Status of Gender and Top Leadership Positions: Influencing Impediments in Zanzibar, Tanzania

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ABSTRACT

Globally, efforts have been made to attain gender equality in all aspects of life, these efforts includes increasing number of women to occupy top leadership position in the government and private sectors. Regardless of all initiatives still the ratio of women to occupy top leadership positions is not significant. The aim of this paper was to investigate the status of gender and top leadership positions in Zanzibar and disclose its influencing impediments. A cross-sectional design was employed where a total of 80 respondents were surveyed under the questionnaire with both crossed and open-ended questions. Other method of data collection includes; Interview, Focus Group Discussion and Documentary review. Content analysis and Statistical Package for the Social Sciences (SPSS) were used to analyze the qualitative and quantitative data. Findings reported that women occupy less than 20% of all top leadership positions in local government from 2010 to 2025. It further indicates that women occupy less than 38% in the House of Representatives including special seats from 2010 to 2025. Additionally, women occupy less than 25% of the ministerial positions. Nevertheless, highlighted major impediment factors which cause women not to

occupy top leadership positions in the study area include: lack of education, lack of financial support, poor political background, existing cultural norms, and gender stereotyping. The study recommends transformative gender strategies including: introduction of basket fund to support women during electoral campaign. It also recommends special, mentorship, and coaching programs for women who are inspired to become leaders. For the purposes of enriching gender equality in Zanzibar and other areas in the global it further recommends the review of the quota system policies to allow members of the parliament to have equal rights regardless of their membership structures.

1.0 Introduction

Global vicissitudes have been the substantial path ways through development in the world and ensured equal treatment to women and men in all spheres including top leadership positions (IPU, 2020; PRC, 2020). Leadership is the ability to influence a group to achieve goals in a given situation; it is the pattern of behavior of the individual holding political or administrative positions in the government through election or appointment (Rincon et al., 2017). Leadership is an essential feature of all government and governance; good governance and democracy require inclusive leadership and representation (Manandhar, 2021; Mshana et al., 2022). While men and women are equally responsible for achieving gender equality, a reasonable number of women in leadership positions can influence gender-responsive public policies and institutional practices. Since the United Nations declared the Sustainable Development Goals (SDGs) in 2015, the international community has been moving toward sustainable development. In particular, SDG number five (5) aims to achieve gender equality that is more evolved (UNDP, 2019). Consistent with this goal, gender issues for women and female leaders have attracted much attention in recent years. Women in leadership play an essential role in gender equality. For example, women bring unique perspectives and experiences to leadership positions, leading to better decision-making, innovation that is more significant, and a working environment that is more positive (Oxfam, 2019). Women leaders also tend to be more collaborative and inclusive, creating a work environment that is more positive and productive (Meena et al., 2017).

The United Nation Universal Declaration on Democracy in (2007) also suggested that, there should be a representation of all women and men in the parliament with the aim to make them gain significant representation in all administration levels in both government and private sectors. This will ensure the level of participation for women to be attained for the progress of social, economic and political domains of states or countries. Good governance and democracy require inclusive

leadership and representation (Patterson, 2016; WPSR, 2020). While men and women are equally responsible for achieving gender equality, a larger number of women in office can influence gender-responsive public policies and institutional practices. Women have a right to be equally represented and consulted in decision-making (UN, 2020).

In Africa women have been underrepresented in many sectors despite their remarkable gains in workplaces. Men seriously outnumber women in leadership, especially senior positions (Nyoni, *et* al., 2019). Women have the right to be equally represented and consulted in decision-making processes (UN, 2020). The Beijing Declaration and Platform for Action emphasizes the need to address inequality between men and women in the sharing of power and highlights women's equal access and full participation in decision-making positions as a critical strategy for achieving gender equality (UNDP, 2019). Worldwide, a lot has been done to make sure that women are featured at all levels of governance. However, they are still underrepresented in many government institutions, mostly in top leadership positions. In Africa there is still a challenge to attain gender equality as little number of women occupies high leadership positions in the continent; the situation has created a serious concern for governments to realize the importance of empowering women into leadership positions. Recently, African Union Minister in charge of Gender and Women's Affairs on the 26th of February 2021 adopted the Common African Position (CAP) that seeks to advance women's full and effective participation and decision-making in public life as well as the elimination of violence for achieving gender equality and the empowerment of all women and girls in the continent (IPU, 2020; Manandhar, 2021).

Tanzania is currently led by female president but it is not different from other African countries; where women representation in top leadership position is minimal. Several initiatives have been implemented to achieve gender equality and promoting women's advancement particularly in top leadership positions. The country works to fulfill its Vision 2025 and sector policies which emphasize gender equality and women empowerment in the socio-economic, political and cultural spheres (URT, 2006). The Government also has ratified various conventions and declarations related to gender equality and women empowerment. These include the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) 1979, the Beijing Platform for Action 1995, the Southern Africa Development Community (SADC) Gender and Development Declaration 1997, the Millennium Development Goals (MDGs) 2000, and Africa Charter for People's Rights 1986. Likewise, to fulfill its commitment towards attaining gender equality, Revolutionary Government of Zanzibar (RGZ) has launched various initiatives to put women in decision-making organs; for example international declarations, conventions resolutions, and treaties have been ratified and accommodated in the country's legal framework system. Apart from that the RGZ made the following; constitutional amendments which create space for women to participate in politics and governance of the State; enactment and review of laws example Election Act of 2018 and policy formulation and implementations that boost women's capacities and a chance to take part in politics and governance for example Zanzibar Gender Policy 2016; Gender

and Social Inclusion Policy 2015, the 2020 Zanzibar Vision and Zanzibar Strategy for Growth and Reduction of Poverty (ZSGRP).

