



ANNUAL REPORT 2014 2015

AS THE CLOCK TICKS, AFRICAN WOMEN ARE NOT JUST WATCHING..



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ACRONYMS

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ACE	African Centres of Excellence
AMwA	Akina Mama wa Afrika
AU	African Union
AWDF	African Women's Development Fund
AWLI	African Women's Leadership Institute
CSOs	Civil Society Organizations
CSW	Commission on the Status of Women
DRC	Democratic Republic of Congo
EI	Extractive Industries
ED	Executive Director 5
GIMAC	Gender is My Agenda Campaign
ICGLR	Gender Is My Agenda Campaign International Conference of the Great Lakes Region Institute of International Education Millennium Development Goals Monitoring and Evaluation Monitoring and Evaluation Non-governmental Organizations Monitoring and Evaluation
IIE	Institute of International Education
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
NGOs	Non-governmental Organizations
OSISA	Open Society Initiative for Southern Africa
PAC	Pan African Congress
RWN	Rwanda Women's Network
SDGs	Sustainable Development Goals
ТоТ	Training of Trainers
UAF	Urgent Action Fund-Africa

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kina Mama wa Afrika (AMwA) is a pan-African, non-governmental development organization currently based in Kampala, Uganda with the United Nations Economic and Social Council consultative status. Translated from Swahili, the name means 'solidarity among African women' which symbolizes the principle of "sisterhood."

AMwA was founded in the United Kingdom (UK) in 1985 and registered as a community based charity by a group of visionary African women who sought to create a space for African women to organize themselves to regain their own rights and visibility, network with each other, share skills and expertise, identify issues of common concern and speak for themselves on issues that affect them.

Our work is rooted in feminist principles and beliefs which define our leadership training and movement building activities that seek to enhance African woman's voices on socio-economic, political and cultural issues. Since 1997 AMwA has played an increasingly visible role as a leader of African women's and broader human rights movements. This includes playing a leading role in collaborative movement-building spaces such as the African Feminist Forum, and in advocacy on women's rights including ratification and implementation of the African Union Women's Protocol, promotion of sexual and reproductive health rights, and women's engagement in peace building and decision making processes.

Most recently AMwA was one of the many women's rights organisations that advocated for a stand- alone goal on gender equality and mainstreaming of gender in all the other goals, and targets during the formulation of 2030 agenda. Over the years AMwA has become renown for her feminist leadership development and a special space for African women come together to exchange ideas and strategize to advance the feminist agenda.



Some of the Participants of the AWLI on Oil & Gas pose for a selfie June 2014

Our Vision

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 Guiding Principles

- 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 we 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.
- 10. We believe in affirming African women and promotion of positive images of African women.



FOREWORD

or the last thirty years, Akina Mama wa Afrika (AMwA) has championed women's rights in Africa. Our philosophy is that the key to Africa's development lies in empowering women to participate fully in unlocking Africa's development potential.

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In that spirit, we believe that building woman's capacities to influence policy and development processes is essential to enabling African societies achieve their full potential. Despite the significant strides made in the advancement of women's rights in the recent past, African women remain marginalized in many facets of life and their autonomy continues to be threatened. Even with gender sensitive policies, laws, quota systems, and structural programs geared towards women's advancement we have not yielded the envisaged tangible transformation of women's lives.

The period 2014/2015 provided AMwA and many other African feminists opportunities to reflect, re-think and re-strategize for the women's advancement agenda. In this period our aspirations and dreams for "The Africa Women Want" were re-defined. We re-committed to work collectively than never before and resolved to look beyond the present; and moved to prepare women for the emerging economic opportunities and the projected continental growth.

As the content of this report demonstrates AMwA, continued to strengthen African women's leadership capacities through the African Women's Leadership Institute, feminist research, documentation and advocacy at regional and international levels. All of which greatly contributed to strengthening of African women's voices especially at a critical time when the world sought to define a new development agenda – the Sustainable Development Goals (Agenda 2030)

We are optimistic in AMwA's future; and believe that 2015/2016 will equally be productive in AMwA's Herstory as we

seek to define a new strategic road map for the year 2016-2021. It will also be an opportune time for AMwA to re-strategize and position herself to lead the struggle of African women for gender equality & women's empowerment.

As Board Chair, I extend my sincere gratitude to all our development partners' for their support without which we would not have reached this milestone. To all partners and allies; AMwA remains indebted to you for your support that enabled us implement our work plan and achieve significant outcomes. And to my fellow board members and AMwA staff; thank you all for your hard work and enthusiasm that has enabled AMwA to courageously defend the rights of women

Yours Sincerely,

Thokozile Ruzvidzo, Board Chair

A MESSAGE FROM EXECUTIVE DIRECTOR

AT A

T oday Africa is at point in its history when unprecedented opportunities for accelerated growth abound. However, it still contends multifaceted challenges most of which adversely affect women, among other groups. The leadership and staff are conversant with the shifting context; and AMwA as a feminist organization remains determined to protect and preserve the gains made by, and for, African women over the years.

"As the clock ticks women are not just watching" is a reflection of the fact that amidst the changing environment AMwA together with partners and other women's organizations are constantly devising means of dealing with new threats to women's freedoms & rights.

