DRAFT

**TANZANIA COMMUNICATIONS REGULATORY
AUTHORITY (TCRA)**

GENDER POLICY

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DEFINITIONS

Gender describes the socially constructed differences between men and women, which can change over time and which vary within a given society from one society to the next.

Gender aware policies are those in which gender targets and outcomes are clearly spelled out as opposed to **gender blind policies** in which gender is either ignored or taken as implicit.

Gender complaint is a complaint, which deals with stereotypes based on sex, pregnancy and/or marital status. For content-related complaints, this would include complaints about portrayal that exploits, objectifies or demeans a women or a man. These portrayals reinforce negative gender stereotyping.

Gender mainstreaming means integrating gender considerations into all policy, programme, administrative and financial activities and procedures. (UNDP). Gender mainstreaming involves both *internal transformation* (where women and men are located, and in what roles) as well as the integration of gender considerations into all aspects of *service delivery* - from the inception and design of projects to their implementation, training and capacity building, to monitoring and evaluating the outcomes.

A Gender Management System (GMS) is the network of structures, mechanisms and processes put in place within an existing organizational framework, to guide, plan, monitor and evaluate the mainstreaming of gender into all areas of the organisation's work, in order to achieve greater gender equality and equity within the context of sustainable development (Commonwealth Secretariat).

Gender stereotyping means portraying a person, or persons, in a manner that exploits, objectifies or demeans them.

Sex describes the biological difference between men and women.

Sexist language is language that unnecessarily excludes one sex or gives unequal treatment to women and men.

ACRONYMS

CEDAW	Convention for the Elimination of All Forms of Discrimination Against Women
CRASA	Communications Regulatory Association of Southern Africa
GEMSA	Gender and Media Southern Africa Network
GL	Gender Links
GMMP	Global Media Monitoring Project
ICT	Information and Communications Technology
ITA	Invitation to Apply
MISA	Media Institute of Southern Africa
SADC	Southern African Development Community
TCRA	Tanzania Communications Regulatory Authority
The Fund	Universal Communications Access Services Fund
UN	United Nations

1. INTRODUCTION

The Tanzania Communications Regulatory Authority (TCRA) is an independent statutory body, which became operational on 1 November 2003 following the merger of the *Tanzania Communications Commission* and the *Tanzania Broadcasting Commission*. The Authority is constituted under the Tanzania Communications Regulatory Authority Act, 2003, to regulate telecommunications, broadcasting and postal services, as well as to provide for the allocation and management of radio spectrum, covering electronic technologies and other Information and Communications Technologies (ICT) applications.

This document sets out key gender considerations to be integrated into the work of the TCRA in accordance with national, regional and international commitments to gender equality. Gender is not a woman's issue but a societal concern that involves empowering women as well as changing the attitudes of men.

Several studies show that women constitute a tiny proportion of those who own, manage and/or operate information and communication enterprises. Content monitoring studies show that women constitute 16% to 18% of news sources in Tanzania.[1] These studies show that women are projected in the news in a limited range of roles, most often as homemakers, sex objects or victims of violence. Women's views are under-represented in all topic categories, especially economics, politics and sports. Gender equality as a topic constitutes only two percent of all coverage; half of this is on gender violence.

A study on radio talk shows found that women constitute a minority of those who host, are guests on or call into radio talk shows.[2] Women are more likely to be seen than heard in advertising. Advertising (especially bill boards) perpetuates some of the most blatant gender stereotypes.[3] Audience studies suggest that across Southern Africa women and men would welcome more local, human interest news and would find news more interesting if women were portrayed in a wider range of roles.[4]

While the Broadcasting Services (Content) Regulations, 2005 (which includes provisions restricting portrayal that promotes or glamourizes discrimination based on gender, for example) provides for a Code on Advertising and Sponsorship, this is not being enforced.

Because of its strategic position in the information and communications sector, regulation has a key role to play in advancing gender equality and challenging gender stereotypes through the standards set internally and in the sector as a whole.

