

Jordan  
Lebanon  
Zambia  
Zimbabwe  
Malawi



# WOMEN EMPOWERED LEADERSHIP FOR



Hivos  
people unlimited



Ministry of Foreign Affairs of the  
Netherlands

## Gender youth camp in Jordan

The Gender Youth Camp aimed to increase the public recognition and support of women in leadership positions. It targeted 100 females and males to promote positive perceptions towards women equal participation through raising youth awareness on gender issues and creating a platform for interactive dialogue on topics such as power inequity, the need for gender sensitive technology, the importance of women's economic empowerment as well as promoting female's participation in political life.



Using the creative approach of storytelling in addition to games and practical exercises, mentors, influencers and experts in media, arts, economics, politics and social work presented a number of critical gender issues that touch everyday life, and delivered effective pro-equity messages by drawing on real life stories that depict the challenges facing women due to traditional social beliefs and unfavorable laws that reinforce gender discrimination.



"As a villager, I believe there's a 50% chance for females to enjoy their rights, having seen some of the active women at the Youth Camp. There are good laws but the problem is in their implementation. Most topics at the Camp revolved around women and the need to change laws in their favor, and I support that. In Sahab, during the recent decentralization elections, we had equal representation of men and women, which shows an increased social awareness on women's rights, contrary to some of the other governorates; and I'm proud of that". Bisher Al-Hassan



Gender youth camp, Jordan.



# Central Bank of Jordan gender audit

The PGA of the Central Bank of Jordan is the first to be performed in the MENA region. It aims to promote organizational learning at the individual and organizational levels on how to effectively implement gender mainstreaming in the policies, programs and structures of the organization; as well as to enhance the collective capacity of its work units in order to examine its activities from a gender perspective. Its objective is to ensure that the internal organizational procedures promote equal participation of men and women in the leadership structures of the CBJ. This was achieved through a series of activities aimed at establishing and encouraging strategies to mainstream gender within the bank policies, strategies and regulations.



The main limitations of the PGA were as follows :

## The main recommendations of the PGA were as follows :

- Encouraging people with disabilities to work at the CBJ, in particular through improving access to the premises.
- Granting fathers a paternity leave, and ensuring that mothers get their nursing hour as per the Jordanian law.
- Providing transportation for female employees who work late or overtime.
- Establishing a special gender unit, and conducting gender awareness sessions.
- Establishing a nursery for employees' children , and consequently encouraging female workers to remain in the job market.
- Giving women the right to work until they are 60, even though the retirement age is at 55.
- Increasing the number of females in leadership positions by encouraging them to apply to openings.
- Considering appointing a female CBJ governor or deputy.

- Preparation time, which took longer than planned because of the nature of CBJ's work and the staff occupancy with sensitive matters related to the Bank's nature of work.
- Confidentiality of information, which prevented its use in the PGA.
- Rate of participation in filling the questionnaire, which did not exceed 56%.
- Limited interviews time
- Lack of interest in focus groups.



In addition, the audit demonstrated that the more experienced CBJ employees are, the less they tend to discriminate about women holding leadership positions. As well, the CBJ does not discriminate between males and females in terms of recruitment, salaries, training opportunities and scholarships.

Link to the report : [womeninleadership.hivos.org/assets/2019/09/HIVOS\\_Central-Bank\\_Gender-Based-Report\\_English.pdf](https://womeninleadership.hivos.org/assets/2019/09/HIVOS_Central-Bank_Gender-Based-Report_English.pdf)

Launch of Gender Audit report of Central Bank of Jordan.



## Malawi goes to elections with Women's Manifesto

The first-ever Women's Manifesto was launched in Malawi in March 2019 ahead of the May 2019 elections. The manifesto that carried the voices of Malawi women from various political parties was the first of its kind. It became the united voice women had been working towards for years. Such a unifying document was to be celebrated.



March  
2019



Hivos described the manifesto as a tool that cuts across religious, political, social boundaries which could be attested as women from different political parties, clothed in party attire could be seen embracing.

Women from various political parties at the Manifesto Launch, Malawi.



## Malawi elections : A woman's contribution

Malawi took to the polls in Tripartite Elections in May 2019 after a strong campaign by WE4L, through its partners, to increase the number of women in elected political positions.

May  
2019



The results have been very positive, with

**45 women**   
elected as compared to  
**32 in 2014**

a **31% increase** in **female MPs** -  
who now make up **22% of Parliament**.

Female Councilors elected to local government  
numbers increased from **11% to 12.6%**.



**6.9 million**  
registered voters



**56% of**  
registered voters  
were females



**54% of them**  
were between the ages  
of 18 and 34



**All 7 presidential**  
candidates were males

## Open discussion on leadership in Lebanon

Earlier this year, Hivos launched the national survey on public perceptions of Lebanese women in leadership positions to a group of researchers, politicians and interested civilians. The survey results identified and highlighted social perceptions of female engagement in politics, leadership characteristics and their readiness to engage in politics. The three panel discussions elaborated on how the data from the representative survey can be used to guide future interventions that promote women's participation in the Lebanese decision-making process.



Participants discussed perceptions of women holding senior governmental positions, the experiences of females running for office, and women's motivation to run for office; the positions that are perceived to be male-dominated, perceptions on what leadership positions women can hold, and what people expect from women who reach senior political positions; and the characteristics of individuals who support women, to whom citizens are likely to vote if an equally-qualified female and male were to run for office, and the key recommendations to moving forward with the survey results.