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AMwA's financial year 2014/2015 continued to focus on strengthening women's leadership capacities through the African Women's Leadership Institute in various areas, including: equipping African women to lead especially in emerging economies e.g. extractive industries; and land acquisitions, amplification of women's voices in the wake of the post 2015 discourses; and building strategic alliances for a collective voice and action for the protection of women's rights; and documentation of African women's achievements and narratives. All the foregoing are strategically geared towards creating a strong women's movement on the African continent that truly shapes the **"The Africa Women Want"**.

At an institutional level, 2014/2015 has been an incredible year in AMwA's leadership journey; because it presented us with great opportunities for internal reflection on the current status of the organization footing and her vision beyond 2015. With a strong Board and dedicated staff, AMwA is re-strategizing and re-organizing herself to live up to its image as the leading feminist organization that personifies African women's aspirations and dreams into a reality. With the ongoing review of the current Strategic Plan 2011-2016 and designing of a new Strategic Plan 2016-2021, AMwA hopes to turn to a new page on which African women powerfully re-write their Herstories.

For Africa to achieve its goals on women's empowerment there has to be effective enforcement of current policies and allocation of resources to the gender equality agenda. As we look forward to an exciting but yet challenging year 2015/2016 when continental governments adopt a new development framework, AMwA invites African women, state governments, development partners, and all other stakeholders to move from promises to action.

I extend my sincere gratitude to all stakeholders who walked the journey with us during this financial year, and trust that you will continue supporting our work as we strive to create a just and secure Africa.

Sincerely,

Prof. Maggie Kigozi,

Interim Executive Director

STRATEGIC AREAS OF FOCUS

Feminist Leadership Development:

Since her inception, AMwA has been committed to women's leadership development focused on 'raising the bar' by equipping African Women with relevant skills and knowledge to effectively participate in leadership and decision making processes. Through her flagship Programme-the African Women's Leadership Institute (AWLI), women achieve personal empowerment, develop critical thinking on feminist theory and practice; begin to question existing structural barriers to gender equality and women's empowerment; individually and/or collectively organise to transform the lives of African women. Today the Institute is renowned for its holistic **P: Personal Mastery; O: Organising Skills and T: Taking Action** (P.O.T) leadership training framework, which underpins all AWLIs.

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Knowledge Generation, Documentation & Dissemination:

Using feminist lenses, AMwA documents and captures African women's lived realities in the form of literature, pictures and videos; questioning the existing gender inequalities and systems of oppression. The knowledge generated highlights areas of intervention, existing gaps and opportunities that AMwA then uses to inform strategic invention areas, leadership institutes, advocacy initiatives and movement building. Another unique but yet powerful component of knowledge generation is the oral Herstory, in which we document experiences of African women in their own words across generations providing African women the platform to celebrate their struggles and own their achievements. The researches & Oral Herstories are disseminated among various stakeholders including policy and decision makers, partners and alumnae who in turn are able to utilise them as resource and advocacy tools for the realisation of gender equality & women empowerment.

Policy Influence & Advocacy:

This is a key strategy inbuilt in our core programmatic pillars to ensure that issues affecting women are continuously brought to the attention of key policy makers, government and relevant stakeholders. Through this pillar AMwA fronts issues that are critical to African women, builds women's leadership capacities to effectively engage in advocacy initiatives, mobilises women's rights organisations and/or institutions to collectively speak and drive the agenda of women's rights and gender equality at national, regional and international platforms. Working in partnership with various women's rights organisations, AMwA is positioned to influence and advocate for policy/law reforms and hold governments accountable to their commitments on gender equality and women's rights.

Networking & Movement Building:

All of AMwA's strategic approaches are geared towards strengthening African women's voices on issues pertinent to themselves and creating a vibrant women's movement that collectively works to advance the interests of African women in all their diversities. As a result, AMwA believe in the spirit of sisterhood and has built strong partnerships with women's rights organisations, networks and coalitions on the African continent and beyond to ensure that issues of affecting women are prioritized and given due attention. Through Networking and Movement building, AMwA leverages on each organisations and/ or institutional strengths and resources to advance the rights and freedoms of African women that we could otherwise not have achieved if we worked in silos thus creating a collective voice and actions on issues that are critical to African women.



AMwA focuses on the following programmatic areas of interventions:

Women in Politics and Decision Making: Africa has continued to witness a rise in the number of women leaders with Rwanda registering 64 percent of female members of Parliament. Unfortunately the numbers have not proportionately translated to transformation of women's livelihoods as anticipated. Not all women in elective positions are able articulate and advance the women's rights agenda let alone issues of gender equality and women's empowerment. Through this intervention AMwA seeks to strengthen women's leadership capacities to question underlying structural barriers to gender equality, engage, and effectively influence decision making processes and outcomes. AMwA focuses on building the leadership capacities of women aspirants, parliamentarians, and women local councillors to assume leadership and advance causes of African Women.

Sexual and Reproductive Health Rights (SRHR) for Women: The assumption is that if women have full access to SRHR, they will have access to family planning, counselling, information and education as well as services related to dealing with unwanted pregnancies like prevention, provision of safe abortions, fertility related services, sexual transmitted infections (STIs), breast cancer and cancers of the reproductive system and active discouragement of harmful traditional practices such as female genital mutilation thus improvement of their livelihoods. Under this thematic area, AMwA focuses on issues of Gender Based Violence, maternal health rights, rights of marginalised groups including sexual minorities and commercial sex works, conflict and post conflict violence and long term forced migration.