Different studies highlights impediments for women to occupy top leadership posts includes; low educational level among women, little movement for women and cultural practices which consider men as the right person and key decision-maker while women tuned for social life (Oloka-Onyangoand Nassali, 2003; Meena et al., 2017). Women are treated as an integral part of society, which makes them lack self-confidence, which in turn contributes to inequality in most communities including that of Zanzibar which created a reason for the study to be conducted in Tanzania particularly in Zanzibar (URT, 2019).

2.0 Literature Review
2.1 Empirical Review
Around the world under representation of women in decision making bodies particularly top leadership position is an issue of gender concern (UNESCO, 2015; UNDP, 2016). This is because of historical underrepresentation of women on governance and decision making power. However, since the introduction of a Beijing Platform for action 1995, several efforts have been made which has led to some improvement of gender issues in political leadership (Folkman, 2019). In the year 1995 for example women's participation in decision making bodies around the world was about 11.3% (Meena et al., 2017); while by 2023 only 21% of government ministers and 26% of national parliamentarians across the world are women (UN, 2023). Women in developing countries face predominantly high barriers to becoming leaders especially in top leadership positions. These include social and cultural barriers, traditional gender roles, gender stereotypes, low status of women in many societies and limited access to educational and employment opportunities (SSE, 2021; UN, 2022). The small number of women in leadership positions across the fields, from business to science and politics is both an indicator of these barriers, and a barrier itself.

Africa has closed just 18 percent of its gender gap and remains the most challenging region of the world for women to rise to positions of leadership in government, as measured by women's representation in parliament, among heads of state, and in minister level positions (Patterson, 2016; WPSR, 2020). The average share of women in parliaments across the continent mark positive examples at the national level. In Rwanda, 63.8 % of parliamentarians are women, the highest rate in the world. In Senegal and South Africa, women also make up a large share of parliamentary seats at 43% and 42% respectively, yet many other African countries have much lower rates. In Swaziland, for example, women hold just 6.2 percent of parliamentary seats. Social and cultural barriers to women's leadership include the low status of women in many societies, reflected in the multiple roles and expectations of women in the domestic sphere. These roles constrain women's time and freedom to take up other responsibilities (WPSR, 2020; IPU, 2020).

Currently Tanzania is led by a woman president. However the country is still reported to have little number of women occupying high leadership positions in both political and executive government offices (URT, 2020). Women are reported to occupy less than 34% of all political positions while only 8% of CEOs in employers' organization are women. Although the country is making some efforts to promote women in leadership, yet advances are going at a slow pace in many of the top political leadership positions. The political practices, norms and values that govern the processes of acquiring leaders have the potential either to enable or to restrict women from becoming top leaders in some posts. Most gender norms are learned at home as they are transmitted from parents to their children. The factors that constitute culture are learned through a socialization process that begins at home and then extended to communities and translated into political norms and practices which entirely segregate women to occupy high leadership positions (Makulilo, 2014; Watson, 2016).