Most of the policies that have been developed under the TCRA to date may be described as gender blind. For example, the National Information and Communications Technologies Policy, 2003 highlights the digital divide and the need

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[1] The Gender and Media Baseline Study (2003) conducted by Gender Links (GL) and the Media Institute of Southern Africa (MISA) which showed that women in Tanzania constitute 16 percent of news sources; and the Global Media Monitoring Project (GMMP) in 2005 in which this figure had increased marginally to 18%.
[2] Toolmay, S (2005) "Who talks on Talk Shows" study by GL
[3] Lowe-Morna C, & Ndlovu, S (2007) "Gender and Advertising in Southern Africa" study by GL
[4] The Gender and Media Audience Study (2004) conducted by GL and MISA

for universal access. However, the policy does not mention the gender dimensions of the digital divide nor the need to ensure that women and men benefit equally from measures to promote universal access. This underscores the importance of the gender policy being cross-referenced with all existing and future policies developed by the TCRA.

The TCRA gender policy follows the Southern African Development Community (SADC) Gender Equality and Empowerment of Disadvantaged People Policy (2007) prepared by the Communications Regulatory Association of Southern Africa (CRASA).

The TCRA gender policy was developed at a workshop informed by a situation analysis conducted by Gender Links.[5] It is part of a broader initiative to mainstream gender in communication and information policies spearheaded by the Gender and Media Southern Africa (GEMSA) Network that has developed a handbook for this purpose.[6]

Tanzania is the first communications regulator in SADC to develop a gender policy. As such, this policy will not only enhance the work of the TCRA but also serve as a model for other regulators in the region.

2. OBJECTIVES
The purpose of this policy is to ensure gender balance and sensitivity in:
2.1   Decision-making at all levels of the information and communications sector;
2.2   Income generating and empowerment opportunities offered by the information and communications sector;
2.3   The views and voices expressed in all information and communication outputs.

3. POLICY FRAMEWORK
The gender policy is guided by several national, regional and international instruments that commit Tanzania to achieving gender equality. These include:

3.1 National instruments
3.1.1   The Constitution of the United Republic of Tanzania, 1977 (as amended) that gives women and men the right to access information and commits the country to the achievement of gender equality;
3.1.2   Tanzania's "National Vision 2025" which aims to *"avail equal opportunity to all citizens to participate in, and contribute to the development of the nation, paying particular attention to gender"*;
3.1.3   The Women and Gender Development Policy, 2000 that provides for gender mainstreaming, women's ownership of property, participation in decision-making, as well as access to business and credit facilities and technology;
3.1.4   The Tanzania Communications Act, 1993, which requires that the Authority *"shall strive to enhance the welfare of Tanzania society"*; and
3.1.5   The National Postal Policy, 2003, which has as an objective: "to provide equal opportunity to women to participate in the postal sector in order to contribute to the socio-economic development of the nation" (clause 4.7).

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[5] Gender Links is a Southern African NGO that promotes gender equality in and through the media.
[6] *Legally Yours*, Handbook on Mainstreaming Gender into Communication Policies, Laws

3.2 Regional

3.2.1 The African Commission on Human and Peoples' Rights Declaration of Principles of Freedom of Expression in Africa, 2002;

3.2.2 The 2005 resolution by SADC Heads of State to increase the target for women in all areas of decision-making from 30% to 50% by 2015. The draft Protocol on Gender and Development which Heads of State are expected to adopt in 2008 contains this provision and a comprehensive section on gender mainstreaming in all information and communication laws, policies and practices (Article 12).

3.2.3 The CRASA Gender Equality and Empowerment of Disadvantaged People Policy (2007).

3.3 International

3.3.1 Universal Declaration of Human Rights (1948)

3.3.2 The United Nations (UN) Convention for the Elimination of All Forms of Discrimination Against Women (CEDAW) to which Tanzania is a signatory. This acknowledges that *"extensive discrimination against women continues to exist"*, and emphasises that such discrimination *"violates the principles of equality of rights and respect for human dignity"*. Article 3 requires signatories to the Convention to take "*all appropriate measures, including legislation*," to ensure gender equality. Article 11 requires signatories to "*take all appropriate measures to eliminate discrimination against women in the field of employment in order to ensure, on a basis of equality of men and women, the same rights.*"