Hivos' launch of national survey on public perceptions of women in leadership positions, Lebanon.



## Gender monitoring report of Lebanese elections



The Lebanese Association for Democratic Elections (LADE), a Lebanese WE4L partner, launched its electoral monitoring report highlighting the need for structural changes in order to increase the effective political participation of women. The report, a result of the 2018 parliamentary elections monitoring done from a gendered perspective, aims at pressuring decision-makers into working on the various obstacles facing women in leadership positions.

Panelists during the launch urged researchers, policy-makers, politicians, civil servants and others to link the status of female political participation to the political and legal infrastructure of the country. The discussion also called for the re-evaluation of the approach towards female empowerment in the country, highlighting the need to identify the structural preconditions that hinder or help women in leadership positions and to resist the separation of feminist causes from political causes.



LADE's launch of electoral monitoring report, Lebanon.





## Anazaki Leaders, taking women leadership in Zambia a step further

Over 400 young women have been trained under the Anakazi Leaders project in Zambia, which provides mentorship and pre-professional experience to young women through internships with potential employers, and is implemented by Restless Development.



This initiative not only secures internships for young women, but helps them improve their confidence in pursuing leadership in the work space and prepare them for the professional environment. Furthermore, it has inspired females to take up male-dominated careers and give them better chances in leadership.



A participant in the Anazaki Leaders project, Zambia.





## It 'was' a man's world

Since independence, the Zambia Police Service has been dominated by male officers, especially in high ranking and decision making positions, while women have remained under-represented; as observed by the Police Command structure of 2016/17, where the ratio of male to female heading Divisions and Units is 8 to 1 - representing 89% to 11% respectively.



89



11

However, this will soon change as the Police Command has devised strategies to address the gender inequalities that have been in existence for a long time through the establishment of the Gender Office, whose purpose is to promote and facilitate continuous gender orientation programs, procedures, budgetary allocation and promotion, using appropriate channels in order to have a gender responsive Police Service within ranks and files.

To this effect, the Police Command has developed a Gender and Sexual Harassment Workplace Policy, which incorporates concrete measures for the Service. Moreover, it promotes equal representation in decision-making positions for both female and male officers, which ensures improved representation of gender-related matters at the highest level of command and decision-making process.

Zambian policemen



## Realizing women's full potential, The Stawisha Approach

A realization of the personal barriers that prevent women from fully participating as leaders in their community led the WE4L program to develop means to support women's emotional and social wellbeing using what they termed as the 'Stawisha Approach.'



Finding balance between the work, family and personal spheres is a struggle for most. Knowing when to step aside, ask for help and let someone else step in is particularly difficult for women. Females have to perform well and continue to prove themselves worthy of the positions they hold, be good mothers and wives at home, as well as keep a cool, calm and collected demeanor through it all. The Stawisha Approach empowers participants to pay attention to issues of wellness, which are critical if women are to succeed and lead effectively.

Women from Malawi, Namibia, Zambia and Zimbabwe who participated in the Stawisha leadership process.



## Claiming her rights, A Zimbabwean MP's story of change

Susan Matsunga is one of the 142 women leaders from Zimbabwe who have been trained since 2016 by Gender and Media Connect (GMC), with the support of Hivos and other partners. The trainings focused on building credible sources of information for effective interaction with the media in order to widen the pool of diverse voices in the Zimbabwean Media.



Matsunga is one of the female legislators that created a name for themselves in the 8th Parliament, during the 2013-2018 period by effective participation in parliament. Following the trainings, she grew confident, stood firm and made her tenure in the 8th Parliament memorable, refusing to be intimidated by the overwhelming male presence. "I encourage my fellows not to shun politics. These are the platforms of impact and influence to shape destinies of people and the nation. Women should not only relegate themselves to housewife, but seek to express their goals and dreams in politics freely. I urge women to be brave and join politics," Matsunga said.

Susan Matsunga, Member of Parliament, Zimbabwe.



# WE4L

Hivos' Women Empowered for Leadership (WE4L) program believes in a world with fair, just and inclusive societies that offer equal rights and opportunities to all people - women and men - to take part in decision-making processes that affect their lives.

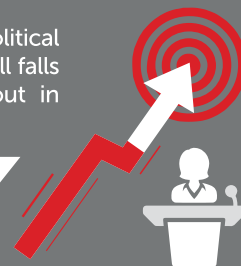


Despite important progress made, particularly in terms of the numerical political presence of females at the national level, women's meaningful leadership still falls short of the broader goals for women's equality and participation set out in international agreements.



WE4L aims to ensure women have equal opportunities and the capacity to fully participate in political life and decision-making processes, while

also creating more public recognition and support for female leaders. With that goal in mind, WE4L had its inception in 2016 in two countries in the Middle East, Jordan and Lebanon, and three countries in Southern Africa - Malawi, Zambia and Zimbabwe - and partnered with a number of local Civil Society Organizations (CSOs) that address women empowerment from different angles in order to trigger a comprehensive change on different levels.



## Our Theory of Change (TOC)

At the core of WE4L's work is the Theory of Change. It is a process-oriented approach to analyzing the complex systems in which Hivos as well as its partners and allies work, in addition to planning actions that will influence parts of the system in a positive way. The TOC helps the program navigate in unpredictable and complex processes and track changes in the system to which its interventions may have contributed.