits of their labour input in the agricultural sector. Efforts should be made to improve women's situation by extending gender sensitive agricultural services and affordable credit facilities (Source: National Sample Census of Agriculture 1996).
Women in Formal Employment

When employment is considered in general terms of casual and permanent labour, the percentages in both public and private sectors have increased since 1977. However, the number of women employees has remained low. Of the total employed people of 933,358 only 230,423 (24.7%) were women. Despite the lower proportion of women employees, women are also segregated from higher status jobs which relegate them to inferior jobs which pay considerably lower wages. The number of women engaged in wage and salary employment has remained low at 20%.

An examination of the national employment situation shows that some professions employ significant numbers of women. The following analysis indicates employment of women in selected professions-

Women’s Employment in Education

Women have traditionally been employed in the teaching profession even though they are not the majority in the profession. An analysis of women professionals in teaching indicates that their distribution across various levels decreases as they move up the ladder. The highest representation in the teaching levels, for example, is found at the primary level and has almost remained stagnant at 41% (1988/89 to 1993/94). Similarly, the teachers College level had 20% women (1988/89) and 23% women in 1993/94 while the representation observed at the Technical Colleges was 7% and 10% of women for the same period. The lowest representation is at the University with only 7% women teachers between 1988/89 and 1993/94.

In Zanzibar, the rates stood at 15% and 14% at primary level for the same period. Whereas the proportion of women teachers remained constant at primary school level, that of secondary school teachers declined from 23% to 20% over the same period.

In terms of educational leadership, women account for very small proportions when compared to men as illustrated in following table.

<table>
<thead>
<tr>
<th>Professions</th>
<th>Women</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head of secondary schools</td>
<td>30 (16%)</td>
<td>190</td>
</tr>
<tr>
<td>The principals</td>
<td>8 (20%)</td>
<td>40</td>
</tr>
<tr>
<td>District education inspectors</td>
<td>15 (14%)</td>
<td>105</td>
</tr>
<tr>
<td>Regional Education Officers</td>
<td>3 (15%)</td>
<td>20</td>
</tr>
</tbody>
</table>

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The access to working status of women in higher institutions of learning the technical colleges and in educational leadership need to be improved.

**Women’s employment at the Civil Service**

The Civil Service in Tanzania is the largest employer of women in the public sector. Women in the Civil Service constitute 32% of all employees. Among these women, only 19% occupy middle and senior positions in Management, i.e., personnel and manpower administration. Women rarely get appointed to senior positions dealing with policy planning and finance. Of the total women employees, 64% are with the Central Government, among whom 23% are working with the Ministries; the remaining 36% work with local governments. The Administrative and managerial workers, including legislative officials, government administrators, and managers, make up an elite of 1% of all the employees in the public and private sector. Men predominate in all senior positions of top government administrators and politicians in both the Mainland and Zanzibar.

Women’s participation in such key areas as public safety and peace keeping, i.e., the army, the police, and the prisons, has been dismally low. For example, the position of Senior Superintendent of prisons had 30%, 4%, 7% women employees in the years 1980, 1988, and 1993, respectively.

In the Police Force, 1994 data show that women made up 12% of the total Police Force. The number of women at all ranks remains low, ranging from under 10% for under ranks and from 15% for lower ranks. The low representation of women in the Police for means there is little impact of their crime control approach on the public. implying women offenders may not get fair treatment if solely handled by men police who are not sensitive to women’s issues and feelings.

Women representation in the judiciary is quite low as reflected in the 1990 judiciary statistics. There was no woman in the Court of Appeal, 7% of High Court Judges, 16% of Resident Magistrates, 7% District Court’s magistrates, and 5% of other Magistrates were women.

In International Affairs, the situation is not encouraging either. The number women employees in the diplomatic services has been below 20% over man years.

In top business decision making, there are hardly any women appointed as board chairpersons or even members. managing directors, general managers or as directors while there are many such positions in the country.

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Other sectors that employ women to a lesser degree are transport, construction and communication. All the evidence provided from the different professional fields emphasize the under representation of women in the top government leadership and managerial positions.

**Women’s Employment in the Private Sector**
In the private sector, men dominate the top executive positions. A higher percentage of women than men is employed as casual labour in this sector, with the poorest working conditions. Women are pushed to the private sector due to the down-sizing of the public sector through the recent retrenchment exercise. As there are no laws enforcing women’s employment in the private sector, they suffer more from discriminatory selection and the adverse working conditions prevailing in this sector.

**Conclusion**
The reasons why women are not employed include:
- low levels of education/lack of skills
- gender discrimination.
- nature of works
- unfriendly working environment;
- no enforcement laws for selection of women employment in private sector.
- family commitments,
- lack of confidence.
- social barriers and
- lack of guidance and counseling.

**Economic and Poverty Situation of Women**
As earlier stated the majority of Tanzanian women both in the Mainland and in Zanzibar, women are engaged mostly in the agricultural sector which is the backbone of the economy, to produce both food and cash crops. Although women form the bigger labour force, it has however been observed that women own very little or none of the means and results of production. In Zanzibar, women can own land by inheriting although they prefer owning properties in form of liquid assets such as jewelry rather than land. The little or none ownership of means of production leads to adverse economic situation on part of women since they are denied access to resources.

The economic situation is so bad that it can be considered as a poverty situation. According to the measures used to examine the Tanzanian economy by the World Bank and...
others. the country has been ranked among the poorest in the world. Going by World Bank figures the per capita income in Tanzania is US$ 200 while that in most other sub-Saharan African countries range from $ 300 to $ 640. Some families in Tanzania live on less than a dollar a day. Women share the greater part of this poverty, especially those who are the heads of household living in rural areas. Among the economically active women totaling 7 million, 4 million of them live in absolute poverty.

The poverty situation in Tanzania has been partly magnified by concentration of income in the hands of a few people which in turn restricts public participation in economic activities. However, there are other major factors contributing to the poverty situation which affect women more than men. These include:

- Falling productivity due to poor agricultural performance, poor transport facilities, and natural calamities.
- Inverse proportion between population and economic growth. Although the economy grows a little bit faster than population, the little positive impact is not equitably shared throughout the community. The resulting effects are the fall in the quality and quantity of social services and amenities such as health clinics, education, infrastructure, housing, water supply and fuel.
- Urbanization tendencies. According to the census analytical data (1988) there were migrations especially into urban areas of Dar es Salaam, Arusha, Tabora, Mbeya and Morogoro in the Mainland, and into Town west region in Zanzibar. Bordering regions like Kagera also experienced foreign immigrants from neighboring countries due to political unrest in their home countries. Such migrations make demand on services which do not expand proportionally.

Generally speaking, women are more affected by poverty conditions because they have to upkeep the family with whatever resources they might have. Due to factors described earlier, women have less income at their disposal. The free market situation of liberalized economy makes them fail to compete due to limited resources and business skills.

Most women are not formally employed and they therefore have no regular income. Even those in formal employment are in the lower paying learning jobs. Of late also, the Government has responded to the injunction for donor push of transforming the economy by taking certain steps including labour retrenchment. This has affected many women who were employed in the lower income levels as it broke the constant flow of income (salaries) and other employee benefits such as; housing, medical care and other social amenities.

Due to the prevailing hard economic conditions, the rising population demands and the resulting high poverty levels in the country, women have taken the lead in participating.
in economic activities which generate additional income for use by their families. Such initiatives have been financed using women’s own resources (own and group savings) or from well-wishers (family members) and donor institutions including NGOs.

The need for women to involve themselves in income generating activities is high but even higher where women are the heads of households. In Tanzania Mainland, urban areas have higher proportions of households headed by women than in rural areas. In Zanzibar, there is a growing proportion of divorced, separated and widowed household heads for both women and men. This is partly due to cultural and religious practices.

**Characteristics and Types of women’s Income Generating Activities**

In Tanzania as in many other parts of the developing countries, women work more than men. However, what women do is sometimes ignored or undervalued. Most of what they do is in the informal sector, which has not been well captured by statistical measures and methods and thus the whole sector is not well revealed in the records of the national economy. It is only estimated that the informal sector contributes about 40% of the national product annually. However, even this informal sector is male dominated, with women forming only 1/3 of the total workforce. The situation is more so in rural areas.

Women in rural areas have time only to engage in income generating activities during off-farm seasons. Even then they are involved in very small businesses which however increase their workload. Typical women’s projects in a rural setting include beer brewing, retailing, oil pressing, food vending, gardening, handicraft making and small livestock keeping.

In other rural areas, agriculture-related business activities are undertaken by women. These include cattle keeping, dairy products processing and forest products selling. On small scale levels, women are engaged in construction, tourism mining and quarrying businesses.

In urban areas, women are involved in such businesses as fishing, selling and fish and food processing, food vending, retailing, cloth making and embroidery, hair salons, poultry, keeping, cattle keeping, quarrying, and construction. Most of these activities are done on very small scale which bring in little cash benefits to the entrepreneurs. While some of them succeed and enable their owners to meet their family needs like education, food, and clothing, others fail.

Some of the outstanding characteristics that determine the success or failure of these projects are:

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the lower management and technical skills of the women. The higher the skills the higher the chances of success with all other factors being equal.

The size of the enterprise: An enterprise has to be of a certain size in order to operate at viable capacity. Most women businesses are very small. They employ between 2-5 people only, usually members of their families.

Low capital input usually affects the businesses negatively. Women lack access to credit due to being unable to meet credit qualification conditions. Businesses are not therefore given loans, as they can not enter into contracts. The low capital input therefore hinders expansion.

The kind of technology used is usually labour intensive, time consuming (such as manual oil pressers) and thus result in low productivity levels and produce wastage.

Makers are sometimes limited because the sellers and buyers have the same products and communication with markets outside is limited by poor infrastructure. The non durability of the produce (e.g., perishable food items) reduces shelf-life during periods of low sales. Some women producers, especially in rural areas lack support services such as extension advice, veterinary drugs, pesticides, farm implements, improved seeds and fuel.

Some women.

Women businesses are operating in a very competitive market environment as a result of trade liberalization policies, for which they do not have the coping capacities.

According to studies by the UN - Economic and Social Council (1993), there is a strong indication that the greater the amount of income under women's control, the greater the amount devoted to children's health and nutrition. Moreover, income generating activities tend to give women a higher status. With the family and even in society. These observations lead to a strong recommendation for increasing women's participation in income generating activities.

Situation of Women in Decision-Making

In spite of the women's larger percentage in the population and their substantial contribution to the economy, many political and non-political decisions that affect them and their families are made without their participation. Women's participation in the political, social and economic decision making process since independence has been marginal thus making it difficult for them to influence decisions on issues that affect them directly.

Women in Politics and the Administrative Cadre

Although men and women have the right to run for political elections for parliament, just a few women have attained parliamentary membership in subsequent elections since
independence The overwhelming majority of parliamentarians have been men parliamentarians since independence have ranged from 7 out of 184 in 1965 to 28 out of 248 in 1990 (38% and 11.3%) respectively In 1992 women were given 15% of the parliamentary seats so the number is slightly higher in the present parliament. In addition to parliamentary representation, 25% of the local government officials had to be women The 1993 local government elections and political parties agreed to intensify efforts to stimulate and ensure participation by women in all national and local legislative activities. It has been resolved that women should be 30 per cent of all local government and Parliamentarians in future.

Few women occupy high positions in governance, politics and decision making Appointments and promotion of women to high posts of political judicial administrative and managerial positions need to be reviewed From 1980 out of 33 government ministers, only 3 were women and the number has remained constant even after the 1995’s election In 1997 there are 47 Women out of 266 parliamentarians of whom 7 are constituency members and 40 are special women representatives.

The position of Regional Commissioners on the Mainland was held by 2 women out of 20 in 1991 and only 1 out of 20 in 1997 There are only 4 women Regional Administrative Secretaries (RAS) in 1997 The position of District Commissioners is 18 women out of 97 (18.6%) and 14 out of 114 Executive Directors at Municipal, Town and District levels (12%) in November 1997 (Source Civil Service Department 1997)

Only 4 women have been appointed judges for the last 33 years despite their being among the first lawyers in the country! From independence only 3 women have ever become principal secretaries for the ministries Although there have been a number of women managers these have never been placed in strategic sectors of the economy

The situation in Zanzibar is not very different with only 2 women ministers out of 3 in 1980, rising to 3 in 1990 but dropping again to 2 in 1997 The representation of women in government top positions is low up to 1993, the number of nominated or appointed female administrators in the government remained very low in comparison to men The situation is worse in regional, district and Shehas levels where all Regional, District Commissioners and all 236 Shehas are men The situation in 1997 shows that the following posts had no woman administrator

- District Administrative officers (10),
- Regional Administrative officers (5),
- District commissioners (10),
- Regional Commissioners (5), and
• Deputy Ministers

The following posts had a few women representatives: Deputy Principal Secretaries 2 out of 13, Principal Secretaries 1 out of 16, Ministers 2 out of 14. The total women representation in top administrative positions compared to men is out of 73 men (7% and 93%). Judging from the above data, it is evident that women are grossly underrepresented in various decision-making organs and levels. Senior positions in government continue to be dominated by men despite women being a very strong portion of the population.

Since the government (as in many other African countries) has affirmed the desire to change into more democratic policies, develop equitable policies, draft new, and just constitutional and legislative texts and recognize human rights, it is imperative that decisions affecting such a large population (women) should involve them in all organs and levels. Tanzania should implement the UN convention on the Elimination of All Forms of Discrimination against women to which she is a signatory. The commitment toward the empowerment of women should be addressed practically through promoting:

- equity between women and men,
- elimination of sexual discrimination,
- improvement of women’s status by putting women’s issues on the agenda when drafting policy guidelines,
- open and tree discussion of the question of women’s equality in the society.

Empowerment of women in decision making will enable the society to address more fully the complex, economic, social and political issues. The impact is likely to be felt more strongly in the upbringing of new generations, economic development, peace, and security, and environmental preservation. It is therefore recommended that more women should be facilitated and trained to acquire confidence and necessary skills to contest for high positions in politics and other decision-making positions.

Women’s Legal Status

Generally, the Government has made efforts to ensure women’s equality. However, in some specific pieces of legislation, some discrimination is still practiced due to various factors. These factors and their remedies are examined below.

1. Lack of Legal Literacy. Most women and even men do not know their legal rights. Most people come into contact with the legal system when they are involved in a legal situation in one way or another. Many of the laws in Tanzania were written during the colonial time in English, a language which is not known to many women. Some other laws are in...
other languages, e.g., Arabic, for Muslim Laws. The books of laws are not easy to come by and it is even more difficult for people living in rural areas where there are no libraries. There is therefore a general lack of awareness and the situation becomes worse for women due to their lower levels of education or in some cases complete illiteracy. There are recent efforts by some women organizations like UWT, the Women's Organization of the ruling party, the women's Media Association (TAMWA) and others to carry on legal literacy campaigns for women. However, due to the vast size of Tanzania, limited resources, and the prevailing male chauvinistic attitudes, it requires more effort to carry the message effectively and nation-wide.

In Tanzania, mainland for example, customary laws are still given priority to the national laws in certain conflicts such as those governing inheritance of clan property.

In Zanzibar, with her predominant Islamic culture, a Kadhi court exercises jurisdiction in the interpretation of Muslim laws relating to personal statutes related to marriage, divorce, inheritance or in proceedings in which all parties profess the Islam religion. The subject of property ownership and inheritance are very elaborated in the Islamic law. The law gives the male a bigger share of wealth at the death of relatives. While women are given proportionally smaller share. However, the same law requires the male relatives to shoulder the greater responsibilities of caring for the bereaved women and children. Even in normal cases, the male subjects are required by Muslim law to take full care of their spouses and children irrespective of the women's level of income.

The problem however with this legislation is that it is not known to all women due to their low levels of education and because they are written in the Arabic language knowledge of which is mainly a privilege for men.

The present situation of the literacy aspect requires a lot more work to be done for the betterment of women.

1. Existence of oppressive and gender discriminatory provisions in the laws

As already stated, many laws still in use in Tanzania were enacted during the colonial period. The dominant law-makers were then and still are men. The current Law Reform Commission (1983) in Tanzania has only one woman out of its seven commissioners and women constitute only 21 percent of the legal officers. This male dominance does surely have a bearing on the laws that are enacted or reformed.

One outstanding factor in the reform process is the tremendous amount of time it takes to accomplish law reform. It could be due to resource constraint.
The judiciary employs very few women to the extent that there are not enough women lawyers to handle women specific legal issues. The whole problem is a result of the system of education which brings up only a few women to the top as compared to men. At University level for example the percentage of women admitted for undergraduate law course is very small (less than 20%).

In terms of legal women's employment the following figures for 1990 are evident:

<table>
<thead>
<tr>
<th>Position</th>
<th>Women</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Court Magistrates</td>
<td>50</td>
<td>97</td>
</tr>
<tr>
<td>District Court Magistrates</td>
<td>13</td>
<td>177</td>
</tr>
<tr>
<td>Resident Magistrates</td>
<td>18</td>
<td>113</td>
</tr>
<tr>
<td>High Court Judges</td>
<td>2</td>
<td>30</td>
</tr>
<tr>
<td>Court of Appeal</td>
<td>0</td>
<td>5</td>
</tr>
</tbody>
</table>

Source: Judiciary, File Records, 1990

Other women employed in the legal profession include private advocates (10 in 1993 against 0 in 1980). The above legal education and employment situation for women needs to be improved so that there are more legal literate women dealing with women's and men's issues.

Para-legal Training and Mass Campaigns
Due to scarce resources which is an obvious factor for Tanzania, para-legal training and mass campaigns should be given a push since they are financially cheaper and have a wider outreach effect. Presently, there are several legal aid operators in the country such as the one under MCDWAC, SUWATA, the economic wing of the ruling party's women department, the University Legal Aid Scheme, Women Media Association (TAMWA), the newspapers and radios.

According to available data, only a few women have been reached by these organizations. The members reached were 1462 by SUWATA (1993) for example University Legal Aid publication had reached a total of 215 in 1994. A lot of such schemes are needed to reach more women.

Women’s Health Situation
For three decades Tanzanians enjoyed free health care services. However the Governments' ability to run the health services at no cost to its people has been jeopardized.
by the poor performance of the economy People have to share the cost of their treatment even with their mean resources An increase of the HIV / AIDS victims both women and men needing close care increase women's financial needs and their work-load of caring for the sick

Poor health and death of mothers (women) reduces labour force and means the loss of the main family caretakers, health promoters, educators and economic producers While specific health programmes would take care of the various health problems facing women, other programs such as those of education and economic empowerment will also go along way towards solving such problems Through education and training, women will get to know the best ways to prevent health hazards and cure diseases. With economic power, women will be able to afford to pay for health services They will also be better placed to provide for their families a better and healthier life

Reforms in certain laws and cultural beliefs and practices will lead to betterment of women's health Empowerment of women in decision making will also have positive effects on the health of women The Sub-Programme that is being formulated has therefore got a direct positive bearing on the health of Tanzanian women

II INSTITUTIONAL ARRANGEMENTS

The executing machinery' for women's development is not a Union issue While in the mainland there is the Ministry' of Community Development, Women Affairs and Children, in Zanzibar the issues of women are under the Ministry of State, Presidents Office

A. Mainland Structure

The present Ministry of Community Development Women Affairs and Children evolved from the Department of Community Development which before November 1990, had been moved from one Ministry' to another including that of Sports and Culture and the Prime Minister's Office

It is the responsibility of the Ministry to promote self sustaining development in the communities with special emphasis on women's participation and integration of the child and gender issues in national plans and programmes

(a) Staffing
   i) Ministers The Ministry has been headed by two women since it was first formed in 1990

   ii) Principal Secretaries
the chief executors of the Ministry’s policies have also been women, two in number since its formation

iii) Regional level
The persons at regional level are the Regional Development Officers and there are 20 of them in the mainland

iv) District Level
The Ministry of Community Development Women Affairs and children has no presence at district levels. Its presence ends at regional level administratively. Professionally CDA's and CDO's are trained by the Ministry. Employment is made by the local government due to the decentralization which was made with the objective of making administration at local levels more responsive to local needs, problems and initiatives. With decentralization, the district administration employs the grassroots Community Development Assistants who are then supervised by the District Community Development Officer. In case of any special development project taking place in a district, it usually the CDAs who are seconded to such projects by the respective administrative authorities. CDA's can be assigned any other duties including tax collection nowadays. The Ministry of Community Development Women Affairs and Children major role remains to be that of training.

Training Institutions under the Ministry
The Community Development Training Institutions
The Ministry operates four such CDTI’s namely Tengeru, Buhare, Rungemba and Misungwi. Buhare and Rungemba admits only female students form four leavers for a two year Certificate Course in Community Development.

Misungwi and Tengeru are co-educational. While the farmer gives basic certificate courses and is used a dissemination centre for appropriate technology. The latter offers a basic certificate course for form IV leavers and a three year Advanced Diploma in Community Development for Form VI leavers.

From former studies, (Report on Strengthening Institutional Capacity of Ministry of Community Development Women Affairs and children of 1992 by UNDP) it was pointed out that the training institutions were financially limited in resources thus not meeting its CDA's required outputs. Also the syllabus was found to be outdated and needed review in order to take into account of current economic, social and political environment changes.
**Folk Development Colleges (FDC’s)**
In 1979 the Government had started 52 FDC’s under the Ministry of Education with the purpose of training adults. In July 1989, the FDC’s were transferred to the Department of Community Development in the Ministry of Community Development, Women Affairs and Children. These FDC’s do train individuals in different skills appropriate to community development, issues in their respective localities.

**Training for Rural Development Centres I (e) (TRDC’s)**
There are five such centres one each in Iringa, Ruvuma, Mbeya, Tanga and Arusha. They offer tailor made courses to meet village needs of improving productivity, managerial capabilities, living standards and women’s development status. The abilities of the centres have however been limited due to financial constraints.

c) **Programmes and Projects under the Ministry of Community Development Women Affairs and Children**

Programmes
According to records the Ministry has not independently implemented any programmes except the Women’s Development Fund, and the National Plan of Action for Children. It has however participated in the implementation of programmes executed by other agencies such as the Child Survival and Development (CSD) Programme by UNICEF, which had also a credit component, the Women Economic activity Programme (WEA). The coverage was initially in Morogoro, Iringa, Kagera and Dar es Salaam and good lessons have been learnt. Other programs are:
- The Population and Family Life Education funded by UNFPA in five regions
- Community-Based Campaign Against Child labour
- Nation Platform for Action for Advancement of Women
- Health Water and Sanitation Programme (HESAWA)

Projects
The Ministry is executing a number of Projects among them are:
- Women Entrepreneurship Development Project (WED) funded by EDI of the World Bank to assist women to establish their own businesses
- The Training Fund for Tanzanian Women funded by the assistance of the Government of Canada. This is basically a capacity building project.
- Women in Textiles funded UNIDO
- Action to Assist rural Women funded by ILO
- Women Appropriate Food Technology (WAFT) Project - Funded by UNIFEM, covering Cost: Dar es Salaam and Lindi region. This project has

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closed
Credit Scheme for Productive Activities of Women in Tanzania funded by UNIFEM, now CREW Tanzania operational in Tanga and Dar es Salaam regions

(d) Focal Points and Cooperating Non-Governmental Organizations

Focal Points
In addition to the official structure of the Ministry, institutions, and programmes and projects under it, the Ministry also reaches out to the community using focal points (Women in Development) established in other ministries. It also cooperates with non-government institutions and other community-based organizations which are interested to participate in community development. The focal points established in the government ministries have no legal enforcement, so their achievements mainly depend on the positioning and the capacity of the individual in the respective ministry. The focal points have no legal enforcement and have no position within the state machinery which enables them to influence policies and decisions. They are not usually allocated resources as they are viewed merely as phenomenon. This lack of resources is further negatively affected by the Structural Adjustment Programmes with their resultant financial constraints. Ministries of Finance and Planning tend to be relatively not proactive on gender issues and give more attention to macro-economic aspects.

Non-Government Organizations
NGO’s are also active. In Tanzania, the ruling party's women organization (UWT) has been quite active in creating women's awareness and trying to influence the government to take into account women's issues in the development process.

There are other numerous NGOs which are mentioned elsewhere in this document.

(e) Facilities
The Ministry of Community Development, Women Affairs, and Children has been using certain facilities to carry out education and awareness creation. These include such visual aids like mobile cinema and posters. Other facilities include Community centres, libraries, and the training centres which have been defined not sufficient and they need to be improved.

These facilities are the building brigades which together with the respective communities help to put up community facilities. Also, they are themselves a facility.

However, due to limited resources, the Ministry has not been able to meet all the...
required budget to employ and facilitate Staff to carry on development work By 1995 there was a shortfall of 635 workers at ward level and 10,000 village staff whose wage bill alone was estimated at shs 3 billion

Therefore the issue of financial facility in order to properly staff and equip them with the necessary tools and working facilities is very critical. The present recurrent budgetary allocation from the central government covers only 12% of the salaries (actually of central government workers) at local level. The local government revenues are also limited and they can hardly meet their operational budgets as well as contribute to the Women's Development Fund, a requirement from local authorities

B. Zanzibar Structure
The responsibility of advancing women and children together with community development issues is shouldered to the Ministry of State (President Office) Women and Children Affairs which was formally established in 1992 Before its establishment, these issues were taken care of by the Chief Ministers office before being transferred to Ministry of Information, Broadcasting and Culture as an independent department

(a) Staffing
Ministers The Ministry is headed by a Minister; the second since its establishment as the final decision-maker on political issues relating to women and children affairs in the ministry
The Principal Secretary is the chief executor of policies and development programme of the ministry, assisted by the Deputy Principal Secretary
Directors who are under the Principal Secretary are the heads of departments of the ministry The Ministry has three departments and one office in Pemba which handles all issues of children in this island They are
- Department of Women and Children,
- Department of Community Development and
- Department of Planning and Administration

The Department of Women and Children leads four important sections; namely
- Women Development Section,
- Children Development and Nutrition Section,
- Laws, Guidance and Counseling Section and
- Advocacy Section

Department of Community Development which is a newly formed department has the following three sections

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Statistics and Research Section.
- Projects and Community Development Section
- Training Information and documentation Section

The department of Planning and Administration has the following sections
- Accounts Section,
- Planning Section,
- Statistics and Research Section.
- Publicity, National and International Relation Section, and
- Administration Section.

The Pemba office has four broad sections, viz
- Women and Children Development Section.
- Community Development Section,
- Planning and Administration Section, and
- Accounts Section

Regional and District levels
Issues of women and children in the regions are handled by the Regional WID Officers. Since there are five regions and ten districts in Zanzibar, the Ministry has five officers at district level and ten District WID officers in the districts.

As the Department of Community Development is still new and has not employed enough staff, it uses the same WID officer at both regional and district levels to handle the issues of community development. These officers are headquartered at the Regional and District Administration Offices and they work very close with Shehas administration (ward administration in Zanzibar). Shehas are appointed by the government to take care of community development issues. Each sheha is assisted by a committee of ten members. These members form four sub-committees of which one of them deals with social and economic development of women.

(b) Programmes and Projects
Programmes and projects undertaken by the Ministry are as follows
- Child Nutrition Support Programme sponsored by UNICEF. This project started in 1993
- The Women Economic Activity Programme which provides entrepreneurial and book-keeping skills to women economic groups
- Women Entrepreneurial Development Task Force which provides credit facilities.
- Training in project management and evaluation to women groups in all five regions
The ministry has participated in the implementation of many programmes/projects executed by other agencies. Among them are the National Programme of Action for Children (NPA) funded by UNICEF. Joint Nutrition Support Programme (JNSP) sponsored by UNICEF. National Income Generation Programme supported by UNDP. Population and Family Life Education funded by UNFPA.

