

WOMEN'S LEADERSHIP FORUM

16 October 2023

Dar es Salaam, Tanzania



ADVANCING
GENDER EQUALITY
IN LEADERSHIP
FOR SUSTAINABLE
DEVELOPMENT



Ministry for Foreign
Affairs of Finland

UONGOZI
Institute



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UN
WOMEN

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GUEST OF HONOUR

Hon. George Simbachawene (MP)
Minister of State, President's Office
– Public Service Management and
Good Governance



LIST OF ABBREVIATIONS

CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CEO	Chief Executive Officer
NMB	National Microfinance Bank
PO–PSMGG	President's Office – Public Service Management and Good Governance
SDGs	United Nations Sustainable Development Goals
The Institute	UONGOZI Institute
UN	United Nations
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WLF	Women's Leadership Forum
WLP	Women's Leadership Programme



INTRODUCTION

The Institute of African Leadership for Sustainable Development, commonly known as UONGOZI Institute, is a regional leadership development hub operating under the Office of the President of the United Republic of Tanzania. The Institute was established in 2010 by the Governments of Tanzania and Finland to strengthen the capacity of African leaders to deliver inclusive and sustainable solutions for their nations. To achieve its mission, the Institute delivers executive education 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 organised 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. 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, the Women's Leadership Programme was launched in June 2022.

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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.

With support from the governments of Tanzania and Finland, the European Union, and UN Women, the programme annually recruits 100 women leaders from various sectors across the African continent. The learning journey of the programme has three components:

(a) Women's Leadership Forum

This forum brings together political and business leaders to exchange ideas and share best practices to promote women's inclusion in leadership roles. The forum features presentations, panel discussions and insights from the latest research on women in leadership. It offers a unique learning experience for WLP participants as they get to understand how senior women leaders overcome barriers in their organisations and industries.

(b) Training

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

Modules covered include personal leadership development, leadership branding, evidence-based decision making, financial analysis, and strategic communication.

(c) Coaching and mentoring

This third phase of the programme, which commences towards the end of the training workshop, and is run for 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.

To complement these three elements, the programme integrates research on women's leadership in public, private and third sectors. This helps participants to fully appreciate the complexity of issues that women leaders face globally.



Women’s Leadership Forum 2023

Gender equality is vital to a country's long-term growth. The Tanzanian government has taken a comprehensive strategy to promoting gender equality in leadership and empowering women, recognising their critical role in inclusive social development. This strategy has resulted in the development and implementation of different policy, legal, and regulatory frameworks aimed at promoting gender equality and women's empowerment.

The country has signed international accords including the Beijing Declaration and Platform for Action and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), therefore laying a strong basis for gender mainstreaming in leadership positions. Furthermore, it developed a National Strategy for Gender Development to increase women's representation in political, economic, and social arenas. Notably, legal revisions enacted in the National Elections Act (2015) established a quota system under which political parties must allocate at least 30% of parliamentary and council seats to women. Furthermore, investments in initiatives such as UONGOZI Institute’s Women's Leadership Programme have been undertaken to provide women with the skills and confidence they require for senior leadership and decision-making roles.

Despite the positive developments across various sectors, women's representation in senior leadership and decision-making positions in Tanzania remains disproportionately low.

In all sectors, the majority of women in leadership positions are in lower or middle management positions, with a significantly reduced number of women in senior positions. Men occupy about 71.8% of leadership positions, while women occupy only 28.2%, according to data.

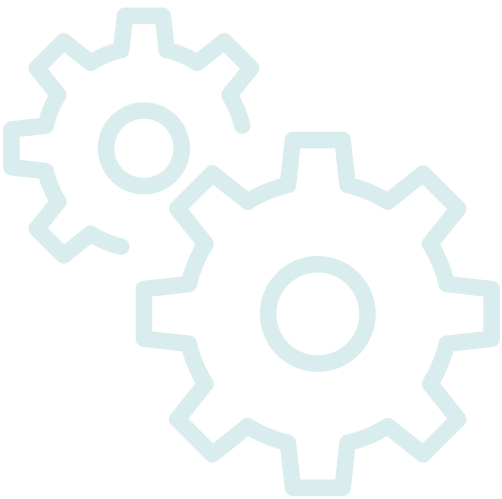
Historical factors, structural challenges, societal norms, and cultural attitudes are the foundations of this gender disparity. Historically, the limited opportunities for females in education, the economy, and a variety of leadership roles in society resulted in a few qualified women, while others are denied the opportunity. Cultural traditions frequently discouraged women from pursuing leadership positions, thereby perpetuating negative perceptions of their capabilities. Achieving gender parity in senior leadership positions and surmounting these challenges continue to be substantial obstacles.

Gender equality is not just a human right, but also a catalyst for establishing more equitable access to opportunities that allow both men and women to participate in, contribute to, and benefit from socio-economic progress. To gain these benefits, all stakeholders must work together to eliminate the nation's gender equality gaps, including the gender leadership gap.

Against this background the third Women’s Leadership Forum (WLF) was organised by UONGOZI Institute. The event was held in Dar es Salaam, Tanzania on 16 October 2023. The event was officiated by Hon. George Simbachawene (MP), Minister of State in the President’s Office – Public Service Management and Good Governance (PO–PSMGG). The theme of the forum was *“Advancing gender equality in leadership for sustainable development”*. Delegates of the meeting included leaders in government, business, academia, and civil society from all

parts of the continent, as well as 100 women leaders selected to join cohorts 3 and 4 of the WLP.

The forum sought to provide a space to share experiences and insights to promoting women's inclusion in leadership roles. It featured the debut of Gender Mainstreaming Guidelines for the Civil Service, prepared by the PO–PSMGG with support from the United Nations Development Programme (UNDP) and UN Women, and a panel discussion on the said theme. The key objectives of the forum were to:



- 1 Discuss the role of gender equality in achieving inclusive development in Tanzania.
- 2 Share knowledge and experiences related to female leaders in Tanzania – including prospects and impediments.
- 3 Identify practical measures to reduce the gender equality gap in leadership and decision-making roles.