Zanzibar a semi-autonomous area of Tanzania follows under legislated reserve seats system. Special parliamentary seats for women were first introduced in 1985 during the one-party era to increase female representation in the legislature. The quota system was not applied to women contrary to other systems in the world (UNDP, 2019). Other groups that received these seats included youths and members of the defense force. The idea of special seats was to ensure that the voices of special categories of citizens were heard in the Parliament. The goal was not to create a balance, but to incorporate these voices, which otherwise would have been at a disadvantage in the normal electoral processes RGoZ, 20219). However, studies have expressed concern over the effect of the quota system on women's competitiveness (Maitland, 2006; Makulilo, 2009; Meena, 2003). While the effect of quotas system has increased the number of women in representative organs of the state, Tanzania's special seats modality raises several questions. For example, there is an issue of representation where by it is not clearly known whose interests these women are representing. These Member of Parliament (MPs) do not enjoy the full status of MPs as they are not eligible for certain positions, such as that of Prime Minister or as chairs of parliamentary committees (Meena et al., 2017). They do not have constituencies and subsequently do not qualify for constituency funds, which mean that they do not have the resources to engage with the women they are supposed to represent. Thus, quota systems should go together with processes that seek to create a level field for women and men to compete and win fairly. However, it is evident that, in reality many impediments which create difficulties for women to occupy high leadership positions exist (Clayton et al., 2017; UN, 2022). Low participation of women in managerial, political decision-making bodies and other leadership positions in Zanzibar is still reported to be an issue of gender concern. Gender inequality is still high in both Unguja and Pemba islands particularly in top leadership positions that call attention for researchers to intervene. Thus this study was conducted in Zanzibar in both Islands of Unguja and Pemba to investigate the status of gender issues and top leadership positions and its influencing impediments.
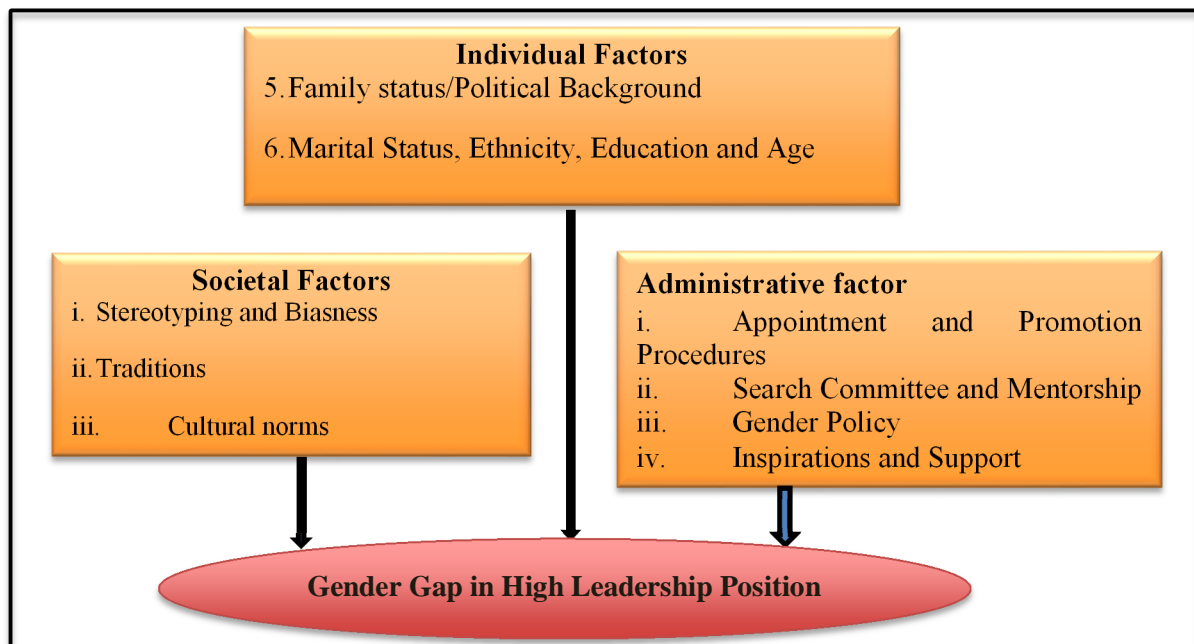
2.2 Theoretical Review

The study based on Liberal feminist theory, believed that, gender differences are not biological based, men and women are not different, and hence they cannot be differently treated (Greer and Greene, 2003). Both men and women should have given the same opportunities in education, employment, leadership positions and should remain free from discriminatory practices based on sex. Likewise, the theory , believes that, gender inequality originate from traditions that have created impediments to women advancement and that, gender roles and division of labour also contributes to gender inequality. In perspective of this study, the impediments are barriers that women face in acquiring leadership position

2.3 Conceptual Framework

Conceptual framework of the study was drawn from reference of empirical literature and identified theories. The empirical literature tell about how women are underrepresented in leadership positions; while theories recognizing gender inequality originate from traditions that created impediments to women progress and advocate transformative approaches for women to acquire leadership positions. The framework gives an insight of the expected impendent that hinder women to occupy top leadership positions. The framework shows the fundamental relationship between individual, administrative and societal factors that can hinder or influence women to shine in leadership ladder. It is conceptualized that these factors are dependent and may influence female under-representation to acquire top leadership positions, as indicated in Figure 1.

Figure 1: Conceptual Framework

Individual Factors
5. Family status/Political Background
6. Marital Status, Ethnicity, Education and Age

Societal Factors
i. Stereotyping and Biasness
ii. Traditions
iii. Cultural norms

Administrative factor
i. Appointment and Promotion Procedures
ii. Search Committee and Mentorship
iii. Gender Policy
iv. Inspirations and Support

Gender Gap in High Leadership Position

Source: Researcher Constructs (2022)

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3.0 Methodology

3.1 Location of Study

The study was conducted in Zanzibar which is part of the United Republic of Tanzania. Zanzibar is an archipelago made up of two main Islands which are Unguja and Pemba. Zanzibar contains 2232sq kilometers land in which 63% of the land is occupied by Unguja and 37% by Pemba. Administratively, Zanzibar is divided into five regions where by three are in Unguja and two in Pemba. Each region is subdivided into two districts which make a total of ten districts. According to the 2022 census the total population of Zanzibar was 1,889,773 including 915,492 males (48%) and 974,281 women (52%) (URT, 2022). Zanzibar is selected as a study area because of the existing gender gap in top leadership positions. Mostly Men are engaged in government top officials than while women found in informal sectors, engaging themselves in petty businesses, small farming, seaweed farming, pottery and handcrafting of which economic returns are low (Kalumanga et al., 2023; Ally, 2020, and ROCS, 2019).

3.2 Research Design

Cross-sectional research design was employed in this study. The design allows data to be collected at one point in time and is suitable for descriptive analysis as well as determination of relationship among variables (Bailey, 1994). This design was considered to be useful for the study because collection of data from the field was to be taken at once therefore the technique was used since it is cost effective and it saves time.