© Training
The Ministry has not established any training institution but it trains most of its staff in the field of community development, rural development and other women-related fields in institutions of Tanzania Mainland.

(d) Focal Points and NGOs.
No formal relationship to other ministries and agencies has been established to take care of gender issues. The Ministry, however, plans to establish Focal Points in each government ministry with legal enforcement to enable them to influence policy and decisions in the ministries. Other ministries, like the Ministry of Education, Planning and Chief Minister’s Office have special officers dealing with gender issues in their ministries. The plan to establish Focal Points in government ministries though appreciated, faces a major problem of resources to empower them in terms of training, working environment and facilities. The existing Focal Points do face the same problems in their offices.

There are few Women Non-Government Organizations (NGOs) in Zanzibar biased on economic which will be explained later on. Most of these NGOs are undertakings. There are other active NGOs (not specific for women) promoting a conducive environment for women and gender advancement which help to.

(e) Facilities:

The Ministry of State - Women and Children affairs of Zanzibar plays a crucial role in creating awareness to the society. The Ministry is budgeted to spend Tshs 329 million for both development and recurrent expenditure which is only 12 per cent of the total government budget. Experience shows that the Ministry gets less than 33% of the budget from the treasury.

Lack of fund limits the Ministry to undertake most of its development and recurrent activities. The Ministry is seriously understaffed and lacks most of vital facilities to implement the plan. As some of its important activities are implemented at district and ward levels, the importance of having adequate staff, skilled personnel and transport facilities cannot be overemphasized.
CHAPTER FOUR
EFFORTS TO ADVANCE WOMEN

Background
The UN Commission on the status of women was established in 1946 with responsibilities pertaining to monitoring gender equality and promoting women rights.

At the initiative of the commission, the UN Year and 1976-1985 a UN Decade for declared 1975 an International Women's

Women Since 1975, a movement to incorporate women issues, to advance women and to foster equality among men and women has featured at international, regional/sub regional and national levels. This chapter will review efforts made at all the three levels in the context of women advancement in Tanzania and comment on the lessons learnt from the previous approaches.

INTERNATIONAL EFFORTS

UN System

As stated above the UN General Assembly declared 1975 an International Women's Year (IWY) Four (4) World Conferences have been held, in Mexico City (1975), Copenhagen (1980) Nairobi (1985), and Beijing (1995). Conference outcome include World Plan for Action (Mexico 1975), the Nairobi Forward Looking Strategies for the Advancement of Women by Year 2000 (Nairobi 1985) and the Beijing Platform for Action (Beijing 1995). During the decade, member states were required to examine the status and rights of women and to initiate processes that would bring women into decision making at all levels.

In 1979 the UN General Assembly adopted the Convention on the Elimination of All The forms of Discrimination Against Women (CEDAW). The Convention which sets international standards for equality between men and women, states clearly the need for full participation of women on equal terms with men in the process of development, and acknowledges the important role of women (especially) in the rural sector.

Support structures in credit and research fields were established by the UN system. For example, the United Nations Fund for Women (UNIFEM) was established with the objective of accessing credit facilities to women projects in Third World. The Institute for Training and Research for Advancement of Women (INSTRA W) was established to...
carry out research and training activities for the advancement of women in member states

Other efforts by the ON System include
- Sponsoring of regional conferences
- Establishment of a Division of Women advancement within the ON administration, Adoption of a Plan of Action (System Wide Medium Term Plan for Women Development) in all UN Agencies

REGIONAL/SUBREGIONAL EFFORTS

Key players on the regional/sub regional levels include ON specialized agencies such as the Economic Commission for Africa (ECA) as well as regional organizations such as OAU and sub regional organizations eg Southern Africa Development Community (SADC)

OAU
The African Charter on Human and People's Rights gives context to member states initiative individually or in groups to advance women The Charter which is similar to the Universal Declaration on Human Rights, provides that the State shall ensure the elimination of every discrimination against women and also ensure the protection of the rights of women and the child stipulated in international declarations and conventions (Article 13 Section 3) In addition OAU established focal point for women and an African Commission on Human and People's Rights Important OAU agreements such as the Lagos Plan F or Action and Africa. s Priority program for Economic Recovery 1986-1990 acknowledges the role of African Women in Development of the continent. and urges member states to fully integrate women in the development process

Follow up on these important resolutions by OAU is limited by structural issues OAL:-s decision-making structure is male dominated, while also since its establishment in 1987 the Commission on Human and People's Rights has never had a woman member

ECA
The Economic Commission for Africa (ECA) has created regional and sub regional structures for the integration of African Women issues in development processes Structures created include the African Regional Co-ordinating Committee, the Regional Conference on the Integration of Women in the sub regional committees for the integration of women. as well as the African Training and Research Centre for Women
The Research Centre has the mandate to assist member countries to develop their plans and programmes for women, to undertake concrete programmes and to disseminate research results and information regarding women.

ECA has also facilitated the adoption of important resolutions such as the Abuja Declaration on Participatory Development; the 1988 Khartoum Declaration, the African Platform for Action, and the Kampala Action Plan. The declarations address key issues such as the role of African women in development as well as implications on women of macro-policies such as implied in the SAPs.

**ADB**

In 1990 the African Development Bank adopted objectives on WID seeking to incorporate women's concerns in its normal operations; to identify and assess major constraints; to systematically address the identified constraints; to dialogue with member stated on projects/programmes aimed at integrating women in development process and establish a policy, framework for the Bank Group co-operation with bilateral, multilateral & NGOs (ADB Policy Paper on WID, 1990).

**SADC**

The SADC Council of Ministers in 1990 mandated the SADC Secretariat to explore best ways to incorporate gender issues in its work programme. In 1996, the Council mandated the Secretariat to coordinate gender issues at regional level.

Consequently, a Regional Advisory Committee (RAC) was set up to co-ordinate gender issues and to follow up on the Post Beijing activities. Close working with stakeholders in the field of gender has resulted in approval and adoption of the SADC Gender Programme by the Council of Ministers in February 1997.

Earlier efforts in early 1990s had involved attempts to coordinate business women through chambers of commerce.

Generally, the impact of the efforts of the regional and sub-regional organs seems to be limited due to factors related to structural set up, co-ordination, inter regional/interstate communication, and, inadequate financial support to the established structures. For example, the ATRCW seems to be marginalized within the set up of the ECA, with inadequate and irregular funding mostly from donors (ADB - Policy Paper on WID).

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*Sub – Programme for Women’s and Gender Advancement – Page 34*
NATIONAL EFFORTS

Introduction
Tanzania efforts to advance women took different images in the history of the country. During struggle for independence, TANU the independence party accepted a women's wing (UWT) in its structure.

At independence, the constitution recognized equality before the law of all its citizens, regardless of colour or race. Tanzanian women also took part in the first and subsequent elections on the principle of universal franchise. At independence, there were few educated Africans to enter the formal employment sector. Women were the late comers in this as their education and training lagged behind that of men. However, the few who got employment were treated equal to men in terms of payment due for equal work/qualifications. Paid maternity leave was also granted to expecting/nursing mothers.

The official document after the National Constitution to stand for equal opportunity for all citizens was issued in 1967. The Arusha Declaration put across development strategies which re-affirmed the principles of equality and equity among all Tanzania.

Despite these efforts, the majority of women in Tanzania remained illiterate, poor, the main operators in the informal sector, and underrepresented in all other sectors. The current thrust to women advancement combines deliberate efforts by the government to initiate the Arusha Declaration with support from locally based international (donor) Community. The following sections presents a brief analysis of the joint efforts.

A. THE GOVERNMENT:

Creation of National Machinery

The formal structure to deal with women Issues was created in the Department of Community Development in the Prime Ministers Office (PMO) in 1980. In 1985, women issues were placed in the Ministry of Community Development, Culture, Youth and Sports. In 1989, under the Ministry of Local Government, Community Development, Co-operatives and Marketing. In 1990, a full-fledged Ministry of Community Development, Women Affairs, and Children (MCDWAC) was set up as the highest state organ with a mandate to co-ordinate and facilitate representation of women's issues in the top level decision making of the state. The creation of the
national machinery also involved appointment of WID focal points in ministries and in public institutions as coordinators of women issues in their respective institutions.

in addition other organizations including party wings e.g the Women Organization of the ruling party CCM; and other non governmental organizations have been in the forefront in representing women interest in their respective settings/professional lines.

in Zanzibar the national machinery for advancement of women and children was placed in the department of social welfare, and under the Chief Ministers' Office in 1980s as a Unit of Women and Children. In 1986 the unit was placed under the Ministry of information, Culture and Sports, and later on transformed into a Ministry in 1992 The Ministry incorporates a Department of Community Development since 1995.

The Policy framework

Two central policies need to be discussed here, namely the WID policies and the CDP within which the former are located. These two provide context for other sectoral policies some of which will be also highlighted.

WID Policies

The policy on Women in Development (WID) for Tanzania Mainland was prepared in 1992 to be implemented concurrently with other sectoral policies. This policy is a statement of principles for the purposes of creating a common understanding on the concept of WID, its context and strategies for its implementation.

The WID policy has the following major objectives:

- To define the Concept of Women in Development
- To identify problems arising from planning without gender focus and to give guidelines in planning with a gender focus
- To identify obstacles hindering the participation of women in development and to direct ways of removing the same
- To initiate strategies and establish a system of reducing women's heavy workload
- To expound on ways which will be used in co-ordinating women development programmes

In Zanzibar, the Revolutionary Government Issued in 1996 a (Draft) Zanzibar Women Development Policy (ZWDP) whose goal is to achieve full participation and active partnership between women and men in the management of economic, social and political structures.
The specific objectives of ZWDP are categorized as follows

- Awareness raising and promotion of Women's Rights
- Facilitating and co-ordinating women advancement activities
- Empowering of women through training and employment
- Collaboration with other actors in promotion of women advancement.

It was envisaged that the policy will provide a missing link in the process of transforming the principles of equality (enshrined in the constitution of Zanzibar) to reality

Although the WID Policy was issued in 1992 in Tanzania Mainland, its impact remained marginal due to lack of an overall strategy for its implementation. Lack of specific guidelines for the various actors, as well as little publicity. The implementation of the policy also has been affected by capacity related factors such as resources (both cash and personnel) as well as physical facilities. A consultancy was commissioned in 1995 to propose means and ways of its operationalization. Its recommendations however, required a programme approach in the context of gender/women advancement in a national programme framework. The Zanzibar Women’s Development Policy (1996) is too early to evaluate.

**Community Development Policy - (CDP)**

A Community Development Policy (CDP) was adopted in 1996 for Tanzania Mainland. Its major objective is stated as to enable Tanzanians as individuals or in their families and/or groups/associations to contribute to self-reliance efforts aimed at bringing about development at all levels.

Furthermore, the Policy seeks to ensure that gender issues are incorporated in the planning processes. Strategically focuses on health and agriculture in enhancing people's capacities for development and underlines community participation in planning and implementation of development activities. As mentioned above, the CDP is a new development (1996) although activities in community development have been conducted ever since colonial rule. Lack of concrete guidelines/policy has resulted in the marginalization of the community development profession and professionals leading to marginalization of the community development initiatives. Ironically the WID Policy proceeded the CDP. The ongoing formulation of a Sub-Programme for women’s advancement is being undertaken in the absence of other Sub-Programme. However, efforts are underway to develop the Community Development Programme.
In this respect, both HABITAT and World Bank have been approached to assist the Ministry

Zanzibar has just established a Community Development Department within the MSWC. Community Development activities have been ongoing despite lack of a policy, or a formal structure (Department). Community development activities gained momentum immediately after the 1964 Revolution. The second and third phase governments also put emphasis on social and community development, conducted successful programmes on awareness creation, advocacy and animation which resulted in powerful self-help programmes especially in rural areas. The department has issued a draft Community Development Policy.

Other Sectoral Policies

Notable sectoral policies which address women's issues include, among others, the following

(i). Education

The current Tanzania Mainland Education and Training Policy 1995 aims at increasing access and equity in education and training. Three major cluster-themes related to gender issues in education are:

- access to pre-primary, primary and adult literacy to all citizens as basic right
- promote girls and women education through:
  - establishing co-educational and girls secondary schools
  - establish girls day streams in existing secondary schools in specific areas
  - establish financial support schemes for girls education
  - establish hostels/boarding facilities for girls
- Review of curriculum to
  - encourage girls participation and achievement in maths and science subjects
  - eliminate gender stereotyping in curricula and textbooks

The policy for Education Zanzibar (1995) specifically mentions special efforts to review the curriculum, to create good learning environment for girls and to eliminate gender stereotyping.

Notwithstanding the policy statements on girls education there are omissions in the policy which need to be addressed. The policy for example is silent on retention of girls in secondary schools, the consequence of which has been manifested in marrying of...
secondary school girls and getting away with it Moreover the Policy does not have a clear strategy on absorbing dropouts, or addressing cultural inhibitions to girls/women's education The Policy abolishes the quota system for girls entering in secondary schools the spirit of which was to address the gender imbalances in access to secondary schools due to cultural and other factors

At the implementation level, already some unforeseen outcome such as girls worse situation in boys' schools has been observed There is evidence that girls in boys' schools are facing problems of accommodation and poor learning environment in general There is therefore a need to address these and other shortcomings as has been proposed in the Education, Training and Employment Component of the Sub Programme (chapter 6: 4).

The Policy for Education in Zanzibar (1995) specifically mentions special efforts to review the curriculum, to create good learning environment for girls and to eliminate gender stereotyping.

(ii). Agricultural Policy

The Agricultural policy (1995) has the overall objective of increased food crop and livestock productivity Growth rates for the two sectors are envisaged at 4 and 5 percent respectively. The policy also aims at improving the living standards of rural areas, developing and introducing new technologies and promoting integrated and sustainable use of natural resources Specific to women, the policy will promote the access of women to land, credit, education and information

The policy also acknowledges the substantial contribution of women to food and export crops as well as to livestock production The social and traditional factors hampering their capability and efficiency in the agricultural sector is also acknowledged However, taking into account that women, the major force behind agricultural production, are often bypassed by extension services, and their crops not given first priority either for technology development (research) or technology transfer (extension) the policy statement on paying special attention to women farmers and targeting messages and other innovative methods for reaching "women farmers" should emphasize on concrete measures to develop gender sensitive research methods and extension packages In addition, the prioritization/classification of the various crops/sub-sectors in agriculture should take into account women's crops and women's interests in technology development and dissemination The emphasis in the policy on traditional export crops seem to ignore this important observation
(iii). Poverty Eradication

A national strategy to eradicate poverty has now been formulated Project URT/97/001 Assistance to the National Programme Framework for Poverty Eradication under the execution of the Vice Presidents' Office is ongoing. From a gender perspective, poverty is notably widespread in the rural areas where small scale farmers - especially women - and children - are the most affected group. The programme lists the following as factors that trap women into poverty:

- Illiteracy and poor education
- Unemployment
- Under-representation in decision making

The UNDP supported Poverty Eradication national initiative identifies agriculture, industry and mining as sectors with big potential for the poor income growth. It also points out the need to strengthen the social sectors - education, health and water supply and sanitation services as tools to improve human capital.

Although, Women specific strategies in the implementation of the Poverty Eradication Programme are left to the specific sectors to spell out, the need to co-ordinate sectoral efforts on poverty eradication especially among women is obvious. Experiences have shown that the different sectors may not be obliged to define their sectoral strategies to address issues of poverty among women. Chapter 62 of the Sub-Programme proposes strategies which may be adopted by respective sectors.

(iv). Population Policy

The 1992 Population Policy has the following major objectives:

- Reduce the population growth rate to 2% by year 2007;
- Educate the public on benefits of Family Planning and Reproductive Health;
- Foster conditions that will lead to greater accessibility to family planning services

In addition, the policy seeks to address the following gender specific issues:

- Improve the standards of living and the quality of life through protection and improvement in the provision of basic human needs in such areas as health, nutrition, clean water, housing and environment
- Promote improvement in health and welfare of the mother and child through the prevention of illness and premature deaths
- Strengthen family planning services in order to promote the health and welfare of the family, community and nation
The policy further acknowledges problems of special groups in the society; the need for special programmes for these groups. the differences between women and men especially in the fields of education, politics and employment as well as biased division of labour in the family (Planning Commission 1992)

As a strategy the Policy calls upon the implementation of the WID Policy along side with the Population Policy in order to eliminate problems facing women. and to promote women. full pal1icipation in development endeavors However, the impact of such services is low as a result of low level education of majority women. their low status in the household (ie men not women are the decision makers), and due to inadequate supplies

(v). Policy on the Environment

The National Environment Policy, the National Environment Action Plan (NEAP 1995). the National Conservation Strategies (NCSSD 1995) and the National Environment Commission seek to integrate environmental considerations into development policies and processes The policy aims at

- ensuring sustainable and equitable use of resources
- preventing and controlling degradation of land, water, vegetation and air
- conserving and enhancing natural resources
- improving the condition and productivity of degraded areas. and
- Raising public awareness and understanding of the linkages between environment and development

The relationships between environment and gender Issues is apparent. Among key issues are

- Water availability due to destruction of catchment areas
- Deforestation due to fuel wood and agricultural production demands
- Women's increased workload as a result of deforestation (longer distances to fetch water and fuel wood)
- Household food in security due to over use/misuse of land in production

It is Important therefore that women have access to ownership of natural resources as such as land. forests, etc, well as participate fully in decision-making on environment management and natural resources utilization at all levels These two aspects need to be underlined in the policy on environments
**National Land Policy**

The national Land Policy (1995) in Tanzania Mainland seeks to promote an equitable distribution of and access to land by all citizens. Its major thrust is the conversion of land into an economic asset to which all citizens should have equal access to. The Policy also seeks to recognize, clarify and secure in law, the existing rights in land (especially customary rights of small holders). Despite the policy declaration on women's general access to land and security of tenure, the policy continues to uphold superiority of customary law and traditions on inheritance of clan and family land. By ignoring the inherent gender discrimination in traditional land tenure systems, this provision contradicts the spirit and principle of equal access to land between men and women and should therefore be removed. Similarly, the Draft Land Bill due for parliamentary discussions should also omit the same discriminatory provision among its articles.

**Legal and Constitutional Reforms**

The Tanzanian constitutional guarantees for equality and enjoyment of human rights of all citizens. For example, the national constitution was reviewed in 1984 to include the Bill of Rights. The Government also established in 1983 the Law Reform Commission to study the existing laws and identify aspects that are contrary to the constitutional rights. In addition, measures have been undertaken to improve women representation in parliament and local councils by the 1992 Act (Mainland) which reserves 15% and 25% seats for women in those institutions. A similar provision exists for Zanzibar, where in 1984 the government reserved five seats for women in the House or Representative.

In 1991, the Government through the Ministries responsible for Women's Affairs has identified and forwarded to the LRC ten pieces of legislation which relegate women to a position of inequality in relation to men (chapter 61 Annex I). These laws were in addition to the Law of Marriage Act of 1971, the Law of the Child and the Law of Succession and Inheritance. The LRC has since submitted to the Attorney General's Chambers its report on the last three laws for the necessary drafting procedures.

Through its internal arrangements, Zanzibar applies Islamic Law in marriage and inheritance issues under supervision of Chief Kadhi Office.

The following general observations are made:
- The process of law review is proceeding at slow pace. Between 1986 - 1995, the LRC worked on 3 pieces of Legislation whose report has been submitted to relevant authorities.
authorities for further processing. Furthermore, 10 pieces of Legislation were identified in 1991 for review. None of the Legislation under review has reached a final stage.

- Article 13 (S) of the national institution does not include the word 'sex' in definition of discrimination. This is an omission that needs to be redressed.

The overall picture of the Tanzania legal system in respect to 'gender concerns' is that Tanzanian women experience a disparity between enjoyment de jure, and de facto of women rights as reflected in the existing gender inequalities in the legal sector as well as other sectors. Although legal provisions alone do not guarantee elimination of discriminatory practices per se, they nevertheless provide a basis for consensus on discussions on the subject.

**Economic Empowerment**

National efforts to economically empower women have constituted some core activities of the MCDWAC and the MSWC in Tanzania Mainland and Zanzibar respectively. In 1993, the Ministry of Community Development, Women Affairs and Children facilitated the set up of the Women Development Fund (WDF) with a government seed capital of 500ml TSh. The Ministry also issued guidelines on credit delivery and recovery for women entrepreneurs. This measure was to compliment the ongoing credit schemes in Tanga and Zanzibar. and those initiated by the state owned banking and other financial Institutions (NBC, SIDO, CRDB etc) The initiatives by the financial institutions have wilted in the wake of financial reforms. However, new institutions such as the Credit for Women in Tanzania (CREW) (Successor of the Credit Scheme for Women (Tanzania Mainland) and the UNDP Supported National Income Generation Project (NIGP) in operation since 1994 and 1995 for Mainland and Zanzibar, have emerged.

**CREW**

Credit for Women in Tanzania (CREW(T)) is successor to project URT/89/WOI. Credit for Women Productive Activities in Tanzania. The latter had initial activities in both Mainland and Zanzibar, with funding from DANIDA. At end of phase I, it was recommended to transform the project into an NGO. CREW (T) enjoys funding from UNDP/UNIFEM\l,1 (amount 500,000 USD and Government contribution (Tshs30010,400 in kind).
Initially CREW operated in Tanga Due to high demand of its services, the programme has extended its activities to now cover the 3 districts of Dar es Salaam The ADF has availed US $50.000 for this, half of which has already been advanced to 90 women mostly in livestock keeping activities. Recovery rate is reported at 100%. The loan is advanced to individuals in groups of five, the group being the guarantor for individual loans The credit scheme is currently under evaluation

**WEDTF (Zanzibar)**
The Women's Entrepreneurship Development Trust Fund (WEDTF) was registered in November 1995. Like CREW (T), WEDTF is successor to the DANIDA funded Credit for Women Productive Activities.

This NGO is aimed at providing credit, training and consultancy facilities to women entrepreneurs business activities For the year 1996/97 the programme managed to provide credit services to 47 women groups of about 5 members each in all Zanzibar regions costing nearly TShs. 40 million Recovery rate is reported at only 85%

**Gender Disaggregated Data**

Efforts to produce and disseminate gender disaggregated data as input into the planning process have been undertaken at national level jointly by MCDW AC and Bureau of Statistics In 1992 the Bureau of Statistics issued a publication. Women and Men in Tanzania with the aim of "meeting an increasing demand for gender disaggregated statistics inside and outside Tanzania" (Bureau of Statistics 1992) A much more detailed publication **Analysis of African Women and Men: The Tanzanian Case (1995)** was produced as a model for the Beijing 4th World Women Conference The publication is a statistical source book providing national and sub national statistics that capture conditions of women and men

The use of gender disaggregated data in many sectoral plans is still limited by conventional planning techniques and by lack of gender sensitivity among planners

**B. EFFORT BY LOCALLY-BASED DONOR AGENCIES**

Locally based donor community agencies are a strong ally in support of government effort for economic and social development in general and to women advancement in particular According to World Bank Report (1997), donors provide about 40% of Tanzania's Gross Domestic Product (GDP) in support of various sectors including education, health and water sanitation These are among the key sectors where women

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Issues are most apparent. Both women in development and gender mainstreaming approaches are reflected in various donor supported programmes/projects.

i) Support to Education and Training

Major donors in education and training include Denmark, United Kingdom, Germany, Sweden and Ireland among bilateral donors; and European Union, World Bank and UNICEF among multilateral supporters. Together they provided about 50% of Government expenditure in education in 1994/95. The following are areas of education support mostly for girls:

- The International Development Agency (IDA) funds Girls Secondary Education Support (GSES) Programme. About 392 girls benefited from the programme in its first year.
- IDA and NORAD also support the National Education Trust Fund (NETF) which promotes communities' efforts at increased girls enrolment and fight against inequalities in the girls schooling at secondary school levels.
- UNICEF supports Universal Primary Education efforts with special emphasis on girls/women enrolment.
- Other donors including UNICEF, DANIDA, SIDA, ODA, World Bank and European Union also focus on primary and basic education. Examples of support at this level include:
  - Textbook production (SIDA)
  - Teaching methods (DANIDA, ODC, SIDA)
  - Curriculum development (ODA)
  - English language teaching (ODC)

- At Vocational, secondary, and tertiary levels, major donors are SIDA, DANIDA, GTZ, NORAD, and the Royal Dutch Embassy. Areas of support include, among others:
  - School infrastructure support
  - Teaching of maths and Science subjects
  - Technical and Engineering training
  - General support to vocational Education Training Authority (VETA) Professional training

Many donor support in the education sector is not exclusive to women/girls. Consequently, the impact on girls/women empowerment is modest as indicated by poor enrolment ratios of girls to boys especially at tertiary levels as well as girl performance in classrooms at all levels. Further, more and as a consequence to undifferentiated support to vocational training, a number of girls getting practical skills after primary...
education is very low compared to boys (only 6% girls enrol for vocational training) This should be considered a serious limitation in view of the fact that only 15% of Tanzanian’s (boys and girls) proceed to secondary education

(ii) Support to Economic Empowerment

A general observation on donor support for women’s economic empowerment is that it focuses on skills training and access to credit. UNICEF, UNDP/UNIFEM AND ILO are the principal supporters in this regard

Donor support to women economic empowerment in the 1970s and 1980s was in form of grants to groups of women mostly in food production and processing. By 1990s many donors had changed this approach to credit and entrepreneurial training so as to ensure activity sustainability and empowerment on part of the beneficiaries Experience of the Credit Scheme for Women Productive Activities and its successor CREW Tanzania indicate that women facilitated with credit and training in credit management engage in viable economic activities likely to improve their welfare and the welfare of their household members

(iii) Support to Legal Capacity

Legal capacity building among women is a new area among both donors and local NGOs In this field donors include UNDP/UNIFEM activities on (women) human rights Other donors including USAID, OXFAM, NORAD, and the FORD FOUNDATION provide general funding, equipment, financing of para-legal training activities and sponsor legal publicity/ awareness creation activities of local NGOs Activities undertaken have so far been limited to a few urban centres, particularly Dar es Salaam, Mwanza, Arusha and Moshi

(iv) Support to Water Provision Efforts

The provision of water for household use is a responsibility of women. In rural areas the activity is time and energy consuming, particularly in dry season in arid and semi arid areas

Donors supporting the water sector include SIDA, DANIDA, NORAD, CID, ODA, JICA, GTZ, The World Bank. SNV, UNICEF. UNDP, ADB and the Australian Aid Agency

Donor assistance in this sector constituted 40% of all government expenditures in
1994/95 However, trend shows that it has been falling since 1984 when it constituted 54% of total foreign assistance in Financial Year 1994 and 1995 it constituted 0.3% and 1% respectively.

The Health Through Sanitation and Water (HESAWA) Programme is an example of donor support in the water sector. The programme was introduced in 1985 in Mara, Mwanza and Kagera Regions. It is a joint programme between the governments of Tanzania and Sweden. The programme approach on community participation underscores the need for women participation in decision making.

In the context that women shoulder a heavier burden in domestic water collection efforts of HESAWA and other donors supported programmes could lead to lessening of that burden in the target area.

Many donor sectoral support include guidelines on inclusion of gender concerns in programme activities and strategies.

