



ADVANCING WOMEN LEADERS IN AFRICA

A Policy Toolkit from Her Excellency Dr. Joyce Banda
Former President of Malawi





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About the Women in Public Service Project

The Women in Public Service Project will accelerate global progress towards women's equal participation in policy and political leadership to create more dynamic and inclusive institutions that leverage the full potential of the world's population to change the way global solutions are forged.

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Contents

About the Author	4
Introduction from Her Excellency Dr. Joyce Banda	6
Executive Summary	
Recommendations: Actions and Implementations	10
1) Enhance political will to empower girls and appoint qualified women to leadership positions	11
2) Mobilize rural leadership, families, and communities to promote the change of mindsets and behavior around women and girls	12
3) Strengthen networks between current and emerging leaders	13
4) Allocate resources towards data collection and analysis, and research around women's leadership	14
5) Create the legal environment to advance women in positions of leadership	15
Spotlight: Implementers in Action	16
Network of African Leaders	17
Akilah Institute for Women	18
Endnotes	19
Appendices	21
Appendix I: Summary of Survey Results	22
Appendix II: Directory of Key Implementers	27
Appendix III: Additional Resources	31

About the Author



An entrepreneur, activist, politician and philanthropist, Her Excellency Joyce Banda served as the President of the Republic of Malawi from 2012-2014. She was Malawi's first female president and Africa's second. Prior to assuming office, President Banda served as a Member of Parliament, Minister of Gender and Child Welfare, Foreign Minister, and Vice President of the Republic of Malawi. While serving as Minister of Gender and Child Welfare, she championed the enactment of The Prevention of Domestic Violence Bill (2006), which provided the legal framework to support the prevention and elimination of all forms of violence against women and girls.

President Banda is credited for turning round an ailing economy which was on the verge of collapse in April 2012. She instituted a number of economic reforms which led to significant economic expansion: Malawi's rate of economic growth rose from 1.8% in 2012 to over 6.2% in 2014. Under President Banda, Malawi's operational industrial capacity improved from 35% in 2012 to 85% in July 2014, and the foreign exchange import cover was increased from one week to three and a half months in July 2014. In the areas of democracy, good governance, and rule of law, President Banda repealed a number of draconian laws which weakened essential democratic institutions, infringed upon civil liberties, and restricted the freedom of the press.

President Banda's unwavering commitment to the promotion of women's maternal health and reproductive rights led her to establish the Presidential Initiative on Maternal Health and Safe Motherhood, which spearheaded the fight against high maternal mortality rates and the promotion of safe motherhood in Malawi. During the two years of her presidency, Malawi registered considerable success in the areas of maternal and child health, reducing the maternal mortality ratio from 675 deaths per 100,000 live births to 460.



As one her first actions after taking office, President Banda sold the multi-million dollar presidential jet, and donated 30% of her salary to the Malawi Council for the Handicapped (MACOHA), an organization serving individuals with disabilities.

President Banda regularly serves as a panelist and motivational speaker at international conferences and fora, and has spoken at the International Conference on Women in Beijing, Harvard Medical School and the John F. Kennedy School of Government, the London School of Economics and Political Science, the New African Woman Forum, the Women Deliver Conference, and George Washington University among others.

President Banda was named one of the world's most powerful black women by Forbes in 2013 and 2014, and one of the 100 most influential people in the world by both TIME and Forbes. In 2014, CNN named her one of the most inspirational woman in politics.

In 1997, President Banda founded the Joyce Banda Foundation International, which seeks to transform villages in Malawi through their work in supporting women's economic empowerment, education, maternal health and HIV/AIDS programs, leadership training, and support for human rights. In addition to this, she also serves on the Board of Nutrition International in Canada, and is a Board Member of the Tana High Level Forum for Peace and Security in Africa. She was recently appointed Member of Counsel of Former and Serving Female Heads of State along with Prime Minister Theresa May. She is currently a Distinguished Fellow with the Global Women's Leadership Initiative and Women in Public Service Project at the Woodrow Wilson Center, as well as at the Center for Global Development.

President Banda holds a M.A. in Leadership from the Royal Rhodes University of Canada, a B.S. in Gender Studies from Atlantic International University (U.S.), and a diploma in NGO Management from the International Labor Organization (ILO) Center in Turin, Italy. Jeonju University of South Korea conferred a Honorary Doctorate Degree in Economics for Her Excellency in January, 2013, and Wheelock College conferred an Honorary Doctorate Degree in Education for her in May, 2015.

Introduction from Her Excellency Dr. Joyce Banda

Background - Why a policy toolkit?

In March 2017, I launched my paper, “From Day One: An Agenda for Advancing Women Leaders in Africa” as the crux of my research while serving as a Distinguished Fellow at the Woodrow Wilson International Center for Scholars. As a woman leader and former President of Malawi, I know the barriers facing women who seek positions of political leadership and the opportunities to remove such barriers. I published “From Day One: An Agenda for Advancing Women in Africa” to detail the history of women’s leadership in Africa and some of the challenges and opportunities we women face on our leadership journey. The paper includes five key recommendations for promoting women’s leadership in Africa:

- 1. Enhance political will to empower girls, and appoint qualified women to leadership positions**
- 2. Mobilize rural leadership, families, and communities to promote the change of mindsets and behavior around women and girls**
- 3. Strengthen networks between current and emerging leaders**
- 4. Allocate resources towards data collection and analysis, and research around women and leadership**
- 5. Create the legal environment to advance women in positions of leadership**

As a second phase of my research, I have created this toolkit to provide actionable steps to implement the recommendations. The toolkit is meant to inspire and provide examples of how policymakers, civil society, community leaders, and the international community can work together to develop a critical mass of women leaders in political positions across Africa to ensure good governance and economic stability, and greater stability overall.