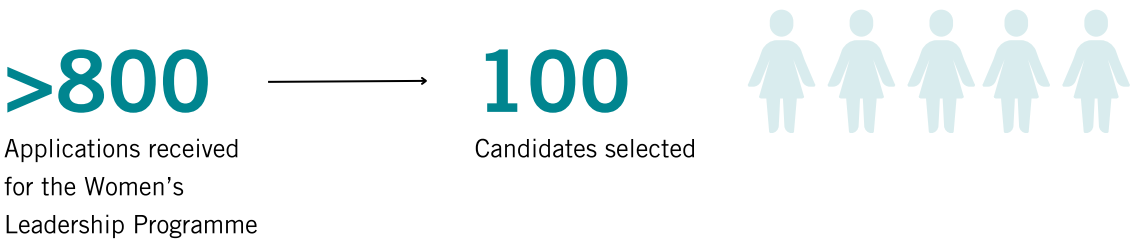
This report provides edited highlights of speeches and discussions during the event.

OPENING SESSION

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

Mr. Singo began by welcoming all the delegates to the forum. He formally introduced dignitaries at the high table and participants of cohorts 3 and 4, informing the guest of honour that cohort 3 had just completed an intense 6-day training programme. This included lectures, case studies, plus individual and group assignments. Mr. Singo also noted that cohort 4 would be commencing their training immediately after this formal launch. He particularly acknowledged participants from foreign countries, including Malawi, Kenya, Eswatini, Congo, and Nigeria.

He pointed out that this was the first time that the Institute had taken on board participants from outside Tanzania. The Institute received over 800 applications, with over 40% coming from non-Tanzanians. Only 100 individuals were selected for the programme. This global interest, Mr. Singo proudly informed the audience, serves as evidence that the WLP is now acknowledged on a global scale. The CEO conveyed his sincere appreciation to the programme partners: Governments of Finland and Tanzania, the European Union, and UN Women.



COMPOSITION OF THE CANDIDATES

By Sector —————> Public, private, and third sectors



Mr. Singo shared that the Women’s Leadership Programme is now acknowledged on a global scale.

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 CEO went on to explain that the idea for the WLP came about in 2016 when the Institute noticed that very few women (15-20%) were participating in its various training programmes. The Institute sought assistance from several development partners. The Finnish Embassy volunteered to help identify partners, including the European Union. A baseline study by the Institute further confirmed the rationale for such a dedicated programme. It revealed much lower representation of women in leadership positions in the public service in Tanzania (see Table 1).

On this basis, the WLP was launched in June 2022 to enable more women to lead, own, shape and contribute to Africa’s development processes. The aim being to enhance women leaders’ ability to successfully manage organisations and people while also excelling in personal leadership qualities. Mr. Singo said that the WLP started with public sector female leaders in Tanzania and subsequently expanded to other sectors and regions across Africa.

He 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 Governments of Tanzania and Finland, the European Union, and UN Women for their commitment and financial support which will assure the success of the programme.



Ms. Taivalmaa: To become a leader and to thrive professionally does not depend on one's gender.

Remarks by Ms. Sanna-Liisa Taivalmaa, Counsellor for Forestry and Innovation Systems, Embassy of Finland – Tanzania

Speaking on behalf of the Finnish Ambassador, Ms. Taivalmaa expressed her gratitude for the opportunity to address the WLF. She informed the audience that Finland has had the great pleasure of working with the UONGOZI Institute since its inception in 2010, and that it was established jointly by the Governments of Finland and Tanzania. She was delighted to observe that the UONGOZI Institute has become the leading centre for leadership development in Tanzania. She commended the Institute's efforts to increase the number of women in its programmes.

She highlighted that the foundation of every national progress lies in gender parity and the strong status of women in leadership. Citing her country as an example she said in 1906, Finland became the first country in Europe and the third in the world to allow women to vote and run for office. In Finland now, women make up almost half of the members of parliament.

The Counsellor commended Tanzania for its efforts in advancing gender equality. Ms. Taivalmaa noted that President Samia Suluhu Hassan serves as a role model for girls and women in Tanzania and beyond – adding that to become a leader and to thrive professionally does not depend on one's gender. She stated that the launch of the Gender Mainstreaming Guidelines for the Civil Service is evidence of the Tanzania government's commitment to gender equality.

Speaking on behalf of the government of Finland, she congratulated the government of Tanzania for making gender equality a national and international priority.

Ms. Taivalmaa expressed her appreciation for Tanzania's initiatives to promote gender equality. She observed that President Samia Suluhu Hassan is a role model for women and girls in Tanzania and beyond, and that one's gender does not determine their ability to succeed professionally or become a leader. She asserted that the Tanzanian government's dedication to gender equality is demonstrated by the commencement of the Gender Mainstreaming Guidelines for the Civil Service.

She closed her remarks by stating that the UONGOZI Institute plays an important role in encouraging more women to take up top leadership positions in both the public and private sectors. She also expressed Finland's pride in contributing to this endeavour. She urged the delegates to engage in meaningful discussions to influence Tanzania's gender-related frameworks and policies.

Remarks by Amb. Christine Grau, Head of European Union Delegation in Tanzania

Amb. Grau expressed her joy in participation in the WLF, underlining the importance of gender equality for national growth and future, particularly given that women account for half of the world's population.

She noted global patterns indicating modest progress towards gender parity in leadership posts, with gender equality at the head of state level predicted to take 130 years. She did, however, applaud Tanzania for making progress, with President Samia Suluhu Hassan becoming the country's first female president, serving as an encouragement to women in all leadership roles.

The Ambassador praised the growing number of women in Tanzania's cabinet and other high-level positions, including deputy ministers, permanent secretaries, deputy permanent secretaries, and commissioners. However, Amb. Grau emphasised that female leadership should expand beyond politics to include economics, business, research, academics, sports, and culture. She went on to say that women's untapped potential requires role models and mentoring from both men and women.

She stated that gender equality is viewed as a human right, and that active engagement of women and girls in all aspects of society benefits democracies and economies.

Amb. Grau highlighted that women should believe in their ability and understand the value of their contribution to society. She also urged the private sector, education, and civil society to continue and expand their efforts to advance gender equality in leadership roles by advocating fair treatment, creating opportunities, and breaking "glass ceilings."