(v) Food Production Sector

The International Fund for Agriculture Development (IFAD) supports small holder farmers in a number of regions in lake Zone and southern highlands. Women are a specific target group of the Fund for credit and other agricultural input. Other donors including FAO and the WB also support women groups at grassroots in food and vegetable production while also FAO has a project on information on women in agriculture in Zanzibar and Southern Highlands and Iringa Region in Mainland.

United Nations Industrial Development Organisation (UNIDO) conducts food processing skills training among Women covering 12 regions on Tanzania Mainland and all regions in Zanzibar.

C. NON-GOVERNMENT ORGANISATIONS

Economic empowerment

Economic NGOs focus as credit delivery to women groups/individuals. These NGOs are either women specific or have a 50% rule for the target group - Wanawake Wakatoliki Tanzania (WAWATA). SERO CREW (T) give credit to women only, while PRIDE (T) Presidential Trust Fund (PTF) Community Development Trust Fund (CDTI:-). the Tanzania Gatsby Trust (TGT) and MEIDA give credit to men and Women on a 50-50% basis.
(ii) Legal empowerment.

The University of Dar es Salaam, Suwata Legal aid Clinic, Tanzania Women Lawyers Association (TAWLA), Tanzania Media Women Association (TAMWA) and the Human Rights Network (HRN) have set up legal aid clinics for counseling and other legal services to women. However, many of these are located in Dar es Salaam and a few other urban centres e.g. Mwanza and Moshi, hence limited in terms of number of women reached. Some lack resources and facilities to be effective, while successful ones depend on donor funding.

(iii) Gender sensitization and advocacy

These include the Tanzania Gender Networking Programme (TNGP) and TAMWA. Through seminars, workshops and publications, the public in general and women in particular are exposed to issues that pertain to women rights, condition and society reactions toward such issues.

(iv) Education

Religious groups have traditionally offered quality basic and vocational education to their followers. Girls’ secondary and primary schools were common in 1960s and 1970s.

Unfortunately this initiative was marginalized in the spirit of nationalization of the economy and the social/physical infrastructure following the Arusha Declaration in 1967. Private (missionary) school were handed over to local and central government.

Currently, the policies of trade liberalization and privatization favour the return of ownership and participation in education of religious groups and the private sector in general.

Meanwhile, women NGOs have also formed around education, information and research themes including Women Research and Documentation Project (WRDP), Institute of Development Studies Women Group (IDS), IDM Women Research and Consultancy Group (IDMWRCG). The impact of the new initiatives to promote education is yet to be evaluated. The Government will have to enforce aspects of standards in the mushrooming private schools as follow-up of guidelines and conditions govern to such schools.

In Zanzibar women specific NGOs include the Catalyst Organization of Women Progress in Zanzibar (COWPZ) and the Zanzibar Women Development Organization.
(ZAWDO) Both these NGOs focus on economic empowerment of women. As is on the Mainland the NIGP has a women credit component for its activities.

**Conclusion**

The preceding section demonstrate Government and Civil Society efforts to address women issues by creating structures and institutions, by educating the target group (women) and by creating enabling environment through which issues pertaining to women can be perused. These efforts notwithstanding, there is a general consensus on the fact that gender imbalances are still a dominant feature of our present society.

Government approaches to overcome the imbalances have focused on establishing of institutional mechanism, legal structures and policies/guidelines that seek to coordinate, educate and guide the process for elimination of gender imbalances. However, established institutions have worked in isolation, and mostly in urban areas thus reaching only a small section of the target group. Sometimes the institutions have worked in competition for resources (e.g., NGOs competing for donor funds) while especially in rural areas, overlaps and duplication of efforts have sometimes characterized donor-funded activities. Generally there is lack of a strategy for multi-sectoral co-ordination of efforts in advancing women.

Local NGOs are sometimes faced with problems of capacity to carry out intended activities. Resources including office space and equipment as well as cash to run the offices/Carry out intended activities have often reduced the impact and the (geographical) spread intended of the planned activities.

The Government has set in place the relevant legal and policy structures to pursue women issues. However, co-ordination of sectoral policies has been lacking. There are no guidelines or regulations calling for sectoral accountability in promoting women issues in respective sectors consequently efforts to mainstream gender concerns in sectoral policies, plans, programmes and in other institutions have lagged behind, and are sometimes overshadowed by "talks to advance women", in the context of women rather than gender concerns. To date, despite the efforts to establish a legal and policy framework, a comprehensive programme to mainstream gender concerns as a strategy to advance women, and capacities to implement such a programme have been lacking. The present consultancy report is an effort by the MCOWAC and the MSWCA in collaboration with UNIP to design a Sub-Programme for women advancement and gender mainstreaming by addressing the issues of capacity building, co-ordination and accountability among the key stakeholders.
CHAPTER FIVE

PROBLEM STATEMENT

Introduction
The previous chapter has provided a detailed description of government, civil society and International efforts to advance women and gender in Tanzania. These efforts include establishment of a women's national machinery, formulation and implementation of specific and integrated policies, strategies, programmes, and projects addressing women-related issues; ratification of important international conventions and declarations organizing and attending important national, sub-regional, and global forums to articulate and voice national women's concerns; and enactment and review of laws that promote legal rights for women enabling. It is important here to commend the government for creating all enabling environment through which issues related to addressing women’s problems have been pursued.

Despite the above mentioned efforts coupled with the Economic and structural reforms and other reforms, the situation of women within the context of gender as has been discussed in chapter three continues to be poor compared to that of men.

The major stated problems are deduced from causes and effects of numerous problems which are stated to be interdependent and interrelated as has been illustrated below in a Cause and Effects Hierarchy of problems chart. This Sub-programme is seeking to address some of the causes and effects of the problems as a means of implementing the WID policy(s) which is under review, the government commitments made to the 4WCW and other international agreements which Tanzania is party to for women's full enjoyment of all human rights, equitable and sustainable development. The deduced problems are categorized under the following headings:

Situational Factors

Women’s Legal Capacity
The existence of multiplicity of Laws (customary, religious and statutory) in Tanzania on marriage, inheritance, and custody of children often lead to discrimination against women. Notwithstanding constitutional provisions on equality of all persons in addition while there exist efforts to sensitize both women and men in the country, lack of awareness of these rights to the majority of the women. Insufficient utilization of the legal systems in place and continuous abuse of life and liberty through various forms of
violence perpetrated against them

Existence of Mass Poverty Among Women
This is a result of the increasing poverty among the rural and urban population generally, the growing gap between the rich and the poor, women carry a heavier work load and by tradition, women have no property rights, they also lack adequate knowledge on the availability of credit facilities, due to their low education level, their knowledge and skills on business management of work is generally low Most of the women have been found to use poor technology which result into low productivity and Incomes

Existence of Gender Imbalance in All levels of Decision Making
Women have been found not influencing the decision making process from domestic level to the national level In households, existing attitudes which consider men as heads of households are rigidly based on patriarchal structures which limit women voices from influencing allocation of domestic resources At national level, the existing attitudes influencing the elections and appointment of women to high profile positions and hence limit women's voices from impacting management positions, decision making and the planning process Inequality in education and particularly in higher levels of learning and chances of promotion into managerial positions A stereotyped curriculum and attitudes of parents on sex roles discourage girls for careers which would have otherwise opened their doors to positions of influence On the other hand women in managerial positions lack necessary support and network to enable them execute their duties fully

Existence of Non-proportionate Accessibility of Opportunities in Education
Training and Employment
Girls and women are not getting equal opportunity in completing, and in accessing themselves to all levels of learning The pedagogy is girl child unfriendly, especially the teaching of mathematics, technical and science subjects which require competitiveness and some degree of assertiveness which girls often lack Pregnancy and truancy constrain girls from completing their schooling Existing society attitudes favour anti promote boys education and pay less interest In education of girls

Girls and women including those who complete schooling and training do not get equal access to employ opportunities Compounded to this problem, the work places do not provide facilities or do not recognize the differential gender needs and roles of women and men Also, there are not specific health and industrial safety programme tailored to the realization of women's practical gender needs
The major underlying Reason for this poor situation has been found to be greatly related to both the conceptualization of the prevailing problems and strategies undertaken to solve them

**Institutional Factors**

*Accountability & Responsibility*

According to the government structure of the United Republic of Tanzania it is the Ministry of Community Development Women Affairs and Children in Tanzania Mainland and the Ministry of State Women and Children Affairs in Zanzibar, which are mandated to co-ordinate and monitor and facilitate the representation of women concerns in the top level of decision making organs of the state Women representatives of the Union Parliament and the Councils of Revolutionary and Representatives for Tanzania Mainland and Zanzibar, respectively are mandated for the same. The Ministry(s) also have an advocacy role to play concerning integration of women and gender issues in the other Ministries/sectoral plans.

Gender Focal Points appointed in 1987 in all the Ministries and the established WID/GAD units in NGOs and international organizations were supposed to liaise with the Ministries to be able to integrate women and gender issues in their own organizations. Despite the above mentioned strategy, effective co-ordination and monitoring of integrating women and gender issues in the other Ministries/sectoral policies, plans programmes has been constrained by the following weaknesses:

- While the Ministries for women in Tanzania Mainland and Zanzibar have been advocating for both women and gender, they lacked an institutional establishments to co-ordinate, facilitate and monitor mechanism in their mainstreaming of WID activities. In other words these Ministries lacked established mechanism(s) in their organizational structures with responsibility and capacity to carry out its obligations.
- Likewise the other Ministries also lack established institutional mechanism in their own organizations structures to facilitate the integration of women and gender issues Focal points in the Ministries were appointed not established with exception of the Civil Service Department which is responsible for the overall establishment and recruitment of the Civil Service human resources, which has a unit for gender. Furthermore, almost all Ministries and Offices, focal Points are not located in positions where they could influence decisions with the exception of the Ministries responsible for education in the government where the overall Focal Point are located in the Commissioner's Office (head of the Technical Departments) and in each of the technical.

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departments
The instrument (roles and responsibilities) for all the Ministries/Sectors with the exception of the Ministries for women’s affairs did not contain roles and responsibilities for women and gender mainstreaming Therefore up to date it is not mandatory’ for Ministries/institutions/sectors to plan, implement, monitor and evaluate their with a gender perspective

There is a need to establish institutional mechanisms with appropriate locations in the structure of all sectors to effect smooth implementation of gender mainstreaming It is also important to include gender mainstreaming responsibilities in all the ministries(s) instruments because women and gender are sectoral crass cutting issues which unless stated it will not be a mandatory to implement

Policies
As stated earlier a policy is a statement of principles and intentions which provide a frame work for action It provides or acts as a benchmark with guidelines for the actors and stakeholders can identify actions and formulate different plans to be implemented to achieve the objectives contained in the policy It is therefore important to note that- a policy is one of the crucial instruments used in realizing development objectives because it provides direction on a common understanding

In Tanzania development plans are based on a general national policy but also on specific sectoral policies Formulation of specific women’s policies and the inclusion of women’s issues ill sectoral policies is among efforts made by government to advance Much has been discussed on the WID policy and other policies, which aim at advancing women in respective sectors .The analysis made on current policies operating in the country revealed the following problems

- Despite the fact that both WID policies of Tanzania mainland and Zanzibar include advocacy' for women and gender mainstreaming in the development processes, the policies do not adequately address issues of mainstreaming and operationalization of the same
- Furthermore, WID policies have also failed to define and distinguish between WID and GAD concepts While a locus on women is recognized as legitimate in its own right- GAD has emerged to be a much more effective policy approach providing a clear conceptual rationale for planning to meet gender of both needs women and men for sustainable development
- Insufficient integration of women and gender perspectives in the general and sectoral policies in the sense that, they are formulated to meet the need of the "people" -"communities" "target group ", "households" or "end users" Since
these categories encompass both men and women (49% and 51% population respectively) they must be desegregated on the basis of gender. It should be noted that before policies are formulated or reviewed an analysis on their impact on: women and men is carried out. For example, the current operating policies in the country can be classified in three categories: The first category, comprised those which have a generalized perspective. These include policies on Agriculture and Energy. The second category are those policies which have treated women as special or vulnerable groups in the community which have created in turn mushrooming of marginalized small scale based interventions for women. Policies in question include those on informal sector, employment, population, education, Trade and Industry. The last category of policies are those which have emphasized a Welfare policy approach which mainly focuses on improving the situation of women in their reproductive roles only and to a lesser extent on production roles. Typical examples of these policies are those an population and land.

There is a need to review the policies operating in the country to be able to meet strategic and practical gender needs of both men and women, for equitable and sustainable development. The reviewed sectoral policies with gender dimensions should be disseminated to various actors at all levels in order to provide a common understanding in reality gender objectives.

**Resources**

*a) Human Resources Development*

Human resources development problems focus on the extent to which the working environment in which the actors involved in the formulation and implementation of relevant policies, plans programmes and projects, is supportive of its staff to acquire to appropriate and relevant skills and knowledge. It is making reference to the staff at both Ministries responsible for women affairs other sectors at all levels and NGOs.

At MCDWAC and MSWCA the human resource requirements are basically related to policy formulation, resource mobilization advocacy co-ordination, monitoring and evaluation of the women and gender development related issues. While at other sectoral levels including regional district and ward levels human resource requirements are related to skills and knowledge to plan, organize; assess priorities, supervise and implement women specific and gender sensitive programmes, projects and activities.

Tanzania has been commended for the extent of gender awareness it has raised among...
decision makers, development planners, the communities and the women since the year 197) (the International Women's Year)

Also there has been a considerable short term training in WID and gender planning in the country at various levels within and outside the country. The training was mostly organized by the MCDWAC/MSWC in collaboration with other sectors supported by International Donor Agencies and their project staff. Also many donors organizations have supported a few long courses in foreign countries where appropriate. However the following human resources problems prevail:

- insufficient skilled personnel at the Ministries responsible for women to be able to fulfill its co-ordination, advocacy, policy formulation monitoring and evaluation of women and gender related issues;
- the coverage and percentage of trained staff is very minimal as Tanzania has a substantial number of qualified professionals covering different fields of multi-sectoral dimensions, which need to be strengthened in gender policy planning and implementation;
- because women in Development has been found to be challenging the status quo, most sectors, organization and institutions have been hesitant to train their own personnel in gender and development issues. In that respect they felt it was only MCDWAC and MSWCA which were supposed to have the skills for that purpose;
- statistics have shown that more women than men have training in gender and women related issues which has a negative connotation that women and gender issues should be dealt by women themselves only.

There is a need to build the capacity for advocacy, gender policy and planning the MCDWAC/MSWAC sectors. NGOs and CBO at all levels for equitable effective and efficient delivery of goods and services to both women and men for gender parity.

(b)  Financial and Material Resources:

Tanzania has two major sources of funding the state and external resources.

The State allocation of funds to women’s related activities is directly channeled to the MCDWAC & MSWCA which has been found to be considerably low. For example since 1992/93 to date recurrent and development components were 2 and " percent respectively of the total budget (the lowest) for MCDWAC that of MSWCA. These budgetary need to be increased in order to provide the Ministries with operational effectiveness. The material under rehearsing of the Ministries has resulted in the following constraints -
• low, utilization of the Training Institutes under the MCDWAC whose main responsibility is to prepare community development workers. This has resulted in low intakes of students, dilapidated buildings, inadequate production of teaching and learning material;

• inadequate communication and data processing equipment and facilities for monitoring and evaluation resulting in ineffective delivery of services at the ministerial regional district and ward levels.

• regarding the allocations to the other sectors a built in mechanism for ensuring that both men and women have access to the resources allocated to respective sectors is not yet established. Yearly planning guidelines issued by the Planning Commission to sectors to date have not incorporated directions for planning to meet gender needs of both men women

• External resources allocated to women and gender related issues as was indicated earlier, (previous efforts by International Agencies) greatly improved with time; but this increase did not necessarily imply a great qualitative change either in sectoral priorities or in development. However it increased the magnitude of work within the existing institutional framework of the MCDWAC/ MSWACA and other sectors projects, with a negative result of efficiency and effectiveness.

Implementation, Monitoring and Evaluation

In both Tanzania Mainland and Zanzibar, medium and long-term plans of between 10- 20 years are being prepared implementation is done for three years under the Rolling Plan and Forward Budget (RPFB). For easier monitoring, annual plans are prepared and implemented. As it has been learned over the years these processes have increasingly tended to address women and gender as a result of gender awareness created in the country, as a response to women's voices, gender research findings and in some instances response to donors genderized policies. There is also learnt that women and gender issues commonly feature well in donor supported programmes and projects. Implementation, monitoring and evaluation are constrained by the following factors which need to be resolved by this Sub- programme

• lack of adequate gender responsive policies as discussed earlier to provide a framework for planning and implementing gender responsive strategies/actives

• lack of adequate expertise and competence in collection, processing and utilization of gender disaggregated statistics;

• Lack on genderised planning guidelines and development monitoring indicators for women and gender at all levels of planning.
Attitudes

The attitudes of the people has also been found to be one of the problematic area which influence the planning for development of men and women. This is because peoples attitudes which are reflected in their values, norms, practices and culture have been found to affect the socialization process and particularly the social construction of what it is or feels like to be a woman as opposed to being a man. These have created distinct discrimination and have greatly contributed to the poor situation of women, as is reflected in the following areas:

- minimal allocation of resources to women in the areas of skills development, education, technology, property allocation such as land and finances at all levels of different social, economic and political settings;
- under rehearsing women in their reproductive and productive roles to the extent of negatively affecting their output and, most importantly their health;
- unequal distribution of Labour which is unfavorable to girls and women which results in very heavy female workload which increase limitations to women and girls individual development

A great deal of information, education and communication supplemented by enactment, review and enforcement of laws is required to eliminate out-dated practices and attitudes which hinder women's development.

Legal Framework

The United Republic of Tanzania has a constitution which is built on the principles of equality before The law, has ratified the United Declaration on Human Rights (1977), OAU Charter on Human and People's Rights (1997), UN Convention on the Elimination of all Discrimination Against Women (1986) and UN Convention on Children's Rights (1989). It has also taken affirmative action on increasing the number of women in major decision structures (15% Parliament and 25% Local Councils) and recently cabinet endorsement of increasing women's political representation to 30 percent. The review of the 1971 Marriage Act, Law of succession and inheritance, and that on children and the increasing of women's participation in decision making, are some of the strategies to implement the government's commitments to the Fourth World Conference on Women.

Inspire of all these good efforts taken by the government towards bringing about equal rights to its citizens, it is also true that there are government circulars, standing orders, regulations, declarations and procedures which unfortunately do not specifically address women and gender issues from the legal point of view. There is still at dire need for the government to review the constitution in order to enact a law to prohibit all forms of gender discrimination as one way of ensuring the implementation of
CEDA W which Tanzania is party to

**Justification**
The government women's development strategy address women issues adequately Its dual purpose of directly increasing women productive capacity and at the same time increasing their access to resources and basic social services, thereby contribution to economic growth, is in line with the aspirations of this sub-programme. The United Republic of Tanzania has intended to use the programme approach which focuses on women and gender because

- The government has made a strong commitment to address women's concerns in order to bring about gender parity.
- It will promote the integration of financial investment, technical assistance and identification of support requirements.
- Also it will harmonize the state's resources with different external sources, thereby maximizing internal and external resource mobilization.
- The full integration of the programme into the governments functions which is a significant factor in the sustainability of women and gender mainstreaming in the established sectoral and scale based traditions of development policy and planning.
Inadequate Women’s legal

Mass poverty among Women

Gender imbalance levels of Decision Making

Non proportionate accessibility to opportunities to Education Training and Employment

Un employment

The majority women’s compared men don’t own factors and means of production technology information skills and credit

Fewer women’s than men are appointed in decision and marriage position

Discriminative school curricula at different levels of education e.g. education home Economics for girls

Higher Dropout of school for girls than boys b’cos of truancy and pregnancy

Society’s attitude which favor & promote boys than girls

Pedagog y is a girl child un friendly especially in the technical maths & science

Lack of enforcement of the educatio n Act 1978

Reproducti ve & productive roles in homes Add workload of girls studying in day schools

Fewer schools for girls particularly secondary tertiary and technical and higher levels

Most women are not aware of their basic Legal right because of insufficient information

Low utilization of legal system by women

Discriminatio n in allocation of economic and social resources such as clan and family land

Violation of Women’s human rights

Women’ s low producti vity hence less GDP

Inadequate gender needs and concerns integrated into development policies and plans of various sectors

Male dominated decision making

Inadequate Role models for girls to aspire for better positions in social and economic structures

Early child birth and marriage

Fewer women better paid jobs

Low enrolment of girls than boys at all levels

Poor performance and school attainme nt

Most constitution al laws and Islamic laws are in foreign languages

Lack of legal counseling clinics at grass foot

High level of illiteracy among women (43%)

Laws have not yet been revisited for implement IRE recommendations CEDWA

Poor standards of living

Lack of mandates for mainstreaming women and gender issues in sectors

Lack of an institutional mechanism within the MCDWAC MSWA to design adv

Non establish ment of sectoral focal points

Poor conditio ns for women for lack of meeting gender needs

Health related problems

Unequal representati on in employmen t particularly in

Less paid employ ment opportun ities

Lack of women fully enjoyment of all human right

Lack of implementation of major international agreements which Tanzania is party

Inadequate implementation of WID policy

Marginal implementation of government commitment made to the 4th World Conference of Women

Continued gender disparities
CHAPTER SIX
NATIONAL SUB-PROGRAMME FRAME-WORK

INTRODUCTION

As the constraints and problems facing women's advancement and gender development have been identified in the preceding sections, a framework recommending ways and means to minimize or even eliminate these constraints needs to be clearly formulated.

This sections therefore presents seven Sub-Programme components in a logical framework that shows what activities are to be undertaken to get rid of most of the obstacles facing Women and Gender Advancement. The components identified are

1. Enhancement of women's legal capacity
2. Economic empowerment and poverty eradication
3. Women's empowerment in decision-making
4. Enhancement of women's opportunities in education, training and employment
5. Capacity building for the MCDWAC/MSWCA and other agencies.
6. Gender mainstreaming, generation and dissemination of gender disaggregated data
7. Advocacy

Each component defines responsive objectives and strategies to be employed to achieve the specified objectives. The activities to be implemented under each strategy with expected outcomes and potential actors are defined and listed. For the purpose of ensuring proper and smooth implementation of the programme components, the outputs expected from the implementation of each activity have been shown. The indicators and means of verifying the outputs have also been presented to ease evaluation and monitoring of the components of the Sub-Programme.

The two gender ministries, Ministry of Community Development Women's Affairs and Children and Ministry of State for Women's and Children's Affairs (Zanzibar) will play a co-ordinating role in the implementation of the Sub-Programme. Each activity of the components defines a list of actors who, together with other identified collaborators and development partners, will assist in the financial and physical implementation of the activity. The development partners listed in the activities are identified on the basis of their existing participatory experiences on those areas. However, the list is neither exhaustive nor limited to the mentioned ones; therefore, other interested actors and development partners are expected to join in.

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Although the impact of the implementation of the Sub-Programme is expected to spread throughout the country, the implementation of the Sub-Programme will be mainly directed to areas where most of the identified problems exist, predominantly. The following list shows the concentration of gender-related problems in targeted areas of Tanzania. The Sub-Programme prioritizes these areas in its implementation in the table which follows.

**Table: List of Broad Targeted Areas.**

<table>
<thead>
<tr>
<th>sn</th>
<th>Area</th>
<th>Major problem</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Coastal region</td>
<td>Most of gender related problems</td>
</tr>
<tr>
<td>2</td>
<td>Kagera</td>
<td>Poverty, displaced population</td>
</tr>
<tr>
<td>3</td>
<td>Mara</td>
<td>FG M improper resource utilization inadequate technology</td>
</tr>
<tr>
<td>4</td>
<td>Lindi</td>
<td>General poverty education</td>
</tr>
<tr>
<td>5</td>
<td>Mtwara</td>
<td>General poverty education</td>
</tr>
<tr>
<td>6</td>
<td>Rukwa</td>
<td>Education. misuse of resources, malnutrition</td>
</tr>
<tr>
<td>7</td>
<td>Arusha (Arumeru)</td>
<td>FGM</td>
</tr>
<tr>
<td>8</td>
<td>Ruvuma (Mbinga)</td>
<td>Lack of appropriate technology/labour saving technology</td>
</tr>
<tr>
<td>9</td>
<td>Pemba</td>
<td>Most of gender-relationship problems and economic hardship</td>
</tr>
<tr>
<td>10</td>
<td>Unguja</td>
<td>Poverty (North and South regions), unemployment (urban)</td>
</tr>
<tr>
<td>11</td>
<td>Tabora</td>
<td>Economic marginalization</td>
</tr>
<tr>
<td>12</td>
<td>Dodoma</td>
<td>FGM</td>
</tr>
<tr>
<td>13</td>
<td>Urban</td>
<td>Out-of-school youth unemployment, peri-urban poverty illiteracy</td>
</tr>
</tbody>
</table>

The summary of each component is attached with a detailed log-frame with a time span for each activity. It is worth noting that the log-frame, presented for each component, contains both activities to be undertaken in Zanzibar as well as on Tanzania Mainland, unless where they are not applicable.
1. ENHANCEMENT OF WOMEN LEGAL CAPACITY

Preamble
In Tanzania the enjoyment of women legal and women human rights is constrained by
the following factors

inadequate legal literacy among women (and men); the existing legal system does not
reach grassroots discriminatory application of statutory laws; inadequate legislative
protective mechanism such as protection orders, baring orders and safety orders in the
legal system. insensitive investigations and prosecution of cases involving violence
against women and children e.g domestic, sexual, and various forms of harassment etc,;
customary law and practices discriminatory against women on issues of property
inheritance particularly on land, as well as institutionalized violence against women e3
wife battering, rape. FGM etc;; and existence, side by side, of a multitude of- laws -
statutory, religious and customary

The above constraints exist in spite of the efforts by the Government to guarantee
equality to all citizens, For example the national constitution guarantee equality before
the law of "all persons" The constitution also include a Bill of Rights since 1984

Furthermore. the constraints also exist because, most legal documents are inaccessible to
majority men and women because they are written in foreign languages; there are
inadequate initiatives for legal mass education campaigns, and existence of negative
attitudes towards mainstreaming of women and gender issues

COMPONENT OBJECTIVES STRATEGIES AND ACTIVITIES
Table 1 presents a LOG-FRAME for the enhancement of legal capacity of women The
LOG-FRAME defines the component objectives, strategies, activities, output, indicators,
means of verification, actors and the time-frame

Development Objective
The component's development objective is to enhance the status of women through
increased knowledge of their legal and human rights and an institutionalized mechanism
within the legal system that guarantees and protect women and children's rights

Specific Objectives
1. Enhancement of women's and men's legal literacy.
2. To identify' and repeal gender biased provisions in the existing laws, and enact
   new
laws to eliminate discriminatory/oppressive customary practices

The objectives seek to improve the legal knowledge of women and men as well as provide a legal enabling environment for the enjoyment of their rights

Strategies
Five strategies have been identified as central in achieving the above objectives

(i) Increase Legal Literacy
The strategy seeks to educate and inform women and men on human rights in general, and women legal and human rights specifically - through activities that make accessible legal documents, mass media and outreach activities. Use of Swahili language for published materials and tabling parliamentary bills in underline and to this respect, the revival eg of the Translation Unity of MJCA

(ii) Increase use of legal and gender sensitized formal and traditional system
The strategy aims at increasing the use of legal and other institutions by women victim's through use of women friendly local structures, legal procedures, guidance and counseling. Pending the findings and recommendations of the legal aid survey to be conducted by TAWLA under the auspices of the Financial and Legal Management Upgrading Project (FILMUP) the experiences of the mostly urban based Legal Aid Clinics will be replicated in more regions and district centres to compliment the outreach campaigns

(iii) Promote and protect women’s legal and human rights
The strategy seeks to promote and protect women's human rights. Once in place, the mechanism will guarantee sustainability in respect to pursuance and acquisition of women's rights

(iv) Law Reform
A legal framework for the ongoing law reform will be provided by transforming action, the international conventions such as CEDAW and CRC

Pieces of legislation which relegate women to a position of inequality in relation to men have been identified and submitted to LRC for necessary action (Annex1). Of these three laws i.e. the Marriage Act 1971, the Law of the Child and the Succession Law have been reviewed and the reports forwarded for further action to Attorney General Chambers. Key issues in these laws are highlighted in an extract of Cabinet decision No 23, of August 1996 (Anne' 2 )
The review process of these and other laws to be identified, will be monitored on continual basis through a proposal to tenderize the Law Reform Commission

(v) **Enact Laws to Ban Discriminatory And Oppressive Practices**
A number of customary and other practices tend to discriminate and/or oppress women Some have laws/by laws passed against, others do not. In this strategy, proposed activities aim at

(a) re-re-enforce existing laws which ban discriminatory/oppressive practices including discriminatory application of law, and,
(b) a new set of laws/by laws against’ practices which violate women's human rights.