Executive Summary

Why We Must Promote Women's Leadership

The global community is beginning to realize how critical it is to set the framework to allow women to participate in leadership positions. Even if women possess natural leadership traits, if they face social challenges, are not economically empowered, or there is no inclusive political system, they will not be able to develop and succeed as leaders.

To show his commitment to women's leadership, Canadian Prime Minister Justin Trudeau created a cabinet with equal representation of men and women in 2015,¹ and prioritized gender equality, putting it on the top of the agenda for G7 Summit in 2018.² French President Emmanuel Macron followed suit, introducing a 22 person cabinet, 11 of whom are women.³ The United Nations has also cited "ensur[ing] women's full and effective participation and equal opportunities for leadership at all levels of decisionmaking in political, economic and public life"⁴ as a target of Sustainable Development Goal Number 5. In the same light, the African Union has declared the year 2010-2020 as the African Women's Decade, "in order to accelerate the implementation of all commitments on gender equality and women's empowerment from the local, national, regional, and continental levels."⁵

The global community knows when women are in leadership, society as a whole benefits. Women political leaders tend to focus on social issues, such as health, education, and food security to name a few examples.⁶ Women leaders have been seen to be risk takers and propose innovative solutions to societal challenges. They are advocates of peace, and are crucial participants in mediating conflicts around the world. Their leadership approach is inclusive and takes into account the community's needs.

Moreover, promoting women's leadership will have extraordinary effects on the global economy. According to a report by McKinsey, women make up over half the world's population, but only 37% the workforce. This is because women's traditional roles often include cooking, cleaning, childcare, or other informal work. If women reach their full potential, meaning they participate equally economically as men, global GDP can increase by 26%, or \$28 trillion. In Sub Saharan Africa specifically, GDP can increase by 27%, or \$0.7 trillion, when the gap is closed.⁷

Cultural and Economic Links Affecting Women's Leadership Capacity

"From Day One: An Agenda for Advancing Women Leaders in Africa" argues the case that leaders are born with 30% leadership traits, and 70% must be developed. Eighty percent of women in Africa are living in rural, hard to reach communities and 70% are living in poverty. To ensure all women with leadership traits are found, trained and encouraged to take more active roles in their communities, we must address the cultural, economic and political norms that hinder them from becoming the leaders they were born to be.

Women have roles in society that are often deeply entrenched and affect their capacity to be leaders. Girls are often victims of harmful cultural practices, such as female genital mutilation (FGM) and child marriage, and are denied access to education.⁸ Women usually are tasked with time consuming household responsibilities, such as cooking, cleaning, fetching water, and childcare, leaving little time to develop the capacities to participate in political leadership. More value is placed on the boy child, who is not typically expected to perform these tasks, and thus has more time to invest in his education and leadership growth.

These cultural norms and practices in Africa can also affect women's economic status, perpetuating certain biases against women and girls. For example, poor families, even if they value the girl and want to see her develop as a leader, often have to make decisions about her immediate value. When resources are limited, they usually send the boy to school instead of the girl, especially at secondary or tertiary level and school fees become a greater financial burden. In the short term, they might view child marriage as a better life for the girl, or they might send her to the fields or as a domestic worker. In many cases, families do not see the long term return on investment in her education, and even if they are legally required to send her to school, the laws are rarely enforced.⁹ These biases stunt the growth of potential female leaders.

In Africa, traditionally women's work has remained mostly in the informal sector comprised of home and family based responsibilities. For example, according to the UN Inter Agency Task Force on Rural Women, African women spend 40 billion hours a year collecting water. Because their hours are spent primarily on unpaid labor and activities, they are not contributing financially to their households, or the global economy.¹¹ Once women are able to bring income into the household, they invest in the education of their daughters, which sets the stage for the next generation of girls and women to develop their leadership traits.

About the Toolkit

Intended Uses & Beneficiaries

This toolkit is intended to serve as a tool for multiple stakeholders pursuing increased representation of women in leadership across Africa. These include:

- Bilaterals/Multilaterals
- Current and Emerging Women Leaders
- Governments and government institutions
- International NGOs
- Local Leaders
- Local NGOs and Civil Society
- Private Sector
- Youth/Girls

Methodology

This toolkit was developed through a combination of research, an online survey to targeted stakeholders on the continent, as well as input from global civil society leaders. The recommendations and actions are posed to prompt a discussion about challenges, successes, and mutually-identified areas for action on the part of political leaders, civil society, and communities. The implementers give concrete examples of organizations, initiatives, and actors who are already contributing to recommended actions, and their best practices can be used as examples for other beneficiaries of the toolkit.

Notes on Implementers

No one toolkit can showcase all of the implementers advancing women's leadership in Africa. The sample focuses on actors directly implementing or partnering with populations on the ground and who take a multi sectoral approach. Effort was made to include actors from all of the above categories to help intended beneficiaries get inspiration on how to implement the recommendations. Suggestions were taken from the survey results to show commitment to listening to the experts on the ground about their ideas of best practices.



