

# ANNUAL REPORT

RAISING THE FEMINIST FLAG FOR  
GENDER EQUALITY & WOMEN'S  
RIGHTS IN AFRICA

2016 | 2017



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# ACRONYMS



AMwA	- Akina Mama wa Afrika
AU	- African Union
AWLI	- African Women Leadership Institute
CSO	- Civil Society Organization
CSW	- Commission on the Status of Women
DPI	- Defenders Protection Initiative (DPI)
DRC	- The Democratic Republic of Congo
GEWE	- Gender Equality and Women Empowerment
GIMAC	- Gender is My Agenda Campaign
IIE	- International Institute of Education
ICGLR	- International Conference on the Great Lakes Region
NGOCSW/Africa	- Non- Governmental Organization Commission on the Status of Women /Africa
SGBV	- Sexual Gender Based Violence
SOAWR	- Solidarity for African Women's Rights
SRHR	- Sexual & Reproductive Health Rights
UHIPAWU	- Uganda Horticultural Industrial, Service Providers and Allied Workers` Union
UN	- United Nations
WGDD	- Women Gender and Development Directorate

# WHO WE ARE

**A**kina Mama wa Afrika (AMwA) is a Pan-African, non-governmental leadership development organization founded in 1985 to create a space for African women to organize autonomously, network with each other, share skills and expertise, identify issues of concern and speak for themselves.

Translated from Swahili, our name symbolizes the principles of sisterhood on which the organization was based: 'Solidarity among African Women.'

## Our Vision

We envision a world in which African women are socially, economically and politically autonomous and are champions of change in their lives and society.

## Our Mission

AMwA seeks to contribute to the full equality of all African women by strengthening their Individual and collective leadership; and by forming strategic partnerships to tackle patriarchy and promote a just and secure Africa.

## Our Values

1. Our work is rooted in feminist principles and beliefs and guided by the Charter of Feminist Principles for African Feminists
2. We defend the full spectrum of human rights for African women in all their diversities.
3. We believe in African women speaking for themselves
4. We believe that the personal is political and are committed to walking the talk.
5. We commit to creating and sustaining a dynamic, cutting edge feminist organization with a soul.
6. We strive for individual and organizational excellence, accountability and rigor in the work that we do.
7. We are committed to building and sustaining a learning organization that innovates and improves through challenging its own wisdom as well as conventional wisdom.
8. We believe in empowering advocates and the power of collaboration to advance our feminist agenda.
9. We believe in the agency and personhood of African Women.

# FOREWORD

**R**eflecting on our journey this year, I am filled with renewed hope for the #AfricaWomenWant; for we have continued to lift the feminist flag above the social economic and political turbulences that are often beyond our control.



**Ms. Thokozile Ruzvidzo**

Akina Mama wa Afrika's commitment to strengthen women's leadership capacities, influence policy and build a strong African women's movement remains undisputable. Working to ensure that African women own their struggles and speak for themselves AMwA trained over 200 women and men in various thematic issues including the horticultural sector, Sexual Gender Based Violence and land acquisition. This coupled with the initiatives of strengthening women and men's capacities in policy advocacy and monitoring re-affirmed our commitment to ensuring that promises made by our leaders truly translate into women's lived realities thus fostering a culture of gender accountability.

While 2016/2017 had it strong currents with restitution of the #globalgagrule, increasing shrinking civic space, (Online &Offline), political strife and under funding for women's rights work among others, AMwA continued to hold the feminist flag above these currents. Working with various partners and alumni at various levels AMwA promoted the feminist agenda creating agency on the need to; eliminate sexual and gender based violence, engage women in peace and decision-making processes, ratify and domesticate various laws and policies particularly the Maputo Protocol, secure decent work for women especially in the horticultural industry and ensure women's access control and ownership of land. All of which greatly contributed to amplifying African women's voices and influence of policies and laws in some countries such as the inclusion of gender perspectives in the 7 land bills passed in Malawi.

The realization of 2030 and 2063 Agendas is largely hinged on the ability of different stakeholders to integrate gender related goals and targets set out in this framework in any interventions undertaken. Therefore as AMwA defined a new strategic road map (2017-2019), seeking to contribute to improvements in women's political, legal and socio-economic status" by 2019; our strategic /programmatic interventions were greatly influenced by



these frameworks and aspirations for the next 3 years. Efforts to implement the new strategic road map are already underway and we are excited about this new Trek.

Therefore, I would like to convey our gratitude to all our donors, partners, and friends of AMwA who relentlessly worked with us during this financial year; we would not have reached this milestone without leaning on your shoulder; thank you. And to the Secretariat; thank you for your commitment and hard work. I trust we shall support each other as we strive to raise the feminist flag higher and higher...

Yours Sincerely,

Thokozile Ruzvidzo

**Chairperson Board of Directors**



# EXECUTIVE DIRECTOR'S REMARKS

It is with great pleasure that I share with you the organization's accomplishments, for April 2016-March 2017 through this Annual Report. 2016 marked the end of implementing the five-year Strategic Plan 2011-2016 and we embarked on the development of a new strategy.

The revised strategy captures the progress and summary of key achievements of the last strategic plan; challenges faced and key organizational learning. It affirms AMwA's frontline role on the continent in advancing the feminist agenda through feminist and transformational leadership development.

