OUR STORY

FOWODE’s beginnings are rooted in the 1994-1995 constitution-making process in Uganda. It all started in 1994 when 8 women came together to lead the Women’s Caucus in the Constituent Assembly. With support from the Uganda women’s movement, feminist academics, funding partners and allies from the disability, workers and youth movements, the Women’s Caucus won landmark provisions guaranteeing women’s rights and gender equality, and opened opportunities for women’s political, economic and social empowerment through affirmative action. Uganda’s Constitution was acclaimed as one of the most gender sensitive in the world.

Riding on the momentum of the constitution making process, FOWODE was established as a Non-Governmental Organization to offer a platform for Ugandan women’s learning, networking, sharing experiences and advocating for gender equality and equity in decision-making process. Relentlessly pursuing a non-partisan path and grounded in the Ugandan and African women’s rights movements, FOWODE has focused its efforts on building transformative leadership for women’s rights and influencing public policy.

FOWODE has continued to be a pacesetter in promoting gender equality and women’s leadership in the country. Whereas it primarily focuses on women’s issues, FOWODE also seeks gender equality and thus involves men in all aspects of its work. FOWODE has strategically positioned itself as a champion for women’s rights protection, participation in political decision making and engaging in issues of macroeconomic governance such as Gender Responsive Budgeting (GRB).

WHAT DRIVES US

Vision
A Ugandan society where women and men equally participate in and benefit from decision-making processes in the public and private spaces.

Mission
To promote gender equality in all areas of decision-making.

Values

- **Bold and value driven transformative leadership**: We push the boundaries and believe in building a movement of women with courage of conviction, voice, power and resources whilst engaging men in nurturing democratic space.

- **Leading from the front**: We are thought leaders and pacesetters, espouse integrity, uphold accountability and are committed to excellence.

- **Equality between women and men, boys and girls**: We promote the rights of women and girls in all their diversity and believe in equality of opportunity and participation.
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## ACRONYMS

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<tr>
<td>AfCFTA</td>
<td>African Continental Free Trade Area</td>
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<td>CCEDU</td>
<td>Citizens’ Coalition for Electoral Democracy in Uganda</td>
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<td>CPA</td>
<td>Commonwealth Parliamentary Association</td>
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<td>CPC</td>
<td>Commonwealth Parliamentary Conference</td>
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<td>Financial Intelligence Authority</td>
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<td>FOWODE</td>
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I am pleased to share with you the remarkable achievements of the Forum for Women in Democracy (FOWODE) in 2019. The organization was able to chalk notable success at the strategy and oversight level as well as at the programmatic level.

This year, we began the implementation of our new 10-year strategy themed “Women Driving Change.” The strategy builds on the accrued achievements of our work over the last 24 years. Motivated by the importance of having bold, value driven transformative female leaders, the strategy aims to foster governance that is women centered, transparent and accountable.

As an organization we are aware that power imbalances are still pervasive, that civic apathy is on the rise and that there is limited political will and financing for gender and equity. However, we will continue to make our contribution to a just and fair society where women and men equally participate in and benefit from decision making processes. Through this strategy, we hope that FOWODE can continue to ‘soar like an eagle’ and set the pace not only on the national landscape but on the regional and global landscapes as well.

FOWODE has been at the forefront of advocating for good governance, transparent democratic processes and transformational leadership. 2019 saw us practice the tenets of good governance through the election of a new Board of Directors. I am glad to be serving on the Board with highly accomplished, knowledgeable and committed feminist leaders with extensive experience in management and corporate governance and with whom I am confident we will take FOWODE to greater heights. We are particularly pleased to have on the Board one of the young women that went through the FOWODE leadership camp on transformative leadership. Indeed, we are continuing to play our mentorship role as we shape the future!!

Sustainability of the organization remains a key issue for the Board. As a Board, we pledged to ensure that we leave FOWODE a more sustainable organization. This has become even more imperative in view of the funding dynamics that continue to change. During the year, the Board concretized the team that will spearhead the project to build FOWODE a home. The concept development stage for the Home was in final stages by the end of the year and we are confident that the plans to build a Home will bear fruit in the very near future. The Home brings a new and exciting dynamic to what we are doing as a Board. We will be counting on the support of all friends, allies, stakeholders and development partners (past and present) as we embark on this ambitious and yet important project.

I would like to thank the hardworking Executive Director, Management and Staff of FOWODE, and commend them for their dedication. Your untiring effort to enable us achieve our targets is highly appreciated. I thank my fellow Board members for the invaluable advice and unwavering commitment to the organization. Together we can achieve more!! Lastly, I thank our allies at global, national and local level and our development partners for all the support that was rendered to us in 2019.

I believe that the future is bright and that in 2020 and beyond, we will consolidate the gains made and continue to grow the organization into an even stronger and credible brand.

Together, we are shaping the future!!

Joyce Tamale
Board Chairperson
2019 marked another amazing year for us at FOWODE as we continued to make our mark on the gender equality landscape. Our impactful programmes, amazing staff and the incredible stakeholders that we work with in the various districts across the country enabled us to further build and nurture women's voice, choice and power.

Our impact in 2019 was impressive. We began the year with the implementation of our new strategy whose mantra is women driving change. At the core of our strategy is strengthening and building the agency and empowerment of women in their spheres of influence. This is critical in ensuring that citizens are aware of their rights and have the confidence and capacity to meaningfully engage in promoting gender equality. We believe that once women have voice, power and resources they will be able to demand for their rights, influence policy and foster accountable institutions and ultimately there will be a transformation in the lives of all women. Through our programming, we were able to reach more than 18,000 women and men in the 13 districts in which we did our work. We are glad to be making a contribution to the promotion of gender equality and are proud that the coalitions we are a part of, the movement building efforts and the partnerships that we spend our work on every day flourished.

A few years ago, we, as civil society agreed that the Citizen would be at the centre of all our work and would be our driving force. Indeed through our proven and tested Village Budget Club (VBC) model that we developed in 2008, we continued to constantly interface with the citizens in our districts of operation, raising consciousness, debating reality, strategizing for increased participation, demystifying power, and building agency. Through our engagements with them, we were able to see increased citizens in the demand for quality service delivery. FOWODE is renowned for having broken new ground when we begun work on gender responsive budgeting in 1997. Through our gender budget work, we challenged dominant narratives and reimagined a future where women and men, girls and boys could equitably benefit from budgets. The ground breaking work that we started then culminated into the Public Finance and Management Act of 2015 which provides for the first gender and equity certification process in the world. During the year, FOWODE was recognized by the Equal Opportunities Commission in partnership with the Ministry of Gender, Labour and Social Development, Ministry of Finance Planning and Economic Development and UN Women as the Outstanding Civil Society Organization (CSO) in the promotion of Gender and Equity Responsive Planning and Budgeting in Uganda. We were elated by this recognition and are proud to have left a clear footprint in the budget arena in Uganda.

