



TRAINING OF WOMEN HUMANITARIAN LEADERS



TRAINING REPORT

23rd-24th March 2021

Royal Suites Hotel, Bugolobi

1.0. Introduction

With support from OXFAM and UNNGOF, the African Women and Youth Action for Development (AWYAD) in partnership with the Humanitarian platform rolled out two day program focused on three domains; Importance, and strengthening the knowledge of women humanitarian leaders in humanitarian principles, such that they can ably design and implement humanitarian programs in line with the acceptable standards. The training aimed at building on the already valuable humanitarian knowledge and skills that the local women humanitarian leaders have, and also linking them to international humanitarian standards and principles.

Upon successful implementation, a training was organized for participants from the Regional platforms of West Nile, Acholi and South-Western from 23rd – 24th March 2021 at Royal Suites Hotel. With an expected outcome of ensuring that the women are trained more about increased participation of local humanitarian women in humanitarian leadership in the country.

From this training, it was evident that the women leaders are willing to regularly engage their leaders for quality service delivery however they need a force to reckon for coordination and guidance. This report provides a summary of proceedings for this training.

1.1. Objectives of the Training

- Strengthen the capacity of selected women humanitarian leaders, to respond to the crises and conflict affected people, by linking their valuable local knowledge and skills to international standards.
- Address international and patriarchal attitudes that restrict women's aspiration to becoming leaders in several conflict-affected societies.

2.0. Opening Remarks

While setting the scene for the training, Ms. Ritah Nansereko, Executive Director of African Women and Youth Action for Development appreciated participant's efforts to roll out the program that aimed at transforming the humanitarian system to better meet the community needs of those affected by conflict and humanitarian emergencies in Uganda.

3.0. The training

The training conducted for two days used a blended learning approach and focused on three areas; Leadership, Advocacy and Lobbying and Humanitarian. The training was facilitated by REEP International a Company that has vast experience in training and leadership concepts. The following were the training proceedings;

3.1. Leadership

This session focused on transforming the humanitarian system and to also strengthen the capacity of selected women humanitarian leaders, to respond to the crises and conflict affected people, by linking their valuable local knowledge and skills to international standards. This also provide a platform and opportunity for participants to learn from each.

The session took a participatory approach where participants defined leadership in their own perspective. The facilitator challenged women leaders to grab the opportunities that come and front themselves while sharpening their leadership skills. He highlighted that it is important for women in leadership to know that they work with people in distress and ought to make decisions that will affect lives and livelihoods in a fluid situation. He further emphasized that participants henceforth follow

the humanitarian principles and collaborate with the players, think together and coordinate together for higher results and better changes with all risks involved. He urged participants to have good risk analysis, make better and effective decisions; and to read more and use the “Do not harm” principle in the humanitarian work.

- After the presentations from the participants, the executive director of AWYAD Mrs. Ritah Nansereko acknowledged the discussions as healthy and promised that she is going to push the discussed topics further so that the solutions are worked upon and the challenges discussed mitigated.
- A random speaker talked of the gender imbalances that mostly favor the men in fields of work. She gave an example of a certain school that has only male teachers and hence condemns the act. She further talks of challenges women face at their work places; they are forced to cut short their maternity leaves, a sacrifice which they must follow to further their careers.
- The facilitator urged the women to push and not accept to be undermined to be a strong will and endeavor to speak up and stand up against such injustices.
- Another participant stressed out that some husbands condemn their wives from engaging their education journeys with an example of herself, where her husband stopped her from enrolling for a Master’s degree.
- They mentioned another challenge as cultural practices in rural areas that condemn women that work and leave their families at home.
- Men should be the change agents to push the women to greater heights and better positions.

The facilitator then introduced topic three “*Why women leadership in Humanitarian sector*” where he started with a brief introduction on women and their statistics in the world. He continued to say that for there to be changes, the changes have to start with the organizations the women work in, the representations of women should be promoted from entry level jobs to high offices/higher profile positions.

In his presentation he said that the inequalities the women face come from the social norms of society. He further said that studies have been carried out on gender and leadership and that these suggest differences in gender in leadership styles, where women tend to have a different yet complementary leadership style to men due to skills and strategies.

He continued to say that there is need and importance of assembling balance of power between men and women engaged in humanitarian work. A speaker echoed out her view that the existence of fear of women not to deliver needs to be mitigated; by not being afraid of making mistakes because that is how all people start and learn hence gain more experience.

