

## UNDP Tanzania Gender Equality Strategy 2022-2027



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### GENDER EQUALITY STRATEGY 2022 -2027

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## UNDP Tanzania Gender Equality Strategy 2022-2027

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### Foreword

Gender Equality and Women empowerment are critical issues that must be integrated into all UNDP activities and interventions. This strategy, therefore, aims to foster this desire and ensure that UNDP pursues its three directions of change, i.e., structural transformations, leaving no one behind and building resilience based on its Country Programme Document and Corporate Gender Equality, Strategic Plan 2022-2025, and UNDP Gender Parity Strategy 2022-2025. This strategy is anchored on the requirement of the Gender Marker and Gender Equality Seal, which provides areas for assessing the performance of mainstreaming gender, including its respective indicators and benchmarks.

With this strategy in place, UNDP CO personnel will strive to continue accelerating our performance towards Gold Certification, our dream. I firmly believe that nothing can hinder us from achieving our objectives if we continue working together and strengthening our relationship with various partners. To accelerate progress, let us use the available enablers to achieve the outputs and outcomes. With the new direction, implementing this strategy requires a new approach anchored on digitalization, innovation, portfolio approach, partnership, reliable data collection and analysis to have empirical evidence in all the cases we undertake. Capacity building for all UNDP CO staff will be strengthened through various approaches, including online and mandatory courses. This will enable all personnel to acquire capabilities for mainstreaming gender equality and women empowerment accordingly.

Based on the above-mention, the CO Management will continue supporting the implementation of this strategy to realize the intended objectives.

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**Christine Musisi**  
**Residence Representative**

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### Acronyms

|                 |  |
|-----------------|--|
| <b>AWP</b>      | Annual Work Plan   |
| <b>BPfA</b>     | The Beijing Declaration and Platform for Action on Gender Equality and Women's Empowerment   |
| <b>CEDAW</b>    | Convention on the Elimination of All Forms of Discrimination Against Women   |
| <b>CPD</b>      | Country Programme Document   |
| <b>CSO</b>      | Civil Society Organization   |
| <b>DaO</b>      | Delivering as One  |
| <b>DEP</b>      | Democratic Empowerment Programme   |
| <b>DRR</b>      | Deputy Resident Representative   |
| <b>ECOSOC</b>   | Economic and Social Council  |
| <b>FYDP</b>     | Five-Year Development Plan   |
| <b>GA</b>       | Gender Analyst   |
| <b>GES</b>      | Gender Equality Strategy   |
| <b>GEWE</b>     | Gender Equality and Women's Empowerment  |
| <b>GFP</b>      | Gender Focal Point   |
| <b>GFT</b>      | Gender Focal Team  |
| <b>GM</b>       | Gender Mainstreaming   |
| <b>LED</b>      | Local Economic Development   |
| <b>M&amp;E</b>  | Monitoring and Evaluation  |
| <b>MoFP</b>     | Ministry of Finance and Planning   |
| <b>NBS</b>      | National Bureau of Statistics  |
| <b>OCGS</b>     | Office of Chief Government Statistician  |
| <b>PMD</b>      | Performance Management and Development   |
| <b>POFP</b>     | Public Opinion and Foreign Policy  |
| <b>PORALG</b>   | President's Office - Regional Administration and Local Government  |
| <b>PORALGSD</b> | President's Office - Regional Administration, Local Governments and Special Departments  |
| <b>PQA</b>      | Project/Programme Quality Assurance  |
| <b>ROAR</b>     | Results Oriented Annual Report   |
| <b>RR</b>       | Resident Representative  |
| <b>SDGs</b>     | Sustainable Development Goals  |
| <b>SEA</b>      | Senior Economic Advisor  |
| <b>SMT</b>      | Senior Management Team   |
| <b>TAHA</b>     | Tanzania Horticultural Association   |
| <b>TATO</b>     | Tanzania Association of Tour Operators   |
| <b>ToR</b>      | Term of Reference  |
| <b>TPSF</b>     | Tanzania Private Sector Foundation   |
| <b>UDSM</b>     | University of Dar es Salaam  |
| <b>UNCDF</b>    | United Nations Capital Development Fund  |
| <b>UNDP</b>     | United Nations Development Programme   |
| <b>UNDP CO</b>  | United Nations Development Programme Tanzania Country Office   |
| <b>UNFPA</b>    | United Nations Population Fund   |
| <b>UNOPS</b>    | United Nations Office for Project Services   |
| <b>UN-SWAP</b>  | UN System-Wide Action Plan for Implementation of the Chief Executive Board Policy on Gender Equality and the Empowerment of Women (2006) |
| <b>ZADEP</b>    | Zanzibar Development Plan 2021 - 2026  |

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### 1.0 THE CONTEXT OF GENDER EQUALITY STRATEGY 2022-2027

#### 1.1 Introduction

The objective of gender equality is a society where women and men enjoy the same opportunities, rights, and obligations in all spheres of life. Gender equality means that women and men, girls, and boys, can enjoy equal status and have equal entitlements and opportunities to realize all human rights, make choices fully, and access assets, services and public goods without limitations imposed by legislation, policies, gender norms and stereotypes. Equality between women and men is realized when both sexes can share equally in the distribution of power and influence; have equal opportunities in accessing resources, including gainful employment and businesses; enjoy equal access to education and the opportunity to develop personal ambitions, interests and talents; share responsibility for the home and children and are completely free from coercion, intimidation and gender-based violence both at work and at home. Where gender inequality exists, it is generally women who are excluded or disadvantaged in relation to decision-making and access to economic and social resources. Therefore, a critical aspect of promoting gender equality is women's empowerment, focusing on identifying and redressing power imbalances and giving women more autonomy to manage their own lives<sup>1</sup>.

Furthermore, The ECOSOC Agreed Conclusions 1997/2 defined gender integration as: “the process of assessing the implications for women and men of any planned action, including legislation, policies, and programmes, in all areas and at all levels. It is a strategy for making women’s and men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally, and inequality is not perpetuated. The goal is to achieve gender equality.”

Gender equality is, therefore, one of the development accelerators and essential for achieving sustainable changes. Various United Nations commitments have been put forward to enhance gender equality. These commitments are clearly explained in the Beijing Declaration and Platform for Action, 1995, the Convention on the Elimination of All Forms of Discrimination Against Women, and Security Council resolutions on women, peace and security. In addition, Gender equality is an explicit goal of the 2030 Agenda for sustainable development, which further states that all goals and targets depend on gender equality and women's empowerment. All such commitments reference the Universal Declaration of Human Rights, which sets forth in its first lines that equal rights are the “foundation of freedom, justice and peace” —for the entire world.<sup>2</sup>

Integration of gender equality is a strategy that seeks to ensure that the objective of gender equality is central to all UNDP activities. A thorough analysis of gender issues to determine gender differences and inequalities and opportunities for narrowing the gender gaps are critical in creating a gender-sensitive environment which is the aspiration of UNDP. Incorporating gender perspectives in different areas of development guarantees the effective achievement of other social and economic goals. This implies that the strategic direction of UNDP is to ensure that national development priorities drive all its operations and programmes; three directions of change are envisioned and reinforce each other in enhancing gender equality. These are structural

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<sup>1</sup> UNDP CO Gender Equality and Women Empowerment Strategy 2016-2021

<sup>2</sup> UNDP Gender Equality Strategy, 2022-2025

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transformations, leaving no one behind and building resilience<sup>34</sup>. Structural transformation is necessary for shifting the underlying systems and power structures that determine development. Leaving no one behind is critical in addressing the multiple intersecting forms of deprivation, disadvantage, and discrimination. In addition, building resilience through developing capacities to prevent, mitigate, and respond to diverse risks and crises is key to enhancing gender equality. This implies that gender equality is at the centre of resilience building by diminishing structural obstacles and empowering individuals.<sup>5</sup>

### 1.2 Frameworks for Gender Equality and Women Empowerment

This strategy is being developed to assist the CO in integrating gender equality in its operations and programmes to respond to global and national development frameworks. This implies that CO personnel need the necessary knowledge and skills to integrate gender and thus respond to UNDP's commitment to gender equality in line with UNDP's Gender Equality Strategy and Gender Parity Strategy 2022–2025. The strategy also responds to both global and national frameworks.

The global frameworks that this strategy responds to include the Beijing Declaration and Platform for Action on Gender Equality and Women's Empowerment, 1995 (BPfA), the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the United Nations Declaration on the Elimination of Violence Against Women, International Conference on Population and Development and the United Nations Framework Convention on Climate Change. Other frameworks are the UN System-Wide Policy on Gender Equality and the Empowerment of Women (SWAP), which provides a blueprint for making gender mainstreaming operational within the UN system. The SDGs, which are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity, have 17 Goals that build on the successes of the Millennium Development Goals (MDGs) while including new areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. Although a stand-alone goal on gender - Goal 5 on achieving gender equality and empowering all women and girls – has been included in the SDGs for the first time, gender is mainstreamed in all the other 16 goals because women have a critical role to play in achieving all the SDGs.<sup>6</sup>

Tanzania also has several frameworks that require the integration of gender and women empowerment. The Constitution of the United Republic of Tanzania 1977 and that of Zanzibar of 1984 stipulate the need for gender equality and women empowerment. The Tanzania Development Vision 2025 and Zanzibar Development Vision 2050 also highlight the need to integrate gender equality and women empowerment. The Third National Five-Year Development Plan (FYDP III) 2021/22 to 2025/26 and Zanzibar Development Plan (ZADEP) 2021-2026 place achieving gender equality and women empowerment among the key priorities of the government. The Ministry of Community Development, Gender, Women and Special Groups in Mainland Tanzania and the Ministry of Health, Social Welfare, Gender and Children in Zanzibar are full-fledged Ministries responsible for all matters related to gender and women's empowerment. These ministries must develop policies, strategies and action plans for gender equality and women's empowerment to be implemented jointly with other sectors. It is also the mandate of these ministries to coordinate the implementation of the national policies on gender equality and women empowerment with the support of gender focal points (GFPs) or committees that have been established in all Ministries, Departments and Agencies (MDAs), regional secretariats, and councils and institutions.

