



***ENHANCING THE INSTITUTIONAL AND TECHNICAL CAPACITY BUILDING FOR WOMEN AND GIRLS LIVING WITH HIV TOWARDS MORE INCLUSIVE AND SUSTAINABLE HIV RESPONSE IN NIGERIA Phase 11***



**ASSOCIATION OF WOMEN LIVING WITH HIV/AIDS IN NIGERIA (ASWHAN)**

**LEADERSHIP TRAINING REPORT**

**8<sup>TH</sup> AND 9<sup>TH</sup> JUNE 2023**

**HELD AT GRACIOUS HOTEL, GARKI 11**

## Executive Summary

Association of Women Living with HIV/AIDS in Nigeria (ASWHAN) is pleased to present the Leadership report for the **“Enhancing the Institution and technical capacity building for women and girls living with HIV towards more inclusive and sustainable HIV response in Nigeria (EITC) Project”-Phase II**, implemented on the 8<sup>th</sup> and 9<sup>th</sup> June, 2022 by ASWHAN with funding and technical support provided by UN Women and UNAIDS.

The funding supported ASWHAN to hold a 2day leadership training & Annual general meeting for 60 women and leaders from across 36 states and FCT with the objective to reposition ASWHAN as an effective and efficient organization and improve her visibility among donors/partners. The goal of the training was to build the capacities of women and staff on leadership skill to improve the performance in leading the affairs of the organization, hold a credible election for new officer and to ratify/adopt the constitution in order to achieve the set out objective of the EITC.

Human resource and organizational development are a priority for Association of Women Living with HIV and AIDs. Hence the leadership capacity building was intended to change the way in which the women lead and develop a more effective way to get result through the activities of women at various level of programme implementation across the 36 states and FCT. The capacity building will ensure proper coordination within the association and will bridge the gap of no trust amongst members and the leadership of the association. Through the capacity building the leaders will position the Association to better respond to the needs of the women and resource mobilization while staff quality adding the affair sand esteem will be boosted.

The developed Association’s Strategic plan will be shared to the old and new members/leaders of the association with a comprehensive induction on the content and context of strategic plan and programme focus of the association as well as the systems and procedures in the association.

The Annual General meeting (AGM) of the organisation holds every 3 years to review the accounts of the leadership experiences, challenges and successes amongst others. Due to lack of Grants to hold election every 3yrs, the outgoing leadership lasted for 5yrs (2018-2023). The delegate conference creates an opportunity for the Association to strengthen partnership and commitment in the fight against HIV and review/adopt constitution based on gaps identified in leading the Association. It also provides a platform for the stakeholders to share in the account of ASWHAN experiences in the last 6years.

## Opening Remark

The outgoing coordinator, Assumpta Ngozi, welcomed all delegates and expressed her gratitude to the UN women for spare heading the process. She commended UN Women for its support in ensuring that ASWHAN builds necessary capacity to pursue its vision and stand in the forefront of campaigns on global issues affecting women living with HIV and AIDS.



*Outgoing National coordinator delivering her good will message*

## GOODWILL MESSAGES:

### a. Un-women

National Programme Officer of UN Women, Patience Ekeoba, conveyed felicitations from Beatrice Enyong, the Country Representative. She also commended the outgoing executives for their efforts in steering the affairs of the association, particularly, through a difficult post-COVID era.



*Patience Ekeoba of UN Women, delivering her goodwill message*

Patience reminded the delegates that the conference had a dual purpose: to elect new executives for the association and the training on leadership. She noted that the quality of leadership a people get is reflective of the worth that the followership gets and hence, the leadership training is designed to equip all delegates with effective leadership skills. She further noted that the expectation is that the delegates will take advantage of their learnings from the training to elect credible leaders that will represent the best interest of ASWHAN. Patience counselled participants to take the opportunity of the training to develop themselves not just for the purpose of ASWHAN elections but their self-development, improved social interactions and even better management of individual family affairs. She wished the delegates success in the conduct of the election.

**b. APYIN**

The Coordinator of association of positive youths in Nigeria, Aaron reiterated that the onus lies on women living with HIV to take decision on right leadership, which will go a long way in changing the narrative of HIV and new infection.

