

Women in Governance at Central and Local Government Institutions: Tanzania's Experience

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Abstract

This article provides a descriptive analysis of the state of women's participation in decision-making while occupying political and managerial positions following government of

other series of conventions, reports and protocols such as: the Dakar Platform (1994), the African Plan of Action, Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (2003), the African Union's Solemn Declaration on Gender Equality in Africa (2004), Association of Consecrated Women in Eastern and Central Africa (1998), UN Security Council Resolution 1325 (2000), Southern African Development Community (2005), African Women's Report (2009) and the African Peer Review Mechanism (2009). The participation of women has consistently been at the

to women's participation has been made at international level and governments have endeavoured to implement them. It is the author's intention, through a literature review, to illustrate notable evidence taped from developed and developing countries on women's engagement on issues spelt out and show deliberate efforts taken by world governments to eradicate the problem. Tanzania is the focal point in this analysis. Despite the premeditated exertion undertaken by responsible institutions, the under-representation of women persists to a large degree. This dilemma needs to be re-addressed by increasing the number of women leaders because women have social skills such as networking, motivation that are crucial in contemporary organizations and development may not be realized if women lag behind.

Key words: Women, Governance, Participation, Institutions

Introduction

The question of discrimination against women cuts across all sectors. The major barriers for women to access gainful employment opportunities include low level of education, inadequate economic production skills and patriarchy values. Education is a key to liberation and an important tool to alleviate socio-economic problems facing women and society at large. Women face numerous constraints to access education and training at all levels. Existing social attitudes favour and promote boys' education and pay less interest in the education of girls (African Women's Report, 2009). If women have to get good jobs and hold top managerial positions, investment in education is important. Statistics from various countries including Tanzania show that there are more boys than girls advancing from secondary schools to tertiary education. There are cultural factors such as family responsibilities like caring for the sick, early marriage and domestic responsibilities such as cooking that hinder girl children from attending school. These cultural factors will keep on widening the gap between men and women in areas of decision-making (Meena, 2005). Tanzania's commitment to gender

equality is clearly provided in the national constitution of 1977 and through the signing and/or ratification of major international instruments that promote gender equality and human rights, including the Human Rights Declaration (1948), United Nations Convention on the Elimination of all Forms of Discrimination Against Women (1979), Convention on the Rights of the Child (CRC) (1989), which has a special focus on the girl child; Beijing Platform for Action (1995) on women's economic and political empowerment, education and training, Vienna Human Rights Declaration (1994), Cairo Population Declaration (1994), Millennium Declaration and Development Goals (MDGs), with MDG-3 on gender equality and women's empowerment, and United Nations Security Council (UN-SC) Resolution 1325 (2000) and Resolution 1820 (2006) on gender equality, protection and participation of women in conflict resolutions, peacemaking and state-building.

At regional level, Tanzania has signed and ratified the following instruments: African Union Charter and its Protocol on Human and Peoples' Rights, Charter on the Rights of Women in Africa (2003), Southern African Development Community (SADC) Gender Declaration (1997) and its Addendum on the Prevention of Violence against Women and Children of Southern Africa (1998), SADC Protocol on Gender and Development (2008) and Research on Poverty Alleviation (2010).

The government in partnership with some civil society organizations (CSOs) has developed a Country Action Plan for Girls Education in Tanzania (2001/02-2003/04). The plan was supposed to have provided direction to the Ministry of Education to ensure that all girls in Tanzania will fully access, remain and finally exit to other higher levels of learning. The government has increased the enrolment of girls in primary and secondary schools as well as the higher learning institutions as a mechanism of empowerment. The results show that there is a difference of about 30 per cent between males and females who are enrolled for higher education in public institutions (APRM, 2009).

Following the Beijing Platform 1995, there have been claims that women have been able to climb the ladder to various administrative and political positions that were historically the preserve of men. To accelerate the hiring of women for employment, the adverts for vacancies always give a special note to women: '*women are encouraged to apply*'. This implies that the gap is clear between men and women in employment. Governance is about inclusion of all sexes.