Women Economic Justice: Under this thematic area, AMwA seeks to build women's leadership capacities to advocate and push for policy reforms geared towards the protection of women's economic rights. AMwA embarked on ground breaking work on Economic Justice for African Women with a specific focus on the impact of land acquisitions for investments not only in agriculture, but in Oil and Gas on local communities in 2012. And in 2013 moved to build the leadership capacities of women in Trade Unions to influence policy reforms and build their capacities to be able to effectively engage in various platforms and decision making bodies.

Women Peace and Security: Africa has experienced extensive periods of conflict over the past decade; which have had significant effects and have undoubtedly increased in historic levels; and impacted on women and girls in uneven ways. In many instances, women and girls have been extremely vulnerable in the face of massive human rights violations which are rampant during conflicts. Unfortunately, women have not been systematically and consistently involved in peace building, rehabilitation and reconstruction as envisaged in U N Security Council Resolution 1325. Through this intervention AMwA is able to influence and advocate for the implementation of the international and regional agreed commitments on women's engagement in peace building processes and decision making; thus ensuring that issues affecting women in conflict and post-conflict situations are addressed in holistic and in an engendered way.



Irene with other Pan African Congress participants at the 58th Ghana Independence Day Parade, at Black Star Square March 2015

Our struggles as African Feminists have largely been shaped by numerous forces intricately linked to our past as a continent with diverse pre-colonial contexts, slave trade, neoliberalism, globalization, colonization, conflicts, religious fundamentalism etc.

In response, African feminists, have worked to advance the rights of women since the 1995 Beijing Conference; creating agency for the realisation of gender equality and women's empowerment. This is evidenced by the adoption of progressive laws and policies that have included the adoption of the gender equality principle in the African Union's (AU) Constitutive Act (2002), the AU Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (2003) and the Solemn Declaration on Gender Equality in Africa (2004), among others. In addition state reports have demonstrated significant progress in critical areas such as: girls' education, women's political participation, maternal health, adoption of action plans on UN Security Council

Resolution 1325, as well as laws and policies on violence against women. Positive to note are opportunities for women's advancement such as projected economic growth in Africa, exponential growth in social media, rise of women in leadership positions, deliberations and integral reflection of gender equality in Sustainable Development Goals. (Agenda 2030) and the Africa Agenda2063 which when leveraged are likely to creates opportunities to not only consolidate our gains but also accelerate the implementation of gender equality commitments.

Despite the above gains and opportunities, there are new forces, constraints, organisational needs and complex power relations that are reshaping feminist organising and watering down the feminist agenda. Drivers of change such as a growing political impact of religious fundamentalism on policy and social attitudes across Africa are pushing highly conservative moralistic policy agenda around sexuality, sex work, dress codes and reproductive rights.

Conservative moralistic policy agenda around sexuality, sex work, dress codes and reproductive rights.



The donor environment is shifting with the majority of funding moving towards large-scale, service- oriented projects and quantifiable outputs. This puts a burden on women's organization to argue the case for funding social changeoriented work and developing more robust systems to engage these donors. There is also a growing backlash against emphasis on "feminism" from within the less political 'gender' sector and among many young women, and growing trend around 'men's involvement' which, when implemented incorrectly, can reposition men as recipients and decision-makers around resources for gender equality with no real change to gender power relations.

Governance and security challenges across the African region are another external driver for feminist organizations working on human rights and social change. This coupled with growing policy restrictions on civil society in some countries (e.g. Ethiopia, Zambia and Uganda) affect feminist organization's ability to operate effectively. Similarly, civil wars have had a compounded effect on women at all levels, including the exacerbated sexual violence in conflict situations that has been identified as one of the major problems threatening security and stability especially in the in the Great Lakes Region. Working in this complex environment is not only challenging for feminist organizations like AMwA but rather also presses us to become more innovative in how we works and remain cognizant of the emerging threats even as we celebrate the achievements of feminist organizing.

The 2014/2015 annual performance report provides insights on the overall implementation progress; and the effectiveness of program approaches; and the programming implications going forward. It highlights the program priorities that are central to AMwA's mission and underpins the Strategic Plan 2011–2016. The annual report is based on the analysis of a catalogue of program activities and the results that conform to AMwA's Results Framework. In the reporting period 2014/2015, AMwA accomplished the following:

Feminist Leadership Development

1. African Women's Leadership Institute (AWLI)

The African Women Leadership Institute, hereafter referred as the "the Institute" is a flagship program of AMwA formed in the wake of the 1995 Beijing Conference. To date this Institute has trained over 4,000 women; significantly contributing to strengthening leadership skills of young women on the continent and in the diaspora. The AWLI alumnae, majority of whom occupy positions of leadership in various spheres, have continued to advocate for gender equality and women's rights at different forums thus strengthening African women's voices and contributing to the empowerment of women on the continent.

In 2014/2015 AMwA conducted two Institutes that (a) strengthened women's leadership capacities to engage with the extractive industries and (b) provided an opportunity to amplify women's voices on access and ownership of resources in the wave of land accumulation.

