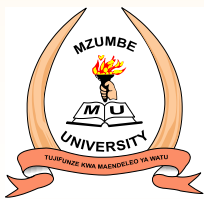


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Foreword

The Journal of Policy and Leadership is published bi-annually (January and June) to advance the study and practice of leadership, policy and public management through publication of articles written by researchers and academicians well informed on the respected fields.

The main purpose of the journal is to bring together a compendium of papers that draw on the Tanzanian and larger African context to advance the science of leadership, policy and public management. By focusing on theory-guided research, we hope to not only stimulate a great integration of leadership, policy and public management but also to propose constructive alternatives and/or future research agendas to guide works in leadership and policy management in Tanzania and Africa.

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Feminising Civic Engagement for Monitoring Effective Use of Public Finances in Tanzania's Local Governments

Dominick K. Muya¹ and Eliza Mwakasangula²

Abstract

Despite an increased number of civic engagement that monitors effective use of public finances at the district level in Tanzania; researches show that there is a limited number of women and girls who engages in that process. This compromises the goal of ensuring women's effective participation and equal opportunities for civic engagement. The article explored factors contributing to the persistent gender gap in access to opportunities for tracking local government use of public finances through Public Expenditure Tracking Survey (PETS). The article is a result of a study that utilized both qualitative and quantitative data from two Tanzania's local governments in a cross-sectional dataset consisting of 232 study participants. Several contributing factors to the persistent gender gap were found. The article argues that despite Tanzania's outstandingly successful women empowerment transition at the national level, it has never been able to translate it into the lower levels of the society such local councils where the empowerment culture is yet to be entrenched. It ends by recommending several strategies to bridge gender gap in access to opportunities for PETS through CSOs. The article also draws insights from African feminism and confronts them with empirical evidence from areas that this study was undertaken.

Keywords: Feminizing, civic engagement, Public Finances, PETS, CSOs

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Introduction

The existence of gender gap in access to resources and opportunities has remained the main agenda in the policy discourse of feminists, advocacy groups, public technocrats, academics, civil societies and many others. The current paper explores and describes factors that contribute to the persistent gender gap in women access to opportunities for tracking local government use of public finances in Tanzania.

Conceptually, gender gap refers to disparities between men and women, boys and girls in access to resources and opportunities such as; education, health services and decision-making (DfID, 2001). Meena (2009) defines gender gap as differences perceived to exist between males and females in terms of the numerical advantage. Essentially, the former enjoys at the expense of the latter in terms of their being engaged and receiving of opportunities in political, economic and public life. This chapter conceives gender gap as disparities between female and male in access to opportunities for tracking local government use of public finances in CSOs that facilitate Public Expenditure Tracking Survey (PETS).

General observation shows that participation of women and girls in undertaking Public Expenditure Tracking Survey in the Tanzania's local settings is a limited in number. In Kilosa and Bagamoyo Districts, for example, out of every 8 established members of Local Community Network (LCNs) who conducts PETS, the average number of women and girls who participate are 2 – 3 (Interview with TACOM Officials', 2012 and 2016). Participation of women and girls in the established by civil societies networks for the budget making and expenditure tracking processes ensures that the budget and its content as the most important policy instruments available for achieving poverty reduction reflects locally agreed objectives related to poverty reduction and social equity. Further, it works towards enhancing that there is gender equity in the process of improving the general social wellbeing of the people. The justification for the study was that despite an increased number of Local Community Networks (LCNs) initiated by CSOs to support for the conduct of PETS in the local settings; there is a limited number of women and girls who engages for the PETS in the local settings. Based on those observations, the research explored and described the factors that contribute to the gender gap in women access to opportunities for PETS.

Literally, many explanations have been given and continue to be given as to what constitute the root cause of gender gap in access to resources and opportunities. DfID (2001) posits that these disparities arise when there is gender discrimination in the provision and distribution of resources and development opportunities, benefits and rights. Also they may arise when the gender-based division of labour bring out unequal gender division in shouldering the burden of work.