Few known practices such as widow inheriting, FGM, gerecide etc have been included However, need for further research on this issue is reflected in the proposal for identification of different forms of the discriminatory practices

(vi) **Gender sensitization/training**
The strategy will create capacity for inclusion of a gender perspective in the law review process, the law administration and persecution, so that the laws, the magistrates and the law persecution personnel will ensure the enjoyment of women's legal and human rights.

**Actors**

Two broad categories of activities are proposed; technical and support activities The first category will be addressed mostly by the line Ministry (MJCA), and its specialized departments/agencies e.g. the LRC. These focus on drafting of bills, translating of laws and legal documents, and training of para-legal extension workers The major collaborators in this activity will be the MCDWAC/MSWCA as co-ordinators, as well as legal NGOs who will be sub-contracted for specific assignments Donors such as DANIDA, WB, UNDP, USAID, etc., can be contacted to supplement the funding of the activities

Other activities including legal literacy campaigns, counseling, gender sensitization and training, review of syllabus, research, etc, can be undertaken by specialized agencies such as legal aid clinics, legal NGOs and consultants in relevant fields The MCDWAC and MSWCA will play a coordinating role Here also donors will be contacted as partners in their specified areas of interest
Expected Output
Overall, the enhancement of women legal capacity will result in a legal system that guarantees the enjoyment of Human Rights in general and women human rights, a gender sensitive legal administration, an accessible and women friendly legal system as well as an increased legal knowledge among women and the general public. Specifically, the reformed Marriage Act (1971), the law of succession, and the Child Law will better the chances for women and children's enjoyment of their rights.

Beneficiaries
The ultimate beneficiaries of the legal component will be the women of Tanzania who will be the nucleus of the component activities. It is expected that women's human rights will be better secured, protected, and guaranteed for their full enjoyment.

Indirect beneficiaries include:
- Law administration/enforcement cadre
- Extension workers to be trained as para-legal agents
- Women and other legal NGOs to be supported in component-related activities
- General public will benefit from outreach activities on human rights and educational activities

Risks
Proposals to reform laws and customary practices that are gender biased and oppressive may be met with resistance. There is a big risk to defend the status quo by openly resisting changes in the legal system or simply paying lip service to the course for enhancement of women's legal capacity. However, the advocacy component of this Sub Programme was spelt out measures to reduce this risk, while also at the inclusion of the strategy for gender sensitization/training in this component addresses this issue.
Annex 1
Laws That Affect Directly Women And Children's Rights

1. Law of Marriage Act No.5 of 1971
3. Affiliation Ordinance Cap.278/1949 (Amendment) 1964
4. Adoption Ordinance'Cap.335/1955
5. Children and Young Persons Ordinance Cap.13/1937 Rev. 1964
7. Employment Ordinance Cap.366
8. Education Act No.25 of 1978 ,revised 1995
9. Penal Code Cap.16
10. Age of Majority (Citizenship Laws) Act No.24/1970
11. Customary Law Declaration Order 1963
12. Probate and Administration of Deceased Estate Ordinance Cap.445
Annex 2
EXTRACT OF CABINET DECISION NO.23 OF AUGUST 1996: KEY ISSUES IN LAW OF MARRIAGE ACT 1971, CHILD LAW AND SUCCESSION LAW.

To change/revise laws and regulations which discriminate women

THE 1971 MARRIAGE ACT.

Section 13
The age of marriage should be 18 years for both genders instead of 15 years for girls and 18 years for boys

Section 23 (1)
Emergency Marriages should be avoided and strictly controlled

Section 114
Division of assets In dividing the assets acquired during marriage, death should be considered as divorce and on that basis all wealth acquired during marriage should be divided The remaining partner should get her/his share before the assets are divided to others

Section 160
Pre-assumption of Marriage This section should be removed so as to reduce the number of women taken as concubines losing their right once the relationship is broken

Care and Protection of the Child. The law should clearly spell out indicators to be used in giving the child custody once the marriage is broken

The Social welfare officer should involve the close family members of the couple in conflict in obtaining information that is going to be used in deciding on the matrimonial status. 1

In case of a divorce or separation children less than 15 years especially girls, should be left with their mothers because this is the time when children need counseling from their mothers

In case of divorce all parents should take equal responsibility in upbringing their children

Proper arrangements should be made to guarantee safe children upbringing in case separation occurs by deducting from the salary of the father an amount that can serve the children In rural areas. the fathers should contribute something in kind to guarantee children's comfort

Regulations regarding domestic violence should be revisited and consolidated in order to minimize incidents of beating women

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II. INHERITANCE RIGHTS

There should be a common regulation which to cover all women so that women would not lose their rights due to customary religious and civil laws existing parallel

Assets acquired between husband and wife during their marriage should not be involved in inheritance before the living partner gets his/her shares of private property. Personal assets should not be involved in inheritance.

Division of assets should be made equally without taking into consideration customary law declaration of 1963.

It should be made a crime to chase the widow and children from the residence of the deceased unless the house belongs to an employer.

Regulations should be translated so that they can be understood by women.

Children born out of the wedlock should inherit from their mother’s side. Foster fathers can also make the children inherit their property.

III. LAWS ON CHILDREN

The Affiliation Ordinance Cap 278/1949 Amm. 1964.
The amount to be paid for child maintenance should be based on the income of the father and the cost of living at that particular time. In rural areas where incomes are low, the fathers should make their contributions in food form or in kind which can reduce the upbringing burden on the women.

In punishing children who committed crimes, the punishment given should not violate the CRC; children who have committed crimes should not be mixed with adults in prison.

Employment Ordinance Cap. 366
The age of employment should be 18 years. If it is necessary for one to be employed under the age of 15, precautions should be taken to guarantee safe health of the child.
## ENHANCEMENT OF WOMEN’S LEGAL CAPACITY

<table>
<thead>
<tr>
<th>OBJECT/STRG</th>
<th>ACTIVITIES</th>
<th>OUTPUT</th>
<th>INDICATORS</th>
<th>MEANS OF VERIFICATION</th>
<th>ACTOR</th>
<th>TIME FRAME</th>
</tr>
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<tbody>
<tr>
<td><strong>OBJECTIVE 1</strong>&lt;br&gt;Enhanced women and men legal literacy</td>
<td><strong>Strategy 1</strong>&lt;br&gt;Increase legal literacy&lt;br&gt;1. Identify and translate laws and legal documents that empower women&lt;br&gt;2. Table bills in English and Swahili&lt;br&gt;3. Review and prepare work-schedule for the translation and in MJCN</td>
<td>• 30% of women and at least 200 of men exposed to legal literacy and Human right issues&lt;br&gt;• Law’s Legal documents identified translated&lt;br&gt;• Bills tabled in both languages</td>
<td>Extracts facilities greater awareness of legal provisions</td>
<td>Libraries of MJCA and relevant sectoral ministries and courts stocked with translated laws&lt;br&gt;Resources allocations Hansard</td>
<td>LRC, MJCA and TAWLA, SUWATA (Legal and) USAID, UNDP, NKC, BAKIZA</td>
<td>1998-2001 continual</td>
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<tr>
<td></td>
<td>2. Disseminate information through emama vans, radio &amp; television programs. Pamphlets, news letter and booklets</td>
<td>• Laws disseminated</td>
<td>Mass media activities dissemination and intervions</td>
<td>Newsletters posters/ TV radio programmes</td>
<td>MJCA, MCDWAC/ MCWCA, Local Gov’t, Regional Media/ NGOs UDSM</td>
<td>1998 continual</td>
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<td></td>
<td>3. Conduct out reach activities on Human Right</td>
<td>• At least 1 workshop on GAD-HR issues conducted in each district&lt;br&gt;• Liaise with women NGOs&lt;br&gt;• Coordinated monitored GAD-HR issues</td>
<td>Out reach packages. Great on GAD-HR issues</td>
<td>Workshop reports Activities reports of various actors.</td>
<td>MJCA, HRC, WAT, UDP, DANIDA, GAD division (MCDWAC) Women legal NGOs Regional Media</td>
<td>1998 continual</td>
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<td></td>
<td>4. Develop a facility to strengthen Human Rights (HR) awareness. Liaise with HRC and other HR NGOs on awareness campaigns</td>
<td>• Project documents on GAD- HR in place.</td>
<td>Project documents facilitated the protection of GAD-HR</td>
<td>Project document funded for implementation</td>
<td>MJCA, MCDWAC/ MSWCA, UNDP, DANIDA, HRC, AM, INT</td>
<td>TO 2000</td>
</tr>
</tbody>
</table>

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## 5. Review curricula to include HR in schools, TTCs and Institution of Higher learning
- Revised and disseminated in schools, Colleges and Institution of Higher learning
- Human Right taught in schools, TTCs, and Institution of Higher learning

- Budget speech and cabinet reports.
- Copies of revised curricula of schools

- MoF, MSTHE, ICD, HRC, HR/Net work.
- TAMWA, TAWLA, USA, ID, DFID, UNESCO.

### 1998-2000

## 6. Identify and facilitate para-legal training initiatives

- Extension workers trained in legal counseling in each district
- Para-legal training activities conducted

- Training reports
- On-spot random surveys
- Extension reports on para-legal counseling

- MCDWAC/MSWCA, MJCA, TAWLA, SUWATA, Local Gov’t Regional NGOs, TAHEA, KIWIECO.

### 1998-2000

## 7. Redesign and Printer Marriage Certificates with extracts revised IMA 1991

- Revised Marriage Certificates
- Rights Obligations of spouses printed on Certificates

- Copies of Certificate at registrar of marriages. Sample survey

- MLYD, MJCA

### 1998-2000

### Strategy 2

**Increase use of legal and gender sensitized formal and traditional**

1. Amend the law cases to be held in camera where they involve gender sensitive issues

   - Amended law for hearing of gender sensitizes cases, in camera
   - Public announcement on amended law.

   - More gender sensitive cases held in camera.
   - More women using legal systems

   - Amended law
   - Annual law Report

   - Legal Draft Persons , MJCA, LRC/MJCA MCDWAC/ MWCWA, TAWLA, TAMWA, TGNP, PWG

   - 1998

2. Facilitate existing legal aid clinics and promote establishment of legal and centers in each region

   - Efficient working legal aid clinics and center
   - Regional legal aid centers in place

   - Increased number and types cases handled
   - More legal aid clinics and centers

   - Periodic clinic and center reports
   - Regular on-spot checks

   - MCDWAC, MSWCA, NGOs, MLYD, Local Govt, UNICEF, UNEPA, DANIDA, USAID, District Executive Director

   - 1998-2003
### 3. Identify, upgrade and gender sensitize local alternative systems for resolution of conflicts arising out of customary practices

<p>| Local structures including traditional setups for conflict resolutions reconciliation board, etc., handing positively more complaints at grassroots Gender sensitivity attitude among members leadership in conflicts resolution | Increased number of women using local structures for resolution of domestic and other community conflicts Gender balanced local structures Greater satisfaction among women who use local structures | Reports of reconciliation boards Interviews of women clan and village leaders Activity monitoring report Family welfare records | MJCA, MCDWAC, MSWCA, social Welfare Department, Local Councils, Village Leaders, UNDP, DANIDA, USAID |</p>
<table>
<thead>
<tr>
<th>STRATEGY 3</th>
<th>Facilitate the establishment of a mechanism to promote and protect women’s legal and human rights</th>
<th>A mechanism in place. Activities intervention packages developed to protect the WHR. Training outreach and publicizing activities conducted.</th>
<th>Mechanism facilitated societies progressive respect to, and acceptance of WHR. Less incidences of violation of WHR.</th>
<th>Activity reports. Survey reports.</th>
<th>MJCA, MCDWAC/ MSWCA, UNICEF, UNHR, Commission, OAU Centre for HR, DFID, USAID, Legal NGOs, AMINT and TAMWA.</th>
<th>1998 continual</th>
</tr>
</thead>
<tbody>
<tr>
<td>OBJECTIVES 2</td>
<td>To identify and repeal gender based provisions in existing laws and enact new laws to eliminate discription/oppressive customary practices.</td>
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<tr>
<td><strong>3. Develop a facility for review of Draft Land Bill</strong></td>
<td>Project document in place</td>
<td>Project document facilitated of draft Land Bill</td>
<td>Project document funded for implementation</td>
<td>MJCA, MLH, UNDP, DANIDA, WB</td>
<td>1997 Continual</td>
<td></td>
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<tr>
<td><strong>4. Monitor the draft Land Bill</strong></td>
<td>Revised Land Bill Land Rights of women granted</td>
<td>Provision that inhibit women from inheriting clan family land use removed</td>
<td>New land law Hansard Resources Allocation</td>
<td>MCDWAC, MSWCA/LRC, MJCA, TAWLA</td>
<td>1998</td>
<td></td>
</tr>
<tr>
<td><strong>5. Genderise the LRC</strong></td>
<td>LRC genderised Law Reform coordinated with a gender perspective</td>
<td>Sustainable GAD legal reform Enhanced gender law reform facility</td>
<td>Guidelines for GAD Focal Points GAD Focal Point in place Gender sensitive law proposals to MJCA</td>
<td>MCDWAC, MSWCA, LRC, MJCA, DANIDA, UNDP</td>
<td>1998-2001</td>
<td></td>
</tr>
</tbody>
</table>

**STRATEGY 2**
Enact new laws to ban discriminatory oppressive practices

| | • Inhibit inheriting of widows. FGM, forced marriage | | | | |
| | • Inhibit bride price dowry | | | | |
| | • Raise legal age of marriage for girls to 18 year | | | | |
| | • Inhibit maltreatment of wives divorced widows due to infertility or inability to produce | | | | |
| children of either sex | • Inhibit gerocide and harassment of elderly women suspected of witchcraft | • Reduced incidence of maternal mortality rates of young mothers/children | • Less psychological/physical torture for women |
### STRATEGY 3  
**Gender sensitisation training**

| Conduct research on different forms of discriminatory customary practices | • Research findings recommendations for cross-section of ethnic groups  
  • Proposed actions/measures  
  • List of discriminatory practices discussed in local council meetings  
  • By-laws passed against such practices  
  • National seminars workshops held to discuss key issues  
  • Draft bills | • Greater understanding of type and extent of discriminatory practices  
  • Willingness/advocacy to eradicate oppressive customary practices | • Seminar/Workshops report, council meetings reports  
  • Research findings report  
  • Copies of new by-laws passed against oppressive practices | MCDWAC, MSWCA, UDDM- Facility of Law and Legal Aid Clinic, women NGOs, Legal NGOs DANIDA, NORAD. RNF | 1998 on going |

| Gender sensitization of reformers law, administrators, draft person and law enforcers | Gender sensitized law reformers/draft person law enforcement | Increased number of sensitization activities and number of targeted groups | Activity Reports  
Sensitization packages workshop seminar reports | MCDWAC/MSWACA, MJCA, MHA, UNDP, NORAD, WB | 1998 - 2000 |  

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### 2. Incorporate gender issues in law curricula at all levels

| Gender sensitive law curricula developed | Relevant gender issues included in curricula | • Budget Speech and cabinet minutes  
• White paper  
• Teaching modules  
• Resources allocation  
• Copies of revised curricula | MJCA, MCDWAC, MSWCA, MoF, UDSM, IDM, SIDA, NORAD, UNESCO, RNF | 1998-2000 |

### 3. Incorporate gender issues in police courses at all levels

| Gender sensitive police courses | Relevant gender issues included in courses | • Budget Speech and cabinet minutes white paper and teaching modules, resources allocation | MHA, MCDWAC, MSWCA, Policy Academy | 1998-2000 |
2. ECONOMIC EMPOWERMENT AND POVERTY ERADICATION

Introduction and Justification:
The ultimate objective of the sub-component is to empower women economically who form 51% of the population and over 60% of agricultural labour, and eradicate poverty among them, an effect expected to bring about wealthier and healthier families and the community.

While the immediate beneficiaries targeted are women, other members of the population will also benefit. These include the immediate family members of the targeted women as well as the others who will benefit due to multiplier and spill-over effects such as improved production of goods and services and employment opportunities for new jobs arising from economic activities undertaken.

Three strategies have been identified which seek to address the three main problems to be solved, in order to enhance women's economic capacities and opportunities.

These are:
- Accessing ownership of means of production to women,
- Enhancing women's income generating capacity and opportunities,
- Enhancing proper utilization of resources to eradicate poverty in the society.

Strategy I: Access and Ownership of means of production
Studies show that Tanzanian women do not generally own land or any other means of production although they are the main producers especially of the agricultural product. Due to this limitation, women can not obtain credit by pledging as security the land that they work on.

As lack of credit has been identified as one of the barriers hindering women's economic activities, women need to own this vital means of production just as rightfully as men.

The specific activity to ensure that women own land, especially clan land which is a male domain by customary law, is to have the land policy revised to allow women to own clan and family land.

This activity is basically to be done by the Ministry of Lands with inputs from the local Government. The co-ordinating role of MCDW AC/MSWCA is unquestionable.
It is estimated that the process of reviewing the 1995 land policy to incorporate the above recommendation should be over by 1999.

Another related activity is to educate both men and women by way of workshops and gender media programmes on the importance of women owning land and other assets and using these assets economically.

Increased community awareness and increased assets ownership by women will enhance their economic base.

This task has to continue in order to upkeep positive results. The main actors are as already mentioned.

**Strategy 2: Enhance Women's Income Generating Capacity and Opportunities:**

- This strategy aims at strengthening existing Government and Non-Government institutional initiatives performing the following specific activities
- Mobilizing, allocating and managing credits for agriculture and other Income generating activities;
- Promoting formulation of savings and credit initiatives at grassroots level; Strengthening the existing women's credit NGO's namely, Crew (T) and the Zanzibar's Women Entrepreneur Development Trust Fund (WEDFT)
- Availing to women information on
  - Available credit facilities
  - Use of such facilities as the postal savings Bank and other banks Macro economic policies and investment opportunities
  - Business, technology and markets
  - Credit availability for the informal sector entrepreneurs
- Producing, disseminating and marketing tested labour saving technologies for agricultural production processing, transportation and energy saving such as improved stoves, and bio-gas plants;
- Training women in business skills,
- Operating works, marketing and business information centres at district levels for women's produce as well as show rooms and trade fair facilities,
- Carrying out gender sensitive extension approaches in agriculture and other sectoral industries such as bee-keeping and fishing;

The expected outcome of the listed activities include having in place more efficient institutions with a wider outreach delivering credit, information, training, technologies and other services aimed at enhancing women's income generating capacities and
opportunities

Where no such institutions exist dialogue can be initiated with private and public financial institutions to initiate credit schemes for women in their respective institutions. The Ministry of Finance should be asked to issue guidelines to the public financial institutions to initiate such schemes and fund them.

Results of the above will increase lines of credit for women, thus accessing more women to credit, also to business information, markets, labour saving technologies and improved skills. The results can be verified by way of reports, site visits, official documentation of the various correspondences, business directorates, training manuals, stockists reports and marketing returns.

On the list of actors we have the two Ministries namely, MCDWAC/MSWCA as the key co-ordinators.

For facilitating and strengthening the credit facilities the following actors will be called upon: the Treasury Ministries of Agriculture and Industries and Trade, and the UNDP. Others include bi- and multi-lateral donors, locally placed financial institutions and the Local Councils.

The Vice President's Office has a special role to play in identifying friendly development NGOs, and linking this Sub-Programme with the Poverty Alleviation Programme.

Non-government and other organisations will help with training (e.g. ESAMI and Equal Opportunities for All Trust Fund EOTF) is already engaged in promoting women entrepreneurs through training and organizing them to participate in trade fairs. Others will be reaching out to women to deliver credit for example the Tanzania Women's Finance Company, the Tanzanian version of Women's World Banking, the Women's Development Fund, Crew(T) and the Women's Entrepreneur Development Fund. These have to be facilitated to carry out the tasks.

Other institutions like CAMA TEC of Arusha and the IPI of the University of Dar es Salaam, have the necessary experience for developing labour saving technologies.

The Tanzania Chamber of Commerce, Industries and Agriculture (TCCIA) and women's producers associations can help with business information and market openings.
Local Government levels have to ensure that the Sub-Programme is integrated in their planning process in order to ensure sustainability. Therefore, the Local Government has to be active in mobilizing resources and encouraging local initiatives aimed at up-keeping and promoting the positive results that are intended to be achieved. In this respect, it is expected that WDF will be decentralized and operate autonomously at district level.

It has been proposed that the time frame of all the activities start from 1997/98. Except for the proposed restructuring of the Women’s Development Fund in 1998, the rest of the activities should continue in order to be integrated into the respective institutions. Also, this Sub-Programme is viewed as a long-term process, which is evolutionary rather than revolutionary.

**Strategy 3 Enhance proper utilization of resources to eradicate poverty**

It has been observed that poverty or poor living conditions are not always caused by lack of resources but also by improper use of resources. Some assets are kept idle such as land, livestock, and other possessions kept especially by women such as jewellery.

These assets could be converted for the economic betterment of the immediate owners as well as for the benefit of their families and community.

The specific activity to be undertaken in achieving eradication of poverty is to educate both men and women on the benefits of putting idle assets into economic use. Expected outcome of such efforts is a reduction of household material and food poverty. This will be indicated by a progressive eradication of household poverty, reduction in maternal and child malnutrition, hunger, mortality, and morbidity.

The major actors in educating the community include the local level government, ministries dealing with Social Welfare and Health, UNDP, household heads, political, social, and religious opinion leaders.

The task has to continue from 1997 onwards because it takes a long time to educate communities and individuals especially when the subject touches traditional and customary norms, values, and attitudes which people have maintained for generations.
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<tr>
<th>OBJECT/STRG</th>
<th>ACTIVITIES</th>
<th>OUTPUT</th>
<th>INDICATORS</th>
<th>MEANS OF VERIFICATION</th>
<th>ACTOR</th>
<th>TIME FRAME</th>
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ECONOMIC EMPOWERMENT AND POVERTY ERADICATION
<table>
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<tr>
<th><strong>OBJECTIVE</strong></th>
<th>Economic empowerment of women</th>
<th>1. Revise land policy to allow ownership of clan and family land</th>
<th>Revised 1995 land policy provision in land policy to allow ownership of clan and family land by women</th>
<th>Cabinet minutes new policy document</th>
<th>Ministries dealing with land issues Local Government, Planning Commission</th>
<th>1998-1999</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OBJECTIVE</strong></td>
<td>Promote equity in access control and ownership of means of production</td>
<td>2. Genderise the Informal Sector Policy</td>
<td>Informal Sector Policy Genderised</td>
<td>ISP more gender focused and equitable extracts</td>
<td>Revised ISP extracts</td>
<td>MLY/SWD, MCDWAC/MSWCA</td>
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<td>3. Educate both men and women on importance of land and other development assets and their economic value</td>
<td>Increased awareness of increased ownership of land and other assets by women</td>
<td>Number and types of awareness programmes conducted Number of women owning land and other assets</td>
<td>Reports in awareness activities On-spot random surveys, Land allocation reports at different levels</td>
<td>MCDWAC/MSWCA, Ministries dealing with Land Issues Local Government</td>
</tr>
<tr>
<td><strong>STRATEGY 2</strong></td>
<td>Enhance women’s Income Generating Capacities and Opportunities</td>
<td>1. Restructure WDF with a view of evaluating existing system against new decentralized demand enhancing capacity to mobilize and manage funds</td>
<td>More efficient institution with a wider outreach</td>
<td>More funds from various sources Increased number of beneficiaries</td>
<td>Evaluation report Financial report, Increased budget subsidies/provisions for WDF at central and local levels</td>
<td>MCDWAC, Local Gov’t Treasury, UNDP</td>
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</table>
| 2 | Identify facilitate and strengthen financial credit NGOs for credit management  
- Conduct research to identify and strengthen financial credit NGOs  
- Formalize the conversion of CREW WEDTF and similar credit mechanisms into NGOs and strengthen their outreach capacities  
- Open up dialogue to induce private financial institutions to open up banking and financial/credit facilities in the rural areas to service the needs of rural families and women | NGOs identified and facilitated  
CREW WEDFT become fully fledged NGOs  
Availability of micro-finance facilities rural areas | Increased number of financial NGOs  
Facilitation packages provided e.g. credit guidelines and funds | Performance contracts  
Performance reports  
On-spot random surveys  
New mandate for credit rural schemes  
New credit mechanisms in the regions | Vice President Office  
MCDWAC/MSWCA, Finance Ministries, UNDP  
World Bank, ILO, DANIDA, Financial institutions, Tanzania Business Women’s Association, PRIDE. SNV | 1997 continual |
|---|---|---|---|---|---|
| 3 | Facilitate and promote formation of savings, credit and mobile banking initiative of all levels especially at grassroots level | Savings, credit and mobilize banking services enhanced at all levels | Increased number of grassroots savings, credit and mobile banking schemes in rural and urban poor areas  
Facilitation packages provided | Performance contracts  
Registration certificates of Rural and Urban Savings and Credit Schemes.  
On- spot random surveys  
Mobile banking services operational reports | Local Councils, Women World Banking (Tanzania)  
WB, UNDP CIDA  
Financial Institutions and Tanzania Business Women’s Association | 1998 |
| 4. | Educate women on available credit facilities  
- Encourage more women to participate in saving schemes  
- Provide women information in macro economic polices and investment opportunities  
- Encourage urban women entrepreneur to invest in rural poverty alleviation programme  
- Prepare and disseminate credit information for women in the informal sector | Information available credit facilities disseminates  
More women knowledgeable on available credit facilities  
more women investors | Number of women  
knowledge on available credit facilities increased  
Increased use of credit facilities by women clients  
Improvement of living standards | On-spot random surveys  
Dissemination packages  
Annual implementation reports | MCDWAS, MSWCA, NGOs, financial institutions, SIDO and Ministries of Industries and Trade. EOTF. Mass Media | 1998 continual |
| 5. | Identify institutions which produce, disseminate and market other tested labour saving technologies for agricultural production, processing transportation and energy saving | Increased use of agricultural labour saving technologies | Technologies identified  
Increased number of technology users in a wider geographical coverage | Adaptation study reports  
Extension reports  
Contracted stockists report  
Blue prints of improved technology  
Marketing return  
Research protocols | MCDWAC/MSWCA, Ministries of Agriculture Privates Sector dealers and Agricultural Resources Institute | 1997 continual |
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<th>6. Identify institutions which produce, disseminate and market other tested labour saving and environment friendly technologies e.g. bio-gas, solar stove etc</th>
<th>Increased production and use of labour saving technologies</th>
<th>Improvement types of technology produced and marketed</th>
<th>Adoption study report</th>
<th>MCDWAC/MSWCA, Ministries of Agriculture Private Sector, TEMDO, CAMATEC, IPI, VPO and Environmental Commission in Zanzibar</th>
<th>1997 continual</th>
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<td>Unit cost of LST more affordable by increased production</td>
<td>Number of users increased</td>
<td>Extension reports</td>
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<td>Environment</td>
<td>Geographical coverage widened</td>
<td>Contracted stockist reports</td>
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<td>More Institutions for LST identified</td>
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<td>More LST research protocols designed</td>
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<td>Wider geographical dissemination of LST products</td>
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<td>7. Identify women entrepreneurs groups for targeted training</td>
<td>20% women entrepreneurs groups trained in each targeted district annually</td>
<td>Number of trained entrepreneurs/ groups increased annually in each district</td>
<td>Training reports</td>
<td>MCDWAC/MSWCA, UNDP, NGOs, UNIDO, DANISA, GTZ, SIDO, SDTF, ESAMI, CREW, WEDTF, OICT, OICZ, EOTF, TBWA, TBWTP</td>
<td>1998 – 2000</td>
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<td>Availability of and access to business skills enhanced</td>
<td>Training Materials</td>
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<td>Types of training conducted</td>
<td>Training Programme</td>
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<td>Directory of women entrepreneurs developed</td>
<td>Resources Allocation</td>
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</table>
| 8. Establish market and business information center at district and wards levels | District and ward marketing and business Information Centres established | Increased information processing and flow to and from producers/customers increase in sales of their produce | Operational reports Terms of reference for Centres. Business Directories  
MCDAC/MSWCA, Local Councils, NGOs, Donors  
Chamber of Commerce, Women’s Producers and Consumer’s Assoc.  
MIT. EOTF  
1998 – continual |
|   |   |   |   |
|   | Provide market outlets for women’s produces | Enhances exchange of skills and experiences |   |
|   | Open up work center, show rooms, trade fairs agricultural shows for women’s produce | More market opening for women produce |   |
|   | Conduct studies investment opportunities |   |   |
| 9. Identify, facilitate and implement gender sensitive extension approaches in agriculture relate to farming techniques | Gender affective extension approaches in use. More women farmers and producers reached by extension workers advisors Natural and traditional pesticide identified | Number of women reached by extension workers increased More Extension workers trained to advise women Enhanced use of natural and traditional pesticides | Gender focused extension reports and manuals Resources Allocation Research Finding  
MCDWAC/MSWCA, Ministries of Agriculture and Natural Resources  
Local Government  
IFAD, EAO, ILO, ADB  
1998 – continual |
|   | agro-based industries development |   |   |
|   | food processing technology |   |   |
|   | other sectoral industries e.g. bee keeping, fish mongering etc |   |   |
|   | research on natural and traditional pests control |   |   |
| STRATEGY 3 | 1. educate women and men to more of their economic possessions (livestock, land vehicle etc) in eradication of family poverty in housing education. Food security etc | Household material and food poverty reduced by 10% annually in the richer regions and 20% in the poor ones | Progressive eradication of household poverty Reduced maternal and child malnutrition and hunger associated mortality and morbidity | More personal wealth used to procure more development resources for the household. More family development inputs from men to complement women’s contribution | Local Gov’ts MLSWYD Social Welfare Department (ZNZ), VPO, UNDP. Household heads. Religious Opinion Leaders MoH, MCH pro. | 1997 continual; |