• Economic Justice for African Women in the Extractive Industries

Basing on findings of two research studies undertaken by AMwA, the Institute conducted two training sessions to build the capacities of 21 women leaders from Ghana, Liberia and Nigeria (Accra - April 2014) and 19 women leaders from Tanzania (Dar es Salaam - June 2014) to promote the integration of the feminist perspective in the extractive



Ms. Omorala Balogun speaking to participants of the West African AWLI at Oak Plaza Hotel, Accra, Ghana , April 2014

industries in their respective countries. The AWLIs provided a special space to deliberate on the structural disparities of the extractives industry, disadvantages stacked against women's participation, and reviewed policy frameworks that govern the sector. The result was the crafting of strategies for effective engagement and fomenting of collective voice on the need for economic justice for women in the extractive industries.

Gender Issues in the New Wave of Land Acquisition

The rise in large-scale land acquisitions in Sub-Saharan Africa has become an issue of importance in feminist gender discourses on women's land rights, including access, ownership and control. The Institute conducted a capacity building workshop for 15 women leaders from Malawi, Zambia and Swaziland to champion land reforms that will protect the interests of women, especially in large-scale commercial land transactions. This AWLI provided opportunity for participants to formulate recommendations to secure women's land rights. In addition, it amplified women's voices in discussions and decisions-making on matters of access, utilization and ownership of land in their respective countries.



A section of the participants of the Southern Africa AWLI pose for a photo, September 2014



A group photo of the East African AWLI Participants at Courtyard Hotel, Dar es salaam, Tanzania June 2014

2. Strengthened African Centres of Excellence Network

AMwA has been a member of African Centres of Excellence (ACE) network since 2012. The ACE network aims to mobilize leading women's organizations and world-class leadership resources to provide or support African women leadership development. In August 2014, AMwA partnered with Rwanda Women's Network (RWN) to develop the RWN Women's Leadership Curriculum and to support feminist leadership training in Rwanda. The Curriculum was designed based on Rwanda women leadership assessment needs which identified the need to empower women at the national, provincial, district and sector levels to vie for leadership positions, as well as to participate more effectively in decision making processes.

The RWN adapted the AWLI curriculum to the needs of Rwandan women and conducted high quality trainings on feminist leadership. On one hand, the training sessions enhanced AMwA staff capacities in curriculum development and also equipped Rwandan trainees with knowledge on feminism and practical skills for facilitation of feminist leadership training. Equal in importance, the engagement strengthened the partnership between AMwA and RWN.

3. Enhanced Feminist Facilitation Skills

With support from the Open Society Initiative for Southern Africa (OSISA), a Train of Trainers (ToT) feminist facilitation skills training workshop was conducted for 34 young women from Democratic Republic of Congo, Botswana, Namibia, Zimbabwe, Zambia, Malawi, Swaziland, & Lesotho. The workshops aimed at developing a critical mass of feminists who can train, coach and mentor others on feminist leadership principles and values. This intervention was based on the need to address the lack of knowledge transfer and mentorship programs for young feminists that had been identified as one of the causes that was weakening the women's movement in the region. The ToT equipped a cadre of young trainees with knowledge and skills to apply feminist facilitation methods in post-training activities that positively influenced African women to become engaged in the women's movement.

Knowledge Generation, Documentation & Dissemination

1. Research and Documentation:

In 2014-2015 AMwA undertook two (2) research studies on the extractive industries in East and West Africa. Both research papers revealed that women, despite bearing the brunt of gender-blind laws and regulatory frameworks, obtain disproportionate low benefits from the Oil and Gas sector. Basing on the research findings, two leadership capacity building trainings (in Accra and Dar es Salaam) were conducted to deepen understanding of gender issues in the extractive industries and promote policy engagement and influence.

Large Scale Land Deals in sub-Saharan Africa: The Importance of Feminist Engagement

Large-scale commercial land acquisitions involving buying or leasing of large pieces of land in sub-Saharan Africa threatens to do more harm than good because of the transactions - which are often, shrouded in secrecy, controversy and corruption. In the past, research conducted on large-scale land deals in sub-Saharan Africa did not focus on the gendered implications and the feminist perspective of these transactions. Against this backdrop AMwA commissioned a study to examine the drivers of large-scale land acquisitions, contractual



arrangements underpinning these deals and the effects on local populations from a feminist perspective; and to furnish national Governments, CSOs, and the private sector with recommendations for better protection of women's land rights in such deals.

The research highlighted the nature and extent of this new form of land grab in sub-Saharan Africa and how it impacts on women. The research findings were instrumental in shaping the training curriculum for Institutes on land Acquisitions, Oil and sector. In addition, the findings greatly contributed to raising awareness about the need for adoption of a feminist perspective in dealing with the emerging economic issues and opportunities.

• In-depth Research on Oil & Gas Extraction Industry in East Africa: An African Feminist Perspective.