I would like to thank the Board, Management and the hardworking staff for their commitment and dedicated service which has enabled us to continue to contribute to shaping the future. I thank the various stakeholders that we worked with and who have supported us at global, national and local level. Our continued growth and impact in programming, advocacy and community-development is evident and has been cemented by the various partnerships we have built over the years.

Lastly, I thank our development partners who have trusted us with their resources and without whom most of what we achieved would not be.

We will remain steadfast to the promotion of gender equality as we pursue our development agenda of transformation and change. We will continue to count on the commitment and support of all stakeholders as we walk this journey!! Aluta Continua!!

I wish you a good reading!!

Patricia Munabi
Executive Director
OPERATING CONTEXT

External Context

FOWODE Awarded for Outstanding Civil Society Organization (CSO)

On 30th October 2019, FOWODE was recognised in a national award ceremony as the Outstanding Civil Society Organisation (CSO) in the promotion of Gender and Equity Responsive Planning and Budgeting in Uganda. The ceremony which was organised by the Equal Opportunities Commission in partnership with the Ministry of Gender, Labour and Social Development, Ministry of Finance Planning and Economic Development and UN Women was the first of its kind in Uganda. It was organised under the theme, “Financing for Gender and Equity Responsive Budgeting for Sustainable Inclusive Development” and had over 200 stakeholders in attendance.

Financial Intelligence Authority’s (FIA) grip on CSOs

The operating environment for CSOs has continued to narrow over the years and this is reflected mostly through the law and through practice by duty bearers. Over the past few years, Uganda has undergone legislative reforms aimed at fighting financial abuse and crime. Part of the reforms included the amendment of the Anti-Money Laundering Act to include Non-Profit Organisations as accountable organisations and amendment of the Terrorism law in compliance with the international policy-making body, Financial Action Task Force (FATF). The Anti-Money laundering Act purposes to promote effective implementation of legal, regulatory and operational measures for combating money laundering, terrorist financing and other related threats.

The dilemma in the implementation of the FATF guidelines is whether the application of the standards is being used selectively and sometimes misused to target civil society organizations. For instance, in 2019, the Financial Intelligence Authority (FIA) asked Equity bank for the account details of 13 non-governmental organizations to establish the source of their funding.

A letter from FIA to the bank triggered speculation that government is cracking the whip on NGOs it deems critical of the State’s human rights violations, rampant corruption, abuse of office and poor governance records.

Although the government denied that they were witch hunting NGOs, such acts coupled with the several accusations about working with foreign entities and governments to push their agenda against the Ugandan government demonstrate the views of government about civil society.
Call for Electoral Reforms

FOWODE has since 2015 been part of sector advocacy efforts for meaningful electoral and constitutional reforms in Uganda. In September 2019, FOWODE alongside other Civil Society Organizations in Uganda, led by the Uganda National NGO Forum (UNNGOF) and the Citizens’ Coalition for Electoral Democracy (CCEDU) appeared before the Legal and Parliamentary Affairs Committee (LPAC) to present their proposals and analysis of Election-Related Bills tabled by the Attorney General in July 2019. The proposed electoral laws by the Attorney General contained provisions like prohibiting cameras and mobile phones from polling stations and banning political parties from having links with pressure groups among others.

Before appearing in Parliament, the CSOs undertook a series of activities, including; a Comprehensive Analysis of the Five (5) Bills before parliament, Nationwide Stakeholder Consultations on the Bills and a review of various stakeholder proposals including the Supreme Court Recommendations in Presidential Election Petition No. 1 of 2016; the Domestic and International Election Observers’ Reports; the Citizens’ Compact for Free and Fair Elections; the Citizens’ Electoral Reform Agenda; Private and the African Charter on Democracy, Elections and Governance. A deeper analysis of the five (5) electoral reform Bills revealed that although they were a step in the right direction they did not suggest any significant shift from the status quo and could not guarantee that Uganda will attain free and fair elections in their current form.

Members of Parliament on the committee were enthused over civil society recommendations and applauded the team for an excellent analysis of the Bills. A section of them faulted the government for ignoring the matter of a comprehensive constitutional review.

This intervention is part of the continued civil society advocacy campaign for a credible election management system that ensures an impartial and

independent Electoral Commission, a credible Voters’ Register, reduction of the use of money in elections, the prohibition of the use of public resources for private political gain, regulating the role of the army and other public officers in partisan political activities, and the entrenchment of the principle of separation of powers, among others. CSO leaders promised to continue these efforts by mobilizing and organizing Ugandans to demand of their representatives to enact meaningful reforms and implored Parliament to enact laws that promote constitutional governance in Uganda and guarantee free, fair and credible elections.

"This is by far the most comprehensive and professionally done analysis of the Bills that has been shared with the committee so far and we thank you Civil Society for this.

Hon. Abdul Katuntu, Member of the Committee"
64th Commonwealth Parliamentary Conference, 2019

One of the largest annual gatherings of Commonwealth Parliamentarians took place in Uganda in September 2019 at the 64th Commonwealth Parliamentary Conference (CPC) hosted by the Commonwealth Parliamentary Association (CPA) Uganda Branch and the Parliament of Uganda. The CPA is an international community of around 180 Commonwealth Parliaments and Legislators working together to deepen the Commonwealth's commitment to the highest standards of democratic governance. It connects, develops, promotes and supports Parliamentarians and their staff to identify benchmarks of good governance and the implementation of the enduring values of the Commonwealth.

The main conference theme was: ‘Adaption, engagement, and evolution of parliaments in a rapidly changing Commonwealth’.

The CPA flagship event brought together over 500 Parliamentarians, parliamentary staff and decision-makers from across the Commonwealth for this unique conference and networking opportunity. The CPC offered the opportunity to address the critical issues facing today’s Parliaments and members benefitted from professional development, supportive learning and the sharing of best practice.