**c. UNAIDS**

While speaking, Mr. Gabriel assured women that UNAIDS core mandate is the community centered intervention. The community is expected to monitor what is happening within and without. He appreciated UN women for the commitment to support ASWHAN technically and financially in other ramifications. Stressing further he appreciated the outgoing Coordinator and her executives for building momentum on HIV response, adding that various interventions from other stakeholders contribute to the cause of ensuring that people living with HIV (PLHV) are at the center of HIV service.

Finally, Mr Gabriel enjoined participants to utilize the opportunity meant for the leadership training and election, whilst encouraging all to go back and make a difference in their various space. He concluded that the UN goal is to minimize new infection and place all HIV positive patients on treatment, “we should therefore key into the UN goal to project children’s voice, through women living with HIV”, he ended.

**d. NEPWHAN**

The National Coordinator, Abdulkadir also appreciated all participants and recognized the Presence all stakeholders at the event. He was delighted for the calmness and warmth within the atmosphere, reiterating that all participants and delegates are equally NEPWHAN. Mr. Abdul announced that NEPWHAN supported the ASWHAN AGM/ election with writing materials, ballot boxes and other technical support whilst emphasizing general financial constraint. He however expressed his displeasure with the attitude of the government with no support whatsoever ASWHAN election that is long overdue, he re-echoed that even NACA did not contribute financially as expected.

With enthusiasm he listed some state achievements, mentioning that Ebonyi and Anambra are presently implementing global fund project. Pledging his commitment, to support the new global fund project on PMTCT program that has been approved. Mr Abdul promised that the new leadership will be involved in implementing the project. He added that FHI360 has approved money for AGYW and APYIN , anchoring that NEPWHAN is a strategic partner and that monies approved will be spread across all the states. Cumulatively, twenty two billion (22b) have been approved for projects.

Finally, he advised that, 'we should all pursue the money' and that community led processes will be planned and put to bear by the visiting global team. Mr Abdul ended that, 'we will push to ensure leadership is built on capacity basis, subsequently'.

### ELECTION PROCESSES AND PROCEDURE:

Review of constitution and outcome: This session was moderated by a legal officer with support from NACA. The lawyer moderated through the review session, but it was inconclusive as some delegates had their opinion and reservations.

The delegates went through the constitutional review and highlighted the following inputs to be adopted.

- **PREAMBLE:** changing of 'constituency to be Partners' was discussed intensively. It was observed that there is a need for ASWHAN to be partner with NEPWHAN and that does not mean that ASWHAN is moving away or want to lord over NEPWHAN, there was however, controversy around this section.
- **Section 6 – POWER OF ATTORNEY:**
  - 6:3 "Cessation of an ASWHAN member who goes to court to sue ASWHAN as a body"
  - 7:4 honorary members were deleted from the constitution.
  - SECTION
  - 8:3 - To include high breed and remove self-sponsored trip.

### DISOLUTION OF INCUBENT ASWHAN EXECUTIVES ASWHAN

ASWHAN executives who served from 2018 to 2023 were dissolved from their various positions by the LOC chairman, Mr. Desmond Asu and the election was held subsequently with the following leadership positions:





**Newly Elected Officers**

**ELECTION LINE UP RESULT**

S.N	Names	Position
1	Esther Hindi	National Coordinator
2	Nkem Chukwuemeka	Secretary
3	Helen Aphan	Assistant Secretary
4	Elizabeth Aluna	Deputy Coordinator North
5	Yinka Akibola	Deputy Coordinator South
6	Angela Ibeh	PRO 1
7	Basira Taye	PRO 2
8	Mary Olawale	Welfare
9	Kadija Bello	Treasurer

**OUTCOME:**

- The election was free and fair and delegates conducted themselves responsibly after the election.
- New executives were subsequently sworn-in to start work in various position

## INTRODUCTION TO LEADERSHIP TRAINING

The training was conducted by Mabel Dong and Blessing Mengai using a combination of methods, including plenary PowerPoint presentations, syndicate work, role playing and reflections.

