

# WOMEN'S LEADERSHIP FORUM

20 June 2022 & 5 December 2022  
Dar es Salaam, Tanzania



ADVANCING  
WOMEN INTO  
**LEADERSHIP**  
ROLES FOR  
SUSTAINABLE  
DEVELOPMENT



Ministry for Foreign  
Affairs of Finland

● ● UONGOZI  
● Institute

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# LIST OF ABBREVIATIONS

CEO	Chief Executive Officer
IPU	Inter-Parliamentary Union
MP	Member of Parliament
PO-PSMGG	President's Office—Public Service Management and Good Governance
The Institute	UONGOZI Institute
UNDP	United Nations Development Programme
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
URT	United Republic of Tanzania
WLF	Women's Leadership Forum
WLP	Women's Leadership Programme



# INTRODUCTION

UONGOZI Institute was established in 2010 to build and strengthen the capacity of leaders in Tanzania and countries across Africa by inspiring and equipping them to deliver inclusive and sustainable development solutions. To achieve its mission, the Institute delivers executive education and leadership training programmes, facilitates policy dialogues, provides advisory services and technical support to public and private institutions, and conducts action-oriented research to support evidence-based policies and decisions.

The idea of developing a leadership programme specifically for women was first discussed at a Women Leaders' Roundtable organized by the Institute and held on 12 April 2016, during which the then Vice President, now President of the United Republic of Tanzania, H.E. Dr. Samia Suluhu Hassan, advocated the need to actively work towards achieving gender equality in leadership. As a co-founder of the organization and member of the Institute's board, the Government of Finland has consistently supported this initiative. A baseline study conducted by the Institute further confirmed the rationale for a dedicated leadership training programme for women, revealing that, as of February 2020, women occupied only one in four leadership positions in Tanzania's public sector.

On this basis, and with funding from the Governments of Tanzania and Finland, the Women's Leadership Programme (WLP) was launched in June 2022. The programme aims to increase the pool of highly competent, knowledgeable women leaders shaping and implementing Tanzania's development policies and processes by:

- 1 Enhancing their personal, people and organizational leadership skills;
- 2 Expanding their professional networks; and
- 3 Strengthening institutional mechanisms to promote women into leadership roles.

Given the overwhelming interest—over 500 applications were received for the first intake of 50 candidates—the WLP commenced with training for senior and emerging leaders in the public sector. The first cohort was selected from government ministries, agencies and departments (MDAs), state-owned institutions and local government authorities in Tanzania Mainland and Zanzibar with a focus on ensuring a balanced representation of different sectors and cadres. The second group of female leaders, representing not only the public sector but also the private and third sectors, joined the WLP in December 2022. It is envisaged that future cohorts of the WLP will be expanded to include regional participants.

## Women's Leadership Programme

The Women's Leadership Programme is dedicated to helping women advance into leadership roles. It provides women leaders, in both mid-level and senior positions, with unparalleled learning opportunities. The learning journey of the programme has three components:

### (a) Women's Leadership Forum

All successful applicants are invited to participate in a one-day forum, featuring presentations, panel discussions and insights from the latest research on women in leadership. The Forum allows participants to engage in a broader dialogue with eminent leaders and learn techniques to overcome barriers to climbing the leadership ladder in their organizations and sectors.

### (b) Training

A six-day training workshop to strengthen participants' ability to manage their inner selves (personal leadership), lead others (people leadership) and harness resources (organizational leadership). Different training methodologies are used, including presentations, self-assessments, discussions, theory-based techniques, role-playing, case studies and small-group exercises. The course covers 12 topics:

- (i) The art and practice of leadership development
- (ii) An ethical and accountable leader
- (iii) Striving at home and work

- (iv) Emotional intelligence
- (v) Fundamentals of government: Structure and communication
- (vi) Wellness and mindfulness
- (vii) Gender transformative leadership
- (viii) The art of the deal: Gender, communication and negotiation
- (ix) Mastering strategic analysis and decision-making
- (x) Fundamentals of government protocol and etiquette
- (xi) Risk management and internal controls in public entities
- (xii) Professionalism and the image of a woman leader

### (c) Coaching and mentoring

The third phase of the programme, which commences towards the end of the training workshop, involves coaching and mentoring over a period of six months. It focuses on personal leadership development, such as helping participants nurture their unique leadership skills. In partnership with their instructors, participants identify areas where they feel less proficient and create key performance indicators to measure progress. Instructors are experts in the field of transformation and leadership, who can foster collaborative learning and assist participants make links between theory and practice.



In this way, the WLP offers participants access to thought leaders from around the world.

The first cohort of the Women's Leadership Programme was officially launched by the Hon. Jenista Mhagama (MP), Minister of State, President's Office—Public Service Management and Good Governance (PO-PSMGG), at the Inaugural Women's Leadership Forum (WLF) at the Julius Nyerere International Conference Centre (JNICC) in Dar es Salaam on 20 June 2022.

Following its successful completion, the second cohort of the programme was launched at the Second WLF at the White Sands Hotel in Dar es Salaam on 5 December 2022. Hon. Dr. Stergomena Lawrence Tax (MP), Minister of Foreign Affairs and East African Cooperation, officiated and presented the keynote address.

### Structure of this report

This report provides edited highlights of the proceedings of the Inaugural WLF in June 2022 and the Second WLF in December 2022.

Sections 1 and 2 provide summaries of the speeches and panel discussions at each event while Section 3 highlights key messages emerging from the events for advancing women's leadership in Tanzania.

The programmes of the two forums are included as appendices at the end of the report.



# FIRST WOMEN'S LEADERSHIP FORUM – JUNE 2022

The inaugural Women's Leadership Forum, the launch event for the Institute's Women's Leadership Programme, was held at the Julius Nyerere International Conference Centre in Dar es Salaam on 20 June 2022 with the training of the first cohort of WLP participants commencing immediately afterwards at the APC Hotel and Conference Centre in Bunju, Dar es Salaam.

The opening session of the Forum featured welcoming remarks by Mr. Kadari Singo, Chief Executive Officer of the Institute, who provided an overview of the Institute's mission, services and activities and the rationale for the WLP, followed by remarks by the Ambassador of Finland to Tanzania, HE Riitta Swan, and the Representative of the United Nations Women's Fund (UN Women) to Tanzania, Ms. Hodan Addou. The opening session culminated with the address and official launch of the programme by the Guest of Honour, the Hon. Jenista Joakim Mhagama (MP), Minister of State, President's Office, Public Service Management and Good Governance (PO-PSMGG).

The opening was followed by a panel discussion featuring Hon. Anne Makinda (retired Speaker of the Parliament of the United Republic of Tanzania), Mr. Philemon Luhanjo (retired Chief Secretary), Dr. Naomi Katunzi (retired Permanent Secretary, Ministry of Communications, Science and Technology) as panellists.

The discussion sought to tap into the personal experiences of these esteemed leaders and identify the enabling/facilitating factors that prepared them for leadership.

## Welcoming remarks by Mr. Kadari Singo, CEO, UONGOZI Institute

Mr. Singo started his remarks by explaining that the Institute is a Tanzanian government agency dedicated to support African leaders to attain sustainable development for their individual countries and for the continent. The Institute recognizes the important role that leadership plays in sustainable development and believes that every leader has unique strengths and knowledge. The Institute also believes that for Africa to achieve the most favourable development, the continent requires an African model of leadership.

To achieve its mission of inspiring and supporting African leaders, the Institute offers executive education and capacity-building programmes aimed at developing different cadres of leaders. It also facilitates policy dialogues for knowledge sharing, policy review and networking, and provides advisory services and technical support to public and private institutions, including organizational diagnoses to see why organizations are not functioning optimally.

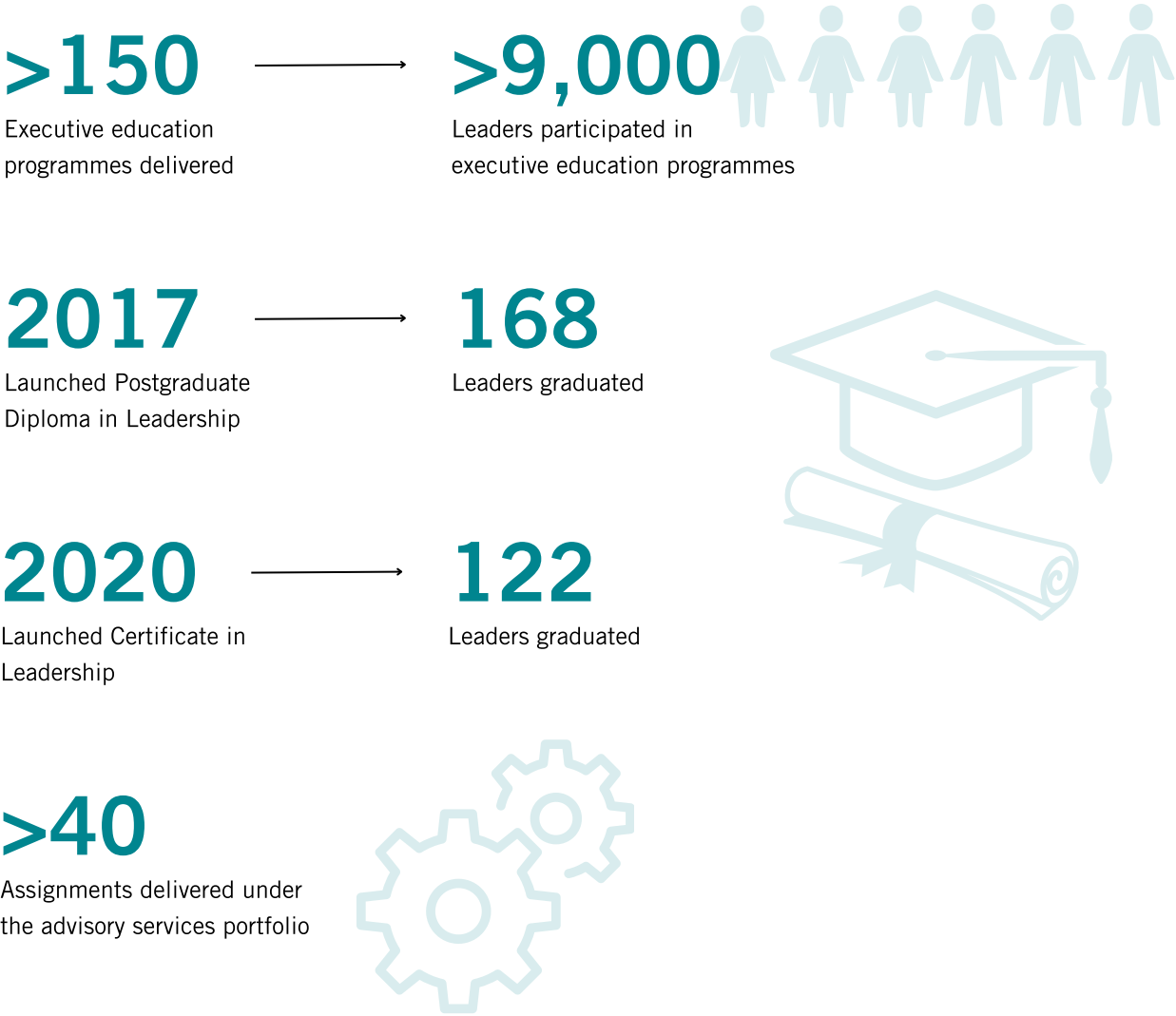


**Mr. Singo shared that the Women's Leadership Forum brings together political and business leaders to exchange ideas and share best practices to promote women's inclusion in leadership roles.**

These organizational diagnoses are tied to organizational performance. The advisory services also include identifying training needs and system reviews and strategy development. Lastly, the Institute conducts action-oriented research studies to inform policy and decision-making, in other words, to generate data to support evidence-based policies and decisions.