The newly elected Chairperson of the Commonwealth Women Parliamentarians (CWP), Hon. Shandana Gulzar Khan, MNA of the National Assembly of Pakistan pledged to renew the effort to increase women’s representation and political participation in Parliaments across the Commonwealth.
The Sustainable Development Goals (Agenda 2030)

In its Africa 2030 report, the SDG Center for Africa concludes that Africa is off track for meeting 14 of the 17 SDGs with data available for only 40 percent of the indicators. A lot of this data is outdated or cannot be compared across countries raising challenges for policy making. Africa also faces an annual financing gap estimated at $500 million–$1.2 trillion. Civil society and government need to work in unity to enhance the generation of gender data to feed policy making if gender equality is to become a reality. Despite the various efforts and the strong commitment of the international community, progress has been inadequate and it is not clear if the SDGs will be met by 2030. FOWODE continues to fill the gap through the Uganda Gender Consortium on SDGs (UGCS), generating annual reports and policy briefs to keep track of progress and the efforts by different actors.

The African Continental Free Trade Area Agreement

The fifty-five member states of the Africa Union (AU) established the African Continental Free Trade Area (AfCFTA) to create a single continent-wide market for goods and services and to promote the movement of capital and natural persons. This ambitious project enjoys considerable political support, but individual States still face difficult choices. Africa’s economies vary considerably in size, levels of economic development and diversification. Tariff concessions are still to be negotiated among the member states, as are negotiations on rules of origin and trade in services. The AfCFTA has the potential to put in place mechanisms to address many of the non-tariff challenges frustrating intra-African trade. Opportunities will inevitably open up for a number of businesses. However, there is a fear of leaving women behind given their concentration in the informal sector and limited access to business information. FOWODE and her partners need to explore ways in which women can benefit from this unique opportunity.
INTERNAL CONTEXT

Election of a new Board

Every 3 years, FOWODE’s Annual General Assembly elects a 5 member board to provide strategic and policy guidance to the Secretariat and ensure effective oversight of the organizational strategy. During the year, a new Board was elected. The new board brings with it diversity of expertise, skills and experience that will provide comprehensive knowledge of the industry, global experience, and ensure good corporate governance. A pivotal and core responsibility of this new Board is to provide leadership in the execution of the strategic plan including its capitalisation and the monitoring of its progress and results.

A group photo after the Annual General Meeting (AGM) that elected the new board

Enhanced Policy Environment

In 2019, the Safeguarding Policy, ICT Policy and the Anti-Fraud and WhistleBlowing Policy were developed and approved by the Board while the HR Policy and Procedures Manual and the Finance Manual were reviewed. The policies provide a framework that guides the FOWODE Board, staff, and other stakeholders with clear principles and practices to enhance relationship building, set parameters for implementation of agreed goals and ensure smooth running of the organisation’s plans. The success of these Policies will require the active commitment and involvement of all actors who must familiarize themselves with the policies so as to ensure their successful implementation.

FOWODE Strategic Plan 2019–2028

During the year, FOWODE begun the implementation of her new year 10 year strategy that defines the organization’s direction. The Strategy sets the strategic goals, determines actions to achieve the goals, and guides on mobilizing resources to execute the actions. Through her strategic areas of Women and Leadership (WLP), Gender and Economic Justice (GEJ), and Institutional Development, Engagement and Sustainability (IDEAS), the organisation hopes to foster governance that is women-centered, transformative and accountable. Our mantra is “Women Driving Change”.

FORUM FOR WOMEN IN DEMOCRACY

WOMEN DRIVING CHANGE

STRATEGY
2019–2028
Community involvement in local governance and monitoring of service delivery has become a key component of FOWODE’s work. Active citizen engagement is critical in governance because it enables citizens to be a part of decision making processes and to hold leaders accountable. Through her work, FOWODE enables citizens to feel valued, engaged and a key part of development processes. Promoting communities as key agents of change within the areas in which they live not only improves the community but also builds the confidence of individuals, fostering a sense of pride and value because it puts them at the heart of governance processes.

**Community Service Delivery Monitoring Exercises**

In 2019, we continued to utilize our tested and proven Village Budget Club (VBC) model to involve citizens in the demand for quality service delivery. A total of 148 service delivery tracking and monitoring exercises were conducted using the VBC model in the districts of Kagadi, Kyenjojo, Hoima, Luweero, Amuria, Kabale, Masindi, Busia, Lyantonde, Mityana, and Wakiso. The VBCs and women groups continued to monitor facilities, assessing the levels of service delivery with a keen eye for gender issues and holding duty bearers at those facilities like the health centres and schools accountable. The involvement of community members in these monitoring exercises led to increased community awareness of key service delivery and gender gaps in the sub-counties concerning education and maternal health; increased community ownership of government programmes (some community members were eager to understand the amount of resources allocated to Uganda Women Entrepreneurship Program - UWEP, Youth Livelihood Programme - YLP and the Social Assistance Grant for Elderly Persons); and increased accountability for commitments made by duty bearers.

In Kagadi, following a VBC monitoring at Katikengeyo Primary School in 2018, where they found the school in a dilapidated condition, the community mounted pressure on the duty bearers and a new classroom block was constructed in 2019. This is one of the many striking achievements of the VBC exercises.
In Wakiso, after the previous monitoring, Nakitokolo health centre has a new structure which will have a new block which also has a maternity wing for women and a separate ward for women.

Community Dialogues

Community dialogues are opportunities for community members to come together to develop a comprehensive and better-informed understanding of their community’s most prevalent issues. FOWODE regularly organises forums that allow residents to find out more about government policies and initiatives, to have their concerns addressed and to offer feedback to help refine policies and initiatives. In these meetings, community members are asked to think critically about issues affecting their communities as presented by the Village Budget Club members after monitoring in order to agree on priorities for presentation to the duty bearers during interface meetings.

In 2019, a total of 147 community dialogues were conducted reaching over 7,418 citizens. The dialogues continue to play a pivotal role in increasing community engagement in public affairs. Community members used the platform provided by dialogues to raise several service delivery issues and propose courses of action to improve service delivery. We continue to witness increased willingness by community members to participate in interventions to improve service delivery in their areas as a result of the sensitization and awareness created through these spaces.

Old structure of Nakitokolo health center in Namayumba sub county

New construction block at Nakitokolo Health Center

Parish Chief responding to some of the VBC findings during a community dialogue in Bulera sub-county – Mityana District

Headteacher responding to some queries raised during dialogue meeting at Kalyamenu p/s Mpumude S/C
**Interface meetings**

Interface meetings are aimed at sharing and discussing the findings in the monitoring reports and charting a way forward. The interface meetings are not fault-finding exercises, rather they are to identify areas of community concern that need to be addressed. At these meetings, the citizens expect to secure commitments from the concerned duty bearers.