### *4.1 Leadership Conceptualization and Effective Leadership*

Mrs Dong anchored this session. This session attempted to define the term, leadership, articulate the responsibilities of leaders and contextualised what effective leadership could mean for ASWHAN. Mrs Dong defined leadership as ‘the process of influencing others to achieve common goals and objectives by providing direction, guidance, and support’.



**Mabel Dong, lead trainer at the event**

She set out the role and responsibilities of leaders, as: set clear vision and direction for the organization; develop and implement strategies to achieve goals and objectives; inspire, motivate, and empower team members; communicate effectively and maintain open lines of communication; make informed decisions and solve problems; foster a positive and inclusive organizational culture; build and maintain strong relationships with stakeholders, such as donors, government agencies, and partners; ensure compliance with legal and regulatory requirements; manage resources effectively and efficiently; continuously learn and adapt to new challenges and opportunities. Reflecting on effective leadership, participants agreed that it is important to have a performance-evaluation system in place to measure leaders’ performance in their roles and responsibilities, including in the delivery of organizational mission and objectives.



**Cross-section of the trainees**

Building on these, the following were outlined as the importance of effective leadership to ASWHAN:

- Ensuring coordination of activities and programs across branches
- Building synergy and fostering a collaborative environment
- Championing advocacy campaigns and responding to the needs of ASHWAN
- Compliance with legal frameworks and constitutional provisions

The session feature syndicate work in which participants broke into 5 working groups to articulate their vision for the association and the leadership style required for their actualization. A consolidated report of the various group work is annexed as Appendix 1.

#### *Overview of Leadership Styles and Lessons for ASWHAN*

Anchored by both Mrs Dong and Mrs Blessing Mengai, this session aimed to introduce participants to theoretical conceptualizations of leadership styles and types. The session also provided an opportunity to evaluate the potential benefits and drawbacks of the different leadership styles in the context of ASHWAN and make recommendations on suitable styles for ASWHAN. The following leadership styles were examined: autocratic, democratic, laissez-faire, transformational, transactional charismatic, bureaucratic, situational, visionary and coaching. Drawing from the evaluation of the various leadership styles, the following systematic guide for ASWHAN in the process of identifying the most suitable style for it:

- A. Consider ASWHAN's unique context:
  - i. Women living with HIV/AIDS
  - ii. Network organization with branches across 36 states in Nigeria and FCT Abuja
  - iii. Coordination of activities and programs at various levels



- B. Assess the current challenges and needs:
  - i. Decentralizing implementation to zonal and state coordinators
  - ii. Building synergy and effective communication across the organization
  - iii. Aligning the organization's vision and mission with current requirements.
- C. Key factors to consider when selecting a suitable leadership style(s) for ASWHAN:
  - i. Flexibility and adaptability in responding to the diverse needs of members and stakeholders.
  - ii. Encouraging collaboration and teamwork among members and branches
  - iii. Promoting open communication and feedback loops
  - iv. Empowering members to take ownership of their roles and contribute to decision-making.
- D. Determine the most suitable style(s) for ASWHAN:
  - i. Which style(s) will best address the unique challenges and needs of the organization?
  - ii. How can ASWHAN leaders combine multiple styles to effectively lead and manage the organization?
- E. Reflect on personal leadership styles and adapt as necessary to better serve ASWHAN and its goals.
- F. Evaluate the potential benefits and drawbacks of each leadership style in the context of ASWHAN.

Following the successful election of a new leadership for ASWHAN (on the sides of the training) for the period 2023-2024, this session of the training also featured syndicate work in four groups to set out priority actions/objectives for the development of an action/work plan for the new executives. One of the groups was entirely composed of the newly elected executives. The reports of the groups are annexed as Appendices 2-5, respectively.



## CLOSING

On behalf of the team of training consultants, Mrs Mengai commended the trainees/participants for their interactive participation in the course of the leadership training. She noted with delight that the trainees had the opportunity to immediately reflect on their learnings and brought it to bear in the election of their national leaders. She charged the new leaders to live up to the expectations that the delegate-members have set for them. She specifically urged the new leaders as follows:

- Seek support from networks, mentors and colleagues in the performance of roles.
- Diligently implement all plans, including action plans, that are developed by ASWHAN.
- Learn to appreciate yourselves.
- Have follow up sessions of the leadership training at both zonal and state levels.
- Step down the national leadership training to the state executives and zonal executives.