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<sup>3</sup> UNDP Gender Equality Strategy, 2022-2025

<sup>4</sup> UNDP Strategic Plan 2022-2025

<sup>5</sup>

<sup>6</sup> UNDP Gender Equality and Empowerment 2016-2021

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### 1.3 Learning from the Past

As per the CPD 2016 – 2021 and based on the UNDP Tanzania-Gender Terminal Evaluation (GTE) across the 3 Outcomes,<sup>7</sup> the CO has implemented several projects and CPD outputs with varying contributions to gender equality. This includes 14 outputs with limited contribution to gender equality<sup>8</sup> (i.e., GM 1), 36 outputs which promote gender equality in a significant and consistent way (i.e., GM 2), and 9 outputs with gender equality as the primary objective (i.e., GM3)<sup>9</sup>. This represents an upward trend in GM 3 expenditure from 6 percent in the 2011-2015 Country Programme Document (CPD) cycle to 11 percent in the 2016-2021 cycle. However, it falls short of the corporate target of 15 percent of total expenditure directed towards GM3. In other words, most programme expenditure (59 percent) was on GM-2 projects, while no GM-0 projects were implemented. This trend illustrates the commitment of UNDP CO towards integrating gender equality into all its activities.

The evaluation report of the previous strategy<sup>10</sup> identified some challenges that the CO needs to address. One of the critical issues is the uplifting of gender markers from the average of GEN 2 to GEN 3, which will advance the gender marker score to the corporate target of 15% and hence improve the CO score from 'silver' to 'gold'. This calls for the intensification of gender integration in all CO undertakings. Furthermore, the Gender Marker, which is the tool used to assess the contribution, competence and credibility of the CO in advancing UNDP's gender equality goals, presents areas that the CO needs to improve with regard to gender equality. Based on the recent Gender Seal Baseline Assessment, the CO had an overall score of 40%. The highest score was on capacities, with 67%, and the lowest was on knowledge management, with 0%. This illustrates the need for the CO to enhance the integration of gender equality to improve the gender equality seal scores.

### 1.4 Alignment with the Global UNDP Gender Equality Strategy 2022 -2025

The global UNDP Gender Equality requires COs in their programmes and operations to be driven by national development choices to pursue three directions of change: structural transformations, leaving no one behind and building resilience. The structural transformation will be undertaken by working with countries to shift the underlying systems and power structures that determine development. UNDP can serve as a convener and/or a programme provider. Leaving no one behind is a response to the will of governments to reach the furthest behind first. It is rooted in human rights and principles of equality and non-discrimination, where issues related to deprivation, disadvantage, and discrimination are addressed.

UNDP's commitment to gender equality is integral to all its efforts. During the implementation of its 2022 – 2025 strategic plan, the organization will work through its six signature solutions on poverty and inequality, governance, resilience, environment, energy, and gender equality, thereby helping governments to place gender equality at the core of political, economic and environmental dialogues and decision making.<sup>11</sup> Additionally, UNDP is determined to work with the government to shift the underlying systems and power structures that determine development. The CO, therefore, needs to have focused interventions on gender equality and women's empowerment.

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<sup>7</sup> Evaluation Report of Gender Strategy 2016-2021

<sup>8</sup> Ibid

<sup>9</sup>

<https://www.google.com/search?q=Independent+country+review+undp+tanzania&aq=chrome..69i57j0i546l3.15038j0j15&sourceid=chrome&ie=UTF-8>

<sup>10</sup> Evaluation Report of Gender Equality and Women Empowerment Strategy 2016-2021

<sup>11</sup> UNDP Gender Equality Strategy 2022-2025



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### 2.0 PARTNERSHIPS

#### 2.1 Overview

UNDP CO recognizes that partnerships are integral to accelerating gender equality. Thus, leveraging synergies is critical in ensuring that gender equality and women's empowerment are at the centre of the CO's and the CO's partners' endeavours. It will be important to foster collaboration with other inter-agencies, government, the private sector, civil society, academia, and research institutions to deepen gender equality.

#### 2.2 Partnership with National Actors

The United Republic of Tanzania Development Vision 2025 and Zanzibar Development Vision 2050, as well as the third National Development Plan 2021/22-2025/26 (FYDP III) and Zanzibar Development Vision 2021-2026, aspire for efficient, competent, and knowledgeable public servants who provide digitized public services, including ethical conduct and accountability. In partnership with Presidents' Offices (Mainland and Zanzibar), the Association of Local Government Authorities, civil society organizations, the private sector, United Nations organizations and other partners, UNDP will strengthen the capacities of institutions to accelerate service delivery and support citizen engagement by monitoring services to improve quality and inform policies. Furthermore, UNDP will collaborate with key ministries in Mainland Tanzania and Zanzibar to foster gender equality and women's empowerment. Examples of the key ministries include but are not limited to Ministry of Finance and Planning, the President's Office of Finance and Planning, the President's Office of Regional Administration and Local Government in Mainland and the President's Office of Regional Administration, Local Government and Special Department in Zanzibar. Other ministries are those responsible for community development, gender, and women matter in Mainland and Zanzibar. The National Bureau of Statistics and the Office of Chief Government Statisticians are also key national partners on data-related issues.

UNDP will further engage with the following government entities:

- Ministry of Constitutional and Legal Affairs and the Commission for Human Rights and Good Governance to support women's access to justice and women's rights.
- The National Assembly, the Zanzibar House of Representatives, and the Tanzania Women Parliamentary Group to ensure effective legislative and gender-responsive budget review and oversight with public participation.
- Ministry of Foreign Affairs and East Africa Cooperation to implement the Tanzania Foreign Policy to deepen economic diplomacy for international cooperation, trade, and investment, and diversify gender-sensitive financing for national development.
- Ministry of Finance and Planning (MoFP); President's Office Finance and Planning (POFP); President's Office Regional Administration and Local Government (PORALG) and President's Office Regional Administration, Local Government and Special Department (PORALGSD) to implement gender-sensitive an Integrated National Financing Framework (INFF) and Local Economic Development framework (LED).

UNDP will collaborate with the private sector and civil society to deepen gender equality and women's empowerment. Working with civil society will be important in leveraging women's movements. In addition, civil society engagement will remain at the core of transformative change in eliminating violence against women and girls. Reducing gender inequality in the private sector is critical to inclusive growth and sustainable development. In the context of the United Nations sustainable Development Cooperation Framework, and in partnership with UN Women, UNDP will cooperate with the private sector to address

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gender inequality in labour markets by offering women more opportunities for decent work, fair wages and protections and enterprise ownership, developing new sustainable business opportunities and value chains for women and supporting social enterprises and cooperatives that expand economic opportunities for women.

Partnerships with academia and research institutions, including think tanks, are necessary for exploring new ways to deepen gender equality and women's empowerment. UNDP will continue working with academia and research institutions, among others include the Institute of Rural Development Planning (IRDP) and the University of Dar es Salaam (UDSM), Economic and Social Research Foundation (ESRF), Research on Poverty Alleviation Programme (REPOA) and University of Dodoma (UDOM) and with Dar es Salaam institute of Technology (DIT) to accelerate gender equality and women's empowerment through evidence-based research on gender equality. Building the capacity of women, youth, and people with disabilities in pro-poor enterprises will accelerate the aspiration of leaving no one behind and building the resilience of these groups.

#### **2.3 Partnership with Inter-Agencies**

UNDP is determined to ensure partnerships with other UN Agencies in supporting the United Republic of Tanzania to achieve its national development plans, including the SDGs. Through these partnerships, the country can continue integrating gender equality and women's empowerment in its operations. As recently witnessed in collaboration with UN Women and other partners, UNDP has impacted the operation of the Government of the United Republic of Tanzania by taking forward interests and commitments to implement national and international policies on GEWE and signing up for new initiatives, including Generation Equality<sup>12</sup>. Tanzania is one of the 6 UN Member States of the Generation Equality Multi-Stakeholders Leadership Group Initiative, which advises UN Women on the forward Generation Equality agenda and ensures that multi-stakeholder leadership remains embedded at the initiative's core.<sup>13</sup>

As the knowledge frontier organization for sustainable development in the UN system, UNDP CO plays its role as an integrator for collective action to achieve the SDGs. The enhanced collaboration will allow new entry points to build a coalition, open advocacy opportunities and achieve greater impact while leveraging feminist organizations and increasing progress towards common objectives.

- In partnership with the United Nations Capital Development Fund (UNCDF) and the World Tourism Organization, UNDP will invest in key SDG accelerators, including COVID-19 socio-economic recovery; and human rights-based approaches emphasizing gender equality and leave no one behind (LNOB).
- To foster structural economic transformation, UNDP, in partnership with the International Trade Centre, UN Women and UNOPS, will support the government's capacity to deliver transformative, gender-responsive, inclusive, and evidence-based integrated sectoral policies and regulations centered on the needs of micro, small and medium-sized enterprises (MSMEs), start-ups and smallholder farmers, particularly those led by youth, women and persons with disabilities (PWDs).
- In partnership with UNCDF, the International Labour Organization (ILO) and the United Nations Industrial Development Organization (UNIDO), UNDP will invest in strengthening the resilience of MSMEs, smallholder farmers, communities, women, and youth, to shocks and impacts of pandemics and other disasters.