During the year, we achieved significant progress against our goals. We continued to enhance feminist and transformational leadership skills in Central, Southern, and Eastern Africa. We organized African women to advocate for gender equality and women's empowerment especially influencing the processes of the International Conference of the Great Lakes specifically on sexual and gender based violence (SGBV). Another notable achievement was the empowerment of over 60 women and men from Zambia, Malawi, and Swaziland in critical feminist and transformative leadership skills to amplify the collective voice and actions on women's land rights in the face of large-scale land acquisitions in Southern Africa. This had led to greater engagements with governments and key stakeholders on women's land rights.

The external environment continued to be very volatile characterized by high incidences of SGBV especially in conflict countries of South Sudan, Burundi and the Democratic Republic of Congo, increasing inequality and economic stress, closing spaces for civic engagement. Patriarchal systems and other cultural practices continue to perpetuate rights violations to women and girls. This calls for renewed focus on addressing these injustices and prioritization of these areas in our new strategy.

The Strategic Plan 2017-2019, sets out the direction for AMwA, goals, and strategies for the next three years in response to the current context. Over the course of the next three years, AMwA commits to; strengthening the pursuit



**Ms. Eunice Musiime,**



of feminist and transformative leadership across sectors but also breaking new ground with on line feminist education; scaling up advocacy, policy influence and movement building for a stronger collective voice and action on women's rights; and a stronger focus on organizational development.

We, therefore, face the coming year with renewed commitment to truly realize gender equality and women's empowerment. We are most grateful to communities we worked with. We thank our development partners who have provided us with resources to realize our goals. We are also grateful to our stakeholders, partners, networks and our staff for their unwavering commitment. Last but not least, we acknowledge the effective oversight role that our Board plays in ensuring we are accountable.

Yours Sincerely,

Ms. Euniice Musiime,

Executive Director, Akina Mama wa Afrika

## GOAL 1:

### To be recognized as a Centre of Excellence in Transformational Feminist Leadership for African women, with a focus on personal transformation

215 (161 women and 54 men) undertook the African Women Leadership Institute (AWLI). Below are highlights of how AMWA's flagship program, is influencing African women to;

#### Secure African Women's Land Rights

With support from Common Wealth Foundation, AMWA trained 62 (women=57 and Men=5) from Zambia, Malawi, and Swaziland in feminist research, advocacy, and movement building. This initiative has greatly contributed to amplifying the collective voice and actions on women's land rights in the face of large-scale land acquisitions in Southern Africa. Applying the skills and knowledge acquired, the Malawi cohort actively lobbied for gender sensitive land laws leading to the inclusion of gender perspectives in 7 land bills passed into law in February 2017. While Swaziland engaged in skills transfer for 34 women strengthening their capacities to effectively, engage chiefdoms on women land rights, thus contributing to creating awareness among chiefs to protect and advance women's land rights in Swaziland. The generation of a collective agenda to secure women's land rights in each of the countries further demonstrated our commitment to influence and build a stronger movement for women's land rights in Southern Africa. Building on these efforts is the ongoing financial support to beneficiaries from the 3 countries to conduct feminist research on women's land rights and engage policy makers on the identified gaps and opportunities to secure women land rights in Southern Africa.



A group of participants performing a role play demonstrating different advocacy strategies, Lilongwe October 2016



*Advocacy on women's land rights has been silent. The land issue is generalized thus leaving the interest of women, youths and people living with disability (PLWD) voiceless and without support...this training is timely to encourage the strengthening or formation of a movement to focus on women's land rights and security to tenure*



*Engwase Mwale Executive Director NGOCC*



## Monitor the Implementation of Laws & Policies on Sexual & Reproductive Health Rights

In order to contribute towards addressing the research findings of---- that 1 in 3 (35%) women world- wide have experienced either a physical or intimate partner or non-partner violence in their life time, 3 workshops were held with the aim of strengthening the leadership capacities of Civil Society Forum Members in advocacy and monitoring of the implementation of laws and policies on Sexual Gender Based Violence (SGBV).

The International Conference of Great Lakes Region (ICGLR) National Civil Society Forum of Uganda, under the auspices of AMwA supported by Amplify Change, hosted 3-day workshops for 93 (women=54 Men=39) ICGLR Civil Society Forum Members in Uganda, DRC, and the Central African Republic respectively. Through this intervention, the leadership capacities of civil society members were enhanced to monitor and advocate for the accelerated implementation of the Kampala Declaration and other related instruments on Sexual and Reproductive Health Rights with emphasis on the Kampala Declaration on Sexual and Gender Based Violence<sup>1</sup>.

Since the training ICGLR, CSO Forums in the 3 countries have lobbied various stakeholders to address SRHR issues thus leading to increased awareness of the need to eliminate sexual gender based violence in the 3 countries, and actions holding governments accountable to their commitments to end SGBV. As a result, Civil Society Members from Uganda influenced the passing of gender related policies and laws such as the National Gender Based Violence Policy and certificate of financial implications issued by Ministry of Finance to ensure budget allocation towards sustainability of GBV shelters/ one stop centers in Uganda.

<sup>1</sup>A Declaration that was adopted in 2011 by 12 member states of the great lakes region committing to prevent SGBV, prosecute perpetrators of SGBV and support survivors of SGBV



A section of participants listen during a report back session at the training in Kampala



Participants engaged in group activities during the DRC advocacy training in Kinshasa



*Support for Survivors  
exclusively will not cut  
it... We must mobilize  
our communities to  
consciously engage in acts  
of community policing to  
eliminate SGBV*

*Dr. Siranda Gerald B.  
Centre for Democracy  
Human Rights & Forced  
Migration*





While CAR embarked on the implementation of their action plans; lobbying the Ministry of Foreign Affairs to approve the use of the Kampala Declaration on SGBV in the absence of a law that specifically addresses SGBV offences committed in conflict and post conflict setting, popularized the Kampala Declaration on SGBV cases through dance/drama and documented survivor's stories all of which actions are contributing to increased agency for the elimination of SGBV in CAR.