It is the aim of this article to explore the levels of women participation in the governance process through the central government and local government authorities. The international and national standards of women participation as leaders in the governance process act as gauges to measure the extent to which Tanzanian women fare in public institutions.

Theoretical Literature Review

Governance is a process that demands inclusivity of all societal segments (UNDP, 2008). Men and women are thus to be treated equally in allocation of public offices. Good governance and development literature calls for a gendered approach in order to realize the functional approach of both men and women for sustainable development. Despite the already established norms

on women inclusion in governance, the literature reveals that women are still facing hardships in their bid to hold public offices at both central and local government levels of governance.

According to Rose (2001: 36) women discrimination in political, managerial and decision making is not natural but rather socially created. Men and women are equal but the meaning of their masculinity and femininity is a function of their societies. Women are increasingly located in area of works that are poorly paid, related to definition of their domestic role, and for the most part block any chance of achieving a full career to senior positions. The discrimination is grounded in the patriarchy system which explains the existing set of arrangements designed by men with the effect of constantly defining women in inferior positions. With the theory, patriarchy and gender are central terms in the all female theories. Patriarchy, the arrangement of the society and its institutions to reflect men's interest while gender indicates that ideas of behaviour attached to biological sex are a product of socialization and therefore change over time and reflect different political systems and culture.

The overall argument of liberal feminists is to take the institutions of the whole society or government to a broader perspective and devise ways of improving the position of women through reforms. This can take a variety of forms such as equal opportunity policies, affirmative action plans and training. From this viewpoint, women as individuals can overcome inequality through the removal of barriers and prejudice through appropriate policies. This is the duty of every individual man and woman. Kanter (1983) argues that management in any organization can take the initiative and respond to the call for greater equality for women. From the theoretical description, it is important to develop a framework as an alternative approach to studying women leaders compared to traditional women-in management literature. The objective of the framework is to reveal the "natural and taken-for-granted" cultural mechanisms behind discriminatory practices. Various reports, for instance Beijing (1995) and Dakar (1994), AWR (2009) and many others, indicate that women discrimination is a global issue and suggest ways of dealing with it, but a thorough vow is needed. The Beijing platform listed a number of areas to be observed by African countries including Tanzania. There has been progress, but the pace has always been slow. Lamsa and Sentonen (2001) believe that there are underlying mechanisms causing discriminatory practices towards women leaders which have become naturalized and invisible. The concern is that everyone, irrespective of gender, should have a fair chance in career progression.

The Beijing conference revealed progress in the political empowerment of women in African countries to be slow, as 10 per cent of the members of legislative bodies were women in 1995 and the figure had risen slightly to only around 11 per cent in 1999 (Mawaya, 1999). An increase of one per cent was a narrow step made forward and called for deliberate action to be taken which includes: Article 4 (1) of the Constitutive Act of the African Union, the Dakar Platform for Action (1994), the African Plan of Action to Accelerate the Implementation of the Dakar and Beijing Platforms for Action for the Advancement of Women (1999), the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (2003), the African Union's Solemn Declaration on Gender Equality in Africa (2004) and the Governments of the Southern African Development Community (SADC). These protocols committed to ensuring that women occupy at least 30 per cent of the positions in political and decision-making structures by the year 2005.