In 2019, a total of 46 interface meetings were supported by FOWODE in the districts of Amuria, Kabale, Luweero, Mityana, Lyantonde, Busia, Wakiso, Kagadi, Kyenjojo, and Hoima. The interface meetings were attended by key district leaders including Chief Administrative Officers, District Health Officers, District Education Officers, and Community Development Officers among others. At these meetings, we witnessed the power of community-led social accountability, with duty bearers being held to account in a space that is empowering for citizens. Through interface meetings, we witnessed an improvement in access to schools by pupils for example the seasoned roads leading to Kayoro primary school (Busia district) and Kabetemere primary school (Lyantonde) were rehabilitated; improved learning environment for pupils as a result of constructed classroom blocks, provision of sanitary facilities, and procurement of desks in various schools; and improvement in health services. For instance, Namayumba HCII was upgraded to HCIII due to citizens’ pressure.

**Radio Talk Shows**

In the year under review, FOWODE continued to use radio programmes as a powerful tool for mobilizing, educating and informing communities on all aspects of life. Our radio programmes were designed to amplify our advocacy actions and share information that focused on citizen participation and policy influence rather than on the conventional use of communication as a mere method of information dissemination. The programmes encouraged dialogue among community members and created a platform for local voices to be heard on issues that affect them. Radio has proven to be a popular avenue for both community members and local duty bearers to discuss critical community issues, constraints faced by duty bearers and together discuss possible ways of redressing the issues. Although the impact of the radio programmes may not be that easy to determine scientifically, sentiments from the interviewees suggest significant outcomes from the broadcast programmes.

Some of the popular messages that featured during our radio programmes included the #KeepAGirlInSchool campaign, whose focus was to reduce pupil absenteeism and dropout rates, especially among girls. Talk shows were held to amplify the need for the communities to support girl pupils to keep in school and also advocate for budgetary increments towards menstrual hygiene management.

**Raising Civic Consciousness**

Civic education continues to be at the heart of FOWODE’s citizens’ conscientization agenda because it promotes a participatory governance process that is intended to deliver sustainable growth and development. One way of ensuring citizens active participation in governance processes is by increasing awareness through conducting civic education campaigns at the local level. Civic enlightenment and competence benefits not only citizens but their leaders too. It promotes the building and consolidation of democracy as well as the development of a country. In 2019, we conducted 125 civic education meetings in the districts of operation reaching up to 10,456 citizens.

The meetings provided citizens with knowledge to enhance their participation in their governance. They enabled the citizens to appreciate the importance of dialogue, negotiation, tolerance, unity in diversity, democracy, good governance, accountability, participation, and the rule of law. It is hoped that these meetings will enhance active citizenship and consequently lead to better governance in communities and the country at large guided by renown democratic principles and a stable democratic political system.
“We need to go out and sensitize other people about what we have learnt from here. Most of us thought that, some leadership positions were for only men, but we have learnt that women can contest for the same positions. Personally, I will mobilize potential women to register during voter registration and thereafter, encourage them to vote for capable women leaders without fear.”

John Katigi, a group member of Aryakaruhogo Bakyara Kweterana group in Kamuganguzi sub county, Kabale District.

FOWODE Members after attending the Annual General Meeting
STRATEGY 2: CAPACITY DEVELOPMENT

Enhancing Capacities of Women Leaders

During the year, FOWODE with support from Democratic Governance Facility - DGF facilitated the formation and capacity building of councillors’ caucuses at district and sub-county levels to enhance their ability to address gender inequality in policies, plans, and budgets. The caucuses were created to increase women’s meaningful participation in decision-making processes thereby impacting on political decisions. A total of 337 women councillors were reached in the 12 districts of Buikwe, Butaleja, Busia, Mbale, Namayingo, Bukeeda, Mukono, Kiboga, Mityana, Kassanda, Kibuku, and Wakiso.

Caucus formation and subsequent training of the members was undertaken to strengthen women’s ability to claim their human rights by increasing their understanding of how to claim such rights and also to increase their ability to demand accountability from individuals and institutions who are responsible for respecting, protecting and fulfilling rights. The caucus approach will contribute to eliminating or at least diminishing the impediments of existing exclusion and discrimination of women in the process of decision making.

With the knowledge and skills they acquired, women councillors were empowered to interrogate and claim their rights. Their active participation will induce the decision-makers to pay attention to issues of accessibility and quality of services provided to their constituents.

VOICES

“Since we formed a women’s councilors’ caucus we are now able to meet as women and have discussions on the critical issues affecting women and girls and come up with remedies to address them.”

Ajambo Beatrice Odunga, Chairperson
Women’s Caucus, Busia
“I have been a beneficiary of this kind of trainings and with joint efforts from my fellow women, I became the district speaker. This political position gives me the mandate to support my fellow caucus members while pushing for gender responsive budgeting. I have also provided space for women leaders and opportunity for them to review their issues before council proceedings through the GAD platform initiated by district women caucus for district advocacy and I have given them my full support as result of awareness created by FOWODE for us in the district”.

Zerida Sabano, District Speaker, Kibuku District

“When deliberating in council, I am no longer intimidated by the men. I speak out the point I want to say. Before going to council, I lobby from other women councilors to support my deliberations. From the training received from FOWODE, I have learnt to give accountability to the women I represent”

Aisha Nakimuli, Youth Female Councilor, Kiboga District.

Building Capacity of Women’s Groups

To enhance women’s participation in political and democratic processes for the promotion of gender equality and to strengthen their economic self-reliance for effective participation in decision making, FOWODE strengthened the capacity of grassroots women in order to build an alternative leadership that is accountable for gender equality. We adopted the approach of working with existing groups to raise awareness of economic rights, nurture individual skills, and build collective strength for economic self-reliance and enhanced participation in decision making.

To facilitate and support the groups, 25 peer facilitators were selected and trained. The facilitators were equipped with knowledge in gender, leadership, human rights and entrepreneurship and supported to impart this knowledge to the group members. In turn, 300 group members were trained in leadership and entrepreneurship.

