



**PARTICIPANTS**

## **Transformational Leadership for women in Trade Union Federations**

A report of the East Africa Trade Union Confederation (EATUC)

Training for Women Leaders in Six East Africa Trade Union  
Federations

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**30<sup>th</sup> June-5<sup>th</sup> July 2014, KAMPALA UGANDA**

## Transformational Leadership Training for Women Leaders in Trade Unions



**THE YOUNGLINGS LEADERS**

### 1. Background

The East Africa Trade Union Confederation (EATUC) in partnership with the International Labor Organization (ILO), organized a transformational leadership Training for women leaders in Trade Unions from 30<sup>th</sup> June to 4<sup>th</sup> July, 2014 at Capitol palace Gardens Carnival Hotel in UGANDA.

The goal of the training was to develop a cadre of women with transformed leadership, who would act as change agents in both their respective communities and Trade Unions. Also to enable women come together and be in the forefront in decision making positions through building the leadership capacity and skills of women in the Trade unions and to create a pool of competent women in women leadership training that will support the National leadership.

For COTU, NOTU, CESTRAL, COSYBU, ZATUC, TUCTA, the six Trade Union making up the EATUC, it was an opportunity to build the capacity of women leaders and youth in different areas of transformative leadership, and to empower women leaders to live and work beyond the usual definitions of leadership and power.

For ILO, this was a success as they deal with promote opportunities between women and men to obtain decent work. The ILO consider gender as a critical element in effort to achieve its objectives. The workshop was an opportunities to support and develop women in increasing their knowledge and skills in leadership that would allow them to

perform and take up positions in leadership as empowerment and opportunities are equal for women and men in the organization.

This initial 5-day training focused on the Personal Mastery module as the prerequisite to other areas of transformational leadership.



**The YOUNGISH LEADERS**

## **2. The workshop**

Initially, 30 women from the six federations were expected to participate in the workshop, but because of various last minute problems, only 26 participants from the six Federations attended. They consisted of older women leaders in federation and young women coming up in trade unions.

## **3. Opening ceremony**

The workshop was opened by the executive secretary of East Africa Trade Union Federation (EATUC) Ms CAROLINE KHAMATI MUGALA. She welcomed all participants on board and reminded them that workshop was one of the strategies of EATUC use in achieving regional results by ensuring appropriate integration on gender issues. Women issues are real and Women challenges exist. She said that EATUC support women especial young women, the workshop its an opportunity to emphasize

leadership development, with an in –built aspect of mentorship so as to sustain women’s leadership on trade unions. The meeting is intended to bring more Women on board especially in joining Trade Unionism and taking top leadership positions. Women need more knowledge especially in strategizing to gunner more votes. Women should know that sometimes they are enemies of their own. Therefore, there is need for more capacity building and mentorship programmes to achieve this.



CAPITOL PALACE GARDENS CARNIVAL HOTEL: Venue of workshop

#### **4. The Programme and Facilitation Methodology**

The Programme for the five-day workshop is given as Appendix 1 to this report.

The training was interactive as it consisted of PowerPoint presentations that were interjected with discussions, and questions and answers. Group discussions took place in groups of women of different federation in order to encourage the individuals to

know one another as sisters in their federation. This would encourage future interaction at that level. Only if they were strengthened at that level would the women become change agents.

The first day was focused on understanding the place of women's leadership in trade unions. The participant shared personal leadership journey so that women can motivate each other and help each other to have self confidence then they went through with feminist transformation leadership, characteristic and attributes of women trade unionists. The day ended by group discussion on self care and the ideal female trade union.

### **\*CHARACTERISTIC AND ATTRIBUTES OF WOMEN TRADE UNIONISTS**

#### **GROUP WORK: Struggles women are facing in Trade Union**

Participants were split into three groups. The following common issues reflected in all the groups: - Lack of self confidence

- Sexual harassment
- Triple roles
- Lack of knowledge, capacity or skills
- Discrimination
- Lack of support of each other
- Financial constraint
- Cultural beliefs, traditions and religion
- Physical and structural disabilities

### **\*FEMINIST TRANSFORMATION LEADERSHIP**

#### **Leadership**

Leadership is the capacity to translate vision into reality. Its about taking the mantle and directing others to a specific destiny.

