

Women in Top Corporate Leadership

"BEYOND THE GLASS CEILING"



FKE boss has become a better leader by helping her team grow

By EVANS ONGWAE >>> eongwae@ke.nationmedia.com

Federation of Kenya Employers (FKE) chief executive Jacqueline Mugo values society's nurturing which moulded her into the personality she is today. In return, she is busy mentoring others and wishes she could get more time to nurture the many Kenyans who look up to her as a role model.

"I was privileged to get opportunities that made me learn and grow. I went to school like any other child and despite it being a difficult childhood, I am happy for this chance to go further. My mum was an inspiration and I put in all the effort to be the best and inspire others. It is clear all good things happen when you actively nurture them," Ms Mugo says.

"I cannot say that I have done it all on my own; my faith in God has been key. This has been my greatest pillar. You cannot survive purely on your own strength. God plays a big role in my life and my faith in Him contributes to my achievements and staying power."

Ms Mugo supports the Global Apprenticeship Network, formed to offer young people a chance to learn from industry players and businesses. Implemented by the FKE and Business Africa, the programme involves skills development, and curriculum and workplace improvement projects.

This year FKE hosted the first ever Pan-African Employers Summit. This brought together business leaders from across the continent to discuss the employment challenges facing our continent and opportunities for business. President Uhuru Kenyatta attended as the Chief Guest and participated in the discussions.



Jackline Mugo
Chief Executive Officer

Ms Mugo sees herself as a leader who is supportive and authentic. She has a great relationship with management and is conscious of the needs of others.

"I see myself as passionate to make the corporate world an equitable place to work in. As a lawyer my background goes back to compassion for humanity and rights for all," she says.

Passing knowledge to grow her staff and those that she interacts with, she expects feedback from others so that she can grow and become a better leader. It is a journey that cannot be walked alone. I am committed to what I do and above all I trust my team to grow. I give them opportunities to lead whenever an opportunity arises so that I can leave a legacy of exemplary leadership. I routinely see potential in my staff and nominate or second them to various leadership and board representation wherever I am invited."

Evaluation Society of Kenya founder likes to think and act out of the box

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Jennifer Mutua is one of those leaders with loads of confidence. She likes to think and act "bigger than me" – and also out of the box.

The Founder and Chair of the Evaluation Society of Kenya, she is also the elected Eastern Africa representative to the African Evaluation Association (AFREA board).

She accepts that gender societal biases still exist and sometimes limit a woman's success. However, she appreciates that opportunities for women empowerment have increased. "Like many other women I have taken advantage of such opportunities. I have worked hard with determination even when sometimes faced with seemingly insurmountable obstacles," says Jennifer.

The success of ESK – her brainchild – is a prime example of how Jennifer's innovative leadership is influencing society's development.

From scratch, ESK has gained national, regional and global relevance and recognition. ESK has gone on to forge strategic partnerships nationally, regionally and globally. The UN-Women led EvalPartners Global Movement together with its EvalGender+ and EvalSDGs networks are key examples. The movement is spearheading the global efforts to promote evaluation under the Sustainable Development Goals (SDGs) agenda.

Partnership with the National Integrated Monitoring and Evaluation System (NIMES) aims to strengthen national capacities and advocate the culture of monitoring and evaluating projects.

Jennifer is delighted that ESK has been able to provide evaluators with a credible professional network of affiliation. Now the Society is recognized as a mentor for upcoming professional networks in Eastern Africa. Tanzania and Ethiopia are their mentees, under USAID/

The Society continues to support the multi-stakeholder efforts of advocating (including through the media, for politicians and "Mwananchi" to champion) increased national uptake of M&E as a management tool. This will move the nation towards more development efficiency and effectiveness for the common man.

She would like to see the strengthening of Kenya's institutional and individual members' capacities, including the consultative development of standards and code of ethics to guide the profession.

Jennifer is contributing to nurturing the next generation of leaders through mentoring.

She says the Kenyan society should provide more opportunities to women and give them a chance to add value to the public good.

If you want to join the network as an individual or corporately, contact: admin@esk.co.ke



Jennifer Mutua
Founder and Chair of the Evaluation Society of Kenya

AFREA and EvalPartners support.

What are the factors behind her success? "God, passion, determination, perseverance and commitment," Jennifer reveals.

She points out that the road to leadership and the role itself is not always rosy. "Dependence on God, self-confidence based on your purpose can help you surmount any obstacle."

She thanks her family for its amazing support. "Sometimes it doesn't make sense to them why I spend so much of my time and effort on ESK (as they witness the great personal cost this has sometimes on me) without remuneration."

She also appreciates team support from her colleagues and partners.

Jennifer's service to ESK is voluntary.

Established in 2008, ESK is a professional network of Monitoring and Evaluation. The profession, national culture and practice for evidence are emerging. We promote an increased uptake of these. Specifically, under the SDGs' agenda by rallying around the multi-stakeholder efforts of the government's NIMES and the County Integrated Monitoring and Evaluation System (CIMES).



FEDERATION OF KENYA EMPLOYERS
The Voice of Employers

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THE FEMALE FUTURE



FEMALE FUTURE KENYA PROGRAMME (FFK)
A leadership development and board competence program with the aim to recruit more women to senior executive positions and to the boardroom. The emphasis being leadership development, boardroom competence, rhetoric, network building, personal growth and facilitating greater visibility. **Duration: 9 months**, offered over 14 well distributed days (Fridays & Saturdays) with assignments in between.


The Female Future has been nominated by the ILO as one of the ten best practice examples of gender equality.

Objectives of Female Future:

1. Contribute to the corporate sector bring regarded as attractive for and by women.
2. Increase the percentage of women in corporate decision making processes, in corporate management and in the boardroom in general.
3. Engage CEOs as prime movers regarding recruiting more women to senior executive positions and to the board room.
4. Ensuring a good balance between a personal life and a professional career.

Next Intake - March 2017.

Please Contact mnyaga@fke-kenya.org or femalefuture@fke-kenya.org



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Our vision is an equity responsive development community that supports the utilization of sound research and evaluation systems.

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