3.3 Sampling Procedures

Purposive sampling was used to select Zanzibar as it has been reported to have few women in top leadership positions (RGZ, 2019). Simple random sampling was used to select Ministries and Governmental agencies including Legislatives, Parliament and Executive Government Offices to balance the government power. Purposive sampling was used to select senior staff employees and retired staffs from selected Ministries and Governmental Agencies. A total of 80 respondents were selected (50 from Unguja and 30 from Pemba). The sampling unit for this study was staff employee and retired officials from selected Ministries and Government agencies. Leaders from major political parties (CCM, ACT, and CUF) were also purposively selected. Participants for Focus Group Discussion (FGD) and Key Informant Interview (KII) were selected through purposive sampling. 6 FGDs with 10 participants per discussion was conducted. 3 FGDs were conducted in Unguja (1 FGD of men alone; 1 FGD of women alone and 1 FGD involving combination of men and women). The same was conducted in Pemba. A total of 10 Key Informants (KI) were selected through purposive sampling; this involved staff regarding to their seniority position from Ministries, Governmental Agencies, Civil Society Organizations, NGOs working with gender issues and Leaders from political parties.

3.4 Data Collection Tools

Both primary and secondary data were collected. It is necessary to use combination type of data because this helped the researcher to obtain sufficient and insightful information about the study.

Primary data involved qualitative and quantitative data. Qualitative data was collected using an interview guide and check list from KI and FGDs while quantitative data was collected using questionnaire from 80 respondents 50 from Unguja and 30 from Pemba as per populations of the two areas. Secondary data was collected through document review by using available information from both published and unpublished materials from various sources such as libraries and electronic information from internet.

3.5 Data Analysis and Ethical Consideration

Qualitative data was analyzed through content analysis where the recorded discussion was broken into units of information or ideas to synthesize meaning, ideals and views. The Statistical Package of Social Sciences (SPSS) software was used for analyzing qualitative data. Where mean, frequencies, percentages and standard deviations of various variables were used to construct frequency and distribution tables for the interpretation of the results. Perception of women on gender based representation in top leadership position was measured by using a Likert Scale. The scale has been found to be an effective technique for the measurement of perception (Likert, 1932). The study used a 3 points Likert Scale (1= Agree, 2 = Undecided, 3=Disagree). Responses from all statements were combined to create a measurement of Perception Scale (PS). However, the researchers maintained ethical manners by adhering to informed consent, confidentiality, risk benefits and privacy on the information provided by the interviewee. Prior to data collection, all the relevant permits were obtained from the relevant authorities.

4.0 Results and Discussion

4.1. Respondents Demographic Characteristics

Demographic characteristics of respondents were analyzed basing on age, education, marital status, and religion.

4.1.1 Respondents by Age

Age is a key demographic variable closely related to appointment of individuals to decision making bodies and leadership positions. Results from the study indicates that majority of respondents (41.3%) were in the age group of 40-49 years, followed by (respondents who were in the age group of 30 – 39 years (33.8%) while few respondents were in age group of 20- 29 years (3.8%) and 50-59 years (2.3%). The results imply that the study captured the right group of respondents who can provide information regarding the situation of gender issues in relation to top leadership positions.

4.1.2 Education Level of Respondents

Education plays a very significant role in every one's life and is one of the essential aspects from freeing any person from subordinate position. The level of education is one of the factors that is considered not just during recruitment to work but also promotion to higher and influential positions and therefore, it is important to find out the level of education of respondents. The findings in this study indicate that education background of respondents ranged from primary to university level. Finding in Table 1 shows majority had university level education (57.5%), (36.3%) had college education, (5.1%) had secondary education while (31.3%) attained primary

education. The findings imply that majority of the respondents had education level which enabled them to lead.

4.1.3 Marital Status

Results in Table 1 shows that majority of respondents were married (87.5%), followed by respondents who were divorced (11.25%) and widows (1.25%). The findings implies that majority of the respondents had wives and husbands which qualifies the status of being a leader as per custom and traditions of the study area which emphasize leaders to have families.

4.1.4 Religion of respondents

Results as shown in Table 4.1 indicate that 95% of the respondents were Muslim while 5% were Christians. Religion was a background variable which was considered as an important cultural variable. Liberal Feminist idea (1997) advocated that inequality originate from cultural and traditions that have created impediments which hinders women progress. Findings show that majority of the respondents are Muslim thus any religion discourses related to gender related impediments originates from Muslim doctrines.

Table 4.1: General Background Characteristics of Respondents (N=80)

Variables	Frequency	Percentage %
Distribution of respondents by age group		
20-29	3	3.8
30-39	27	33.8
40-49	33	41.3
50-59	7	8.5
Marital status		
Single	2	2.5
Married	70	87.5
Divorced	7	8.75
Widow	1	1.25
Religion of respondents		
Islamic	76	95
Christian	4	5
Level of Education		
primary education	1	1.25
Secondary education	4	5.0
Technical education/Diploma	29	36.25
University Education	46	57.5

Source: Field Survey, 2022

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4.2.1 The Status of Gender and Top Leadership Position at Regional and Local Government from 2005 to 2020

Secondary data as presented in Table 4.2 indicate high male dominance in most of top local government administrative leadership positions in Zanzibar from 2005 to 2020. In assessing the status of gender in top leadership positions in local government the following positions were considered; Region Commissioner, District commissioner, Municipal mayor, District Council Chairman, Town Council Chairman, and other Ward/Sheha Councilors. Findings as presented in Table 4.2 show that there is still high number of men who occupy positions in all respective local government leadership positions. In the year 2005 to 2010 only men occupied Region Commissioner Position in Zanzibar and in the year 2010 to 2015 only 20% of the Region Commissioners were women while in the year 2015 to 2020 only men occupied the said position. Results as shown in Table 4.2 also depicted that only 20% of women occupied District Commissioner position in the year 2005/2010 to 2010/2015 while in the year 2015/2020 only 18% of women occupied the said leadership position. Further findings show that from the year 2005/2010 to 2010/2015 there were no any women who occupied both Municipal mayor and District Chairperson Leadership position in Zanzibar. Moreover, findings also show that in years 2005/2010 to 2010/2015 there was no any woman who occupied Town Council Chairman Position while in the year 2010/2015 only 33% occupied the said leadership position.