The AWR (2009) report has shown significant improvement in some areas. For instance, in the political arena, the election of Ellen Johnson-Sirleaf of Liberia as the first female African Head of State in 2005 was a milestone in women's representation at the highest level of national decision-making. Some countries (e.g. Mozambique, South Africa, Rwanda and Uganda) have reached the Beijing target of 30 per cent or more of women's representation in Parliament. Rwanda has made even more significant moves with a record level of 48.8 per cent (in the lower house), surpassing the Scandinavian average of 40 per cent. The Government of Mozambique has made substantial progress with a female representation in Parliament at 38 per cent in addition to female occupancy of the offices of Prime Minister and Vice-President of the Parliament (ibid). Tanzania has had a steady increase in the number of reserved seats for women in the national parliament and local councils. Seats had been reserved for women at 20 per cent, and in 1995 women occupied 11.24 per cent of the seats in parliament. In 2005, this rose to 21.36 per cent. The 2010 election increased the special seats number to 30 per cent and women in Tanzania held 30.4 per cent of the parliamentary seats (Marilyn, 2010). The country also got a first house leader after the 2010 general election. This is a great success for women's progress in leadership positions (REDET, 2010). In the 2012 Kenyan elections, women in the race for senatorial seats could not count any win. However, women competed with men for the lower house in the 2012 Kenyan elections and triumphed. The explanation to this situation is that women are not yet believed by the communities to hold high political posts such as senatorial seats in Kenyan politics.

The African continent's response to the objectives of the Beijing conference was to take measures to ensure women's access to and full participation in power structures and decision-making. The second objective intended to increase women's capacity to participate in decision-making and leadership positions in various government bodies. Various actions were proposed to achieve these goals including: government's establishment of the goal of gender balance; creating a critical mass of women leaders in strategic positions; planning for women to hold 50 per cent of managerial and decision-making posts by year 2000, political parties to integrate women in elective and non-elective positions; protect and promote women's equal rights with men; remove discriminatory or prejudicial electoral systems; continuous monitoring and regular evaluations of progress. African regional commitments were also compelled through the Dakar Platform to establish mechanisms for participation at community and society levels; adopt measures to improve women's economic status and affirmative action to redress imbalances; mobilize and sensitize men, women, NGOs, political parties and trade unions; enact legislation on women with disabilities and ensure women take 35 per cent of decision-making positions. Despite the celebrated representation of women in decision areas, male domination persists. There is still a big mismatch between women and men even in areas with some progress. Patriarchy roots are not easy to erase. The big factor is historical explanation which has already designated the status of women and got socialized. The following are the areas highlighted to demonstrate the position of women in the governance processes. The legislative participation, executive participation, local participation, political parties and senior positions in professional syndicates can be used to show the disparities.

In the case of Tanzania, the traditional position of women in decision-making has been low compared to men especially in the political and management arena. Women were not

expected to influence decision-making processes from domestic to national level. These attitudes are rigidly based on patriarchal structures which limit women voices from impacting decision-making and the planning process at national level (Meena, 2007). The existing attitudes put the election and appointment of women to high profile positions in dilemma. National legal policy and institutional frameworks are conducive to the promotion of gender equality and women's empowerment. The constitution of the United Republic of Tanzania guarantees equality between men and women, and supports their full participation in social, economic and political life (URT,1999). Key components of the policy framework include: the Tanzanian Development Vision 2025, National Strategy for Growth and Reduction of Poverty 2005-2010 (MKUKUTA), National Women and Gender Development Policy 2000, and the associated National Strategy for Gender Development (NSGD) 2005.

Vision 2025 for Tanzania mainland envisions equality between men and women as stipulated in the constitution. One of the strategies of Vision 2025 is "gender equality and the empowerment of women in all socio-economic and political relations and cultures". Institutional arrangements for promoting gender equality are also in place and include the Ministry of Community Development, Gender and Children (MCDGC), sectoral gender desks, focal points and committees within central government, regional administrations and district authorities, and civil society organizations (CSOs) which focus on women's rights (REPOA, 2010).

Hence, the article examines the positions held by women following the domesticated efforts to achieve gender equality in the governance processes in Tanzania.

Conceptual and methodological frameworks

This article employs the concept of women in governance to refer to the participatory governance that leads to sustainable development. If the decision-making organs in the public sector adopted a balanced gender approach, development would be realized. However, the institutions of governance under a liberal feminism approach have opened a door for women to enter but have not changed the structures to make the institutions women-friendly. Patriarchal practices have made women outside the formal public institutions shy away or feel that the institutions are best fit for men (Meena,2005).