3.4 Cross referencing

To ensure that it is effective, this gender policy will be cross-referenced with policies and monitoring tools relating to TCRA's functions including:

3.4.1 All policies developed or monitored by the TCRA;

3.4.2 Consumer and market surveys to evaluate the profile and penetration of broadcasting, postal and electronic communication services as well as the impact of ICT on the development and knowledge of society;

3.4.3 Annual studies on radio frequency spectrum resource allocation;

3.4.4 Guidelines on ownership and employment in the communications industry

3.4.5 Compliance monitoring;

3.4.6 Ongoing dissemination of information about TCRA to the general public; and

3.4.7 Activities to empower consumers including public education campaigns and the rights of people with special needs.

4. GOVERNANCE

4.1 Key issues

4.1.1 The Nominations Committee - This structure, comprising five persons (two government officials; two private sector nominated persons and one public sector person nominated by the Minister) has traditionally been male dominated.

4.1.2 The Board - The seven-member board, comprising a Chairperson and Vice Chairperson (appointed by the President) as well as a Director-General and other Board members (appointed by the responsible Minister), is also male dominated and at one stage had no woman at all.

4.1.3   Management - Management and senior appointments are made by the Board. Staff appointments are made by TCRA's Appointments and Disciplinary Committee. At the time of drafting this policy women comprised less than a quarter of all managers and senior staff at the TCRA.

4.2 Policy challenges

There are gender gaps in the decision-making structures of the TCRA. It is important for the TCRA to lead the way in ensuring that gender balance is achieved at decision-making levels.

4.3 Policy statement

4.3.1   Consistent with the resolution of the SADC Heads of State in 2005 to ensure gender parity in all areas of decision-making by 2015, the responsible Minister should ensure that this target is met at all three of the above levels.

4.3.2   As there are an odd number of representatives in both the Nominations Committee and the Board, it is recognised that there will be a slight majority of either women or men in both cases.

4.3.3   In addition to the Chair and Vice Chair of the Board coming from Zanzibar and the Mainland, where possible one should be a man and the other a woman.

4.3.4   Commitment to gender equality should be included as one of the criterion in the selection of Board members.

5. PUBLIC INFORMATION AND OUTREACH

5.1 Key issues

5.1.1   TCRA information is distributed through, among others:

5.1.1.1   Media releases and briefings;
5.1.1.2   Zonal offices;
5.1.1.3   The TCRA website;
5.1.1.4   Quarterly magazine (the Regulator);
5.1.1.5   Adverts and Notices;
5.1.1.6   The TCRA Annual Report;
5.1.1.7   The Consumer Consultative Council; and
5.1.1.8   Inspection and Enforcement and Exhibitions.

5.1.2   Women and men in rural and urban under-served areas are often by-passed by these channels, which rely heavily on printed materials.

5.1.3   TCRA endeavours to disseminate all information in both English and Kiswahili. However, various documents including license application forms and tender notices are in English. As women are generally less literate (especially in English) than men, ensuring equal access to information means that the TCRA should step up its efforts to provide all information and forms in Kiswahili.

5.1.4   There are no provisions made for visually impaired or deaf people to access TCRA information.

5.1.5   TCRA materials exhibit much of the same gender blindness that is found in the mainstream media, with the majority of subjects (sources and images) being men. These sometimes perpetuate subtle gender stereotypes, for example men using technology while women are in the background or involved in traditional domestic pursuits.

5.2 Policy challenges

If it is to fulfil its public service mandate the TCRA has to ensure that information reaches all segments of the community, including women and people with special needs. This requires that gender considerations be integrated into the TCRA's communication strategies, as well as the materials that the Authority produces.

5.3 Policy statement

5.3.1 *Reaching women*

5.3.1.1 To ensure that information reaches women and other disadvantaged groups more effectively TCRA should translate all key materials into Kiswahili and expand its channels of communication to include:

5.3.1.1.1   Village meetings;
5.3.1.1.2   Partnerships with faith based organisations and civil society;
5.3.1.1.3   Community media;
5.3.1.1.4   Drama; traditional artists; schools;
5.3.1.1.5   More audio-visual products.