Sub – Programme for Women’s and Gender Advancement – Page 88
3. WOMEN EMPOWERMENT IN DECISION MAKING

It is evident that there is existence of gender imbalance in all decision making processes and structures. This is because there still exists power relations that prevent women’s full participation in decision making at many levels of the Tanzanian society. from the most personal to the public levels. This is so despite the fact that women are a sizeable proportion of the population, provide higher percentages of the labour force in agriculture the (backbone of the country's economy) and play an important reproductive role at both household community levels. At household level existing attitudes which consider men as heads of households are rigidly based on patriarchal structures which limit women’s voices from influencing their own development, allocation and ownership of domestic resources, such as land.

Although there is Government affirmative action which enabled the enactment of a law in 1992, guaranteeing 15 and 25 percent of parliament and local council seats respectively for women which were both increased to 30 percent by the 1996 Cabinet endorsement, there still exist attitudes and procedures. which negatively influence the elections and appointments of women to high positions. These limit women’s voices from impacting the decision-making, management and planning processes, fully. On the other hand, women representatives and those in managerial positions do not have adequate support capacity and networks to enable them execute their duties, fully. Furthermore, stereotyped school curriculum and attitudes of parents on sex roles discourage girls from opting for careers which would have otherwise opened their doors to positions of influence.

The component on empowerment of women in decision-making is important because it will ensure that women’s interests and concerns are represented in the formal and informal decision-making processes and structures at all levels of society. It will also strengthen democracy and its functioning in the state, through enhancement of equal participation of both men and women, which provide a balance in the composition of the Tanzanian Society.

Component Objective Strategies and Activities
The LOG-FRAME for the empowerment of women in decision-making, has detailed the component objective, strategies, outputs, indicators, means of verification, actors and the time-frame. However, the general development main objective of this component is to increase participation of women in the formal and informal decision making processes and structures at all levels, through the strategies, which are outlined below.
**Capacity Building**

The strategy focuses on maximizing the use of the opportunity provided by the government's affirmative action of setting aside special seats for women's representatives in local governments and parliament. This takes into consideration women's under-representation in those decision-making structures and the fact that the majority of those women representatives have not undergone training on gender and women-related issues. Through this strategy the capacities of respective women representatives at all levels will be strengthened in order for them to be knowledgeable on the relevant women's. This will involve development of terms of reference, tailor made training for women's constituency representatives.

**Increase number of Women in decision making structures**

The first thrust of this strategy is on increasing the number of women in elected decision-making bodies through the existing democratic election processes. This is expected to be achieved through mobilization of women to contest for election seats by inducing political parties to nominate competent women candidates. Furthermore, both women and men will be mobilized to vote for women candidates through voters education and exposure to role models. This is an opportune time to create awareness to grassroots women on the importance and rationale of women's participation in decision making. It is also an important time to develop leadership skills of growing girls and boys in schools because households have not been conducive creating awareness for girls in this regard. This will prepare particularly girls for future involvement in decision-making at the informal and formal levels.

The second thrust is on increasing the number of women appointed to senior positions of the government and other public administrative structures. Firstly, through close monitoring and evaluation of the implementation of the Cabinet Decision No 23 of 1996, which was among other issues, endorsed for implementation in order to increase women in all decision making levels of the Government and Public Service, including boards of directors, heads of institutions, commissioners and national delegations.

Thirdly, it was to review public and civil service governing rules, regulations and appraisal systems from a gender perspective. This will be enhanced by the availability of adequate data-bases on women and their qualifications, for use by appointing authorities. This also calls for genderisation of the Information Management System in the Civil Service Department to enable it to collect, process, store and disseminate gender disaggregated data specifically related to the Civil Servants. Furthermore the strategy will establish and develop a general data-base for...

*Sub-programme for Women’s and Gender Advancement – Page 90*
women of all walks of life at the national and regional levels

**Expected Outcome**
In general the expected outcome of this component is to ensure that women's concerns are represented in the formal and informal decision making processes. It will also strengthen democracy and its functioning through enhanced equal participation of both men and women.

**Beneficiaries**
This component of empowerment of women in decision-making will benefit directly women and girls in several ways including the incorporation of their concerns into decisions and development planning processes, attainment of voters education and leadership skills. Women representatives in Parliament, local councils, women's wings in political parties and women's groups will also benefit from targeted training related to capacity building. Others are women in the Public Services.
## WOMEN’S EMPOWERMENT IN DECISION-MAKING

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<th>OBJECT/STRG ACTIVITIES</th>
<th>OUTPUT</th>
<th>INDICATORS</th>
<th>MEANS OF VERIFICATION</th>
<th>ACTOR</th>
<th>TIME FRAME</th>
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<tbody>
<tr>
<td><strong>OBJECTIVE 1</strong> Increased participation of women in decision making</td>
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<tr>
<td><strong>Strategy 1</strong> Capacity Building</td>
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<tr>
<td>1. Develop terms of references for women constituency obligations</td>
<td>Terms of references for Women Constituents prepared and produced Parliaments Local Councils</td>
<td>Terms of references distributed to women’s representatives. Women representatives better informed/ more aware on advocacy to address gender/ development issues</td>
<td>Terms of references in use Hansard, Local Councils agreed minutes Consultative meetings between women and women representatives</td>
<td>MCDWAC/MSWCA, local councils, Speakers Office, Electoral Commission Political Parties, UNDP</td>
<td>1998 continual</td>
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<tr>
<td>2. Prepare and conduct induction courses to women representatives on women concerns, constituency obligations, confidence building and communication skills development at all levels</td>
<td>- Effective women representatives - Courses conducted and upgraded annually</td>
<td>Degree of effectiveness improved more related issues addressed in public decision-making for a. Implementation of the gov’t commitments with the four GAD development components</td>
<td>- Activity resources allocation - Training packages training reports - Local Council’s periodic reports and agreed minutes of meetings</td>
<td>MCDWAC/MSWCA Speakers Offices of Parliament/ House, Local Government, Women Representatives, Political parties, Women Parliamentarians Group UNDP</td>
<td>1997/1998 1999/2000</td>
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<tr>
<td>3. Gender sensitizations to political actors at villages Speakers Office, Ward/shehia and District levels through workshops seminars public rallies and mass media</td>
<td>-Gender sensitive decisions - On-going gender sensitization sustained</td>
<td>Increased gender awareness of decision makers</td>
<td>- Activity resources allocation - Activity schedules and repot - Mass media coverage</td>
<td>MCDWAC/MSWCA, Local Councils, Speaker’s Office, Electoral commission Political Parties, UNDP</td>
<td>1998 continued</td>
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<tr>
<td>STRATEGY 2</td>
<td>Increase number of women in decision making structure</td>
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<tr>
<td>1. Facilitate and mobilize both women and men to vote for nominated women candidates through training sessions, workshops, mass media and exposure to role models</td>
<td>- More women registered to vote - More women and men to vote for women candidates</td>
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<td>- Increased number Constituent women parliamentarians and local councilors - Higher percentages of women participating voting in national and local councils elections</td>
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<td>- Elections results - Mobilizations packages - Activity reports - Gender sensitive election manifesto - Reports of Political Parties - Electoral Commission Reports - Gender balanced Political Parties Nomination Lists</td>
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<td>Women’s NGOs, NGOs, CBOs, Women’s Wings of Political Parties, Leadership of Political Parties, UNDP</td>
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<tr>
<td>2. Facilitate and mobilize women to center for seats: Induce Political Parties to nominate competence women candidates</td>
<td>More women candidates contesting</td>
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<td>Higher percentage of women candidates in the national and local council’s elections</td>
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<td>- Report of Political Parties election - Electoral Commission Report - Mobilization packages - Activity implementation reports - Gender sensitive Election Manifesto - Gender balanced Political Parties nomination lists</td>
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<td>Political Parties, Electoral Commission, Wings of Political Parties, UNDP</td>
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<td>3. Review the civics subject in schools to include skill’s development in leadership</td>
<td>Both boys and equipped with leadership skills</td>
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<td>More girls and women taking up leadership positions in schools and public life</td>
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<td>Activity resources allocation. Revised civics syllabus in use</td>
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<td>MoE, MSTHE</td>
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| 4. Facilitate the development of women’s data bank and directorate of women experts | - Data bank and directorates for women in place  
- Civil Services with gender dimensions  
- Availability of adequate information on women  
- Launching of the data bank and the directorates.  
Terms of reference | MCDWAC/MSWCA, ZRG, Commission for Civil Service Zanzibar, Local | 1998 |
| National level  
Regional level  
Genderizing the MIS at the Civil Service | Information mechanism  
Dissemination  
Gender disaggregated data at the MISU of the Civil Services Department | Council, Regional Secretaries District Bureau of statistic, SIDA, IDOS, UNESCO |
| 5. Monitor implementation of Cabinet Decisions no. 23 of 1996 on appointment and election of women into political and public services | More women:  
- appointed to decision making positions in government and public services  
- nominated by political parties to contest for national and local council’s elections  
- participating in relevant local and international delegations  
Percentage of women in all decision making positions to be increased to 30% for Mainland and Zanzibar | Various reports.  
Government Gazetteers.  
Civil Service Department reports  
Gender sensitive election manifesto  
Gender balanced Political Parties lists  
Credentials  
Mass media coverage’s | MCDWAC/MSWCA, Civil Service Department, Civil Service Commission, TUMITAA, Electoral Commission Political Parties, Regional Secretaries PMO/Local Governments |
| 6. Review current operating civil and public service governing rules regulations and appraisal system to incorporate gender dimensions | Gender sensitive rules and regulation in place  
More women promoted and appointed  
Rules, regulation and appraisal system improved | Civil Service Department, Civil Service Reform Project, PMO/Local Councils, Chief Minister’s Office Zanzibar, Commission for Civil Service Zanzibar, UNDP, SIDA, DANIDA | 1998 – continual |
4. ENHANCEMENT OF WOMEN'S OPPORTUNITIES IN EDUCATION, TRAINING AND EMPLOYMENT

Education is by far the most important factor in determining the pace of development of a nation. This factor was realized by Tanzania at early days of independence and it quickly adopted policies to expand and improve its education system. These policies led to a massive increase in access to primary schools. Enrolment increased dramatically.

In Tanzania Mainland, the vast majority of Tanzania children start school later than the statutory age of 7 years and leave before completion of primary education. In 1992, for example, only about 14 percent of children in standard 1 were 7 years old, and about 38 percent were at least 10 years old. Enrolment drops sharply after standard 5. This corresponds to age patterns of attendance. The peak in attendance is in the very early teenage years. In this situation the girls pupil is more dis-advantaged and she is less likely than boys to complete primary education. Further it has been established that girls are generally worse performers.

In Zanzibar the primary education Gross Enrolment rate is still 81.2 percent in 1994, as it was a decade ago. Taking demographic factors into consideration, more girls are out of school than boys.

While the differential secondary school cut-off points tend to guarantee near gender parity in enrolments, girls are far less likely than boys to continue on to A-level secondary school. Only about 25 percent of upper secondary school students are female. The Open University of Tanzania had 1504 students in 1995, 9 percent of whom were females. Evidently, this is a very bad situation for girls.

The immediate and long-term objective of this component is to improve girls education in terms of access, retention and performance In order to achieve this, the following strategies will be implemented:

- **Increase Primary and Secondary Enrolments and Retention:**
  To increase Primary and Secondary enrolments and retention would be a very important strategy in order to achieve the objective. Various activities will be implemented. These would include revisiting the 1978 Education Act, Establishing education Support Fund for girls in each district, channeling direct assistance to girls to improve their performance and retention and to improve science and mathematics teaching and learning facilities in girls schools.
• **Increase Schools Ownership and Participation by communities:**
  In order for girls to enrol and to perform better in schools, parents and communities need to be sensitized to appreciate education. Therefore communities would among other activities be mobilized to construct, improve and manage schools, and specifically establish effective school committees with a gender balance.

• **Increase Accessibility to Skills and Technical/ Training:**
  Further, girls would be encouraged to take technical and vocation training. This would involve establishing girls vocational and technical institutions. But what is most important would be to sensitize parents to encourage and facilitate their girls to join these institutions. But a strategy of exposing aspiring girls to successful professional women (role model) would be used.

The other objective of the Sub-Component would be to improve the status of women in employment, and this would be achieved through the following strategies: -

• **Promote Gender Sensitive Working Conditions:**
  This would involve sensitizing employers to be more sensitive to women working conditions. Those women who are in informal sector would be educated on relevant governing rules and regulations in order for them to operate more smoothly. Safety regulations at places of work are very important, hence they must be enforced for the benefit of both males and females.

• **Open up more Employment Opportunities to Women:**
  Employers would be sensitized to employ more women workers. But in order to understand the situation in the employment sector, Gender statistics would be very important to have. Therefore the Civil Service Departments and the Employment Bureau of the Ministry of Labour, Social Welfare and Youth and Chief Minister's Office will be facilitated to collect and disseminate gender disaggregated data for general use, but specifically to be used by both employers and employees. Therefore, in the final analysis, what the component is expected to achieve is a better deal for girls in education and employment in general.
<table>
<thead>
<tr>
<th>OBJECT/STRG</th>
<th>ACTIVITIES</th>
<th>OUTPUT</th>
<th>INDICATORS</th>
<th>MEANS OF VERIFICATION</th>
<th>ACTOR</th>
<th>TIME FRAME</th>
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</thead>
</table>

ENHANCEMENT OF WOMEN’S OPPORTUNITIES IN EDUCATION, TRAINING AND EMPLOYMENT
**OBJECTIVE 1**
Increase Access to Education

**STRATEGY 1**
- Increase Primary and Secondary enrolments and retention.
  - Improve the quality of education and training

<table>
<thead>
<tr>
<th>Strategy No.</th>
<th>Description</th>
<th>Indicator/Report</th>
<th>Ministry/Agency</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Prepare enrolment indicators to be used as one of the measures of performance of District and Regional management</td>
<td>Enrolment indicators prepared</td>
<td>Ministry of Education (DPE) DC, RC, DEO, REO, WES, MoE (ZNZ), Religious Organization</td>
<td>1998 – continual</td>
</tr>
<tr>
<td>3</td>
<td>Provide guidance and Counseling for parents</td>
<td>Sensitized society on importance of enrolment Increased enrolment and retention</td>
<td>District Management Association of Tanzania Teachers</td>
<td>1998</td>
</tr>
<tr>
<td>4</td>
<td>Establish district education support fund for disadvantaged girls in each district - encourage private patrons/NGOs to provide contributions/sponsorship for girls - provide funding for remedial education coaching for under privileged girls with low academic performance</td>
<td>Support and coaching funds for girls launched -Number of girls supported by the fund closing gap in education between poor and rich students</td>
<td>District Management</td>
<td>1997</td>
</tr>
<tr>
<td>5</td>
<td>Introduce Family Life Education with emphasis on AIDS and pregnancy prevention</td>
<td>Improved syllabus Declined AIDS and pregnancy cases</td>
<td>Ministries of Education and Health NGOs</td>
<td>1998</td>
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<tr>
<td><strong>6.</strong> Channel direct assistance to girls to improve their performance and retention</td>
<td>Improved performance and retention</td>
<td>Percentage of girls performing well</td>
<td>National Examination Results, Selection Results, Educational Equipment, materials and facilities</td>
<td>Ministries of Education, Local Government, NGOs and Donors</td>
</tr>
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<tr>
<td><strong>7.</strong> Construct and provide boarding facilities for girls studying in boys and days schools</td>
<td>Boarding facilities for girls instituted</td>
<td>Number of girls boarders</td>
<td>Physical inspection, Inspectors report, school reports</td>
<td>MCDAC/MSWCA, Ministries of Education, NGOs, CBOs, Patrons</td>
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<tr>
<td><strong>8.</strong> Review TTC curriculum to meet gender needs in schools</td>
<td>Gender sensitive curriculum</td>
<td>Relevant gender issues included in the curriculum</td>
<td>Reviewed curriculum</td>
<td>Ministries of Education, ICD</td>
</tr>
<tr>
<td><strong>9.</strong> Retrain existing teachers to be gender sensitive</td>
<td>Gender sensitive teachers</td>
<td>Training packages. Number of retrained teachers</td>
<td>Training materials, Training reports</td>
<td>Ministries of Education, UDSM</td>
</tr>
<tr>
<td><strong>10.</strong> Improve science and mathematics teaching and learning facilities in girls schools • Initiate teaching approaches in all schools to encourage more girls to take up science and maths subjects • Increase female teachers for maths and science</td>
<td>Improved teaching and learning facilities More girls opting for science and maths</td>
<td>Percentage of girls in maths and science subjects. Performance of girls in maths and science subjects enhanced. Gender balanced access to education redressed</td>
<td>National Examination Results selection results in maths and science</td>
<td>Ministry of Education MSTHE</td>
</tr>
<tr>
<td>STRATEGY 2</td>
<td>Increase schools ownership and participation by communities</td>
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</tr>
<tr>
<td><strong>1.</strong> Formulation of effective school committees with gender balance</td>
<td>Effective and gender balanced schools committees</td>
<td>Percentage of Women in school committees</td>
<td>School reports</td>
<td></td>
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<td></td>
<td></td>
<td>Number of committees meetings, Schools Performance with a gender perspective</td>
<td>School exams</td>
<td></td>
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<td>Result, Minutes of the schools committees</td>
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<td></td>
<td>Guidelines to establish school committees</td>
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<td>Local Government/ Shehia Ministries of Education</td>
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<tr>
<td><strong>2.</strong> Mobilize community initiatives to construct, improve and manage schools</td>
<td>More schools constructed</td>
<td>Number of schools constructed through local initiatives</td>
<td>District report, List of Local Education Patrons</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Greater local inputs</td>
<td></td>
<td>District Management, Local Governments, Shehia, Communities and NGOs</td>
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<td></td>
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<td>1998 – continual</td>
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<tr>
<td><strong>3.</strong> Sensitive and equip committee members with skills to actively participate in school management with a gender perspective</td>
<td>Trained school committee members</td>
<td>Number of trained committee members</td>
<td>Training material, Training reports</td>
<td></td>
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<td></td>
<td>Ministries of Education (DEOs) and NGOs, Donors, Institute of Education</td>
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<td>1998 – continual</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>STRATEGY 3</th>
<th>Increase accessibility to vocational skills and technical training</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.</strong> Establish girls vocational and technical secondary schools</td>
<td>Girls vocational and technical secondary schools established</td>
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<td></td>
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<tr>
<td><strong>2.</strong> Provide career counseling and guidance at primary and secondary levels</td>
<td>Career counseling and guidance activities institutionalized. Trained councilors in place Level of awareness in carries Skills survey reports</td>
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<tr>
<td>3. Identify and remove gender stereotyping in textbooks and in other teaching aids</td>
<td>Gender balances textbooks teaching aids</td>
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<tr>
<td>4. Train instructors to be gender sensitive</td>
<td>Gender sensitized instructors trained</td>
</tr>
<tr>
<td>5. Sensitize parents to encourage and facilitate girls to join technical instructions</td>
<td>Sensitized parents</td>
</tr>
<tr>
<td>6. Expose aspiring girls to successful professional women</td>
<td>Girls exposed to roles model</td>
</tr>
</tbody>
</table>

**OBJECTIVES**

Improved Status of women in employment (qualitatively and quantitatively)

**STRATEGY 1**

Promote gender sensitive working conditions

<p>| 1. Establish/ improve and monitor sanitation facilities in working places with a gender perspectives | Operating sanitation facilities | Number and types of public services in operation | Ministry of Health reports, Ministry of Labour, Local Councils | Ministry of Labour, Local Councils, Private sector, ATE, TFTU | 1998 – continual |</p>
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<tbody>
<tr>
<td>2. Facilitate establishment of days- care center for working mothers</td>
<td>Day – care centers close to working places/industries. New/chances in employment rule</td>
<td>Piloting building at least two crashes in each large town/industrial complex</td>
<td>Building staff training Plans and estimate for day-care center construction. Breast feeding rules been applied in private industry Negotiation between government and private sector</td>
<td>Ministries of Planning, Finance, Labour and social welfare Departments, ATE, TCCIA, TMA and Private sector employers</td>
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<tr>
<td>3. Gender sensitize employers on women employment issues</td>
<td>Gender sensitized employers</td>
<td>Number and types of sensitization activities Percentage of employers reached through targeted activities</td>
<td>Sensitization packages</td>
<td>ILO, Ministry/Department of Labour, MCDWAC/MSWCA, NGOs, ATE, Private Sector, Civil Services Depts, TFTU</td>
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<tr>
<td>4. Educate women in informal sector on relevant government rules and regulations</td>
<td>Women conversant on relevant government rules and regulations</td>
<td>Number of women exposed to training Numbers of women confirming to the rules and regulations Reduced rates of clashes between women and authority</td>
<td>Training packages, training reports Random follow-up visits</td>
<td>ILO, Ministry of Industry and Trade, NGOs, Local Government</td>
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<tr>
<td>5. Enforce safety regulations at places of work for both male and female</td>
<td>Use of relevant protective gears and information at work places</td>
<td>Reduced rate of accident and health hazards Availability of protective gear and warming signs</td>
<td>Work places inspections reports Random visits</td>
<td>Ministry of Labour, ILO</td>
</tr>
</tbody>
</table>

1998 continual
<table>
<thead>
<tr>
<th>STRATEGY 2</th>
<th>Open up more employment opportunities to women</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Gender sensitize employers on increasing employment of women</td>
<td>Sensitization package Top level discussion with labour and top management</td>
</tr>
<tr>
<td>2. Gender sensitize and facilitate existing Employment Bureau • Facilitate out-of school girls to self employment</td>
<td>Organize sensitization and capacity building packages for bureau staff Provision for counseling access to credit and production resources and training</td>
</tr>
<tr>
<td>3. Facilitate the Employment Bureau to collect and disseminate gender disaggregated data to be used by both employment and employees</td>
<td>Gender statistical training Gender disaggregated data base Employment Data base</td>
</tr>
<tr>
<td></td>
<td>4. Facilitate the Civil to collect and use disaggregated data</td>
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</table>
5. CAPACITY BUILDING: MINISTRIES OF WOMEN'S AFFAIRS AND CHILDREN, OTHER MINISTRIES AND RELEVANT SECTORS

1. PREAMBLE: JUSTIFICATION
Although the development of Tanzanian women has been considered since the colonial era under the UN Trust Charter modality, its management and co-ordination have been bedeviled by institutional instability. Between 1980 and 1990, the women's development mechanism was transferred four times to different Ministries. This has resulted in a lack of continuity in building capacities to plan, manage, co-ordinate, monitor and mobilize resources, effectively. Consequently, it was only in 1992 that a preliminary women in Development (WID) Policy could be formulated through inter-sectoral collaboration. This Policy is still (1997) in the process of being refined to address new Gender and Development (GAD) concerns.

2. INSTITUTIONAL FACTORS
There is a prevailing paucity of human resources and very low skills diversity in the existing women's development machinery, the Gender Division, within the framework of the integrated Ministry of Community Development, Women Affairs and Children, where it is now lodged. The functions of the current six-member team, comprising a Director, four WID Programme Officers, and shared Legal Advisor, have been constrained, therefore, by corporate numerical weaknesses as well as technical inadequacies. Dictated by new GAD programming demands at central as well as peripheral, Regional levels, there is a resultant need to strengthen the Gender Division with more technical experts with an appropriate mix of skills for successful WID/GAD operations in:
- policy review and application;
- programme management, co-ordination and monitoring;
- financial and Human Resources planning and resource allocation;
- gender advocacy and mainstreaming;
- data generation, use and marketing.