The methodology employed by the article is a documentary review. The theoretical and empirical literature has been pulled together in order to assess the selected variables that include women's positions in high levels of political parties and public offices at central and local government levels.

The next section discusses the findings pertaining to women's participation in governance processes at the central and local governments up to the year 2014.

Experience of Women's Participation in Political governance institutions

With the 1977 constitutional amendment in 2005, Tanzania set a target of 30 per cent benchmark as per SADC resolution of increasing chances for women in political positions. Since then, the government has been working towards instituting another benchmark of 50/50 by 2010 in line with the AU's constituent declaration (Meena, 2007).

The 2005 elections increased the numbers and percentage of women Members of Parliament from 21.5 per cent in 2000 to 31.6 per cent in the 2005 elections. After the 2005 elections, more women were appointed as cabinet ministers, some of them holding very strategic positions such as Minister of Finance, Minister of Constitutional Affairs, Minister of Education and Culture and Minister of Foreign Affairs (Meena, 2007; TGNP, 2005) (see the table below).

Women's Representation in the National Assembly in Tanzania 1995-2010

Year	Women representatives		Total Women	Total seats	% of Total Seats
	Constituencies	Women's seats			
2010	21	102	123	239	51.46
2005	22	75	97	307	31.6
2000	12	48	60	279	21.51
1995	8	37	45	269	16.73

Source: *EISA Tanzania: Women in Parliament*, accessible at: www.eisa.org.za/WEP/tanwomenrepresent

The data shows that numbers of women parliamentarians increased from 1995 when the country reinstated the multiparty system up to 2005. However, in 2010 the data in the table shows that women dropped from 22 to 21 but with an increase on special seats which are ring-fenced and allocated to women for empowerment. The decline in the constituency representation of women is critical as one questions the efficacy of the efforts to promote women in positions of governance. Although Tanzania has reached the benchmark of SADC and the constitutional benchmark of the 30 per cent critical minority, this is still below the African Union constituent benchmark of 50/50 in parliament. Additionally, the discourse on 30 or 50 per cent has not gone hand in hand with a discourse of transforming the broader picture addressing the general condition of women in the economy. The benchmarks have not also been translated into strategies directed at other public offices. What accounts for low participation of women in electoral positions in Tanzania includes low positioning of women in the society due to social cultural norms and values; lack of economic power, legal and regulatory environment, lack of political support by existing political parties which in turn impact their ability to access electoral resources, such as media; the type of electoral regime which translates in lack of political will to transform the politics of exclusion (Meena, 2007). It is evidently put by the literature that there are indications that fewer women than men are presented for electoral processes in situations where political parties do not have gender-sensitive policies, especially in nominating candidates for elections. Country reports also show that some electoral systems do not support the election of women, especially in societies where strong gender bias against women occupying decision-making positions persists. It has further been demonstrated that the murky nature of the political terrain, characterized often by cut-throat and "dirty linen" attacks on political figures tend to stifle women's effective participation. In addition, politics is an expensive process oftentimes requiring substantial financial and human outlays which women tend not to have. Finally, women often simply have less time than men to devote to the networking required to build a political career due to their family and care responsibilities

(AWR, 2009). Meena (2005) argues that in Tanzania women's path to the political system faces serious glass ceilings which pull them off in politics. The glass ceilings entail commercialization of politics, cultural barriers, and double roles and reproductivity embedded in socialization of women in Tanzania. The existence of violence in political processes has made women not to engage in electoral politics, which would in turn increase their number in decision-making at that level. Therefore, the position of women in governance in central political institutions is still limited and a functional gendered development will require time to be achieved.

Women in executive positions of governance in Tanzania

Participation of women in non-electoral positions of influence remains low. A good number of the presidential appointees such as Regional Commissioners, Ambassadors, and District Commissioners are recruited from the pool of MPs. Some of the MPs are appointed as Regional Commissioners, District Commissioners, while others are appointed on strategic boards as members or chairpersons. Women in Tanzania have constituted a minority in these politically appointed positions as illustrated in the table below.