5.3.2 *Reaching people with special needs*

5.3.2.1 TCRA should:

5.3.2.1.1   Translate key documents in Braille and provide translation for the deaf in audio-visual material.
5.3.2.1.2   Work with CBOs and NGOs in this sector in promoting access by people with special needs.

5.3.3 *Content*

5.3.3.1 To enhance gender balance and sensitivity and promote awareness on gender issues through its information and communication channels TCRA should:

5.3.3.1.1   Ensure gender balance and challenge gender stereotypes through the views and images used in its materials.
5.3.3.1.2   Disseminate the gender policy nationally and include information on progress in its implementation in the annual report.
5.3.3.1.3   Feature successful women at the grassroots level and in non-traditional roles in the ICT and postal sector in publicity materials.
5.3.3.1.4   Use important events including International Women's Day, World Information Society Day and World Postal Day to highlight the contributions of women to the sector.

5.3.4 *Public participation*

5.3.4.1 To ensure greater participation by women in public consultations TCRA should:

5.3.4.1.1.   Include Civil Society Organisations (CSO's) dealing with gender issues.
5.3.4.1.2.   Accompany written submissions with oral hearings at which CSOs dealing with gender issues are specifically requested to make inputs.

5.3.5 *Monitoring and evaluation*

5.3.5.1 To ensure effective monitoring and evaluation of the policy and of information dissemination:

5.3.5.1.1	All reports (and especially the Annual Report to Parliament) should contain gender-disaggregated data on such issues as employment; the governing body; target beneficiaries; licences and complaints.
5.3.5.1.2	Data being collected as part of user surveys should be disaggregated and analysed by gender.
5.3.1.3	The results should be used to target information more effectively, to ensure that women and men have equal access. This baseline data should be regularly measured against repeat surveys to monitor progress.

6. UNIVERSAL ACCESS AND SERVICE

6.1 Key issues

6.1.1. The Constitution of the United Republic of Tanzania guarantees all citizens the right to information. The National Telecommunications Policy, 1997 and the National Information Technologies Policy, 2003 provide for the allocation of funds for ICT deployment, diffusion and universal access.

6.1.2 Universal service and access is advanced in The National Information and Communications Technologies Policy, 2003, which aims to (amongst others):

6.1.2.1 Increase the use of ICT for equitable and sustainable socio-economic and cultural development in Tanzania.

6.1.2.2 Enable Tanzanians to participate meaningfully in the knowledge economy.

6.1.3 This requires a favourable environment be created "for cooperation and partnership in ICT among public and private sectors, civil society, and between all stakeholders at local, national, regional and international levels".

6.1.4 Across the globe, women's use of ICTs is not equal to their share of the population as illustrated in the following figures on use by women of ICT goods and services: 38% in the USA; 25% in Brazil; 17% in Japan and South Africa; 16 % in Russia; 7% in China and 4% in the Arab states. In developing countries women face additional barriers of lack of income, lack of time and lack of training all of which restrict levels of usage.[7] The gender dimensions of the "digital divide" may be briefly summarised as:

6.1.4.1 *Disparities in education* - Women constitute the majority of the illiterate and generally have lower levels of education and experience.

6.1.4.2 *The absence of women from science and technology* - The world over, women are under-represented in the scientific, mathematical, engineering, computing and information technology fields of study.

6.1.4.3 *The socio-economic status of women* - Women constitute the majority of the poor, the dispossessed, the unemployed and of those consigned to eking a living from the informal sector.

6.1.4.4 *Attitudes* - As a result of their socialisation, women and girls tend to find technology intimidating and alienating and therefore to suffer more from "technophobia" than men.

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[7] Lowe Morna, C. & Khan, Z. (2000) Net Gains: Gender and ICTs in Africa, Association of Progressive Communicators.

6.1.4.5   *Training* - Is often alienating and not customised to women's needs. Men are socialised to be adventurous and to "tinker" whereas women are socialised to avoid taking risks.

6.1.4.6   *Decision-making* - Women are under-represented in all the decision-making structures in the ICT sector (including boards and senior management of private ICT companies and regulatory bodies; technical standards setting and professional organisations).

6.1.4.7   *Content creation* - A mere fraction of the content on the Internet is generated by Africans and an even smaller proportion by African women.