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<sup>12</sup> Generation Equality: Accountability Report 2022 UN Women and Generation Equality – Realizing Women's Rights

<sup>13</sup> Ibid.

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- UNDP will support improving equitable, timely access to justice and human rights protection, especially for the most vulnerable. In collaboration with the Office of the United Nations High Commissioner for Human Rights (UNHCHR) and Commission for Human Rights and Good Governance, UNDP will strengthen access to justice, the rule of law, and the application of human rights by enhancing the ability and accountability of justice institutions in providing services. Gender equality and youth and women's empowerment under justice and human rights will be mainstreamed in projects and portfolios.
- Furthermore, due to the increasing demand for gender-responsive data, evidence-based analyses and joint assessments by government and partners, UNDP, in collaboration with other United Nations organizations, the Resident Coordinator's Office, the World Bank, the private sector and civil society organizations, will support the government in strengthening SDG coordination platforms and monitoring and evaluation systems for FYDP III and ZADEP.
- In addition, UNDP will expand its links with civil society to systematically involve women's organizations and other groups advocating for rights in dialogues with national and international institutions, especially those setting directions for economic and political agendas. Such grass-roots groups encompass those for people with disabilities, those experiencing gender discrimination, and those led by and for youth, including young feminist movements.
- UNDP will further expand collaboration with the private sector to promote women's leadership and participation, develop inclusive workplaces, and ensure equal pay for equal work through the Gender Equality Seal certification and on development issues such as preventing gender-based violence.
- In collaboration with UN Women, UNDP will engage and partner with initiatives, including the EU-funded Spotlight Initiative to eliminate violence against women, the United Nations Joint Global Programme on Essential Services for Women and Girls Subject to Violence, and the Secretary-General's UNiTE Campaign to End Violence Against Women.
- To foster communication for advocacy on gender equality, UNDP will build partnerships with media networks and collaborate with other United Nations organizations, academia, leaders and influencers, including young feminist organizations and governments leading pioneering initiatives. UNDP will use persuasive techniques such as modern story-telling and digital technologies to transform complex issues into accessible information.

## **3.0 PRIORITIES**

The CO has prepared its CPD from 2022 to 2027, which places gender mainstreaming at the heart of its activities and interventions. Therefore, identifying and addressing gender issues in all priorities covered by the CPD is necessary. This strategy considers the following areas:

### **3.3.1 Prosperity: Inclusive Growth for Sustainable Development**

UNDP, in collaboration with other UN agencies and partners, will support the government in building the capacity to deliver transformative, gender-responsive, inclusive, and evidence-based integrated sectoral policies and regulations centred on the needs of MSMEs, start-ups and smallholder farmers, particularly those led by youth, women and PWDs. The support will enable gender equality mainstreaming in the following:

- Policies and regulations that attract capital and develop new markets to leverage the

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opportunities of the African Continental Free Trade Area.

- Facilitate technology transfer through South-South and Triangular Cooperation.
- Incentivise sustainability and growth of new MSMEs, innovation ventures, and smallholder agricultural enterprises.

### Entry Points:

- Support the government at national and local levels to integrate poverty, environment and gender issues and objectives into plans and budgets.
- Support the government in coordinating, implementing, and monitoring gender-responsive social protection systems and programmes.
- Build the capacity of women and youth in entrepreneurship and agribusiness skills.
- Support to build the resilience of micro, small and medium-sized enterprises, smallholder farmers, communities, women, and youth to shocks and impacts of pandemics and other disasters.
- Support studies on barriers to and opportunities for women's participation in economic growth.
- Support the women in private sector to actively participate in the African Continental Free Trade Area (AfCFTA)
- Build capacity of women in private sector on inclusive growth and business solution for poverty reduction support private sector.

### 3.3.2 Planet: Environmental Sustainability, Climate Change and Resilience

In this priority area, UNDP will support the government of the United Republic of Tanzania on the following issues:

- Natural resource management and biodiversity conservation by addressing drivers of natural resource degradation.
- Building resilience to climate change, focusing on the resilience of forests and biodiversity in Tanzania's nature forest reserves; water resources management; mobilizing biodiversity finance and climate change governance, adaptation, and mitigation.
- Community-based biodiversity interventions and provision of institutional support to law enforcement involved in combating poaching and illegal wildlife trade.
- Developing and implementing the national adaptation plan, mainstreaming climate change planning in the government budget and planning machinery.
- Support parliamentary committees, local government authorities and civil society organisations to promote women's and youth's access to land and other natural resources.
- Establishing the blue economy investment facility; and strengthening government coordination capacities.
- Encouraging access to efficient renewable energy through mapping and feasibility of potential solar energy sites to accelerate access to off-grid communities.
- Promoting the use of energy-efficient technologies and developing energy performance standards.
- Facilitating access to and use of mini-grids supporting agriculture, access to drinking water, irrigation, and agro-processing.

### Entry points:

- Ensure gender-responsive governance of natural resource management through the promotion of women's participation in decision-making on the use, management, and protection of natural resources.
- Engage with communities, the private sector and LGAs in climate change adaptation and mitigation, considering women's and men's different roles and vulnerabilities.

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- Support the government to ensure women's and men's roles responsibilities are taken into consideration in energy plans, policies, and programmes.
- Ensure women benefit from and participate in community wildlife management and law enforcement.
- Ensure a more gender-responsive energy sector through training and capacity development support for young women

#### **3.3.3 Enabling Environment: Governance and Sustaining Peace**

UNDP will support policies and systems to improve the delivery of democratic dividends to citizens while enabling them to participate in public policymaking and hold institutions accountable at national and local levels. The following will be ensured:

- Effective legislative and gender-responsive budget review and oversight.
- Citizens' voice and participation.
- Strengthened enabling environment for an inclusive and credible electoral process in Tanzania.
- Strengthened capacities of institutions to accelerate service delivery and support citizen engagement by monitoring services to improve quality and inform policies.
- President's Office – Division on Good Governance to develop and implement the fourth national anti-corruption strategy and action plan.
- Improved, equitable, and timely access to justice and human rights protection, especially for the most vulnerable groups.
- Strengthened ability and accountability of justice institutions in providing services.
- Strengthened statistical systems for planning and reporting, focusing on vulnerable and excluded groups in national data sets.
- Supported collection of routine data, surveys and compilation of national human development reports and multi-dimensional poverty indices.
- Co-created programme to manage natural wealth by promoting transparent, accountable, and inclusive governance systems to harness the potential and contribute to inclusive socio-economic transformation. Strengthened governance systems will ensure a 'win-win' situation for state and non-state actors, including the private sector, and benefit those left behind.

#### **Entry Points:**

- Engage with the Ministry of Constitutional and Legal Affairs and the Commission for Human Rights and Good Governance to support women's access to justice and enforcement of their rights.
- Engage with the National Assembly, the Zanzibar House of Representatives, and the Tanzania Women Parliamentary Group to ensure effective legislative and gender-responsive budget review and oversight with public participation.
- Engage with the Ministry of Foreign Affairs and East Africa Cooperation to implement the Tanzania Foreign Policy to deepen economic diplomacy for international cooperation, trade and investment and diversify financing for national development.
- Partner with the Ministry of Finance and Planning (MoFP); President's Office Finance and Planning; POFP) President's Office Regional Administration, and Local Government (PORALG) and President's Office Regional Administration, Local Government and Special Department (PORALGSD) to implement an Integrated National Financing Framework (INFF) and Local Economic Development framework (LED);
- Integrate the gender dimension in partner meetings and forums.

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- Partner with academia and think tanks to advocate for evidence-based research on gender equality.

### 4.0 INSTITUTIONAL TRANSFORMATION

#### 4.1 Overview

To implement this strategy, the CO aims to integrate gender equality effectively and efficiently into all UNDP's operations and programmes to accelerate structural transformation, leaving no one behind and building resilience, especially for women, youth and PWD.<sup>14</sup> To attain these objectives, institutional transformation is necessary. Therefore, the following will be undertaken:

- Strengthen management systems to enhance gender equality.
- Strengthen the capacity of CO personnel to integrate gender effectively and efficiently in CO's operations and programmes.
- Institute enabling environment for gender equality.
- Support gender equality communications and knowledge management.
- Integrate gender in the design, implementation, monitoring and reporting of programmes and projects.
- Establish and/or strengthen strategic partnerships to accelerate gender equality.
- Ensure results and impacts of programmes significantly contribute to gender equality issues.

#### 4.2 Institutional Transformation, Benchmarks and Activities

##### 4.2.1 Strengthening Management Systems to Enhance Gender Equality

###### **Indicator 1: Management accountability systems in place and functional** **Activities:**

Review PMDs of senior managers (RR, DRR, Programme Coordinator, SEA, Heads of Portfolios and Pillars and Operations Manager) to ensure inclusion of at least one key result on gender equality.

###### **Benchmarks:**

- a. Performance reviews of senior managers (RR, DRR, ARRs, Operation Manager and team leaders) include at least one key result on gender equality.