Dr. Mathilde Mukantabana
Rwandan Ambassador to the United States

RECOMMENDATIONS: ACTIONS AND IMPLEMENTATIONS



Dr. Joyce Banda with Adenrele Adesina
Commissioner of Budget and Planning, Ogun State, Nigeria

1 Enhance political will to empower girls and appoint qualified women to leadership positions

The global community, heads of state and their governments must create opportunities to foster a conducive environment for women and girls to succeed and become leaders. While governments ultimately make laws surrounding women's empowerment, other stakeholders can put political pressure to enhance the will to implement their programs.

Actions

Set regulations to put more women in leadership positions

Stakeholders: bilaterals/ multilaterals, governments, local leaders

Pair women and men together in political positions to mutually develop leadership skills and develop innovative solutions to societal challenges

Stakeholders: bilaterals/ multilaterals, current and emerging women leaders, governments, local leaders

Decentralize processes to empower local government and civil society to build programs to reach rural populations

Stakeholders: bilaterals/ multilaterals, governments, local leaders

Implementations

By standing in elections, women advocate for their rights. In **Burkina Faso**, gender quotas for Parliamentary elections were introduced in April 2009. Each political party must have 30% women running for office, or else their public funding is cut by 50%.¹¹

Southern African Development Community Protocol on Gender and Development requires that "States Parties shall endeavor that, by 2015, at least fifty percent of decision-making positions in the public and private sectors are held by women." During the elections in 2014, the ruling party of Namibia, SWAPO, proposed a Zebra system, for every Minister appointed, the deputy would be the opposite gender. Currently, 41% of the National Assembly representatives are women.¹²

As an independent organization established by Ghanaian parliament in 1993, the **Ghana Commission on Human Rights and Administrative Justice** (CHRAJ) ensures human rights laws are being respected. When the 1998 law abolished *trokosi*,¹³ a form of child slavery practiced in Ghana, Benin and Togo, CHRAJ and International Needs Ghana partnered to educate priests and local leaders about the dangers of the practice, the importance of educating girls and the legislation banning it to reach rural populations.¹⁴

2 Mobilize rural leadership, families, and communities to promote the change of mindsets and behavior around women and girls

Empower and engage traditional leaders to acquire skills enabling them to change mindsets surrounding women's leadership. Bilaterals, multilaterals and international NGOs must involve traditional leaders in their efforts.

Actions

Engage chiefs and opinion leaders to share knowledge and educate their communities about women's empowerment

Stakeholders: civil society and NGOs, current and emerging leaders, governments

Facilitate sharing of best practices and challenges between communities, supporting rural women who want to lead

Stakeholders: local leaders, women's networks, youth/girls

Train leaders and communities on human rights with relevant and culturally sensitive techniques with local facilitators, including men and boys, to increase local ownership

Stakeholders: civil society and NGOs, current and emerging women leaders, local leaders

Promote holistic approaches to working with rural communities, focusing on changing mindsets and promoting local solutions to women's leadership challenges.

Stakeholders: international NGOs, civil society and NGOs, local leaders

Implementations

Tostan implements a three year non-formal education program based on human rights, training facilitators from the community's ethnic group in their local language to teach about education, health, leadership and economic empowerment. Working with local leaders, they set up democratic structures and encourage knowledge sharing through organized diffusion of concepts in a culturally sensitive way.

The International Republican Institute works to enhance the representation of marginalized groups in politics, including rural women and girls. In 2016, IRI hosted 329 Nigerien youth, including 108 women, for multiparty workshops to make recommendations on incorporating marginalized voices in the political process, build strategies on mitigating violence in local elections and bring back knowledge to share back in their communities.¹⁵

MenEngage Alliance "seeks to provide a collective voice on the need to engage men and boys in gender equality, to build and improve the field of practice around engaging men in achieving gender justice, and advocating before policymakers at the local, national, regional and international levels." In Zimbabwe, for example, MenEngage network members conduct community sensitivity workshops, trainings and dialogues on positive masculinities, violence against women, sexual/reproductive health and HIV in rural communities.

Taking a holistic approach to development, **the Joyce Banda Foundation's** work is based on five pillars: economic empowerment, girls education, women's health and HIV/AIDS, leadership opportunities and women's rights. They provide early childhood education, free secondary education, maternal mortality and HIV/AIDS prevention education and leadership development and human rights, using traditional leaders as the agents to bring about change.

3

Strengthen networks between current and emerging leaders

In the absence of a critical mass of women leaders across Africa, it is imperative to build networks to encourage female solidarity, knowledge sharing, and support systems. These networks must include all stakeholders, including girls and young women, and encourage cross generational relationships.

Actions

Organize forums for women leaders to meet other women, discuss their challenges, seek advice and learn new skills

Stakeholders: bilaterals/multilaterals, international NGOs, private sector, women's networks, youth/girls

Encourage established and emerging leaders to **develop mutually beneficial mentorships**, giving young people a platform alongside veteran leaders and build intergenerational partnerships

Stakeholders: current and emerging women leaders, women's networks, youth/girls

Increase women's global exposure and reputations by developing strategic communications capacities for women leaders and organizations

Stakeholders: bilaterals/multilaterals, international NGOs, private sector

Implementations

She Leads Africa provides a platform for women leaders to share their expertise, and host accelerator programs for women to learn, connect, and build businesses together. They offer access to experts from across Africa through online seminars and courses about topics women need to succeed as leaders in today's globalizing world.

A nonprofit working to end gender inequality in all facets of life in Africa, the objective of the **SHEROES Foundation** is to "create a platform for communication, connection and community." They organize an annual Sheroes forum to bring together women leaders to network, strategize and interact with one another.