In Tanzania's milieu, the historical continuum for management of public finances at the local government level have relied on formal audit institutions which treated the budgetary process including its planning, monitoring and evaluation as the exclusive preserve for expert such as policy makers and public administrators. Citizens and civil society had inadequate comprehension of budget issues, and partial access to budget information which ultimately constrained their advocacy. In recent years, however, significant changes in the nature of the public budgeting process have been realized in Tanzania, and have been enhanced by an effective policy environment.

At the policy level, Tanzania is one of the countries that reaffirmed its commitment to abiding by the principle of equity and implementation of non-discriminatory policies in the development process. As a member of the UN, Tanzania is morally bounded to abide by the principle of equality as spelt out in the Universal Declaration of Human Rights (CEDAW), the Beijing Platform for Action and the African Charter of Human and People's Rights. Also, the Women Development and Gender policy in Tanzania of 2000 underscores the issue of equality between men and women, with girls and women getting special attention. The policy reads in part [A]: "Conducive environment must be put in place to ensure that women and men are economically empowered and have access to resources and opportunities" (URT, 2000). And yet, the policy does not illuminate on the implementation strategy at the functional level of society such as the local governments where civil societies engage with the local communities.

Moreover, Tanzania has taken measures to translate these commitments into tangible national policy frameworks, laws and strategies. Notably, the country has attained several achievements obtained in the implementation of LGRP from 1998 and use of participatory tools such Decentralization- by-Devolution (*D-by-D*)" as the policy option in Tanzania. Literally, the process which informs CSOs engagement in undertaking PETS in local

governments has been legitimized through the framework titled PETS guidance released in 2007 for LGAs, as the continuation of LGRP of 1998. Its implementation, however, has been left uncoordinated. According to Ngware (2010), CSOs in Tanzania has since 1990s appeared to have become more adept at influencing public policies, demands for democracy and civic rights. Haki Elimu, Haki Ardhi and Chama cha Walimu Tanzania (CWT) – Teachers' Union and Tanzania Gender Networking Programme (TGNP) are vivid examples. Needless to say, this by itself is also a result of adopting the NGO policy of 2000 and the subsequent Tanzania Non Governmental Organizations Acts of 2002 which were formulated to establish the legislative framework to allow NGOs to operate freely and effectively. Despite achievements obtained so far, the management of public finances is seemingly to be in favour of male than females.

Studies that explore governance of public expenditure at the local government level have been adequately documented in Tanzania, however, the gendered aspect of “civic engagement” in the management of public finances has not well understood. While various studies (Likwelile and Mwamba, 1999; Cooksey and Kikula, 2005; Mushi *et al.* 2005; Fjeldstad *et al.* 2010; Msami, 2011; Mascarenhas, 2011 and Muya, 2012) have been conducted in the past, most of them focused on exploring capacity of local governments towards financial management, revenue enhancement and financial transparency. Consequently, this study filled the gap on factors contributing to the gender gap in conducting CSOs facilitated PETS in LGAs.

Local Governance through Civic Engagement

Over the last two decades, Local Government Authorities (LGAs) in Tanzania have faced unprecedented pressure to improve service quality while progressively lowering their costs. At the same time, they are expected to become more accountable, customer focused and responsive to local needs. Achieving these goals involves a transformation in management practices, processes and culture. In this context, the lower arms, that is, local governments of the state can no longer govern alone; they need assistance. The World Bank (2004) emphasizes on the use of “civic engagement” in the process of governance. This implies that the process for managing public finances at the local level must revolve from the three core building units which are state (local government), the private sector and civil society as well.

The World Bank (2004) conceive the term civil society to refer to the wide array of non-governmental and not-for-profit organizations that have a presence in public life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious or philanthropic considerations. Civil Society Organizations (CSOs) therefore refer to a wide of array of organizations: community groups, non-governmental organizations (NGOs), labor unions, indigenous groups, charitable organizations, faith-based organizations, professional associations, and foundations. In this study, CSOs refer to the wide array of non-governmental organizations that collaborate with the local community to formulate LCNs, train them on matters related to budget making process and its evaluation such as PETS.