Since its inception, the Institute has delivered over 150 executive education programmes reaching over 9,000 leaders and 168 leaders through its Postgraduate Diploma in Leadership Programme launched in 2017, and 122 leaders through its online Certificate Programme in Leadership that was launched in 2020, and over 40 government ministries, departments and agencies have received technical support and advisory services from the Institute.

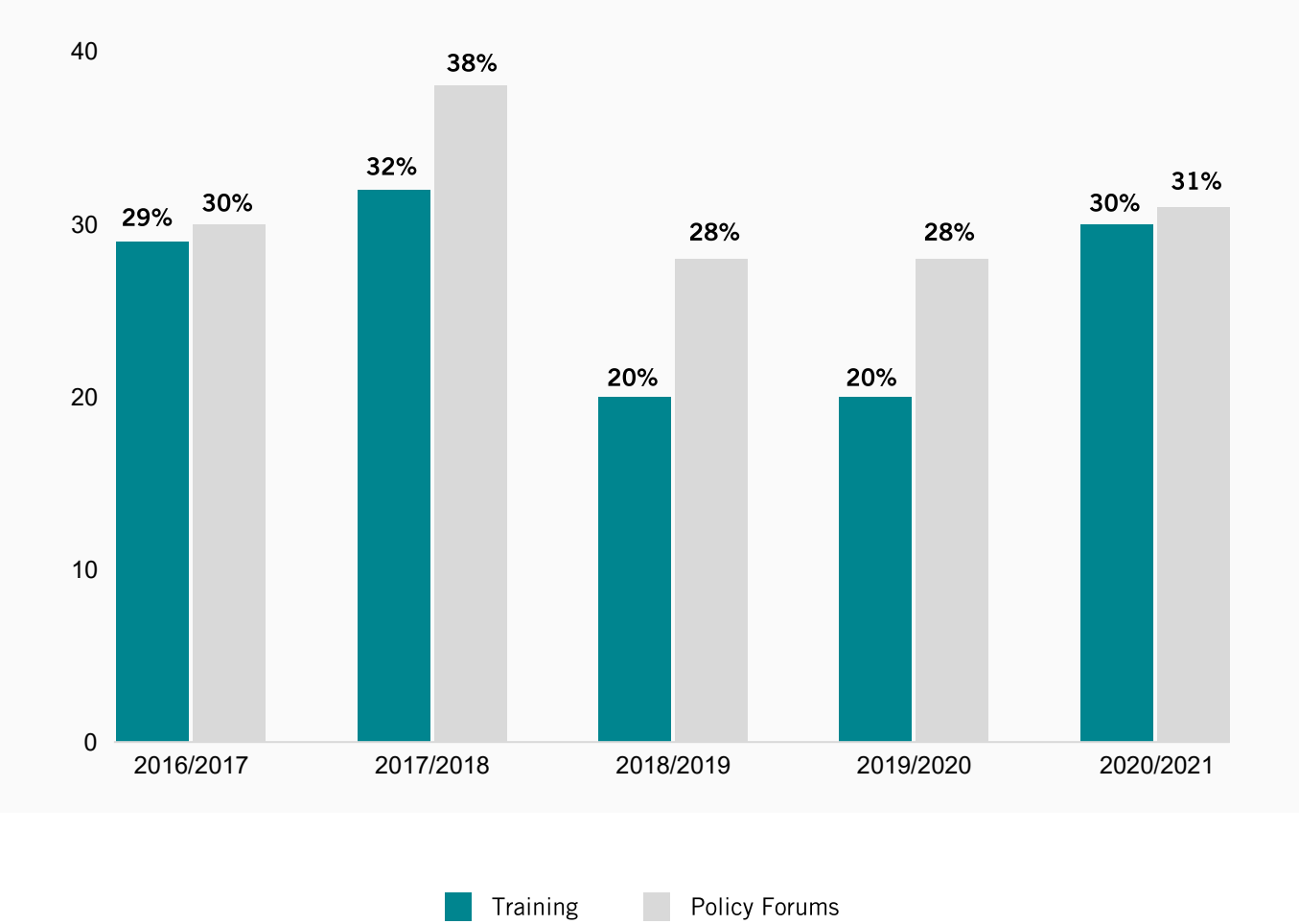
Figure 1: Executive education programmes and technical support provided by the Institute since inception



The Institute has also organized 75 policy dialogues attended by over 8,000 leaders from government, the private sector, academia and civil society, including the flagship African Leadership Forum. Additionally, the Institute has undertaken 70 research projects, published the memoirs of two former Presidents of the United Republic of Tanzania—the late H.E. Ali Hassan Mwinyi and the late Benjamin William Mkapa—and interviewed 70 prominent leaders and renowned experts through its televised In Focus programme.

Since its inception, the Institute and its Board of Trustees have been working to increase the participation of women in its training programmes and policy dialogues. However, Mr. Singo noted that the percentage of women engaged in the Institute's training programmes in the five years from 2016/17 to 2020/21 fluctuated between 20% and 32% of the intake, with the highest participation rate registered in 2017/2018 when the Institute's Certificate and Post-graduate Leadership training programmes were launched (Figure 2).

Figure 2: Proportion of women engaged in the Institute's activities



In response, in 2016, the idea of a leadership training programme specifically for women leaders was conceived. Mr. Kadari said that The Embassy of Finland as a board member has shown consistently strong support for this initiative. A baseline study further confirmed the rationale for such a dedicated programme. It revealed that the proportion of women in leadership positions in Tanzania was significantly skewed towards men. Data as of February 2020 indicated that the proportion of women in leadership positions was only 26%.

On this basis, and with funding from the Governments of Tanzania and Finland, the Women's Leadership Programme has now been launched to enable more women to lead, own, shape and contribute to Tanzania's development processes. It aims to enhance women leaders' ability to successfully manage organizations and people and excel in personal leadership qualities. Given the overwhelming interest and demand, Mr. Singo said that the WLP will start with women leaders in the public sector and later be expanded to the private sector, non-governmental organizations (NGOs) and civil society.

Mr. Singo related that more than 500 applications were received for the programme's first cohort of 50 candidates. Of those selected, 8 candidates had attended other leadership programmes offered by the Institute. Given the fierce competition, he congratulated participants and urged them to take full advantage of the learnings from the programme.

Mr. Singo also highlighted that the WLP has been tailored to meet the training needs of women and provide networking opportunities. The programme consists of training and coaching sessions, physical activities, and a personal development component, including training on dress code and etiquette. Candidates will identify their unique leadership styles and develop personal development plans, and participants who show promise of being exemplary leaders will be given additional coaching, mentoring and support. He concluded his remarks by thanking the Government of Tanzania, the Government of Finland and also, the European Union through UN Women for their commitment and financial support which will assure the expansion of the programme across the continent.

**Remarks by Ms. Hodan Addou, UN Women Representative to Tanzania**

Ms. Addou expressed how proud UN Women was to partner with the Institute to support the WLP that seeks to enhance the participation of women in the public and private sectors. She also voiced her appreciation for the partnership between UN Women and the Embassy of Finland to increase the participation of women in leadership and thanked the Embassy for their support of the 'Wanawake Wanaweza' programme, adding that there are more women leaders in Tanzania as a result.

Continuing, Ms. Addou said that evidence shows that women are still underrepresented in leadership and decision-making roles worldwide. However, she noted that the outlook in Tanzania is improving in almost every sector as the number of women in leadership positions has been increasing steadily. Currently, the highest position of leadership in the country is held by a woman and there are women in strategic leadership,



**Ms. Addou highlighted the role of Women's Leadership Programme in ensuring that women aspiring to leadership are well-equipped to compete for positions.**

including in ministerial positions, at the helm of most profitable banks in Tanzania, in diplomacy, media, civil society, sports and others. She acknowledged that Tanzania is fortunate to have a wealth of women leaders setting an example to other women and girls aspiring for leadership.

In spite of these developments, she said that the ability of women to lead is hampered by a number of structural barriers, including discriminatory laws, policies, cultural norms, practices and attitudes, as well as myths and misconceptions. Because of this, women are less likely than men to have the confidence, the income, the contacts and resources needed to vie for leadership positions and to lead effectively.

Hence, the Women’s Leadership Programme is vital to ensure that women aspiring to leadership are well-equipped to compete for positions, as well as strengthening the skills of those who have already been appointed into leadership roles to enhance their confidence, competence, and performance as well as their ability to make strategic decisions and provide sustainable solutions to development challenges. In short, unleash their power.

Ms. Addou credited the Government of Finland for encouraging the European Union to join the effort of supporting the Institute through the WLP, which will enable the programme to widen its reach beyond Tanzania. In doing so, the programme provides an opportunity for women in senior and middle-level positions to strengthen their capacity while supporting selected public and private institutions to develop gender-responsive guidelines, procedures, and policies in the region. This includes providing technical support for the development and adoption of tools to promote women leadership and participation in public-sector decision-making bodies.

She was glad that the planned initiative is building upon UN Women’s previous support to the President's Office—Public Service Management and Good Governance for the development of gender mainstreaming guidelines in the public service. The implementation of these guidelines establishes a transformational process to ensure equitable access and participation of women and men in public service in line with the Government of Tanzania’s employment policy and legal frameworks. The guidelines provide guidance to strengthen women’s leadership in the public sector, including through supportive and enabling structures such as workplace daycare services, strengthened disaggregated data to inform public services, well-designed human resource plans, leadership mentorships and inclusive succession plans as well as mechanisms to address sexual and gender-based violence in the workplace.

Ms. Addou concluded her remarks by affirming that UN Women is excited to embark on a four-year partnership with the Institute through the generous funding from the EU, leveraging their joint expertise in the area. She looked forward to seeing the progress they will drive together to effectively unlock the potential of women leaders and ensure full, effective and equal opportunities for women at all levels of decision-making for the sustainable development of the nation as a whole.

**Remarks by H.E. Riitta Swan,  
Ambassador of Finland to Tanzania**

Amb. Swan started her remarks by declaring that gender equality is very close to her heart and that it was a great pleasure for her to be able to participate in the launch of the first ever Women’s Leadership Programme offered by the Institute. She said that the participation of men and women is needed for a prosperous society. Men and women are needed in administrative as well as in policy positions.



**Amb. Swan stressed that participation of men and women is needed for a prosperous society.**

On behalf of the Government of Finland, which has supported the Institute since its inception, she expressed pride that the Institute has developed into a respected and high-level leadership training institution. She added that the Finnish Government is also a long-term donor of UN Women in Tanzania, having worked together on a women’s political leadership project called ‘*Wanawake Wanaweza*’, which had outstanding results during its eight years in operation. The main theme of the programme, which ended in 2021, was “*Women Can—Give Them Opportunity*”. She said that Finland would soon be launching a new programme for local women leaders.