While appreciating progress, Amb. Grau emphasised that much more work remains to be done to secure women's full inclusion in public life and senior leadership roles. Gender equality remains a high goal for the European Union, which is committed to attaining UN SDG 5 on gender equality. She added that the European Union's Gender Action Plan aims to promote equal involvement and leadership at both senior and medium levels of management. It was stated that connecting with and empowering younger generations is critical to preparing future leaders to fill these posts.

In closing, Amb. Grau commended UONGOZI Institute and the relevant ministries for their efforts in supporting women leaders and fostering a more equitable public service in Tanzania.



Amb. Grau emphasised that female leadership should expand beyond politics to include economics, business, research, academics, sports, and culture.



Remarks by Mr. Mark Schreiner, UNFPA Representative to Tanzania

Mr. Schreiner, on behalf of the UN Resident Coordinator, expressed his enthusiasm for participating in the third World Leadership Forum. He acknowledged the presence of cohorts 3 and 4 of the WLP while praising the Tanzanian government's efforts to promote women in leadership and other areas. He also commended UONGOZI Institute for providing women with the necessary tools to emerge as visionary and transformational leaders.

The UNFPA Country Representative stated that the WLF represents a common commitment to increasing women's participation in leadership roles, especially as the globe approaches the halfway mark in achieving the UN SDGs. He acknowledged that women's leadership is seen as critical to attaining inclusive development in Tanzania.

Mr. Schreiner remarked that developing circumstances that encourage the advancement of women to high leadership positions is critical for societies to become more egalitarian and affluent. This necessitates a multifaceted approach based on inclusivity and gender equality, as well as addressing gender disparities in policies and laws, providing opportunities for leadership development, and combating sexual harassment and gender-based violence, which frequently serve as barriers to women pursuing personal, leadership, and career goals.

He informed the audience that the UN has been working in Tanzania to raise the voices of women and girls, including encouraging their participation in leadership and decision-making at all levels of society. The United Nations works with young women and girls, female MPs, and local government officials to address gender biases and build the enabling environment through laws, rules, and regulations to create a favourable climate for females to bridge the gender leadership gap.

He went on to state that the Gender Mainstreaming Guidelines will assist influence public service institutions' policies and practices, fostering a more inclusive and equitable society in Tanzania. He emphasised that guidelines give crucial performance metrics that enable institutions to take tangible measures towards gender equality. Again, he congratulated the government and UONGOZI Institute on this achievement. He underscored the UN's overall commitment to supporting programmes to improve gender responsiveness in the public sector and promote women's leadership prospects.

In conclusion, Mr. Schreiner underlined the need of using platforms such as the WLF to celebrate progress in gender equality and women's empowerment while also noting areas for growth. He encouraged joint strategising and implementation efforts to build on the momentum already established towards achieving gender equality in leadership in Tanzania.

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

The UN Women Representative in Tanzania began by commending the Tanzanian government on its commitment to promoting women's full involvement in political, economic, and public life at all levels.

She emphasised Tanzania's tremendous progress towards gender equality, citing a female head of state, a higher proportion of women in parliament, and numerous leadership roles in both the public and commercial sectors.

Despite these advances, the UN Women Representative highlighted that more work is needed, notably at the municipal government level, where women's representation is just 6.5%. Ms. Addou informed the WLF that UN Women is funding a four-year project to strengthen female leadership capacities, especially those of young women, and to incorporate a gender equality perspective into all stages of policymaking. It focusses on training, mentoring, knowledge exchange, and support. She went on to tell the audience that the project also promotes involving men as allies, mentors, coaches, and resource people. They play an important role in overcoming long-standing biases and discriminatory societal norms. This initiative seeks to build an enabling environment for women's leadership and to promote gender-responsive strategies and policies that accommodate the unique requirements of men and women.

Ms. Addou praised the launch of the Gender Mainstreaming Guidelines for the Civil Service, which were developed through the support of UN Women and UNDP. She emphasised their significance in promoting gender equality.

She added that her organisation's collaboration with UONGOZI Institute is part of a larger initiative supporting women's leadership and participation in decision-making at the national and local levels. She indicated further initiatives targeted at improving women's leadership and economic rights at the local government level.

Ms. Addou concluded her remarks by extending her congratulations to cohorts 3 and 4 of the WLP, recognising their commitment to advancing gender equality through their action plans, and expressing her confidence that their accomplishments will benefit both their professions and the nation as a whole. She then highlighted the UN Women's commitment to working with the Government of Tanzania to achieve gender equal participation and representation in leadership and sustainable development.



Ms. Addou highlighted the UN Women's commitment to working with the Government of Tanzania to achieve gender equal participation and representation in leadership and sustainable development.



**Remarks by Ms. Weyinmi Omamuli,
Senior Economics Advisor, UNDP
Tanzania**

The Senior Economics Adviser for the UNDP in Tanzania began her remarks by emphasising the importance of gender equality and the empowerment of women. She highlighted that this principle aligns with UN SDG 5 on Gender Equality, which is a fundamental target of the event’s theme.

Ms. Omamuli underscored the need to ensure women’s full and equal participation in leadership roles at all levels of decision-making in various aspects of life in line with the UN principle of “Leave No One Behind”. She stressed that the involvement of women in leadership and decision-making is both a right and the right thing to do.

It was noted by Ms. Omamuli that despite women making up over half of the global population, disparities persist in women’s representation in various spheres. Ms. Omamuli commended Tanzania’s progressive steps toward including more women in leadership, particularly in the public service, which plays a crucial role in government operations and service delivery.

She noted the significance of the event as it marks the launch of the Gender Mainstreaming Guidelines for the Civil Service aimed to promote gender equality and women’s inclusion in that sphere. She also mentioned the UNDP and UN Women’s contributions towards the development of these guidelines.

Concluding her remarks, Ms. Omamuli said that the Gender Mainstreaming Guidelines are particularly vital as they address existing disparities. Making reference to a UNDP report from 2021 which showed that women comprised 26% of Tanzania’s public service in 2016, and a more recent study which indicated an improvement to 30% in 2020, she expressed hope that the WLP cohorts participating in the event, coupled with the Gender Mainstreaming Guidelines, will lead Tanzania further towards achieving gender parity in the public service. This progress, she urged, should be accompanied by policies and strategies that benefit all women and contribute to the overall development of the country.