On the African continent the ongoing boom in extractive industries has been viewed as a unique economic opportunity for poverty reduction and promotion of socio-economic development. However the extent to which women benefit from the Oil and Gas sector will largely depend on the protection of their economic rights including ownership, access and control of natural resources. In light of this, AMwA commissioned a study to investigate the Oil and Gas sector with feminist lens in order to inform the African Women's Leadership Institute. The report highlighted women's participation and contribution to the Oil & Gas Sector. During the launch of the research report (on 27th of February 2015, in Kampala) both the State Minister for Mineral Development Uganda, Hon. Peter Lokeris and Interim Executive Director; AMwA Dr. Maggie Kigozi emphasized the need for inclusion that is especially intended to economically benefit women. Commenting on the report in a subsequent special panel discussion of different stakeholders, the Commissioner, Petroleum Exploration and Production Mr. Ernest Rubondo



congratulated AMwA on this very unique research, acknowledged the relevance of the findings and noted that government would support skills development especially women in the sector.

The research findings informed (a) the development of the curriculum for the AWLI on Economic Justice in the Oil and Gas sector and (b) the role to be played by AMwA in nascent Oil and Gas industry. For instance, AMwA will lobby key actors in the Oil and Gas industry to exercise their constitutional mandate to improve the status of women as a strategy of ensuring sustainable development. Further, the study proposed how AMwA should position itself to build and strengthen alliances to promote transformational feminist leadership.

2. Documentary celebrating African Women Leadership

One critical pillar of AMwA's work has been the oral Herstory component that captures the experiences of African women in their own words. During the reporting period AMwA produced a documentary featuring her work over the last 30 years. The documentary covered the AMwA leadership journey and its contribution to strengthening the African women's movement; the impact of the AWLI on the lives of different alumni; African women; and its influence on policy on the African continent and beyond. The documentary which was shared and circulated through various social media platforms and networks greatly contributed to publicising AMwA and showcasing its impact on the lives of African women.

3. Documentation of Testimonies of Alumni - Monthly Herstories

Since 2013 AMwA has been profiling alumnae's leadership journeys on the AMwA website (www. akinamamawaafrika.org) as part of documenting and celebrating achievements of African women who have relentlessly continued to fight for the rights of fellow women. Monthly inspirational Herstories highlight experiences of AWLI alumnae as change agents in their communities. The period 2014-2015 featured several testimonies from alumnae and below is an excerpt from one of remarkable Herstories during this period.

Ms Ruth Mumbi, AWLI 2010

Y name is Ruth Mumbi a Community Organizer, Human and Women Rights Defender in the informal settlements in Kenya, I am the Coordinator and the Founder Member of BUNGE LA WAMAMA MASHINANI (WOMEN PARLIAMENT), which is a movement of grassroots women, organized in form of caucuses whose main objective is to amplify the voice of the women and give them a voice through documentation.

I am an alumnus of the African Women Leadership Institute (AWLI) 2010, and an initiator of WAREMBO NI YES a movement of young women in Kenya and that was led by young women to drum up support for the new Kenyan Constitution. As a movement we educated young women on their rights hence making them to vote yes. This movement was conceived shortly after the AWLI training. Although WAREMBO had its challenges like any other movement it was also a success story and has remained to be an inspiration to many.

In 2013 I was nominated and became a finalist of the Frontline Defenders International Human Rights Award which was hotly contested by participants from over 100 countries across the globe.

Currently I also serve on the Advisory Board of Bridge International Group based in the UK a global group of like-minded enthusiastic and committed people working on gender and social movements in a variety of areas and regions.

Through the contacts that I made during the AWLI we managed as the Kenyan delegation to initiate a movement of young women to rally and campaign dubbed WAREMBO NI YES, the movement mobilized the voices of young women to understand rights and the need for a constitution that upholds human rights for the then new constitution which became law.

I want to be remembered as Socialist feminist who believes in the re-affirmation of human values, ideals of sisterhood: taking care of people, being sensitive to

people's needs and developing potential.



Ms Ruth Mumbi

Influencing Policy, Advocacy and Movement Building

In partnership with like-minded organisations and /or institutions AMwA champions African women's causes at different national, regional and international platforms. In affirmation of our ethos **"Speaking for Ourselves"** AMwA vibrantly engages in processes and relevant spaces articulating issues of interest to women thus effectively contributing to making the feminists demands known; and shaping the debates and influencing outcomes of **"The Africa Women Want"**.

Together with other women's organizations, alumni, and women leaders AMwA continued to engage in different strategic platforms, advancing feminist agenda and strengthening feminist movement in Africa. The interventions included conducting documentation and dissemination of outstanding feminist-related researches and achievements of African women; held convenings and events that promoted the feminist agenda; joined networks and campaigns advocating for African Women's Rights. Furthermore, AMwA continued to pursue strategic partnerships with key organizations to form powerful lobby groups or far-reaching influential networks. AMwA undertakes advocacy initiatives, participating in ongoing discourses on issues that affect women, research and documentation.