Amb. Swan emphasized that women are needed in high positions in politics, in business life, as well as in local and district level leadership, and that the Institute, UN Women and other partners in Tanzania are all working closely with Finland and the European Union to enhance the participation of women in leadership. She noted that the local and regional levels are the foundation where women collect experience and, from there, pave their way to Parliament. This is why women need to be supported at all levels to ensure their participation in government at local and district level, higher up to policy level, as well as in business. In this way, Tanzania will have high-level women leaders. She proudly stated that, in Tanzania, the President is a woman, the Minister of Defense is a woman, and the Minister for Foreign Affairs and East African Cooperation is a woman. She further informed participants that the Minister of Foreign Affairs recently participated in a meeting for Nordic and African ministries held in Helsinki and that this delegation was constituted mainly of women, which was a showcase for Tanzania.

The Ambassador echoed the welcoming remarks of Mr. Singo that the WLP is very popular, and she hoped that the first cohort of women leaders to attend the training will get a lot out of the programme. She urged them to share their opinions, views and questions as well as suggest topics they would like to be covered to further improve the programme. She also talked about the importance of coaching and mentoring, explaining that she participated in various leadership programmes which she found very helpful. She said:

*“Coaching and mentoring are very important because each individual is unique and needs different kinds of support in different areas.”*

She strongly encouraged candidates to make use of the mentoring and coaching being offered as part of the WLP.

Amb. Swan further informed the audience that this year’s Nordic Week in Tanzania will focus on the topic of gender equality and will include programmes such as women in tech, women in business, women in security, women in leadership and women in politics, adding that gender equality is one of the most important cornerstones in Finland’s Development Cooperation Programme. She ended her remarks using the popular phrase coined by H.E. President Samia Suluhu Hassan:

*“Gender Equality and Women Empowerment—Kazi Indeleee!” (Let the work continue!).*

## Address by the Guest of Honour, Hon. Jenista Joakim Mhagama (MP), Minister of State, President’s Office, Public Service Management and Good Governance

Hon. Mhagama opened her remarks by thanking Almighty God for His Grace and the Institute for according her the honour to officiate the launch of its leadership training programme for women in public service. She was pleased that Tanzania has an Institute that has taken on the role of developing knowledge and leadership skills for women.

She emphasized the importance of the Women’s Leadership Programme because it supports the efforts of the Sixth Phase Government, led by President Samia Suluhu Hassan, to achieve gender equality in various areas including in leadership. For many years, women’s representation in leadership and decision-making positions has not been satisfactory. However, due to concerted efforts by the Government, things are changing with more women being appointed to leadership positions at various decision-making levels.

She stated that it is the role of men to help women, noting that sometimes they are not ready and sometimes they are afraid to do so. She congratulated Mr. Kadari Singo for being a champion for supporting women and thanked the Institute for developing a tailor-made leadership programme for women, which she said was important both for Tanzanian women and for the nation.

She informed the audience that Hon. Anne Makinda (the first female Speaker), Hon. Anna Abdallah (one of the first female District Commissioners in Tanzania), H.E. Ambassador Salome Sijaona (former Tanzanian Ambassador to Japan and former Permanent Secretary in the Ministry of Lands, Housing and Urban Settlements Development) all mentored her to be where she is today. She encouraged women to learn, teach one another, and be willing to be mentored. She also informed the audience that Hon. Margareth Sitta (MP) is one of the pioneers of the WLP and that the President had appointed her to oversee the development of the programme to be delivered by the institute.

The Minister noted that the number of women in leadership positions has been increasing worldwide for many years now and that this increase is due to national and international initiatives pushing for the participation of women in leadership and in decision-making in public institutions, civil society and the private sector. These initiatives have enabled greater representation and participation of women in finding solutions to development challenges in recent decades. She noted that after the Beijing Conference<sup>[1]</sup>, the push was for women to be seen and recognized.

1 The Beijing Declaration and the Platform for Action developed by the [Fourth World Conference on Women](#) held in Beijing in 1995 remains a key global document and agenda for promoting women’s empowerment and gender equality.

But now “*Wanawake Wanaweza, Wawezeshwe*” should be “*Wanawake Wanaweza, Wapewe Fursa*”, which means women have been recognized and now they need to be given opportunities to showcase their abilities. She proudly stated that:

*“Our country has written history for having the first female President since it gained political independence in 1961. She is not just a female president, but a hardworking and knowledgeable one. The skills that will be imparted during the WLP are already being demonstrated by our current president who is an example both in and out of Tanzania. She is a role model for all women in the country. She is God fearing, and she is a visionary leader. Her working style motivates other leaders to do their best. She does not stop working!”*

She urged women to protect the President and make sure she continues to be our icon. Sharing statistics from the Inter-Parliamentary Union (IPU)-UN Women “[Women in Politics 2021](#)” map—a resource which presents global rankings for women in executive, government and parliamentary positions—Hon. Mhagama informed the audience that despite attaining all-time highs the percentages of women in high leadership positions are still very low. For example, as of 1 January 2021, only 9 out of 152 elected heads of state and only 13 out of 193 heads of government were women, which are equivalent to only 5.9 percent and 6.7 percent, respectively. The continent of Europe is leading in the number of women heads of state/government. For example, at that time, Denmark, Finland, Germany, Iceland, Lithuania, Norway and Serbia had women as their heads of government. In terms of ministers, 13 countries had 50 percent or more women ministers: Nicaragua (59 percent), Austria, Sweden and Belgium (57 percent), Albania (56 percent), Rwanda (55 percent), Costa Rica (52 percent) and Canada (51 percent).

Andorra, Finland, France, Guinea-Bissau and Spain all had 50 percent. In the United States, the number of women heading ministries increased from 17 percent in 2020 to 46 percent in 2021. However, the number of countries that do not have any women ministers has increased from 9 in 2020 to 12 in 2021, including Azerbaijan, Armenia, Brunei Darussalam, North Korea, Papua New Guinea, Saint Vincent and Grenadines, Saudi Arabia, Thailand, Tuvalu, Vanuatu, Vietnam and Yemen.

In Africa, the number of women ministers in general has increased although many countries have not yet achieved 50 percent or beyond. Namibia, for example, registered a huge increase in the number of women ministers from 15 percent to 39 percent. For countries in Sub-Saharan Africa, Rwanda is still leading with 55 percent of women ministers, and it also has the highest number of women in Parliament of any country in the world.

In Tanzania, the representation of women in leadership and decision-making positions remains very low. In the public sector in 2019, 74 percent of leaders were men while women occupied only 26 percent of leadership positions. The number of women ministers has increased from 21 percent in 2020 to 35 percent in 2022, the percentage of women directors from 19 percent in 2020 to 26 percent in 2022 and the number of women judges has marginally increased from 39 percent in 2020 to 40 percent in 2022. The number of women in Parliament in 2022 was 37 percent (141 out of 384), of which 57 were appointed. Despite these increases, Hon. Mhagama said that the country still has a long way to go to achieve gender equality in leadership.



**Minister Mhagama encouraged women to learn, teach one another, and be willing to be mentored.**

Turning her focus to the current event, she congratulated candidates for being the pioneer cohort for the Women’s Leadership Programme. She advocated that the agenda of the programme should cover as many aspects as possible, including self-realization, confidence and assertiveness so that women can be equipped and enabled for leadership positions. She also encouraged candidates to seek and take opportunities that present themselves. She said: *“We need to have plans to identify and expose women who have the ability to be leaders and build them up”*, adding that the instruction from the President is to develop women through the WLP to be able to take up decision-making positions.

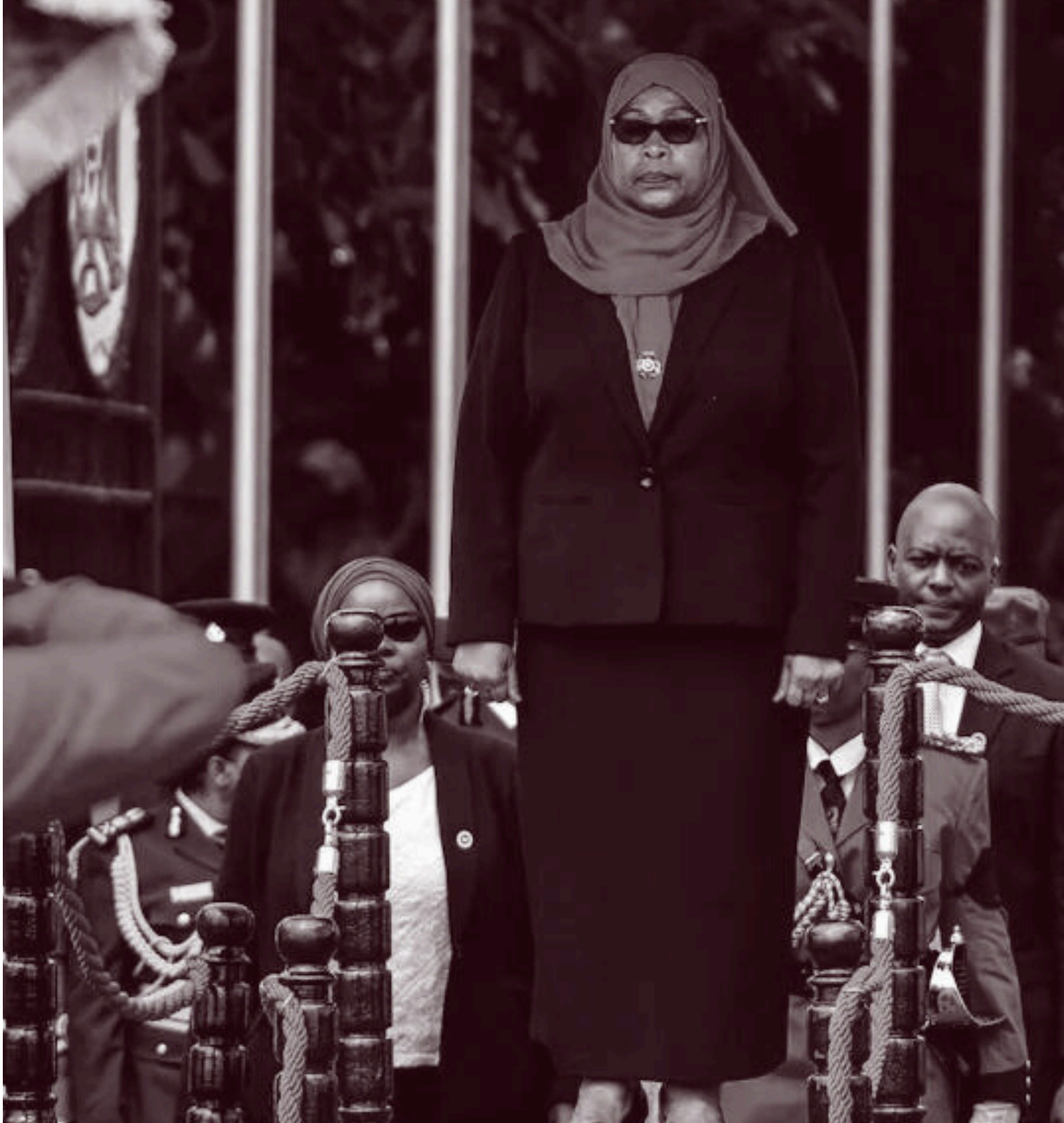
On the rationale to increase the number of women in leadership roles, Hon. Mhagama remarked that research has shown that institutions led by women tend to perform better because women, by nature, are better positioned for leadership. They can multi-task. They are observant and sharp. They have strong emotional intelligence, and they are cautious and trustworthy because they are afraid of messing up. The Minister considered that women can drive Tanzania’s development. They are resilient, can endure a lot and are determined to improve the country’s situation because they are the ones who are most affected by the lack of social services such as access to health, education and water. She added that President Suluhu had broken the taboo by appointing a female Minister for Defense. The Ministers of Health, Foreign Affairs and East African Cooperation, Works, and Public Service Management and Good Governance are also women. In addition, several women are Permanent Secretaries and Deputy Permanent Secretaries. In Parliament, Tanzania has had 2 female speakers, and, in the Judiciary, the number of female judges has also increased.