6.1.4.8   *Negative gender stereotypes* - Cyber sex, which feeds on the objectification of women's bodies, pornography and child pornography, are among the fastest growing and most lucrative dimensions on the Internet.

6.1.5 In Tanzania, the Universal Communications Access Services Fund (the Fund) is established in terms of the Universal Communications Access Services Fund Act, 2006 to, among others:

6.1.5.1   Ensure availability of communication services in rural and urban under-served areas;

6.1.5.2   Promote the participation of the public and private sector in the provision of universal service in the rural and urban under-served areas; and

6.1.5.3   Promote the socio-economic development of rural and urban under-served areas.

6.2 Policy challenges

While gender is implicit in all of the above provisions, experience world-wide shows that unless deliberate efforts are made to ensure that women benefit equally from universal access initiatives, they continue to be by-passed by such developments. There is therefore need to ensure gender awareness in the work of the Fund and in all initiatives to ensure universal access.

6.3 Policy statement

6.3.1   Through its position on the Board of the Universal Communications Service Access Fund, TCRA shall support the integration of gender considerations into the functioning of the Fund including ensuring:

6.3.1.1   Gender balance and sensitivity in the execution of its mandate to give priority to rural and urban under-served areas.

6.3.1.2   Gender balance and sensitivity in the way the Fund is constituted.

6.3.1.3   Soft loans targeted at women and people with special needs, for establishing telecentres and small-scale telecommunication businesses.

6.3.1.4   Subsidising *e-schools* and bursary schemes for ICT training, especially for women candidates.

6.3.1.5   The setting up of telecentres and similar access points (such as post offices and schools) in remote areas, with particular efforts to involve older women and men.

6.3.1.6   Public education and awareness of the objectives and mandate of the Fund targeted to ensure that women and other disadvantaged groups are reached through materials produced in English and Kiswahili and

multi-sector campaigns conducted in partnership with grassroots organisations, civil society and local government.

6.3.1.7   Operators are encouraged to employ women and other disadvantaged persons for the non-technical upkeep of infrastructure installed in those communities.

7. LICENSING

7.1 Key issues
7.1.1   Very few women are owners, managers or shareholders in the ICT sector. This is partly due to limited information around the licensing framework and application procedure as well as limited access to capital.

7.1.2   TCRA licence conditions generally include a clause on Human Resource Development requiring licensees to promote the empowerment of Tanzanians. The Authority is primarily concerned with ensuring a minimum of 35% national ownership (51% local and 49% foreign in the case of broadcasting). However there are no gender specific requirements.

7.1.3   Broadcasting licence conditions emanating from the Broadcasting Services (Content) Regulations require 60% local content.

7.1.4   There are no stipulations regarding giving equal voice to women and men. However there are provisions to guard against negative gender stereotyping and portrayal. Gender is mentioned in sections, which restrict licensees from the portrayal of specific kinds of violence and sexually explicit content.

7.1.5   Licensees are restricted from broadcasting content that *"sanctions, promotes or glamorizes violence based on race, national or ethnic origin, colour, religion, gender, sexual orientation, age, mental or physical disability or any other human characteristics"*.

7.1.6   Licensees are also restricted from broadcasting content "*which depicts or contains a scene or scenes, simulated or real*, of: - *sexual conduct which degrades a person in a sense that it advocates a particular form of hatred based on gender and which constitutes incitement to cause harm*."

7.2 Policy challenges
Licences are a powerful mechanism at the disposal of regulators for ensuring transformation. The draft SADC Protocol on Gender and Development will require that regulators, as part of their licensing conditions, to oblige broadcasters to report on measures they are taking to promote gender equality in their ranks and in the content they produce.

7.3 Policy statement

7.3.1 *Setting gender specific targets for equal access:*
7.3.1.1   The TCRA should introduce incentives for applicants who demonstrate gender balance in their shareholding structure; at Board, management and operational levels.
7.3.1.2   All licence application forms and public submissions should include a stipulation/ criteria/ requirement on the sex of shareholders.