1. Networking, Advocacy & Influencing Policy

Amplification of African Women's Voices in the Post-2015 Development Processes

Building on our achievements for 2013/2014, in 2014/2015 AMwA continued to participate in global, regional and national processes that sought to influence the post 2015 agenda. AMwA worked with women's rights organisations¹ to contribute to the roll-out of a Post-2015 framework by convening a 3-day High Level Strategy meeting in Kampala on the Post-2015 Agenda. The meeting that involved Government representatives across Africa, CSOs, the media and other stakeholders, deliberated and developed a common position on key gender equality priorities and potential advocacy themes. The event endorsed demands for a stand-alone goal on gender equality, women's rights and women's empowerment; and the need to mainstream gender into both the *Common Africa Position (CAP)* and the *Post-2015 Agenda*. An 'Outcomes Document' from the Post-2015 meeting was used to lobby African Missions in New York during the June 2014 inter-governmental negotiations

¹ African Women's Development and Communication Network (FEMNET, Forum for Women in Development (FOWODE), Ipas Africa Alliance, the United Nations Millennium Campaign (UNMC), the Africa Working Group and Government of Uganda



A group photo with Hon. Mary Karooro Okurut (Centre), Minister of Gender & Social Development during the High Level Strategy Meeting, Sheraton Hotel, Kampala June 2014

on the *Post-2015 Development Agenda*, and other forums on the continent for the inclusion of African women's priorities. In addition, AMwA has been able to influence Post-2015 agenda through engagement in various advocacy activities and by attending several experts meetings.

• The 59th Commission on the Status of Women (CSW)

AMwA participated in the 59th CSW which reviewed progress made on the Beijing Platform for Action and the attendant declarations. Over the years AMwA's work has been anchored on the 12 critical areas of the Beijing Platform for Action therefore the 59th CSW provided a great opportunity to participate in the deliberations given the fact that our flagship program, the AWLI, contributes to the Strategic Objective Goal #2 of the Beijing Platform for Action.

The aforementioned objective enjoins every women's organisations to strengthen capacities of women to provide leadership so that they effectively participate in decision making; a key strategy undertaken by AMwA that is



Prof. Maggie Kigozi (in stripped top) at the 59th CSW in New York, March 2015

strengthening African women's leadership capacities to effectively engage in various sectors of the economy.

At the 59th CSW session, AMwA showcased her accomplishments; consequently drawing interest and appreciation from various stakeholders. For example, AMwA was invited to present her Research on Oil & Gas Extraction Industry in East Africa: An African Feminist Perspective at Harvard University.

• The 8th Pan African Congress (PAC)

AMwA is one of the many Pan African Organizations that vibrantly participated at the 8th Pan African Congress (PAC) held in Accra, Ghana. AMwA was part of the women's caucus that discussed and strategized on key issues affecting African women. AMwA did not only mobilize delegates from the East African Region to meet and strategize on how to strengthen the PAC but also endeavoured to include key issues affecting women the resolutions reached at the end of the congress Resulting from the 8th PAC, AMwA together with allies formed a special team to organize and coordinate delegates for a pre-congress meeting as part of to the 2nd phase of the 8th PAC to be held in 2016.

Advocacy Training for African Centres of Excellence (ACE) Members

In January 2015, AMwA participated in advocacy training for ACE network members in Addis Ababa by Institute of International Education (IIE). The training equipped network members with advocacy skills required to effectively influence policy formulation processes. The advocacy training also resulted in production of the ACE Network position paper, which was presented to the Ministers of Gender from all the AU member states. Thus influencing and /contributing to the outcome of the Gender is My Agenda (GIMAC) Campaign.

International Conference on Great Lakes Region-ICGLR

In execution of her new mandate, vice chair of the ICGLR, Regional Civil Society Forum AMwA convened a National Civil Society meeting in October 2014. The objective of the meeting was to orient Civil Society on the ICGLR Pacts Protocols and decisions in order for CSOs to effectively engage with the process. A total of 18 CSOs were recruited across the democracy and good governance, peace and security, humanitarian and social issues, economic development and regional integration thematic areas. AMwA's mobilization and coordination abilities earned her visibility and recognition by national and regional governments. Resulting from demonstrable leadership and effective mobilization of the CSO sector (a) in August 2014 AMwA was unanimously nominated to lead the Coalition on the Framework of Hope initiative, and (b) in February 2015 AMwA participated at the planning meeting for the regional CSOs Coalition that was held in Nairobi. AMwA continues to mobilize and coordinate CSO effective engagement in ICGLR related processes and coalition.

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Institutional Strengthening

1. Leadership Transition

AMwA experienced transition at the senior management level following the end of the contracts of the Director, Ms. Leah Chatta- Chipepa and the Finance Manager Ms. Prossy Mutumba. During this period an interim Executive Director was appointed to steer the organisation and allow ample time for the recruitment of new leadership.

2. Internal Reflection

AMwA held a two-day internal meeting in July 2014 to reflect on her 30 years journey and develop consensus on the future of AMwA. The ensuing deliberations with feminist activists, allies and strategists reminisced AMwA's leadership programs; its resilience in advocating and supporting the feminist agenda; its innovativeness and creativity in production of women leadership across a wide scope of sectors; emerging issues and relevance of its programs.

The Reflection resulted in recognition of outstanding achievements; acknowledgement of gaps remaining in AMwA's area of work; prevailing contextual influences and the mitigation measures necessary to achieve even better results. The outcomes of the Reflection informed AMwA's subsequent programming and interventions.



AMwA team reflecting on her relevance in the changing terrain, at the Metropole Hotel, Kampala July 2014



articipants sharing values of coaching during the CEO's Forum in Nairobi, Kenya June 2014?