However, Hon. Mhagama stressed that the goal should not be to only have more women as directors in the public service and in other less senior positions.

Hon. Mhagama noted that the challenge of fewer women in leadership positions is also seen in political parties, civil society organizations (CSOs) and the private sector. She added that the shortage of women in leadership positions is often put down to various factors including history, culture and traditions, and the education system being skewed towards boys and men. All of these factors could be what is diminishing the role of women rather motivating and inspiring more women to vie for leadership positions. However, she said that Tanzania used to have female chiefs who were very effective, and even in the fight for political freedom, women like Bibi Titi Mohammed and Lucy Lameck played important roles.

She argued that advances in culture and the transformation in the education system provide opportunities to turn things around. The representation of women at lower levels can be enhanced if tailor-made programmes like the WLP are sustainable. Such programmes can increase the participation of women in top leadership and decision-making positions. She congratulated the Institute again for identifying the need and taking action to empower women as a special group in society and in the nation as a whole. She also urged women to be ready because it can be done, making a special call to current women leaders countrywide to build up their fellow women. She added:

*“The President has shown the way; women at all levels need to emulate her.”*



**H.E. Dr. Samia Suluhu Hassan was sworn in as Tanzania's first female president on March 19, 2021. Photo Credit: AFP/Getty Images.**

She condemned the commonly held belief that the enemy of a woman is a woman. She urged all present to work hard to kill that concept and instead work hard to identify challenges facing women in leadership and find ways to deal with them. She acknowledged that the way women are built, their role as caregivers and other challenges that affect their performance should be analyzed and solutions identified.

She also observed that, in addition to customs and traditions that hinder Government efforts to empower women to vie for leadership positions, other factors may affect women including the labels given to women who are daring enough to do so. Names such ‘Iron Lady’ and other derogatory names that imply a woman with manly qualities may contribute to the reluctance of some women to stand up and stand out. Also, gender-based sexual harassment in training institutions, at the workplace and on social media, as well as existing employment systems that are insensitive to women’s special needs, e.g., the rights of pregnant women and breastfeeding mothers are further challenges to the wellbeing of women leaders. She expressed her hope that the candidates will learn how to deal with these and other challenges. She encouraged them to continue being and doing their best to get to higher levels, adding that women need to be determined and move step-by-step rather than rush through carelessly. They also need to maintain their own style of leadership while using prudence and discretion to influence, encourage and confidently make decisions.

The WLP has targeted both women in leadership and emerging women leaders, which is in line with the Government’s efforts to ensure that it provides opportunities for women to participate in top leadership positions. She assured the audience that the Government will continue to develop policies and guidelines that will give priority to girls to access primary, secondary, tertiary and university education and even employment. However, the challenge remains whereby girls and women are not able to take up job opportunities provided by the Government because they do not meet the required standards in the employment market. Therefore, more efforts are needed to realize the goal of having more women in top leadership positions in public and private service. Government initiatives are evidenced through various programs, strategies and plans. Sectors that affect women directly and those that build the economy are being given priority. She believed that WLP candidates will contribute towards this journey, and she hoped that after their training they will be better equipped, more motivated to make the necessary changes, more confident in making decisions and will be better leaders generally.

Hon. Mhagama also reminded men about their role in facilitating the realization of the goal of gender equality. She was pleased to see that some of the invitees to the launch of the WLP were men, which she said demonstrates the understanding and recognition of their role. She urged other institutions in the public and private sector, civil society, academia, research and development partners to ensure gender equality in all their projects and programmes and to make sure men are involved. She added that men are often the ones who carry the key to open the padlock to realize gender equality, and any efforts will get stuck and not achieve the desired results if men are not educated and involved in all steps of the way towards greater equality.

She noted that the panel session to follow the opening session involved seasoned leaders from the public sector including Tanzania’s first ever woman speaker, the Chief Secretary and a retired Permanent Secretary who will share their personal leadership journeys, which will provide further guidance on the qualities of good leaders.

Hon. Mhagama hoped that over the four years that Finland has committed to support the WLP many women can be trained, and she instructed the Institute to identify women who show promise of being good leaders to receive special training, coaching and mentoring. She noted that most of the WLP candidates were under 45 years of age and so they still have many years to make a difference. She urged them to aim high so that they can leave a legacy, adding that one way to do that is to work on behaviours that put women under scrutiny and rob them of opportunities. She encouraged each candidate to identify challenges and shortcomings that hinder their progress and work on them. The training will help them to achieve stronger self-awareness and gain knowledge and skills. It will also increase their exposure as some of the trainers are international facilitators.

Concluding her remarks, Hon. Mhagama again thanked the Institute for organizing the WLP and the Government of Finland for supporting the programme. She thanked the candidates for coming forward and accepting the opportunity to be trained and encouraged them to share their experiences and limitations so that they can all learn from one another. She reminded them that they have been given a rare opportunity of being selected as the first cohort from among hundreds of applicants who applied for the programme. For this, she also thanked heads of the various institutions that recognized the importance of this training and allowed candidates to participate. She thanked the trainers and facilitators for their time and for preparing the presentations to be delivered during the training. She ended her remarks by thanking all the attendees to the launch and requested their continuing support for the Government’s efforts to attain gender equality by supporting programmes like the WLP so that they can be sustainable and reach more women leaders both in the public and private sectors.



Delegates at the inaugural Women's Leadership Forum.



From L-R: Mr. Henku, Hon. Makinda, Mr. Luhanjo, and Dr. Katunzi.

### Panel discussion

#### Moderator

Mr. Abdallah Issa Henku

#### Panellists

- Hon. Anne Makinda, Former Speaker of the Parliament of the United Republic of Tanzania
- Mr. Philemon Luhanjo, Former Chief Secretary
- Dr. Naomi Katunzi, Former Permanent Secretary

The objective of the panel discussion was to tap into the personal experiences of these esteemed leaders and identify the enabling/facilitating factors that prepared them for leadership positions. The session aimed to encourage and inspire candidates to the WLP. The moderator began by asking a series of questions to all panellists followed by specific questions from the audience to individual panellists. This section presents highlights of the panellist responses.

#### Q. What was your childhood like?

Hon. Anne Makinda

*"I used to walk 8 kilometres to school every day before my parents made arrangements for me to live with nuns. It was a mixed school. We used to communicate with the boys through a box called 'Zero' where notes to and from were placed. After Grade 4, I went to Peramiho Girls' Middle School. I was appointed head girl in Standard 7."*

*"At the time, we had no cell phones, no radios and no newspapers in school. To prepare for*

*exams, students needed to know [Tanzania's] ministers, the ministries they led and their main duties. So, I drew a chart with the whole cabinet on a large piece of paper and filled up the names of each Minister. At the very top, I made a box for the President. At the time, the President was the late Mwalimu Julius Nyerere and next to it I wrote Anna Makinda. Below it I drew a box for the Vice President; at the time it was the late Rashid Kawawa, and I put the name of one of the other girls. I did that for the entire cabinet. So, we had a President,*

*Vice President, Ministers for Education, Health, Finance, etc. Each leader was assigned the same roles and responsibilities held by the respective leaders. Our school did very well in the final exams, but it was believed the exam papers had been leaked. We had to redo the exams. We prepared even harder for the repeat exam. Everyone was motivated to do their best. The whole class of 40 pupils went to secondary school.”*

*“I had a good relationship with my mother. She was very strict but also a good friend. She used to make local brew which helped us go to school. My grandfather was a clerk during the German and British colonial governments. He had a coffee farm. We used to work for our money. We would pick coffee and do household chores and we got paid.”*

Dr. Naomi Katunzi

*“I am a Pastor’s daughter. I had a very strict mother and nine siblings. Each sibling was a mother or father to their immediate younger sibling. My elder sister, who was my ‘mother’, was just as strict as my mother. We each had been assigned chores to do which included fetching water. I was daddy’s girl. My dad taught me how to keep records and to budget. He was very organized.”*

*“I went to school by mistake...I was expected to take care of my younger siblings, but I used to sneak out and attend missionary kindergarten. I was a leader since primary school. I started as a class monitor. Then when I was in middle school and doing very well in class, I was again appointed class monitor. We used to live in dormitories, and I was appointed dormitory leader as well. I learned about nurturing since childhood. I was taught how to care for others.”*

Mr. Philemon Luhanjo

*“I am first born and also the first male child. All my younger siblings except one are female. I did a lot of household chores as the first born. I was responsible for cooking for my siblings. I also herded cattle. So, I started school very late. My parents were small-scale farmers and very religious. They were leaders in church. My mother was very strict. She instilled discipline in us. My Dad was very humble. He never used physical punishment.”*

*“Because of my parents’ affiliation with the church, I received informal education through the church before I went to a formal school. At that time, it was called bush school. I was appointed class monitor and served in that position from Class 1 all the way up to Standard 5. I was always the first in class. I used to teach my classmates when I was in Standard 2. In Standard 6, I became a prefect and was placed in charge of the vegetable garden. I was one of the first students to do the Standard 7 exam.”*

*“I learned English since primary school. We used to have ‘Speak English’ blocks that students who used another language were forced to wear on their shoulders until they could pass it on to another student. It helped a lot.”*

*“My parents are the basis of my leadership ability. The responsibility I had of taking care of my younger siblings was a big lesson in leadership.”*

**Q. Are leaders born or developed?**

Dr. Naomi Katunzi

*“Leaders are both born and developed. Some leadership qualities are passed on genetically, but others are also developed as they are modeled since childhood by their parents and other gate keepers, including teachers. I was raised in a very strict household. I learned to be principled, ethical and reflective since childhood. These are leadership qualities that helped me during my tenure as a Permanent Secretary. I was vigilant in ensuring that rules, procedures and guidelines were adhered to. Leaders need to have a foundation on which leadership behaviours can be moulded.”*

Mr. Philemon Luhanjo

*“Only a few people are born leaders; most need to be developed. There are leadership principles that need to be adhered to. A person needs to learn these principles for them to display or adhere to them. They also need to be exposed to different cultures so that they can interact with different people from different backgrounds.”*

**Q. How do we measure a leader’s effectiveness? Do we measure it by what they do or what they overcome?**

Hon. Anne Makinda

*“I have never been a civil servant. I went into politics immediately after I completed my college education. I started reading the rules and roles of an MP and for the first 6 months in Parliament I never said anything. Once I was confident enough, I got appointed into a leadership position. I worried about the five-year election periods and of the possibility that I would not be re-elected.”*

*“Some of my achievements included effectively managing the pyrethrum and cashew nut saga, whereby farmers were selling their produce directly to buyers instead of through cooperatives. I won a High Court case. My ability to brave the storm was born and nurtured. This generation of leaders can do the same because they are educated. But challenges are also inevitable. If one does not have challenges in life, you end up being just like a potato.”*

