THE UNITED REPUBLIC OF TANZANIA

UONGOZI Institute

Yale SCHOOL OF MANAGEMENT *Executive Education*

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UN WOMEN

WOMEN'S LEADERSHIP FORUM 2026

Nurturing women's **leadership longevity in Africa**

12 October 2026 | Dar es Salaam

UONGOZI INSTITUTE

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. Established in 2010 by the governments of Tanzania and Finland, the Institute is dedicated to inspiring and equipping African leaders to deliver inclusive and sustainable solutions for their nations and the wider continent.

It applies a holistic and mutually reinforcing approach to capacity development which recognises that leadership competencies are developed through a continuous, lifelong learning process. Its two strategic pillars – leadership and sustainable development – are addressed through four main areas: executive education, policy dialogues, action-oriented research, and technical support. Its clientele includes organisations as well as individuals from the public sector, private sector, and civil society.

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BACKGROUND AND RATIONALE

Over the past decade, women's representation in leadership has increased globally, including across Africa, although progress varies across countries, sectors and institutions. In the corporate sector, a 2023 study of 1,265 companies across 23 countries found that companies in the highest quartile for women's representation on executive teams were 39% more likely to outperform financially than those in the lowest quartile.[1] Such evidence strengthens the case for organisations to develop inclusive leadership pipelines. This is further evidenced by research showing that female leaders demonstrate greater proficiency in crisis management and communication, utilise collaborative decision-making, and foster openness to new perspectives, thereby enhancing business performance, increasing productivity, and securing higher market value for companies. Furthermore, most women leaders are observed to excel in emotional intelligence, encompassing empathy, self-awareness, and interpersonal skills. As a result, the representation of women in leadership is steadily increasing across various industries, reflecting a broader institutional commitment to equity and the recognition that diverse perspectives strengthen organisational resilience and innovation.

However, despite the progress achieved in increasing female representation in leadership, significant challenges persist regarding their retention—specifically, the longevity of women in leadership roles. Global evidence indicates that women frequently experience shorter leadership tenures than men, even in contexts where representation has improved. For instance, while women occupy approximately 26% of parliamentary seats globally, their leadership trajectories are often interrupted or truncated due to structural and institutional constraints.[2] Similar patterns are observed within corporate and political leadership systems, where female leaders tend to exhibit shorter average tenures compared with their male counterparts.

Such evidence reveals that increased numerical representation of women in leadership positions does not automatically result in sustained leadership or impact/influence, as many women experience fragmented or shorter leadership trajectories. Women in leadership roles encounter distinct obstacles to maintaining their positions, as trajectories may be disrupted by pregnancy and maternity-related

1 McKinsey & Company. (2023). Diversity matters even more: The case for holistic impact. https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-matters-even-more-the-case-for-holistic-impact

2 World Economic Forum. (2024). Global Gender Gap 2024. https://www3.weforum.org/docs/WEF_GGGR_2024.pdf

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absences, caregiving responsibilities, gender bias, workplace harassment, and inadequate institutional support. These factors can delay career progression or contribute to premature departure from leadership. This illustrates how personal transitions, compounded by gender bias, can undermine women's leadership longevity. This disparity underscores the need to address systemic barriers that hinder long-term career sustainability for women. To effectively ensure female leadership longevity, literature suggests that organisations need to transition from temporary diversity initiatives toward comprehensive structural reforms and to establish objective pathways for professional advancement.

While significant attention has been directed toward overcoming barriers to women's numerical representation in leadership positions, considerably less emphasis has been placed on whether women remain in these roles long enough to generate sustained institutional impact. Considering this context, UONGOZI Institute will convene the 6th Women's Leadership Forum, titled "Nurturing women's leadership longevity in Africa,". The event, building upon previous research and forums on women's leadership by the Institute, incorporates a new dimension from an ongoing study that examines women's leadership longevity in Tanzania. It aims to offer insights on strategies required to not only advance women's leadership roles but also ensure women's longevity in leadership positions.

THEME: Nurturing women's leadership longevity in Africa.

DELEGATES: Business and political leaders, academics, and development partners from across the continent. Also in attendance will be the 100 women leaders selected to join cohorts 9 and 10 of the WLP.

The guest of honour will be Hon. Dr. Saada Mkuya (MP), Minister of Community Development, Gender, Elderly and Children – Zanzibar.

Hon. Regina Ndege Qwaray (MP), Deputy Minister in the President's Office – Public Service Management and Good Governance, will give special remarks.

The keynote address will be delivered by Ms. Monica Musonda, Chief Executive Officer of Java Foods – Zambia .