## Mainstream Gender in Accountability Programmes for Gender Equality & Women Empowerment

20 implementing partners (15women and 5men) of the Connecting Voices of Citizen's Project<sup>2</sup> were equipped with strategies and practical tools for gender mainstreaming to ensure that issues pertinent to women are appreciated and mainstreamed in the various interventions undertaken. This was held on the 21st -23rd of February 2017 in Mukono District, Uganda. The training created an opportunity for beneficiaries to identify gender inequalities and gaps within the different projects and their own institutions for instance lack of/limited number of women participating in community initiatives such as public dialogues (Barazas), lack of gender policies and lack of/limited knowledge in gender mainstreaming among others. It also challenged the majority of the participants to commit to mainstream gender in their work having been equipped with relevant skills and knowledge for gender mainstreaming.

As a result, implementing partners have since worked to consciously integrate gender perspectives in their work. For example, Public Affairs Center a community-based organization in Soroti District, Uganda that conducts community dialogues (Barazas) is now consciously engaging women in

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*...the training has helped me appreciate gender issues and important to me has been the need to support nursing employees.*

*As such I am lobbying Management to consider their unique needs while budgeting and provide for them to take off time to nurse their children...*



Aruzo Julius

<sup>2</sup> A project aimed at strengthening capacities of citizens, change agents and civil society organizations to promote and protect civic spaces and accountable governance



A section of participants working on a group exercise during the CVC training in Mukono, Uganda February 2017

the platforms as part of efforts to ensure that women are well represented and their issues are articulated at such fora. As a result, more women are engaging in the dialogues and radio programs; confidently speaking out on issues that are affecting them, thus amplifying women's voices and agency. Another partner, Hivi-Colab ensured that gender is taken into account while redesigning the Yogeera online platform such as the collection of disaggregated data thus enabling them to assess the engagement of men and women on the platform as well as track gender issues being reported.

## Advance the gender equality agenda in Uganda

The 1st of its kind, AMwA brought together a total of 24 self-sponsored women from different CSOs, individuals and private sector to undertake the African Women's Leadership Institute held in July 2016 in Uganda. The training, which focused on the three (3) modules of the AWLI (Feminist Theory, Transformational Leadership, and Taking Action) including a component of economic empowerment, enhanced the women's skills in feminist analysis and praxis.

In addition, participants were inspired to become entrepreneurs, engage in active writing for social change and value self-care as a critical element for self-mastery. Important to note was the opportunity to reflect on the Uganda women's movement and the need to revitalize the movement.

As a result, women are collectively organizing and responding to critical gender related issues such as holding the president accountable for the provision of sanitary pads to school girls, speaking out on issues of violence against women and girls and advocating for the protection of women's land rights especially in the Northern part of Uganda.



*Last night was the best session (sex and sexuality), knowing that everything starts with the woman's body, loving ourselves, etc. About sex and sexuality; its one thing we usually don't talk about these issues. When I heard people openly sharing, it was such a challenge and I wondered if I can also talk to girls in my village about the same.*



*AWLI Participant, 2016*



A family photo of participants at the AWLI 2016 Training-Country Lake Resort Hotel Entebbe, Uganda, July 2016

## Uphold the rights of women farmers in the horticultural sector

AMwA with the support from Urgent Action Fund facilitated 3-day leadership training for 16 leaders and/ representatives (11 women & 5 men) from the Uganda Horticultural Industrial, Service Providers and Allied Workers` Union (UHISPAWU) from the 23rd to 26th of January 2017 at Kampala, Uganda.

The training partly ignited by reports of 80 women workers poisoned on one of the flower farmers in Uganda aimed at strengthening the leadership capacity of UHISPAWU leaders to advocate for women`s labor rights in the horticulture sector.

The training enhanced the leadership capacities of the women and men equipping them with relevant knowledge and skills in leadership, feminist analysis, and movement building to effectively participate in the decision-making processes. With the acquired skills, the women felt better prepared to speak out and address the multiple challenges they face on the farms.

For the majority who were undergoing a formal training for the first time they considered this a great achievement in their lifetime evidenced from acts of excitement and jubilation. A Training Manual was also developed from the training that is supporting the alumni transfer skills and knowledge to other members of their constituency.



*"I plan to use the skills I have acquired here and share with other women to help them claim for their rights and improve their conditions of work for improved livelihoods"*



*Sylvia Nalubega*



Participants pose for a group photo with their AWLI certificates







## GOAL 2

## Develop and Sustain a Strong and Dynamic Community of “AMwAZons” (Alumnae) For Learning, Support, and Collaboration.

AMwA relies on the strength of the alumni network to support efforts in building a vibrant women’s movement and advance the feminist agenda on the African continent. Below are highlights of AMwA’s contribution to sustaining a vibrant Alumni network;

### Continued to engage Alumni in various initiatives undertaken

Throughout the year, AMwA engaged alumni in various initiatives as focal point persons; coordinating and/ facilitating training and informally mentoring other young women into leadership in Swaziland, Malawi, Zambia, and Uganda. In addition, Alumni were part of the larger community that greatly contributed to defining AMwA’s new strategic direction as their experiences re-validated the AWLI and relevance of AMwA in advancing the feminist agenda. Engaging the alumni has been instrumental in strengthening their leadership capacities and contributing to advancing the feminist agenda thus contributing to building a strong women’s movement on the continent and beyond.