**Q. You have been a mentor for a while. Have you ever had an opportunity to mentor a woman who got appointed to a position of leadership?**

Mr. Philemon Luhanjo

*“When I joined the Ministry of Foreign Affairs, there was no system for posting officers overseas. I established a roster and placed women in departments that had a lot of challenges. At the time, there were problems in certain parts of the African region, like Somalia and Sudan. I sent female employees to those areas so that they could showcase their capabilities. I also sent many female employees to international conferences organized by the United Nations General Assembly (UNGA), the African Union (AU), the Southern African Development Community (SADC), the East African Community (EAC) and the like to give them exposure.”*

*“The majority of women who were appointed to such positions ended up becoming ambassadors and those who didn’t became directors and still acquired the title of Ambassador-at-Large hence qualifying to*

*become Ambassadors. The current Minister for Foreign Affairs and East African Cooperation, Ambassador Liberata Mulamula, and the current Minister of Defense, Ms. Stergomena Tax, were mentored by me.”*

**Questions from the audience:**

**Q. When you were at the then Ministry of Foreign Affairs and International Cooperation, you used to give opportunities to young officers and female officers. What drove you to do that?**

Mr. Philemon Luhanjo

*“I think it is because of my background. I studied administration and so I believe in personal and career development which all leaders need to keep in mind. It was part of my training, so I applied what I learned in theory. I believe that if you can make others happy you are blessed! Leadership needs to have a human face.”*

**Q. Being a woman, what challenges did you face leading men?**

Hon. Anne Makinda

*“You should always be guided by the fear of God and not view yourself as a woman, rather as a leader. The Bible verse from Jacob 1:19 says, ‘My dear brothers and sisters, take note of this: Everyone should be quick to listen, slow to speak and slow to become angry.’ You need to identify what you want from the people you are leading and make a plan to achieve it.”*

Dr. Naomi Katunzi

*“If you are objective and you have a course of action, your gender is irrelevant. Objectivity is very crucial. You need to have a vision and sense of direction and share your vision with the people you are leading. You also need to keep the people you are leading busy by keeping them occupied. In short, change your mindset, be visionary and be objective.”*

**Q. How can the WLP candidates be good leaders?**

Mr. Philemon Luhanjo

- 1. Know your roles and responsibilities.*
- 2. Recognize and identify the different skills of different people under you and assign responsibilities accordingly.*
- 3. Be a role model in your behavior, appearance, and the people you hang around. There are certain things you need to stop doing once you become a leader.*
- 4. Encourage teamwork.*

Hon. Anne Makinda:

*“Watch what you say! Ephesians 4:29 says; ‘Let no corrupt communication proceed out of your mouth, but that which is good to the use of edifying, that it may minister grace unto the hearers.’”*

**Closing remarks**

To officially close the Forum, Ms. Hafsa Hassan Mbamba gave a brief vote of thanks for the event on behalf of Eng. Zena Ahmed Said, Chief Secretary and Secretary of Revolutionary Council of the Revolutionary Government of Zanzibar.

She acknowledged the WLP as an important opportunity for women, noting that the panellists were role models who demonstrated that women can be excellent leaders. She wished the WLP candidates all the very best in their training.



**Ms. Mbamba gives a brief vote of thanks on behalf of the Chief Secretary of Zanzibar.**

# SECOND WOMEN’S LEADERSHIP FORUM – DECEMBER 2022

The second Women’s Leadership Forum, the launch event for the second cohort of the Institute’s Women’s Leadership Programme, was held at the White Sands Hotel in Dar es Salaam on 5 December 2022. The Forum featured welcoming remarks by Mr. Kadari Singo, Chief Executive Officer of UONGOZI Institute, followed by remarks by the Ambassador of Finland to Tanzania, H.E. Theresa Zitting, and the Representative of UN Women Tanzania, Ms. Hodan Addou. The opening session culminated with the address and official launch of the programme by the Guest of Honour, Hon. Dr. Stergomena Lawrence Tax (MP), Minister of Foreign Affairs and East African Cooperation. The opening session was followed by a panel discussion moderated by Prof. Fortunata Makene, Head of Research and Policy, UONGOZI Institute.

## Welcoming remarks by Mr. Kadari Singo, CEO, UONGOZI Institute

Mr. Singo welcomed all the participants and stakeholders to the launch of the second cohort of the Women’s Leadership Programme. He thanked the Guest of Honour, Hon. Dr. Stergomena Lawrence Tax, Minister for Foreign Affairs and

East African Cooperation, for agreeing to officially open the Programme. He observed that equal political participation and power sharing between men and women is enshrined in the Beijing Declaration and Platform for Action, an internationally agreed framework adopted unanimously by 189 countries at the [Fourth World Conference for Women](#) held in Beijing in 1995. However, he noted that despite evidence that women’s leadership in political and other decision-making positions improves many aspects of life, most countries have not achieved this agenda, and few have set or met the ambitious target for gender parity.

Regarding trends for women in leadership globally, Mr. Singo noted the following data from 2021[2]:

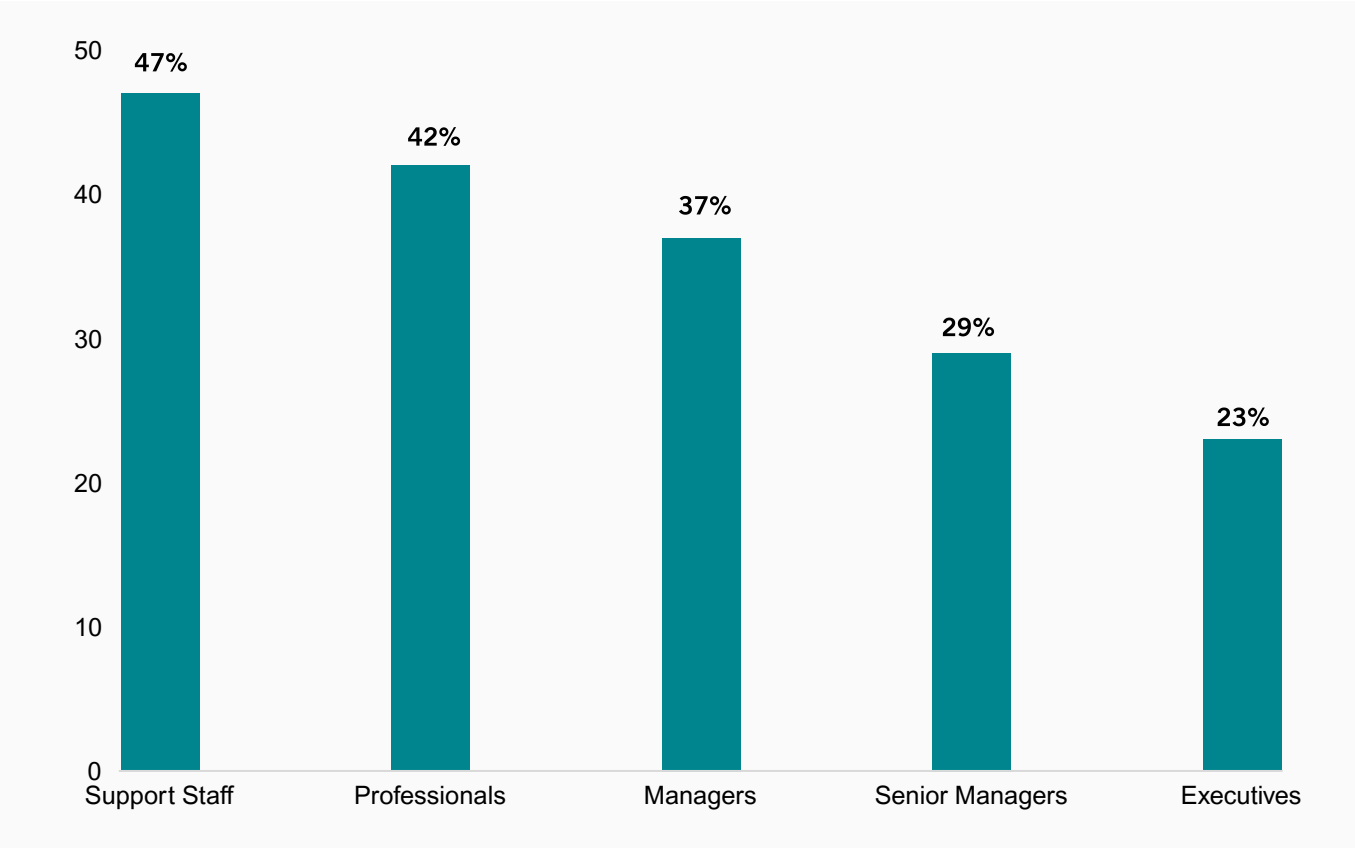
- **Only 25.5 percent of all national parliamentarians were female**—an increase from 11.3 percent in 1995;
- **Only 11 women were serving as heads of state** and 13 were heads of government;
- **Only 17 percent of government ministers were women**, most of whom were overseeing social sector portfolios;

- **Only 13 countries have achieved 50 percent** or more women holding ministerial positions.

He added that Europe has the most countries led by women with 5 out of 9 Heads of State and 7 out of 13 Heads of Government.

Beyond parliamentary representation, Mr. Singo observed that research of over 1,100 organizations across the world found that the higher up the corporate ladder, the fewer the women (see Figure 3).

Figure 3: Average representation of women in talent pipelines at all levels, 2020[3]



Regarding the situation in Tanzania, Mr. Singo pointed out that Tanzania has made great progress in ensuring women lead and participate in decision-making positions. The President of the United Republic of Tanzania, Speaker of the National Assembly (NA) and Deputy Speaker of the Zanzibar House of Representatives (ZHoR),

Chief Secretary of Zanzibar, and Clerks of both the NA and ZHoR are all women.

However, he pointed out that a study by the Institute in 2019 revealed much lower representation of women in leadership positions in the public service in Tanzania (see Table 1).

2 Inter-Parliamentary Union (IPU)-UN Women [“Women in Politics 2021”](#) map.

3 Edwards, R., Guzzo, R., Jackson, C., Knoepfelmacher, A., & Nalbantian, H. (2020). [Let’s get real about equality: When women thrive 2020 global report](#). Mercer.

Overall, women occupied only 26 percent of leadership positions in the public sector.

**A study by UONGOZI Institute in 2019 revealed much lower representation of women in leadership positions in the public service in Tanzania (see Table 1). Overall, women occupied only 26 percent of leadership positions in the public sector. Moreover, women more often held non-technical positions (administration and human resources) than technical positions especially in the sciences (technology, innovation, energy).**

Moreover, women more often held non-technical positions (administration and human resources) than technical positions especially in the sciences (technology, innovation, energy).



Mr. Singo emphasized that to overcome structural barriers holding women back, access to education, training and employment for women must be increased.