Generally, the status of women to be over represented in top leadership positions is still evidenced in most of the governments in developing countries. Studies by Lawson et al., 2020; and Cole 2019) argues that lack of readiness by companies to hire women for top positions and by voters to elect women to higher offices are major reasons. There aren't more women in top leadership positions in business and politics in developing countries. In the same vein, the Stiftung Foundation (2016) reported that family responsibilities and background experience are the reasons for women not to occupy top leadership positions in some African counties.

Other findings as reported during Focus group discussion, revealed lack of fairness in appointments …"*there is no fairness in appointing top administrative leaders; mostly men are given more priority than women..... Participants proposed that for attaining gender equality in top leadership positions, considerable mechanisms should be observed for the women to occupy high leadership position...*" (Women at Second Vice President Office Unguja – Sept, 2022).

Other findings as reported during key in-depth-interview revealed that there is still low participation of women in decision-making bodies including: political, Government administrative and other top leadership positions in Zanzibar. Majority of women in Zanzibar are still found to be leaders in informal sector like petty business, small farming, seaweed farming, pottery and handcrafting and other Non-Government Organizations (NGO's), of which economic returns are deprived. Likewise, during in-depth interview by Officer in charge - Ministry of Social Welfare, Gender and Children's affairs gave more connotations that:

"*…the President appoints people in some leadership positions; during appointment they normally consider gender equality. The problems arise in positions which people have to vote to decide on who to becomes a leader (such as Member of Parliament and top positions in the political parties), this become a problem to women due to the following reasons. Many women don't take chances to become leaders; women lacks understanding of procures due to inferiority complex; most women*

lacks good foundation from their family and mentorship; back in the years women were not educated (left behind in education as prepared for domestic chores and marriage); Jealous among women is another reasons for them not to occupy top leadership position; cultural and traditions hinder women to became a leader and Lack of clear goals from the early age…" (KII by Officer in Charge - Ministry of Social Welfare, Gender and Children's Affair, Gombani – Pemba - 2022).

Findings correspond to those pointed by Folkman, 2019; and Achebe, (2023) who connotes that for women to be elected in top political leadership positions requires networking and confidence.

Table 4.2: The Status of Gender and Top Leadership Position from 2005 to 2020 in Zanzibar

Administrative Post	2005-2010			2010 - 2015			2015 - 2020		
	Total Position	Female	o% of Women	Total Position	Female	% of Women	Total Position	Female	% of Women
Regional Commissioner	5	0	0	5	1	20	5	0	0
District Commissioner	10	2	20	10	2	20	11	2	18
M. Mayor	3	0	0	3	0	0	3	0	0
D. C. Chairman	9	0	0	9	0	0	5	0	0
T. C. Chairman	3	0	0	3	0	0	3	1	33
Other Councilors	168	53	31,5	168	53	31.5	153	59	38.7
Sheha	303	14	4.6	332	14	4.2	388	51	13
Grand Total	**501**	**49**	**13.5%**	**530**	**70**	**13.2**	**569**	113	**20**

Source: Ministry of State President Office, Regional Administration, Local Government and Special Department report (2020).

4.2.2 Current Status of Gender ratio and Top Leadership Positions at Regional and Local Government in Zanzibar 2022

Findings in Table 4.3 depict a reality of the current existing status of top leadership positions based on gender in Regional Administrative and District Government in Zanzibar. The status shows high male dominance in Regional Commissioner (RC) position by ratio of 1:4; District Commissioners (DC) position by ratio of 4:7; District Executive Director (DED) position by ratio of 2:9 and District Administrative Secretary (DAS) position by ratio of 2:11 for both women and Men respectively. The results reflect a real picture of underrepresentation of women in top leadership positions. Findings corresponds to Makalanga et al (2022) who asserted that in most of the developing countries especially in local government women contribute little on decision making authorities due to their petite representation on top leadership positions. However, Mushi A. J. (2010) and Meena et al., (2017) who conducted their studies on Achieving Gender Parity in Political Participation in Tanzania and Facilitations of Gender in Political Leadership they both

argued that *"women are still under represented in political leadership because of their cultural orientations existing in the country which favor male dominance"*.

Nevertheless, findings in Table 4.3 observed a minor improvement in representation of women at District Commissioner positions on 2022 compared to the previous years of 2005/2010; which is considered to be a milestone towards women representation in top leadership positions; this is supported by Officer in Charge ("Mdhamini") under Ministry of Community Development, Gender and Children – at Gombani, Chakechake Pemba during in-depth interview who evidenced that

…"*at least now the situation is changing compared to previous years, currently we have four women occupying District Commissioner (DC) post, before that position was given only to men but now you see our President started to make improvement by giving more opportunity to women...*" While another participants during FGD at Wete Pemba urged that "… *the government should maintain the position of women by ensuring gender equality in top leadership positions by appointing them especially those who have qualifications in terms of education and experience...*" (Officer in Charge - Ministry of Community Development, Gender and Children - Gombani, Chakechake, Pemba- 2022).