The important role that civil society play through the established LCNs for monitoring public expenditure to ensure that local councils are adhering to the principles of good governance, and thus enhancing better delivery of social services in the local settings has been recognized internationally as well as in Tanzania. Civil society play a greater role on enhancing advocacy, empowerment, policy making process, as well as enhancing watch dogs role to inform the development process at the local settings (Ngware, 2010). The overriding argument under CSOs facilitated PETS is that fewer women than men have received benefits from their access to CSOs opportunities in the practice of PETS.

The past decade, however, has witnessed significant changes in civil society engagement in undertaking Public Expenditure Tracking Survey (PETS) (CIVICUS, 2010). The success of the civil society has resulted from the confluence of several factors such as democracy, good governance agenda from the 1990, emergence of a large number of independent budget groups and political momentum around participatory budgeting in developing countries. Since there is little evidence to back up the gendered dimension of CSO facilitated PETS, those general observations have added urgency to explore and describes factors that contribute to the persistent gender gap in access to opportunities for tracking local government use of public finances in Tanzania.

There exist grounding literature which offers evidence of CSOs which have engaged in tracking and analyzing public expenditures and social services delivery. Among others include a South African Non Governmental Organization (NGO) the Institute for Democracy in South Africa (IDASA). The IDASA quite often conducts analyses of the government's annual budget to identify the implications for particular groups in the community, such as

children and women. Also, in South Africa, the Public Service Accountability Monitor (PSAM)-a research and advocacy organization works closely with the legislature to track government agency responses to financial control weaknesses and instances of financial misconduct and corruption contained in the Auditor General's report. Furthermore, the expenditure tracking work of the Uganda Debt Network (UDN) has helped to curb corruption in the intergovernmental fiscal relations system in Uganda in health and education.

The Tanzanian experience with PETS dated back in 1999 after the success of the Ugandan experience in conducting PETS in the areas of education. Since then, Tanzania has conducted four donor supported PETS at different phases. The periods are 1999, 2001, 2004, and 2010 (Muya, 2012). Others have been carried out by the civil society organizations as a part of broader social accountability assessment. In practice, this chapter limits its discussion on the factors that contribute to the persistent gender gap in women access to opportunities for tracking local government use of public finances in Tanzania from 2012 to 2017. Specifically, the objectives of chapter are three folds. First, it intended to identify the extent to which the gender gap exists in civic engagements concerned with the management of public finances at the district level; second, to examine the leading factor that contribute to the gender gap in women access to opportunities for PETS; as well as proposing measures to engender civic engagements for equitable management of local government use of public finances.

Theoretical Anchor:

Feminising the CSOs Activities for Improving LGA's use of Finances

For a long time, scholars have historically paid greater attention to women at the national level, neglecting a wealth of interesting women and their stories at local levels of the government. This is problematic because it signals that national government is the locus of most decision making. In an era marked by decentralization and devolution of power and responsibilities, such emphasis is misleading. In conceptualizing the civil society-local government nexus form, the gender dimension needs to be understood.

In sub-Saharan Africa, and especially in Tanzania, women and girls make a relative high number of rural populations compared to men. Because of that it was expected that a high proportion number of them would be engaging in CSOs facilitated processes and activities such as Public Expenditure Tracking Surveys (PETS) bearing the fact that they present a large and high risk population group affected by the misuse of public finances for

their development in the local settings (Muya, 2012). On contrary, there is a limited number of women and girls who engages for the PETS in the local settings. Based on those observations, the research explored and described the factors that contribute to the persistent gender gap in women access to opportunities for tracking local government use of public finances in Tanzania's local governments.

An outsider watching the civil society's processes and activities such as the conducts of PETS at the district level in Tanzania since 2000s would most likely come away with the impression that civil society processes and activities are very much a man's game. Despite women's relative absence from the formal halls of civil society advocacy, it would be premature to conclude that women are not interested or involved in civil society processes and activities. In an attempt to explain the extent to which the gender gap exists in civic engagements concerned with the management of public finances at the district level, the study utilized the Institutional theory. Due to its incompleteness, it was further supported with feminism theory.