**Picture 6: Newly elected executive officers of ASWHAN**



**Picture 7: Newly elected ASWHAN Officers and partners**

### **Appendix I**

#### **Leadership in ASWHAN: Vision setting/strategic direction**

	Vision	Leadership style required
1.	An association where everyone is carried along – from zonal, state to national level	All the group presentations showed an overlap and a preference for a complementary leadership style in pursuit of the set-out visions, including
2	An association that attracts external funding	
3	An association with strong synergies with partners	
4	An association with its own communication strategy	
5	A strong advocacy-based association	
6	A more visible association at the state and national levels on all matters concerning women.	
7	A functional Board of Trustee for the association	

8	An association that brings opportunities to the attention of members	democratic, transformational, charismatic, situational, visionary and servant leadership.
9	A defender of the rights of young girls living with HIV and AIDS.	
10	Improved collaboration between zonal, state and national organs of ASWHAN	
11	An association with its own resource mobilization strategy	
12	Established in-house capacity building programmes for members	
13	Established mechanism for monitoring and evaluation	

## Appendix 2

### Leadership in ASWHAN: Vision setting/strategic direction

#### Group I (New Executives)

S/N	What to do	Who to do	Resources required	Timeline	Expected outcome
1	Formal handing over	Outgoing executives, incoming executives	Technical	13 <sup>th</sup> – 28 <sup>th</sup> June 2023	New executives take over
2	Planning meeting	New executives		8 <sup>th</sup> June 2023	Meeting held, report of meeting
3	Meeting/orientation with management staff	New executives and management staff	Technical, refreshments	1 <sup>st</sup> week of July 2023	Orientation held, report of orientation meeting
4	Familiarization visits to partners	New executives	Transportation, introductory letters	July 2023	New executives familiarized with partners



5	Work with ASWHAN at state level to develop annual work plan M&E plan and communication plan for 2023	ASWHAN executives and members	Technical, financial	July to August 2023	Annual plan, M&E plan, communication plan disseminated to the states.
6	Dissemination of the development plans	ASWHAN	Technical, financial	July to August 2023	All the plans disseminated to the states, report of dissemination meetings
7	Inauguration of new BOT	National coordinator	Technical, financial	August 2023	New ASWHAN BOT inaugurated
8	Bi-annual meeting held	ASWHAN executives	Technical, financial	December 2023	Meeting held, report of the meeting

### Appendix 3

#### Leadership in ASWHAN: Vision setting/strategic direction

##### Group 2

S/N	What to do	Who to do	Resources required	Timeline	Expected outcome
I	Advocacy on integrating mental health into HIV counselling	Executives	Letters, transportation, phone calls, e-mail	July – September 2023	Commencement of mental health services as part of HIV counselling, strengthened collaboration with relevant stakeholders,

					existing support groups strengthened
2	Capacity building	Executives	Transportation, letters, phone calls	1 <sup>st</sup> quarter, 2024	Capacity built on proposal writing, improved services rendered to the communities
3	Paediatric OUC	Executives, IPS, SACA, Ministry of Health, SASCAP	Transportation, letters, phone calls	2 <sup>nd</sup> quarter 2024	More OUC support groups increased knowledge on HIV, disclosure, enhanced adherence

#### Appendix 4

#### Leadership in ASWHAN: Vision setting/strategic direction

#### Group 3

S/N	What to do	Who to do	Resources required	Timeline	Expected outcome
1	Advocacy for integration of women with HIV & AIDS into the national economy	Executives, NACA, SACA	-	-	More women with HIV and AIDS in formal employment
2	Train-the-Trainer trainings	Executives, NACA, SACA	-	-	Step down trainings to community women
3	Group strengthening to help women live above stigma	Executives, NACA, SACA	-	-	Improved confidence among women living with HIV& AIDS

## Appendix 5

### Leadership in ASWHAN: Vision setting/strategic direction

#### Group 4

S/N	What to do	Who to do	Resources required	Timeline	Expected outcome
I	Advocacy	Executives	Technical support to develop advocacy plan, letters, e-mails, transportation	July – September 2023	-