### Documented Alumni stories

While there are many African women transforming societies and changing lives, the majority are often not celebrated nor is their contribution to development recognized. Therefore AMwA has deliberately documented African women stories through writing, audio and video recording; as part of the efforts to re-write our-herstory.

During this reporting period AMwA profiled 6 distinguished alumni stories that included; Ms. Leila Muriithia, Ms. Juliet Were, Sandra Okoed, Ms.

*66...thanks for sharing with me... You have also enlightened me and I will share it with lot of women .*

**Cyndy Sibandze**

*I must say this is a nice article, I like it. Well done Akina Mama*

**Zoe O. Mauki**

*.... Though far from me but I hope and pray that AWLI will try to bring us together in the near future so we can share our experiences together and the influences it has in both our careers and personalities...may AWLI continue to live and continue to touch and bring out potentials of African women.*

*99*

**Ann-Marie Caulker, Alumni**

Valerie Turker, Ms. Golie Nyirenda, Ms. Josephine Watuulo, and Ms. Sheila Kawamara; thus celebrating their contribution to transforming lives and advancing the feminist agenda. Through this initiative, Alumni have shared their lived realities, demonstrated the impact of the AWLI on their lives as well as career paths and contributed to influencing policy by sharing insights on key gender equality discourses and/or debates.

The stories published on the AMwA website as well as other social media platforms have greatly contributed to re-connecting AMwA with Alumni, validated the AWLI and inspired many young women to undertake the AWLI.

*Wonderful, thank you for sharing this inspiring profile, Nyaradzayi Gumbonzvanda, Rozaria Memorial Trust Fund*  
*Woow so amazing and inspiring. Thanks for sharing,*  
**Lucy Mary Athieno**  
*Director Eco-pads Re-usable*

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I attended the AWLI in 2008 Accra, Ghana. The AWLI has greatly impacted on my personal and professional development through the years. Before I attended the AWLI, I was shy, not confident and had a low self-esteem but since then, the way I present myself changed. I can address multitudes of people, I developed confidence and I am even able to teach post graduate classes because of the confidence I acquired through this training. It helped me to believe in myself and appreciate that there is something in me. 99

**Golie Nyirenda**, Communication Specialist - IFAD Programme Malawi



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Engaging in the advocacy for the domestication of the Maputo Protocol was like practicing what I had been taught, at the AWLI. As we interacted with different government leaders and policy makers, I evidently saw the power dynamics and how they continuously played out particularly the hidden power, which was quite difficult to deal with, that at some point I had to go back to my notes from the AWLI to really comprehend and confront it. 99

**Ms. Valerie Tucker**, an African Feminist, Sexual and Reproductive Health Rights Activist, former Country Director IPAS, Sierra Leone



## Engagement in policy advocacy at national, regional and global levels

AMwA's strategic approach to policy influence is that Alumni of the Feminist and Leadership Training take up collective actions of change. At the end of each training, alumni develop action plans to advance the feminist agenda through their work and/community.

During this reporting period, most of the action plans developed were geared towards policy advocacy on various social, economic and political issues. Some of the action plans that the alumni implemented included initiatives to secure women's land rights in Southern Africa that saw alumni from Malawi influence the inclusion of gender perspectives in 7 land bills passed into law in February 2017. While Swaziland engaged in skills transfer for 34 women strengthening their capacities to effectively engage chiefdoms on women land rights.

Alumni from Uganda and DRC engaged in policy advocacy calling for the implementation of the Kampala Declaration on Sexual and Gender Based Violence especially during the 16 days of activism against GBV. For instance, in the Central African Republic, alumni used drama to raise awareness on SGBV and documented survivors stories to support their advocacy campaigns. Alumni from DRC were also able to undertake initiatives that strengthened Sauti Ya Mama Mukongomani<sup>3</sup> as they held peace forums as part of the initiatives of averting further conflict in the KIVU region following the tribal clashes DRC.

3



A women's movement for peace and security in DRC





## GOAL 3

### Develop and Sustain a Feminist Organizational Structure and Culture that excels at learning, creativity & innovation

In a constantly evolving world, feminist organizations must be flexible enough and adequately equipped to respond to the needs and opportunities available to secure African women's rights. In fulfilling this goal AMwA;

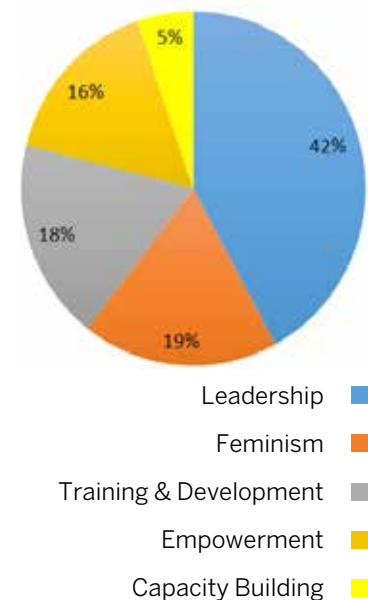
#### Defined a new strategic road map 2017/2019

2016 marked the end of a 5-year strategic plan, paving way for a new road map for 2017-2019. Supported by the International Institute of Education (IIE), the process of crafting the new road map was a consultative process that engaged various stakeholders including Alumni, friends of AMwA, Donors, and Partners. Reflections on the 5 year journey re-affirmed AMwA's relevance, recognizing AMwA's contribution to ;

- a) Development of a cohort of feminist leaders advancing the feminist agenda
- b) Promoting Peace and Security in the Great Lakes Region
- c) Meaningful engagement in the Post -2015 Development Process and
- d) Ground breaking feminist research on Extractives & Large Scale Land grabbing.