Ms. Omamuli stressed that the involvement of women in leadership and decision-making is both a right and the right thing to do.

Remarks by Dr. Joyce Nyoni, Rector, Institute of Social Work

Dr. Nyoni, representing the Minister of Community Development, Gender, Women and Special Groups, began by congratulating the UONGOZI Institute and the President's Office – Public Service Management and Good Governance (PO–PSMGG) for the invitation to the WLF. As the representative of the minister responsible for overseeing gender equality in mainland Tanzania, she reminded the audience that the deliberations of the WLF are in line with the efforts by the government of President Samia Suluhu Hassan to realise gender equality in leadership for women.

Dr. Nyoni noted that for many years the representation of women in leadership and decision-making positions has not been satisfactory. As a result of government efforts and collaboration with other stakeholders, however, the situation is improving. She noted we are now witnessing a continuous increase in the number of women in leadership positions in various areas. The Rector congratulated the PO–PSMGG for developing Gender Mainstreaming Guidelines for the Civil Service. She expressed her hope that if these guidelines are implemented effectively, gender equality in employment and in leadership positions will be improved and help increase efficiency in human resources management and performance.

Dr. Nyoni also congratulated women leaders who had been selected for cohorts 3 and 4 of the WLP. She expressed her belief that through that training they would enhance their individual leadership abilities and fulfill their responsibilities with greater proficiency and competence.

With reference to the role of men in realising gender equality, the Rector stated that men have an important contribution in facilitating the realisation of gender equality in the country and that it is important that they fully participate in these efforts. She further explained that it is men who hold the “key to the lock” that we continue to struggle to open. Without educating them first and involving them closely in all stages, these efforts can get stranded or bring results that are contrary to our aim. She was glad to hear that men were also invited to the WLF which reflects their role in realising the gender equality goal.

Dr. Nyoni concluded by promising that she personally and her organisation will continue to collaborate with all stakeholders to ensure that gender equality matters are given priority in the country. She ended by wishing participants fruitful deliberations.



Dr. Nyoni emphasised the importance of active male participation in addressing gender inequity.



**Remarks by Mr. Juma Mkomi,
Permanent Secretary, PO-PSMGG**

The Permanent Secretary commenced his remarks by extending his sincerest thanks to the Minister of State at the PO-PSMGG for accepting the invitation to serve as the guest of honour at the event. He also thanked the Minister of Community Development, Gender Women and Special Groups for sending a representative.

Mr. Mkomi then proceeded to providing a brief overview of the journey towards completing the Gender Mainstreaming Guidelines for the Civil Service. He explained that the development of the guidelines commenced in 2018 with the aim of fostering a conducive and gender-sensitive environment in the Public Service workplace. The Permanent Secretary noted the initiative seeks to bolster productivity, promote justice and ensure equality between men and women at all levels within the Public Service. Notably, Mr. Mkomi emphasised the full participation of women in senior leadership positions and decision-making, which he said aligns with the government's priority to empower women and enhance their capacity and confidence in fulfilling their roles. He explained that the target is to achieve 50% gender balance in leadership roles by 2030, an aim that reflects UN SDG 5 concerning gender equality.

The Permanent Secretary further informed the audience that the formulation of the guidelines was led by expert consultant Mrs. Joyce Kafanabo, who has since passed away and that the WLF was honored to have her daughter, Mrs. Ann-Christine Kafanabo, Business Manager at the Energy and Water Services Regulatory Authority, present at the event.

Participants were informed that the development process was comprehensive and engaged various stakeholders, including directors of administration and human resources, whose valuable input was incorporated. The Permanent Secretary was pleased to inform the audience that the completion of the guidelines was made possible through collaboration with UNDP and UN Women, who provided financial and technical support. He noted that these stakeholders also facilitated the printing of an ample number of copies. He extended the ministry's heartfelt gratitude for their unwavering support.

Mr. Mkomi went on to explain that after the launch, the PO-PSMGG would distribute the guidelines to all government ministries, departments and agencies. He added that the directors of administration and human resources from various ministries invited to the occasion would witness the launch and would assume responsibility for implementing and distributing the guidelines within their respective organisations.

The Permanent Secretary ended his remarks by expressing his trust that the stakeholders, who have been instrumental since the inception of the guidelines, would continue to provide their unwavering support in disseminating them and in training public servants to ensure their familiarity with and understanding of the document. With great honour and pleasure, he invited Minister George Simbachawene to give the opening speech.

Mr. Mkomi informed the forum that after the launch, the PO-PSMGG would distribute the Gender Mainstreaming Guidelines for the Civil Service to all government ministries, departments and agencies.

Address by the guest of honour, Hon. George Simbachawene (MP), Minister of State, PO–PSMGG

To begin, Hon. Simbachawene, recognised the WLF, with the theme “*Advancing Gender Equality in Leadership for Sustainable Development*”, as a commendable achievement, and expressed his heartfelt congratulations to the executives of the PO–PSMGG, as well as UONGOZI Institute and other stakeholders who contributed to making the event successful.

Minister Simbachawene extended his gratitude to the President, whom he described as a resilient and inspiring leader, for emphasising the importance of gender equality while continuing to foster an environment that drives infrastructural development across diverse sectors like education, health, water, electricity and agriculture. The Minister urged the audience to continue to follow her guidance and work to realise her noble visions for Tanzanian citizens, especially for women.

The Minister stated that the government is committed to various international and regional agreements aimed at empowering women and eliminating gender-based discrimination in workplaces, including public services. These include: the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) of 1979, emphasising equality for women in employment, including wages, healthy working conditions, and performance at work (Article 11); The 1995 Beijing Platform, with a focus on women’s economic empowerment, legal rights, equality in education and employment, and women in leadership and decision-making

positions; UN SDGs, particularly Goal 4 (Education) and Goal 5 (Gender Equality and Women’s Empowerment); The Maputo Declaration (2003) and the African Union’s Agenda 2063. At the national level this includes Article 22 of the 1977 Constitution of the United Republic of Tanzania, that ensures equal opportunities and rights for all citizens, irrespective of gender.