Moreover, the failure/slowness of nearly all government ministries and line sectors to establish the mechanisms and appoint Gender Focal Points, as was mandated by the Civil Service Department in concert with the Gender Development Division, is a major factor which inhibits the rapid translation of WID/GAD policy goals into impact making implementation strategies in the field. Urgent steps need to be taken to revive or install the requisite desk functions and capacities for mainstreaming of gender sensitivity, focus, balance and equity in all government institutions and even, donor partner agencies.
The gender profile in government sectors, generally, features very few women policy makers, programme planners and implementers in senior echelons, to ensure equitable balance of men and women officers, in their corporate hierarchies, training/fellowships and promotion plans. Another situational phenomenon is the fact that where Gender Focal Points exist, they are located too low in the decision making or planning chain or omitted from policy formulation dialogue meetings to have any clout or exert reforming impact on the management culture in ministries/departments.

Furthermore, the present changing priorities of the Gender perception and ethic demand new responsive capacities which need to be acquired or learned by all WID/GAD programme operators on-the-job, whether at the centre or in the districts. This calls for a radical aptitudinal and altitudinal transformation, through the medium of short tailor-made, on-the-job and medium, formal academic training, coupled with experiential learning exchanges, locally and overseas.

This capacity building obligation connotes a corresponding need to review the training modules, programmes as well as teaching/learning resources of training institutions and Folk Development Colleges. This will ensure that they are adequately genderised to cater for the requirements of the planners, programme implementers, statisticians, informatics and records managers at the MCDW AC/MSWCA, its intermediate operators in the districts and wards as well as, gender supporting operatives in sectoral Ministries.

Efforts to generate, analyses store and user-market gender disaggregated statistics also represent other important areas needing urgent attention. To strengthen these endeavors, the identification and training of the right number and levels of competence in data entry, statistical analysis and gender desegregation are indispensable.

The provision of adequate and appropriate technology in the form of computer hard and software, internet link-ups and other informatics equipment are necessary for up-grading the Documentation Centre at the MCDW AC/MSWCA into viable National Gender Information Resources Repositories. They will service the gender data needs of all training, government NGO and donor institutions. The opening up of a library at the Ministry of Community Development Women Affairs and Children would be a useful asset in this regard.

3. **INFRASTRUCTURAL LIMITATIONS**

The present physical environment in which the Ministry of Community Development Women...
Affairs and Children is situated is rather congested and modest its architecture and inadequate basic facilities need to be enhanced, therefore

Although the Ministry of Community Development Women’s Affairs and Children is not one of the four central ministries, it needs a radical face-lift to endow it with presence and status, which will help to boost its operational culture and staff morale, with a concomitant growth in work productivity. The justification and ethic for this is the contribution which the impact of its programme and project outputs will make to develop and stabilize the most vital client constituency of Government endeavors, that is, the rural communities, families and women.

4. **EQUITY IN FINANCIAL AND MATERIAL RESOURCE ALLOCATION**

This ministry, therefore, also deserves to be accorded more than the minimal share of the national budget, which it has received, so far, in order to strengthen programme operations in the rural communities. With the new objectives and strategies that are planned for integrated Rural and Gender Development programmes in the next three years, 1998-2000, greater equity in resource planning and allocation is required to provide a favourable enabling environment for work attainments and growth in capacity building. Without the injection of more government funds, the development expectations of the Ministry of Community Development Women Affairs and Children’s policies and programmes will be frustrated, unabated The Local Councils should make increased budgetary allocations for the Sub-Programme's implementation by the CDO's and CDA's in their respective locations.

Conversely, in the light of the endemic macro-economic austerities which have been engendered by the Structural Adjustment Programme, drought and the transition to trade liberation, the Government's ability to address budgetary increments for the MCDWAC/MSWCA adequately and in a timely manner is being compromised. This stricture calls for enhanced complementary external funding support from bi-lateral donors to facilitate realization of the capacity building, infrastructural and logistical commitments the of Ministry of Community Development Women Affairs and Children, in general and the Gender Development Division (GDD) in particular.

5. **SYNOPSIS OF THE RATIONALE FOR THE MCDWAC/MSWCA**

- **BUILDING LOGICAL FRAME WORK ANALYSIS**

  1-raining has been deemed one of the principal tools for enhancing rapid and responsive capacity building for Gender and Development programme co-ordination, management and monitoring at the Ministry of Community Development and its supporting sectors and partners. The Sub-Programme's Log-frame for this component features eight discrete training activities for a broad category of personnel and involving a comprehensive diversity of gender skills. Gender programme operatives and facilitators at the central Ministry of
Community Development Women Affairs and Children and line Ministries as well as the regional and district levels have been catered for.

Short, on the job, practical diploma and a few academic degree courses have been earmarked for staff, ranging from CDA/CDO to unit Heads, within a three year timeframe. In the process of planning for training, the designing of didactic materials for Gender capacity building has been highlighted, also for promotion.

Material and Human Resources as well as infrastructural aspects have been targeted for upgrading, through procurement or recruitment or internal redeployment. Not only the Gender Unit, per se, is involved, but an holistic approach is used, drawing into programming focus, other allied departments, of the MCDWAC/MSWCA, such as; Planning; Research/statistics; Documentation/information; administration/Personnel and Registry. It is intended that this broad-spectrum capacity building methodology will capture all the diverse, but inter-related concerns that are indispensable for a thorough and integrated main streaming of gender into the management culture of the Ministries of Women's Affairs and Children. To this end, an appropriate integrated gender monitoring sub-mechanism within the Ministries, has been proposed.

In the course of institutionalizing this approach, gender personnel management and motivation are addressed, also, to create a gender sensitive climate that would reduce the incidence of performance conflict and stress, which are inherent in the reproductive and productive roles of women staff.

The documentation and reprographic needs of the MCDWAC/MSWCA would be greatly enhanced by the provision of desk-top publishing facilities. The identification of in-house translation capacity for transforming gender related laws, conventions, documents, etc., into the official language, Kiswahili, is also necessary. Frequent media coverage of gender developmental concerns by the two line-ministries would build up beneficial advocacy exposure for the gender cause.

**IMPLEMENTATION OF THE WOMEN IN DEVELOPMENT POLICY**

As the 1992 Women's Development Policy has been (and will continue to be after its revision) the blue print which mandates Gender Development Programming activities, it has been given special prominence in this component of the Log-frame. The need to finalize a gender policy for Zanzibar has been addressed, also in treating these policies, modalities have been defined for enhancing the capacities for programming, co-ordinating, implementing and monitoring its goals and mandates. Both the central and peripheral zones have been given due consideration. Consequently, most of the training and resource allocation proposals are...
to be shared out at both those levels

To entrench the institutional strength of the MCDW ACIMSWCA, new Capacity Building Units are recommended. A multi-sectional Gender Mainstreaming Monitoring Committee is also suggested for inauguration, as an integral implementation mechanism.

Without a viable and well-capacitated co-ordination, resource mobilization and monitoring mechanism mainstreamed within the UNDP country office, the gender policy's or Sub-Programme's activities and UNDP's inputs will not be implemented effectively. For this reason, it is proposed that the existing Gender and Development Unit at the UNDP office be sustained by injecting new budgetary provisions for its staff emoluments, logistical and informatics/reprographic resource procurement to cover the 1998 to 2000/1 programme cycle.

LESSONS LEARNED

The issues that are defined in the Log-Frame component on capacity building were field-tested to authenticate their accuracy, relevance and amenability to other sectoral and donor collaborative priorities. A broad cross-section of government Ministries and bilateral donor agencies were interviewed. The following are highlights of the issues which were discussed by-

a) The Ministries

- although gender sensitization had been conducted in the past up to preparations for the Beijing Conference (1995), very little gender mainstreaming has been put into effect due to the lack or clearly define guidelines for its implementation;
- Where a woman has been selected with desk responsibility for gender affairs. It was not fully formalized to give the function institutionalized continuity after the staff member is re-deployed at a different level or another ministry;
- there are very few senior women in the management and planning cadres to empower gender concerns within Ministries with operational and planning impact. This was attributed to antecedent causes presented by gender disparities in school enrollment and or high attrition rates of girls at secondary and tertiary educational levels.
- similarly selection of female staff for upward mobility’ in senior management positions training and for corporate gender balance is inhibited by this paucity of female officers from whom to choose.
- allocation of development resources for gender programme activities will only be made where they are visible on the ground.
b) The Donor Community

- All the donor agencies have concrete signs of gender sensitivity and focus, in varying degrees of intensity, by either assigning a specific desk officer or tacking a line responsibility for gender on to other portfolios.

- Some have designed gender guidelines and teaching manuals; while others expressed the need for the Ministry of Community Development Women Affairs and Children to take the lead in defining partnership guidelines for gender cooperation, to reduce the tendency towards donor-driven collaboration.

- There is need to revitalize existing donor gender development mechanisms, such as the Interagency WID/GAD Consultative Group, under the presiding coordination of the Ministry of Community Development Women Affairs and Children, so as to better rationalize gender resource mobilization dialogue and strengthen gender information networking. It should not be a talk-shop or ladies tea group but an active mechanism with precise TORs and agenda.

- Proposal writing to procure donor funding should be improved and made more compatible with the specificity of each donor's governing rubrics, in order to avoid beneficiary frustrations and mistrust of donors, resulting from rejection of funding requests.

- The low absorptive capacity of donor-provided programme inputs by government sectors was felt to be a constraint on their rapid and efficient utilization, to benefit target communities.

- Donor funding is governed by the programme areas of concentration and timing agreements reached with the Government as is enshrined in their respective Country's Programme or Advisory Note. Any sizeable requests for donor support must fall within this modality.

- Discretionary line items exist in the budget of some donor agencies for supporting cross-cutting micro-projects, but they are generally small (up to 10% only) and they can be provided mainly as part of a donor 'funding-basket' package.

- Donor agencies have their own focal point Ministry for channeling funding. Most of them deal with government programmes through the Ministry of Finance.

- Gender budgeting to support projects aiming at equality between men and women (e.g., The Civil Service) is a common area of donor interest.

- Gender mainstreaming concentration is maintained through assignment of a Focal Point, gender budget allocation, weekly programme meeting feedback; staff attending gender courses before arrival in the Field Office and workshops in Tanzania.

In order to strengthen the human resources and capacity inadequacies of the MCDW AC/MSWCA, a capacity building mechanism will be installed at these Ministries in the near future, to co-ordinate activities related to this concern.
### OBJECTIVE 1
Building capacity of the MCDWAC/MSWCA, Regional and District Community Development Offices manage and co-ordinate the programme

#### Strategy 1
Training to strengthen and create new capacities for Gender Policy appraisal programme planning, advocacy financial management, co-ordination, monitoring, data generation and utilization

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<td><strong>OBJECTIVE 1</strong></td>
<td>Building capacity of the MCDWAC/MSWCA, Regional and District Community Development Offices manage and co-ordinate the programme</td>
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<tr>
<td><strong>1. Training in gender planning and policy analysis (short and long courses)</strong></td>
<td>Select candidates conduct and send out for training</td>
<td>At least 3 staff from MCDWAC and 2 from MSWCA for long term (one year) training (Diploma/MA) Tailor-made courses for Gender Focal Points in all ministries Gender training manuals designed</td>
<td>Greater capacity for gender planning policy appraisal and co-ordination Greater equity in GAD resources allocation More senior women planners in Ministries</td>
<td>Degree certificates/diplomas in gender planning Gender sensitive plan and resource allocation guidelines in each sector Gender advisory outreach report Copies of training manuals</td>
<td>MCDWAC/MSWCA, Planning Commission, IRDB, IDEP/ECA, UNIDO, UNDP, Civil Service Department, IDM, CIDA, IDEP, IDA (Ghana, reading etc) LG/PMO</td>
<td>1998 on-going</td>
</tr>
<tr>
<td><strong>2. Training in gender statistics and Information Technology (short (1 month) and long courses) at Central, Religion and District levels</strong></td>
<td>Extensive training in collection, analysis and translations of gender statistics for documentation and research unit in Information Technology Tailor-made courses internal recruitment/redeployment</td>
<td>10 staff (MCDWAC), 5 (MSWCA) District and Regions trained in collection, analysis and translations of gender statistics for documentation and research unit in Information Technology Tailor-made courses internal recruitment/redeployment</td>
<td>Gender use of gender data in planning, resources allocation and distribution Efficiency in data collection and analysis More GAD statisticians and documentalists available</td>
<td>Equipment, record compilation of gender disaggregated data sets Social marketing of the gender disaggregated data. Short tailor made training packages. Certificates and diplomas for RCDOs/DCDOs</td>
<td>MCDWAC/MSWCA, East Africa Statistics Training Centre, ESAMIL, Bureau of Statistic, Regions, LG/PMO, CDTI, Tengeru</td>
<td>1998-1999 On-going</td>
</tr>
<tr>
<td>3. Component management – focused training</td>
<td>Sectoral components identified and training Conducted entrepreneur mag’t gender advocacy, economic mag’t non formal education, human rights Greater polyvalent skilled to manage, oversee and advice on gender oriented programmes efficiently. Greater staff productivity, promotions, job satisfaction motivation</td>
<td>Ministry of MCDOW/MSWCA have staff trained in gender programmes management training manuals. Training reports and Certificates. Capacity and needs assessment reports.</td>
<td>MCDWD/MSWCA. Line sector, ESAI, UNDP, ADB, UNIDO, CIDA, TIB, CDTI, IFM, CBE, Co-op, College, All line ministries</td>
<td>1992-2002</td>
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<td>4 Training in monitoring and evaluation skills with a gender perspective select programme officers. 2 for MCDWAC. And 3 for MSWCA. Also a selection of technical Gender Focal points</td>
<td>- programme for monitoring and evaluation indicators prepared. - Selection of Focal points for monitoring and evaluation training. Training conducted at all leaves, including grass root. - Evaluation manuals prepared</td>
<td>Gender focused programme appraisal techniques acquired. Routine use gender evaluation indicators for different programme activities, preparation of regular mid-term and terminal programme review reports program review reports program review3 reports prepared</td>
<td>Compendium of performance, monitoring and evaluation sectoral indicator modules Workshops/field visits report on reviews of gender programme elements.</td>
<td>MCDWAC/MSWCA Bureau of Statistics, IDM-Mzumbe, ICD-Tengeru, UNDP, Sida Facilitators, CDTI</td>
<td>1998-2002</td>
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</tbody>
</table>
5. Training advocacy skills
- Identify programme officers, 3 for MCDWCA and 5 MSWCA
- Prepare training modules for GAD
- Conduct advocacy training workshops

- Gender Mainstreaming
  - Advocacy skills acquired IEC packages for Focal Points and CDOs of MCDWAC/MSWCA and other ministries prepared

- Ability to negotiate and lobby for gender development resources enhanced.
- Better IEC programmes available
- More effective gender sensitization campaigns
- Effective gender mainstreaming advocacy skills used by all Focal Points

- More meetings held with NGOs legal, community stakeholders and donors
- IEC guidelines for women’s organizations
- Gender Programme components and Focal Points

6. Training the senior management terms at all levels

- a) 5 for MCDWAC and 5 for MSWCA annual (6 months, diploma) refresher skills acquisition courses
- b) 10 for MCDWAC and 6 for MSWCA training courses for various technical skills (MA/ Post-grad diploma) & 10 for districts
- c) Short induction, on-the-job workshops. 30 for MCDWAC and 21 for MSWCA study tours, exchanges etc for senior and middle level management team on policy formulation, financial programme management relative to the New Sub-Programme

- Enhanced ministerial capacities to plan, manage, co-ordinate and monitor the New Sub-Programme
- All senior ministerial management team more fully gender focused and capacitated to manage, co-ordinate and monitor the New Gender Sub-Programme

- Training degrees/certificates
- Exchange visit reports

- MCDWAC/MSWCA, Kivukoni College, UDSM, ESAMI, UNDP, NORAD (IDM)

1998 – on going

MCDWAC/MSWCA, Facilitators, IDEP, ECA, ESAMI, UNDP, WB, Sida, NORAD, UDSM, Univ of Reading Netherlands, Ministry of Finance

1998 &2000
<table>
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<tr>
<th>7. Develop training curricular modules and modalities</th>
<th>Gender focused financial Management, policy Formulation and appraisal training modules prepared. Liaison/dialogue established with training institutes to prepare appropriate modules at all levels for the New Sub Programme</th>
<th>More capacities developed for Planning gender training needs. Gender dialogue/collaboration between the MCDWAC MSWCA and training institutions/facilitators</th>
<th>Polyvalent sectoral and ministerial training modules/packages available</th>
<th>MCDWAC/MSWCA, Facilitators, IDEP/ECA, ESAMI, UNDP, WB, IFM, NORAD/IDM, CDTI</th>
<th>1998 – Onwards</th>
</tr>
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<tbody>
<tr>
<td>8. Train Administration and Personnel Department staff in GAD</td>
<td>1. 3 for MCDWAC and 4 for MSWCA Admin, Personnel staff identified for short tailor-made training 2. 2 support staff identified and trained in GAD for the Registry</td>
<td>Greater gender balance/equity in staff recruitment, promotions and training More effective gender staff records management</td>
<td>New gender focused personnel management guidelines, TORs staff performance indicators and assessment regulations</td>
<td>MCDWAC/MSWCA, Civil Service Department, Planning Commission, Finance, IFM, Civil Service Department</td>
<td>1998</td>
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**STRATEGY 2**  
To provide modern equipment for enhancing productivity and efficiency

| 1. Computerise, with regular maintenance, the Gender Mainstreaming (3) WID (3) Admin (2) Capacity Building (2) and Documentation Centre (2 more) Units of MCDWAC/MSWCA (4) (Phase 1)  
• Procure updated computer software (Phase 2) | 12 for MCDWAC and 7 for MSWCA computers purchased for the relevant Division of the new structure more computer operators identified | More efficient word-processing report production, data generation and analysis achieved. Gender disaggregated data storage increased Enhanced hands-on computer facilities | 16 new computers Adequate soft-ware New staff for computer use en-poste | GAD Division, MCDAW, Ministry of Finance, Sida NORAD, UNDP | 1998 (phase 1) 200 (phase 2) |
3. Conduct computer training courses for - 12 technicians in the GAD, WID - Capacity Build, Admin, Registry and Doc Research sectors and 6 computer operators for MSWCA - 6 registry clerk on-the-job - 7 clerk in Dep’t of Administration

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<tr>
<th>Activity</th>
<th>Description</th>
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<tbody>
<tr>
<td>Computer literacy acquired by all staff in GAD Division, Admin. Cap Build units and Registry</td>
<td>Greater computer literacy and data processing competence in GAD Division Enhanced report preparation record keeping and research efficiency Wider network link – ups</td>
</tr>
<tr>
<td>A Central Gender Disaggregated Data Repository set-up in the MCDWAC</td>
<td>GAD Division staff certificates in computer literacy and data processing Compiled gender data sets Computer print-outs, spreadsheets, Prog/personnel Management</td>
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<td>Gender Data Networking established</td>
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Select 10 staff for short Information Technology courses (1 month)

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<th>Partner</th>
<th>Timeframe</th>
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<tr>
<td>MCDWAC/MSWCA, UNDP, Sida, Swiss Dev’t Agency, IFM, ESAMI, UDSM, IDM, Private Sector Institutions</td>
<td>1998 (9 mo), 1998 (10 mo)</td>
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With donors, NGOs and other partners

Report correspondence

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<table>
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<tr>
<th>3. Transport for monitoring activities</th>
<th>Greater logistical effectiveness and programme monitoring coordinating obligations</th>
<th>Regional/district visit reports</th>
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</thead>
<tbody>
<tr>
<td>• Design project modality to mobilize resources to procure vehicles for, GAD unit, WID unit, Cap Build, Doc, Reset unit</td>
<td>Ability enhanced to attend donor NGO dialogue meetings</td>
<td>Minutes of meetings with NGOs donor etc</td>
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<tr>
<td>• Purchase 4 (MCDWA) and 2 (MSWCA) four wheel drive vehicles and spares with budget for fuel and maintenances</td>
<td></td>
<td>MCDWAC/MSWCA, Finance, Civil Service Dep’t, Planning Commission, UNDP, Sida, WB</td>
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<tr>
<td>4. Office structural improvement, equipment and furniture</td>
<td>Enhanced physical work environment for GAD Division staff. Boost in staff morale and motivation. Increased productivity levels work quality and programme impact</td>
<td>New office space, furniture, etc for each staff recruited</td>
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<tr>
<td>• Install/procure congenial self-contained well refurbished office space for GAD, WID, Cap Build Units and extension for GAD doc Research centers</td>
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<td>Fully staff complement lists and payrolls</td>
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<td>• Install library, telephone extension, fax</td>
<td>Existing offices at the MCDWAC/ MSWCA reallocated/expanded/refurbished to adequately accommodate restructured Gender Division</td>
<td>MCDWAC/MSWCA, Finance, Civil Service Dep’t., Planning Commission, UNDP, Sida, WB</td>
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<td>1999 - 2000/1</td>
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<td><strong>machines, photocopier, reprographic center training/ committee room, etc in the GAD Divisions (MCDWAC/MSWCA)</strong></td>
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<tr>
<td><strong>Purchase custom-built furniture and furnishings each office in the GAD Divisions (MCDWAC/MSWCA)</strong></td>
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<tr>
<td><strong>5. Liaison with donors and competent sectoral authorities on infrastructural resources procurement for gender Focal Points</strong></td>
<td><strong>GAD Focal desks/data equipment provided in all line sectors</strong></td>
<td><strong>Greater gender Technical presence in line ministries</strong></td>
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<tr>
<td><strong>STRATEGY 3</strong></td>
<td><strong>To improve adequate and competent Staffing</strong></td>
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<tr>
<td>1. Filling he established posts in the new structure with appropriate personnel and skills- match liaising with the Civil Service Department on staff redeployment, promotion, identification for the GAD WID Divisions (MCDWAC/MSWCA) appoint Co-ordinator for the Capacity Building Unit Appoint Heads for the GAD and WID units according to new Civil Service Structure Appoint ancillary staff 2 each (for the WID/GAD/Cap, Build Units) Identify new computer operators and additional staff for the GAD/Doc/Research Units for expanded GAD Informatics and research work</td>
<td>- Staff posts for GAD Division advertised and filled 9 for MCDWAC and 5 for MSWCA - Staff job descriptions, programme guidelines designed and assigned - Human Resources Plan for the GAD Division designed - Staff supervision and performance monitoring indicators rendered more effective - Gender planning co-ordination resources mobilization, research, data generation and monitoring enhanced - More staff trained to enhance capacity for Sub- Programme - Higher staff morale and team building in GAD Division</td>
<td></td>
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<tr>
<td>Full staff complement in place Staff lists and payrolls Copies of:- - Job Description - HRD Plan - Annual report - Work plan for Sub-Prog components - Performance indicators</td>
<td>MCDWAC/ MSWCA, Finance, Civil Service Dep’t, UNDP, Sida, NORAG</td>
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*Sub – Programme for Women’s and Gender Advancement – Page 117*
| 2. Develop motivation schemes for staff of the Sub-Programme at all levels |
| - Prepare gender guidelines TORs for all staff in gender divisions, MCDWAC/MSWCA and Focal Points in Ministries, regional and district offices |
| - Create gender friendly work environment and amenities and career path promotion for staff |
| - Improve GAD guidelines/ TORs being used to plan, coordinate and facilitate WID/GAD programme |
| - More gender sensitive staff inducements and regulations developed and used (relative to reproductive role of women) |
| - Greater gender balanced in staff appointments and equity in promotion and training created |
| - Less role conflicts/stress (work and domestic obligations) among female staff |
| - Higher productivity and job satisfaction |
| - Greater role clarity and avoidance of wasteful duplication |
| Copies of TOR/guidelines for staff |
| Annual staff promotion and training reports |
| Staff performance indicators |
| More liberal confinement leaves crèches etc |
| MCDWAC/MSWCA, Gender Division, Civil, Service Dep’t, UNDP |
| 1998 – onwards |

| 3. Officials inaugurate re-launch a gender focal Points desk in the planning department of each time sector Ministry (MSWCA/MCDWAC) |
| Gender Focal Points and mainstreaming activities revitalized One GAD senior planner installed in each ministry |
| Renewed commitment to gender concerns and resource allocation in supporting ministries |
| More gender balanced changed in the Civil Service management culture |
| Gender Focal Points in each ministry department |
| Copies of gender TORs and Mainstreaming guidelines in each ministry/department |
| MCDWAC/MSWCA, Finance, Civil Service Dep’t, Vice President Office, All line ministries UNDP |
| 1997/98 |

**OBJECTIVE 2**
Building capacity of collaborating agencies to implement the programme

*Sub – Programme for Women’s and Gender Advancement – Page 118*
| STRATEGY 1 |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| To enhance and up-grade capacity for implementation supervision and counseling by CDOs and CDAs at the Regional, district and ward levels | 1. Return Community Development Workers at regional and district levels for skills to address the new reforms, policies and the Sub-Programme components - Prepare training manuals - Conduct In service workshops for 30 participant for each of 20 regions (Mainland) and (Zanzibar) 3 short (one month) courses annual for 30 (Mainland) and 10 (Zanzibar) CDOs and CDAs at district and ward levels, in community manag’t techniques and GAD advocacy | All CDOs and CDAs progressively made gender competent to advise on, interpret sectoral policies and supervise programme projects for WID, GAD in the field | Gender programme supervision and mainstreaming capacities increased at intermediate and Extension levels Greater gender programme delivery and resource absorptive capacity in rural areas | 3 monthly course reports annually for 3 years - About 600 CDAs trained in the districts - Training manuals - CDOs Participant lists - Training reports for 20 regions - Training hand – books for CDOs | MCDWAC/MSWCA, Tengeru, CDAs, British Council, ESAMI, UNDP, NORAD, LG, PMO, CDTLTDRC | 1998-2000 |

*Sub – Programme for Women’s and Gender Advancement – Page 119*
2. Develop training curricula, modules and modalities for CD workers, Focal Points, sectoral technicians and other relevant CBOs, NGOs and agencies
- Review existing gender training programmes of relevant institutions
- National training institutions contacted
- Training manuals/modules prepared
- Training budget designed and funds mobilized
- Existing training progs reviewed
- Enhanced skills for planning training in the GAD Division
- More training instruments available
- Regional, district and ward GAD training manuals/modules
- Budget and human resources for training
- Reviewed GAD training packages

3. Conduct management-focused training for CD workers, Focal Points, sectoral technicians and other relevant CBOs, NGOs and agencies
- Trainers/training venues and facilitators selected
- Workshops run & workshop report written
- Enhanced GAD sensitivity and programme implementation capacity among CDOs and CDAs
- Greater programme service delivery impact on gender beneficiaries
- Increased GAD dialogue and awareness in local communities & households
- Annual training reports from region and districts
- CDOs and CDAs participant lists
- Participant performance monitoring reports

| Sub – Programme for Women’s and Gender Advancement – Page 120 |
| MCDWAC/MSWCA, GAD Division, CD Division, Tengeru, CDAs, ESMI, Facilitators |
| 1998-2000/1 |
### Sub – Programme for Women’s and Gender Advancement – Page 121