Drawing on the insights of the early social theorists, Meyer (1970) suggested that much social order is a product of social norms and rules that constitute particular types of actors and specify ways in which they can take action. Such behaviors are not so much socially influenced as they are socially constructed. According to Scott (2004:1), the roots of institutional theory run richly through the formative years of the social sciences, incorporating the creative insights of scholars ranging from Marx and Weber, Cooley and Mead, to Veblen and Commons in the fields of behavioralism in political science, and positivism in sociology (Bill and Hardgrave 1981; Hodgson 1994; Scott 2001).

In this paper, institutional theory helps to explain how the persistent gender gap in access to opportunities for conducting PETS from civil society organisation is created, diffused, adopted and adapted via a plethora factors established by the CSOs. From this theoretical lens, the study briefly discusses the importance of deconstructing values and assumptions embedded in institutions that support the transformations of local community to understand the way in which gender gap persist. The assumption behind this theoretical paradigm is that the institutional structures and processes supporting CSOs activities such as the conducts of PETS in LGAs, determines the effectiveness of PETS results. Emerging from the open system perspective, Scott (2004:1), asserts that institutional theory seeks to understand the deeper resilient aspects of social structure including schemas (rules, norms, and routines)

become established as authoritative guidelines for social behaviour, and how these elements are created, diffused and adapted over space and time (Hodgson 1994).

According to Scott (1995), institutions comprise regulative structures, cognitive and normative activities behind the provision of stability and rendering of meaning to social behaviour. Implicitly, the Institutional theory is related to several forces that promote the survival and legitimacy of an organization (Roy, 1997). With regard to these pillars, institutions can either be formal or informal, explicit or otherwise. These institutions have a bearing on both, CSOs orientations and decision-making.

Given the complexity and variety of the context of this study, the theory helps to explain how CSOs structures, processes as well as procedures foster community transformation in local governments. Total transformation, however, is incomplete unless gender issues are mainstreamed in the CSOs processes and activities. A critical analysis of the extent to which the gender gap exists in civic engagements provides a linkage between institutional theory and the objective of the study. Although the institutional theory facilitates the comprehension of institutionalised barriers as well as the challenges that women at the district level face in engaging with CSOs facilitated PETS at the district level, it has failed to explain how to address gender inequality. For example, it has failed to describe how social cultural norms and values established by institutional structures shape the existing gender gap. In fact, the evolving institutional frameworks have limitations to account for the persistent gender gap in access to opportunities for women in PETS. Because of this weakness, the institutional theory is supplemented with the critical third world feminism, under which African feminism falls.

The theory in its broad sense assumes that women generally experience subordination and that their treatment in relation to men has neither been equal nor fair (Fischer, Reuber, and Dyke, 1993). Seemingly, this is what explains why fewer women than men engage in the PETS process. Campbell and Wasco (2000) highlight four major variants of feminism as articulated in academic discourse: liberal feminism, radical feminism, socialist feminism, and the critical third world feminism. This study, however, aligns with general feminist theory, which asserts that equal access to resources can help to obliterate gender differences in performance (Carter *et al.*, 1997). In this regard, feminist research emphasises on the destruction of systemic discriminatory tendencies that keep women down.

Research Methods

This chapter is based on a study that was conducted in two selected district councils in Tanzania, which are Kilosa District Council and Ilala Municipal Council. The two local Government councils were purposively selected based on the CAG and LAAC reports (2007/2008; 2008/2009) which raised a necessity of civic engagement for managing local government use of public finances. In other words, the councils were blamed for being unaccountable and having corruptive motives either in the misuse or misallocation of funds. On contrary, the choice of those two cases was due to geographical disparities. For example, while the Kilosa District Council is a rural based council, the Ilala Municipal Council is one among the urban based municipalities. As such, it was easy to compare CSOs and LGAs relationship in PETS process within the rural –urban lens.

The chapter has drawn upon the rich resources contained within CSOs and LGAs surveys conducted in 2012 and 2017, which summarises the views of 152 study participants working either with the CSOs/LCN engaged in PETS exercises or with those surveyed two Tanzania's LGAs (1-urban and 1-rural). The choice of 152 respondents accounts for 10% of the target population, which was 1, 216 respondents who were estimated by the media reports to participate in PETS exercises from 2012 to 2017. As such, the sample was large enough to generalise with degree of confidence to the population surveyed.