###### **Indicator 2: Active and effective Gender Focal Team (GFT) in place**

###### **Activities:**

- i. Ensure GFT members are from both programme and operations units and should be chaired by the senior manager.
- ii. Update ToR of GFT to enhance the execution of roles and responsibilities of each member.
- iii. Update the list of GFT members and their position.
- iv. Prepare and implement the action plan for the GFT.

###### **Benchmarks:**

- a. GFT is in place and meets mandatory quality criteria.

###### **Indicator 3: Adequate resources made available for gender mainstreaming**

###### **Activities:**

- i. Ensure at least 70% of the programme budget is allocated towards achieving gender results for GEN2 and GEN3 projects.
- ii. Explore innovative options within the portfolios to finance gender capacities and strengthen

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<sup>14</sup> This is meant to contribute to the direction of change of the Global UNDP Gender Equality Strategy 2022-2025

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programming.

### **Benchmarks:**

- a. At least 70% of the programme expenditures directly contribute to gender equality results. (GEN2 + GEN3).

### **4.2.2 Strengthening capacity of CO personnel to integrate gender efficiently and effectively in CO's operations and programmes**

#### **Indicator 1: Staff have a fundamental common perspective on gender mainstreaming**

##### **Activities:**

- i. Develop and update induction course for all new appointees.
- ii. Ensure completion of mandatory online courses related to gender and human rights by all staff.
- iii. Consistently highlight gender issues in all RR/DRR communications/meetings to personnel.
- iv. SMT to continue issuing directives tasking all personnel to include gender equality results in their PMDs.
- v. Financial delivery updates to have an overview of gender expenditure.
- vi. Programmatic updates to include reporting on gender equality results.
- vii. Procurement operations to include reporting on gender parity trends in recruitment.

##### **Benchmarks:**

- a) Strengthened institutional mechanisms and structures to support gender mainstreaming in all CO operations and programmes.
- b) GFT has clear AWP and meets at least 6 times a year.
- c) PMDs of all personnel in operations and programmes include at least one key result/target on gender.

#### **Indicator 2: CO has the adequate technical capacity to mainstream gender**

##### **Activities:**

- i. Design induction package for newly recruited personnel that has an emphasis on gender equality.
- ii. Conduct regular refresher sessions for programme personnel on the use of the gender marker and the gender mainstreaming checklist.
- iii. Regularly conduct tailor-made, hands-on practical gender training for all UNDP personnel and vendors.
- iv. Conduct online refresher training on gender-sensitive procurement and recruitment.
- v. Strengthen partnership with UN Women and within the Gender Coordination Mechanism on technical issues.
- vi. Ensure all staff undertake mandatory gender training.
- vii. Ensure all managers have completed UNDP online thematic training and training from the Gender Coordination Mechanism.
- viii. Senior manager to advocate for gender equality and women's empowerment in public speeches, statements, and UNDP meetings.
- ix. Procedures for human resource recruitment to integrate gender issues, including ToRs, evaluation, and recruitment panel.

##### **Benchmarks:**

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- a) The staff completion rate of the UNDP online gender course (Gender Journey) is 100%.
- b) All programme managers have substantive gender mainstreaming competencies.
- c) At least two events are organized annually to build the capacity of personnel on gender.
- d) Annual awards to recognize outstanding performance in delivering gender results.
- e) Recruitment procedures include screening for gender competence.

### **Indicator 3: Strategic actions taken for building CO gender equality**

#### **Activities:**

- i. Organize at least two general training and one specific focused training for all staff on gender issues.
- ii. Organize and ensure completion of gender equality specific training and capacity building for all programme managers.
- iii. Ensure recruitment procedures include screening for gender competence.
- iv. Prepare a note (500 words) on strategic actions implemented to increase gender capacities among programme personnel, including team leaders, by showing evidence of participation and completion of training.

#### **Benchmarks:**

- a) Dedicated and experienced Gender Specialist/Gender Advisor in place and integrated into the management team.
- b) CO has planned and implemented strategic actions for capacity building on gender.
- c) The CO has planned and implemented specific capacity building for team leaders/project officers.
- d) Recruitment procedures include screening for gender competence.

### **4.2.2 Promoting an enabling environment for gender equality**

#### **Indicator 1: Corporate policies preventing sexual harassment (SH) and sexual exploitation and abuse (SEA) localized and implemented**

#### **Activities:**

- i. Organize online and in-person training for all staff and inform partners of our SH/SEA policies.
- ii. Ensure the annual work plan is in place and the end-of-year certification indicating the completion of the annual milestones is signed off.
- iii. Ensure SH/SEA focal points can show evidence of completion of relevant training.
- iv. Prepare a brief note (500 words) on the training of sexual harassment focal points.
- v. Ensure the annual SH/SEA action plan is annexed.
- vi. Monitor implementation and adherence to the policy on SH/SEA.

#### **Benchmarks:**

- a) 100% of UNDP personnel are informed and implementing corporate SH/SEA policies and know what to do if they experience or witness SH/SEA.
- b) 70% of UNDP partners have been informed and are implementing corporate SH/SEA policies and know what to do if they experience or witness SH/SEA

### **Indicator 2: Corporate policies and guidelines on gender parity localized and applied**

#### **Activities:**

- i. Continue regular communication of policies on flexible work arrangements and parental policies.
- ii. Monitor and report on the uptake of flexible working arrangements and parental policies.



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- iii. Continue monitoring and reporting on SH/SEA policy implementation.
- iv. Implement proactive initiatives to recruit female candidates into all roles at all levels.
- v. Continue implementing succession planning initiatives like job rotations and leadership training and develop new initiatives like coaching and mentoring.
- vi. Prepare a note on the steps taken for the implementation of the flexible work arrangements and family-friendly policies.
- vii. Prepare a list of staff who have availed of provisions under the policy during the last year.

### **Benchmarks:**

- a) Gender parity targets are achieved (45% of personnel at all levels should be women).
- b) 100% of UNDP personnel are aware of and use flexible working arrangements and parental policies.

### **Indicator 3: CO use the participatory process to deal with conflicts and grievances in the office**

#### **Activities:**

- i. Encourage and train all staff on how to effectively conduct the GSS survey.
- ii. Train all staff on the use of UN SWAP's latest GSS survey results.
- iii. Implement the action plan and communicate the progress of the cultural transformation team.

#### **Benchmarks:**

- a) At least 70% of personnel feel that CO management deals effectively with conflicts and grievances in the office.

### **Indicator 4: CO has taken steps to promote an organizational culture of gender equality that addresses multiple forms of discrimination**

#### **Activities:**

- i. Create safe spaces to deepen understanding of multiple forms of discrimination and how they reinforce each other.
- ii. Recognize and honour individuals who have taken actions to change exclusionary norms in their professional lives.
- iii. Create opportunities for meaningful dialogues or storytelling experiences.
- iv. Prepare a note on actions taken to address the intersectional needs of women, including those with disabilities.

#### **Benchmark:**

- a) Steps (including cultural transformation, learning and training) to promote an organizational culture of equality that addresses gender intersects with multiple forms of discrimination.

## **4.2.4 Strengthening communication and knowledge management**

### **Indicator 1: Knowledge products on gender equality and women's empowerment developed and disseminated**

#### **Activities:**

- i. Prepare at least two gender-related knowledge products annually, including documentation of project experiences, research studies on gender issues, training materials on gender and women's rights, tools

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for gender analysis

- ii. Prepare an executive summary of the knowledge products, with a link to the CO website (or any other online platform) where the knowledge product is uploaded.

### Benchmark:

- a) CO has produced at least two gender-related knowledge products in the last 12 months.

### Indicator 2: Communication plan and materials reflect the commitment to gender equality and women's empowerment

#### Activities:

- i. Review and update the communication strategy to integrate gender-sensitive and non-discriminatory language.
- ii. Update the CO website to reflect the inclusion of the:
  - Gender-responsive language, relevant data such as the national Gender Inequality Index, and gender equality representation in images.
  - A designated section on gender equality and women's empowerment.
  - Gender dimension mainstreamed through thematic areas and projects.
  - "Change stories" that highlight shifts in gender relations on the ground.
- iii. Ensure gender-sensitive posts on social media.
- iv. Strengthen web-based media communication on gender equality.
- v. Produce material on UNDP's contribution to gender equality and disseminate it to relevant stakeholders and the media.
- vi. Conduct studies on issues related to gender equality and share findings with stakeholders.
- vii. Prepare a list of the key messages and branding to support yearly GEWE advocacy goals within each programme portfolio.
- viii. Prepare a brief note (500 words) indicating how the office has used the key messages to advance their GEWE advocacy goals.

#### Benchmarks:

- a) CO has used overarching key messages and branding to support each portfolio's yearly gender equality advocacy goals. CO website reflects an organizational commitment to gender equality, and at least 15% of social media posts related to gender equality in the last 12 months.
- b) On a quarterly basis, stories on UNDP's contribution to gender equality are posted on the CO website.
- c) Quarterly media reporting on gender equality.

### 4.2.5 Integrating gender in the design, implementation, monitoring and reporting of programmes and projects

#### Indicator 1: Gender mainstreaming in programmes and projects is guided by corporate gender equality Strategy 2022-2025

#### Activities:

- i. Use gender tools to integrate gender-related issues in all programmes and projects.
- ii. Integrate Gender Marker results in key monitoring and reporting exercises and tools.

#### Benchmarks:

- a) Gender screening tools are consistently used to integrate gender into programmes and projects.
- b) The CPD update/review consistently integrates gender concerns.