Building knowledge of the group members was foundational in catalyzing the promotion of gender equality and the advancement of women’s rights. They acquired requisite skills and knowledge to challenge the deeply engrained patriarchal attitudes and practices that undermine women’s dignity and rights. The knowledge has also enabled them to examine beliefs, culture and perceptions and how they impact on them and their ability to lead in their communities. In effect, the women are empowered with knowledge and skills, are aware of their roles, rights and responsibilities and they can demand accountability and improved service delivery.

Projects Impact

- **In project districts**, peer facilitators were able to sensitize the women groups and communities on leadership, entrepreneurship, gender equality, and human rights. Following their sensitization, women have started up small businesses such as selling cassava, maize, millet and groundnuts and rearing animals like piglets, goats and cows. These have enabled them to sustain their families.

- In Luwero, according to Madina, one of the Peer facilitators, it is because they are organised and registered that they have been able to receive government funds (UWEP). That wisdom was brought to them by FOWODE. Groups are also encouraged to keep track of their key achievements through record keeping and good business management skills. They have encouraged women to join and appreciate leadership. Women have now changed their attitudes towards some posts i.e LC III, LCI, etc. Now more women are showing interest in these positions.
• In Kabale, the discussions showed that there is increased access and ownership of property among the women in the groups after the project intervention. Some women reported that they now own land and animals such as pigs, goats, sheep and chicken. They affirmed that they have managed to amass all this because of the economic empowerment sessions conducted by the community peer facilitators.

• In Luweero, Women group members acknowledged that through the FOWODE project, they have learned and emphasized the importance of taking their girls to school; developed confidence to speak up in public and in other forums where women’s voices ought to be heard, and learned the need to support women in leadership positions. Group members believe that they have become empowered, therefore, they have access, control, and full ownership of some resources. They have access to land, rental places to do their businesses, and animals for rearing. Following group empowerment actions, some women intend to stand for political positions when such opportunities arise.

• In Amuria, women advocated for gender equality and women’s rights, women accessibility and ownership of land, women participation in political and economic activities such as rearing goats, pigs and cows for sale. From their economic activities, all groups visited reported improved household earnings. Women can now access at least 1,000/= per month.

Members of Kamu Kamu Women’s Group in Luweero district

Enhancing Capacities of CSOs

In advocacy, collective voice is critical to the advancement of a cause. As we advocate for the inclusion of women’s priorities in laws, policies, plans and budgets and considering the importance of sustainability, FOWODE thought it imperative to partner and work with local CSOs.

FOWODE thus built the capacity of 194 members from women rights organizations in 12 districts.

FOWODE trained the grassroots women on how to adequately run an organization, gender mainstreaming and gender sensitive planning, advocacy in championing women’s rights and gender responsive service delivery, networking, and social accountability for Civil Society Organisations (CSOs). A total of 194 CSO members
from the women rights organizations had their capacities enhanced. The training was aimed at enhancing the participation of CSOs in local governance, mobilization of the communities and influence on gender mainstreaming for gender-responsive service delivery.

**A critical issue that emerged from the needs assessment of these organisations was the absence of strong organization to effectively deliver on their mandate.**

The training provided CSOs with relevant knowledge, and skills that have enabled them to contribute to effective implementation of gender mainstreaming in their field. It improved individual and organisation competencies to mainstream gender into the different sectorial areas and throughout the different stages of the development of any policy/programme/project and gave them an understanding of how to design, plan, implement, monitor and evaluate policies from a gender perspective. They were also invited to play a formal role in championing women’s rights and gender-responsive service delivery within their mandate.

**Training of duty bearers.**

The promotion of gender equality and equity remains core to the work that FOWODE does. For the needs of women and men to be integrated into plans and budgets, it is critical that the designers of plans and budgets and the technocrats are gender-aware. As one of the mechanisms of creating gender awareness, FOWODE conducted an induction for 258 technocrats in twelve districts. The induction of the technocrats was aimed at strengthening their understanding, application of gender concepts and gender mainstreaming in policies, plans, budgets, implementation and monitoring and evaluation for gender-responsive service delivery. This was built on the concept that budgets are important policy instruments as financial resources are required to implement gender-responsive plans and policies. The technocrats are using the knowledge and skills acquired in the planning and budgeting process to ensure that the specific needs of women are prioritized in district plans and budgets.

**Mentoring for Transformative Leadership**

FOWODE’s work of mentoring young women for leadership remains pivotal as we build a pipeline of leaders that promote gender equality and social justice. The young women who go out with the mantra ‘women’s rights at the heart of all we do’ contribute to FOWODE’s goal of women driving change. Our mentoring work is designed to foster transformative leadership by equipping graduates with the knowledge, tools, capacity and motivation to make a difference in their communities and the country at large.

During 2019, we facilitated our 25th and 26th cohorts of 91 graduates. The camps improved the young women’s self-esteem and confidence following the well thought out sessions on feminism, transformational leadership, gender

**I can’t believe that I am able to stand and make a presentation without shaking in front of all of you. My stage fright has been erased because of the communication skills’ session.**

**Sheila Abaho from Mbarara District, 26th Leadership Camp.**
and governance, emotional intelligence and communication skills, among others. Not only did the girls get soft skills, they also acquired practical skills in social entrepreneurship; candles, soap, and sanitary pads making. To date we have mentored 841 young women and men in alternative and transformative leadership. The camp mentorships have become a foundation for building a “critical mass of aligned allies.”

Graduates with chief guest, the Kumi Woman MP, Hon. Monica Amoding at the FOWODE 26th Leadership cohort closing ceremony.
STRATEGY 3: POLICY ENGAGEMENT

Each year, FOWODE endeavours to invest in the production of evidence that is much needed for effective advocacy work. We have continued to make contributions to the pool of knowledge on gender-responsive budgeting, gender mainstreaming, and leadership. Our engagements on policy matters are based on evidence generated through studies.

Accelerating Women’s Economic Empowerment? A Review of the Uganda Women Entrepreneurship Programme (UWEP)

FOWODE has strategically positioned itself as a champion for women’s rights including their participation in political decision-making. FOWODE also engages in macroeconomic governance by promoting gender-responsive budgeting. Additionally, we engage the Government to raise awareness and influence decision-making and priority setting to catalyse gender transformative change.

The full enjoyment of women’s rights to social services have been hampered by unequal resource distribution, low funding, corruption and poor mainstreaming of gender in government policies, plans and programmes, compounded by impunity and patronage by leaders. This manifests in poor services in the education and health sectors which affects women disproportionately because of their gender roles. When women are economically empowered and have resources, the enables them to participate in decision making processes.