Women and Men in Public Decision Making Organs: 2003-2006

Position	Number of women			No. of Men			% of women		
	2003	2004	2006	2003	2004	2006	2003	2004	2006
Ministers	4	4	6	23	23	23	15%	15%	21%
Deputy ministers	5	5	10	12	12	51	29%	29%	32%
Regional Commissioners	1	2	2	19	19	19	5%	10%	10%
Regional Administrative Secretaries		4	5	20	17	17		19%	20%
District Commissioners	19	19	23	88	88	84	20%	18%	21%
District Administrative Secretaries	20	14	14	89	85	85	10%	14%	14%
District Executive Directors		14	23		86	86		14	21
Permanent Secretaries	4	6	7	21	19	18	16	24	28
Ambassadors	1	1	1	29	34	34	3	3	3
Chief Justice				1	1	1			
Referral Court Judges			1						
High Court Judges	3	6	7	33	33	42	9	14	16
Magistrates		33	33		82	82		29	0

Source: Compiled by Technical Expert Group, APRM (2009)

Gender equality in appointments to senior levels of the civil service determines the extent to which women are participating in the arena where public policy formulation and implementation take centre stage. The data shows that women appointments in Tanzania to executive positions are either constant or declining as the data table reveals by percentages. For example, women occupied 14 per cent of District Administrative Secretary positions from 2004 to 2006 and female high court judges increased by 2 per cent from 14 to 16 in 2004-2006. The data indicates that the regional and international instruments on women's participation in governance, though ratified, have not worked in Tanzania. Moreover, according to the African Women Report (2009) scores in various countries demonstrate disproportionately low levels of women in the highest decision-making bodies of the countries concerned.

An important issue that is not covered by the indicators of gender equality in appointments into the cabinet is the kind of ministries headed by women when compared to men. The former are traditionally appointed to ministries that are considered 'soft', such as health, education, social services, gender and human resources and rarely are they appointed to 'hard' ministries such as defence, justice, foreign affairs, economy, finance, trade and energy. A study by Seppänen and Virtanen (2008) shows that 7-15 per cent of doctors, dentists, and pharmacists were females, while 79-99 per cent of nurses, health attendants and maternal aides were female. It hence concludes that women hold the lower positions in the public service. The study also finds the trend to be true in sectors which it describes as female-dominated, such as healthcare. Similarly, a study conducted by the Ministry of Community Development, Gender and Children in 2012 reported that the majority of women in the public sector work as secretaries, nurses, midwives, telephone operators and teachers, and attributes this trend to women's low level of education. The low level of education may lead to limited opportunities to compete for economically gainful electoral positions in a commercialized political environment where women need adequate resources to win an election.

In South Africa, the representation of women in cabinet has steadily increased over the years. By 2008, women constituted 42.8 per cent of ministers, which was a 200 per cent increase from 1997. Overall, there has been a three-fold increase in the number of women ministers appointed from 1997 to 2008, a number of them holding critical cabinet portfolios historically associated with men. They include Foreign Affairs, Public Works, Land and Agriculture and Justice and Constitutional Development. By 2008, women held 40 per cent of deputy ministerial positions. Gender inequalities in the distribution of senior civil service positions is a reflection of gender bias that is entrenched in public sector employment policies that relate to recruitment, promotion, motivation, training and retention. Moreover, according to AWR (2009), trends of very low participation of women in decision-making are evidenced in professional syndicates. The report argues that except for South Africa, which records an index of 0.4, the remaining countries with data, Tanzania inclusive, score very low. As with the low visibility of women in the judiciary, reasons for women's poor showing in this area may be due to the absence of a critical mass of women in professions such as law, medicine, engineering, architecture and pharmaceuticals. These outcomes point out that in other countries with higher levels of gender equality in tertiary enrolment such as Madagascar and Tunisia, females at the helm of hard ministries or institutions traditionally considered the preserve of men may not be opting for 'hard' courses.