The facilitator continued with his presentation on the topic by urging that women need to be given a floor of opportunities in order to show case their abilities, acknowledge of peoples efforts an act that boosts the morale of employees. A participant added by saying that women need a circle of women leaders where they can freely share their experiences and also air out their problems as solutions are easily got that way. He then went forward to speak about the impact of women leadership where he said that there is evidence that increasing women’s collective political voice has resulted in gender-responsive legal and policy reform; The resulting impact has been found to have included increased transparency in government decision-making, increased budget allocations for services that benefit women, and more accessible and responsive services for women (Domingo). He said that the studies on gender and leadership suggest that there are gendered differences in leadership styles; women tend to have a different yet complementary leadership style to men due to skills and strategies learnt whilst overcoming systemic barriers during their long stay in the mid-career phase, and capitalizing on traits that they are traditionally associated with, including a more democratic and transformational approach to leadership than male counterparts.

As a way of changing all this, the facilitator said that women need to take representation and engagement in leadership roles places women’s issues at the front of the global agenda, challenge the traditional hierarchies of knowledge and power by highlighting undervalued and unrecognized knowledge, and Advocate for more inclusive, diverse and representative decisions. He concluded by saying that;

“Therefore, rebalancing unequal power in the workplace by having more women leaders would improve organizational performance and revenues.”

The facilitator introduced his final topic in his presentation which was “*Essential leadership skills*” Where he said that leaders should get their work done with whatever approach they choose to take, that they should be clear in their communications by using all the possible means available(both internal and external communication).

He further said that women should explore different ways of leading their teams and do things different. He also stressed that creativity is key as one has to tap in order to achieve greater things. The facilitator explained that a leader must be able to motivate others through acknowledging those that do well, as well as providing platforms for improvement, promotion and salary increment.

He explained more that through positivity of a leader, the team that follows behind them is compelled to work hard. Leaders must also be able to provide feedback to their teams members. After a fruitful discussion with the participants, the facilitator then concluded his presentation by outlining the six ways to succeed as a leader as illustrated below;



3.2. Advocacy, Lobbying and Influencing.

The facilitator started off her presentation with citing article 38 of the constitution of Uganda which is about Civic rights and activities, in relation to the training and her topic of discussion;

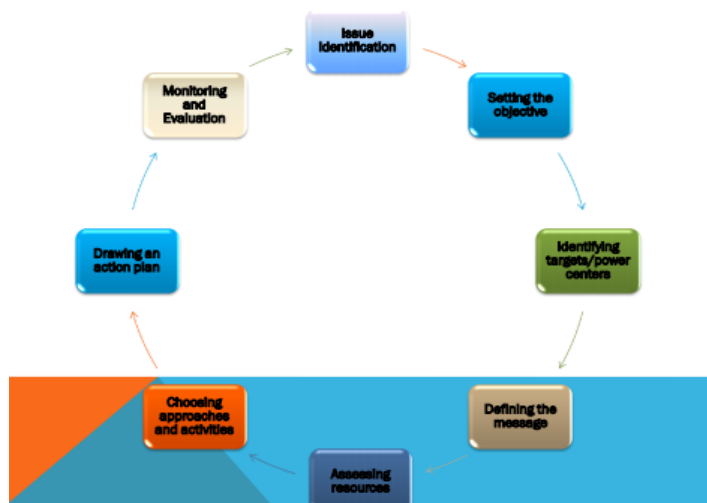
1. Every Uganda citizen has the right to participate in the affairs of government, individually or through his or her representatives in accordance with law.
2. Every Ugandan has a right to participate in peaceful activities to influence the policies of government through civic organizations.
3. Article 41: Right of access to information

29. 1. Every citizen has a right of access to information in the possession of the State or any other organ or agency of the State except where the release of the information is likely to prejudice the security or sovereignty of the State or interfere with the right to the privacy of any other person.

She then engaged the participants to find out their various views and definitions of *Advocacy* as a sub topic of discussion, where various participants answered with statements of hope and enthusiasm, showing more urge to learn and interest to hear more. They echoed out views of; advocacy being about raising voices for a common cause, advocacy as a whistle blower, recommendations of a particular cause and advocacy being about speaking up on behalf of other people. With all these ideas, the facilitator continued to explain as she was building up the definition of advocacy as she said that in the humanitarian sector advocacy is defined as the deliberate process of influencing those who make policy decisions. She further said there is advocacy in how employees deal with staff issues, as an elaboration.