<table>
<thead>
<tr>
<th>STRATEGY 2</th>
<th>Equipping to enhanced operational environment</th>
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<tbody>
<tr>
<td>1. Provide means of transportation to Community Development Workers (RCDOs, DCDOs, CDAs) - Assess transport situation of RCOs, CDOs and CDAs - Provide suitable accommodation for RCDOs, DCDOs, CDAs</td>
<td>- Funds to purchase vehicles for RCDOs, DCDOs, CDAs - Credit for motorbike, etc issued - Travel allowance for fuel, etc provided - Greater mobility for RCDOs, DCDOs, CDAs means of transportation - Credit to buy or allowance for fuel and transportation - programme implementation/review/counseling reports</td>
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<tr>
<td>2. Supply Community Development Officers with necessary equipment and furniture - Adequate furniture bought - Data collection report writing etc resources procured and distributed to RCDO and DCDOs</td>
<td>- Ministry of Finance and Planning Commission engaged in procurement allocation dialogue - Greater willingness by CDOs to live and work with families in regions, districts, and wards - Higher level of staff motivation and work efficiency - Improved working environment and productivity - Optimal number of Chairs desk - Office space for CDO and CDAs</td>
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<td>- Greater equity in resource allocation for GAD/WID - Workshop reports in each region annually - More gender aware and competence RPO and DPOs</td>
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| | Enhanced GAD/WID capacities at RPO and DPO levels - Select participants and facilitators - Write training reports - Dialogue with training institutions held - Training manuals prepared - Workshop conducted - Report written |

| | - UDSM, ESAMI, IDM, UNIDO, NORAD, Sida, MCDWAC/MSWCA, LG/PMO, CDTI, IRDPs, CARITUS, DHLE |

| | - Greater absorptive capacity of programme resources by beneficiaries - RCDOs, DCDOs and CDAs |

| | - MCDWAC/MSWCA, Finance, UNDP, IFAD, UNIDO, FAO, LG/PMO, CMO |

| | | 1998 – 2000/1 |

| | | 1998 – 2000/1 |

| | | 1998- on ongoing |
### STRATEGY 3
Staffing to improve implementation capacities and programme impact

| 1. Review roles and responsibilities of CD workers at different levels |
| - Design gender guidelines for RCDO, DCDOs and CDAs |
| Dialogue held with Civil Service Department for strengthening the status and activities of Community Development |
| - Job Descriptions and GAD guidelines for RCDOs, DCDOs and CDAs redesigned |
| - RCDOs, DCDOs and CDAs, TORs and gender guidelines distributed throughout the districts |
| Greater role operational clarity on GAD programme work |
| - Improved supervision of CDAs on the job |
| - Reduced duplications of roles and operational frustrations |
| - Greater GAD programme implementation efficiency |
| - Copies of the new gender guidelines for each RCDOs, DCDOs and CDA |
| - Improved annual appraisal reports |
| MCDWAC/MSWCA, Finance, Planning Commission, Sida, IFAD, DANIDA, LG/PMO, CMO |

### STRATEGY 4
Provide an enabling environment for dissemination of implementation the Gender and Development Policy

| 1. Create or institutionalize a Gender Policy Mainstreaming Section in the GAD Division MSWCA/ MCDWA |
| - Appoint Gender Advisor in the regions for co-ordination of GAD Policy implementation |
| - Re-establish Gender Focal Points post in the districts for direct outreach GAD Policy & Sub-Programme implementation |
| - GAD Policy Mainstreaming Section inaugurate |
| - GAD advisor in regions established |
| - District GAD Focal Points re-installed with guidelines issued |
| - Better directed gender planning management co-ordination and resources allocation for GAD Policy and Sub-Programme |
| - Enhanced impact grassroots level of GAD Policy and Sub-Programme |
| Staff lists payrolls, job descriptions and guidelines for: |
| - Gender Sections (MCDWAC/MSWCA) |
| - Regional Advisor’s offices |
| - District Gender Focal Point offices |
| MCDWAC/MSWCA, Finance, Civil Service Dep’t Planning Commissions, LG/PMO, CMO |

1998 – 1999

1997-1998
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<tr>
<td>2. Finalize and publicize the new and reviewed Gender policies (MCDWAC/MSWCA)</td>
<td>GAD Policy adopted and in the Ministry (s) and all sectors. Discrete sectoral guidelines on GAD Policy abstracts extracted and distributed for use</td>
<td>-Greater awareness of GAD Policy provisions</td>
<td>Copies of GAD Policy programmes for TV, radio, press etc</td>
<td>Cabinet Office, Parliamentary Women’s Group, UNICEF, TAMWA, Civil Service Dep’ts relevant sectoral ministries</td>
<td>MCDWAC/MSWCA</td>
<td>1998</td>
</tr>
<tr>
<td>3. Organize/ run GAD Policy sensitization dissemination campaign workshops at all levels</td>
<td>GAD Policy sensitization programme conducted - Monitoring studies on GAD Policy application conducted</td>
<td>Improved gender development programme impact on beneficiaries</td>
<td>Copies of GAD Policy programmes for TV, radio, press etc</td>
<td>MCDWAC/MSWCA, TAMWA, RAS, DEDs, TANGO, TACOSODE, ANGOZA, TGNP, UNDP</td>
<td>MCDWAC/MSWCA</td>
<td>1998</td>
</tr>
<tr>
<td>4. Conduct induction and training sessions for Ministries planners CDOs, CDAs, NGOs, donors etc to interpret and implement GAD Policy</td>
<td>GAD Policy induction and training conducted</td>
<td>Heightened sense of responsibility and accountability for WID.GAD Policy strategies installed in MCDWAC/MSWCA and WID Programme managers</td>
<td>-GAD Policy induction and training certificates -Training manuals and reports on GAD Policy -Training programme resources</td>
<td>MCDWAC/MSWCA, SIDA, NORAD, DANIDA, ESAMI, IDAM, UDSM</td>
<td>MCDWAC/MSWCA</td>
<td>1998/99</td>
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<tr>
<td>5. Provide increase the MCDWAC/MSWCA development and current budgets, according to planned policy and material resources for the WID/GAD Policy and Sub- Programme</td>
<td>Increased financial and material and resources allocated for GAD Policy Mainstreaming implementation</td>
<td>Greater financial management capacity for WID/GAD programme implementation</td>
<td>Gender focused resource allocation plans in all ministries</td>
<td>MCDWAC/MSWCA, LG/PMO, CMO, Finance, Planning Commissions, Bi and Multi-lateral donor</td>
<td>MCDWAC/MSWCA</td>
<td>1998/99</td>
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<td>STRATEGY 5</td>
<td>Create appropriate mechanism to monitor the Gender Policy implementation and strengthen associated MCDWAC/MSWCA’s capacities</td>
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<tr>
<td>1. Set up a technical Gender Policy Monitoring Committee mechanism in the MCDWAC/MSWCA</td>
<td>Policy implementation monitored regularly</td>
<td>Greater feedback on programme outcomes/outreach work</td>
<td>TORs and minutes of GAD policy Monitoring Committees Meetings</td>
<td>All sections of MCDWAC/MSWCA</td>
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<tr>
<td>2. Inaugurate Capacity Building Units at the MCDWAC/MSWCA</td>
<td>Capacity Building Units installed with its staff and material resources procured</td>
<td>Enhanced institutional framework for strengthening capacities for WID/GAD</td>
<td>-Office of Capacity Building Coordinator set up -Copies of staff lists, payrolls and TORs</td>
<td>MCDWAC/MSWCA, Civil Service Department, Finance, UNDP</td>
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Sub – Programme for Women’s and Gender Advancement – Page 124
**STRATEGY 6**

Make budgetary provision to sustain the GAD Unit at the UNPD Office

1. Provide emoluments for UNDP GAD Unit
   - Programme Officer
   - Secretary, and
   - Driver
2. Procure 2 computer, 2 UPS, 1 Printer, 1 Photocopier, for desk-top publishing
3. Procure one 4 wheel Driver vehicle for GAD coordinating/monitoring
4. Provide funds for GAD training programme
5. Assign a Gender Advisor and set-up Unit at the MSWCA in Zanzibar.

-GAD Unit at UNDP Office financed from regular funding source
-Enhanced coordination, monitoring and resources mobilization for GAD Ministries and new Sub-Programme Support activities at international and bi-letaral donor level
-Donor consultation frame-work for GAD strengthened

-Sustained GAD Unit at UNDP Office
- New GAD Advisor Unit in Zanzibar
- Minutes/operational guidelines of GAD Donor Group

UNDP, MCDWAC/MSWCA and other interested donors

1998 – 2000/1

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6. GENDER MAINSTREAMING GENERATION AND DISSEMINATION OF GENDER DISAGGREGATED DATA

A. Gender Mainstreaming (GM)

The principal problems that are associated with this issue are:-

- lack of comprehension of what is its true meaning and purpose.
- absence of guidelines to explain how it should be put into effect.

In many instances, GM is an esoteric or academic concept of recent origin, which is not easily differentiable from women's affairs. It also calls for a great deal of good will and commitment for its successful implementation. Often it is treated with minimal tokenism, which aims at just putting one or two women representatives or women's projects/issues in an institution or programme to justify the gender mainstreaming qualification.

Whatever the status of GM, generally, in government or donor institutions, there is a prevailing need for conceptual clarification, operational rubrics and enhanced implementation capacities. This implies that the MCDWAC or the NGO/donor agency involved in an effort to mainstream gender in its programmes, should initiate advisory and research facilitation processes to document a conceptual modality which defines GM and its associated implementation methodology as well as prepare manuals for training on the subject. These should then be distributed among potential user sectors to maximize their impact.

The University, management training institutions and gender NGOs could be approached to facilitate the process of guidelines design. The donor community could provide the funding support for procurement of the kind of technical input that is required.

The final phase of the GM process can be attained when the government, on the advocacy of the MCDWAC/MSWCA and approval of the Civil Service Department, reinforces existing mandates to all Ministries and Departments to mainstream a gender component in their sectoral policies and Action Plans. This will provide the necessary integral tool with which the Gender Focal Points could plan for gender activities and resource allocation in their individual Sectors.

To facilitate the above-stated needs, the MCDWAC/MSWCA is planning to set up a new Gender Mainstreaming Section to engage in policy appraisal and co-

*Sub- Programme for Women's and Gender Advancement – Page 126*
ordination to strengthen gender activities in all line ministries and departments. Also, Gender Monitoring Technical Committees is proposed as a mechanism to ensure that the implementation of Gender Policy and Mainstreaming concerns is conducted effectively and to provide technical feedback for the national gender Implementation Mechanism.

Furthermore, the identification of a Gender Advocacy Officer in each of the two front-line ministries (MCDW AC/MSWCA) and Regional Gender Advisors would greatly enhance focused planning co-ordination and monitoring of the Gender Mainstreaming activities.

Institutionalizing a GAD Unit within the UNDP office as well as providing a Gender Advisor at the MSWCA in Zanzibar with assured funding from a regular source will be an important support instrument to strengthen the gender Sub-Programme co-ordination.

B. GENDER DISAGGREGATED DATA GENERATION AND DISSEMINATION

The planning, allocation or re-distribution of development resources on an equitable and demographically effective manner cannot be achieved without the use of gender disaggregated data, which shows the relative contribution, needs and aspirations of men at par with women. This statistical instrument could provide a scientific basis to justify the call for redressing imbalances in the development potentialities and benefits of underserved communities or gender groups where women predominate.

In the past, the practice of showing statistical data under simple male/female categories did not bring out the shades of meaning and impact, or lack of them, when women's and men's social and economic situations were evaluated. Often the male/female figures did not throw enough comparative light on areas of communal need, which demanded redress and fair treatment, owing to disparities or weaknesses in service delivery. By collecting and analyzing census, macroeconomic data and performance or attainment indicators, equity can be brought to bear or planning and evaluation techniques.

The availability of reliable gender disaggregated data has been and still is somewhat scarce. Data collection as a discipline is a cost and time intensive exercise; it also requires sound technical expertise and modern informatics equipment, which aggravate the expenses involved in developing accurate data-
bases for resourcing the needs of both government and non-governmental users. In spite of the high cost of training and hard/soft ware procurement, the generation, analysis and storage of gender disaggregated data are indispensable for effective gender programme operations.

Marketing of the data collected, with advice on its potential uses, is also a vital adjunct that would prevent the data collected from being kept under-utilized, owing to lack of awareness of its application value. The MCDWAC/MSWCA should therefore embark on measures to institute an embryonic data base capacity that will progressively grow into a national Gender Data Repository, to be accessed by diverse researchers and planners. The donor partners of the MCDWAC/MSWCA have a vested interest in promoting with funding support, the establishment and survival of this facility in a viable form, so that their own internal data referral needs can be satisfied.

It is proposed that the existing Documentation and Information Centre at the MCDWAC is upgraded and empowered to become a National Gender Disaggregated Data Repository, with appropriate mandates to oblige all researchers, institutions, and donor agencies to feed into and tap from it gender data and information. A similar mechanism will be set up in Zanzibar.
## GENDER MAINSTREAMING, NEGERATION AND DISSEMINATION OF GENDER DISAGGREGATED DATA

<table>
<thead>
<tr>
<th>OBJECT/STRG</th>
<th>ACTIVITIES</th>
<th>OUTPUT</th>
<th>INDICATORS</th>
<th>MEANS OF VERIFICATION</th>
<th>ACTOR</th>
<th>TIME FRAME</th>
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</thead>
<tbody>
<tr>
<td><strong>OBJECTIVE 1</strong>&lt;br&gt;Strategy and practical gender needs of women integrated in national policies, plans and programmes at Central, Regional, District and Ward levels</td>
<td>1. Establish or revitalize Gender Focal Points in planning divisions of all ministries, Regions, Districts and Wards&lt;br&gt;- Gender Focal Points in planning divisions, Regions, Districts and Wards established&lt;br&gt;- Gender specialists established in Regions and Districts</td>
<td>- More Gender Focal Points, roles and linkages available&lt;br&gt;- Greater gender focus and planning equity in all government sectors&lt;br&gt;- Gender desks/officers in the ministries&lt;br&gt;- Terms of References for the Focal Points Planning Divisions&lt;br&gt;- Equipments for Focal Points</td>
<td>Gender desks/officers in the ministries&lt;br&gt;- Ministerial instruments with gender outlook mandated</td>
<td>All ministries, MCDWAC/MSWCA, Civil Services Departments, NGOs, CBOs</td>
<td>1997/98</td>
<td></td>
</tr>
<tr>
<td><strong>Strategy 1</strong>&lt;br&gt;Institutionalizing of mechanisms of gender mainstreaming</td>
<td>2. Include gender mainstreaming in the planning and resource allocation instruments of all ministries&lt;br&gt;- Sensitize and train men and women in the Regions, Districts and Wards on gender issues&lt;br&gt;- Design gender mainstreaming guidelines for all levels</td>
<td>- Gender issues handed in the ministries in all areas&lt;br&gt;- Greater gender awareness visibility&lt;br&gt;- Infused into management culture, national-wide&lt;br&gt;- More gender sensitive programming and implementation</td>
<td>All ministries, MCDWAC/MSWCA, Civil Services Departments, NGOs, CBOs</td>
<td>1997/98-Onwards</td>
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<tr>
<td>3. Finalize the Review of current WID policy taking into account the gender dimensions of the new structure and role of the Ministry(s)</td>
<td>Revised WID Policy</td>
<td>The new Policy addressing issues of equity and equality mandated and formalized</td>
<td>Cabinet minutes, Zanzibar Revolutionary Council, budget speeches, Copies of the revised MCDWAC/MSWCA gender policies</td>
<td>MCDWAC/MSWCA, UNICEF, NORAD, Facilitators, NGOs, CBOs</td>
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<tr>
<td></td>
<td>Zanzibar WID Policy</td>
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<td>1997/98</td>
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<tr>
<td>4. Analyze and review macro and sectoral policies from a gender perspective</td>
<td>Revised policies with a gender perspective prepared integrated into technical policies and disseminated</td>
<td>Gender focus institutionalized in the policies of all sectors and institutions</td>
<td>Copies of gender technical components abstracts, Cabinet minutes, sectoral development reports, Budget Speeches</td>
<td>MCDWAC/MSWCA, all ministerial Planning Units, NGOs and CBOs Technical Departments</td>
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<td></td>
<td>Genderise abstracts of technical sector policies printed and disseminated</td>
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<td>1998- Onwards</td>
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<td>1998/99</td>
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</table>
| 6. Appoint Gender Advocacy Programme Officers within the Gender Mainstreaming Sections at MCDWAC/MSWCA | -Gender Advocacy Programme Officers appointed  
-Regional Gender Advisor commissioned  
-Gender Monitoring Committee setup.  
-Relevant guidelines prepared | -Greater gender advocacy and coordination leverage/outreach available, nation-wide.  
-Sustained multi-disciplinary monitoring of Gender programmes  
-Enhanced social transformation of women’s status/empowerment | -Salaries/offices/equipment for Regional Gender Advisor and Gender Advocacy Programme Officer  
-Minutes of meetings of Gender Monitoring Committee  
-Copies of guidelines | MCDWAC/MSWCA, Civil Service Dep’ts, Planning Commissions, UNDP and other donors | 1998-1999 |
<table>
<thead>
<tr>
<th>OBJECTIVE 1</th>
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<tbody>
<tr>
<td>To generate analyze and facilitate the use of accurate gender data by all sectors</td>
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<tr>
<th>STRATEGY 1</th>
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<tr>
<td>Institutionalizing of gender disaggregated data/statistic and reports</td>
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</tbody>
</table>

1. Facilitate Bureau of Statistic to produce gender disaggregate statistic in all their report -Update existing data resources on gender -Gender disaggregated reports and publications prepared -New edition of *Men and Women in Tanzania and Analysis of African Women and Men* The Tanzanian Case up-dated and published -Increases availability and use of gender Statistical reports and publications -More systematized and equitable planning and resources allocation for gender dev’t |

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<tr>
<td></td>
<td>Statistical books, statistical reports and publications, gender data sets/base Gender balanced planning guidelines Updated copies of <em>Men and women of Tanzania and Women in Figures</em></td>
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<tr>
<td></td>
<td>Bureau of Statistics Departments of Statistics, SIDA, Finance, MCDWAC/MSWCA</td>
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<td>1998/99</td>
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2. Appoint a gender data specialist in the Gender Division of the MCDWAC/MSWCA Gender statistician engaged |

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<td></td>
<td>More systematic and equitable planning at the Gender Division</td>
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<td></td>
<td>Copies of Gender-balanced planning guidelines</td>
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<td></td>
<td>MCDWAC/MSWCA Bureau/ Department of Statistics, SIDA, Finance</td>
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<td>1998</td>
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</tbody>
</table>

3. Facilitate Planning Divisions/relevant units in all ministries to produce gender disaggregated data/statistics and reports -Procure data entry hard/soft wares -Train statisticians in gender disaggregated data generations and analysis Gender disaggregated sector report and publications prepared |

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<tr>
<td></td>
<td>Increased use of gender Statistics/reports and publications Greater gender equity obtained through use of disaggregated data</td>
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<td></td>
<td>Statistical and other reports and publications on gender</td>
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<tr>
<td></td>
<td>Bureau of Statistics Planning Divisions, Ministries, Planning Commissions, MCDWAC/MSWCA,</td>
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*Sub – Programme for Women’s and Gender Advancement – Page 132*
4. Upgrade and mandate the Documentation and Information Centre at the MCDWAC to become a national Gender Data Repository (CDR) and institute one at the MSWCA

- More gender disaggregated data used and marketed.
- Handbooks on the use of gender disaggregated data designed and distributed to all sectors
- All government, NGO, Training Inst., Donor gender data submitted to GDRs

- Greater gender disaggregated data networking
- More equitable dev. Resource Planning and redistribution to benefit women and children
- Enforcement of well-coordinated

- New gender data resources
- Computers in Gender Data repositories
- Copy of Government mandate

UNDP, Sida, DANIDA, Statistics, Departments, Finance, MCDWAC/MSWCA, gender NGOs/Researchers, Presidents Offices, Civil Service Departments

1998 – Continual

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*Sub – Programme for Women’s and Gender Advancement – Page 133*
7. ADVOCACY

Preamble
The component on advocacy is one of the Sub-Programme support interventions which is designed to build consensus, foster a favorable climate or seek support for introducing and changing specific policies, legislation, strategies and activities which have been identified in the core components of this Sub-Programme namely, enhancement of Women’s legal capacity, economic empowerment, women's empowerment in decision making and education training and employment.

A great deal of advocacy was carried out by the MCDWAC/MSWAC, women's representatives and NGOs which led to the formulation of this sub-Program The main objective of advocacy at this stage is to ensure the implementation of the Sub-Programme through partnership and collaboration The thrusts for each strategy are highlighted below

(a) Involvement of Stakeholders in the formulation stage
This strategy of involvement of stakeholders in the formulation process is important because it provided an opportunity for all stakeholders together to identify and clarify issues for which change is being sought in order to improve the situation of women in the country. The strategy also built and strengthened peoples organization and management capabilities as well as other levels of support to enable them to identify and analyze problems and suggest appropriate actions to address them.

The appropriate actions including identification and mobilization of external support requirements as catalytic resources These catalytic resources are defined in the broadest sense to include human, financial environmental, technological and institutional organizations Stakeholders in this context include Government, NGOs, grass root women groups, all women and men and Development Partners The involvement was done through capacity needs assessment, workshops, consultations and literature review.

(b) Awareness creation and animation
Following the formulation and the approval process is the awareness creation on the Sub-Programme The specific activities to be undertaken to create awareness and animation of the process of implementation of the Sub-
Programme include launching of the Sub-Programme at a ceremony that will involve the Government, NGOs, as well as Private Sector. The mass media including radios, newspapers and television will be assisted to make a wide coverage and publicity. This activity is expected to create awareness to the community as a whole.

Stall-up workshops for women and the community are to be conducted at local level in order to create awareness further down the ladder. These will be conducted at district level and the main actors are the MCDWAC/MSWAC and the local authorities. Also awareness creation and animation activities for targeted groups are to be conducted to reinforce awareness of the programme. Sensitization and animation packages will be prepared and delivered by the Ministerial Programme Management Unit for the Sub-Programme in collaboration with local authorities and NGO's versed in advocacy work.

(c) Enhancement Of Advocacy Capacity

Although a great deal of capacity building for advocacy of the MCDWAC/MSWAC and Regional and District Authorities will be dealt with by the relevant component, the strategy is intending to strengthen the advocacy capacities of women's representatives and NGOs as strategic and natural partners or allies respectively through tailor-made courses. This is because partnership and coalition building is critical in advocacy.

The training will provide them with lobbying, communication, negotiating and networking skills and other tactics relevant to enable them join in a coalition to fight for the cause of gender equity and for the implementation of the Sub-Programme activities which will be processed by their respective organs. This will involve training of trainers to ensure availability of relevant trainers, preparation of relevant training materials and delivery of training to the targeted groups.

Also the strategy will increase and enhance knowledge on sectoral policy gender dimensions of decision-makers, planners, gender Focal Points, CDOs, and other relevant actors at all levels through publication and dissemination of extracts of gender dimensions of sectoral policies. Furthermore, the through this strategy, the audio visual units in 7 regions which still practice FGM and other negative socio-cultural practices will be strengthened in order for them to deliver outreach advocacy and IEC interventions. The regions, in both mainland and Zanzibar will have to be facilitated to procure vehicles equipped.
with audio visual communication tools which have been found to be practical and appropriate for the grass root audience

(d) Drawing Attention to and Support for Critical Concerns in the Sub-Programme

For optimal effectiveness of the implementation of component activities which aim at changing or introducing gender dimensions in the current governing instruments of the Government and public services, advocacy activities will need to be carried out prior to implementation, to build consensus and fostered climate of support from categories of audiences particularly beneficiaries, partners, adversaries and decision makers. These are women and girls, gender supporters, opponents of the gender cause and power brokers and enforcers in politics and private sector. Therefore, relevant advocacy interventions will be logically developed and implemented, based on the strategic planning model which involves identifying and clarifying the issues to be advocated for establishing goals and objectives; selecting the audiences, messages and tactics; implementing the advocacy interventions and carrying out research, monitoring and evaluation. All the major Sub-Programme activities of the components will require advocacy prior to their implementation which will be decided upon during implementation.

Expected Outcome

The expected general outcome of the implementation of the component on advocacy is the implementation of the formulated Sub-programme on women, gender and development. Specifically, the expected outcome of the implementation of this component include:-

- Involvement of stakeholders of the Sub-Programme whereby their views are incorporated in the national Sub-Programme framework and Programme Support Document for UNDPs
- Government approval and endorsement of the document for implementation
- Resources including human and financial are committed for implementation of the Sub programme
- Sub-Programme formulated, launched and Implemented
- Creation of greater awareness on the Sub-Programme
- Enhanced institutional capacity for advocacy
- Sectoral policies with gender dimension widely disseminated to major actors of the sub programme
- Greater empirical change leading for greater equity in families
- Improved status of women.
- Attitude of behaviour changed among decision-makers and other targeted groups
## AVOCACY

<table>
<thead>
<tr>
<th>OBJECT/STRG</th>
<th>ACTIVITIES</th>
<th>OUTPUT</th>
<th>INDICATORS</th>
<th>MEANS OF VERIFICATION</th>
<th>ACTOR</th>
<th>TIME FRAME</th>
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<tbody>
<tr>
<td><strong>OBJECTIVE</strong></td>
<td>Advocate for the implementation of the Sub- Programme</td>
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<tr>
<td><strong>Strategy 1</strong></td>
<td>Involve all stakeholders (actors, collaborators, donors target group) in the formulation of PSD/ NPF document</td>
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<tr>
<td>1.</td>
<td>Prepare a draft of NPF/PSD document</td>
<td>NPF/PSD draft document in place</td>
<td>Enhanced the programming coordination and implementation for gender advancement</td>
<td>-PSD, NPF draft document copies -UNDP/ Ministries agreements -Contracts</td>
<td>MCDWAC/MSWCA, UNDP</td>
<td>June-Sept 1997</td>
</tr>
<tr>
<td>2.</td>
<td>Identify and involve stakeholders at all levels of PSD, NPF formulation process through field visit, interviews literature review etc</td>
<td>NPF/PSD draft document with stakeholders identified views incorporated</td>
<td>Funding and implementation consultations</td>
<td>Field reports, Workshops reports reviewed programme documents</td>
<td>MCDWAC/MSWCA, NGOs, Local Gov’t, Shehas, Regional Secretariats, UNDP</td>
<td>1994- 1997</td>
</tr>
<tr>
<td>4.</td>
<td>Prepare and submit a Cabinet Paper for Government Approval</td>
<td>Cabinet paper prepared and submitted</td>
<td>Increase Cabinet understanding of Sub- Programme’s objectives strategies and requirements</td>
<td>Cabinet approval of the document</td>
<td>MCDWAC/MSWCA, Cabinet/ Revolutionary Council</td>
<td>1997</td>
</tr>
</tbody>
</table>

*Sub – Programme for Women’s and Gender Advancement – Page 137*
5. Mobilize resources for implementation of the Sub-Programme

| Implementation Arrangements held | Optimal commitment to provide adequate funding | -Government/sectoral budget with gender line items  
-Development partners pledges  
-Development partners meetings reports | MCDWAC/MSWCA, UNDP, Development Partners, Local Government, PMO, CMO |
|----------------------------------|---------------------------------|-------------------------------------------------|

6. Discuss the programme and implementation arrangements with relevant actors

| Implementation arrangements in place | Agreed implementation arrangements by potential actors | -Agreed minutes of the meetings/workshops report  
-Letters of agreement | MCDWAC/MSWCA, Line Ministries, Local Government, UNDP |
|-------------------------------------|-----------------------------|---------------------------------------------------|

**STRATEGY 2**
Awareness creation and animation

| Programme Launched | Increased publicity in the Sub-Programme  
Increased implementation commitments | MCDWAC/MSWCA, NGOs, UNDP |
|---------------------|------------------------------------------|

1. Launching of the programme

| Start-up workshops conducted | Increased awareness on the Sub-Programme | MCDWAC/MSWCA, NGOs, UNDP |
|-----------------------------|-----------------------------------------|

2. Conducting start-up workshops for women and community

| Awareness on the programme | Increased awareness of the Sub-Programme by special targeted groups | MCDWAC/MSWCA, GAD-Division, Local Gov’ts, NGOs, UNDP |
|-----------------------------|-------------------------------------------------|

3. Conducted awareness creation and animation activities for targeted groups
- National level  
- District level

| Reports of the sensitization and animation activities  
Sensitization and animation packages | MCDWAC/MSWCA, NGOs, UNDP |
|------------------------------------------|-----------------------------|

1998
<table>
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<tr>
<th>STRATEGY 3</th>
<th>1. Conduct training of trainers course for advocacy for women’s representatives in electoral decision-making positions</th>
<th>Increased capacity in lobbying, negotiation and advocacy</th>
<th>Training packages number of women and NGOs trained, Number and types of gender issues pursued</th>
<th>Training report, training materials, Resources allocations</th>
<th>MCDWAC/MSWCA, NGOs, UNDP, UNFPA</th>
<th>1998</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2. Prepare training materials and conduct tailor made course on lobbying negotiation and advocacy skills for women’s representatives and NGOs</td>
<td>Trained trainers Training materials develops</td>
<td>Training packages number of trainers, developed training materials</td>
<td>Training reports Training packages Recourses allocation</td>
<td>MCDWAC/MSWCA, NGOs, UNDP, UNFPA, UNESCO, ILO</td>
<td>1998</td>
</tr>
<tr>
<td></td>
<td>3. Publish and disseminate extracts of gender dimensions of all sectoral policies</td>
<td>Extracts published and widely disseminated</td>
<td>Degree of knowledge on gender dimension of sectoral policies enhanced</td>
<td>Monitoring reports, copies of extracts of sectoral policies, programme/ projects implementation reports/ plans</td>
<td>All line sectors, MCDWAC/MSWCA</td>
<td>1997-Onwards</td>
</tr>
<tr>
<td></td>
<td>4. Equipment the Visual Units in districts -Practising FGM in Tanzania Mainland -Women’s social economic activities for Zanzibar</td>
<td>7 cinema vans to be placed in Region in Tanzania Mainland and 2 for Zanzibar</td>
<td>Increased use of communication tools particularly the audio visual media to reinforce advocacy</td>
<td>-Activity resource allocation -25 procured cinema vans</td>
<td>MCDWAC/MSWCA, UNFP, UNICEF</td>
<td>1998-2003</td>
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### STRATEGY 4
**Drawing community attention to important issues in the Sub-Programme**

Facilitate the development and implementation of relevant and appropriate advocacy interventions focusing on component’s activities of the Sub-Programme which aim at changing or introducing government instruments of the Government and public service with a gender perspective to decision-makers, beneficiaries, adversaries and partners allies.