We thus commissioned a review of the Uganda Women Entrepreneurship Programme to establish the extent to which the programme is contributing to gender transformative change and to generate evidence to inform our advocacy efforts at the national and sub-national levels.

The Uganda Women Entrepreneurship Programme (UWEP) is one of the core programmes under the second National Development Plan (GoU, 2015). UWEP, whose operations started in Financial Year 2015/16. It was designed to address the challenges women face in undertaking economically viable enterprises including limited access to affordable credit, technical knowledge and skills for business development, access to markets as well as information regarding business opportunities (MoGLSD, 2015).

Some of the striking findings were that, to some extent, the programme promoted women’s entrepreneurship largely through financial inclusion. However, the focus of the programme has been on providing women’s groups with bankable proposals so as to give them access to interest-free loans. The programme has not established proactive strategies to interest beneficiaries to apply for loans for upgrading their skills and their engagement in innovative enterprises that are traditionally a male domain. As a result, most funded groups are crowded in enterprises which require no additional skills.

The review established that due to the asymmetries in household decision-making, financial inclusion is not necessarily contributing to gender transformative change. In particular, due to social and cultural constraints, some women have not fully taken advantage of UWEP because some husbands have, reportedly, refused their wives from participating in UWEP. As with market support, the programme does not include explicit measures to promote the beneficiaries’ access to production and value addition technologies. This, potentially, results in inefficiencies in production. Besides, groups involved in primary agricultural production are likely to be disproportionately affected by the impacts of climate change.
Shattering the Glass Ceiling: Experiences from the 2016 Elections in Uganda

FOWODE conducted a study to document experiences of Women on open seats in Parliament as well as local councils in Uganda. Although Uganda has attained a critical mass of women in political representation, women who contest for open seats remain marginal. According to the findings of this report, there are only 20 female legislators who were directly elected to represent open seat constituencies in the 10th Parliament as of the year 2019. These make only 4.6% of the entire 10th Parliament. At the local council level, there are only three (3), female district chairpersons, out of the 126 districts. The female LC5 chairpersons are from the districts of Kanungu, Kole and Kumi. According to the 2018 Equal Opportunities Commission (EOC) report, only 0.01% of women are serving as Local Council III Chairpersons/ Division Mayors countrywide.

The study was motivated by the persistent lower numbers of women on direct seats, and the myths around these seats regarded as male spaces as opposed to Affirmative Action seats.

It was also intended to establish women’s motivation to contest for open seats, the challenges they encounter and the strategies they draw upon to negotiate political resistance. The study also documents strategic actions that could be taken to increase the numbers of women on open seats in future.

The women who dared challenge this binary narrated the political resistance they faced, and how it constrains women’s diverse opportunities to access political leadership.

The report emphasized that “although a number of those who contested for open seats lost, there is a shift in discourse, from not only looking at ‘how many’ women were contesting for direct seats, to exploring the potential of women demystifying direct seats as ‘male seats.’” Beyond measuring the success in terms of winners and losers, women’s interest in vying for open seats was a success in itself. It showcased a wide range of powerful strategies that women candidates drew upon to navigate around patriarchal political structures and electoral processes.
Post Budget Dialogue

In a bid to interrogate the inclusivity of the FY 2019/20 budget and ensure that “no one is left behind”, the Uganda Gender Consortium on SDGs (which FOWODE coordinates) in partnership with NTV Uganda organized a National Post Budget Dialogue in June 2019. The multi-stakeholder dialogue provided citizens of Uganda an opportunity to deliberate on the FY 2019/20 national budget from a gender and equity dimension while making recommendations for a more inclusive budget that reflects citizens' priorities. The citizens of Uganda had the opportunity to, examine the budget and draw deductions on whether the government’s “real commitment” will leave no one behind.

The National Post Budget Dialogue was used to assess the extent to which the sustainable development targets reflected in the National Development Plan (NDP) II have been achieved as well as interrogating how the human capital development concerns of women and men, boys and girls will be addressed. The dialogue put to light that the 40.4 trillion budget is not inclusive and that the revenue generation strategies agreed do not provide a good business environment especially for the Micro, Small, Medium, Enterprises (MSMEs).
STRATEGY 4: INSTITUTIONAL DEVELOPMENT

Election of New Board Members

FOWODE has a functional governance structure comprised of the General Assembly which is the apex decision making body and the Board of Directors through which strategic, policy and implementation decisions are made. The Assembly delegates some of its powers to a 5-member Board to ensure smooth and timely implementation of the agreed decisions. In 2019, an election was conducted to get a new team that will guide the organisation for the next three years. The new team is comprised of individual members from varied professional and leadership backgrounds who will lay strategy in line with the organizational vision, mission and goals, and provide oversight for the organisation.

Development of New Policies

To remain in tandem with the evolving operating environment and learning from our own work and that of sister organisations, we continued to enhance the internal policy environment.

During the year, the Safeguarding Policy, ICT Policy and the Anti-Fraud and WhistleBlowing Policy were developed and approved by the Board while the HR Policy and Procedures Manual and the Finance Manual were reviewed. The policies provide a framework that guides the FOWODE Board, staff, and other stakeholders with clear principles and practices to enhance relationship building, set parameters for implementation of agreed goals and ensure smooth running of the organisation’s plans. The success of these Policies will require the active commitment and involvement of all actors who must familiarize themselves with the policies so as to ensure their successful implementation.
Human Resource

FOWODE continued to grow her human resource as a critical element for delivery on the organisation’s mission. During the year, the organization boosted her staff cohort so as to ensure attainment of organizational goals. The additional members of staff come with new ideas and expertise to complement the existing team and contribute to the delivery of the new strategy. Capacity building of the human resource remains at the core as it enables rejuvenation; contributes to innovation and is a means of motivation for staff. We built capacity in project planning and management, human resource management and development and financial management.

Sustainability

In the current strategy, the Board of Directors has put sustainability at the forefront of its priorities. FOWODE owns a community radio in Gulu, SPEAK FM, that was opened to the airwaves in 2012. The Board is keen on ensuring that the radio breaks even and contributes to the charity work of the organization. To kickstart this process, a business plan for SPEAK FM was developed to strengthen the strategy, objectives, priorities and specific action points for the radio station. The business plan will pave way for re-engineering the radio station’s current performance and foster revenue growth.
STRATEGY 5: STRATEGIC PARTNERSHIPS AND ALLIANCES

Commission on the Status of Women (CSW)

The CSW is an annual event that provides a global advocacy platform for CSOs and other actors to influence key decisions for the promotion of women’s rights and gender equality. The 63rd session of the CSW was organized under the priority theme “Social protection systems, access to public services and sustainable infrastructure for gender equality and the empowerment of women and girls.” The review theme was, “Women’s empowerment and the link to sustainable development” which particularly sought to assess the implementation of commitments made under Sustainable Development Goal 5 (SDG5) and also make key decisions for the promotion of women’s rights and gender equality.