Hence the facilitator explained that advocacy is all about the change which effects laws, policies, practices (implementation of policies and laws), behaviors of those with power to effect change (knowledge and attitudes) and it is not about; awareness raising as an end in itself, changing behavior of individuals or informing government about your organization. With this firm insight, Sophie was able to conclude the *Advocacy* topic and moved on to another.

She then introduced *Lobbying/Influencing* as another topic of discussion which was explained as a form of advocacy with the intention of influencing decisions made by the government, by individuals or more usually by lobby groups. It was hence defined as any attempt to influence a politician or public official on an issue. Lobbying requires dedicated efforts to; build relationships with stakeholders/actors, strengthen researchers' ability to communicate findings to different groups of people, and to also increase policymakers' capacity to understand and use evidence when making decisions.



The facilitator then went on to extant about *Activism* where is defined it as the process of campaigning in public in order to bring about change. She said that activism in the humanitarian sector manifests in many situations. Hence as leaders, you ought to know how to bring it out or explain it to the people. In her words she said that women leaders are created with uniqueness and soft skills that speak to the soul then knowledge hence they manifest for dialogue. She explained that women are front liners that are called to duty to sustain better and good leadership.

Leadership and advocacy call for boldness such as leaders see what others do not see, speak where others are quiet and silent. The facilitator discussed the way to go and explained deeply with examples the influencing cycle by breaking it down to day-to-day life of a humanitarian. She stated the importance of learning from every activity and event that happens hence stressing the need to embark the activities with a monitoring and evaluation plan.

She went ahead to breakdown each influencing cycle in detail with examples. She started with issue identification which she explained with questions such as; Will working on the issue; result in real



improvement in people’s lives, give people a sense of their own power?, be widely and deeply felt? Build lasting organizations and alliance? Provide opportunities and others to learn? All these questions were in regards to the issue identification cycle. She explained *Objective Setting* with the *SMART* perspective.

The facilitator in winding up with her topic gave out a take home assignment as the participants showed much interest in her topic. Day one was closed by Ms. Clare Wanula the programme coordinator of AWYAD. Below are the questions for the take home exercise;

1. In your specific regions, identify 3 priority advocacy issues to engage with 2021-22
2. State key interventions proposed per issue and relevant timelines
3. Identify the key/critical stakeholders to engage at various levels of intervention.

- Advocacy-desire to be better
- Balancing genders as a leader and the call to hard work
- Community organizing
- Principles in advocacy-CLASP principles
- Overcoming the obstacles and soar high
- Quick decision makers
- The unique call for humanitarian leaders
- How to be good leaders
- Messaging in advocacy-pitching
- Effective communication and feedback
- The unique call to women leaders and how we use locally available resources.

The facilitator then urged members to start off with the group discussions and presentations in their various regions on the take home assignment she had left on day one.

The Ahaa Moment that kicked off Day two

A table showing the answers of the various regions.