The Global Give Back Circle "leverages the time and talent of women globally, through a Mentorship Program designed to help at-risk girls continue their education and embrace economic freedom." Currently, they work in Kenya, South Africa and Rwanda, have over 1000 women leaders serving as mentors, and they also provide secondary school scholarships to support women's leadership.

Launched by the U.S. Government in 2010, **the Young African Leaders Initiative** (YALI) brings cohorts of young 1000 African civic, business and community leaders to the United States for academic coursework, leadership and networking. YALI boasts an active network, regional centers across Africa to continue training, and extensive online engagement including the #Africa4Her social media campaign.

4 Allocate resources towards data collection and analysis, and research around women and leadership

In order to address the lack of research on the status of women's leadership and argue the impact it can have on society, more attention must be paid to collecting, analyzing and disseminating data about women and leadership. Prioritizing data is crucial to know where we are and how far we have to go to achieve gender parity in leadership.

Actions

Advocate for increased investment in data collection and research surrounding women's leadership.

Stakeholders: bilaterals/multilaterals, civil society and NGOs, current and emerging leaders, governments

Identify resources for further research and evidence to show the challenges facing women seeking public leadership to be able to propose solutions

Stakeholders: bilaterals/multilaterals, governments, international donors, private sector

Encourage NGOs and social enterprises to **invest in developing Monitoring and Evaluation** systems

Stakeholders: international NGOs, private sector

Make data collection processes more inclusive and appropriate for women

Stakeholders: bilaterals/multilaterals, civil society and NGOs, private sector

Implementations

The **National Democratic Institute's** #NotTheCost Campaign launched in March 2017 with Madeleine Albright to "ensure that women can be politically active without experiencing any form of discrimination, harassment or assault." They provide resources to help organizations design better data collection methods, with a particular focus on sensitivity and effective reporting with aimed at reducing violence against women in public office.¹⁶

The **Global Women's Public Leadership Index** from the Wilson Center's Women in Public Service Project tracks new and existing data related to equal participation in public leadership worldwide. The index "provides a global snapshot of deficits and meaningful gains in order to keep equal representation at the forefront of urgent policy concerns."¹⁷

In 2015, **the Bill & Melinda Gates Foundation** gave \$4.2 billion to grantees across the world, including 45 African countries. Their data policy aims for diverse methodology, rigorous and explicit conclusions toward evidence-based decisions, and actionable solutions. They fund key players in the gender data collection space, such as **Equal Measures 2030, Data2x and No Ceilings**.

Dimagi builds mobile solutions such as CommCare, an open-source mobile data collection platform, enabling anyone to build mobile applications. They are able to build training modules and data collection systems that address sensitive topics, such as domestic violence, empowering women to be honest in their results sharing while remaining safe in their communities.¹⁸

KoBoToolbox, developed by the Harvard Humanitarian Initiative, supported by USAID, the United Nations and several private sector foundations, is an open source set of data collection tools to support organizations working in humanitarian crises.

5

Create the legal environment to advance women in positions of leadership

Holding institutions accountable, writing and repealing legislation to empower women, encouraging civil society to engage with the law, and promoting access to justice will pave the way for women to become leaders. In many African countries, associations of women’s jurists are active in writing laws and increasing inclusion, but governments must provide necessary support to ensure their success.

Actions

Take advantage of laws that have been passed and make justice more accessible to women

Stakeholders: bilaterals/ multilaterals, civil society and NGOs, international NGOs, private sector, women’s networks

Encourage NGO’s and women’s networks to jointly work with Parliaments to address legal blocking factors by repealing discriminatory laws and writing new legislation to protect women and girls

Stakeholders: civil society and NGOs, governments, women’s networks

Make legal infrastructure available, such as courts at the rural level, access to lawyers, and free legal advice

Stakeholders: civil society and NGOs, governments, local leaders

Implementations

Women Working Worldwide (WWW) partners with grassroots organizations around the world, to “assist and empower women workers in international supply chains to claim their rights and gain decent wages for their work.” They work with women entrepreneurs in rural communities in Uganda to encourage forming unions and formalizing their economies, which in turn has helped them successfully campaign for better working hours, overtime pay and freedom of association.

The Domestic Violence Bill in **Malawi**¹⁹ was drafted by Malawian civil society, led by a regional NGO, Women in Law Southern Africa (WILSA), but stagnated within government for seven years. In 2004 when Joyce Banda was appointed Minister of Women and Children, understanding the legal processes to pass the bill, she worked with all stakeholders, from local missions to civil society to the President and his cabinet. Coupled with media, advocacy and awareness campaigns, the bill was officially passed in April 2006.²⁰

In Liberia, **the Carter Center** partnered with “Catholic Justice and Peace Commission” (JPC) in a community-based pilot project that provides concrete, practical solutions to everyday justice problems in underserved rural areas.” Together, they trained 32 Community Legal Advisors, working closely with lawyers to equip them with knowledge on legal procedure, labor law, family law, basic criminal law, mediation training, and advocacy skills. Most of the cases seen by the JPC are women.²¹



Network of African Women Leaders,
United Nations

Photo: UN Women (CC BY-NC-ND 2.0)

SPOTLIGHT: IMPLEMENTERS IN ACTION



Ellen Johnson Sirleaf
President of Liberia

Photo: U.S. Institute of Peace (CC BY-NC-SA 2.0)

Spotlight: Implementers in Action

Network of African Women Leaders

From May 31-June 2 2017, 80 participants, including women leaders in politics, business, civil society and the media, gathered at the United Nations Headquarters in New York for the High Level Women Leaders Forum for Africa's Transformation. Hosted by UN Women, the African Union Commission, and the Permanent Mission of Germany, the meeting was held with the intent to launch the Network of African Women Leaders (NAWL), an initiative which works to advance African women's leadership in the transformation of Africa, which a focus on governance, peace and stability.