He noted that the government continues to prepare policies, guidelines and plans for the country’s development. It continues to implement the Women and Gender Development Policy (2000) and its 2005 strategy; the Third National Development Plan for 2021/22–2025/26; the National Development Vision 2025, which emphasises equality in employment regardless of gender or physical condition; and the Public Service Training Policy (2013) which promotes inclusion in training programmes. Similarly, the Guidelines in Social Diversity in the Public Service (2010) advocate maintaining equality in employment, promotion and training.

The WLF was further informed that various strategies implemented through the Ministry of Education, Science, and Technology aim to bridge the gender equality gap by enhancing educational opportunities for all, improving the quality of education at various levels and ensuring higher education opportunities.



Minister Simbachawene: Efforts to empower women through “Affirmative Actions” have seen an increase in female representation in leadership positions across various sectors.

Efforts to increase female enrollment in higher learning institutions, through scholarships and infrastructure development, have been instrumental in achieving a more balanced student gender ratio. Currently, the male and female ratio of students graduating to grade one and form one is 50:50 and that for higher learning institutions is 43.5% for female and 56.6% for male students.

Minister Simbachawene informed the audience that other efforts by the government included offering free education and access to school meals in primary schools; the reinstating of female students who fall pregnant to ensure that they complete their education; the construction of one girls’ secondary schools in each region; and various infrastructure improvements in higher learning institutions. This all aims to create an enabling environment to increase the admission of female students.

He went on to state that the government is committed to enhancing gender equality by increasing the number of women in senior leadership and decision-making positions. Efforts to empower women through “Affirmative Actions” have seen an increase in female representation in leadership positions across various sectors. The Minister reported that some 28.6% of senior leadership positions were held by women in Tanzania.

Minister Simbachawene cautioned that while the government has made continuous efforts to mainstream gender issues in public services, some institutions have yet to fully integrate gender considerations into their plans and budgets.

This has hindered the fulfilment of gender mainstreaming goals across policies, laws, regulations and guidelines. To address this, the government has developed the Gender Mainstreaming Guidelines for the Civil Service.

The Minister urged public institutions to implement the guidelines by educating employees and stakeholders on the importance of gender issues in their daily activities. Allocating a budget for the coordinator of gender issues in each institution will support this, as it will facilitate effective gender training and coordination.

To ensure effective implementation, the following actions were stated:

- Mandatory familiarisation and implementation of the guidelines by all employers;
- Distribution of the guidelines to all public institutions in Mainland Tanzania by the PO–PSMGG;
- Collaborative efforts between the the PO–PSMGG and the President’s Office – Regional Administration and Local Government to provide training on these guidelines to all 184 local government authorities in mainland Tanzania;
- Development of work plans by all employment authorities to implement interventions aimed at managing gender issue in public service workplaces as outlined in the guidelines; and
- Collaboration between the PO–PSMGG and all public institutions to conduct training, ensure equality and eradicate workplace discrimination.

He emphasised that as we head towards the budget development process for the next financial year, every financial institution should allocate a budget for the coordination of these guidelines. The Permanent Secretary in the PO–PSMGG will communicate with all permanent secretaries to facilitate this.

Minister Simbachawene was pleased to learn that UONGOZI Institute’s work is becoming more recognised internationally. He told the audience that the Institute’s ability to attract candidates from various African countries reflects the vision behind its establishment. He looked forward to seeing programmes that will attract more candidates from other countries.

To achieve gender equality in leadership, the Minister stated that men must be actively involved in supporting the aspirations of women to become leaders. He added that their involvement in these initiatives is vital and that they need to be champions of gender equality in leadership. He was pleased about the representation of men at the WLF. Reflecting upon many of the attributes that females can often bring to leadership positions, he used Tanzania’s experience with a female president as a case in point describing President Samia Suluhu Hassan as a leader who demonstrates a distinctive form of empathetic and caring executive, serving as a role model to be emulated. He further said she has been steadfast in strengthening women’s rights and empowerment as evidenced by the appointment of females to leadership positions in government and the wider public sector. He congratulated UONGOZI Institute once more for the distinctive design of the WLP as part of its commitment to empowering female leaders.

Minister Simbachawene also extended appreciation to the Government of Finland, the European Union and UN Women for their continual support to the UONGOZI Institute in enhancing women’s leadership capacity. It was recognised that collaboration with these stakeholders will enable Tanzania to offer more women this valuable training. He also took note of the concern expressed by one of the speakers regarding the representation of women in local councils and recognised the need for further efforts to ensure equitable representation in leadership positions at local government level. He promised to follow up on the matter.

Concluding his remarks, the guest of honour expressed gratitude to all stakeholders involved in preparing the Gender Mainstreaming Guidelines for the Civil Service, especially the now deceased expert consultant. He also thanked all those who were participating in the event, adding that their support for the government's efforts to strengthen gender equality for sustainable development is invaluable. With those remarks, the guest of honour officially declared the WLP 2023 open, and the Gender Mainstreaming Guidelines for the Civil Service officially launched.



Delegates at the third Women's Leadership Forum.



The launch of the the Gender Mainstreaming Guidelines for the Civil Service

PANEL DISCUSSION



From L-R: Mr. Inoshi, Amb. Ali, Ms. Kutta, Ms. Deogratias, and Dr. Myamba.

Moderator

Dr. Flora Myamba, Executive Director, Women and Social Protection Tanzania

Panellists

- Amb. Amina Ali, Former Tanzanian Ambassador
- Ms. Wanyenda Kutta, Director of Administration and Human Resource Management, Ministry of Water
- Mr. Sebastian Inoshi, Assistant Director of Human Resource Management, Ministry of Education, Science and Technology
- Ms. Gladness Deogratias, Head of Global Markets, NMB Bank

The objective of this session was to gain insight into the experiences of a diverse collection of individuals who have held leadership roles in a variety of sectors and institutions. The ultimate objective was to motivate the women who were chosen for the WLP to progress to senior leadership positions by observing the path taken by these distinguished leaders.

Q. What are some practical examples of the implementation of gender equality interventions you have seen while holding different leadership positions?

