

Curriculum Vitae

EDUCATION: M.A. (with Distinction) in Gender and Development – Institute of Development Studies, University of Sussex. (1991) UK
Post-Graduate Diploma in Personnel Management – Manchester Polytechnic. (1980) UK
B.A (Hons) in Political Science – University of Dar es Salaam (1975)

KEY AREAS OF PROFESSIONAL EXPERIENCE: International, regional and national experience and competence on Gender Mainstreaming, Women Empowerment and Human Resources Development.

Policy and Institutional Development: Development and monitoring of Gender Policies and Action Plans; Gender Mainstreaming in programmes and projects, Gender mainstreaming audits.

Training and Capacity Building: Training Needs Assessments and Analysis; Development of Gender Training Manuals and Programmes; Gender sensitization and awareness raising, facilitation of technical skills and capacities for staff in multi-lateral and bilateral organizations, governments and NGOs; Gender statistics analysis

Research and Publications: Gender publications on Women's Participation in Employment, the Economy, Gender Budgets, Land Rights, Management, and Human Resource Management.

Advocacy and Political Action: Advocacy for integrating gender dimensions into work of international, regional and national institutions and organisations; working with women's movements for action.

Recent Consultancies

SELF EMPLOYMENT: JANUARY 2011 TO PRESENT

Freelance International Consultant: Gender and Development Specialist. Providing technical support, gender analysis and capacity development to United Nations Agencies, Government, and Non-Governmental Organisations.

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| 2019 | Consultant for Tanzania Gender Networking Programme. Preparation of the Report on the Review of the 25 years of the Implementation of the Beijing Plan of Action. |
| 2017 | Consultant for UNWOMEN. Prepared a Report on the Gender Analysis of Tanzania's Integrated Labour Force Survey 2014. |
| 2016 | Consultant. ILO. Preparation of the Gender Sensitive Policy Brief and Fact Sheets to Support the Dissemination of the 2014 Integrated Labour Force Survey. |
| 2015 | Consultant/Co-Trainer: Workshop on Mainstreaming Gender Equality and Social Inclusion in Political Parties and the Electoral Process. Sponsored by UNWOMEN and the Office of the Registrar of Political Parties. |

- 2015 Consultant and Trainer: Workshop on Mainstreaming Gender in the Integrated Labour Force Survey 2014. This assignment involved the enhancement of technical capacity for mainstreaming gender in the 2014 Integrated Labour Force Survey (ILFS) report for staff of the National Bureau of Statistics and the Ministry of Labour and Employment. The objective was to deepen their understanding of gender dimensions of the ILFS data and its implications for policy making and programme development. It was sponsored by ILO, National Bureau of Statistics and Ministry of Labour and Employment.
- 2014 Presentation of my draft book titled “*A Triumph for Women’s Rights: Her African Story*.”
- 2013 Participation in meetings organized by the Coalition of Women on “genderizing” the New Constitution
- 2012: Guest of Honour, First Meeting of the Coalition of Women and the New Constitution, Ubungo Plaza. Dar es Salaam.
- 2011: Contributed to the ECA publication on “Financing for Gender Equality and Women Empowerment”

CHRONOLOGICAL EMPLOYMENT HISTORY

AFRICAN DEVELOPMENT BANK

June 2005–February 2010: Chief Gender Specialist
June 2002 – June 2005: Principal Gender Specialist
April 1998 – June 2002: Senior Gender Specialist

Duties

Accomplishments: **Policy Level.** Developed the Bank’s Gender Policy and Plan of Action that have been considered world class by peers (*as per the 2007 report by the Center for International Environmental Law (CIEL) and Gender Action.*) titled “*Gender Justice - A Citizen’s Guide to Gender Accountability in International Financial Institutions*”. The Policy and Plan of Action in particular were praised for providing the most comprehensive International Finance Institution plan to integrate gender concerns in programmes and projects and for specifying strong instruments for gender mainstreaming in macro-economic policy advice. I have developed several concept notes, policy briefs and fact sheets to promote the mainstreaming of gender across several sectors and themes including infrastructure, agriculture, education, policy-based loans, statistics, lines of credit and many others

- **Gender Mainstreaming in Bank Operations.** Reviewed documents and supported Bank Staff to integrate strategies, actions and budgets for gender equality. Advocated for use of gender disaggregated data in the design of Bank policies, programmes and projects. Pioneered and provided leadership in mainstreaming of gender dimensions in the Bank’s major policy frameworks such as the Country Policy and Institutional Assessment, Country Strategy Papers, the Environmental and Social Assessment Procedures (for determining potential gender impacts of programmes/ projects), the Bank’s Operations Manual (to ensure systematic mainstreaming of gender throughout the programme/project cycle) and the Easy Reference Guides (to guide staff in the

field). Mainstreamed gender in Poverty Reduction, Environment, HIV/AIDS, Micro-Finance and High Education policies. Reviewed Bank Statistical Reports to integrate gender issues. Developed the Gender Equality Results Indicators Framework (GERIF) for all Bank sectors and the Bank's Framework for Gender Resources and Results Tracking System (GRARTS) to enable the Bank to gauge gender mainstreaming resources and results.