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### Indicator 2: Programmes/projects incorporate gender concerns

#### Activities:

- i. The CO GFT screens and reviews programmes and project documents for gender responsiveness.
- ii. Conduct gender analysis in the development of new programmes/projects or review of existing programmes and projects.
- iii. LPAC to include a review of the PQA, including gender mainstreaming.
- iv. Use a gender checklist to verify gender inclusion in programmes and projects.
- v. Prepare gender-sensitive ToR to review programmes and projects.
- vi. Conduct programmes review to reflect what is working and what is not and take necessary measures.
- vii. Integrate gender issues into AWP.
- viii. Build the capacity of Implementing Partners (IPs) to undertake gender-sensitive monitoring and reporting on programmes and projects.
- ix. Design a checklist for gender monitoring and reporting for IPs.
- x. Prepare gender-sensitive programme/project progress reports.
- xi. Ensure that programmes and projects have Gender Marker score is at least 15%.

#### Benchmarks:

- a. The PRODOC appraisal process ensures that all PRODOCs have substantive gender analysis and meet gender programming guidelines.
- b. The CO implements an in-depth portfolio review of its country programme at least once every four years.

### Indicator 3: Potential of CO programmes to positively impact gender inequality

#### Activities:

- i. Ensure all project documents have substantive elements of gender analysis.
- ii. Conduct gender evaluation and document the results.
- iii. Design M&E plan with gender-responsive indicators to be applied across programmes and projects.
- iv. Prepare training on M&E with the inclusion of gender modules.
- v. Develop at least one project per portfolio with gender equality as a principal objective (GEN3).
- vi. Mobilize funds for implementing at least one project per portfolio with gender as the principal objective.

#### Benchmarks:

- a. Country offices have a pipeline of new initiatives and a resource mobilization strategy/action plan to increase resources and expand the gender equality programmatic offer within each portfolio.
- b. 100% of project documents have substantive elements of gender equality.

#### 4.2.6 Establishing and/or strengthening strategic partnerships to accelerate gender equality

### Indicator 1: Collaboration with national actors around gender equality goals

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### Activities:

- i. Sign LoA with the key Ministries, Departments and Agencies (MDAs) as well as academia and research institutions to foster gender equality and women's empowerment.
- ii. Explore opportunities to work with the private sector, civil society and women, youth and PWD groups on gender issues.
- iii. Prepare a brief note (500 words) on the CO's collaboration with national actors, highlighting the profile of each group and the activities and budget in which they have been involved.

### Benchmarks:

- a) CO has collaborated with a key line ministry (other than the women's ministries) on a substantive gender issue at least once in the current CPD cycle.

### Indicator 2: Active participation in inter-agency coordination mechanisms, social movements and the private sector for gender equality and women's empowerment

#### Activities:

- i. Continue to participate in the UNCT Gender Coordination Mechanism and make substantive contributions.
- ii. Engage and collaborate with other UN agencies, including UN Women, on initiatives and projects which have gender/women components.
- iii. Continuous engagement with the CSOs advisory platform.
- iv. Supporting/convening events with CSOs forums.
- v. Sign LOA with TPSF, Women in Tourism, TAHA, TATO, Women in Trade, and Women in Horticulture to continue collaboration on gender-related issues.
- vi. Prepare a brief note (500 words) on the CO's collaboration with national actors, highlighting the profile of each group and the activities in which they have been involved.

#### Benchmarks:

- a. UNDP acts as a convener of multiple women's movements and CSOs to strengthen movements and build a coalition on a substantive gender equality topic.
- b. CO has collaborated with the private sector on a substantive gender issue at least once in the current CPD cycle.

### 4.2.7 Results and impacts of programmes significantly contributing to gender equality issues

#### Indicator 1: UNDP programmes make a significant contribution to national gender equality

#### Activities:

- i. Continue capturing and collecting gender-related results under ROAR and prepare an extract of progress on gender-responsive and/or gender-transformative results by outcome/output from the ROARs for the past year (with outcomes/outputs broken down exactly as reported in the ROAR).
- ii. Review independent evaluation reports for lessons on how to strengthen gender results.
- iii. Ensure programme/project evaluations are gender responsive and /or gender transformative in terms of changes in the lives of the direct beneficiaries, their families, communities, and the social environment.
- iv. Prepare a note summarizing the CO's contributions and impact on gender equality and sustainable economies, with evidence supporting the claim through independent evaluation reports of the concerned programmes/projects and/or government reports on the national gender situation.

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- v. Prepare a note summarizing the CO's contributions and impact on reinvigorating inclusive governance, participation and women's leadership, with evidence in support of the claim through independent evaluation reports of the concerned programmes/projects and/or government reports on the national gender situation.
- vi. Prepare a note summarizing the CO's contributions and impact on supporting equal societies and building resilience, with evidence supporting the claim through independent evaluation reports of the concerned programmes/projects and government reports on the national gender situation.
- vii. Prepare a note summarizing the CO's contributions and impact on putting gender equality at the Centre of caring for people and the planet, with evidence supporting the claim through independent evaluation reports of the concerned programmes/projects and/or government reports on the national gender situation.
- viii. Prepare a note summarizing the CO's contributions and impact on closing gender gaps in access to modern, sustainable energy, with evidence supporting the claim through independent evaluation reports of the concerned programmes/projects and/or government reports on the national gender situation.
- ix. Prepare a note summarizing the CO's contributions to and impact on gender equality in the country, with evidence in support of the findings from independent evaluations of the concerned programmes/projects and government reports on the national gender situation.
- x. Prepare reports of programmes/ projects/high-level policy engagement spaces highlighting UNDP's contribution.
- xi. Prepare a brief note (500 words) describing how the CO has made significant contributions to gender equality in national policies.
- xii. Prepare ToRs for preparation of Human Development Report (HDR) to include gender-related assessments.
- xiii. Review HDR to ensure it captures gender-related results.

#### **Benchmarks:**

- a. Progress on gender equality has been reported under all ROAR outcomes over the last year.
- b. Independent or external evaluations indicate at least one substantive contribution towards gender equal and sustainable economies (Signature Solution 1) within the last three years.
- c. Independent or external evaluations indicate at least one substantive contribution towards reinvigorating inclusive governance, participation, and women's leadership (Signature Solution 2) within the last three years.
- d. Independent or external evaluations indicate at least one substantive contribution towards supporting equal societies to build resilience (Signature Solution 3) within the last three years.
- e. Independent or external evaluations indicate at least one substantive contribution towards putting gender equality at the heart of caring for people and the planet (Signature Solution 4) within the last three years.
- f. Independent or external evaluations indicate at least one substantive contribution towards closing the gender gap in access to modern, sustainable energy (Signature solution 5) within the last three years.
- g. Independent or external evaluations indicate at least one substantive contribution towards accelerating the achievement of gender equality (Signature Solution 6) within the last three years.
- h. CO has made significant contributions to gender equality in national policies in key sectors.

#### **Indicator 2: CO has contributed significantly to public advocacy on gender equality issues**

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### Activities:

- i. Organize 16 days of activism activities .
- ii. Facilitate awareness Campaign - Innovative Pop-up message.
- iii. Organize a public session on gender issues for the participation of UNDP CO Senior managers  
Participate in International Women’s Day, Women in Management Awards

### Benchmarks:

- a. At least one advocacy campaign per year on a gender issue is undertaken during the current CPD cycle.
- b. UNDP CO Senior managers speak out for gender equality on public platforms.

## 5.0 MULTI-YEAR GENDER EQUALITY ACTION PLAN [RESOURCE USD 707,000]

| Institutional Transformation   | Indicators   | Benchmarks   | Activities  | Means of Verification   | Responsible   | Timeframe           | Budget |
|--|--|--|---|---|---|---------------------|--------|
| Strengthening management systems to enhance gender equality  | Management accountability systems in place and functional    | Performance reviews of senior managers (RR, DRR, ARRs, Operation Manager and team leaders) include at least one key result on gender equality  | <ul style="list-style-type: none"> <li>Review PMDs of senior managers (RR, DRR, Programme Coordinator, SEA, Heads of Portfolios and Pillars and Operations Manager) to ensure inclusion of at least one key result on gender equality</li> </ul>  | <ul style="list-style-type: none"> <li>Policy directives.</li> <li>PMDs</li> </ul>  | HR, Team Leads, DRR, RR                                   | By February 15      | 1000   |
|  | Active and effective Gender Focal Team (GFT) in place        | GFT is in place and meets mandatory quality criteria   | <ul style="list-style-type: none"> <li>Ensure GFT members are from both programme and operations units and should be chaired by the Senior Manager</li> <li>Update ToR of GFT to enhance the execution of roles and responsibilities of each member</li> <li>Update list of GFT members and their position; and</li> <li>Prepare and implement the Action Plan of the GFT</li> </ul>  | <ul style="list-style-type: none"> <li>A list of GFT members with their designations and specific roles in the GFT.</li> <li>ToR and action plan of the GFT.</li> <li>Minutes of the GFT meetings</li> </ul>                | RR, DRR & Gender Seal Officer                             | By the end of April | 1000   |
|  | Adequate resources made available for gender mainstreaming   | At least 70% of programme expenditures directly contribute to gender equality results. (GEN2 + GEN3).  | <ul style="list-style-type: none"> <li>Ensure at least 70% of the programme budget is allocated towards achieving gender results for GEN2 and GEN3 projects</li> <li>Explore innovative options within the portfolios to finance gender capacities and strengthen programming</li> </ul>  | <ul style="list-style-type: none"> <li>Atlas/Quantum gender marker scores</li> <li>70% of the program budget</li> </ul>   | Programme Management Specialist and Programme Coordinator | End of March        | 1000   |
| Strengthening the capacity of CO staff to integrate gender efficiently and effectively in the CO's operations and programmes | The staff has a shared understanding of gender mainstreaming | <ul style="list-style-type: none"> <li>Strengthened institutional mechanisms and structures to support gender mainstreaming in all CO operations and programmes</li> <li>GFT has clear AWP and meets at least 6 times a year</li> <li>PMDs of all personnel in operations and programmes include at least one key result/target on gender</li> </ul> | <ul style="list-style-type: none"> <li>Develop and update induction course for all new appointees.</li> <li>Ensure completion of mandatory online courses related to gender and human rights by all staff</li> <li>Consistently highlight gender issues in all RR/DRR communications/meetings to staff</li> <li>SMT to continue issuing directives tasking all staff to include gender equality results in their PMDs</li> <li>Financial delivery updates to have an overview of gender expenditure</li> <li>Programmatic updates to include reporting on gender equality results</li> <li>Procurement operations to include reporting on gender</li> </ul> | <ul style="list-style-type: none"> <li>HR reports</li> <li>Training programmes and materials</li> <li>Certification</li> <li>Progress reports</li> <li>Evaluation reports</li> <li>List of training participants</li> </ul> | SMT, HR, Pillar Heads, Bazil                              | Ongoing             | 3000   |