Mr. Sebastian Inoshi

Putting women in the forefront through "Affirmative Action" so they can achieve their goals. And what we do to advance women in our institutions is discover their true needs, such as through training. In all of the ministries where I've worked, we've had initiatives to encourage women. Provide them with the necessary skills and training to take on leadership roles. For example, depending on the needs, you may take them for short- or long-term training, but you must set aside funds for such training. We will run a variety of programmes in partnership with various development partners. We have 35 teacher training institutions, and women make up around half of the college leaders. We also have approximately 54 community development colleges, and we have been able to promote women to run those institutions.

Q. What are the strategies that are being implemented at NMB that promote women in leadership and decision-making positions?

Ms. Gladness Deogratias

I would like to respond to this question by using my personal experience. When I joined NMB in 2014, I used to attend meetings and noticed there were only about two or three women present. And in higher level management meetings, where I would represent the Treasurer, I found that the only woman who was in the meeting was a secretary. In December 2014, I asked my mother who is experienced in human resource issues: "How come there are so many women at NMB but when you attend meetings where decisions are being made, there are very few?" My mother told me: "If you could establish a Women's Platform it would help a lot as it would give you an opportunity to talk to top management to explore ways to elevate women." So our journey of establishing a Women's Platform started in 2015. It took us a whole year.

We worked in collaboration with the human resources department. In 2016, we established a Women's Platform and called it NMB Women Arise. But before we established this platform we did a survey to find out why there are so many women at the bank but most of them are in support levels and as you go higher up into top management positions the number decreases.

We asked ourselves: "What is the problem?" One of the problems we identified was the lack of confidence among female employees. This is a big challenge for many women. We then asked ourselves what we could do to build the confidence of female employees. We decided to start a mentorship programme called Mentor Another Woman.

When we established the mentorship programme we had the specific aim of encouraging women to ask each other: "How did you manage to do it? How come your situation is just like mine, you have a family and children?" We encouraged women to exchange experiences amongst each other.

We also need to ask ourselves, have we provided appropriate training for these females, or do we just put them in positions and set them up to fail? So we also provided training in collaboration with various institutions. In this cohort here today, we have two women from NMB joining the WLP.

Besides training, we also need to ask ourselves whether our systems support women? Here we are talking about systems, procedures and policies. We need to make sure they also support women to become leaders. We looked at recruitment. When you are in a recruitment panel, you need to ask yourself, is the panel diverse? Does it have both male and female members?

We got "buy in" from the board and management. When you get buy in from the top management it means your initiatives are likely to be supported. We had a board sponsor. And we had goals. We said we will start with pushing it to a ratio of 20/80, our aim is to achieve 50/50.

Q. Can you share about the day care centres at NMB?

Ms. Gladness Deogratias

We looked at how we could create a supportive environment for women at the workplace. We piloted and established a nursing room which enabled women who return to work after maternity leave to be able to nurse their babies while at work. And let me assure you, when a woman is sure that her baby will get milk and food and she can continue with her work, she will give you 110%. So when we established nursing rooms it was primarily to ensure that female employees can be free to express milk while at work so that they can then focus on their job.

Q. What are the strategies and achievements to close the gender leadership gap at your ministry?

Ms. Wanyenda Kutta

I come from the water sector as you introduced me earlier. I am the Director of Administration and Human Resources Management. I am a female leader, I am a mother, I am a wife and I am a guardian. I have two children of my own but I also have many children whom I care for. My role as a woman is affected by many factors and is also influenced by culture, traditions and practices.

I was given an opportunity to get where I am – and embraced it. You can be given an opportunity and fail to embrace it. So the first step is to develop self-awareness. When you are self-aware, you will recognise your talents, skills and abilities – how they can impact your community. In order to be a good leader, you need to have your own vision, you need to know the vision of your organisation and be able to translate it into actions. If you don't have these in mind you will be an ordinary leader.

The entire water sector has approximately 9,000 employees and 30% of women are in leadership positions at different levels. At the ministry level, we have about 1,029 employees, only about 300 are women. Putting a woman in a leadership position should not be looked at as merely achieving the 50/50 gender balance. As women we also need to know that when we are given leadership responsibilities, we are bringing something “extra to the table”.

In my sector we have done a number of things. Firstly, we conducted a human resource audit which helped us realise that women occupy only 30% of the leadership positions. We also found out that there fewer female employees compared to men. We also discovered that women were lagging behind even in terms of education. For example, there are about 167 engineers in the sector but only 25 are female.

We have established “gender desks” and an ethics committee. My fellow panelist talked about the importance of leadership support. This is very important. When we are in positions of leadership we need to find ways to support fellow women who have the potential. For example, if you are in appointing committee, or management at a certain headquarters, you need to find ways to support fellow women who are aspiring for leadership positions.

Q. Can share your story with us and link it with factors that facilitated your perseverance for all those years in leadership positions?

Amb. Amina Ali

In the 1980s, I assumed a leadership role in Zanzibar. The government's objective was to guarantee the advancement of women. There were no women in leadership roles. Then they began the process of appointing directors and other individuals. I began my career as a senior economist. Regrettably, we did not receive the same level of training as you currently do. Nevertheless, the government provided us with assistance, and we made every effort to adapt to the best of our ability.

One thing is certain: We were lacking in confidence when we were appointed to leadership roles, particularly when confronted with older men who have been in the field for an extended period. You experience feelings of fear and humility. Today, I continue to observe this apprehension in action. I am endeavouring to communicate that this is a critical juncture, as we have the opportunity to emulate exemplary leaders.

Something extra has been bestowed upon women leaders by God. Our leadership journey has been significantly facilitated by our distinctive attributes. We acquired these qualities by observing the manner in which our mothers addressed situations, despite the fact that we reside in a system that is primarily dominated by men. You have the ability to employ both the toughness that men employ and the softness that is inherent in our nature as women. It is possible to be both powerful and soft. Women possess a significant amount of empathy, and it is imperative that we emphasise this quality in our leadership approach. I used to consult extensively with my subordinates, which fostered a sense of collaboration between us. I would like to motivate you to support and empower other women. We are surrounded by examples. Today, we have our President. I started working with her in the 1980s, and we worked together step by step. We established the first women's non-governmental organisation. We engaged in numerous activities. We became members of the Revolutionary Council.