Envisioning the future, AMwA defined a road map that seeks to position AMwA as a leading feminist leadership development organization. Initiatives undertaken included online and offline surveys, internal and external consultative meetings. Defining this new road map was critical in re-affirming our niche of feminist leadership development, validation of AMwA's new strategic direction and adoption of a new strategic plan that will support AMwA's work for the next 3 years.

**Figure 1.** An analysis of stakeholders' views of AMwA based on an online survey conducted in 2016



## Accelerated efforts to eliminate Sexual Gender Based Violence

With support from Comic Relief, AMwA as part of a consortium<sup>4</sup> embarked on an initiative dubbed TuWezeshe Akina Dada; My Rights My Freedom to amplify actions to improve the rights of women and girls to be free from all forms of violence. The initiative launched on 2<sup>nd</sup> of September 2016 in Kampala, seeks to strengthen the links between UK based African Diaspora and women in Africa across generations. This will use effective and innovative approaches towards convening, capacity building support, leadership development and use of technology for social change.

Efforts to eliminate sexual and gender based violence within the great lakes region were further enhanced by the support from Amplify Change that facilitated initiatives to mark 16 days of Activism against gender-based violence in Uganda and the Central African Republic. Some of the activities undertaken included, Television shows, Conversational Circles, Public rallies and football matches and dialogues. Through these initiatives, AMwA has amplified the voices of women and girls through online and offline awareness campaigns on the elimination of sexual gender based violence. This has been through profiling and documentation of Ugandan women's influence to eliminating sexual gender based violence, and popularizing the Kampala Declaration on SGBV; thus creating an impetus from different stakeholders to address the phenomenon.

<sup>4</sup> Akina Mama wa Afrika Uganda, Foundation for Women's Health Research and Development UK, Sub-Saharan Advisory Panel UK and Young Women Leaders Institute Kenya



## Advanced the feminist agenda in critical spaces on the continent & beyond

While holding the feminist flag high, AMwA vibrantly engaged in critical national, regional and international spaces that sought to address issues pertinent to the African women. Platforms included the national women's week in Uganda, where AMwA hosted a side event on maternal health. It interrogated hindrances to the realization of maternal health and devised strategies for safe motherhood.

A reflection meeting on Burundi was held on 24<sup>th</sup> of May 2016 at Hotel Africana. The meeting was a build up initiative to earlier meetings, which sought to address the Burundi question in 2015. This was aimed at creating space for CSOs in Uganda to reflect on the Burundi Situation and develop concrete strategies towards sustainable peace and conflict resolution. Key among the outputs of the meeting was the appreciation of underlying causes of conflict such as the land questions, poverty, and discovery of minerals and questions of good governance. Some of the key strategies identified from the meeting included solidarity visits to women in Burundi, advocacy campaigns during the Arusha Negotiations, CSO visit to President Yoweri Museveni of Uganda about the Burundi question and capacity building for Burundi women in negotiations and conflict resolution. Since then the Burundi Women and Girls Movement for Peace in Burundi has actively participated in the ongoing EAC media process on the Burundi question.

The 29<sup>th</sup> Gender is my Agenda Campaign was another of the critical spaces AMwA engaged in. The 29<sup>th</sup> session was themed "Gender Inclusive Youth Empowerment and Development for Peaceful and Prosperous Africa". The



*Young People engage the government; build the bridges with those disconnected youth we need the community to know their rights and do the right things... This is about individual responsibilities, let us implement the policies in our own little ways*

*#startsomething*



**Fatima Askira**  
Executive Director Borno  
Women Development  
Initiative,  
AU Gender Pre-Summit



Ms. Irene Kagoya, making an intervention during the 29<sup>th</sup> GIMAC, January Addis Ababa, Ethiopia



A participant shares her experience during side event on Maternal Health, Hotel Africana, Kampala

meeting held prior to the Pre-Gender Summit and Head of State Summit enabled Civil Society representatives to collectively define key policy recommendations that influenced the outcomes of Pre-Gender Summit held from the 22-23rd of January 2017 in Addis Ababa and Heads of State summit. Some of the key policy recommendations raised and adopted by Pre-Gender summit included the call for ratification and implementation of the Maputo Protocol, investment in youth, re-sourcing for national gender and women machinery and establishment of a youth fund ensuring that priority is given to young women and girls. Key among the outcomes of our advocacy was the commitment of the AU Chair to ensure that there is a Special Envoy for the Youth to facilitate actions geared towards realizing the demographic dividend and establishment of a youth fund to support youth led initiatives.

Working under the umbrella of NGOCSW/Africa, AMwA continued to mobilize African women to engage in processes leading to, and during the 61<sup>st</sup> Commission on the Status of Women (CSW) themed **“Women’s Economic Empowerment in the Changing World of Work”**. This involved;

- a) The development of policy recommendations for the 61st CSW majority of which were adopted in the outcome document of Ministerial Pre-Consultation on CSW61st in Addis Ababa 25th and 26th January 2017 and used to influence the outcomes of the 61st CSW in New York;
- b) Engagement in the pre-CSW61 webinar to share the outcomes of the Pre-CSW 61 Ministerial meeting and strengthen our advocacy messages and/ strategies
- c) Support for Ugandan CSOs to effectively engage in CSW processes.