Both probability and non-probability sampling techniques were employed in this study. Whilst non-probability techniques was utilised to sample purposively 12 key informants whom were interviewed using interview schedules, the study also employed probability sampling to select a list of 120 members from CSOs, LCNs and LGAs with whom questionnaires were administered for the purpose of collecting not only quantitative information from the sampled members, but also justifying causal explanations for the findings and comparing responses in the subgroups of a larger population.

Once the sample size of the respective strata, was established, the participants for this study from the CSOs, LCNs and LGAs, were selected randomly by using the lottery methods. The selected participants were informed on the purpose of the study, and interviewed.

Table 1: Summary of Members who Participated in the Study

(N=152)

Categories	Male		Female		Total	
	N	%	N	%	N	%
Category I- Members from CSOs Tool utilised: Questionnaires	38	40.4	22	37.9	60	39.5
Category II- Members from LCNs Tool utilised: FGDs Guide	13	13.8	7	12.1	20	13.1
Category III- Members from LGAs Tool utilised: Questionnaires	36	38.3	24	41.4	60	39.5
Category IV- Key Informants Tool utilised: Interview Schedule	7	7.7	5	8.6	12	7.9
Total	94	100	58	100	152	100.0

Source: Survey Data, (2012 to 2017)

Also, I conducted four (4) Focus Group Discussions (FGDs) across both councils, the Kilosa District Council and Ilala Municipal Council. From each council, two FGDs were conducted of which each FGD comprised of 5 members, thus making an additional of 20 study participants across those 2 councils. Participants from FGDs were different from those surveyed by the questionnaires. Of the four FGDs, all were comprised of LCNs members of different ages and with different interests, from each surveyed councils. The FGD guide was designed to enable the collection of in depth information on the conceptualization and methodological issues in undertaking PETS. The structured questionnaires and FGD guides were administered in Kiswahili.

It was important to have questions in this language in a bid to probe and build more insights from the study respondents as some of them were not much influential to express well some of the thematic issue under the study through the use of English. While the generated qualitative data were analysed using Ethnographic Content Analysis Techniques (ECAT) where constant comparison was employed for discovering emerging patterns, the quantitative data, on the other hand were analysed descriptively by using a Special Package for Social Sciences (SPSS).

Further, through library research, the chapter examined the Local Government Reform Programmes review and evaluations. These are supplemented by a range of additional documents, such as the Afro barometer surveys and the decentralization studies.

Data Presentation, Analysis and Discussion

In terms of the organization, the study investigated three issues. First, it assesses the extent to which the gender gap exists in civic engagements concerned with the management of public finances at the district level; second, it examines the leading factor that contribute to the gender gap in women access to opportunities for PETS; And third, it proposes measures to engender civic engagements for equitable management of local government use of public finances.