| Institutional Transformation                          | Indicators  | Benchmarks   | Activities  | Means of Verification  | Responsible            | Timeframe | Budget  |
|---|---|--|---|--|------------------------|-----------|---------|
|   |   | <ul style="list-style-type: none"> <li>and implemented specific capacity building for team leaders/project officers</li> <li>- Recruitment procedures include screening for gender competence</li> </ul>                                   | <ul style="list-style-type: none"> <li>to increase gender capacities among programme staff, including team leaders, showing evidence of participation and completion of training</li> </ul>   |  |                        |           |         |
| Promoting an enabling environment for gender equality | Corporate policies preventing sexual harassment and SEA localized and implemented | <ul style="list-style-type: none"> <li>- UNDP personnel and partners have been informed and are implementing corporate SH/SEA policies and know what to do if they experience or witness SH/SEA</li> </ul>                                 | <ul style="list-style-type: none"> <li>- Organize online and in-person training for all staff and inform partners of our SH/SEA policies</li> <li>- Ensure the annual work plan is in place, and end-of-year certification indicating the completion of the yearly milestones is signed off</li> <li>- Ensure PSEA focal points can show evidence of completion of relevant training.</li> <li>- Prepare a 500-word note on the training of sexual harassment focal points</li> <li>- Ensure the Annual PSEA action plan is annexed</li> <li>- Monitor implementation and adherence to the policy on the prevention of sexual harassment</li> </ul>   | <ul style="list-style-type: none"> <li>- Training packages</li> <li>- Annual PSEA action plan</li> <li>- Training certification</li> <li>- A brief note on the conducted training</li> <li>- Monitoring reports</li> </ul>   | PSEA focal persons     | Ongoing   | 150,000 |
|   | Corporate policies and guidelines on gender parity are localized and applied      | <ul style="list-style-type: none"> <li>- Gender parity targets are achieved (45% of personnel at all levels should be women)</li> <li>- UNDP personnel are aware of and use flexible working arrangements and parental policies</li> </ul> | <ul style="list-style-type: none"> <li>- Continue regular communication of policies on flexible work arrangements and parental policies</li> <li>- Monitor and report on the uptake of flexible working arrangements and parental policies</li> <li>- Continue monitoring and reporting on the SH/SEA policy implementation</li> <li>- Implement proactive initiatives to recruit female candidates into all roles at all levels</li> <li>- Continue implementing succession planning initiatives like job rotations and leadership training and develop new initiatives like coaching and mentoring</li> <li>- Prepare a note on the steps taken for the implementation of flexible work arrangements and</li> </ul> | <ul style="list-style-type: none"> <li>- A copy of the e-mail notification from the RR on flexible work arrangements and family-friendly policies was sent to all personnel</li> <li>- A brief note on the steps taken to implement the policy</li> <li>- List of staff who have availed of provisions under the policy during the last year</li> <li>- An excerpt from the corporate intranet indicates a minimum of 45% women at all grade levels of the office</li> </ul> | HR & PSEA focal person | Ongoing   | 1,000   |

| Institutional Transformation                                | Indicators   | Benchmarks   | Activities   | Means of Verification   | Responsible                         | Timeframe | Budget  |
|---|--|--|--|---|-------------------------------------|-----------|---------|
|   |  |  | <p>family-friendly policies</p> <ul style="list-style-type: none"> <li>- Prepare a list of staff who have availed of provisions under the policy during the last year</li> </ul>   |   |                                     |           |         |
|   | Open and participatory process   | <ul style="list-style-type: none"> <li>- At least 70% of personnel feel that CO management deals effectively with conflicts and grievances in the office</li> </ul>                              | <ul style="list-style-type: none"> <li>- Encourage and train all staff on how to effectively conduct the GSS survey</li> <li>- Train staff on the use of UN SWAP's latest GSS survey results</li> <li>- Implement the action plan and communicate the progress of the cultural transformation team</li> </ul>  | <ul style="list-style-type: none"> <li>- GSS gender disaggregated score</li> <li>- Training package and list of participants</li> <li>- Certification</li> <li>- Action plan implementation report</li> </ul>   | HR                                  | Ongoing   | 5000    |
|   | CO has taken steps to promote an organizational culture of gender equality that addresses multiple forms of discrimination | <ul style="list-style-type: none"> <li>- Steps were taken to promote an organizational culture of equality that addresses how gender intersects with multiple forms of discrimination</li> </ul> | <ul style="list-style-type: none"> <li>- Create safe spaces to deepen understanding of multiple forms of discrimination</li> <li>- Recognize and honour individuals who have taken actions to change exclusionary norms in their personal/professional lives</li> <li>- Create opportunities for meaningful dialogue or storytelling experiences</li> <li>- Set up a group to discuss the experiences of other organizations</li> <li>- Prepare a note on actions taken to address the intersectional needs of women, including those with disabilities</li> </ul> | <ul style="list-style-type: none"> <li>- Spaces created to deepen understanding</li> <li>- List of individuals honoured.</li> <li>- Opportunities and platforms created</li> <li>- Number and types of established groups</li> <li>- A note on actions taken to address the intersectional needs of women, including those with disabilities</li> </ul> | Gender Officers & PSEA focal person | Ongoing   | 5000    |
| <b>Strengthening communication and knowledge management</b> | Knowledge products on gender equality and women's empowerment were developed and disseminated                              | <ul style="list-style-type: none"> <li>- CO has produced at least two gender-related knowledge products in the last 12 months</li> </ul>   | <ul style="list-style-type: none"> <li>- Prepare at least two gender-related knowledge products annually, including documentation of project experiences, research studies on gender issues, training materials on gender and women's rights and tools for gender analysis</li> <li>- Prepare an executive summary of the knowledge products, with a link to the CO website (or any other online platform) where the knowledge product is uploaded</li> </ul>  | <ul style="list-style-type: none"> <li>- List of knowledge products, with their links to the CO website</li> </ul>  | Gender Officers, SEA, Comms Team    | Ongoing   | 100,000 |
|   | Communication plan and materials reflect the commitment to   | <ul style="list-style-type: none"> <li>- CO has used overarching key messages and</li> </ul>   | <ul style="list-style-type: none"> <li>- Review and update the communication strategy to integrate gender-sensitive and</li> </ul>   | <ul style="list-style-type: none"> <li>• CO website.</li> <li>• Change stories that</li> </ul>  | Comms Team and SEA                  | Ongoing   | 1,000   |

| Institutional Transformation  | Indicators  | Benchmarks   | Activities   | Means of Verification  | Responsible                         | Timeframe | Budget  |
|---|---|--|--|--|-------------------------------------|-----------|---------|
|   | gender equality and women's empowerment   | <ul style="list-style-type: none"> <li>- branding to support yearly gender equality advocacy goals in each portfolio</li> <li>- CO website reflects an organizational commitment to gender equality, and at least 15% of social media posts are related to gender equality in the last 12 months</li> <li>- Stories on UNDP's contribution to gender equality posted on the CO website</li> <li>- National Media reporting UNDP's activity on gender equality and women's empowerment</li> </ul> | <ul style="list-style-type: none"> <li>- non-discriminatory language</li> <li>- Update CO website showing: Gender-responsive language, relevant data such as the national Gender Inequality Index, and gender equality representation in images.</li> <li>- A designated section on gender equality and women's empowerment</li> <li>- Gender dimension; mainstreamed through thematic areas and projects; and</li> <li>- "Change stories" that highlight shifts in gender relations on the ground.</li> <li>- Ensure gender-sensitive posts on social media</li> <li>- Strengthen web-based media communication on gender equality</li> <li>- Produce material on UNDP's contribution to gender equality and disseminate it to relevant stakeholders and the media</li> <li>- Conduct studies on issues related to gender equality and share findings with stakeholders</li> <li>- Prepare a list of the key messages and branding to support yearly GEWE advocacy goals within each portfolio</li> <li>- Prepare a 500-word note indicating how the office has used the key messages to advance their GEWE advocacy goals</li> </ul> | <ul style="list-style-type: none"> <li>- highlight shifts in gender relations on the ground.</li> <li>• Statistics from the most used social media platform of the Country Office.</li> <li>• A brief note indicating how the office has used the key messages to advance their GEWE advocacy goals.</li> <li>• List of the key messages and branding</li> </ul> |                                     |           |         |
| Integrating gender in the design, implementation, monitoring and reporting of the Programmes and projects | Gender mainstreaming in programmes and projects is guided by the corporate gender equality strategy 2022-2025 | <ul style="list-style-type: none"> <li>- Gender tools and strategies are used to integrate gender into programmes and projects.</li> <li>- CPD consistently integrates gender concerns</li> </ul>  | <ul style="list-style-type: none"> <li>- Use gender tools to integrate gender-related issues in all programmes and projects</li> <li>- Integrate Gender Marker results in key monitoring and reporting exercises and tools</li> </ul>  | <ul style="list-style-type: none"> <li>- Country Programme Document</li> <li>- Gender Maker results</li> </ul>   | Pillar heads                        | Ongoing   | 1,000   |
|   | Programmes /Projects incorporate gender concerns  | <ul style="list-style-type: none"> <li>- The project docs appraisal process ensures that all prodocs have substantive gender</li> </ul>  | <ul style="list-style-type: none"> <li>- GFT screens and reviews programmes and project documents for gender responsiveness</li> <li>- Conduct gender analysis in the</li> </ul>   | <ul style="list-style-type: none"> <li>- One project from each of the CO's portfolios highlighting the elements of substantive gender analysis</li> </ul>  | Gender Officers, Pillar heads, PSMU | Ongoing   | 100,000 |