- **Capacity Building.** Conducted training needs assessment and developed programme and sector specific training modules (Country Strategy Paper, Infrastructure, Agriculture, Education, Health, etc.). Organized and conducted training geared to strengthen the gender competence of sector specialists to effectively mainstream gender into the Bank's interventions in RMCs. Used e-activism to increase gender awareness and promote knowledge-sharing on gender issues. Sensitized the Board of Directors, senior management and staff geared to make gender mainstreaming in the Bank's operations more effective through periodic reports and PowerPoint presentations.
- **Gender at the institutional level.** Was part of the teams that pushed for reforms in the Bank's institutional policies and practices geared to create an enabling environment for gender equality and women empowerment. These include making contributions to Human Resource Strategy, the Directive on Harassment, Policy on Flextime, participation in the Presidential Task Forces, preparation of a Concept Paper on Quick Wins to Gender Mainstreaming, preparation of the Report of the Presidential Gender Working Group and the design of the Presidential Award on Gender Equality.
- **Resource Mobilization for major Initiatives.** Mobilized bi-lateral funds for catalytic activities such as the development of the Gender Policy and Plan of Action, Gender training, Gender Resource and Result Tracking system, the Mid-term review of the GPOA and the Framework for Gender Equality Results.
- **External representation.** I was the voice of the Bank at various conferences, workshops and symposiums; participated in the activities of the Gender Working Group of the Multi-lateral Development Banks; preparing speeches for the President and members of senior management and papers for the Bank's symposiums seminars and workshops.
- **Gender Champion.** I was the Bank's only gender specialist between May 1998 and July 2000. During the 2 years, I succeeded in keeping gender issues active and visible both within the Bank and at regional and international levels. I canvassed very actively for the recruitment of other Gender Specialists at the Bank.

July, 1993 to April 1998

**United Nations Development Programme/ UNIFEM
Tanzania Country Office.
Assistant Resident Representative.**

Accomplishments:

During my tenure as the head of the Gender Unit, One UNDP commissioned Report (available) acknowledged the Tanzania country office adopted some of the best practices in gender mainstreaming in the Africa Region. The report underlined, among other things, the following successes:

- effectiveness of the gender GAD unit as a catalyst in the Country Office activities in policy-making, programming, gender sensitivity training and networking;
- heightened awareness among Country Office staff members and government counter-parts of the importance of gender considerations, analysis and planning;
- effective constituency building through the establishment of positive working partnership between the Gender Unit and other Units;
- exertion of consistent pressure on the officers to consider gender issues and to ensure certain outcomes;
- resourcefulness of the GAD Unit in the face of significant resource constraint; and
- leadership in donor coordination among the UN agencies and bilateral donors

August 1976 to June 1993: Manager, Human Resource Development and Administration, Fibreboards Africa Limited, Arusha.

Accomplishments:

- Developed the company's first the personnel policy;
- Promoted staff training;
- Developed systems for maintaining harmonious relationship between management and employees;
- Represented the company at several conferences and seminars and enhanced the image of the organization

While working in this capacity, I was also participating in national bodies as follows:

- Assessor, Industrial Court of Tanzania.
- Member, Executive Committee, Association of Tanzania Employers.
- Member, General Council of the Workers Union (OTTU).

LITERARY WORKS:

Publications

- 2019: *A Triumph for Women's Rights. Her African Story.* Laetitia Mukurasi. Dar es Salaam
- 1995: *Cheo Kimefutwa: Harakati za Mwanamke mmoja kupigania Haki za Ajira Nchini Tanzania.* AMREF Dar es Salaam. (Swahili translation of Post Abolished).
- 1994: (With Wendy Hollway)
 "Women Managers in the Tanzania Civil Service" in *Competitive Frontiers: Women in Management Worldwide* Basic Blackwell, Oxford U.K.
- 1991: *Post Abolished: One Woman's Struggle for Employment Rights in Tanzania.* Women's Press, London and International Labour Review Press, Ithaca, New York.
- 1986: "Tanzania: Women, Socialism and the Basic Industrialization Strategy" in *Women and the Industrial Development Decade in Africa.* Economic Commission for Africa, Addis Ababa.
- 1984: "Factors inhibiting the participation of women in decision-making at Senior Levels in Government and Parastatal Organizations" in *Tanzania Business Review – Tanzania Association of Parastatal Organization (TAPO).* Dar es Salam.

Unpublished Works

- “Workers participation in Tanzania: An Analysis of the Influential Variables”. Thesis submitted to the Board of Examiners of Manchester Polytechnic as part of the requirements for attaining the Post-Graduate Diploma in Personnel Management.
- The State, Socialism and Women in Tanzania: A Feminist Analysis of Post- Arusha Declaration Legislation and Policies. (Dissertation submitted to the Institute of Development Studies of the University of Sussex in partial fulfillment of the Master of Arts Degree in Gender and Development).
- “Gender Issues in Integrated Pest Management with Specific Reference to Sub – Saharan Africa”. Report to the Natural Resources Institute, Cathan, U.K.
- “Obstacles to Women Progress into Management in the Tanzania Civil Service” Report to ODA.
- “Theoretical and Conceptual Approaches to Gender: The Character of Female Labour-Force Participation in Tanzania”.
- “The Transformative potential of the Malaysian National Policy on Women Gender Policy: Issues of Content and Implementability”.
- “The Potential of Small-Scale Enterprises a strategy for endogenous Industrialization in Kenya”.
- “Poverty Alleviation through Credit: A Comparative Analysis of the Effectiveness of the Grameen Bank in Bangladesh and the Cooperative and Rural Development Bank in Tanzania”.
- “Assertiveness Training for Women in Public Life”. - Presented during the course on Communication Skills for Women in Public Life, Harare, Zimbabwe, sponsored by ODA.
- “The Role of the Media in Promoting the Gender Dimension of Sustainable Human Development”. – delivered during the Workshop for Journalist on Sustainable Human Development, Tanga, Tanzania.
- “Substantive and Procedural Issues in Presenting Women’s Problems in Parliament”. - delivered during the Workshop for Members of Parliament on “The Role of the Opposition in Parliament”, Tanga, Tanzania.
- “Sexual Discrimination and Prejudice in Education and Training”. Presented during the workshop on “Sex Discrimination and Prejudice in (formal) Education and Training in Tanzania” Dar es Salaam, Tanzania.