${f 3}_{f \cdot}$ The 3rd Chief Executive Officer's Forum

AMwA was part of the grantees who benefited from the 3rd CEO's Forum organized by African Women's Development Fund (AWDF) in June 2014 in Nairobi, Kenya. The theme of the forum was "Leadership, Governance and Communication for CEOs /EDs of Women's Rights Organizations". Other topics handled included: Effective Governance or Management; Use of Power in Organizations; Impactful Communication and Understanding the Media Landscape. A coaching program was established to support participants define their personal development result framework - in terms of key indicators for the desired outcomes, expected key results and the expected outputs. The Forum contributed to institutional strengthening.

4. Annual Board Meeting

The AMwA Board is mandated to meet at least once a year; in 2014 the Board had one meeting on the 19th of July 2014 at the Metropole Hotel in Kampala. The meeting created an opportunity for members to deliberate on critical issues of concern for the organization that included; strengthening of financial systems, organisational leadership, resource mobilization, and staffing. One of the key outcomes of the meeting was the adoption of strategic approaches to support the organization especially through the leadership transition phase as AMwA sought to secure new leadership.

OPPORTUNITIES

By remaining committed to the feminist agenda, AMwA has made steady progress in the implementation of its Strategic Plan 2011- 2016. Going forward, there are known factors that will positively influence implementation of planned activities. For example, efforts to address women's economic justice in the extractive industries have amplified feminists' voices in articulating women's concerns in this sector.

AMwA's continued provision of leadership to the Regional CSO forum (as Committee Chair and as Committee Member on Communications and Advocacy for the NGOCSW/Africa Forum) will go a long way to further strengthen women's movement building efforts. Adding to the already existing partnerships, AMwA has established new alliances with *Women's Major Group, and Post2015 Women's Coalition*.

CHALLENGES

In spite of the achievements of 2014/2015, some challenges remain that require either mitigation or adjustment of approaches and /or interventions. The challenges range from high staff turn-over to limited funding; and to internal organizational slow-down (inertia); to managing partner relations; and to other operational constraints such as limited technical capacities to consistently document AMwA journey and experience. The challenges should be viewed against the changing social-political landscape. Socio-economic changes occur at an accelerated pace requiring AMwA to continually strive to keep its strategic intentions relevant to struggles, needs and aspirations of African women.

Limited funding: The Implementation of 2011-2016 Strategic Plans commenced in 2011 and coincided with a period when there was a great cut back on donor funding. Lack of dependable source and sufficient funding continues to constrain the operations of AMwA. Neither does AMwA have sufficient funds to fully implement programs nor invest in its own institutional development. Therefore, AMwA cannot always pay competitive staff salaries, sufficiently meet operational overheads and make ongoing investments in institutional capacity. Most of the funds received during 2014/2015 were mainly ear-marked for project activities. This state of affairs not only constrained program implementation but also made AMwA quite vulnerable. Further, available research

findings points to the fact that gender inequality tends to be resistant to change and, therefore, requires protracted programming in order to reverse the trends yet very few donors are willing to commit funds to such long-term undertakings.

Slow implementation of Laws and Policies on Gender Equality and Women's' Empowerment

While an increasing number of African countries have adopted laws and policies, they are rarely accompanied by adequate budget allocations, or the requisite institutional, staffing and infrastructural improvements at national and sub-national level. Efforts should now be focused on ensuring that governments and partners implement their commitments.

Scope and Coverage of AMwA interventions

Due to limited funding AMwA's scope and coverage of interventions has remained limited on the continent. This is linked to the high prices of tickets and accommodation on the continent and hence the leadership institutes are not able to reach large numbers. In addition, the post training activities have largely remained unfunded thus limiting the impact of the African Leadership Training Institute. Greater efforts are needed to find innovative ways to take forward the action plans that participants develop at the end of the training.

LOOKING AHEAD - PRIORITIES FOR 2015 /2016

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aking into account the challenges experienced in 2014/2015, AMwA yet again demonstrated unique contributions to feminist leadership development and strengthening African women's capacities. Economic development, political democratization, or changing societal attitudes about gender roles – do not, in and of themselves, push the issue of women's rights to the fore.

Bearing in mind the need to sustain the drive for greater women leadership in Africa, amplification of women's voices and deepening of feminist activism; the 2015/2016 activities are intended to ensure that AMwA efforts remain relevant. The up-coming operational year is critical for AMwA because it will be transitioning into a new strategic plan. This section of the annual report highlights the programmatic priorities for enhancing the organization's strategic influence and collaboration with Governments, partner CSOs, and private Sector.

- Embark on the review of the current strategy 2011/2016 and development of a new plan.
- Mobilize and actively engage in the development of the post2015 development framework.
- AMwA to continue convening and coordinating CSOs to effectively engage in the International Conference of the Great Lakes Region.
- Continue to strengthen AMwA's capacities to effectively deliver feminist leadership development for young women.
- Strengthening existing networks and partnerships and establishing new alliances with likeminded institutions and/organisations.



FINANCIAL STATEMENTS



Financial Performance

The total income for financial year Ending March 2015 was Usd 317,808. This shows a decline in total income for the period of Usd 99, 341 (24%) compared to the prior year. Total expenditure was Usd 371,409, showing a reduction in total expenditure of Usd 365,373 (50%) compared to the Financial Year End March 2014. The deficit after foreign exchange gains and losses was Usd60, 125 for Financial Year End March 2015.