According to the background paper, "The African Women's Movement Post-Beijing: The Narrative of Political Leadership in Africa," "the key aims and objectives of NAWL are:

- a) **Identify and support women political leaders at regional, national and local levels and provide guidance and encouragement to enable them to pursue their leadership goals**
- b) **Work towards an increase in the number of senior African women leaders strategically placed to influence efforts to prevent conflict, build and sustain peace, and advance stability through inclusive and democratic governance in Africa**
- c) **Provide a space for African women political leaders to share their experience so that lessons can be learnt as other women aspire to leadership positions.**
- d) **Create initiatives to strengthen the political machineries of women, i.e. funding, communications, campaign and strategizing.**
- e) **Mentor and encourage political leadership across generations**
- f) **Give visibility to the activities to African women leaders and provide them with opportunities to share experiences globally."**

As of June 2, NAWL's suggested vision is "a peaceful and transformed Africa made possible by the quantitative and qualitative leadership of women, " with a mission "to serve as an advocacy, peer learning and networking forum for African Women leaders in Governance, Peace and Security." NAWL will be made up of distinguished political leaders, as well as those who aspire to be one. Additionally, it will include academics, administrators, businesswomen and media. The principal activities will be advocacy, convenings knowledge creation and learning.

At the date of publication of the toolkit, decisions were still being made about how to implement the network, which body will host it and how it will be funded, but the forward moving momentum and buy in from the Forum participants is paving the way for a successful network.



Celebrating the launch of the African Women Leaders Network, May 31, 2017
Photo: UN Women via Flickr
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Akilah Institute for Women

According to the World Bank, Rwanda's Secondary School enrollment, gender parity index stands at 1.10 which places the Rwanda above the global average of 0.98.²² However, despite the Rwandan government's investment in women's leadership, there are still barriers facing women, such as lack of access to education or formal employment.

Akilah Institute for Women, founded in 2010, is an all women's college with a campus in Rwanda empowering young women in East Africa to transform their lives by equipping them with the skills, knowledge, and confidence to find meaningful employment and launch ventures in the fastest growing sectors of the economy. Akilah promotes community, leadership and service with a commitment to excellence in all fields, offering a two-year business diploma. They also work closely with the private sector to ensure a smooth transition into the workplace, also encouraging employers to find their employees locally, not from abroad .



Akilah students at graduation
Photo: The Akilah Institute

Akilah develops young women's leadership traits. According to Donah Mbabzi, Akilah's Institute Guild President, it was not until she joined Akilah that she understood what leadership was. She did not know her natural ability to take initiatives and mobilize her peers are some of the natural leadership traits she possesses. Now that she recognizes her own talents, she wishes to become a member of Parliament to affect change in her country. Akilah shows what leadership looks like, teaching women how to advocate for themselves and be confident.

Furthermore, Akilah provides opportunities to a diverse group of women who might not have had access to higher education. Fifty-five percent of their student body comes from rural communities, and 78% are first generation college graduates. They provide scholarships for low-income women, and they pioneered a student loan program which allows students to finance up to 85% of the cost of tuition, to be repaid as they make money.

To ensure the costs are achieving results, Akilah invests heavily in their monitoring and evaluation efforts. In the Spring 2017, they launched their Alumnae Report, which was informed by a three month alumni evaluation including surveys, focus groups, and interviews with community leaders, employers and alumnae. Combining qualitative and quantitative data, Akilah Institute now has a tool to use prove their impact and encourage further investment from various funding sources.

By 2030, Akilah Institute seeks to educate over one million girls and women. They have used their institutional knowledge, research and evaluation to revise their model and devise a new strategic plan, which involves diversifying funding streams and incorporating for profit revenue to be sustainable. They plan on opening new campuses throughout East Africa, incorporating online learning to expand their reach, and partner with organizations who can support women who wish to get their degree online.

Endnotes

Executive Summary

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Recommendations: Actions and Best Practices

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Hadeel Ibrahim
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APPENDIX



Ugandan Women Leaders
WPSP Institute Uganda

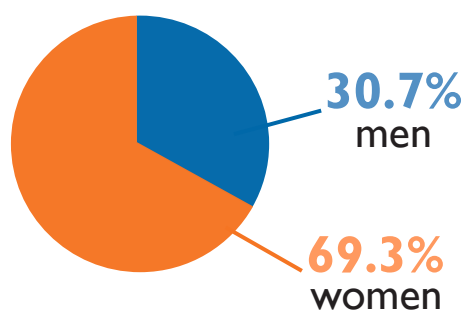
Appendix I: Survey Results

The Sample

In order to learn directly from stakeholders in Africa, a survey was developed to encourage feedback about the recommendations. Of the total 31 people who attempted this survey, a total of 13 people answered at least some of the open response questions. Of those who attempted the open responses, 69.3% were women and 30.7% were men. Notably, over 80% of these respondents hailed from African nations, a majority (69%) held Master's degrees, and overwhelmingly lived in urban areas (91%). From most to least common were women with master's degrees, men with master's degrees, women with bachelor's degrees, men with bachelor's degrees, and finally women with PhD's.