Having pioneered Village Budget Clubs (VCBs) in Uganda in 2010 as a good practice for social protection and the promotion of gender equality, FOWODE saw this as an opportunity to showcase the model, to learn from countries using similar community-centred social protection and women’s empowerment models as well as to network and build partnerships. We, therefore, partnered with Womankind Worldwide to organize a parallel event under the theme, “Gender Equality and Social Protection: Communities Driving Change.” The event attracted an audience of human rights practitioners, feminists, philanthropists and other development actors that are promoting gender equality and social protection in their spheres.

The event emphasized how communities at the grassroots in Uganda have been empowered to influence the development agenda through local structures such as Village Budget Clubs and showcased the VBC model as a good practice for promoting gender equality and social protection.
High-level Political Forum (HLPF) on Sustainable Development

The 2019 High-level Political Forum (HLPF) on Sustainable Development which is the supreme decision-making body on Sustainable Development Goals (SDGs) took place in New York under the theme, “Empowering people to build equal and inclusive societies.” The forum convenes different actors including Civil Society Organizations, the academia and the media who jointly review the progress of implementation and hold governments and other development partners accountable at the global level for their commitments to the Sustainable Development Goals.

FOWODE and the Uganda Gender Consortium on SDGs (UGCS) were represented at the HLPF and participated in the pre HLPF capacity development workshop organized by the United Nations Department of Economic and Social Affairs, Office of Intergovernmental Support and Coordination for Sustainable Development with support from Major Groups and other stakeholders Coordination Mechanism. The capacity development activity enabled participants better understand the High-Level Political Forum, the 2030 Agenda for Sustainable Development, the opportunities and procedures for engagement throughout the Forum, and peer-to-peer learning sessions and exchanges among representatives of Major Groups and other Stakeholders.

During the event, the FOWODE team linked up with the Women’s Major Group (WMG). The WMG is a self-organized and evolving space whose core mandate is to facilitate women's civil society perspectives, active participation and information sharing within the policy space and processes of the United Nations related to sustainable development.

Having been introduced as one of the most strategic advocacy groups during the capacity building workshop, FOWODE found it important to participate in the strategy meetings of the WMG. We also participated in daily campaigns that were related to the Goals being reviewed on particular days. The campaigns were intended to remind policymakers of feminist demands from the entire HLPF process. The strategy meetings helped solidify our visibility and solidarity on the women’s agenda at the HLPF.

Group photo after a Strategy Meeting with the WMG
Review of the National Trade Policy and NDP III Strategy

The National Development Plan is an important policy document that guides implementation of government’s plans over a 5 year period. FOWODE engaged in a strategy review meeting aimed at examining the National Trade Policy with a view to informing the NDPIII and the strategic direction of the NDP III. The meeting which attracted participants from the Civil Society Organizations and academia made recommendations to inform the review of the policy by the Ministry of Trade, Industry and Cooperatives (MTIC) and the NDP III.

FOWODE’s new 10-year strategy, among other things focuses on gender-responsive policy reforms and formulation with specific interest in trade and overall national development. The meeting was therefore an opportunity to influence the national trade policy review and development of the next national strategy, with a view of ensuring the integration of women and girls’ issues.

Public Dialogue On Budgeting For Economic Transformation And Social Inclusion

FOWODE’s engagement on the budget since 1998 has been hinged on the need to see plans and budgets integrate the needs of women and men, girls and boys and other marginalized groups. During the year, FOWODE attended a public dialogue on budgeting for Economic Transformation and Social Inclusion organized by Makerere University Business School (MUBS) Economic Forum and the Friedrich Ebert-Stiftung (FES). The dialogue provided a platform for all stakeholders – government ministries and agencies, academics, development partners, CSOs, private sector, youth-led organisations, informal economy representatives, students and the general public- to debate and have a say in the national budgeting process, strategy, allocations, and outcomes.

Issues of alignment of the budget to Uganda’s transformational needs and development goals; causes of the failure of Uganda’s socio-economic structural transformation; job creation and socio-economic inclusion; and the obstacles to the achievement of a transformative, socially inclusive budget and budget implementation were discussed.

Uganda has been transforming from agriculture to services and industry. However, the challenge has been that although agriculture has declined in GDP contribution, it has remained the largest employer of Ugandans. Over three-quarters of Ugandans (mostly women) are employed by agriculture, a sector whose contribution to GDP has reduced to 24 percent in 2018. Therefore, three-quarters of Ugandans are still stuck in a sector that hardly produces a quarter of the GDP.

This it was noted is one of the biggest challenges policymakers in Uganda are grappling with, and it demonstrates that Uganda has not undergone structural transformation despite GDP growth. It was further noted that this has resulted into persistent household poverty and low incomes among Ugandans. This becomes a critical issue as we at FOWODE continue to advocate for budgets that address the needs of women across sectors.

“Who’s in, Who’s Out!”: The Pre-Budget Dialogue 2019

In January 2019, FOWODE hosted a pre-budget dialogue themed, “Who’s in, Who’s Out!” The dialogue provided an opportunity to various stakeholders to discuss lessons learnt from the 2018/2019 budget and the measures highlighted in the 2019/20 National Budget Framework Paper (NBFP) to equalize opportunities for women, men, persons with disabilities, and other marginalized groups.

“Some girls are using rags during their menstruation and some of them stay at home and fear to be laughed at by the peers. This means they miss school for 5-7 days hence affecting their performance leading to a high number of school dropouts.” Lydia Namaganda, #prebudget19 #GenderBudget
COMMUNICATIONS

Media Coverage

Robert Bosch Foundation gives Uganda €200,000 to pilot Women in Public Service project

FOWODE Annual Report 2019

Some of the 20 young women from across the country at the 4th Annual Alternative and Transformative Leadership Camp (FOWODE) in Kampala in January. A total of 20 girls were selected for the annual two-week camp, funded by the Forum for Women in Democracy (FOWODE) in Kampala, Uganda. The forum is a network of women from across the country who are committed to promoting democratic values and institutions in Uganda.