Table 1: Women leaders in public service in Tanzania, 2018 to 2022

S/N	Leadership Positions	2018	2019	2020	2021	2022
		Proportion of women in %	Proportion of women in %	Proportion of women in %	Proportion of women in %	Proportion of women in %
1	Ministers	14	18	21	21.7	35
2	Deputy Ministers	33	28	26	27.8	16
3	Permanent Secretaries	10	17	17	17.2	16
4	Deputy Permanent Secretaries	43	15	11	42.9	20
5	Directors of Ministries	26	26	19	26.4	26
6	Assistant Directors of Ministries	40.4	40.4	40.4	40.4	40.4
7	Commissioners	13.3	13.3	13.3	13.3	13
8	Assistant Commissioners	15.8	15.8	15.8	15.8	15.8
9	Regional Commissioners	23	23	15.4	15.4	15.4
10	Administrative Secretaries	33.3	30.8	30.8	30.8	15
11	District Commissioners	28.8	28.8	28.8	28.8	28.8
12	District Executive Directors	16.4	16.4	16.4	16.4	16.4
13	District Secretaries	15.7	15.7	15.7	15.7	15.7
14	Ambassadors	21.4	21.4	21.4	21.4	21
15	Judges	40	39.2	39.2	39.2	40
16	MPs	37.4	37.4	36.7	36.7	36.7
17	Elected MPs	9.8	9.8	9.1	9.1	9.1
18	Appointed MPs	44.4	44.4	57.1	57.1	57.1
19	Special Seat MPs	100	100	100	100	113
20	Councillors	30.1	30.1	30.1	30.1	30.1

The proportion of men employed in the public service also favoured men. As of February 2020, of the total number of public servants (526,717) in Tanzania, 302,371 (57 percent) were men and 224,346 (43 percent) were women.

Mr. Singo said that these disparities are the result of both historical challenges and structural barriers faced by women in seeking leadership. For example, key historical challenges have included:

- Differences in enrolments between men and women at all levels of education;
- Higher dropout among women (i.e., from primary to ordinary and advanced levels) than for men; and
- Choice of subjects and fields in lower levels of education, for example, sciences vis-à-vis the arts, impact on their leadership path. For instance, only 10 percent of the 20,000 registered engineers in Tanzania are women.

Long-standing structural barriers also impede the aspirations of women. These include:

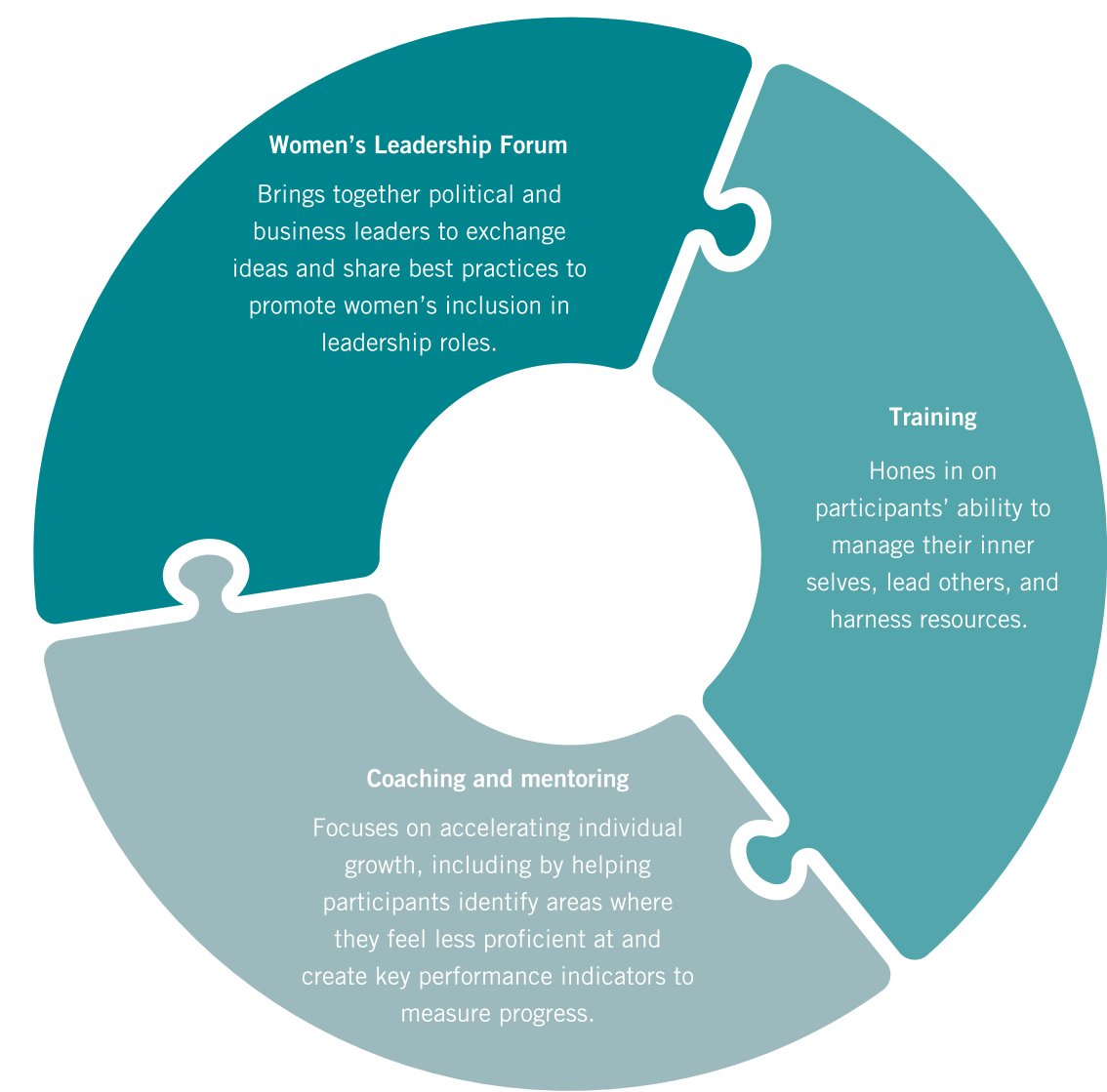
- Discriminatory laws, policies, cultural norms and practices;
- Attitudes about women as effective leaders;
- Limited financial resources for many women to fund leadership training opportunities or political campaigns; and
- Balancing family responsibilities, education and career. The reproductive burden of having and raising children disproportionately affect women's progress in education and career.

To overcome these challenges and barriers, Mr. Singo identified a number of important strategies to address the gap of women's leadership at the national level. These included:

- Enhancement of women's legal capacity;
- Women's economic empowerment and poverty eradication through access to productive resources;
- Women's political empowerment and decision-making through training offered by UN Women and other organizations;
- Increasing women's access to education, training and employment. Women often cite that the lack of information on how to advance into leadership roles is one of the biggest obstacles to gender equity in the workplace; and
- Generation Equality Forum financial commitments, which aim to make tangible impacts on gender equality and girls' and women's human rights.

Turning his attention to the current event, Mr. Singo said that the Institute's Women's Leadership Programme had been tailored to the needs of women wishing to advance into leadership roles in public service. It aims to enhance candidates' abilities to make strategic choices, lead people and excel in personal leadership qualities. The Programme has three components (see Figure 4):

Figure 4: Components of the Women's Leadership Programme



In closing, Mr. Singo called on all WLP candidates to be focused and committed so that they may successfully graduate in May 2023 and thanked the Government for its ongoing generous support.

## Remarks by Ms. Hodan Addou, UN Women Representative to Tanzania

Ms. Addou said she was delighted to attend the Women's Leadership Forum and the launch of the 2nd cohort of the Women's Leadership Programme. She congratulated the Institute for their important work of strengthening the capacity of leaders in the public sector in Tanzania. She said that UN Women is very proud of its partnership with the Institute to advance women's leadership opportunities and their full participation in political, economic and public life. Ms. Addou noted that, worldwide, women are underrepresented in leadership and decision-making positions in the public sector, private sector and beyond. In Tanzania, the outlook is very promising. Every sector has witnessed an increasing number of women in key strategic decision-making positions. Ms. Addou observed that Tanzania is fortunate to have a wealth of women leaders setting an example for other countries in the region and globally.

Echoing the remarks of Mr. Singo, she observed that women's opportunities to lead continue to be limited by structural barriers. Capacity and resource gaps mean that women are less likely than men to have the confidence and mentorship opportunities to move up the ladder from lower-level jobs to middle-level positions into senior leadership roles.

However, she added that individual women have overcome the obstacles with great acclaim and often to the benefit of society at large. But, for most women, the playing field needs to be level. It is for this reason that the Institute's Women's Leadership Programme is so vital: not only to ensure that women aspiring to leadership are well equipped to access these roles, but to also strengthen the transformational leadership skills

of women to make strategic decisions in addressing Tanzania's development challenges.

Ms. Addou thanked the European Union for their generous financial contribution which made it possible for UN Women Tanzania to partner with the Institute not only to strengthen the capacities of women in senior and middle-level positions but also to strengthen the capacities of selected public and private institutions to promote gender-responsive strategies, procedures and policies in Tanzania and beyond. This will include providing technical support for the development and adoption of tools to promote women's leadership in public and private sector decision-making bodies. Implementation of gender mainstreaming guidelines for the public sector in Tanzania is part of a transformational process to ensure equitable participation of women and men in public service in line with the Government of Tanzania's gender-sensitive employment policies and legal frameworks. Ms. Addou finalized her remarks by congratulating all the members of the 2nd cohort of the Women's Leadership Programme and wished them every success.



**Ms. Addou observed that Tanzania is fortunate to have a wealth of women leaders setting an example for other countries in the region and globally.**

## Remarks by H.E. Theresa Zitting, Ambassador of Finland in Tanzania

To begin her remarks, Amb. Zitting said she was delighted to attend the 2nd Women's Leadership Forum. She further observed that the Government of Finland has supported the work of the Institute since its inception in 2010. Indeed, the Institute was created jointly between the Governments of Finland and Tanzania. The concept for the Institute originated in the Helsinki Process on Globalization and Democracy, an initiative by the Finnish Government to encourage North-South dialogue by bringing together decision-makers from the two countries to reflect on challenges and solutions to global and regional issues related to sustainable development.

Amb. Zitting noted that in the 12 years since the establishment of the Institute, it has become the foremost institute for promoting leadership skills in Tanzania, and that the increasing demand for the Institute's services in both public and private sectors serves as a proof of the quality and usefulness of its work. She insisted that a thriving and well-functioning society needs good leaders.

Amb. Zitting noted that Finland has a very special relationship with Tanzania. In 1962, Tanganyika was the first country Finland engaged with in development cooperation. The first project at Kibaha in the Coastal region focused on education and health. Since then, many projects have been implemented and the two countries have shared excellent relations without interruption in the area of development cooperation, as well as political and economic cooperation.

Regarding the role of women in society, Amb. Zitting noted that gender equity and empowerment of women have been the cornerstones of Finnish development. Finland was the third country in the world and the first in Europe to grant women the right to vote in 1906 as part of Universal and Equal Suffrage. At the same time, women were also allowed to stand for election. In 1907, the world's first women parliamentarians were elected. Currently, 47 percent of members of parliament in Finland are women. Accordingly, when the current Prime Minister, Ms. Sanna Marin, came into power in 2019, 12 out of 19 Government ministers were women. She highlighted that Tanzania, too, has an excellent model for women's leadership in many respects under President Samia Suluhu Hassan. She is a role model for leadership for girls and women in Tanzania and beyond. She stressed that becoming a leader and thriving professionally absolutely does not depend on gender.

She emphasized that the Institute has an important role to play in promoting more women to take leadership positions in both public and private spheres. Accordingly, Finland is proud to be partnering with the Institute for the Women's Leadership Programme. She noted that with more women in leaderships positions they may influence norms, rules and regulations and make economic participation easier. This will ensure that women as half of the population can meaningfully and fully participate in economic activities. She concluded her remarks by wishing all the participants a very fruitful Women's Leadership Forum and thriving careers.