#### **Feminist leadership**

- Women and Women Organizations sharing power, authority and decision making in our common pursuit of social, political, economic and cultural equality.
- Leadership exist when people are no longer victims of circumstances but
- Leadership is not about positional power, accomplishments, not even about what we do. Creating different realities and awakening people about the same.
- Feminist transformation leadership is concerned with achieving gender.

### **Challenges for practicing feminist leadership**

- Our condition in the use of power occurs before we become feminist.
- We internalized/are surrounded by practical structures of power and leadership.
- We have few positive/live examples or models of good feminist power leadership
- Creating flat power.
- We may embrace feminist values, but our own histories.

### **Our boundaries**

- We are concerned with concept and practice of feminist leadership in institution and process concerned with promoting human right, women's rights, gender equality and social justice.
- In social movements and social change organization.
- In women's movements and women's organizations.

### **How does it work**

Unpacking content of leadership the four Ps in the feminist leadership diamond

Four Ps:

- Power: social economic and other identities
- Principles: Personal social capital contact and support networks
- Practices: Body sensations
- Politics and purpose: personality traits talent, abilities psychic wellbeing

### **What the best Women's movements have done to practice feminist leadership**

- Moving away from patriarchal models of leadership
- Building strategy
- Ensuring all members of the movement have leadership opportunities
- Building multiple layers and levels and generations of leadership

- Creating collective-rather than individual leadership structures.
- Rotating leadership roles periodically so that power do not become entrenched
- Electing leaders democratically and holding them accountable to their mandate
- Removing leaders who have violated the principles and practices.

### **How can we begin to practice transformative feminist leadership?**

**Step1.** Analyze and address power in our organization most important, by unearthing the deep structure of our organization.

**Step2.** Examine and articulate our political and purpose

**Step3.** Enunciate the participate and value that frame /guide our practice

**Step4.** Monitor and modify our practice to harmonize better with the other Ps

**Step5.** Ensure mechanism and support for dealing with the self especially the Practice of power under self-care and wellbeing.

The second day began by presentation on self care and the ideal female trade union. Role of Women as Change agent was the theme of the second day. Women need to understand the capacity they have and how they can use when they become leaders. They then went through power of women's agency power and patriarchy and Tools for personal mastery linking with networking and alliance building where they learnt being sincere to their selves, having good people around them, share vision, mental model, team learning, learning discipline of system thinking as tools of personal mastery and personal purpose, personal values, personal perception, personal vision and personal alignment as path ways.

**GROUP WORK:** Self Care and The ideal female trade union

Self-care: Courageous and focal

Accountable

Knowledgeable and focused

Self confidence and self respect

Accessible /available/flexible

Sense of belonging-answerable

Learn to double both Union and Family responsibilities

Spiritual

Personal fitness

Capacity/building

Family

The ideal female trade union: Integrity/accountable

Well Informed

Presentable

Be a good Listener

Stand criticism and accept new ideas

Understand all levels of audiences

Be principled and firm on decision

Be open minded-think outside the box

Be financially stable

Have facts-don't operate on rumours

Keep time

Spiritual Wellness

Physical fitness

Family and friends

Have a vision-will be able to create change

Set goals

Be serious with any responsibility you are given(do your work perfectly)

Be persevering-push on without giving up.

Learn to give back to the community.

Nurture others/mentor others

Create solid independent and democratic Trade Unions

Create Participation/build capacity

Balance between work and family:

-create time for everyone

-carry our family members along

-everybody need to be taken care of and feel important

## **\*ROLE OF WOMEN AS CHANGE AGENT**

Women need to understand the capacity they have and how they can use when they become leaders.