Table 4.3: The Status of Gender and Top Leadership Position at Region and Local Government in   2022

REGION (RC)	DISTRICT (DC)	DED	DAS
West Town (M)	Town (M)	(M)	(M)
	West A (F)	(M)	(M)
	West B (F)	(F)	(M)
South Unguja (M)	Central (F)	(M)	(M)
	South (M)	(M)	(M)
North Unguja (M)	North A (M)	(M)	(M)
	North B (M)	(M)	(M)
	Small district-Tumbatu		(M)
South Pemba (M)	Chakechake (M)	(M)	(M)
	Mkoani (M)	(M)	(F)
	Wete (M)	(F)	(F)
North Pemba (F)	Micheweni (F)	(M)	(M)
	Small district -Kojani		(M)

Source: Field survey at Second Vice President Office, September, 2022

Note: M = Male; F= Female; RC= Region Commissioners; DC= District Commissioners;
        DED = District Executive Director; DAS= District Administrative Secretary

4.2.3 Gender Status on the Composition of the House of Representatives from 2010 to 2025

Findings as depicted from Table 4.4 show that the percentage of women members in the House of Representatives of Zanzibar has been increasing from 33.0% in the General Election of 2010/1015

and 36.4% in the General Election of 2015/2020 while the increase was also noted to be 38.7% in the General Election of 2020/2025. This increase is mostly powered by special seats but in fact when considering constituency elected members it is clear that the percentage is insignificant. Findings can be justified by documentary review of section 64 of the Constitution of Zanzibar, which explain that the House of Representatives is constituted of the following members:-
a). Elected members from the Constituencies (b) Ten members appointed by the President
c). Women members appointed under Section 67 of the Constitution who shall be 40% of the elected members (d) Speaker if shall not be among the elected members, and (e) The Attorney General of Zanzibar.

Nevertheless, the Constitution state qualifications to be a member of the House of Representatives which includes being a Zanzibarian of 21 years or above, being registered or having qualifications for registration in the constituency as voter for election of the member of the House of Representatives, being capable of reading, member proposed by the registered political party, and not be restricted to compete for election by any law. A person is not eligible to complete for the post of Member of the House of Representatives if he/she has a dual citizenship, led by the Court to be lunatic, non-member of a registered political party proposed by the party, and being convicted and imprisoned for 6 months and above for an offence relating to election distrust within 5 years before election.

Basing on the Constituency Elected Members women obtained only (3.7%) in the General Election of 2010/2015; (7.9%) in the general election of 2015/2020 and (10.7%) in the General Election of 2020/2025. Findings corresponds to those posed by Meena et al., (2017) who connotes that globally there has been some progress in terms of women's participation in politics; however, this progress has been slow. In August 2015, only 22% of all national parliamentarians were female, an unimpressive increase from 11.3% in 1995. Worldwide, Rwanda had the highest number of women parliamentarians, having won 63.8% of seats in the lower house (Inter Parliamentary Union [IPU], 2015). However, the UNDP, (2014) reported that globally, by August 2015, only 11 women were serving heads of state and 13 were heads of government (IPU, 2015); by January 2015, only 17% of government ministers were women most of whom were overseeing social sectors. In 37 states, women accounted for fewer than 10% of parliamentarians in single or lower houses, and in six chambers there were no women at all (IPU, 2015).
The situation of women to occupy top leadership position is still in dilemma as women continue to be represented in top leadership positions in the country regardless of their populations. However, findings by Kandusi (2015) and Makulilo, (2014) both propounded that the trend for women to occupy top leadership position has not improved significantly over the years in Tanzania. Reports by Meena et al., (2017) went further and cited that in Tanzania For example, from 1961 to 1965 only 7.5% of members of parliament (MPs) were women and this percentage dropped to 3.5% during the 1970 to 1975 parliamentary elections. This forced the ruling party to introduce affirmative action to provide a quota of seats for women through their political parties.

In the election of 1985 and 1990, the percentage of women MPs going through the constituency seats were 2%; in 1995, it rose to 2.9% and in 2000, to 4%. In the 2005 Parliament, 97 of 324 seats were held by women, of whom 17 were elected through constituency seats an increase from 12 in 2000 and eight in 1995. In 2010, there were 125 women altogether of a total 339 MPs, and 20 of these were elected from the constituencies (IPU, 2015). Similar findings were given during Focus Group Discussion where participants said that…

 "…in fact women are still under represented in the decision making organs in Zanzibar; for example women comprise only (37%) in the House of Representatives until 2021. Yet, their numbers relies heavily on the mercy of special seats which stands at (40%). For sure the carrier path of leadership is not like a walk in the park especially in political domain where women ends up by losing the election. What we have exactly noticed as challenges for women to succeed are:- politics of mudslinging, lack of financial power for campaigning their manifestos, corruption (money and sextortion), male chauvinism, and religious misconceptions, these together hamper women to occupy high level political and leadership positions..." (FGD participants at ZAFELA – Unguja Zanzibar, 2022).