Seeking to influence the 61st CSW, AMwA hosted a parallel event themed “Securing African Women’s Land Rights for Economic and Sustainable Development”. The event held at the Salvation Army, New York on the 15th of March 2017, brought together approximately 40 women from different institutions based on the African continent and the Diaspora. The event, which interrogated intricacies to securing women’s land rights created an opportunity to share best practices such as promoting feminist research, financing women to utilize and benefit from land, reform, and enforcement of laws and policies, use of the charter of demands to hold our leaders accountable, call for private sector accountability. These contributed to influence the CSW61 debates and our work as African women continued to lobby member states to ensure that issues relating to women’s economic rights are strongly reflected in the outcome document. In addition, AMwA has continued to support the women from Southern Africa to implement initiatives geared towards advancing women’s land rights such as conducting of feminist research on women’s land rights



*When Women own land  
they are incentivized  
to produce, invest  
confidently, gain more and  
contribute to development;  
an opportunity that  
we should not trade for  
anything*



*Ms. Irene Kagoya,  
Communications &  
Advocacy Officer, AMwA*





AMWA side event left - right Ms.Irene Kagoya, Ms. Wairimu Kanyiri, Ms. Kaliya Emma, Ms. Kafui Kuwonu, Ms. Eunice Musiime March 2017

Overall AMwA’s contribution was quite instrumental in ensuring that African women engaged and contributed to influencing the outcome document. As a result a number of key “asks” on private sector accountability, recognition, reduction and redistribution of unpaid care work, enactment of legislation and reforms to realize equal rights of women and men to economic and productive resources including access to ownership and control over land, property natural resources and inheritance rights, recognition of SRHR and its link to women’s economic empowerment among others were some of our key asks that were captured in the outcome document. Our engagement also re-affirmed our mandate of strengthening African women’s voices in policy influence and decision-making processes.

### **Developed the Women Leadership Strategy for the Women@Work Campaign**

AMwA partnered with Hivos, to develop the Women’s Leadership Strategy as a mechanism to promote gender diversity and address labor rights issues from a baseline study undertaken by Hivos. The development of the strategy entailed a number of activities. These included; review of appropriate documentation such as Hivos Scoping and Baseline Studies<sup>5</sup>, Key informant in-depth interviews, round table dialogues to solicit input in the draft strategy and ensure buy-in were organized in Uganda on October 14, 2016, Rwanda on October 26, 2016, and Kenya on November 9, 2016 to the design of the strategy.

In addition, the development of the strategy benefited from the African Women Leaders Symposium (24-25 August 2016) at Safari Park Hotel Nairobi. This was for people working in the fields of horticulture, gender,

<sup>5</sup> TDS Africa Development Innovations: Kenya, Rwanda, Uganda Baseline Study Report: Women’s Rights in the Horticulture Industry, June 2016



labor, and leadership constituted the study's key interview informants.

The best practices and lessons learned further fine-tuned the strategy for Women's leadership in the horticulture sector in East Africa.

The women leadership strategy in the horticulture sector in Eastern Africa was developed in consultation with Hivos and partners working on Gender Inclusive CSR Policy and Results Based Sustainability Systems. The aim was to establish clear linkages on how strategies complement and not duplicate efforts elsewhere. A consultative meeting was held between AMwA, Hivos, Trade Care Africa and Ufadhili Trust on Friday 26th August 2016 in Nairobi to enrich the Women Leadership Strategy. Clear linkages were drawn with other ongoing work and a clear niche established for women leadership strategy in select countries.

Building on this, AMwA will be leading the implementation of the Women's Leadership Strategy in the Women @Work Campaign a 3-year project that seeks to bring about decent work for women who earn their living in global production chains such as coffee, flowers, and garments.

### **Strengthened Staff Capacities**

With support from Amplify Change AMwA hosted two in-house capacity building training in Monitoring and Evaluation training held from 14th-15th of April 2016 and Financial Training for Non-Financial Managers 26 -27th of April, 2016 respectively. The M&E training which was practical in nature, improved the capacity of staff to conceptualize, appreciate, implement and support M&E processes effectively. Reflections on the training further influenced the development of the new strategic plan. While the intensive Financial Training for Non-Financial Managers largely focused on equipping staff with basic skills and knowledge of effective financial management. The training enhanced the staff skills in budget development, effective financial

reporting and accountability for funds. Staff also reflected on a couple of best practices such as keeping donors informed about given projects or programs, creative ways of resource mobilization, effective budgeting and cash flow management.

In addition, two AMwA staff undertook a 3-day digital security training hosted by the Defenders Protection Initiative (DPI) from the 18 -20th of May 2016 at the Forest Cottages in Kampala. AMwA was among the 5 organizations that participated in the training aimed at equipping human rights defenders with knowledge and skills of digital security. The training was relevant to AMwA given that it is happening at a time when the environment for human rights work is harsh, as it is marred by threats, surveillance, blackmailing, freezing of bank accounts and impunity.



*We cannot have a good financial management system without an enabling environment culture, values and staff, budgeting, accounting, internal controls and reporting*



**Alfred Brian Agaba,**

Smart Consult



◀ In- house training for Non-Financial Managers, AMwA offices, April 2016



Through the training staff gained a greater appreciation for the relevance of digital securities, protection and securing of digital information coupled with effective storage of information of easy access and organizational memory. Since the training staff have been keen on the use of digital devices and are working to secure the organizational digital information.