Income

Total Income in Financial Year Ending March 2015, decreased by 24% compared to Financial Year Ending March 2014. 91% of the income received is from Development Partners whereas 9% is other income received by Akina Mama wa Afrika and this includes income from partner organisations to cater for travel costs, and income from

sale of depreciated fixed assets. The reduction in income is mainly due to closure of high value funding projects and stiff reduction in core support from major donors. Our esteemed Funders and Development Partners for the Financial year 2014/2015 were; African Women Development Fund(AWDF), American Jewish World Society (AJWS), Ford Foundation, Institute of International Education(IIE). The Match International Women's Fund, Rwanda Women Network (RWN), Wellspring Advisors.

Expenditure

The total expenditure in Financial Year 2014/2015 was USD 371,409 whereas the total expenditure for Financial Year 2013/2014 was USD736, 782. This shows a reduction in total expenditure of USD 365,373 which is a 50% reduction. The reduction in expenditure is attributed to closure of some major projects, reduction in the number of staff, and cutting down on running costs in relation to funding availability.

RECEIPTS & PAYMENTS STATEMENT

	Notes	31-Mar-15 Budget	31-Mar-15 Actual	31-Mar-15 Budget	31-Mar-15 Actual	31-Mar-14 Actual	31-Mar-14 Actual
		Shs	Shs	USD	USD	Shs	USD
<u>Receipts</u>							
Grants Received in the year	9.3	723,645,000	747,306,665	289,458	288,840	921,452,862	361,499
Bank Interest	9.4					189,517	74
Other Income	9.4		68,947,762		28,968	140,883,152	55,576
Total Receipts		723,645,000	816,254,427	289,458	317,808		417,149
<u>Payments</u>							
Programme Costs							
Become a recognized centre of Excellence on Transformational Feminist Leadership for African Women	9.5(a&b)	725,178,750	653,580,772	290,071	250,322	822,816,429	323,261
Develop & Sustain a strong & Dynamic Community of 'AMwAZons for learning, support & collaboration	9.5(a&b)	9,592,375	2,435,641	3,837	948	87,058,843	33,917
Develop & Sustain a feminist organisation structure & culture that excels at learning ,creativity & innovation	9.5(a&b)	158,217,500	109,987,247	63,287	41,450	128,027,330	50,695
Create & Sustain a Financially Viable & Increasingly Sustainable Organisation							
Program support & Administration Costs	9.5(a&b)	241,274,800	204,813,393	96,511	78,687	811,258,094	328,910
Total Programme Costs		1,134,263,425	970,817,053	453,706	371,409	1,849,160,696	736,782
Foreign Exchange Gain/(Loss)			70,065,891		(6,524)	(12,862,482)	12,171
Funds available at start of period		577,190,391		225,679		-	-
Net Surplus/(Deficit)		166,571,966	(84,496,735)	61,431	(60,125)	(799,497,646)	(307,462)

AMwA Annual Report 2014 2015

The notes (9.1-9.13) to these financial statements form an integral part thereof.

FUND BALANCE STATEMENT 2014 /2015

	Notes	31-Mar-15	31-Mar-15
		Actual	Actual
		Ushs	USD
Property ,Plant and Equipment	9.6	6,489,792	2,181
Cash and Cash Equivalents	9.7	525,052,644	176,428
Accounts Receivable and Other Assets	9.8	22,488,327	7,557
Total Assets		554,030,763	186,166
Represented by:			
Fund Balance as at 1 April	9.12 (a&b)	480,257,358	193,107
Adjustments on provisions*	9.13	96,933,033	32,572
Restated Fund balance 01 April		577,190,391	225,679
Surplus / (Deficit) for the year		(84,496,735)	(60,125)
Accumulated Fund Balance		492,693,656	165,555
Capital Fund	9.11	6,489,792	2,181
Deferred income	9.10	-	-
Accounts Payable	9.9	54,847,315	18,430
Fund Balance as at 31 March		554,030,763	186,166

The notes (9.1-9.13) to these financial statements form an integral part thereof.

Ms. Thokozile Ruzvidzo President, International Executive Board

Dr. Maggie Kigozi Executive Director

GOVERNANCE: BOARD AND STAFF

AMwA is governed by an International Executive Board that is, chaired by the President and led by an Executive Director. The Chief Executive Officer of Akina Mama wa Afrika is the Executive Director, to whom all staff, interns and volunteers report to through their respective line managers.

Board of Directors



MS. THOKOZILE RUZVIDZO President International Executive Board



OLUFUNMILAYO (FUNMI) BALOGUN -ALEXANDER Board Member



ALBERTA BOSTON MAMMAH Treasurer, International Executive Board



OPPORTUNE SANTOS NITIEMA Board Member



DR. MAGGIE KIGOZI Board Member



LEONIE SENDEGEYA -RUBYOGO Board Member

STAFF

CATAGORATIATA ATATA ATA



PROF. MAGGIE KIGOZI Interim Executive Director



IRENE KAGOYA Communications & Advocacy Officer



BOSCO KOMAKECH Driver



VIVIAN B. NGONZI Executive Assistant / HR



NAMBI MARGRET Finance Officer



STEVEN MWONDHA Office Assistant



PATIENCE AYEBAZIBWE Program Officer



COSTANCE TUMUHAMYE Front Desk Manager

OUR ESTEEMED DONORS & PARTNERS





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