Qs	WESTNILE SUB REGION	KARAMOJA SUB REGION	SOUTH WESTERN	ACHOLI SUB REGION
1	<ul style="list-style-type: none"> • Early marriage and teenage pregnancy • Women participation in leadership • Alcohol and substance abuse (Female youth) 	<ul style="list-style-type: none"> • Food and nutrition insecurity • Cattle raids • Alcoholism and drug abuse • Sexual gender based violence 	<ul style="list-style-type: none"> • Domestic violence (SGBV) • Informal work and instability • Underrepresentation of women in leadership. 	<ul style="list-style-type: none"> • Teenage pregnancy • Land ownership/inheritance by women and girls • Staff housing.
2	<p>A. Early marriage and teenage pregnancy</p> <ul style="list-style-type: none"> ✓ Baseline survey to establish the status quo (May – June 2021) ✓ Conduct meetings and community dialogues with various interest groups (like girls, parents, teachers, religious leaders, community leaders, female councilors) (July 2021 to 2022) ✓ Develop behavioral change communication strategies (radio spots, talk shows, drama, press conference/statement posters) (September 2021 to 2022) ✓ Support lower local governments to develop strategy to end early marriage and teenage pregnancy. (October 2021 to 2022) <p>B. Women participation in leadership</p> <ul style="list-style-type: none"> ✓ Conduct barrier analysis ✓ Develop SBCC strategies (radio 	<p>D. Food and nutrition insecurity</p> <ul style="list-style-type: none"> ✓ Awareness raising on climate, smart agriculture- March to April 2021 ✓ Awareness creation on post-harvest handling – October to December 2021 ✓ Formation of producer marketing groups – April to June 2021 ✓ Collection and dissemination of market information – December 2021 to February 2022 <p>E. Cattle raids</p> <ul style="list-style-type: none"> ✓ Cross boarder dialogue meetings- March 2021 to 2022 ✓ Integration of livelihood 	<p>A. Domestic violence</p> <ul style="list-style-type: none"> ✓ Promoting gender equality and women’s empowerment through sensitization, guidance and counselling to the affected ✓ Create safe space for women and girls ✓ Engaging and sensitizing them about women interventions to reduce SGBV <p>Timeline; Starting April 2021</p> <p>B. Informal work and instability</p> <ul style="list-style-type: none"> ✓ VSLA ✓ Promoting IGAS to equip them with money ✓ Trainings on financial literacy ✓ Training in gender sensitive house plans <p>C. Under representation of women in leadership.</p> <ul style="list-style-type: none"> ✓ Training and mentoring women in 	<p>D. Teenage pregnancy</p> <ul style="list-style-type: none"> ✓ Strengthening the legal and policy enforcement ✓ Family and household institutional sites ✓ Community sites. Need for massive sensitization of communities ✓ Provision of scholarship/bursaries for teenagers who cannot afford to continue with studies ✓ Setting vocational/skill training centers for teenagers dropped out of school ✓ Establishment of foster homes for child-headed families where services are provided to nurture them into responsible citizens

	<ul style="list-style-type: none"> spot/talk shows, poster) ✓ Male engagement in supporting affirmative actions to promote women participation in leadership ✓ Training grass root women leaders in leadership and management skills, advocacy / lobbying, resource mobilization. ✓ Advocate for women safe spaces. <p>C. Alcohol and substance abuse (Female youth)</p> <ul style="list-style-type: none"> ✓ Advocate for implementation of by-laws and laws on substance abuse ✓ Create awareness on existing ✓ Conduct intergenerational dialogues ✓ Creation of youth safe spaces ✓ Sensitization on positive parents (main streaming in groups) 	<ul style="list-style-type: none"> d options in peace building Activities -March 2021-22 ✓ Advocate for disarmament of illegal guns – March 2021-22 <p>F. Alcoholism and drug abuse.</p> <ul style="list-style-type: none"> ✓ Sensitization on dangers of alcohol to related drugs- March 2021- Decemeber 2022 ✓ Formulation of ordinances regulating alcohol consumption – June to December 2021 ✓ Stakeholders’ engagements to enhance effective service delivery. 	<ul style="list-style-type: none"> leadership opportunities ✓ Create groups and train women in professional work. 	
3	<ul style="list-style-type: none"> I. Communities II. Parents III. Community leaders IV. Media V. Local government VI. Donors VII. Police VIII. Judiciary IX. Institutions X. Girls 	They did not complete this question due to time	They were not able to complete the question due to time not being enough	<ul style="list-style-type: none"> I. CSOs II. Government III. Religious and cultural leaders IV. Community leaders V. Parents

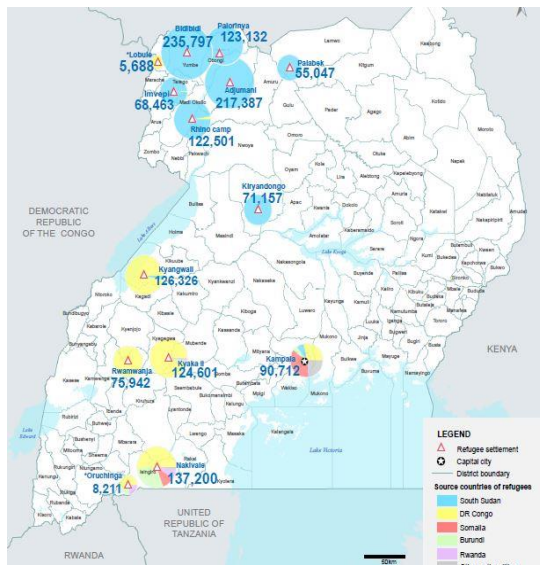
Due to insufficient time, the presenters weren’t able to accomplish their assignments. Hence the facilitator’s session was ended with the participants in appreciation of the new lessons learnt.