7.3.2 *Public information on licensing*
7.3.2.1   To encourage more women to apply for licences the TCRA should:
7.3.2.1.1   Conduct proactive and targeted awareness campaigns;
7.3.2.1.2   Publish Invitations to Apply and Public Notices in the widest circulating newspapers, national radio and TCRA website -

both in English and Kiswahili. People from rural and urban under-served areas, especially women, should be strongly encouraged to apply.

7.3.2.1.3   There should be continuous public information and education about the licencing framework, licence application procedure, and functions of all standing committees within TCRA, including the Internal Review Committee. These committees should be gender-balanced.

7.3.3 *Gender considerations in content*
TCRA licence conditions should require licensees to annually report on measures to promote gender balance and sensitivity in content.

7.3.4 *Monitoring and evaluation*
7.3.4.1   Inspection forms must include information on:
7.3.4.1.1   Gender diversity in shareholding; the governance structure and staff composition and an assessment of the licensee's training and development plan.
7.3.4.1.2   Gender diversity and sensitivity in programming and content.

8. COMPLAINTS

8.1 Key issues
8.1.1   There is no requirement for gender balance in the current complaints-handling structures. These include: the Consumer Affairs Unit; The Complaints Committee; the Content Committee; the internal *Review Panel*.
8.1.2   The process and structures are not well known by the public.
8.1.3   In the absence of gender-disaggregated data, the TCRA is unable to gauge how many men and women are making use of its complaint handling processes.
8.1.4   There is no gender-disaggregated data on what complaints are about. However, content-related complaints described as being in "bad taste", or "pornographic material" suggests that the Authority does receive gender-related complaints.
8.1.5   The Authority is increasingly receiving complaints relating to advertising. The Authority is assisting advertisers to establish a self- regulatory body that it will continue to work closely with.
8.1.6   All advertising is subject to the TCRA Broadcasting Services (Content) Regulations, 2005 which provides for a code on Advertising and Sponsorship.
8.1.7   This is a strategic entry point for gender mainstreaming.

8.2 Policy challenges
Unless gender awareness is built into the complaints handling system, it is difficult for the Authority to become more gender responsive. This underscores the importance of a proactive approach in understanding who is making (or not making) complaints; how these can be better facilitated, analysed and responded to.

8.3 Policy statement

8.3.1 *Complaints-handling structures*

To ensure that these structures are gender sensitive and accessible to women all complaint structures should be gender-balanced.

8.3.2 *Complaints information*
8.3.2.1   To ensure that information on complaints reaches all women and men:

8.3.2.1.1   License conditions should require licensees to publicise complaint procedures and processes as part of their programming.

8.3.2.1.2   All complaint forms should be accessible via the TCRA website, library, Zonal offices and Consumer; Consultative Council Animators operating at grassroots level. These forms must be available in both English and Kiswahili. Complainants should be encouraged to use of alternative channels for laying complaints including telecommunication (e.g. phone and TCRA help line).

8.3.2.1.3   Complaint forms should identify the sex of complainants in the case of individual complaints.

8.3.2.1.4   Public education about complaint procedures and processes should be interactive.

8.3.2.1.5   Public education and related campaigns should be evaluated regularly.

8.3.2.1.6   Consumer awareness campaigns must be multi-sector (as far as possible). The involvement of women and other disadvantaged groups should be encouraged through advocacy and lobbying.

8.3.2.1.7   TCRA publicity material must include information on complaint procedures and processes, and must be readily available.

8.4 *Types of complaint*
8.4.1 To encourage and monitor gender-related complaints:
8.4.1.1   Complaint forms must include gender as a complaint type.
8.4.1.2   This list on complaint types must be annexed to the TCRA complaints form.

8.5 *Advertising*
8.5.1 The Authority should ensure that the self-regulatory body being established for advertising is gender balanced and that its code is gender aware.
8.5.2 The Authority should continuously engage with the self-regulatory body for advertising (when this is established).
8.5.3 TCRA should be included in the Advertising Appeals Tribunal once established. The Tribunal should be gender-balanced.

9. WORKPLACE

9.1 Key issues
9.1.1 TCRA management structures are male dominated. This is particularly pronounced in technology-based units such as telecommunications, spectrum management and engineering divisions.