| Institutional Transformation | Indicators  | Benchmarks   | Activities  | Means of Verification   | Responsible          | Timeframe | Budget |
|------------------------------|---|--|---|---|----------------------|-----------|--------|
|                              |   | <ul style="list-style-type: none"> <li>analysis and meet gender programming guidelines</li> <li>- The country office implements an in-depth portfolio review of its country programme at least once every four years</li> </ul>                                | <ul style="list-style-type: none"> <li>development of new programmes/projects or review of existing programmes and projects</li> <li>- LPAC to include a review of the PQA, including gender mainstreaming</li> <li>- Use a gender checklist to verify gender inclusion in programmes and projects</li> <li>- Prepare gender-sensitive ToR to review programmes and projects</li> <li>- Conduct a programme review to reflect on what is working and what is not and take necessary measures</li> <li>- Integrate gender issues into AWP</li> <li>- Build the capacity of Ips on gender-sensitive monitoring and reporting of programmes and projects</li> <li>- Design a checklist for gender monitoring and reporting for IPs</li> <li>- Prepare gender-sensitive programme/project progress reports</li> <li>- Ensure that programmes and projects' Gender marker scores are at least 15%</li> </ul> | <ul style="list-style-type: none"> <li>- List of tools used for gender screening and mainstreaming</li> <li>- ToRs and reports of programme reviews</li> <li>- A table showing programme review recommendations and actions taken</li> <li>- Checklist for gender monitoring and reporting by IPs</li> <li>- Gender Marker scores</li> </ul>  |                      |           |        |
|                              | The potential of CO programmes to positively impact gender inequality | <ul style="list-style-type: none"> <li>- Country offices have in place a pipeline of new initiatives and a resource mobilization strategy/action plan to increase resources and expand the gender equality programmatic offer within each portfolio</li> </ul> | <ul style="list-style-type: none"> <li>- Ensure all project documents have substantive elements of gender analysis</li> <li>- Conduct gender evaluation and document the results</li> <li>- Design M&amp;E plan with gender-responsive indicators to be applied across programmes and projects</li> <li>- Prepare training on M&amp;E with the inclusion of gender modules</li> <li>- Develop at least one project per portfolio with gender equality as a principal objective (GEN3)</li> <li>- Solicit funds for the implementation of at least one project per portfolio with gender as the principal objective</li> </ul>   | <ul style="list-style-type: none"> <li>- The pipeline of projects with gender equality that will expand the gender equality programmatic offer within each portfolio</li> <li>- Approved prodocs with gender equality as a principal objective (GEN3) or significant objective (GEN2) submitted to donors or for funding opportunities</li> <li>- Emails, agenda, and similar documents showing engagement with donors/funding opportunities of projects with gender equality as a principal objective</li> </ul> | M&E and Pillar Leads | Ongoing   | 5,000  |
| Establishing and/or          | Collaboration with  | <ul style="list-style-type: none"> <li>- CO has collaborated</li> </ul>  | <ul style="list-style-type: none"> <li>- Sign LoA with the key MDAs to</li> </ul>   | <ul style="list-style-type: none"> <li>- Signed LoA with partners</li> </ul>  | Pillar Leads         | Ongoing   | 2,000  |

| Institutional Transformation   | Indicators  | Benchmarks  | Activities   | Means of Verification   | Responsible   | Timeframe | Budget |
|--|---|---|--|---|---|-----------|--------|
| strengthening strategic partnerships to accelerate gender equality                     | National Actors around gender equality goals  | with a key line ministry (other than the women's machinery) on a substantive gender issue at least once in the current CPD cycle  | <p>foster gender equality and women's empowerment</p> <ul style="list-style-type: none"> <li>- Sign LoA with IRDP and UDSM to collaborate on evidence-based gender equality research and capacity building on gender</li> <li>- Explore opportunities to work with the private sector, civil society and women, youth and PWDs groups on gender issues</li> <li>- Prepare a 500-word note on the CO's collaboration with national actors, highlighting the profile of each group and the activities and budget in which they have been involved</li> </ul>   | <ul style="list-style-type: none"> <li>- A brief note on the CO's collaboration with national actors highlighting the profile of each group and the activities and budget in which they have been involved</li> </ul>   |   |           |        |
|  | Active participation in inter-agency coordination mechanisms, social movements and the private sector for gender equality and women's empowerment | <ul style="list-style-type: none"> <li>- UNDP acts as a convener of multiple women's movements and CSOs to strengthen movements and build a coalition on a substantive gender equality topic</li> <li>- CO has collaborated with the private sector on a substantive gender issue at least once in the current CPD cycle</li> </ul> | <ul style="list-style-type: none"> <li>- Continue to participate in the UNCT Gender Coordination Mechanism and make substantive contributions</li> <li>- Engage and collaborate with other UN agencies, including UN Women, on initiatives and projects which have gender/women components</li> <li>- Continuous engagement with the CSOs advisory platform</li> <li>- Supporting/convening events with the CSOs forums</li> <li>- Sign LoA with TPSF, Women in Tourism, TAHA, TATO, Women in Trade, and Women in Horticulture to continue collaboration on gender-related issues</li> <li>- Prepare a 500-word note on the CO's collaboration with national actors, highlighting the profile of each group and the activities in which they have been involved</li> </ul> | <ul style="list-style-type: none"> <li>- Signed LoA with targeted partners</li> <li>- A brief note on the CO's collaboration with national actors, highlighting the profile of each group and the activities in which they have been involved</li> <li>- Minutes of various meetings with partners</li> </ul> | Programme Coordinator & Pillar/Portfolio Heads      | Ongoing   | 8,000  |
| Results and impacts of programmes significantly contributing to gender equality issues | UNDP Programmes make a significant contribution to national gender equality   | <ul style="list-style-type: none"> <li>- Progress on gender equality has been reported under all ROAR outcomes over the last year</li> <li>- Independent or external evaluations indicate at least one substantive contribution towards</li> </ul>  | <ul style="list-style-type: none"> <li>- Continue capturing and collecting gender-related results under ROAR and prepare an extract of progress on gender-responsive and/or gender-transformative results by outcome/ output from the ROARs for the past year (with outcomes/outputs broken down exactly as reported in the ROAR</li> </ul>  | <ul style="list-style-type: none"> <li>- An extract of ROARs</li> <li>- A note summarizing the CO's contributions and impact on gender equality and sustainable economies</li> <li>- A note summarizing the CO's contributions and impact on reinvigorating inclusive governance,</li> </ul>                  | Programme Coordinator, SEA & Pillar/Portfolio Heads | Ongoing   | 5,000  |

| Institutional Transformation | Indicators | Benchmarks   | Activities   | Means of Verification  | Responsible | Timeframe | Budget |
|------------------------------|------------|--|--|--|-------------|-----------|--------|
|                              |            | <p>gender-equal and sustainable economies (Signature Solution 1) within the last three years</p> <ul style="list-style-type: none"> <li>- Independent or external evaluations indicate at least one substantive contribution towards reinvigorating inclusive governance, participation and women's leadership (Signature Solution 2) within the last three years</li> <li>- Independent or external evaluations indicate at least one substantive contribution towards supporting equal societies to build resilience (Signature Solution 3) within the last three years</li> <li>- Independent or external evaluations indicate at least one substantive contribution towards putting gender equality at the heart of caring for people and the planet (Signature Solution 4) within the last three years</li> <li>- Independent or external evaluations indicate at least one substantive contribution towards closing the gender gaps in access to modern, sustainable energy (Signature solution 5) within the last three years</li> <li>- Independent or external evaluations</li> </ul> | <ul style="list-style-type: none"> <li>- Review independent evaluation reports to strengthen the gender results</li> <li>- Ensure programme/project evaluations are gender responsive and/or gender transformative in terms of changes in the lives of the direct beneficiaries, their families, communities, and the social environment</li> <li>- Prepare a note summarizing the CO's contributions and impact on gender equal and sustainable economies, with evidence in support of the claim through independent evaluation reports of the concerned programmes/projects and/or government reports on the national gender situation</li> <li>- Prepare a note summarizing the CO's contributions and impact on reinvigorating inclusive governance, participation and women's leadership, with evidence in support of the claim through independent evaluation reports of the concerned programmes/projects and/or government reports on the national gender situation</li> <li>- Prepare a note summarizing the CO's contributions and impact on supporting equal societies and building resilience, with evidence in support of the claim through independent evaluation reports of the concerned programmes/projects and government reports on the national gender situation</li> <li>- Prepare a note summarizing the CO's contributions and impact on putting gender equality at the centre of caring for people and the planet, with evidence in support of the claim through independent evaluation reports of the concerned programmes/projects and/or government reports on the national gender situation</li> </ul> | <p>participation and women's leadership</p> <ul style="list-style-type: none"> <li>- A note summarizing the CO's contributions and impact on supporting equal societies and building resilience.</li> <li>- A note summarizing the CO's contributions and impact on putting gender equality at the Centre of caring for people and the planet</li> <li>- A note summarizing the CO's contributions and impact on closing gender gaps in access to modern, sustainable energy</li> <li>- A note summarizing the CO's contributions and impact on accelerating gender equality in the country</li> <li>- A note describing how the CO has made significant contributions to gender equality in national policies</li> <li>- Programme/project reports</li> </ul> |             |           |        |