3.3. Humanitarian Principles, Quality and Accountability

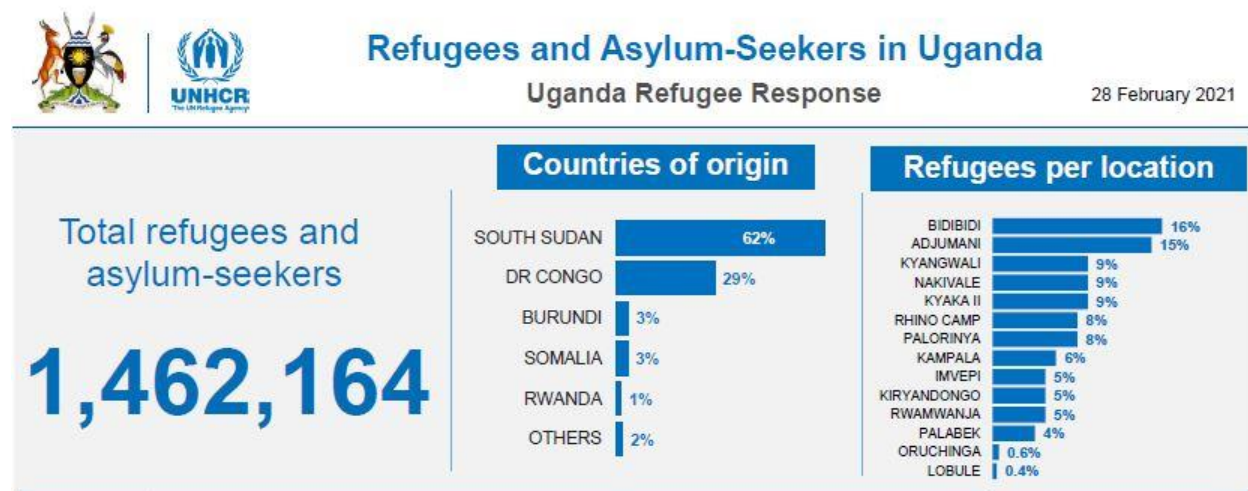
The facilitator started with introducing the topic with Goals of the training which were *increased participation of local humanitarian women in humanitarian leadership*, which goals were to be achieved by having more women leaders equipped with the skills and knowledge which can transform the humanitarian system to better meet the community needs of those affected by conflict and humanitarian emergencies in Uganda.

He then talked about *Humanitarian aid* which he said is all about reaching out to save lives, reduce suffering and support human dignity in times of crisis. With this kind of introduction, the facilitator then presented forward the topics to be covered. He started with talking about the Humanitarian landscape where he gave the statistics basing on the current number and percentage of refugee settlements in Uganda such as; 52% refugees/asylum female (754,088), >11years 39% (573,145), >17-57 years (835,685), refugee aspirations-ReHoPE, CRRF, new developments in humanitarian assistance, CBT, with all these stats given, he then urged the participants to know their customer requirements, mode of coordination. He explained that knowing customer requirements, issuing new developments in humanitarian assistance like various refugee camps today operate with cash than food assistance e.g. at Nakivaale refugee camp, over 87% of the refugees receive money as a form of help.

A MAP OF Uganda showing the above statistics of refugees



Below is are the stats of Refugees and Asylum-Seekers in Uganda as at 28th February 2021



The facilitator then introduced topic or lesson 2 which was *Humanitarian Principles* with which he outlined the principles with simple explanations with an illustration that defined them and also personal explanations;

Humanitarian Principles

- **Humanity:** *Human suffering must be addressed wherever it is found. The purpose of humanitarian action is to protect life and health and ensure respect for human beings.*
- **Impartiality:** *Humanitarian action must be carried out on the basis of need alone, giving priority to the most urgent cases of distress and making no adverse distinction on the basis of nationality, race, gender, religious belief, class or political opinion.*
- **Independence:** *Humanitarian action must be autonomous from the political, economic, military or other objectives that any actor may hold with regard to areas where humanitarian action is being implemented.*
- **Neutrality:** *Humanitarian actors must not take sides in hostilities or engage in controversies of a political, racial, religious or ideological nature.*

He used these humanitarian principles to mirror the core values of AWYAD as illustrated below

- **Humanity /MUTUAL RESPECT** - Recognizing the innate worth of people & value of diversity.
- **Impartiality /EQUITY & JUSTICE** - Ensuring equal opportunities for every youth and woman.
- **Neutrality and independence. HONESTY & TRANSPARENCY** - Being true and accountable at all levels.

