

Empowering women in taxation: the role of women-led networks

26 JUNE 2025 | 10:00-11:30 (UTC+2) | EN | FR | ES

Background

The sustainable development goal (SDG) 5 puts improving gender equality as an international priority, calling on governments to design gender-mainstreaming measures as well as to follow a gender sensitive approach in all aspects of policymaking. As such, tax policymaking, like any policy area, needs to be designed in a way that contributes to this overall objective. Global discourse on gender and taxation centres around three interconnected issues: the presence of gender bias in tax systems, gender budgeting, and the role of women within tax administrations. Although research in this last area remains limited, the tax sector is widely known to be male dominated. The Zambian Revenue Authority (ZRA) management, for example, noted that in 2019, out of 24 members of senior management members, only two were female.¹ In response, stakeholders across regions are working to create spaces that empower women to join and lead in tax administration.

One notable initiative working to empower women in the field of taxation is the [ATAF² Women in Tax Network \(AWITN\)](#), launched in 2021. AWTIN serves as both a policy and peer support platform, offering mentorship and leadership development opportunities.³ Drawing on the experiences of AWITN, the NTO developed a practical guideline to help other members establish women's networks to the benefit of their member tax administrations (TAs). The implementation of this Guideline has since been piloted by two NTO member organisations: [Cercle de Réflexion et d'Échange des Dirigeants des Administrations Fiscales \(CREDAF\)](#) and the [Pacific Islands Tax Administrators' Association \(PITAA\)](#). CREDAF's leadership programme and PITAA's mentorship initiative for women tax professionals are among the first efforts to localise and adapt these good practices.

1. In 2023, women hold up 25% of leadership positions in ZRA. ZRA is implementing an initiative called 'Women in Leadership Development Forum (WLDF)' to bring a gender balance in leadership positions.
2. African Tax Administration Forum (ATAF)
3. [ATAF Women in Tax Network – Women in Tax Network \(AWITN\)](#)

Objectives

This webinar will highlight how women-led networks in tax administration can promote gender equality and leadership within revenue authorities. It will bring together representatives from existing and emerging networks to discuss practical strategies to empower women professionals, building institutional support, and improving the experience of women taxpayers.

In doing so, it will contribute to broader efforts to mainstream gender across tax policy and administration. The session will present lessons from the AWITN experience, as well as the pilot initiatives by CREDAF and PITAA. By showcasing diverse approaches, the webinar aims to foster peer learning and offer inspiration for building effective networks that support women in taxation across all regions.

Agenda

Time (UTC +2)	Agenda item	Speakers
10:00 - 10:05	Opening	Moderator
10:05 - 10:10	Welcome remarks	Petero Maivucevuce , Head, PITAA Secretariat
10:10 - 10:25	Presentation by the ATAF Women in Tax Network (AWITN)	Dr. Nthabiseng Debeila , Lead, ATAF Women in Tax Network (AWITN)
10:25 - 10:40	Presentation of the NTO's work on WIT networks (including the pilot with PITAA and CREDAF)	Dr. Altayesh Taddese Terefe , Advisor, Secretariat of the NTO
10:40 - 11:10	Inputs	Tepu Kea , Senior Tax Auditor, Team Leader-VAT, Ministry of Finance, the Cook Islands (<i>PITAA member</i>) Vanessa Mamu , Director, Internal Revenue Commission, Papua New Guinea (<i>PITAA member</i>) Irène Ahuelie , Deputy Director at Directorate General of Taxes, Côte D'Ivoire (<i>CREDAF member</i>) Ny Lala Ratrimoson , Head of Management Division, Directorate General of Taxes of Madagascar (<i>CREDAF member</i>) Miriam Sabi , Chairperson of the Zambia Revenue Authority (ZRA)'s Women Leadership Development Forum
11:10 - 11:25	Q&A and open discussion	All
11:25 - 11:30	Closing remarks	Ismaila Diallo , Deputy Secretary General, CREDAF Secretariat

This event is jointly organised by the Network of Tax Organisations (NTO) and the Addis Tax Initiative (ATI). The NTO and the ATI secretariats are facilitated by the International Tax Compact (ITC).

The webinar will take place via MS Teams. The event will last 90 minutes and will be held in English with simultaneous interpretation to French and Spanish.