In the 1990s, I was appointed as a Minister and a Member of Parliament. We came to the realisation that it is imperative for women to work together. We will be unable to progress our agendas or plans if we do not collaborate, which will result in stagnation.

President Samia Suluhu Hassan was the Minister for Community Development, Gender, Women, and Children when I left for the African Union in 2006. I transferred all matters related to women to her while serving as the Chairperson of Tanzania's National Women's Association. She diligently worked on everything, and she continues to do so to this day. We have observed a plethora of positive developments that have been influenced by the qualities of a female leader since our childhood. She does not issue directives; rather, she engages others. She is attentive. She fosters a sense of unity among all of her employees. Also, she has a deep affection for the community.

We need to be aware of who we are. You were not appointed to those positions because you are women; you were appointed because you have the ability to manage those positions.

Questions from the audience

Q. How do we ensure that young people get an upbringing that will prepare them to be good leaders?

Mr. Sebastian Inoshi

First and foremost we need to be aware that there are three types of education: informal education which a child gets from their immediate environment. So they learn by observing their primary care givers. Then we have formal education which is taught in a formal environment – pre-school, primary, secondary, tertiary and higher education. And the third is non-formal education which we get outside of the classroom. As a ministry or the government, we are in the process of reforms to improve the Education Policy (2014) Issue No.23 which aims to review the entire education system. We will also review the education curricula. We will take into consideration all issues that affect a girl child at all levels. There are a lot of complaints that our educational system has deteriorated. But these very parents who are complaining about the quality of education are raising children who cannot even wash their own clothes or cook a simple meal. Their children are not required to do anything when they come back from school or during weekends. The house help does everything for them. We need to realise that a child's upbringing starts at home at family level. They need to learn how to do all basic domestic chores. The emphasis now will be on education for self-reliance so that a child can learn basic skills.

I would like to mention one challenge that women leaders face in some societies where men are not comfortable being guided or led by a woman. In these societies even a mother of a bride to be has no say on any matters. The men sit and decide and she just accepts whatever decision they make. Some reject women leaders using religious beliefs, for example, in the past it was very difficult to have female pastors. If we manage to remove all these beliefs and misconceptions we will be able to promote women to take up leadership positions.

Q. Is it true that men inhibit our leadership journey?

Ms. Wanyenda Kutta

Some men are open to the concept of women in leadership, while others are not. We should continue to include them so that they understand that if we walk together, we will get far.

We need to collaborate and talk positively about each other. We need to be careful what we say about fellow women when we are around men. We should not undermine each other.

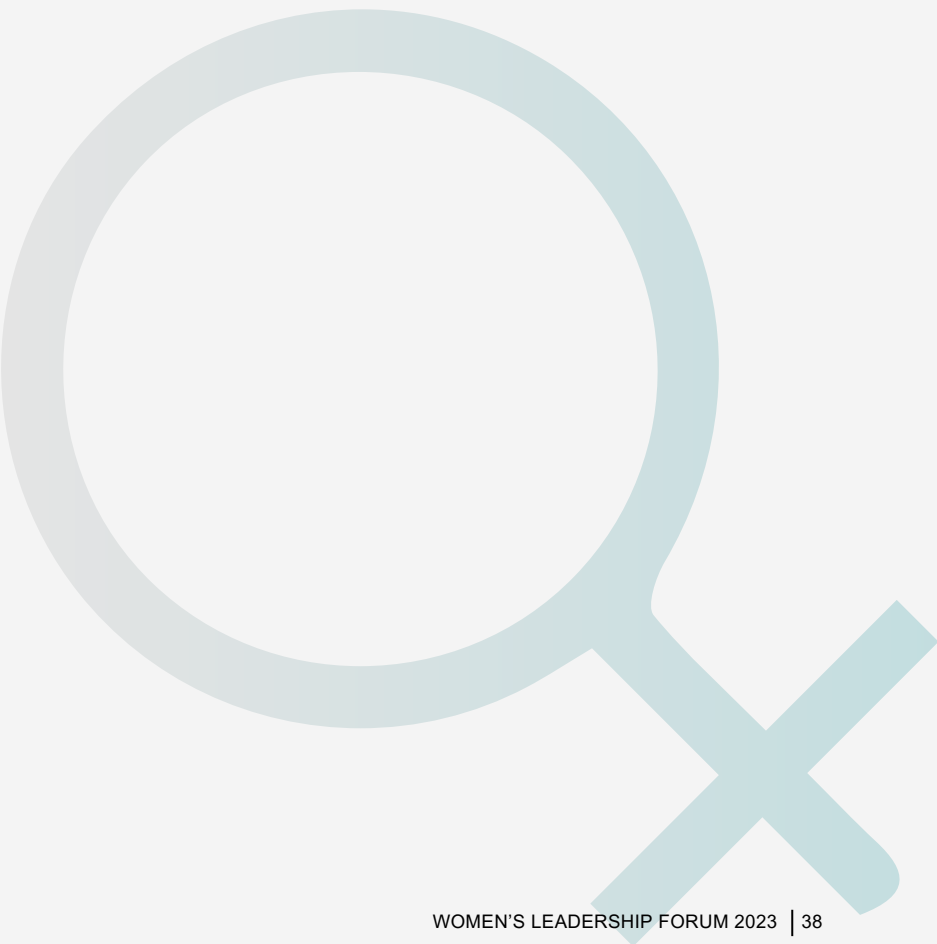
Mr. Sebastian Inoshi

There are quite a few of us men who are pushing the agenda of women in leadership. We have many women holding different leadership positions as ministers, deputy ministers, permanent secretaries, deputy permanent secretaries, directors. Our Permanent Secretary is pushing the agenda at the Ministry, so we don't have much of a challenge in that regard.

Q. How can the WLP candidates be good leaders?

Amb. Amina Ali

Do not undermine your fellow women. Avoid competing with and dragging each other down. Build and lift one another up. Recognise, praise, and appreciate what your other women are doing. It will push them to perform even better.



CLOSING REMARKS

Closing remarks by Prof. Penina Mlama, Director, UONGOZI Institute's Board of Directors

Starting her remarks, Prof. Mlama reflected on her journey in various leadership roles, recalling the challenges faced and the pivotal moments that shaped her career. She recalled her appointment as Chief Academic Officer at the University of Dar es Salaam, where a woman's words of encouragement removed any doubts regarding her capabilities.