The facilitator explained that refugees operate so much on various principles and trends. He pointed out that advocacy practices are helpful in refugee humanitarian activities and stated that knowing such opportunities such as how the CBT program could crash if it's not gender sensitive. With such facts leaders can transform them into better programs. He then urged participants to engage in accountability on communication and emphasized balance in all. With this he said that most communities have people affected by such imbalances. For instance, a lot of offices and buildings do

not accommodate wheel chairs, hence the judge of what is appropriate are the people within the community.

The facilitator then opened up a floor discussion on the commitments communities and people affected by crisis (CHS). These were 9 commitments that were discussed by a total of 4 groups, with an aim of the participants to understand what the whole topic was about.

Below is an illustration of the commitments of CHS



The discussions on the commitments in groups went as follows;

Group 1 (Commitment 1)

Humanitarian response is appropriate and relevant.

- Westnile settlements +Lamwo
- Food and non-food items provided
- Core relief items
- Shelter provision
- Documentation-profiling
- Health services right from the reception
- Reception centers need to improve more so in institutions

Gaps

- Missing items in the kit
- More days taken in documentation
- Inadequate facilities; congestion
- Incompetent humanitarian workers
- Break in food distribution cycles

Group 2 (commitment 3)

- Enforcement/fulfilment of legal standards and frameworks by respondents e.g. government, NGOs, UN
- Inclusive assistance
- Capacity building initiatives

Gap

- Exploitation of beneficiaries (sexual, physical, mental exploitation)

They didn't have enough time to air out their views on commitment 4

Group 3 (commitment 5)

They began by saying that communities and people affected by crisis have access to safe and responsive mechanisms to handle complaints.

What is working?

- Information/help desks
- Feedback boxes

- Toll free lines
- Complain and feedback sheets
- Community barazas
- Stakeholder meeting
- Radio talk shows

What is not working/needs improvement

- Not all beneficiaries have access to radios/phones
- Poor representation of communities in meetings (women, youth, PSNs)
- Time log in responding to complains
- Lack of confidentiality/privacy

Group 4 (commitment 8)

- Communities and people affected by crisis receive the assistance they require from competent and well managed staff and volunteers
- Some do while others do not
- They give out items like clothes, blankets, to people that are affected
- Shelter
- Guidance and counselling to the affected
- Communication is ineffective
- Reluctant leaders delay



With these explanations, the facilitator was amused that the participants had great ideas and explanations to the CHS commitments and as he was closing his session, he urged the participants to take time and internalize on the 9 commitments of humanitarian principles.

4.0. Closing remarks

Mrs. Ritah Nansereko, the Executive Director AWYAD congratulated all the participants of the 4 regions for the commitment and zeal to roll out the training. She appreciated the facilitators for the good work done in facilitating the women leaders and building more on their capacity and knowledge on humanitarian. She then called for implementation of programs and laws that favor women in leadership positions. She also thanked OXFAM for the continuous support given to women in order to maximize output and impact on them. The training was fruitful and ended with all women participants in smiles and an awarding ceremony that was led by herself as she awarded the women certificates of appreciation

5.0. Conclusion

In a nutshell, there is demonstrable growth in the level of humanitarianism among women and communities taking responsibility of their own issues like imbalances on women rights, sexually gender based violence, to demand for quality service and treatment. The vibrancy of the women participating in such trainings brings a new trend but largely explained by their more concerns with improving of the way women are treated in society which affects their daily lives, family and work. From the reflections and sharing, there is commendable work that was done by the facilitators as evidenced by the growing interest amongst citizens especially women leaders who attended to interface with their workmates, leaders so that they can pleasantly find solutions to challenges affecting women in communities. The duty ahead is on how to sustain these gains from the training for the benefit of the vulnerable women and citizens.