

## Global Approach to Women in Leadership

Founded in 1975, Chemonics is one of the world's leading partners in international development. Around the globe, our network of specialists share a simple belief: those who have the least deserve our best. Chemonics recognizes the importance of diversity in leadership, both in our own offices and in our programmatic work. Through our programs, we have addressed the systemic barriers and opportunities for women to lead in a variety of sectors worldwide. Chemonics recognizes the key role gender equality in leadership plays in achieving development impact, whether supporting women in agriculture register their farms in Tajikistan or enhancing the pipeline of talented women in government in Afghanistan. We understand that for women to achieve leadership roles equally with their male peers, the systemic barriers for women must be addressed, such as supporting workplaces free of harassment and ensuring pay equity. Research suggests that if women played an identical role in labor markets to that of men, as much as \$28 trillion, or 26 percent, could be added to global annual GDP by 2025<sup>1</sup>. This can only be possible when women and men are present at all levels, including leadership positions. Chemonics is committed to promoting women in leadership through capacity building, assessment of systemic factors, and connections amongst peers to support the empowerment of individuals as well as the economic impact for their communities.

### Cultivating Pipeline of Talented Women Leaders

Quality training and education is essential for women to secure employment and career growth opportunities that also meet the needs of their local economy.

*Analysis of Women's Leadership in Healthcare.* Women are the main providers of care in the health and social sectors, yet they are frequently underrepresented in leadership and management positions. The Human Resources for Health (HRH) 2030 program has identified reasons for gender imbalances at the top and is analyzing successful efforts to advance women's leadership in the health and social sectors in low-and middle-income countries. The program has conducted research in Jordan and will soon start research in Senegal.

*Supporting Women Entrepreneurs.* The Uganda Youth Leadership for Agriculture (YLA) program aims to improve economic opportunities for women and youth in agricultural-related fields. In April 2019, nearly 200 entrepreneurs gathered for an event, Breaking the Mold, focused on enhancing leadership skills, building connections, and focusing on telling their own career stories.



Photo of interactive leadership exercise at Uganda YLA Breaking the Mold Event, 2019

<sup>1</sup> McKinsey & Company, "How advancing women's equality can add \$12 trillion to global growth", <https://www.mckinsey.com/featured-insights/employment-and-growth/how-advancing-womens-equality-can-add-12-trillion-to-global-growth>. (Accessed May 2019)

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The program has helped women break into non-traditional roles, expand the market share for women owned businesses, and help existing businesses develop new products targeted to women – which has shown a positive impact on private sector’s bottom line.

*Mentorship Programs in Government.* The Somalia Gole-Kaab project supports gender balance in state-level governments and has been working closely with women members of parliament. The project is providing support for the establishment of women’s caucuses and is connecting women MPs with local CSOs to advocate for gender equity in legislative processes and for promised women’s quotas to be met. Gole-Kaab’s GESI Specialist is also working to connect these state-level MPs with their federal counterparts to build a stronger national network of women in government advocating for greater gender balance in representation and legislation.

## Addressing Systemic Barriers and Opportunities for Women Leaders

Addressing the systematic barriers and opportunities that impede or support women in leadership positions is critical to ensuring the success of activities aimed at increasing women leaders.

*Key Reforms to Promote Inclusive Work Spaces.* The Afghanistan Women in Government project seeks to increase and advance the number of women employed in the Afghan government by creating professional development opportunities for female high school and university graduates. The project leverages relationships with Afghan government counterparts to develop and implement key policy reforms that empower women working in the government, including non-discrimination, anti-harassment and other working standards that foster a workplace that supports equal opportunities for men and women. The project also implements innovative, nationwide communications and outreach campaigns to expand the impact of project interventions (see key results in text box).

### Afghanistan Women in Government Key Results

- 3,901 women enrolled in the WIG internship program in five provinces.
- 379 women employed in government ministries, independent agencies and quasi-government organizations.
- Supported the government in drafting, proposing or adopting 11 policy mechanisms, including the Policy on Increasing Women’s Representation in the Civil Service by 2% by 2018.
- 92% of female beneficiaries report increased self-efficacy at the conclusion of WIG’s training program.

*Systemic Focus on Gender Equality.* The Jordan CITIES project is working with the Government of Jordan to achieve sustainable gender inclusivity by establishing Equal Opportunities Departments (EOD) within all 12 governorates. The purpose of the EODs is to work with the other governorate departments to ensure they include a system that enforces gender equity. The EODs do this by standardizing and promoting shared control over resources and decision-making, while ensuring that women’s empowerment is central to any intervention. Leading up to the August 2017 elections, CITIES worked with all 12 governorates to establish an EOD at each and built their capacity by conducting workshops to raise their awareness of equal opportunities and gender mainstreaming.

*Conducting Analysis on Gender Bias in Recruitment for Leadership Roles.* Ethiopia’s Pharmaceuticals Fund and Supply Agency, with the support of the USAID Global Health Supply Chain Program-Procurement and Supply Management (GHSC-PSM) project, launched a study to identify workplace segregation and the gender-related factors that contribute to segregation in the supply chain workforce. Examples of priority actions included developing or improving systems to report on, monitor and evaluate progress towards women’s leadership and

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substantive equality, clarifying promotion processes, offering career planning to employees, and making the workplace more flexible for working parents with family responsibilities, while maintaining deliverables.