9.1.2 TCRA has an Affirmative Action Policy but this is not well known. The CRASA (SADC) empowerment policy has just been adopted but it has not yet been implemented at TCRA.

9.1.3 Recruitment advertising takes place mainly in the print media and via the website. While TCRA is an equal opportunity employer, which strongly encourages women to apply, this concluding note is not consistently stated in recruitment advertisements. There is no requirement that TCRA selection panels be gender balanced.

9.1.4 Tanzania law prohibits sexual harassment. However, such cases are seldom taken up and some work environments, especially those in the more technical fields, remain insensitive to women.

9.1.5 Labour law in Tanzania requires that a woman who has a child has to be granted three months maternity leave. TCRA has decided on 84 working days, which allows a mother up to four months maternity leave. However, TCRA offers only three days paternity leave.

9.2 Policy challenges

Efforts by the TCRA to promote gender equality in the ICT sector will be undermined if gender balance and sensitivity are not demonstrated in its work practices.

9.3 Policy statement

9.3.1 *Affirmative Action*

9.3.1.1   TCRA's affirmative action measures should be consistent with the provisions of national policy.

9.3.1.2   In line with SADC provisions TCRA should aim to achieve gender balance at all levels and in all areas by 2015.

9.3.2 *Recruitment*

9.3.2.1 To ensure that TCRA's equity targets are met:

9.3.2.1.1   The requirement that all job advertisements include the statement that: "TCRA is an equal opportunity employer and women are especially encouraged to apply" should be enforced.

9.3.2.1.2   The human resources department should create and maintain a database of potential women and men candidates for positions in which either is under-represented.

9.3.2.1.3   Gender considerations should be incorporated into succession planning; head hunting; fast tracking; promotion and capacity building policies.

9.3.3 *Selection*

9.3.3.1 To ensure fairness TCRA should ensure that:

9.3.1.1.1   Selection panels are gender balanced.

9.3.1.1.2   The job selection process applies the same standards to women and men.

9.3.1.1.3   Marital status is not a determining factor.

9.3.4 *Capacity building and promotion*

9.3.4.1 In line with its gender parity target TCRA should provide for:

9.3.4.1.1   A staff development and mentoring programme conducted at convenient times and specifically targeted at women.

9.3.4.1.2   Mentorship between women should be encouraged.

9.3.4.1.3   A gender sensitisation programme for all staff members.

9.3.4.1.4   Training targeted at women employees who would then eventually rise through the ranks up to management positions.

9.3.5 *Friendly and respectful working environment*
9.3.5.1 Measures that should be taken to promote a more gender-friendly working environment include:

9.3.5.1.1   Establishing a Committee to specifically deal with sexual harassment complaints.

9.3.5.1.2   A clause in staff regulations on gender-sensitive procedures for handling sexual harassment complaints**.**

9.3.5.1.3   Longer paternity leave.

9.3.5.1.4   Transport to and from work for those who are required to work outside normal office hours.

10. GENDER MANAGEMENT SYSTEM

10.1 Key issues
Systems, structures and processes need to be put in place to ensure that the gender policy is implemented. The TCRA has a Gender Co-ordinator but this person is not well known.

10.2 Policy challenges
Gender systems and structures in organisations are often invisible and do not get the support and acknowledgement that they require. Strong and committed leadership, accompanied by a well thought through package of systems and structures for gender mainstreaming is critical to the success of any gender policy.

10.3 Policy statement

10.3.1 *Structures*
10.3.1.1   TCRA should have a gender focal point at a senior level in each department and Zonal office, together constituting a Gender Committee.

10.3.1.2   The Committee should be convened by a Coordinator located in a cross-cutting portfolio within the organisation to oversee the implementation of the gender policy.

10.3.1.3   A women's network should be formed in TCRA to support and encourage women, especially those in non-traditional areas of work.

10.3.2 *Management tools and systems*
10.3.2.1   Gender mainstreaming should be included in the performance agreements of all senior managers and gender focal points.

10.3.2.2   Gender targets and indicators should be reflected in the strategic plan.

10.3.3 *Monitoring and evaluation*
10.3.3.1   Gender disaggregated data on the organisation and its work should be regularly gathered and disseminated, and used to benchmark progress.