## **Enhanced staff retention and recruitment**

As part of efforts to support the Program Team, AMwA recruited two Interns Ms. Mercy Asianut, Communications and Ms. Rose Kabagambe, Human Resource who supported the program staff in delivering a number of programs and/or initiatives. This followed the end of Internship period for Ms. Sharon Katuura, Program Intern, and Ms. Kisaakye Rita, Finance Intern.

Like any organization, where members have to move on at a certain time, AMwA bid farewell to one of her long serving staff Ms. Vivian B. Butamanya. She was appreciated for her dedicated service and commitment to supporting AMwA through the years.

In addition, AMwA hosted a staff reflection meeting that enabled staff to discuss a number of critical issues affecting staff performance and collectively devised strategies for enhanced teamwork and effective performance. Key among the outcomes was the identification of key areas of growth (Intellectual Capacities, Spirituality, and Self-Care). Since then each staff was assigned to take lead in supporting the team to nurture these key components in developing an organization with a soul. As a result, the team spirit has been enhanced, with increased levels of staff performance and motivation, all of which are contributing to the organizational growth and sustainability.



Vivian (Center) cutting her farewell cake flanked by Ms. Eunice Musiime ED, AMwA & Dr. Maggie Kigozi, AMwA Board Member



## GOAL 4

### **D**evelop and sustain a financially viable and increasingly sustainable organization

Just as the debate on resourcing for women's rights remained high for feminist organizations, so did AMwA strive to adopt creative forms of resource mobilization, strengthening partnerships with existing and new donors. Below are highlights of AMwA's efforts in building a financially vibrant and sustainable organization.

#### **Strengthened partnerships with national, regional organizations**

AMwA worked with different partners in advancing the feminist agenda at various levels to address a number of women's right's issues. Some of the initiatives undertaken included the TuWezeshe Akina Dada Project, Connecting Voices of Citizen's Project, Amplify Change Project and most recently the Women @ Work Campaign. Through forming strategic partnerships, AMwA has been able to secure support for a number of activities and leveraged on the support of the partners to have a wider reach and impact of the programmatic interventions undertaken.

In addition, AMwA has continued to support and engage in various coalition activities and groups such as the ICGLR Civil Society Forum, SOWAR, Women's Major Groups, Women for Uganda and NGOCSW/Africa. All of these contributed to strengthening AMwA's work and supported our efforts to build a strong women's movement on the continent.

#### **Financial Performance Income and Expenditure**

##### **Financial Performance**

The total income for the Financial Year Ending March 2017 was Usd287,855. This shows a decline in total income of Usd15,070 (5%) compared to the prior year. Total expenditure was Usd335,953. There is an increment in the expenditure of Usd 102,539 (44%) compared to the Financial Year Ending March 2016. The deficit in the year after foreign exchange losses was (Usd55,583).

## **Income**

The Income in Financial Year Ending March 2017, decreased by 5% when compared to income in the Financial Year Ending March 2016. 93% of the income received is from Development partners whereas 7% is Income from training and consultancy services provided by AMwA. Our esteemed Funders and Development Partners in the Financial Year 2016/2017 were Amplify Change, Common Wealth Foundation, Comic Relief, Urgent Action Fund, Hivos, Institute of International Education and Match International.

## **Expenditure**

The total Expenditure in the Financial Year Ending March 2017 was Usd335,953 whereas the total Expenditure in the Year Ending March 2016 was Usd233,414. This shows an increment in total expenditure of Usd102,539 which is a 44% increment in comparison to prior year. The increment in expenditure is due to the fact more projects activities were conducted in the year.

## Receipts & Payments Statement for the year ended 31 March 2017

	Note	2017		2017		2016	
		Budget	Actual	Budget	Actual	Actual	Actual
		shs	Shs	USD	USD	Shs	USD
<b>RECEIPTS</b>							
Grants Received	9.3	930,710,054	910,533,481	269,771	266,519	982,796,198	295,145
Bank Interest		67,275	72,717	20	20	170,555	50
Other Income		68,496,300	73,711,176	19,854	21,316	26,328,435	7,731
<b>Total Receipts</b>		<b>999,273,629</b>	<b>984,317,374</b>	<b>289,645</b>	<b>287,855</b>	<b>1,009,295,189</b>	<b>302,925</b>
<b>PAYMENTS</b>							
<b>Programme Costs</b>							
Become a recognized center of Excellence on Transformational Feminist Leadership for African Women	9.4 (a&b)	479,094,117	340,810,861	138,868	100,196	266,396,707	77,560
Develop & Sustain a strong & Dynamic Community of 'AMwAZons for learning, support & collaboration	9.4 (a&b)	46,409,400	150,000	13,452	42	23,891,050	6,964
Develop & Sustain a feminist organisation structure & culture that excels at learning, creativity & innovation	9.4 (a&b)	451,774,326	179,475,765	130,949	51,719	107,538,635	32,988
Create & Sustain a Financially Viable & Increasingly Sustainable Organisation		-	-	-	-	-	-
Program support & Administration Costs	9.4 (a&b)	734,400,914	634,841,374	212,870	183,996	382,394,325	115,902
<b>Total Programme Costs</b>		<b>1,711,678,757</b>	<b>1,155,278,000</b>	<b>496,139</b>	<b>335,953</b>	<b>780,220,717</b>	<b>233,414</b>
Foreign Exchange Gain/(Loss)		-	25,989,005	-	(7,485)	56,560,216	(3,840)
<b>Net Surplus/ (Deficit)</b>		<b>(712,405,128)</b>	<b>(144,971,621)</b>	<b>(206,494)</b>	<b>(55,583)</b>	<b>285,634,687</b>	<b>65,672</b>