In Tanzania, it is revealed that women appointed to executive positions are still fewer than men and hence an imbalance between men and women in governance persists. The data suggests that government is not achieving gender equality in decision-making at the level of policy-making and implementation (Wilson, 1999).

Women positions at local governance institutions in Tanzania

According to Beall, (2005) decentralization is often portrayed as a route to women's empowerment and gender equality. Decentralization improves democracy and increases access of women to decision-making and enables women to participate as political representatives in local tiers of government.

Misafi (2014) conducted a study at Kondoa Local Authority, Dodoma region in Tanzania and found that women's participation in governance under a decentralized system is still low. The major reason given for the low number of women in local governance institutions is power relations between men and women. This fits in the position of this article as the established initiatives to promote women in governance have not been able to address the gender power relations in employment, political competition and political appointments.

Misafi (2014) continues to argue that even those women who get into governance positions do not change policies as they find patriarchal ceilings all over the institutions.

Tanzania, like many other developing countries, has been looking forward to local governance and grassroots participation through local government reforms with the objective of enhancing local power percolation in matters that affect people's development and to guarantee that decisions made are relevant to the needs and conditions of national and local people, especially marginalized women and children. The idea is to create a conducive environment where leaders would live and work with people in their own areas and that people have a sense of ownership for the type of governance issues they deal with. Local-level decisions are faster to make and implement and local initiatives and endeavours place more responsibility and accountability on local leaders (Misafi, 2014).

According to article 146 (1) of the United Republic of Tanzania Constitution (1977), the prime objective of local government is to consolidate and give more power to the people. The purpose is to enhance democracy at local level through participation of both men and women in the development process in their particular localities. Enhancing local government ensures local governance in which gender-balanced representation is important to attain true democracy and meet the needs of men and women on equal basis. Women have a great potential in the development of the country due to their skills and ability backed by their rising statistics compared to men (Lamsa and Sintonen, 2001). Despite all facts, women have traditionally been sidelined in the decision-making processes in the local authorities leading to adverse effects in the socio-economic and political development process (AWR, 2009). Deliberate effort has been taken to create conducive environment for increasing women's participation in high managerial and political posts to reach a 50 per cent ratio. Although it is argued that in the future we shall be seeing increases in the number of women leaders, women's access to senior managerial posts seems to be limited in many countries (Wilson, 1999).

Throughout history, women have been marginalized, lacked influence in political affairs, occupied only marginal low posts in administration, and lived miserable lives, and unfair treatment. Today in Tanzania, women comprise nearly 50 per cent of the work force but their contribution and participation in government decision-making is minimal, creating a democratic deficit and gender gap, suggestive of patriarchy in Tanzania (Rose, 2001). The barriers noted for women's effective engagement in Tanzania's 2010 general elections include: insufficient mobilization of the media, lack of leadership-oriented training, electoral systems and procedures that are not gender-friendly and prohibitive cultural norms and customs which are discriminative against women. Babeiya (2011) also mentions limited women's ability to mobilize financial resources for political financing to address women's paucity in political decision-making bodies.

Blaming women for the limited ability to mobilize resources for political campaigns is blaming the victims. The problem is the patriarchal political structure which makes it difficult for women to be effective. For example, there was a negative portrayal of women during election campaigns by the media. This was seen in the presidential campaign of Chama Cha Demokrasia na Maendeleo (CHADEMA) when the female contenders got wide negative media coverage on account of their conjugal relationship with the party's presidential candidates (REDET, 2010).

Barriers for Women Participation in Institutions of Governance

There are few women in top managerial positions in Tanzanian institutions. Billing and Alvesson (1989:65) argue that low proportion of women leaders in most cases is a reflection of inequalities and injustices in society and working life as a whole. The primary concern is ethical. Women are regarded as a discriminated group, which lacks the opportunities exposed to the men in developing their careers and attaining managerial positions. The same proportion of women in high-status positions compared to men in working life is important from a justice viewpoint (Gender Links, 2014). Finding the strategy to address these inequalities is of great concern since there is no justification of women's absence in top managerial positions. The number of women leaders is disproportional to the number of men. The underlying mechanisms causing discrimination that have become difficult to see and notice need to be uncovered, this can be attained by devising a framework or mechanism for understanding the discriminatory practices and how women's leadership becomes symbolically represented.