She expressed gratitude for the Institute's effective organisation of the event. She also acknowledged the presence of Minister Simbachawene, who officiated the forum and the launch of the Gender Mainstreaming Guidelines for the Civil Service.

Prof. Mlama commended UONGOZI Institute's initiatives to increase the participation of women in their training programmes, as well as the PO-PSMGG for developing the gender guidelines.

She acknowledged and thanked the panelists for the informative discussions that encompassed critical perspectives on nurturing female leaders, promoting gender equality and the opportunity to address the challenges female leaders face. Prof. Mlama referenced instances where some men obstruct women's advancements and affect their professional growth and opportunities. She underscored the necessity of finding solutions to combat such hurdles, stressing that women's potential should not be hindered by systemic obstacles.

Prof. Mlama also acknowledged the instrumental role of the WLP trainers and facilitators and encouraged the participants who benefit from their expertise to utilise their knowledge and become agents of change in their respective workplaces. She called upon the attendees to unite in the ongoing efforts for gender equality in leadership, emphasising the need for a 50/50 gender equality ratio in leadership. She reminded them that the journey towards gender equality is a shared responsibility.

Prof. Mlama extended appreciation to the Government of Finland, the European Union, UN Women and UNDP, for their unwavering dedication and support in empowering women leaders and promoting gender equality. Prof. Mlama also thanked and congratulated the WLP participants (cohorts 3 and 4). She urged them to continue championing the cause by contributing towards efforts to forge a future where the leadership landscape reflects the true diversity and potential of the nation.

She ended by thanking everyone for their participation in the event, wishing success to those undertaking the WLP adding that a lot has been invested to ensure gender equality in leadership – and that they must make the most of it.



Prof. Mlama reminded the audience that achieving gender equality requires collaborative efforts by a wide range of stakeholders.

KEY MESSAGES

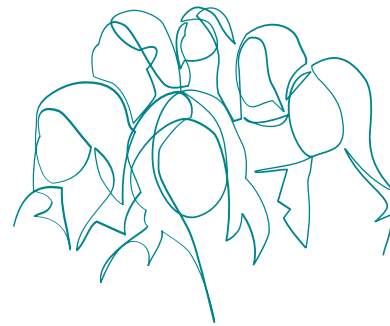
Several key messages emerged from the speeches and discussions during the forum.

The power of women's leadership



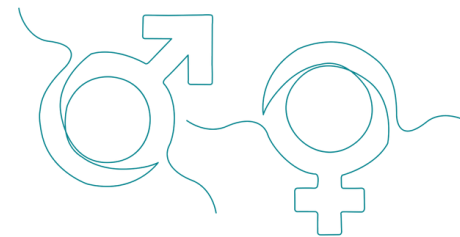
Research has shown that organisation that adequately work on parity in leadership positions gain key competitive advantages over those that do not. Integrity, empathy, creativity, and communication are among the leadership qualities that women exhibit. They are able to foster strong relationships and build collaborative teams. They also tend to excel in emotional intelligence, allowing them to be more attuned to the needs and feelings of others. As a result, when women lead reforms, progress is made more swiftly.

Harnessing the power of the pack



Unconscious bias is one of the cultural and systemic barriers that women encounter when attempting to ascend to positions of leadership. One way to overcoming some of these obstacles is to establish close relationships with other women, who can provide insights from those who have already experienced them. This includes the ability to negotiate for what they are worth and the ability to leverage their distinctive abilities in leadership roles.

More efforts are needed to promote equal representation



Women's representation in leadership and decision-making positions at the national level is still only 28.2% and 6.5% at the local level. Given the vital role women play in inclusive social development there is a need for deliberate efforts to ensure that more women are given the opportunity to serve in leadership positions at all levels. In line with the UN Principle of "Leave no one behind", there is a need to ensure women's full and equal participation in leadership roles at all levels of decision-making.

Some of the actions that can be taken to promote a greater representation of women in leadership roles include:

- Boosting coaching, mentoring, and sponsoring;
- Incentivising training in leadership skills;
- Providing flexible work arrangements and the opportunity for "work-life balance"; and
- Encouraging an inclusive business culture and sense of belonging.

APPENDIX: EVENT PROGRAMME

Third Women's Leadership Forum, 16 October 2023

08:00 – 09:00	ARRIVAL AND REGISTRATION
09:00 – 09:20	WELCOMING REMARKS Mr. Kadari Singo, Chief Executive Officer, UONGOZI Institute
09:20 – 10:00	REMARKS <ul style="list-style-type: none">Ms. Sanna-Liisa Taivalmaa, Counsellor for Forestry and Innovation Systems, Embassy of Finland – TanzaniaAmb. Christine Grau, Head of European Union Delegation in TanzaniaMr. Mark Schreiner, UNFPA Representative to TanzaniaMs. Hodan Addou, UN Women Representative to TanzaniaMs. Weyinmi Omamuli, Senior Economics Advisor, UNDP TanzaniaDr. Joyce Nyoni, Rector, Institute of Social WorkMr. Juma Mkomi, Permanent Secretary, PO–PSMGG
10:00 – 10:40	ADDRESS BY THE GUEST OF HONOUR Hon. George Simbachawene (MP), Minister of State in the President's Office – Public Service Management and Good Governance
10:40 – 10:55	GROUP PHOTO AND TEA BREAK

	PANEL DISCUSSION
10:55 – 12:50	<i>Panellists</i> <ul style="list-style-type: none">Amb. Amina Ali, Former Tanzanian AmbassadorMs. Wanyenda Kutta, Director of Administration and Human Resource Management, Ministry of WaterMr. Sebastian Inoshi, Assistant Director of Human Resource Management, Ministry of Education, Science and TechnologyMs. Gladness Deogratias, Head of Global Markets, NMB Bank <i>Moderator</i> <p>Dr. Flora Myamba, Executive Director, Women and Social Protection Tanzania</p>
12:50 – 13:00	CLOSING REMARKS Prof. Penina Mlama, Director, UONGOZI Institute's Board of Directors
13:00	LUNCH

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