80%
African nationals



Results

On enhancing political will to empower girls, and appoint qualified women to leadership positions:

Action taken: Raising awareness and implementing a parliamentary quota system

Best Intervention: Improving government accountability and grassroots support of women's political rights

Reason for intervention's failure: Lack of male and community support

In order to help appoint qualified women to leadership positions, common answers of actions currently being taken in their communities among respondents included:

- **Raising awareness and talking to decision makers**
- **Implementing a parliamentary quota or electoral list system**
- **Improving education opportunities for girls, and**
- **Government / organization sponsorship of leadership and mentorship programs.**

By far the intervention that was most commonly cited as a best practice was encouraging government dialogue and improving accountability for gender-related programs. Others mentioned the utility of special gender-focused government councils and associations, training women in their local languages, involving and reaching out to men as partners, and publicized advocacy meetings to drum up awareness for greater women's representation. By far the most commonly cited reason for failure was the lack of male support. One respondent claimed that "programs that exclude boys ultimately fail [at] enhancing political will. Gender equity is the responsibility of all people." Others similarly pointed out failures when interventions were not community led, too quantitatively focused, or where the government took action without the voice of the community.

Final comments summarized the overall theme that respondents believe to enhance political will, there must be first increased awareness and ideally, some sort of constitutional / legal action by the government such as a parliamentary quota system. The interventions recommended were largely said by respondents whose countries have some sort of constitutional quota system already, but complained that such a system due to the lack of community support combined with low government accountability, it is not properly carried out or maintained. They thus called for a community-wide intervention aimed at raising awareness that would enable the constitutional system to work by the result of a strong, educated community that demanded accountability. Occasions where this failed was where they lacked community-wide awareness, either due to public apathy or due to the failure to reach out to men.

Results

On mobilizing rural leadership, families, and communities to promote the change of mindsets and behavior around women and girls

Action taken: NGOs, CSOs, communities etc that organize to raise awareness on women's rights / political participation

Best Intervention: Heavy community involvement and listening when developing and streamlining

Reason for intervention's failure: Disconnect between grassroots organizations and NGOs

To mobilize rural leadership and communities, the most common intervention involved raising awareness amongst all of society. One respondent mentioned the work of women's organizations in particular in raising awareness on women's rights and public service participation as well as conducting leadership, management, and team work programs aimed to empower women to become more efficient leaders. Others mentioned more generally the use of local community conversations aimed at raising awareness. The most effective interventions were those that involved heavy community involvement and listening. Although immense community involvement was by far the most common theme among answers, others

advocated for at-risk girls receiving education as well as the training of trainers for women leaders on the topics of: leadership, public speaking, and networking. Interventions failed largely due to a disconnect between the grassroots and larger national/international level organizations. Respondents claim several problems from international organizations:

- “Organizations prefer passing information but not support the girls hence the gap”
- “Project based interventions hinder community ownership”
- There is a “lack of continuity in bringing awareness”

Other problems respondents mentioned in the comments included cultural barriers, such as those that prevent women from participating in key political/community positions that reach outside the home sphere as well as high illiteracy amongst rural women which shrinks the available supply of potential leaders.

Results

On strengthening networks between current and emerging leaders

Action taken: Mentorship, fellowship programs; repeated meetings and forums

Best Intervention: Forums and networking groups that share stories and create links(same as action taken.. they are already doing what is best)

Reason for intervention’s failure: lack of funding, lack of guidance, self-interested people in power.

To strengthen the networks between current and emerging leaders respondents recommended mentorship and fellowship programs, as well as repeated meetings and story-telling opportunities. Such programs and forums together can serve as crucial mentoring opportunities to empower young women leaders while also inspiring the youngest of the bunch to run just by hearing their stories and example. Interventions cited as best practice were again forums and networking groups that were designed to be a place to share experiences and create links. Specifically cited examples included: The Platform Young Professionals Bootcamp International Center for Leadership Development Nigeria, and Young African Leadership Initiative. Problems impeding success were groups that were started without clear guidance, those that lacked grants / funding, and/or were led by selfish or self-interested leaders.

Results

On allocating resources towards data collection and analysis, and research around women and leadership:

Action taken: Specific government ministries and/or NGOs mapping data surrounding women in public service

Best Intervention: Same as action taken

Reason for intervention's failure: Lack of donor support, low government priority

Many respondents were not aware of any work or action being taken by their communities / region to research women's leadership. Those that were aware however, either cited action being taken by the appropriate and specific government ministry (cited in Ethiopia and Cameroon), or by international organizations such as UNESCO, or UNICEF. Respondents suggested the mapping of women leaders currently and in the future as the best practice. Others urged the acceptance of "all strata of society to respond to the survey," "disaggregating data by gender," and advocated for a "partnership between the parent ministry and UN Women." Of the few respondents who observed impending problems to such mapping, cited the lack of donor support, low government priority, and competition amongst local community female leaders and larger women leader CSOs. Final comments included the lack of clarity regarding the eligibility criteria for receiving the resources for data collection.