- **Key messages and tactics for respective audience prepared and delivered through mass media, community or group gathering e.g. (workshops, rallies, seminars, meetings, etc) print and audio visual media**
- **A built in consensus and a fostered favourable climate of support for reviewing and introducing gender dimensions in identified laws, policies and procedure, rules, curricula, etc**
- **-Specific advocacy interventions**
- **-Intervention resources allocation**
- **-Implementation reports**
- **-Mass media coverage’s**

**Key messages and tactics**

- MCDWAC/MSWCA, PMO/CMO, NGOs, Line Ministries, UNFPA, UNICEF, UNESCO, UNDP, Mass Media

**1998 continual**

### STRATEGY 5
**Monitoring evaluation and research on Sub-Programme impact and effectiveness**

1. **Period monitoring of the implementation of gender focused policies**

- Sectoral policy utilization monitored periodically
- Gender Focal Point’s planning monitoring and supervisory capacities strengthened
- Period reports
- Resources allocation

**Key messages and tactics**

- All line sectoral at all levels, MCDWAC/MSWCA

2. **Conduct Knowledge and Practice (KAP) studies**

- Studies conducted and adopted
- Degree of gender programming impact revealed. Needs for further gender improvement identified. Degree of attitudinal changes on gender determined
- -Copies of study report with findings and recommendations, etc
- -New programme amendments
- -More responsive resources

**Key messages and tactics**

- MCDWAC/MSWCA, UNDP, UNFPA

**1997-continuous**

**mid-term 1999 and towards End of Term 2003**
CHAPTER SEVEN

SUPPORT PROGRAMMES

ROLE OF BI-MULTI-LATERAL DONORS

PREAMBLE

Tanzania's dependence on official Development Assistance is appreciable US $ 28, 8 with an ODNGNP ratio of 22 2 per cent in 1995(source UNDPs CCF)

This decreasing trend in external assistance dependency, which when evaluated positively is an index of growth in economic development, has been counteracted by the more recent macro-economic strictures which have been dictated by the national Structural Adjustment Programme and adverse climatic forces(the agriculture sector produces 55% of GDP) In other words, the net flow of ODA to Tanzania is dropping at a time which coincides with emergent internal constraints to autonomous economic growth

This situation therefore calls for increased external funding support for government programmes, especially to the social sectors and more disadvantaged groups such as women and children in the rural communities. As a result of insufficient budgetary resources, government service delivery potential is hampered. This endemic economic incapacity has not been dramatically by addressed by governments launching of a cost sharing (users fees, etc) to finance services in the social sectors of health and education, which impact directly on women and girls Budgetary allocation to the Ministry of Community Development Women's Affairs and Children continue to be the lowest (less than 10% in 1995

Increased donor finding for this sector, where responsibility for gender development is located, is therefore, an indispensable aspect of the development partnership equation for the Succeeding years to the beginning of the twenty first century

ROLE OF THE UNDP

a) Programme Design
The UNDPs assistance to the Government of Tanzania has been couched under the

Sub – Programme for Women’s and Gender Advancement – Page 141
umbrella of its 5th Country Programme for 1993-96, providing complementarity with the
governments three year Rolling Plan and Forward Budget modality. The programme
support style was through the medium of projects (150) for channeling financial and
material resources in five main areas. They included:

- poverty Eradication and Sustainable livelihoods
- preventing the spread of HIV / AIDS
- environment and Natural Resources
- capacity building for Good Governance and Management Development
- women's advancement.

These areas of concern are compatible with the National Development Objectives, which
have been identified by the Government for 1997 - 2001. They include:

- attaining an annual GDP growth rate of 5%
- improved efficiency in all productive sectors
- eradicating poverty, particularly of women and children
- reducing the public sectors role in the productive sectors.
- achieving fiscal stability

Conceivably, these issues which will be reflected in the UNDPs next 6th Country
Programme for 1997 - 2001, will continue the programming mandate and focus, which
relate to some of the key areas of this Sub-Programme for Women's development,
namely - economic empowerment within the informal sector, facilitated by fiscal
reforms, poverty eradication, capacity building for good governance, development
programmes management as well as Civil Service Reform. The cross-cutting issues of
Poverty Eradication and Women's Advancement will be sustained, thereby.

b) Co-ordination and Policy Dialogue

Two of the UNDPs essential and most successful roles have been co-ordination of UN
Systems external assistance in collaboration with the main player, the World Bank, and
initiation of international dialogue on policy formulation on Poverty and Women. The
quarterly Joint Government Donor Meetings (IGDM), which are chaired by the Ministry
of Finance and the Consultative Group (CG) Meetings are the mechanisms which are
used. This leadership role of the UNDP should be promoted during the 1997 - 2001
programme cycle to generate increased consultations and financial resource mobilization
for women's development.

This process will be further strengthened when formulation of assistance co-ordination
and monitoring protocols like the National Long Term Perspectives Study
(NLTPS) and Country Strategy Note (CSN) to supplement the framework of the UNDP Advisory Note, are concluded.

c) Development Resource Procurement

The UNDP has also been requested by the Government to participate more directly in the following areas which focus on women's development:

- Capacity building of Ministry of Community Development Women affairs and Children personnel and Ministry gender Focal Points for launching and coordinating the strategies of this Sub-Programme and the National Platform for Action to the year 2000
- Assistance to training and other associated activities to inaugurate and establish the new Gender Mainstreaming portfolio at the Ministry of Community Development Women's Affairs and Children.
- Inducement of investments and provision of small scale credit facilities which will enhance the empowerment of women's economic capacities for more efficient management and ownership of productive resources
- Protection of women's human rights and empowerment for participation in decision making.

The UNDP is expected to take a lead role in strengthening the Capacity Building component of the Sub-Programme for Women's Advancement and the MCDW AC in general.

The envisaged budgetary inputs are defined in section 3 of Chapter six of this Sub-Programme.

OTHER UN AGENCIES

a) The United Nations International Children’s Educational Fund (UNICEF)

Owing to its high programme specificity involving children and their mothers, UNICEFs focal point linkage should be with the Ministry of Community Development Women's Affairs and Children although it is currently, with the Planning Commission. Since 1995 UNICEF has made efforts to plan for women's empowerment with a gender perspective. This thrust has been concretized under a Gender Conceptual Framework modality, which embraces issues related to Welfare, conscientisation, access and control.

UNICEF is also currently engaged in partnership with the MCDW AC to review and
refine the Women in Development Policy of 1992. When this is concluded, UNICEF could take this joint venture ethic a stage further, by facilitating new activities of this Sub-Programme, such as:-

- strengthening the new Gender Mainstreaming Section, through collaboration to design mainstreaming and advocacy guidelines for the Gender Development Division itself and Focal Points Units in other line ministries;
- training of CDO's and CDA's at regional and field levels on gender sensitization and counseling pertaining to women's Economic empowerment and legal rights protection.

b) The United Nations Fund for Population Activities (UNFPA)

This agency has provided funding support for gender training and preparation of an associated Training Manual by the Gender Women's Group at the University of Dar es Salaam. Funding for a pre-census exercise (end 1997) will provide the MCDW AC with a possibility for dialogue on implementing of a responsive gender disaggregated statistical component in the next national census operations.

These activities are indicative of potential concerns related to advocacy, training to enhance community involvement and capacity building, generally, on which future cooperation between UNFPA and the Gender Division of the MCDWAC/MSWCA could be strengthened. In reciprocity, the MCDWAC/MSWCA could help the UNFPA office strengthen its existing institutional strategies and modalities with the gender capacities, which are lacking.

© The International Labour Organisations (ILO)

The ILO could help by funding the activities of the ministries responsible for Women's Advancement which are compatible with their own internal mandates such as:-

- employment creation relative to the Women's Economic Empowerment component, through its imminent Action Plan to implement the ILO's More and Better Jobs for Women programme;
- training on small scale credit, especially for the converted Credit NGO's such as CREW, etc,
- assistance in securing employment equity from which both women and men could benefit, by encouraging the government to ratify the ILO convention on "equal pay for equal work’ and non-discriminatory access of women to income generating employment, at all levels.

d) The United Nations Industrial Development Organization (UNIDO)

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UNIDO has a comparative advantage in the area of training for project operations in food processing, textiles and simple business management. It could therefore be requested to fund capacity building activities of the Gender Development's Sub-Programme in the training of:

- women in informal sector enterprises, agro-based and small cottage industries as well as labour saving technologies for economic empowerment;
- out-of-school girls in vocational education fields

**Bi-lateral Donors**

*a) The Swedish International Development Association (SIDA)*

SIDA has demonstrable track record of funding Civil Service Reform, gender data generation and Mainstreaming gender balance in school text books.

SIDA would therefore be requested to extend these activities to cater for a proportion of the training fellowships and workshops for up-grading the policy appraisal, programme planning, co-ordination and monitoring capacities of staff at, , the Ministries of Women's Affairs and Children's WID and new Gender Sections and Gender Focal Points Units at the Ministry of Finance (SIDA's link Ministry) as well as the Civil Service Department Training of gender statisticians for disaggregated data generation could also be funded from this source.

*b) The Danish International Development Agency (DANIDA)*

DANIDA accords priority to projects, which focus on the empowerment of women, especially those which address the needs of the disadvantaged and poor in the rural and peri-urban areas.

DANIDA might like to consider the possibility of jointly funding within a donor "funding basket" package, the training and awareness creation that are related to the Economic and Political Empowerment as well as Protection of the Legal Rights of Women, under its Good Governance portfolio.

*c) The Norwegian Agency for Development (NORAD)*

NORAD could contribute some matching finances could be put in the Basket Funding modality of the Sectoral Investment Programme for improving the access of Women to tertiary education, up to university level NORAD is also engaged in reviewing the WID policy.

NORAD could be induced to permit the Ministries of Science Technology and Higher Education to liaise and co-operate with the Ministries of Women's Affairs.
and Children for joint utilization of these potential funds for women's education at all levels, Gender Focal Points training and Civil Service Reform promotion, in general NORAD could also explore the possibility of reviving its former women related activities at grassroots level.

e) Royal Nether/ands Embassy
Some funds could be disbursed to support programme activities relative to
- purchase of vehicles for gender monitoring;
- implementation of some aspects of the Beijing Platform;
- Workshop/training on promoting of gender budget design and management;

f) United States Agency for International Development (USAID)
USAID is interested in training for entrepreneur skills and good governance/women's legal and human rights, which impact directly on beneficiaries The training concerns under the Women's Economic and Political Empowerment components at the regional and district levels could be catered for under the USAID facility

g) The British Department For International Development (DFID). This agency would be amenable to continue with the training of women entrepreneurs and Extension workers at the district/ward level in food production, marketing and processing skills with some financial management skills up-grading, under the Economic Empowerment Component. Furthermore, the training programmes which are currently being conducted for councilors, could be made gender sensitive, also

g) Swiss Agency for Development Co-operation (SADC) SADC is in the process of reviewing its Country Programme to 1998. It is envisaged that its current areas of funding focus (heath, transport, etc) will be supplemented by micro-financing or Good Governance Collaborative support for the Economic and/or Political Enhancement of the Sub-Programme could be derived from these modalities, in the future

h) Development Agency (CIDA)
CIDA has close funding connections with the MCDWAC in capacity building for professional women This funding could be enhanced to provide more training in leadership and entrepreneurial skills

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NON-GOVERNMENTAL ORGANIZATIONS (NGOS)

The Italian Government through the Italian Association of Women in Development (AIDOS) could extend existing assistance to the Ministry of Community Development Women's Affairs and Children in documentation and information system establishment, or break new ground in another gender supporting aspect of this Sub-Programme's activities

Local NGOs
The local NGOs, at par with the international NGO's, also have a vital role to play in facilitating the implementation of the Sub-Programme for Women's Advancement The most prominent NGOs include umbrella bodies T ANGO, ANGOZA and TACOSODE as well as specialized groups like TAMWA, TAWLA, TGNP, Tanzania Home Economics Association and UMATI, including their branches in the regions, among others

a) The Tanzanian Council for Social Development (TACOSODE) could assist the Ministry of Community Development Women Affairs and Children in the area of grassroots training of women entrepreneurs, agro-based producers and crafts women and men to enhance the economic empowerment of rural women and their families

b) The Tanzanian Association of Non-governmental Organizations (TANGO) and the Association of Non-Governmental Organizations of Zanzibar (ANGOZA) could use their blanket leverage to promote the Gender Division's quest for allies and patrons, especially in the business world, to enhance the availability of and access to financial institutions, market outlets, business information networks as well as technical women's skills. In reciprocity, their technical and physical capacities needs could be satiated through assistance secured through the good offices of the MCDWAC/MSWCA

c) The Tanzania Media Women's Association (TAMWA) has had an impressive record, offering gender publicity and even spear-heading some women's human rights campaigns The partnership which has been forged should be harnessed by the Ministry of Community Development Women's Affairs and Children for thrust into new areas of this Sub-Programme's activities Advocacy, positive image-building, role model identification, networking with' gender-friendly' allies, awareness creation and providing counseling for cases for women's rights abuse, among other concerns, could be promoted by TAMWA on radio, TV and in the press
Greater dialogue on media coverage and content should be increased between the Gender Division and TAMWA TAMWA facilitators for promoting the Ministry of Community Development Women Affairs and Children's gender advocacy goals could be used as an asset.

d) The Tanzanian Women Lawyers' Association (TAWLA) and its subsidiary organs in the regions have pioneered the review of laws, which affect the welfare of women, such as those relative to land ownership rights. More consultations on review of other aspects of laws touching on marriage, the conduct of sensitive women's rights cases in a 'women friendly' environment, equality in employment, etc., need to be held between TAWLA the Law Reform Commission (LRC) Human Rights Centre on the one hand and the Ministry of Community Development Women's Affairs and Children, on the other.

Facilitators from TAWLA to assist the MCDWAC to identify clauses which are inimical to gender advancement and to design new proposals with which to replace them would enable the Gender Division to enhance its women's legal rights advocacy and men's awareness creation strategies.

e) The Tanzania Gender Networking Programme (TGNP) is a viable gender training, advocacy and Mainstreaming organ, which should be one of the Ministry of Community Development Women's Affairs and Children's greatest allies. Through the mode of contracting out training and awareness creation activities to the TGNP, the MCDWAC could save itself a great deal of direct human and material resources involvement, which are in scarce supply in the Ministry.

Conversely, the MCDWAC could provide the TGNP with patronage to mobilize donor support for strengthening their institutional capacities to engage in gender consultancies and research, which will enlarge the national flow and pool of gender information and data, which the MCDWAC could tap.

The Ministry of MCDWAC will play the key role in co-ordinating donor inputs and activities related to the Sub-Programme. The funding needs for Zanzibar are inherent in the quest for donor support that is defined in this section. Local NGOs, which are relevant will be encouraged to open up branches in Zanzibar.

The list of donors and NGO's treated in this section is, of necessity, not exclusive or exhaustive. The services/collaboration of others will be sought, as and when the need arises.

Budgets for each component of the Sub-Programme will be designed, in due course. Each donor will facilitate the budget preparation process after it has identified its own selection of support inputs for the Sub-Programme.
CHAPTER EIGHT

INSTITUTIONAL ARRANGEMENTS

In order for the Sub-Programme to be successfully implemented, a mechanism must be put in place, which will ensure smooth implementation of the Sub-Programme, its monitoring and evaluation. This mechanism will also enhance co-ordination among implementers, donors, beneficiaries, and the Government itself and that roles and responsibilities are fully understood.

The fact that the United Republic of Tanzania has two governments, the Union government and Zanzibar Government, each will have its own separate implementation mechanism. However, a National Steering Committee will be established to co-ordinate the two.

OVERALL NATIONAL LEVEL (URT):
The National Steering Committee is the apex structure of the implementation mechanism, which will compose of representatives from both the Union Government and Zanzibar. Its major role will be to co-ordinate and to supervise implementation of the Sub-Programme.

The composition of the National Steering Committee will be as follows:
(1) Chairperson: Principal Secretary, Ministry of Community Development, Women Affairs and Children.
(ii) Vice-Chairperson: Principal Secretary, Ministry of State, Women and Children Affairs.
(iii) One member each from both the Union Government and Zanzibar:
- Ministry of Finance
- Planning Commission
- Ministry of Agriculture
- Ministry of Industry and Trade
- Civil Services Department
- Ministry of Education
- Ministry of Lands
- Ministry of Justice
- Vice President Office (Poverty Alleviation Division)
- Prime Minister's Office/Local Government
- Ministry of-Community Development Women Affairs and Children
Ministry of State Women Affairs and Children
Ministry of Labour, Social Welfare and Youth
Ministry of Foreign Affairs
Bureau of Statistics
Director Women and Children, Union government
Director Women and Children, Zanzibar
Umbrella NGOs
  ➢ ANGOZA
  ➢ TACOSODE
  ➢ TAN GO

Other actors would be invited to attend Steering Committee meetings to discuss specific issues directly relevant to them. The Principal Secretaries of the two gender ministries of Tanzania Mainland and Zanzibar will have a full mandate to appoint and commission the members of the committee from their respective governments.

The Director of Women and Children from MCDWAC will be the Secretary to the Steering Committee and her/his directorate will be the secretariat. The Secretariat's main role would include general and specific mobilization of funds, analysis of sectoral and macro policies, analysis and submission of implementation reports from both Union and Zanzibar Governments to the Steering Committee. The Secretariat would further facilitate the implementation of all activities of the Sub-Programme, and also do general monitoring and evaluation.

The two Directors of Women and Children will be required to work very closely to maximize understanding, as they are the Focal Points of the entire Sub-Programme.

(b) IMPLEMENTATION STRUCTURE OF COMPONENTS
TANZANIA MAINLAND AND ZANZIBAR

Focal Points of the entire Sub-Programme would be the Ministry of Community Development, Women Affairs and Children, for Tanzania Mainland, and the Ministry of State Women and Children Affairs, Zanzibar. The two Directors for Women and Children will be the main co-ordinators or the Sub-Programme in their specific areas of jurisdiction. The Directors will be responsible for the day to day implementation of the Sub-Programme, by making sure that all actors are properly facilitated, each knows exactly what is to be done, and that they are properly guided and get technical back up, at all times.

Each Director (DWC) will monitor and evaluate her/his Sub-Programme and advise.
his/her respective Principal Secretary and the Steering Committee accordingly. Establishment of good working relationship between the two Directors and line Ministries and NGOs would be of paramount necessity, if the Sub-Programme is to succeed. Further, the functions related to planning will be done in close collaboration with other Directorates of the two Ministries, but specifically with the Directorates of Planning, according to the structure, roles and responsibilities of the two Ministries.

The Sub-Programme's activities, which are to be implemented have all been suggested and so are their implementers, some of whom have been identified in the Log-Frame. The implementers who include government ministries and departments, regions, districts and NGOs have the most important role for the actual implementation of the activities. The main role of the programme co-ordinators is to ensure that implementation is done. The Sub-Programme will not be implemented in isolation but will recognize other efforts which are going on, to enhance women's advancement at all levels.

The relationship between the Principal Secretaries and the Ministers (MCDWAC/MSWAC) will be based on the normal official working relationship between them. But it is further proposed that a Cabinet Committee on Gender be established in both the Union Government and Zanzibar Government.

**Tanzania Mainland:**

**Region Level:**
A Steering Committee chaired by Regional Administrative Secretary will be established in each region. Its main function will be to coordinate and guide the implementation of the Sub-Programme. Activities in the region its composition would depend on the activities in the region, but basically would be similar to that of the National Steering Committee.

The Regional Community Development Officer (RCDO) will be the regional coordinator of the Sub-Programme and the region's secretariat, assisted by a Regional Gender Advisor. The RCDO will be the main link to the National Co-ordinator (DWC). The RCDO will be responsible for submitting regional reports to the DWC through the Regional Steering Committee.

**District Level**
The district will be responsible for the day to day implementation of the Sub-
Programme activities in the districts, and the District Community Development Officer (DCDO) will be in charge. Below the DCDO will be the Executive Ward Secretary who will be responsible for the Sub-Programme Activities in the Ward. The District Executive Director will chair the District Steering Committee while the DCDO will be its Secretariat. The composition of the District Steering Committee will be similar to that of the Region, but this would include two councilors from the District Council. It is expected that by this arrangement, the District Council will be fully involved in the Sub-Programme, and hence communities and the households.

ZANZIBAR

REGIONAL, DISTRICT AND SHEHIA LEVEL.
In Zanzibar, the Regional and District Community Development Officers (RCDOs and DCDOs) and Regional and District WID Officers (RWIDO and DWIDO) are stationed at regional and district offices, but accountable directly to the Ministry of State - Women and Children Affairs. This set-up, and with the small size of Zanzibar districts, simplify the implementation of ministerial programmes at the district and regional levels.

In that respect, therefore, the District Community Development Officers and District WID officers will continue to work very closely with the district and shehia administrations in the implementation of the Sub-Programme. These officers, therefore, will be equipped to ensure a smooth implementation of the Sub-Programme at shehia, village and household levels, in Zanzibar.

Organograms for these institutional arrangements for each level, follow below.

(C) INTERNATIONAL LEVEL
Donor support will be required if the Programme is to be successfully implemented. Hence donor support will be required in:

- Providing financial and technical support in the implementation of the specific Sub-Programme Activities
- Providing support in monitoring and evaluation of the Sub-Programme
INSTITUTIONAL ARRANGEMENTS

NATIONAL LEVEL

NATIONAL STEERING COMMITTEE

SECRETARIAT (MCDWAC)
TANZANIA MAINLAND

CENTRE:

- CABINET COMMITTEE (Gender)
  - MINISTER
    - PRINCIPAL SECRETARY
      - Capacity Building Unit
      - Technical Gender Monitoring Committee
      - DIRECTOR OF WOMEN AND CHILDREN
        - DIRECTOR PLANNING AND RESEARCH
          - HEAD OF SECTION(S)
            - DO
            - DO
            - DO
            - DO
            - DO
TANZANIA MAINLAND: REGIONAL AND DISTRICT LEVELS

REGIONAL ADMINISTRATIVE SECRETARY (STEERING COMMITTEE)

DWC MCDWAC

RCDO REGIONAL COORDINATOR

DED STEERING COMMITTEE

DCDO DISTRICT COORDINATOR

EXECUTIVE WARD SECRETARY

WARDS COMMUNITY DEVELOPMENT ASSISTANT

SECTORS NGOs/ CBOs

SECTORS NGOs/ CBOs

SECTORS NGOs/ CBOs
ZANZIBAR REGIONAL, DISTRICT AND SHEHIA LEVELS
MONITORING AND EVALUATION

(a) Monitoring

Monitoring of the Sub-Programme will be done through output related benchmarks and financial progress reports for each Sub-Program Support Targets as outlined under Section III Programme Implementation Arrangements As much as possible, monitoring and reporting will be anchored to the monitoring system developed for the overall programme framework. It will involve the co-operation of personnel from the implementing agencies, the two Directorates of women and children from the Mainland and Zanzibar and the UNDP Country Office The implementing agents will report to the Ministry of Community Development, Women Affairs and Children and Ministry of State Women and Children Affairs These ministries will in turn provide UNDP with activity and financial reports on an agreed regular schedule The Sub-Programme Management Teams will be responsible for bi-annual submission of a Programme Progress Report (PPR) A tripartite Sub-Programme review involving the Government, the executing agency, the implementing agencies and UNDP will meet annually to review the Sub-Programme implementation on the basis of the last two PPRS submitted by the Sub-Programme Management Teams

The Sub-Programme Management Teams will be headed by the two Directors for Women and Children in their respective areas of jurisdiction

Monitoring at regional, district, and ward levels will also be done following the implementation mechanisms that will be developed at those levels The monitoring reports will then be processed and channeled upwards to the National Sub-Programme Management Office, for further processing and onward transmission to the national Steering Committee

(b) Evaluation

The time frame of the Sub-Programme is three years running from 1998 to 2000 The first annual review is scheduled for end or 1998 This review will make an independent assessment and recommend improvements necessary in the co-ordination mechanism, management arrangements and managerial capacities It is expected that all the Sub-Programme Support Targets will in turn be revised to incorporate the outline and findings of this review. An independent mid-term evaluation is scheduled after one and half years of operation, mid-1999 to assess progress and impact and make recommendation for changes in the Sub-Programme’s focus, coordination and

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management systems and procedures. This review will form an integral part of the overall evaluation of the initiatives under the National Programme Framework. The Government and UNDP will agree upon the recommendations to be reflected in the outputs and success indicators for each Programme Support Target.

A final independent evaluation to be carried out after 3 years; end of year 2000. The evaluation will lead to redesigning of the programme having identified areas of strength and weakness and thus pointing out areas needing continued support.