### **The uniqueness women bring into leadership**

- Power to negotiate-Women are very good negotiators because their live revolves around negotiating issues on daily basis.
- Women are not possessed by their ego unlike Men. This is where the invisible power comes in.
- Women must learn to accept change using their roles that they play. Set goals and know what must change no matter what people do or say. Sometimes Women come up with brilliant ideas and other people take credit during implementation. This should not discourage any Woman but learn to forge ahead.
- Learn patience as a Woman.
- Transparent and Accountable leadership-we must fight for transparency and accountability as Women. Push for things to be done on the table. This is because at the end of the day, image is important.
- We must deliver.-have small things that can be seen.
- Value money

## **\*POWER OF WOMEN'S AGENCY, POWER AND PATRIARCHY (Patriarchy as system of power)**

### **Patriarchy as system of power**

- Patriarchy is perpetuated by Women themselves sometimes without knowing. In early days Societies were matrilineal.
- Early stages of Civilization Women were worshipped (goddesses).
- Patriarchies come in later on and Men left it to Women to practice. For example the issue of some parts of chicken not being eaten by Women.
- Looking at the Mother goddesses, it simply tells us that Women were very powerful.

## **The rise on Patriarchy**

- Recognition of male roles in reproduction. It happened as a result of domestication of animals and so the greater male concern of the paternity of the mate.
- Property ownership was another tool that led to the rise of patriarchy. This was followed by privatization of land and take captives who were used as slaves. Once the ownership of land became wide spread men also inherited children and controlled sexuality. They therefore stopped worshipping goddesses and Men were worshiped instead. This was the beginning of trouble because Women were domesticated and left to implement patriarchy.
- The primacy of female as a creator is displaced and replaced by gendered male..
- Patriarchy brought a lot of inequalities between Men and Women.
- When people reproduced and competition came in, Patriarchy also came.
- Patriarchy was manifested not only over Women but also Men. Poor Men were subjects of rich Men. This is because Women of the labouring class provided sexual services to wealthy Men. Therefore, their men could not protect them.

## **How Patriarchy intersects**

- Religion
- Rural places
- Urban places.
- ❖ As leaders, we need to strategise because Patriarchy cannot change within one day. It is a process that takes a while.
- ❖ Patriarchy shows us that power is very important for Men and therefore Women should rise and change because it is just about policies.
- ❖ Women should stop cultivating patriarchy in their own houses.
- ❖ In trying to bring change Women should know how to play around/trade carefully. Therefore, we need more Women to bring these changes

## **\*TOOLS FOR PERSONAL MASTERY-SELF AWARENESS**

- We do these as Women so that we can continuously grow and improve. It is about deciding to grow in a direction that will lead into leadership. This is all about knowing yourself and having sincere people around you right and positive feedback).They include the following:-
  - i. Shared vision
  - ii. Mental models
  - iii. Learning discipline of systems thinking.
  - iv. Team learning.

- v. Dream big
- vi. Personal purpose-uplift the place of Women in the Society.
- vii. Personal values-hold upon rehearse until they become.
- viii. Punctuality.
- ix. Personal alignment-align your values to help you achieve what you want.
- x. Personal perception-if you can't see what you are no one will ever see.

### **How do we grow**

- Read enough books to get knowledge
- Spiritual-the power of believing (the law of attraction)
- Self esteem-it is inside us.
- Emotional well being.
- Purpose-we should not be contented but press on.
- Invest in our relationships.(house, workplace, God, other Women leaders).
- Interpersonal skills-how to use people around you and how they own the process.
- Living creatively
- Dream mapping
- Living bodily

The theme of the third day was issues of Economic justice and participation of women in the labor market, and ILO gender conventions (sexual harassment, women's bodies as battle grounds). The ILO presenter informed participants that ILO consider gender a critical element in effort to achieve its objective and advocates equal opportunities between men and women to obtain decent work, women have to believe in their selves and fight for their right. After they went through from the personal to the collective (women to women linkages) setting the women's agenda in trade unions and strategy development, women agreed that three issues" increase representation of numbers in position of leadership in trade unions and beyond, fair open election process and resources mobilize" need to improve in next women's agenda.

### **\*Justice and economic**

Concerns a network of moral issues in our society. Those issues are raised by society's norms about distribution of wealth, income, status and power.