| Institutional Transformation | Indicators  | Benchmarks   | Activities  | Means of Verification  | Responsible | Timeframe | Budget  |
|------------------------------|---|--|---|--|-------------|-----------|---------|
|                              |   | <p>indicate at least one substantive contribution towards accelerating the achievement of gender equality (Signature Solution 6) within the last three years</p> <ul style="list-style-type: none"> <li>- CO has significantly contributed to gender equality in national policies in key sectors</li> </ul> | <ul style="list-style-type: none"> <li>- Prepare a note summarizing the CO's contributions and impact on closing gender gaps in access to modern, sustainable energy, with evidence in support of the claim through independent evaluation reports of the concerned programmes/projects and/or government reports on the national gender situation</li> <li>- Prepare a note summarizing the CO's contributions to and impact on gender equality in the country, with evidence in support of the findings from independent evaluations of the concerned programmes/projects and government reports on the national gender situation</li> <li>- Prepare reports of programmes/ projects/high-level policy engagement spaces highlighting UNDP's contribution</li> <li>- Prepare a 500-word note describing how the CO has made significant contributions to gender equality in national policies</li> <li>- Prepare ToR for preparation of the National Human Development Report (HDR) to include gender-related assessments</li> <li>- Review HDR to ensure it captures gender-related results</li> </ul> |  |             |           |         |
|                              | CO has contributed significantly to public advocacy on gender equality issues | <ul style="list-style-type: none"> <li>- At least one advocacy campaign on gender equality issues is undertaken during the current CPD cycle</li> <li>- Senior managers speak out for gender equality and women's empowerment on public platforms</li> </ul>   | <ul style="list-style-type: none"> <li>- Organize 16 days of activism activities in the Mara &amp; Simiyu region (Baraki Sisters)</li> <li>- Awareness campaign - Innovative Pop-up message</li> <li>- Organize participation of senior leaders during public sessions</li> <li>- International Women's Day, Women in Management Awards, Serengeti Marathon</li> </ul>  | <ul style="list-style-type: none"> <li>- Brief reports on the initiatives</li> <li>- Media news, feedback from partners</li> </ul> | Comms & SMT | Ongoing   | 100,000 |





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### 8 APPENDICES

#### Appendix 1: Glossary of Key Terms

**Empowerment** is about people – both women and men – taking control of their lives: setting their agendas, gaining skills, building self-confidence, solving problems and developing self-reliance. No one can empower another: only the individual can empower themselves to make choices or to speak out. However, institutions, including international cooperation agencies, can support processes that can nurture the self-empowerment of individuals or groups.

**Evaluation** is an objective process of systematically determining the relevance, efficiency, effectiveness, impact and sustainability of activities in relation to objectives. It provides information needed to adjust the goals, implementation strategies and assumptions. It involves itself with four major issues related to the target group, i.e., who or which group has benefited (or has been adversely affected), by how much compared to the situation before the activity, in what manner (directly or indirectly), and why (establishing causal relationships between activities and results to the extent possible). There are three types of evaluation, i.e., ongoing, terminal, and ex-post. On-going evaluation is the analysis, during the implementation phase of a project, of its continuing relevance, efficiency, effectiveness, effects, and likely impact. A good example of an ongoing evaluation is the mid-term review customarily carried out when the project implementation is in the middle of the project life, or 50% of the funds have been spent. Terminal evaluation is done six to twelve months after project completion. It is more detailed in analysis than ongoing evaluations because it considers the project from beginning to end. Ex-post evaluation is done several years after project completion. Its major focus is assessing whether full project benefits and impacts have been realized. Usually, ex-post evaluations are done five or more years after project completion.

**Gender Analysis** is the collection and analysis of sex-disaggregated information. Men and women both perform different roles. This leads to women and men having different experiences, knowledge, talents and needs. Gender analysis explores these differences in policies, programmes and projects that can identify and meet the diverse needs of men and women. Gender analysis also facilitates the strategic use of women's and men's distinct knowledge and skills.

**Gender-Based Violence (GBV)** is an umbrella term for any harmful threat or act directed at an individual or group based on actual or perceived sexual orientation, gender identity or expression, sex characteristics, and/or lack of adherence to varying socially constructed norms around masculinity and femininity. It is rooted in structural gender inequalities, patriarchy, and power imbalances. GBV is typically characterized by the use or threat of physical, psychological, sexual, economic, legal, political, social, and other forms of control, coercion, and/or violence and can occur across the course of life.

**Gender competence** is the knowledge and the ability to recognize and deal with it, ensuring that discriminatory structures are changed, and new and diverse development opportunities are opened to all genders. It also includes knowledge about gender policies and gender-political strategies, about the tools and use of gender mainstreaming as well as the understanding of gender as a social category, as an analytical category and as a call to action for all the employees of an organization.

**Gender Equity** ensures that women and men, boys and girls, and gender-diverse individuals receive consistent, systematic, fair, and just treatment and distribution of benefits and resources. To ensure fairness, measures must be taken to compensate for historic and systemic disadvantages (i.e., economic, social, and political). Equitable approaches are different from approaches in which resources are distributed equally to all persons or groups regardless of specific circumstances or needs. Gender equity is the process that needs to be followed to achieve gender equality.

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**Gender Equality** means that women and men have equal conditions for realizing their full human rights and contributing to, and benefiting from, economic, social, cultural, and political opportunities. Gender equality is, therefore, the equal valuing by society of the similarities and differences between men and women and their roles. It is based on women and men being full partners in their homes, communities, and societies.

**Gender Mainstreaming** is a process rather than a goal. Efforts to integrate gender into existing mainstream institutions have little value for their own sake. We mainstream gender concerns to achieve gender equality and improve the relevance of development agendas. Such an approach shows that all bear the costs of women's marginalization and gender inequality.

**Gender Marker** is a corporate monitoring tool used for tracking financial investments to advance or contribute to achieving gender equality and the empowerment of women. It is operationalized through ATLAS, where every output at the project level is rated against four criteria, namely GEN0, GEN1, GEN2 and GEN3. These criteria are defined as follows: GEN 3 means Gender equality as a principle objective of the Programme/Project; GEN 2 is where Gender equality is a significant objective of the Programme/Project; GEN1 implies the Project/Programme has limited contribution to gender equality and GEN 0 is where the Project/Programme has (No contribution to gender quality

**Gender Norms** The often-unspoken social rules that govern the attributes, roles, and behaviours valued and considered acceptable for women and girls, men and boys, and gender-diverse individuals within a given culture or social group. Norms are learned and reinforced from childhood to adulthood through observation, instruction, positive and negative sanctioning, media, religion, and other social institutions. Restrictive gender norms permit only a narrow range of gender expressions and/or behaviours. Individuals who do not conform to prevailing gender norms may experience sanctions.

**Monitoring** is a continuous assessment/surveillance of project implementation about targeted output. It ensures required actions proceed according to agreed work plans and equips management at all levels with accurate/timely data about progress and performance, i.e., identifies actual or potential successes and problems as early as possible to facilitate timely adjustment to project operations.

**M&E Framework** is an institutional framework for providing feedback on the effectiveness of implementing the policies and programmes in the policy documents, ministries' strategic plans, annual work plans and performance targets. The Framework ensures that the objectives, programmes/activities and projections are based on a sound understanding of the various circumstances, parameters, and dynamics that influence the success of plans through using lessons learned from current plan implementation for future planning.

**Personnel** means all personnel working in UNDP, irrespective of their contractual modalities

**Sex** The designation of a person as male, female, or intersex based on a cluster of anatomical and physiological traits known as sex characteristics. Sex characteristics include external genitalia, secondary sex characteristics (e.g., facial hair, distribution of fat tissue, voice pitch), gonads and internal organs, hormones, and chromosomes. At birth, infants are typically assigned a sex based on visual inspection of external genitalia.

**Sex-Disaggregated Data** is collected and presented separately on men and women.

**Sexual Exploitation and Abuse** is actual or attempted abuse of a position of vulnerability, power or trust for sexual purposes including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. In contrast, Sexual abuse is the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

**Sexual Harassment** is a behaviour characterized by making unwelcome and inappropriate sexual remarks or physical advances in a workplace or other professional or social situation.

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