The key objectives are to:

1. Understand the dimensions of women's leadership longevity both vertical and horizontal dimensions;

2. Showcase women who have sustained impactful leadership and demonstrated resilience in overcoming systemic barriers;

3. Propose implementable strategies, including systems and pathways to ensure women sustained in leadership roles; and

4. Foster a network of support and mentorship among current and emerging women leaders.

PROGRAMME

7:30 AM – 9:00 AM	**ARRIVAL, REGISTRATION, NETWORKING, TEA/COFFEE**
9:00 AM – 9:20 AM	**WELCOMING MESSAGE** Mr. Kadari Singo, Chief Executive Officer of UONGOZI Institute – Tanzania
9:20 AM – 9:35 AM	**REMARKS** • Ms. Jamie Bruce, Senior Associate Director – Learning Success, Yale School of Management – USA • Ms. Jolly Acen, Deputy Representative, UN Women – Tanzania • Mr. Marc Stalmans, Head of Cooperation, European Union Delegation to Tanzania and the East African Community
9:35 AM – 10:00 AM	**KEYNOTE SPEECH: NURTURING WOMEN'S LEADERSHIP LONGEVITY IN AFRICA** Ms. Monica Musonda, Chief Executive Officer of Java Foods – Zambia
10:00 AM – 10:15 AM	**REMARKS** Hon. Regina Ndege Qwaray (MP), Deputy Minister in the President's Office – Public Service Management and Good Governance
10:15 AM – 10:45 AM	**ADDRESS BY THE GUEST OF HONOUR** Hon. Dr. Saada Mkuya (MP), Minister of Community Development, Gender, Elderly and Children – Zanzibar
10:45 AM – 11:30 AM	**GROUP PHOTOS & TEA BREAK**
11:30 AM – 11:45 AM	**AT A GLANCE: "RESILIENT PATHWAYS – EXPLORING ENTRY AND LONGEVITY IN WOMEN'S LEADERSHIP IN TANZANIA"** Presenter: Dr. Suma Kaare, Gender Expert

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11:45 AM – 12:45 PM	**UNLOCKING WOMEN'S LEADERSHIP AND IMPACT: A CONVERSATION WITH MS. ATTEEYA SUMAR, CHIEF EXECUTIVE OFFICER, AGA KHAN FOUNDATION – TANZANIA** Moderator: Dr. Suma Kaare, Gender Expert
12:45 PM – 1:00 PM	**AWARD SESSION: PROMOTING A READING CULTURE IN TANZANIA** Amb. Begum Taj, Vice Chairperson of UONGOZI Institute's Board of Directors
1:00 PM – 2:15 PM	**OVERCOMING SYSTEMIC, OPERATIONAL, AND STRUCTURAL ROADBLOCKS: STRATEGIES FOR SUSTAINING WOMEN IN LEADERSHIP POSITIONS** *Panellists* • Dr. Irene Isaka, Director General, National Health Insurance Fund – Tanzania • Mr. Paul Makanza, Chairman of the Board of Directors, Serengeti Breweries Limited (SBL) – Tanzania • Ms. Imelda Lutebinga, Country Director, DHL – Tanzania • Dr. Elizabeth Namundyebo, Lecturer, University of Namibia, and graduate of UONGOZI Institute's Women's Leadership Programme *Moderator* Ms. Namwaka Omari, Development Specialist
2:15 PM – 2:30 PM	**CLOSING REMARKS** Ms. Prisca Burton Lwangili, Deputy Permanent Secretary, President's Office – Public Service Management and Good Governance
2:30 PM – 3:30 PM	**LUNCH AND END OF PROGRAMME**

SPEAKERS



Representing the guest of honour

Hon. Dr. Riziki Pembe Juma (MP)

Minister of Information, Youth, Culture and Sports - Zanzibar



Special guest

Hon. Regina Ndege Qwaray (MP)

Deputy Minister in the President's Office – Public Service Management and Good Governance



Keynote speaker

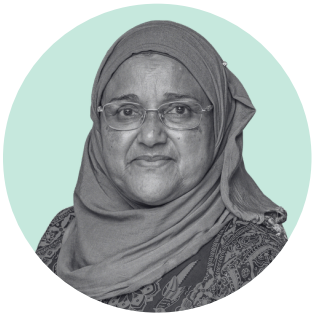
Ms. Monica Musonda

Chief Executive Officer of Java Foods – Zambia



Ms. Prisca Burton Lwangili

Deputy Permanent Secretary in the President's Office – Public Service Management and Good Governance



Amb. Begum Taj

Vice Chairperson of UONGOZI Institute's Board of Directors



Mr. Kadari Singo

Chief Executive Officer of UONGOZI Institute – Tanzania



Mr. Marc Stalmans
Head of Cooperation, European Union Delegation – Tanzania



Ms. Jamie Bruce
Senior Associate Director – Learning Success, Yale School of Management – USA



Ms. Jolly Acen
Deputy Representative, UN Women – Tanzania



Ms. Atteeya Sumar
Chief Executive Officer, Aga Khan Foundation – Tanzania



Dr. Irene Isaka
Director General, National Health Insurance Fund – Tanzania



Mr. Paul Makanza
Chairman of the Board of Directors, Serengeti Breweries Limited (SBL) – Tanzania



Ms. Imelda Lutebinga
Country Director, DHL – Tanzania



Dr. Elizabeth Namundyebo
Lecturer, University of Namibia, and graduate of UONGOZI Institute's Women's Leadership Programme

MODERATORS



Dr. Suma Kaare
Gender Expert



Ms. Namwaka Omari
Development Specialist

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