### **The Nature of Justice**

It is related to morality as part to a whole, and is often specified in connection with terms such as fairness, equality, desret or rights.

## **Five rival principles of distribution**

1. Each on equal share
2. Each according to individual need
3. Each according to personal effort
4. Each according to social contribution
5. Each according to merit

## **\*ILO GENDER CONVENTION**

- ILO promote for equal opportunities for Women and Men to obtain Decent work
- Fairly paid productive work carried out in conditions of freedom, equality security and human dignity.
- Promote and realize standard and fundamental principles and rights at work
- Create greater opportunities for Men and Women to secure Decent employment&income.
- Strengthen tripartism and social dialogue

## **ILO mandate on gender equality**

Guided by the 4keys ILO gender equality convention

- Equal Remuneration Convention (No.100)
- Discrimination Employment and occupation Convention (No.111)
- Workers with family Responsibilities Convention (No.156)
- Maternity protection Convention (No.183)

## **Sexual harassment on the work place**

Convention No. 111 of 1951-Equal Remuneration.

This includes ordinary, basic or minimum wage or salary and any additional emoluments whatsoever payable directly or indirectly.

Rates of Remuneration established without discrimination based on sex.



TUCTA completing the action plan

### **\*SRATEGY DEVELOPMENT**

The lesson will revolve around what we want to collectively achieve and narrow down to country situation. This is because every Country has its own special needs and a particular way those needs can be realised.

This will define the destiny of Women Leaders. The direction women want to take. This is because Women need to make a decision that will push them to another level.

**Task** - What do we want as Women?

- Where are we?
- How do we get there?
- What do we need?

What women want?

- Increase representation of women in position of leadership and beyond.
- Fair and open election process
- Resources mobilization

What do we need?

Increase representation of women in leadership and beyond

- Organize and recruit
- Educate them in Trade Unions for Women agenda
- Create platforms for women's dialogue
- Training, grooming mentorship for leadership position

Fair and open election process

- Process to be done on time for people to know voters
- Affirmative positions
- Constitutional reforms by tagging agenda to men

Resources mobilize

- Allocation in the trade unions
- Advancement from partners
- Media as resources but with a lot of carefulness. Media can make or break an individual.
- fundraising from donors

The fourth day theme was defining transformative leadership which is concerned about causing social change, making transformation leadership personal mentoring for young women where women learnt to mentor each other's but most important was that older women must mentor younger women so that they can bring more young women into different leadership spaces to ensure smooth power transition. The day ended by sharing country scenarios and doing action plan according to the three strategy development (Increase representation of numbers in position of leadership in trade unions and beyond, Fair and open election process, Resource mobilization).

## Mentoring

What is that we want to commit ourselves at both at individual level and Trade Union level?



Young women discussing what they want to grow

**\*MENTORING FOR YOUNG WOMEN**

<b>WHAT YOUNG WOMEN WANT FROM OLDER WOMEN IN TRADE UNION</b>	<b>WHAT OLDER WOMEN WANT FROM YOUNGER WOMEN COMING UP IN TRADE UNION</b>
<ol style="list-style-type: none"><li>1. Leadership skills</li><li>2. Capacity building</li><li>3. Advocacy and lobbying skills</li><li>4. Bargaining skills</li><li>5. Networking/connections</li><li>6. Challenges/conflict management</li><li>7. Negotiation skills</li><li>8. Career advancement</li><li>9. Opportunities</li></ol>	<ul style="list-style-type: none"><li>▪ Identify talents and potential</li><li>▪ Develop skills through capacity building</li><li>▪ Plan/lay down strategies</li><li>▪ Resources mobilization</li><li>▪ Networks/Partners</li><li>▪ Breaking glass ceiling and getting out of sticky floors: culture/traditions, ethics/religion beliefs</li><li>▪ Understanding and Accommodation</li><li>▪ Smooth transition between the alders vs. young</li><li>▪ Peer grouping</li><li>▪ Conducive environment intergeneration gaps closed</li></ul>