Results

Create the legal environment to advance women in positions of leadership

Action taken: Parliamentary gender quotas

Best Intervention: Parliamentary gender quotas *alongside* a gender monitoring commission to ensure it is actually and successfully implemented

Reason for intervention's failure: Lack of government accountability; quota not properly enforced

To create the legal environment to advance women in positions of leadership, commonly cited actions included:

- Parliamentary quotas for women
- The development and implementation of legal texts such as a national gender policy or penal code
- Adoption of international gender policies and instruments
- Promotion of girls education through affirmative action for women joining universities (giving a lower passing grade for girls)

Interventions that were cited as a best practice were largely related to interventions that either promoted or enforced the government's compliance with parliamentary gender quotas, as it was commonly the case that the quota failed to be properly enforced, especially during conflict situations. In fact the most prominent reason for failure in the legal sphere was the difficulty in enforcing gender quotas, despite being a mandate of the federal government. Others commented that even if quotas were followed, due to cultural stereotypes women tended to act as deputies to men and did not possess real power. As a result, respondents recommended having a gender monitoring commission that ensures the successful implementation of such quotas as well as encouraged the breaking of stereotypes that stops women from expanding their roles past the social sphere.

Additional final comments:

- Women need to empower more women at every level of their community in order to develop a network that can mentor and support future leaders
- Women are their worst enemies in that they prevent one another from either having access to leadership positions, or from succeeding as leaders
- Programs need to encourage women to showcase their ability because many lack confidence

Appendix II: Directory of Key Implementers

Akilah Institute for Women

The Akilah Institute offers a unique model of education that prepares students to launch successful careers in the fastest growing sectors of the economy. All students receive intensive leadership training, career development services, and community service opportunities.

Contact: KG 19 Ave, Kigali, Rwanda

www.akilahinstitute.org

info@akilahinstitute.org

Twitter: @akilahinstitute

Carter Center

The Carter Center, in partnership with Emory University, is guided by a fundamental commitment to human rights and the alleviation of human suffering. It seeks to prevent and resolve conflicts, enhance freedom and democracy, and improve health.

**Contact: 453 Freedom Parkway,
Atlanta, GA 30307**

www.cartercenter.org

(404) 420-5100

Twitter: @CarterCenter

Data2X

Based at the United Nations Foundation, Data2X is a collaborative technical and advocacy platform dedicated to improving the quality, availability, and use of gender data in order to make a practical difference in the lives of women and girls worldwide.

**Contact: The United Nations Foundation, 1750
Pennsylvania Avenue NW, Suite 300,
Washington, DC 20006**

www.data2x.org

(202) 887-9021

Twitter: @data2x

Dimagi

Dimagi believes that mobile solutions transform the efficiency, quality, and impact of service delivery programs globally. Their technology, CommCare, is an open-source mobile data collection platform that enables anyone to build mobile applications.

**Contact: 585 Massachusetts Ave, Suite 3,
Cambridge, MA 02139**

www.dimagi.com

info@dimagi.com

Twitter: @dimagi

Equal Measures 2030

The Equal Measures 2030 initiative fuels progress towards gender equality by making sure girls' and women's movements, rights advocates and decision makers have easy-to-use data and evidence to guide efforts to reach the Global Goals by 2030 and leave no one behind.

Contact: www.equalmeasures2030.org

Twitter: @Equal2030

Gates Foundation

The Gates Foundation focuses on improving people's health and wellbeing, helping individuals lift themselves out of hunger and extreme poverty.

**Contact: 500 Fifth Avenue North, Seattle, WA
98109**

www.gatesfoundation.org/

Twitter: @gatesfoundation

Global Giveback Circle (GGBC)

GGBC is designed to help at-risk girls realize their leadership potential and become change-makers, while gaining the skills needed to get a good job so that they can break the cycle of poverty and lift up their families and communities too.

Contact: www.globalgivebackcircle.org

Twitter: @globalgiveback

International Republican Institute (IRI)

IRI's women's empowerment programming seeks to increase the participation of women in political processes and help them gain the skills needed to take on greater leadership roles in government, political parties and civil society.

Contact: 1225 Eye Street NW, Washington, DC 20005

www.iri.org

info@iri.org

Twitter: @IRIGlobal

Joyce Banda Foundation

Taking a holistic approach to development, the Joyce Banda Foundation's work is based on five pillars: economic empowerment, girls education, women's health and HIV/AIDS, leadership opportunities and women's rights.

Contact: 330 15TH St SE, Washington, DC 20003-2340

www.joycebandafoundation.com

joycebandafoundation@jbfoi.org

KoBoToolbox

KoBoToolbox, developed by the Harvard Humanitarian Initiative, is an open source suite of tools for data collection and analysis in humanitarian emergencies and other challenging environments.

Contact: 14 Story Street, Cambridge, MA 02138

www.kobotoolbox.org

info@kobotoolbox.org

Twitter: @kobotoolbox

MenEngage Alliance

MenEngage members work collectively and individually toward advancing gender justice, human rights and social justice to achieve a world in which all can enjoy healthy, fulfilling and equitable relationships and their full potential.

Contact: www.menengage.org

Facebook: @menengage

Twitter: @menengage

National Democratic Institute (NDI)

NDI and its local partners work to promote openness and accountability in government by building political and civic organizations, safeguarding elections, and promoting citizen participation.

Contact: 455 Massachusetts Ave, NW, 8th Floor, Washington, DC 20001-2621

www.ndi.org

(202) 728-5500

Twitter: @NDI; @NDIWomen

No Ceilings

The Clinton Foundation's No Ceilings Initiative aims to present the gains and gaps in understandable, shareable ways - including by making the data open and easily accessible.

Contact: The Clinton Foundation, 1271 Avenue of the Americas, 42nd Floor, New York, NY 10020

www.noceilings.org

Twitter: @noceilingsdata

She Leads Africa

She Leads Africa is a community that helps young African women achieve their professional dreams. With engaging online content and pan-African events, our vision is to become the #1 destination for smart and ambitious young women.