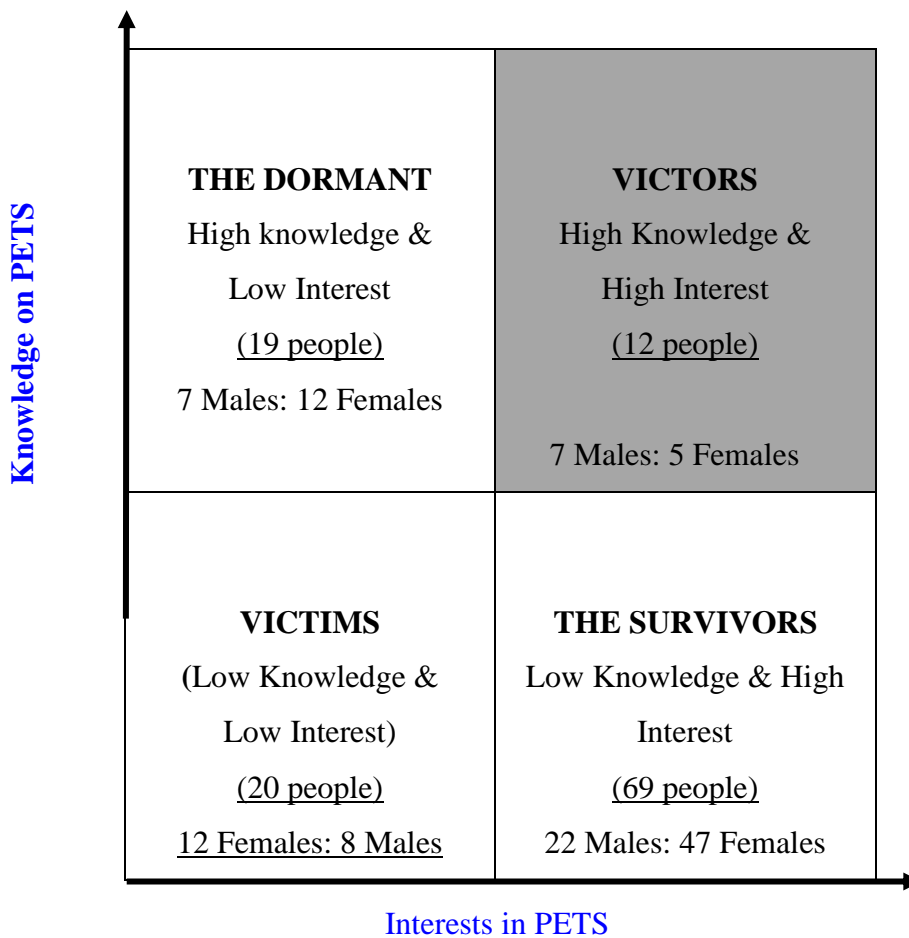
The Place of Gender Gap in Civic Engagements for PETS

This shows that despite Tanzania's outstandingly successful women empowerment transition at the national level, it has never been able to translate it into the lower levels of the society such local councils where the national empowerment culture is yet to be entrenched. The study revealed several root causes of gender gap in access to opportunities in civic engagements for PETS

Typological Pattern of Civic Engagements in PETS by Gender

In understanding the typological pattern that informs the level of civic engagements for PETS by gender, study participants were asked to rank, their level of "Knowledge" as well as "Interest" towards improved Civic Engagements for PETS. Those two attributes are perceived to be the driving factors that influence civic engagement for PETS in the study area. Further, participants were classified based on their similarity in certain ways, as well as difference to determine how each of the clusters contributes to our outcome, which is civic engagement for PETS.

Figure 1: A Typology of civic engagement for PETS



Source: Muya (2018) Typological theory for engagement in PETS

From the developed themes and classification of people based on their similarity and differences, the following categories were obtained: Dormants, victims, victors and survivors. However, of all identified groups there were more survivors (with 69 people), followed by a category of victims which as 20 people.

In addition, 19 people were classified as dormants and 12 people as victors group. With the high number of survivors (69 people) characterised by low knowledge and high interest, of which more females than males exist in that group, the study finding infers that the study area is gender in favour of male in terms of conducting PETS. The article also draws insights from African feminism and confronts them with empirical evidence from areas that this study was undertaken. The feminist theory, in its broad sense, links the disadvantaged position of women to systematic biases that impede the advance of female-run

businesses relative to those of male-run ventures (Ely and Padavic, 2007; Fischer, Reuber, and Dyke, 1993; Hatch, 1997; Karsten, 1994).

The Critical Third World Feminist (CTWT) theory, focuses on social, economic and cultural relations between women and men. It determines how women and men participate, benefit from and control development projects and resources. Its advocates include Mbilinyi (1994), Meena (1992), Goetz (1991), Argarwal (1991), Koda (2000) and Ngaiza (2002). Critical Third World Feminism views women as active change agents and not just “passive receipts of development”. The CTWF “stressed satisfaction of basic material needs as a pressing issue in the context of disadvantageous national and international economic order” (Saunders, 2002).

Under this theory, the situation of women results from both the unequal gender relations, and oppressive situations that transcend gender categories. These situations also relate to race, class and citizenship. As Moser (1993) has pointed out, women universally experience oppression differently according to the race, class, colonial history, and position in the international economic market. The implication is that there is no uniform experience of gender-related subjugation because of the presence of all these myriad of factors.