NOTU working on Action Plan

**\*BUILDING THE COUNTRY'S SCENARIO AND ACTION PLAN**

NATIONAL CENTRES	ACTIVITIES	OBJECTIVES	TIME FRAME	VENUE	RESPONSIBLE PERSON	BUDGET
KENYA- COTU	Mapping and mobilizing of young women in Trade union	1-Mentor young women in leadership position.  2Identify mentor/mentee networks from COTU (K)	September to March 2014	Tom Mbuya Labour College	Monica, Carol Rose, Miriam.SG COTU and Social partners of like mind	800 Dollars
	Education on fair & open election	1To Sensitize elderly women and youth on the importance of fair/open election	May 2015 to March 2017	Within the 12 Regions	Monica, Rose Carol, Miriam, SG (COTU) and social partners of like mind. Officials of the respective unions	
	Laying strategies on resources mobilization	1Network with social partners and friendly organization for resources	May 2015 to March 2017	Social partners and friendly organization	Monica, Miriam, Rose Carol, SG-COTU and social partners of like mind.	
UGANDA- NOTU	Increase representation of women in position of leadership	1Recruitment and organizing training (Education) 2-Work place negotiation councils and work place committee	2014–2018		Secretary General (NOTU), Chairperson(women & youth), General /Secretaries, Directorate(women & youth)	

BURUNDI-COSYBU	Fair and open election	1Civil education on election 2Resolution review 3Constitutional Review	2017 Annually(During ADCS)		"	
	Resource mobilization	1Fundraising activities 2Lobby and advocacy	2014-2018			
	Increase representation of women from base to top position	1Organize trainings for women and youth on leadership 2 Training and mentoring on gender equality	December 2014-February 2015	On national center	Valentine ,Aline ,Seraphine, women leaders and youth committee	
	Fair and open election	1Mobilize women on fair and open election process from the base to top level	April 2015 to June 2015	National center	Valentine,Aline, Seraphine and women committee	
	Resource mobilization	1Network with organization and donors	July 2015 to December 2015	NGO, Partners of Cosybu, media and Ambassadors	Women committee and youth committee	

RWANDA – CESTRAL	Increase representation In leadership	<p>1 Mobilization of both young and old women</p> <p>2 Training women about leadership position</p> <p>3 To encourage women to contest For different position</p> <p>4 recruit and organize more women</p>	August 2014 to December 2014	All level: grass root, Regional level and National level	Women leaders presentatives and CESTRAL	
	Fair and open election	<p>1 be aware of the process</p> <p>2 sensibilise elderly women and young women on the importance of fair and open election</p> <p>3 Educate women about importance of fair and open election</p>	January 2015- October 2015	"	Women Leaders and CESTRAL members	
	Resources mobilization	<p>1 Making connection to donors and social partners</p> <p>2 Relationships and networks to social media and friendly organization</p>	November to December 2016	"	Leaders in trade union and women committee	

TANZANI A -TUCTA	Increase representation of women from base to top position	<p>1To increase number of women in trade union</p> <p>2Educate them about important of having female leader from grass root</p> <p>3To encourage women to contest for different position</p> <p>3To encourage women to contest for different position</p> <p>4To create platform for women dialogue</p>	2014-2016		Women committee, trade union	
	To have fair and open election	<p>1-recruit and organize more women from the grass root</p> <p>2-Education about importance of open and fair election</p> <p>3Amendment of constitution to clear gap and doubts about gender and election</p> <p>4To build networks and to know voters prior</p>	2016-2017		Women committee, trade union and activists of gender	
	Resources mobilization	1Build networks with donors and fundraisers	2017-2018		Women members	

ZANZIBAR- ZATUC	1To increase representation of women in leadership position and beyond	1 To recruit women in the grass root 2 To provide training for women on leadership 3 to mobilize women to competent for to position	2014-2018		Women member of trade union and its affiliation	
	Fair and open election	1Women to competent and to participate during election 2 Training for women to educate them about importance of fair and open election	"		Women members of trade union	
	Resource mobilization	1To get fund from donors, 2 Make friendship with sponsors	2015-2018		Women leaders in trade union	

## **5. CLOSING CEREMONY AND SHARING OF ACTION PLAN**

The fifth day was half a day of work as some of the participants had to travel by air to different destinations in East Africa. The time was spent in presenting, critiquing action Plans and closing ceremony.