Generally, women and men should be given equal opportunity in occupying top leadership position in politics or Government; this is also emphasized by Empowerment theory by Greenberger (2006) and Lee (2003) which both emphasized the role of empowerment among women as means for social transformation. Findings during, in-depth interview at Gombani Chakechake Pemba respondent contended that "…*it should be noted that men and women can never be the same because of their physical nature and biological makeup, thus there is a need to empower women especially addressing all impediments including cultural norms which hinder women to occupy top leadership positions*". (KII by Officer in charge - Ministry of Social Welfare Gender and Children's Affairs Chake Pemba - 2022)

Table 4.4: Members of the House of Representatives Gender Wise 2010-2025

Members of the House of Representatives 2010-2015				
Member Category	**Number of Members Sex wise**		**Total**	**Percentage of Women**
	Women	**Men**		
Constituency Elected Members	3	47	50	3.7%
Members appointed by President	4	6	10	4.9%
Women Special Seat	20	-	20	24.4%
Speakers	-	1	1	
Attorney General	-	1	1	
Total	**27**	**55**	**82**	**33.0%**
Members of the House of Representatives 2015-2020				
Constituency Elected Members	7	47	54	7.9%
Members appointed by President	3	7	10	3.4%
Women Special Seat	22	-	22	25.0%
Speakers	-	1	1	
Attorney General	-	1	1	
Total	**32**	**56**	**88**	**36.4%**
Members of the House of Representatives 2020-2025				
Constituency Elected Members	8	42	50	10.7%
Members appointed by President	3	2	5	4.0%
Women Special Seat	18	-	18	24.0%
Speakers	-	1	1	
Attorney General	-	1	1	
Total	**29**	**46**	**75**	**38.7%**

Source: Field Survey, (2022)

4.2.4 Gender Status on the Composition of Ministers by 2022

On understanding the position of gender and top leadership positions, the study was attentive to apprehend the current status of women and men occupying ministerial positions in the Revolutionary Government of Zanzibar (RGoZ). The study noticed that currently, there are eighteen Ministries where female occupies only five positions (27.7%) and male occupies thirteen positions (72.3%) thus the ratio is (5:13) that of women and men. This also signifies that women are still under represented in top leadership positions in Zanzibar. Generally, in the study area women remain underrepresented in management and leadership positions. Exclusion of women

from management and leadership positions is likely to lead to a large wage gap among male and female employees of comparable experience and training. Studies by (Kirai 2014 and Osituyo, 2018) asserted that women face a myriad of barriers including but not limited to historical, economic and social-cultural in their quest to participate in management and top political leadership positions. However, studies by Rincon et al., (2017) and Oxfam Report (2019) contented that the culture of many organizations including political parties in developing countries is built on the thinking of patriarchal societies that place men in roles of power and women in support roles thus it is difficult to find many women than men occupying top political positions.

Fig. 4.1 The Status of Ministers Gender wise

Current Zanzibar Ministers

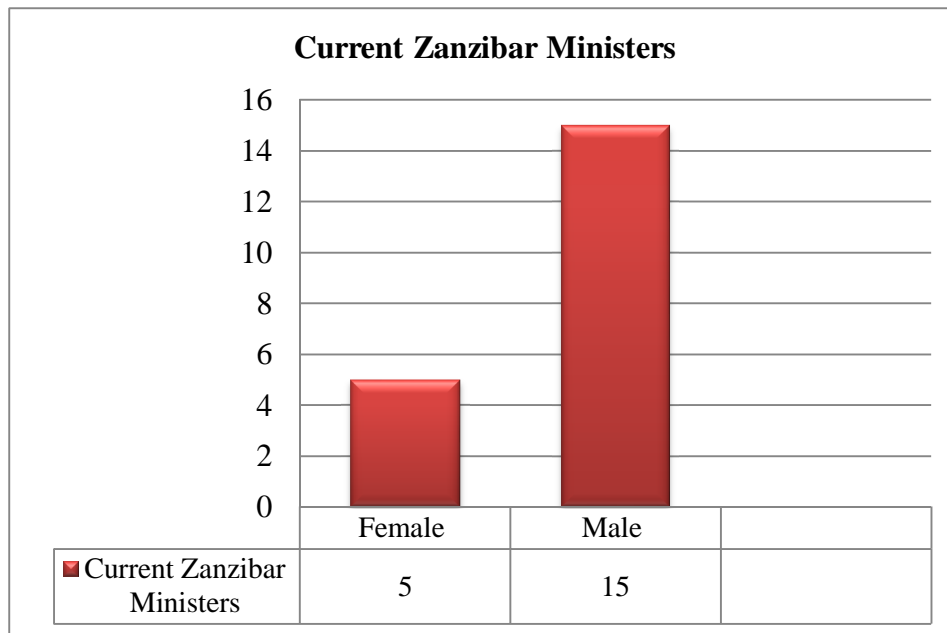| Current Zanzibar Ministers	5	15
	Female	Male

Figure 2: Ministers Sex Ratio at the Revolutionary Government of Zanzibar

Source: Second Vice President Office, 2022 (Data collected, August, 2022)

4.2.5 Impediments for Women to Occupy Top Leadership Positions in Zanzibar

Findings in Table 4.4 indicate Education level (85%), Lack of financial support (75%), Political background (71.25%), Cultural norms (68.75%), Gender stereotyping (65%), Existence of patriarchal system (57.5%), Lack of confidence (56.25%), Lack of mentorship (52.5%) and Corruption (50%) as key impediments for women to occupy top leadership positions in Zanzibar. However, findings correspond to those conducted by Sidney et al. (1997); Fisher et al, (2018) who asserted that 'Education is a powerful predictor of political participation. The authors identified a range of the direct and indirect effects of formal education on political participation. Its direct effects include the acquisition of knowledge and communication skills which can be useful for public debate, and direct training in politics. Further, authors claim that the school experience offers young people an early apprenticeship in politics, where they can exercise leadership,

develop the civic skills of cooperation and negotiation, and acquire the bureaucratic and organizational skills useful for political activity.