H.E. Zitting emphasized that UONGOZI Institute has an important role to play in promoting more women to take leadership positions in both public and private spheres.

**Address by the Guest of Honour, Hon. Dr. Stergomena Lawrence Tax (MP), Minister of Foreign Affairs and East African Cooperation**

Hon. Tax thanked the Institute for inviting her as the Guest of Honour to launch the 2nd cohort of the Women's Leadership Programme. Further, she thanked the Government of Finland for its generous financial support to the Programme. She commended the Institute for its role in strengthening the capacity of women leaders, which is in line with the goal of Tanzania's Sixth Phase Government under the leadership of H.E. Samia Suluhu Hassan to promote gender equality in both the public and private sectors.

Hon. Tax observed that, worldwide, the representation of women in leadership positions and decision-making levels has been growing at a slow pace, despite deliberate national and international efforts geared towards ensuring adequate representation of women leaders in various sectors. Despite the slow pace, she noted that the numbers of women leaders in public institutions, civil society organizations and the private sector have been increasing. A report by the United Nations (UN) and the International Parliamentary Association (IPU) shows that as of January 2021, European countries, including Norway, Finland, Iceland and Denmark, lead the way with women holding more than 50 percent of ministerial positions and senior government officials. In the United States, the number of women in charge of ministries increased from 17 percent in 2020 to 46 percent in 2021. In Africa, Rwanda still leads among Sub-Saharan African countries with 54.8 percent of female ministers, while it leads the world by having the most female parliamentarians. Despite the fact that many

countries in Africa have not reached 50 percent or more, the number of women leaders continues to increase, albeit at a slower pace.

Nationally, Tanzania has performed well. In almost every sector, the number of women in leadership positions has been increasing year by year. These women act as role models and inspire emerging women leaders. However, the proportion of women in high leadership positions is still low. Overall, women held only 26 percent of leadership positions in Tanzania's public sector. However, the proportion of female ministers increased from 21 percent in 2020 to 35 percent in 2022, and female directors from 19 percent in 2020 to 26 percent in 2022. The number of female judges increased very marginally from 39 percent in 2020 to 40 percent in 2022, while the percentage of women parliamentarians for year 2022 reached 36.7 percent.

Despite this positive trend, she said that a lot remains to be done to empower women and attain gender balance in leadership. Moreover, she noted that although the statistics show an increase in number of women leaders in the political and public sectors, the continuing lack of women in leadership is visible in the private sector and civil society. Few women are in top leadership positions. Many women occupy middle and lower-level positions in both the private sector and civil society institutions.

Hon. Tax observed that the low number of women in leadership positions can be largely attributed to historical factors such as cultural norms and a biased education system that did not favour women. Also, she highlighted structural obstacles which include laws, policies, and regulations that prevent women from participating in leadership.



**Minister Tax emphasized the need to educate society more broadly on the participation of women in decision-making and eradicating gender-based violence.**

Moreover, she observed that the society has discouraged women from participating in leadership. For instance, women who aspire to get into leadership or run for political office are given names with negative connotations, which has denied women opportunities to showcase their leadership abilities.

Despite the growth in opportunities, it has also led to an increase in violence and sexual harassment, especially for women on social networks. Assertive women leaders have been called different names like Jike Dume, and Mwanamke wa Chuma which translates to ‘Iron lady’. This does not help to instill confidence in emerging women leaders. Hon. Tax called on the participants to learn and develop skills on facing such challenges. She emphasized that they did not need to change their feminine personality and force themselves to be the leaders that society wants; but to use wisdom and ingenuity to persuade, encourage each other, discuss carefully and make decisions with competence and confidence.

Hon. Tax noted that studies have revealed that institutions led by women tend to be very successful. Women can multitask and perform well. Further, she observed that women are careful yet inquisitive in addressing perennial challenges. Some studies have also revealed that women are reliable and resilient and possess high emotional intelligence. She also observed that women have a strong developmental mindset since they suffer most when social services (health, education, water and others) are lacking.

Regarding her own leadership journey, Hon. Tax related that she had been born in a normal rural family. Her parents were teachers. She did not have any luxuries and engaged in farming, collecting firewood and water just like other young girls in the village.

She observed that her mother played an instrumental role in encouraging her to work hard in life. Accordingly, she started work in the public service as a junior officer and rose through the ranks step-by-step. She said that she was learning continuously from her senior colleagues, which helped her a lot. Another secret to success is for one to love their work.

Moreover, she insisted that teamwork and cooperation with colleagues is a key to success at workplace. Teamwork delivers set goals and objectives much more efficiently. Therefore, she called upon participants to ensure that they work in teams and not in silos. Further, she noted the importance of showing respect for all the people at work, even those with lower academic qualifications.

She noted that women will often be called upon to balance family and career roles. She herself was married and had her first child during her undergraduate studies. However, this did not deter her from completing her studies successfully. Indeed, she went on to pursue a master’s degree and PhD studies abroad while her child was still young, and she managed quite well. As such, she insisted that women must be courageous, confident, constantly learning, and hard-working in teams to attain their set goals and succeed.

Hon. Tax noted that the Women’s Leadership Programme aims to:

- Train senior and emerging leaders to increase and promote leadership qualities for women;
- Analyze the challenges that prevent them from reaching the highest levels;
- Identify gender challenges that affect their success; and
- Improve personal attributes and behaviors that will enable them to succeed in their leadership journeys.

She was hopeful that after the training the participants will be inspired and motivated to make productive and sustainable changes. Moreover, she observed that the training will increase assertiveness and confidence in decision-making and ensure the trainees become better leaders.

Further, Hon. Tax underscored that participation of men in achieving the aspirations of women to be leaders and enabling the nation to achieve gender equality is very important. She insisted that men must support women to hold leadership positions so as to achieve gender equality. She called upon the Institute to fully involve men in the Programme. She insisted that men must be involved in training women leaders. Further, she emphasized the need to educate society more broadly on the participation of women in decision-making and eradicating gender-based violence.

She insisted that the Government of Tanzania will continue to make and improve policies, regulations and guidelines that are friendly and empowering in entrenching gender equality. Hon. Tax concluded her speech by expressing her sincere gratitude to the Government of Finland for continuing to support the Institute in building the capacity of women leaders. She congratulated the participants of the 2nd cohort on being selected and declared the Women’s Leadership Programme to be officially open.





From L-R: Ms. Mlawi, Prof. Mlama, Amb. Mongella, Prof. Makene, Ms. Kanganda, and Mr. Rugumyamheto.

### Panel discussion

#### Moderator

Prof. Fortunata Makene, Head of Research and Policy, UONGOZI Institute

#### Panellists

- Mr. Joseph Rugumyamheto, Former Permanent Secretary
- Amb. Gertrude Mongella, Former UN Deputy Secretary General, Women Affairs
- Prof. Penina Mlama, Associate Professor, University of Dar es Salaam

- Ms. Susan Mlawi, Former Permanent Secretary
- Ms. Suzan Kaganda, Commissioner, Administration and Human Resources, Tanzania Police Force

As for the inaugural Forum, the panel discussion tapped into the personal experiences of the panellists and asked them what factors helped shape them into leaders. The session aimed to encourage and inspire candidates to the WLP. The moderator began by asking the panellists a series of questions followed by questions from the audience. This section presents highlights of the panellist responses.

#### Q. Please tell us about your life during childhood and how it shaped you to become the leader you are today

Ms. Suzan Kaganda

*“I went to nursery boarding school at a very young age, so I had to learn to be self-reliant early on in life. Then, I went to a primary boarding school which was far from home. The school was in Iringa while my parents, who were civil servants, lived in Dodoma. I had to survive within a tight budget since my parents were far away from my school. I was a very courageous student. I was not a formal leader at school as in class monitor or prefect, but I led study discussion groups. My teachers, especially those in Standard 5 to Standard 7 helped me a lot as a student.”*

Ms. Susan Mlawi

*“As a young girl, I was fearful of failure and getting in trouble. Even now, despite being a leader, I still have similar feelings. For primary school, I went to a boarding mission school in Kifungilo. The teachers were very strict, and discipline of a high standard was expected of all students. My parents were also very strict and did not entertain nonsense at home. I was not a formal leader at school, but I was very inquisitive as a student and highly disciplined. I also learned to be punctual and respectful to others. These values have shaped my life.”*

Prof. Penina Mlama

*“I was the second born in a family of seven children. As the second born, I automatically became a leader because I had to raise my younger brothers and sisters. So, I acquired leadership skills and experience at a very tender age. Then, in Standard 5, when I was ten years old, I left Morogoro where my family was living and went to boarding school in Dodoma. It was a mission school which emphasized hard work and discipline.”*

Amb. Gertrude Mongella

*“I was born on Ukerewe Island. My father played a very positive role in my life. I came from a very patriarchal system, but my father did not entertain it. He made sure that I went to school. My mother was very strict and demanded discipline and hard work from me. She was quick to punish whenever I misbehaved. As a student, I hated to be a failure. I wanted to excel at school and in life. My father inspired me to get into politics. He was one of the early members of TANU[4]. I strongly believe gender equality cannot be attained without involving men.”*

**Q. Based on your experience, do you think leaders are born or made?**

Ms. Susan Mlawi

*“I think that leaders are both born and made. There are many different levels of leadership starting from the family level all the way up to the national and international level. As such, leadership depends on the level at play. I was a born leader when it comes to my family.*

*At a wider and broad level, such as the government, public or private sphere, I think that even though leaders can be born with traits, such as being ethical, self-reliant, trustworthy and honest, they must be assisted to realize their full potential. This is why training like the one through the Women’s Leadership Programme is important.”*

Ms. Suzan Kaganda

*“I also think that leaders are both born and made. Leaders can be born at one level, but they must be helped to get to the next level. I was a born leader but was assisted to get to where I am today. I believe that having vision is so important for leaders to realize their full potential. Some people are born leaders, but they fail to realize their potential because they do not have a clear vision. With the right vision, one can take radical steps, make deliberate efforts and find opportunities to develop and become even better leaders. At secondary school, my vision became clear through mentorship from my teachers at Weruweru Secondary School. My education helped me to become a better leader. Values such as being a team player, visionary, and results-oriented are important ingredients which need to be nurtured. Leaders must also be ready to ‘make themselves’ rather than being made by others by embracing change, and being flexible, adaptable and team players.”*

Prof. Penina Mlama

*“There are some people who are natural leaders, but many leaders are made. In my case, as a young girl, I was not talkative, but I learnt to talk from being in different leadership positions. A child’s upbringing plays a big role in shaping them as leaders. In my case, I was brought up with a habit of service to humanity. From a young age, my parents pressed me to serve sick and elderly people and others who were in need. Education also plays an important role in leadership. The right upbringing and education are prerequisites for making good leaders.”*

Amb. Gertrude Mongella

*“Everyone is born with unique gifts and talents. But what is important is how they are nurtured. My parents taught me to love all people. This is essential in leadership. Stigmatizing people is the opposite of good leadership. Therefore, I encourage parents to spend more time with their children to teach them good societal values. Nowadays, parents spend less and less time with their children; they are mostly brought up by housemaids. Education is essential for developing leaders. Women also must be bold and assertive in leadership. I was mentored by leaders of the first phase government, and this truly helped me to become a better leader. Women leaders must also ensure that they have good support system, especially their spouses.”*

**Q. What challenges do women in your position go through and how to overcome them?**

Ms. Suzan Kaganda

*“Leaders must go through many challenges, but the most important aspect is for women leaders to turn those challenges into opportunities. In my case, in the Police Force,*

*people are not used to having senior female officers. So, I had to be nimble and creative, so as to cope with the situation hands on. Learning is important and being proactive also makes it easier to give directions. Professionalism is very important in overcoming leadership challenges; self-discipline, teamwork, justice and ethics are essential qualities of a good leader.”*

Prof. Penina Mlama

*“There are not many female leaders in academia and leadership challenges are always present. Therefore, it is important for women who get into leadership roles to empower fellow women so that they can be better leaders. This is why in cooperation with my colleagues we have implemented the Tuseme Project in 25 African countries. The Project aims to help girls to be courageous and confident in analyzing issues and solving problems facing them. As a consequence of the patriarchal system, a major challenge facing African girls is lack of courage and confidence. It is important to make deliberate efforts to empower girls.”*

*“In academia, women face several challenges. They are under constant pressure to do research and publish so as to be promoted. But this does not augur or fit well with women’s social roles of giving birth and raising the family. This hostile environment has discouraged women from taking up leadership roles in academia.”*

4 The Tanganyika African National Union, the principal political party in the struggle for Tanzania’s independence was founded in 1954 by Julius Nyerere, the first President of Tanzania.