## Fund Balance Statement as at 31 March 2017


	Notes	2017		2016	
		Actual	Actual	Actual	Actual
		Shs	USD	Shs	USD
Property ,Plant and Equipment	9.5	731,201	203	2,539,471	751
Cash and Cash Equivalents	9.6	979,312,808	271,339	1,081,340,652	319,977
Accounts Receivable and Other Assets	9.7	52,594,434	14,572	43,449,653	12,857
		<b>1,032,638,443</b>	<b>286,114</b>	<b>1,127,329,776</b>	<b>333,585</b>

### Represented by:

Fund Balance as at 1 April	9.11 (a&b)	818,467,432	242,190	492,693,656	165,555
Prior year adjustments	9.12	(2,524,280)	(699)	40,139,091	10,965
Restated Fund Balance 01 April	9.11 (a&b)	815,943,152	241,491	532,832,746	176,519
(Deficit)/Surplus	9.3	(144,971,621)	(55,583)	285,634,687	65,672
Accumulated Fund Balance		670,971,531	185,907	818,467,433	242,190
Capital Fund	9.9	731,201	203	2,539,471	751
Deferred income	9.10	347,920,912	96,399	285,373,012	84,444
Accounts Payable	9.8	13,014,799	3,606	20,949,860	6,199
Fund Balance as at 31 March		<b>1,032,638,443</b>	<b>286,114</b>	<b>1,127,329,776</b>	<b>333,585</b>

These financial statements were approved by the directors on 11<sup>th</sup> August 2017

and were signed on their behalf by:

.....President, International Executive Board

**Ms. Thokozile Ruzvidzo**

..... Executive Director

**Eunice Musiime**



# LESSONS LEARNED AND CHALLENGES



## Lessons

1. Enhancing Collective Action; while working in coalitions and networks gives us the power to maximize the available limited resources and leverage on our synergies, there are still many gaps and opportunities that must be tapped into to mutually benefit from the strength of collective action.
2. Seed Grants; Projects designed with resources for follow up initiatives often provide opportunities for continued engagement of the beneficiaries for effective monitoring and evaluation of project impact creating opportunities for sustainability beyond the project cycle.
3. Africa- Diaspora Linkages; It is critical that we work to strengthen the Africa- diaspora linkages in order to amplify our work, share best practices, support and learn from each other.
4. Male –Engagement; while there have been debates on whether or not to engage men in the struggle for women’s rights; it has become critical for us to engage men. In so doing, we have also appreciated the need to cautiously engage men, ensuring that their engagement does not further marginalize women and /or limit the safe space we have worked to create for women over the years.

## Challenges

5. The backlash on Women’s Rights: With influential world leaders pushing back on support for women’s rights; financing for gender equality and women’s rights has continued to diminish. As a result, we are facing guidelines that are more stringent and operating mechanisms that in one way or another impact on the way we conduct business.
6. Shrinking Civic Space: More than ever the CSO space has become more restrictive with enforcement of rudimentary laws and policies that go against the fundamental principles of human rights. This has in turn impacted on civic organizing and freedoms online and offline.

# LOOKING AHEAD 2017/2018



2017/2018 will be a special year in AMwA's leadership journey as we mark 20 years of the African Women's Leadership Institute; AMwA's flagship program that has transformed the lives of many African women. It will also be the first year of implementing our new strategic plan 2017/2019 and all of these will be marked by a number of programmatic and organizational milestones envisioned herein;

- Leverage on the 20 years of the African women's leadership Institute to document and amplify the contribution of the AWLI in advancing the feminist Agenda in Africa.
- Strategically position AMwA to continue facilitating feminist leadership development programs for African women.
- Effectively engage in the mobilization of African women to effectively influence, national, regional and global decision-making processes.
- Grow and position the AMwA management and support staff to be able to effectively implement the new strategic plan.
- Strengthen existing networks and partnerships and establish new alliances with like-minded organizations and or institutions.
- Continue convening and coordinating CSOs to effectively engage in the International Conference of the Great Lakes Region.



# INTERNATIONAL EXECUTIVE BOARD



**MS. THOKOZILE RUZVIDZO,**  
President International Executive Board



**ALBERTA BOSTON MAMMAH,**  
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**DR. MAGGIE KIGOZI,**  
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**LEONIE SENDEGEYA-RUBYOGO,**  
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**OPPORTUNE SANTOSNITIEMA,**  
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# STAFF



**EUNICE MUSIIME**  
Executive Director



**VIVIAN B. NGONZI,**  
Executive Assistant/HR



**PATIENCE AYEBAZIBWE,**  
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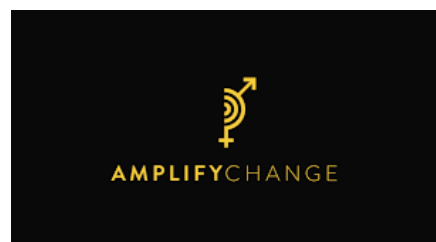


**BOSCO KOMAKECH,**  
Driver



**STEVEN MWONDHA,**  
Office Assistant

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My freedom my right to attain  
the highest standard of physical  
and mental health. Stop Genital  
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#TuwezesheDada





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