The discriminatory tendencies that deny women a chance of full participation in decision making have no ground since women leaders tend to be showing interpersonally-oriented behaviour and concern for other people's satisfaction, as compared to men (Osland et al., 1998). Moreover, women have been urged to be more ethical than their male colleagues Yoon (2011) but also contrary results exist Harris (1990). Research on leadership style assumes that women and men have different characteristics that make them suitable for different types of jobs. Research often emphasizes the idea that the number of women leaders should be increased because women hold such "new" qualities as networking skills, ability to motivate others, social skills, and so on, that are needed in contemporary organizations (Lamsa and Sintonen, 2001).

Government Action to Promote Women's participation in governance

The Tanzania government recognizes that education is a gateway to women's access to positions of power and influence. Most of the sector documents affirm that the Tanzanian government is committed to providing compulsory primary education to all children. The government in partnership with some few CSOs developed a Country Action Plan for Girls' Education in Tanzania (2001/02-2003/04). The plan was supposed to provide direction to the Ministry to ensure that all girls in Tanzania willfully access, remain and finally exit to other higher levels of learning. The government has increased the enrolment of girls in primary and secondary schools and higher learning institutions so that it contributes to employment creation. The results of the study by APRM (2009) show the pace is not convincing between men and women till 2009.

Table 1: Enrolment in Public and Private Universities in Tanzania

Category	2003/04			2007/08		
	F	M	Total	F	M	Total
PUBLIC	82344	20566	28910	19505	45159	64664
%female/male	28.9%	71.1%	100%	30.4%	69.8%	100%
PRIVATE	1060	1704	2764	6712	11153	178665
%female/male	38.4	61.1%	100%	37.6	62.4%	100%
GRAND TOTAL	9404	22270	31674	27217	56312	82529
%female/male	29.7%	70.3%	100%	31.8%	68.2%	100%

Source: APRM: 2009 pg.xiv

Women's share in higher education is steadily increasing in Tanzania. This is because the legal aspects, discriminatory provisions in existing laws, which do not grant the rights and freedom of women have been amended. The government has ratified the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) and reaffirms its commitment to the Beijing platform. Parliament passed a Bill in 2000 to increase the seats of women's participation in decision-making to 30 per cent (GWR, 2009).

The enrolment gap that exists between men and women is 37.6 per cent. Therefore much investment in education for both men and women is needed but the women must be given priority in pursuit of a point where the representation for men and women shall be 50/50 ratio. The 2012 Gender Diagnostic Study also notes that the 2003 Public Service Regulations state that 'where a man and a woman are equally competent, preference should be given to a woman' (Ministry of Community Development, Gender and Children, 2012). This is a commendable effort to promote a shared governance realm between men and women in Tanzania's public service.

Conclusion

The participation of women in governance institutions in Tanzania is still low despite Tanzania being a signatory to various regional and international instruments on women's rights. The government endorsement of the Beijing Platform (1995) of action and ratification of other series of conventions and protocols was a strategy towards addressing the inside problem. This went hand in hand with implementation of set programmes. The agenda was to raise the level of women decision-making by 30 per cent as the benchmark set by SADC and 50 per cent set by the African Union in governance institutions. The vibrant interventions made by the government signify that the government was committed to doing away with men's domination over women. However, the data has shown that women's occupation of higher managerial political and executive positions is below the established gauge of SADC and AU. Therefore women's participation in governance as leaders in central and local governance institutions is yet to be a norm. This implies that the exclusion of women in managerial positions where policies are formulated and implemented delays Tanzania's development. Inclusive governance and decision-making by both men and women is an engine for sustainable development. Hence, by sidelining women in governance institutions both at the central and local government levels, Tanzania is delaying its own socio-economic and political development.

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