**Q. Did reforms which were rolled out in the Government promote and encourage women to be leaders?**

Mr. Joseph Rugumyamheto

*“There were efforts to promote and encourage women’s leadership prior to public service reforms, while I was still a Director in the President’s Office – Public Service Management (PO-PSM). When the reforms were rolled out, I was the Permanent Secretary of PO-PSM. One of the objectives of the reforms was to deliberately promote women to senior leadership positions in the public sector, and there was a specific budget and specific department responsible for interventions which would help women in the public sector to become good leaders. Consequently, when I was a PS, there were more women directors than men directors. These interventions also aimed to change the mindset of senior leaders, so that they would appoint more women into senior leadership positions. The reforms also sought to build the confidence level of women in the public sector.”*

**Question from the audience:**

**Q. Has affirmative action been effective? And should special seats for MPs have term limits?**

Amb. Gertrude Mongella

*“I think some women have abused affirmative action and special seats by overstaying in power. In the beginning, the intention of affirmative action was to support as many women as possible so that they could be equipped to contest elections in constituencies. However, some MPs have stayed too long as special seats’ MPs and denied new women leaders the opportunity to learn and get experience.*

*I think there is now a need to change the law to establish a term limit. But it is still very important to empower women politically so that they have resources required to compete in elections.”*

Prof. Penina Mlama

*“It is important to put accountability mechanisms in place to ensure that MPs represent their constituencies, as some MPs are clearly not doing so. Women leaders must also make sure that they help fellow women to perform better and get into leadership.”*

**Final comments from panellists:**

Ms. Susan Mlawi

*“Women leaders must work hard and deliver. This will help to change the negative mindset about women leaders in the society.”*

Ms. Suzan Kaganda

*“All leaders, especially women leaders, must have objectives and evaluate themselves. To succeed, leaders must transform challenges into opportunities.”*

Mr. Joseph Rugumyamheto

*“It is very important for leaders to apply values and integrity as they deliver public services. This will prevent the moral and ethical erosion in the public service.”*

**Closing remarks by Ms. Abeida Rashid Abdallah, Principal Secretary, Ministry of Community Development, Gender, Elderly and Children, Zanzibar**

Ms. Abdallah thanked the Guest of Honour, Hon. Tax, for agreeing to officially launch the 2nd Women’s Leadership Forum. Further, she thanked the Institute and its partners, UN Women Tanzania, the Embassy of Finland and the European Union for organizing and sponsoring the training which aims to promote women’s full participation in political, economic and public life. She emphasized the need to change

negative stereotypes on women’s leadership and political participation and called on men to support women to become leaders. She commended both presidents Samia Suluhu Hassan of the United Republic of Tanzania and Hussein Ali Mwinyi of Zanzibar for undertaking deliberate efforts to promote women to senior leadership positions in their respective governments. She called upon the participants to be focused and committed to the training programme so that they can be change agents and ambassadors in Tanzania and beyond. She concluded her remarks by wishing all the participants a very fruitful women’s leadership forum and success in the future.



**Ms. Abdallah emphasized the need to change negative stereotypes on women’s leadership and political participation and called on men to support women to become leaders.**



Delegates at the second Women's Leadership Forum.

# KEY MESSAGES FROM THE TWO FORUMS

Several key messages emerged from the speeches and discussions during the first two Women's Leadership Forums.

## Women are underrepresented in leadership and decision-making roles in all sectors globally



The lack of women leaders in the public sector, private enterprise and civil society is a worldwide phenomenon. As of 1 January 2021, only 9 out of 152 elected heads of state and 13 out of 193 heads of government were women (equivalent to only 5.9% and 6.7%, respectively). In Tanzania, women occupy only one in four leadership positions in the public sector.

## Structural barriers hinder the participation and advancement of women in leadership



Structural barriers, including discriminatory laws, policies, cultural norms, practices and attitudes, as well as myths and misconceptions, hinder women from participating in leadership. Notably, women are still overwhelmingly responsible for child-rearing and caregiving within families, which significantly impacts their ability to enter the workplace on a full-time basis, pursue professional development opportunities and advance into more senior positions. Existing systems are frequently insensitive to women's special needs in the workplace, including the rights of women who are pregnant or are breastfeeding children. Women also often face gender-based discrimination and sexual harassment in educational and training institutions, at the workplace and on social media. Participants noted that derogatory labels or names given to women can discourage them from demonstrating their leadership abilities or seeking leadership positions.

## Women have invaluable qualities and attributes for leadership



Research has shown that institutions led by women tend to perform better. Women are naturally positioned for leadership. They can multi-task. They are sharp and observant. They possess strong emotional intelligence. They are cautious and trustworthy. They are resilient and demonstrate endurance.

Moreover, women have greater incentive to propel Tanzania's socio-economic development forward because they have the most to lose if things do not go well. As primary carers, women are more often the ones most affected by the lack of essential social services, such as health, education, water and sanitation.

## Concerted actions need to be taken correct the gender imbalance in leadership



All institutions in the public and private sector, civil society, academia, research and development have an ongoing responsibility to work towards equitable access and participation in their projects, programmes and services. This will necessitate the continued development and implementation of gender-responsive guidelines, procedures and policies, as well as supportive and enabling structures to ensure equal participation in leadership and decision-making, such as equitable human resource development plans, leadership mentorships and inclusive succession plans. Given the existing gender imbalance, women need to be actively supported at lower levels to help pave their way to higher leadership roles.

Male involvement in this transformative process is imperative and they will need to be educated and involved in every step of the way towards realizing gender equality. On their part, women will need to seek every opportunity to showcase their leadership abilities, and those who are already in senior positions need to support, encourage, groom and mentor fellow women who show potential.

## The movement for women’s representation in leadership is strong and growing



Since the adoption of the ground-breaking Beijing Declaration and the Platform for Action at the Fourth World Conference for Women in 1995, national and international initiatives promoting the participation and empowerment of women have helped to increase the number of women in leadership positions. Beneficial changes in cultural and behavioural norms as well as transformations in education systems to ensure access to girls and young women have provided a foundation for greater gender equity.

Promising progress has been achieved in Tanzania. In recent decades, the proportion of women in Parliament and senior leadership positions has been increasing steadily. Today, a wealth of women leaders, including President Samia Suluhu Hassan, is setting the example for the next generation of women aspiring for leadership. But more remains to be done to achieve gender equality. Implementation of the gender mainstreaming guidelines for the public sector is one part of the transformational processes to ensure equitable participation of women and men in public service in line with the sixth-phase Government of Tanzania’s gender-sensitive employment policies and legal frameworks. In addition, training programmes, like the Women’s Leadership Programme, that are tailored to enhance and nurture leadership among women will be essential to boost their representation at all levels of Government from local and district authorities to the National Assembly.

# APPENDICES: EVENT PROGRAMMES

## First Women’s Leadership Forum, 20 June 2022

08:00 – 09:00	<b>ARRIVAL AND REGISTRATION</b>
09:00 – 09:20	<b>WELCOMING REMARKS</b> Mr. Kadari Singo, Chief Executive Officer, UONGOZI Institute
09:20 – 09:40	<b>REMARKS</b> <ul style="list-style-type: none"><li>• Ms. Hodan Addou, UN Women Representative to Tanzania</li><li>• H.E. Riitta Swan, Ambassador of Finland in Tanzania</li></ul>
09:40 – 10:15	<b>ADDRESS BY THE GUEST OF HONOUR</b> Hon. Jenista Joakim Mhagama (MP), Minister of State, President’s Office - Public Service Management and Good Governance
10:15 – 10:45	<b>GROUP PHOTO AND TEA BREAK</b>
10:45 – 12:20	<b>PANEL DISCUSSION</b> <i>Panellists</i> <ul style="list-style-type: none"><li>• Mr. Philemon Luhanjo, Former Chief Secretary</li><li>• Hon. Anne Makinda, Former Speaker of the Parliament of the United Republic of Tanzania</li><li>• Dr. Naomi Katunzi, Former Permanent Secretary</li></ul> <i>Moderator</i> Mr. Abdallah Issa Henku
12:20 – 12:50	<b>GENERAL DISCUSSION</b>
12:50 – 13:00	<b>VOTE OF THANKS</b> Ms. Hafsa Hassan Mbamba, Representative of the Chief Secretary of Zanzibar
13:00	<b>LUNCH AND NETWORKING</b>

## Second Women's Leadership Forum, 5 December 2022

08:00 – 09:00	<b>ARRIVAL AND REGISTRATION</b>
09:00 – 09:20	<b>WELCOMING REMARKS</b> Mr. Kadari Singo, Chief Executive Officer, UONGOZI Institute
09:20 – 09:40	<b>REMARKS</b> <ul style="list-style-type: none"> <li>• Ms. Hodan Addou, UN Women Representative to Tanzania</li> <li>• H.E. Theresa Zitting, Ambassador of Finland in Tanzania</li> </ul>
09:40 – 10:10	<b>ADDRESS BY THE GUEST OF HONOUR</b> Hon. Dr. Stergomena Lawrence Tax (MP), Minister of Foreign Affairs and East African Cooperation
10:10 – 10:45	<b>GROUP PHOTO AND TEA BREAK</b>
10:45 – 12:20	<b>PANEL DISCUSSION</b> <i>Panellists</i> <ul style="list-style-type: none"> <li>• Mr. Joseph Rugumyamheto, Former Permanent Secretary</li> <li>• Amb. Gertrude Mongella, Former UN Deputy Secretary General, Women Affairs</li> <li>• Prof. Penina Mlama, Associate Professor, University of Dar es Salaam</li> <li>• Ms. Susan Mlawi, Former Permanent Secretary</li> <li>• Ms. Suzan Kaganda, Commissioner, Administration and Human Resources, Tanzania Police Force</li> </ul> <i>Moderator</i> Prof. Fortunata Makene, Head of Research and Policy, UONGOZI Institute
12:20 – 12:30	<b>VOTE OF THANKS</b> Ms. Abeida Rashid Abdallah, Principal Secretary, Ministry of Community Development, Gender, Elderly and Children, Zanzibar
12:30	<b>LUNCH AND NETWORKING</b>

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