### **Closing ceremony**

The executive secretary present visitors, facilitators and all participants and thank ILO to be a partnership and to send people to support women in training after that one of younger women and older women took speech both thank ILO and EATUC for giving women value and supporting them. The participants commit themselves to implement what they learnt in workshop and to share knowledge with people to the low level. The ILO presenter said that the workshop has been successful but the most important thing is what will come out after participate the workshop. The participants has to communicate what they learnt in the workshop and put it in action, ILO will continue to help them and do a follow up to see if every trade union has move forward from where they was be for the workshop. The secretary general of NOTU and committee ask participants and ILO to support EAUCT for the struggles they face by supporting women and brought younger women in society, he encourage participant to use what they learnt to go forward and help other women they left to their countries so that the activities don't end by there, the participant have to create networks.

## **6. Recommendations**

- (i) Women in trade unions need to support each other and must vie for positions other top positions instead of competing for only the gender position. There is need for women in trade unions and federations to support and build one another in order to break the glass ceiling which prevents them from attaining the highest positions
- (ii) Women are victims of sexual harassment and violence in the home and at the workplace is undisputed. There is need to protect the survivors of such violence and ensure that they get justice.

- (iii) The older women in leadership especial in Trade Unions has to motivate young women to join Trade Unions and to mentor them so that they can bring more women into different leadership space to ensure smooth power transition.
- (iv) The Plans of Action prepared by different federations need to be monitored and there should be workshops in order to ensure that the participants truly become the change they vowed to be at the end of the workshop.

**Appendix:** Transformational Leadership for women in Trade Union Federations:

Programme

DAY 1

8.30 -9.00 Opening session

Executive Secretary of EATUC

9.00 – 9.30 Introduction and climate setting

9.30 – 10.00 Understanding the place of women’s leadership in trade unions  
(my leadership journey)

SHARING OF PERSONAL EXPERIENCE

10.00 – 10.30 Health Break

10.30 – 1.00 Role of women’s leadership in the trade union movement(Feminist transformation Leadership)

1.00 – 2.00 Lunch Break

2.00 –4.00 Characteristics and attributes of women trade unionist

4.00 –4.30 Health Break

4.30 – 6.00 Assignment:Self care the ideal female trade union

## DAY 2

8.30 - 9.00 Recap from the previous day & presentation on self care the ideal female trade union

9.00 – 10.00 Role of women as change agents

10.00 – 10.30 Health Break

10.30 – 1.00 Power of women's agency

Power and Patriarchy

1.00 – 2.00 lunch Break

2.00 –4.00 Tools for personal mastery

4.00 – 4.30 Health Break

4.30 – 6.00 Networking and alliance building

## DAY 3

8.30-9.00 Recap from the previous day

9.00 – 10.00 Issues of Economic justice and participation of women in the labor market

10.00 – 10.30 Health Break

10.30 – 1.00 ILO gender conventions(Sexual harassment,women's bodies as battle grounds)

1.00 – 2.00 Lunch Break

2.00 – 4.00 From the personal to the collective( women to women linkages)settings women's agenda in trade unions

4.00 – 4.30 Health Break

4.30 – 6.00 Strategy development

## DAY 4

8.30 – 9.00 Recap of the previous day

9.00 – 10.00 Defining transformative leadership

10.00 -10.30 Health Break

10.30 – 11.30 Making transformative leadership personal

11.30-12.00 Group discussion: what young women want from older women and what older women want from young women (mentoring process)

12.00-1.00 Mentoring for young women

1.00 – 2.00 Lunch Break

2.00 – 4.00 Country Scenarios and Action Plan

4:00-4:30 Health Break

Day 5

8:30-9:00 Presentation and critiquing on Action plan

9.30-10.00 Closing ceremony