Similarly, the concept of family leadership orientation is stated by Baloglu and Bulut (2015:191) as an influencing and directing power of parents on children or family members to social, economic, politic and cultural goals. A typical demonstration of social family leadership orientation is to train and direct the members to family values. Economic family leadership orientations in the family occur when a family leader effects the children" financial decision, their productivity, saving and spending behavior and promotion of their quality of life. With regards to top leadership positions it is evidenced that those parents who oriented their children on leadership strategies have a chance to inspire their children to become leaders. Findings correspond to those posed during Focus Group Discussion at Chakechake Pemba where participants said that:

Lack of economic and social support from family members including parents or relatives is another inhibitor of women to occupy top leadership positions; majority of women are poor compared to men thus they real require both financial and social support. Politics requires exposure and financial muscles where if you don't have financial power it can be difficult to influence people to vote for you because most of voters are poor and they look for financial support from contestants. They, further contented that… still corruption exist and the main payers are men just why they occupy top leadership positions. They finally concluded that, *our communities still lack education and awareness on women empowerment*". (Participants from FGD Chakechake Pemba - 2022)

Generally, cultural norms are commonly mentioned to occur in the study are. Women must overcome gender biases and stereotypes to break the glass ceiling created by cultural norms for them to occupy leadership positions in organizations. According to Kalumanga et al., (2020), women face additional challenges based on leadership-specific biases and stereotypes. They added that gender biases can be categorized into first generation gender bias stage, which is a bias that is intentionally created by society and organizations like political parties, and second generation gender bias stage, is commonly characterized by subtle which is even difficult to detect because it is not intentional and is often outside a person's awareness. Thus for the intention of women to occupy top leadership positions cultural norms which create gender bias and stereotypes have to be sorted and well addressed. Further findings were narrated during Focus Group Discussion Region Commissioner Office –West Town, Unguja where respondents argued that.

 "*…among of the impediments which hinder women to take top leadership positions includes: first; community have poor mind set about women and girls, this is groomed from our culture. Second; lack of education, we need to educate women so that they can be able to express themselves and fight for their rights however required. Third; poor manipulation of religion contents, our religion is good and it gives freedom to both sex, but our religion leaders sometimes try to manipulate and translate it differently to favor men. For example Ms. Aisha was the wife of prophet Mohamed who physically fought in the battle in defense of the messenger of Allah and she also advocated the Muslim's women rights. This means that women have power and they can do everything as men but in reality not enough opportunity is given to them. However few Muslim leaders can teach this.*" In addition to that participants from Focus Group Discusion at Zanzibar Female Lawyers Associations – Unguja said that.

"*…looking on the context of our culture we can see most of the challenges emanate from there. Thus, we need to uncover bad cultural norms which are dangerous to women rights; for instance, there is no need for our families to believe that women are men assistants in everything and there*

is no need to continue with gender roles which keeps women busy cooking, cleaning house, caring children alone, and doing every family chores". (Male FGD, Zanzibar Female Lawyers Associations – Unguja 2022)

Table 4.4: Impediments Influencing Gender Representation in Top Leadership Position (N = 80)

Impediments	N	% Cases
Lack of education level	68	85
Lack of financial support	60	75
Poor political background	57	71.25
Cultural norms	55	68.75
Gender stereotyping	52	65
Existence of patriarchal system	46	57.5
Lack of confidence	45	56.25
Male chauvinism	44	55
Lack of mentorship	42	52.5
Corruption	40	50
Inferiority complex	30	37.5
Ethnicity	30	37.5
Biasness in appointment and search committee	12	15
Religious	10	12.5

Source: Field Survey, 2022
Note: Figures in (%) represent multiple responses

5.   FINDINGS
From the study on status of gender and top leadership positions: influencing impediments in Zanzibar, Tanzania, The key findings of the study shows that;

i.   Women are underrepresented in top leadership positions in: local government; House of Representatives and ministerial positions.
ii.   Major impediment factors hindering women to occupy less top leadership positions in the study   area include: lack of education and financial support, poor political background, existing cultural norms and gender stereotyping which fuel patriarchal system also lack of confidence and mentorship.

5.1 Conclusion
The study revealed that despite initiatives to support and empower women yet, women are still underrepresented at all levels of top leadership positions in Zanzibar. Low level of education, poor

political background, gender stereotyping, lack of financial support and confidence, existing of cultural norms and patriarchal system are the leading impediments to attain gender equality in occupying those positions.

5.2 Recommendations

Basing on the conclusion, the study recommends the followings;

i.   Gender transformative strategies should be practiced in both: government institutions, regional and local government and house of representatives in Zanzibar so as to achieve gender equality in leadership positions

ii. Review of quota system policy to enable women Members of Parliament to have power similar to others

iii. The Government should develop policies which will state specific number of women in top leadership positions in central and local government

iv. The Government and other stake holders should create basket fund to support women financially during electoral campaigns.

v.   The government should create mentorship leadership and coaching programs for women who are aspired to become leaders.

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