Contact: www.sheleadsafrica.org

info@sheleadsafrica.org

Twitter: @SheLeadsAfrica

SHEROES Forum

The SHEROES Forum is a nonprofit organization working to end gender inequality in all facets of life in Africa. We want to focus on economic and political empowerment as a means to achieving the SDGs aim of gender equality.

Contact: East Airport - Accra, P.O.Box CT8070, Cantonments - Accra, Ghana

www.sheroesforum.com

Twitter: @SheroesForum

info@sheroesfoundation.org

Tostan

Tostan empowers African communities to bring about sustainable development and positive social transformation based on respect for human rights. Tostan believes that through this mission they can ensure every person—woman, man, girl, and boy—is able to live a life of dignity.

Contact: 5, Cité Aelmas, Ouest Foire VDN, en face CICES, B.P. 29371, Dakar-Yoff, Senegal

www.tostan.org

info@tostan.org

Twitter: @Tostan

The Women in Public Service Project

A program of the Global Women's Leadership Initiative at the Wilson Center, the Women in Public Service Project's Global Women's Public Leadership Index and dataset to provide a comprehensive framework for the evidence base around women's leadership.

Contact: The Wilson Center, One Woodrow Wilson Plaza, 1300 Pennsylvania Avenue NW, Washington, DC 20004

www.50x50movement.org

wpsp@wilsoncenter.org

Twitter: @WPSPProject

Women Working Worldwide

Women Working Worldwide works in partnership with grassroots organisations around the world, to assist and empower women workers in international supply chains to claim their rights and gain decent wages for their work.

Contact: 546/547 Royal Exchange, Old Bank Street, Manchester, M2 7EN, United Kingdom

www.women-ww.org

Facebook: @womenworkingworldwide

+44 (0)161 834 3716

Young African Leaders Initiative

The Young African Leaders Initiative (YALI) is a signature effort to invest in the next generation of African leaders. Former President Obama launched YALI in 2010 to support young African leaders as they spur growth and prosperity, strengthen democratic governance, and enhance peace and security across Sub-Saharan Africa.

Contact: yali.state.gov

Facebook: @YALINetwork

Twitter: @YALINetwork

Appendix III: Additional Resources

Resources on Women's Leadership

Women, Business and the Law 2016: Getting to Equal

The World Bank Group: <http://wbl.worldbank.org>.

Gender Equality and Sustainable Development: World Survey on the Role of Women in Development 2014

UN Women Research and Data Center: http://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2014/unwomen_surveyreport_advance_16oct.pdf?vs=2710.

Landmark resolution on Women, Peace, and Security

UN Women Office of the Special Adviser on Gender: <https://www.un.org/womenwatch/osagi/wps>.

No Longer an 'Add-on', Gender-Based Data Collection Posed to Shape Policy, Trigger Action in Post-2015 Era, Expert Panel Tells Women's Commission

United Nations: <https://www.un.org/press/en/2015/wom2032.doc.htm>.

The Role of Empowering Women and Achieving Gender Equality to the Sustainable Development of Ethiopia

By Endalcachew Bayeh

Pacific Science Review: <http://www.sciencedirect.com/science/article/pii/S2405883116300508>.

Why Educating Girls Makes Economic Sense

Global Partnership for Education: <http://www.globalpartnership.org/blog/why-educating-girls-makes-economic-sense>.

What is the relationship between governance and economic growth?

By Duncan Green

World Economic Forum: <https://www.weforum.org/agenda/2015/11/what-is-the-relationship-between-governance-and-economic-growth/>.

Further Reading on Spotlight Implementers

African Women Leaders Network

Press Release: New platform launched to galvanize and boost women's leadership of Africa

UN Women: <http://www.unwomen.org/en/news/stories/2017/6/press-release-new-platform-launched-to-galvanize-and-boost-womens-leadership-of-africa>.

It's tough for women to get to the top in African politics- but we're blazing a trail

By Evelyn Anite

The Guardian: <https://www.theguardian.com/global-development/2017/jun/12/african-politics-blazing-a-trail-african-women-leaders-network-evelyn-anite>.

African Women Leaders Network Launched At UN

By Harry Reynolds

All Africa: <http://allafrica.com/stories/201706020533.html>.

Women leaders network seeks to boost peace and politics in Africa

By Kieran Guilbert

Reuters: <http://www.reuters.com/article/us-africa-women-idUSKBN18Y057>.

Akilah Institute

Grooming girls into future leaders

CNBC Africa: <https://www.cnbcafrica.com/videos/2017/03/09/grooming-girls-into-future-leaders/>.

Girls need to explore their potential, says Akilah Institute's Guild President

By Donah Mbabzi

The New Times: <http://www.newtimes.co.rw/section/article/2016-10-20/204607/>.

Our Vision for Scale: By 2030, up to 1 million girls and women will attend Akilah

Akilah Institute: <http://www.akilahinstitute.org/scale/>.

Akilah Institute: Annual Report January 2015-June 2016

Akilah Institute: <http://www.akilahinstitute.org/wp-content/uploads/2016/08/Annual-Report-2015-2016.pdf>.

Alumnae at Work: Stories of Change

Akilah Institute: <http://www.akilahinstitute.org/alumnae-report-2017/>.





Joyce Banda
Former President of Malawi



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facebook.com/wpsproject
[@WPSProject](https://twitter.com/WPSProject)