Indeed, there are several factors that explain the nature of gender gap in women access to opportunities for PETS. Among others include: the patriarchy systems of governance which is indeed rooted from the societal cultural drivers. In addition, there are other limiting factors from women themselves such as lack of confidence and low level of knowledge due established boundaries in access to education and drop outs as well. Table 2 below shows percentage of dropout in Government and Non government secondary school by grade and sex as revealed in 2015.

Table 2 Students’ Dropout Rates, by Sex, 2015

Sex	% of student's dropout rate by grade and sex					
	Form I	Form II	Form III	Form IV	Form V	Form VI
Male	5.5	6.95	13.7	18.78	34.36	24.55
Female	94.49	93.05	86.3	81.22	65.63	65.63
Total	100.00	100.00	100.00	100.00	100.00	100.00

SOURCE: Basic Education Statistics in Tanzania (BEST) 2016.

Table 2 shows that the dropout rate is higher among girls students compared to boys. High dropout rate among women could be contributed due to cultural attitudes towards the education of girls and women “required” to work more inside and outside the home, early marriage and pregnancy, less ambitious expectations by parents, sexual harassment and violence. Given the high level of sexual harassment and violence that girls face, it is not unexpected that a number of girls drop out of school due to the increasing pregnancy rate. Those observations are supported by a literature of women leadership drawn from both, the academic and the development practitioners provides a survey of successes and failures of policies and initiated interventions or programs that promote women’s participation and equal opportunities for leadership.

The engagement of stakeholders such as donors, international communities, national and local governments, NGOs, private companies and knowledge institutes have been critically analyzed. Among their claims, is the fact that women’s participation and equal opportunities for leadership is essential for strengthening democracy and attainment of sustainable development (Beijing Platform for Action, 1995; The convention on the Elimination of All forms of Discrimination Against Women). This argument is also supported by the Constitution of the United Republic of Tanzania which recognises women’s capacity and the right to participate in politics and decision making, as well as in social and economic life of the country.

Despite the growing number of initiatives and resources made available to promote women’s effective participation in PETS, women have continued to lag behind due to unequal access to opportunities to PETS. This in turn raises the question about representation and particularly in positions which affect policy, and consequently, women have no spokesperson. It is men who monopolize the high positions in the employment sector as well as employment policies (Msoka, 2007). A relative high number of women in this study still occupy the lower cadres. In spite of women’s larger percentage in population and their substantial contribution to the economy, many political, economic and public decisions that affect them and their families are made without their participation.

Conclusion and Policy Implications

The article concludes that despite Tanzania's outstandingly successful women empowerment transition at the national level, it has never been able to translate it into the lower levels of the society such local councils where the empowerment culture is yet to be entrenched in LGAs processes including PETS.

Recommendations

The article ends by recommending several strategies to bridge gender gap in access to opportunities for PETS through CSOs. Since from birth, socialization, has less developed women personal characteristics such as social skills, public speaking skills, competitiveness and popularity, which are commonly named characteristics of a good leader, there is indeed, a need to increase the number of women in civic engagement such as PETS through context specific interventions because holistic interventions such as special seats has failed to translate into desired qualities due to its failure of understanding the political economy that aspires civic engagement within the gender lens. Since there is a close link between good governance and sustainable development, as the earlier determines the later, the fruitful discussion of sustainable development cannot be realized in the presence of recurring gender gap in access to opportunities for engagement in PETS.

Thus feminizing civic engagement such as in PETS is crucial for attaining sustainable development. This, however, requires conducting more studies on why most of the Africa's Local Government initiatives which are undertaken could not bring the desired outcome. From birth, socialization, has less developed women personal characteristics such as social skills, public speaking skills, competitiveness and popularity, which are commonly named characteristics of a good leader.

Because of those observations, women have ipso facto; become vehicles of the continuation of gender gap in access to opportunities in the society. Since there is a close link between good governance and sustainable development, as the earlier determines the later, the fruitful discussion of sustainable development cannot be realized in the presence of recurring gender gap in access to opportunities for leadership positions. Thus engendering good governance within the leadership lens is crucial for attaining sustainable development. This, however, requires conducting more studies on why most of the Africa's government initiatives which are undertaken could not bring the desired outcome.

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