"If I had not stood for what I wanted to help my people, I would still be a village woman suffering in silence," Kizza said in a statement. He said that the Alternative and Transformative Leadership Camps are aimed at empowering young women to become leaders in their communities and beyond. "Women are the backbone of any society and it is our responsibility to ensure that they are empowered to make a difference," he added.

Winnie Kiiza to flag off new team of young women leaders

How women are breaking barriers to succeed

"I am proud to be a woman," said Winnie Kiiza, who was among the group of young women who attended the Alternative and Transformative Leadership Camp in Kampala. "I have always believed that women can achieve anything they set their minds to." Kiiza, who is a member of the Forum for Women in Democracy (FOWODE) in Kampala, said that the camp was an opportunity for her and her peers to learn new skills and develop leadership qualities.

One day I will be a Woman Councillor, then MP

The theme of the camp was to encourage women to participate in politics and leadership. "We need more women in politics," said Kiiza. "Women bring a different perspective to leadership and their voices need to be heard." The camp was organized by the Forum for Women in Democracy (FOWODE) in Kampala, Uganda. The forum is a network of women from across the country who are committed to promoting democratic values and institutions in Uganda.

Winning a Major Award for Championing Gender and Equity Budgeting

FOWODE wins award for championing gender and equity budgeting

"The institutionalization of GSR through legislation provides the necessary tools to address gender inequalities," said Patricia Namirembe, Executive Director of FOWODE. "We are proud to have received this recognition for our work in championing gender and equity budgeting in Uganda."

"The award is a testament to the hard work and dedication of our staff and partners," said Namirembe. "We are committed to continuing our efforts to promote gender equality and equity in budgeting in Uganda."

FOWODE is a network of women from across the country who are committed to promoting democratic values and institutions in Uganda. The forum is a member of the Global Women’s Network for Change (GWNC) and the Women’s Global Network for Women’s Rights (WGNWR). The organization is funded by the United Nations Population Fund (UNFPA) and the Norwegian Ministry of Foreign Affairs (MFDA).

FOWODE Annual Report 2019
Social Media
Our average Tweet impressions per month are at 41,000
CHALLENGES

Shrinking Civil Society Space

Civil society actors continued to be labelled as ‘enemies of the state’ for challenging human rights violations perpetrated by state authorities against its citizens. Such pressures and attacks aim to limit the critical civil society role in safeguarding the rule of law and supporting democratic institutions that work to ensure adherence to fundamental rights.

Failure to Appreciate Social Accountability

Sometimes government does not fully appreciate the concept of social accountability and many state functionaries do not understand the role CSOs play in facilitating citizen participation in this process. There is still the misconception that CSOs are preoccupied with pushing the agenda of donor agencies and imposing upon the state a ‘western’ ideology.

Emerging Fear of Retaliation

There is an emerging fear of retaliation by citizens in communities. Community members were hesitant to highlight failures at certain service delivery points like health facilities for fear of retaliation by duty bearers. At some meetings, elderly community members attributed the predominance of youthful contributions to this general fear among older representatives. It has been found that there are officials who take note of individuals perceived to “speak against them” at such dialogues and to retaliate by ensuring their exclusion from certain government services.

LESSONS LEARNED

Partnerships are Crucial

Strategic partnerships, coordination and collaboration are important in harnessing existing technical and financial resources as well as fostering collective action and synergy for advancement of the women’s movement. Working in networks proved a good strategy in boosting credibility and sharing of information and learning and influencing the government for change.

Direct Engagement with Government

In addition to understanding the key decision points in the budget cycle, it is important to have a strong stakeholder mapping of who makes particular decisions and who or what influences them. It is vital to have key champions or allies within the government who support the issue and are willing to push for support at the policy level. It is often times very useful to engage directly with government staff or civil servants working on the technical aspects of the budget or a particular topical area, since they are an important source of information and potential allies, and they usually are in their roles longer than the higher-level officials or Members of Parliament.
FINANCIAL STATEMENTS

Revenue

Expenditure by Strategy

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Capacity Development</th>
<th>Community Development</th>
<th>Institutional Development</th>
<th>Policy Engagement</th>
<th>Strategic Partnerships &amp; Alliances</th>
<th>Total</th>
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<tr>
<td>Expenditure</td>
<td>566,231,700</td>
<td>617,233,656</td>
<td>2,480,310,203</td>
<td>425,742,642</td>
<td>136,235,205</td>
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</tbody>
</table>

Expenditure

Strategies

- Capacity Development
- Community Development
- Institutional Development
- Policy Engagement
- Strategic Partnerships & Alliances
MEMBERS OF THE BOARD

New Board Members

Joyce Tamale  
Chairperson

Sylvia Ssinabulya  
Vice Chairperson

Catherine Kabagambe  
Treasurer

Ruth Ojambo Ochieng  
Member

Hellena Okiring  
Member

Patricia Munabi  
Board Secretary

Outgoing Board

Joyce Tamale  
Chairperson

Lina Zedriga  
Vice Chairperson

Solome Mukisa  
Treasurer

Tezira Jamwa  
Member

Beth Juna Mwebaze  
Member

Patricia Munabi  
Board Secretary
Staff 2019

Patricia Munabi
Executive Director

Juliet Nakato Odoi
Director of Programmes

Joachim Kabaisera
Finance and Administration Director

Elizabeth Ampairwe
Programme Manager

Jane Nakakande
Finance Manager

Beate Farukuoye
Technical Advisor

Fred Wangara
M&E Officer

Emma Kashaija
Programme Officer

Georgia Tumwesigye
Programme Officer
Staff 2019

Rebecca Kato  
*Human Resource and Administration Officer*

Phoebe Atuhairwe  
*Front Desk Officer*

Angella Kizito  
*Communications Assistant*

Hellen Anyait  
*Finance Assistant*

Elizabeth Atim  
*Finance Assistant*

Jeff Iprotum  
*IT Assistant*

Rose Namagembe  
*Welfare Officer*

Jackson Mugambwa  
*Driver*

David Eswapu  
*Office Assistant*

Felix Afayo  
*Day Guard*
FIELD OFFICERS AND ASSISTANTS

Collins Nyangaro  Justus Abitekaniza  Simon Jackson Okior  Maureen Kyomuhendo  Brenda Aromorach

Annet Namwaya  Dorothy Kesiime  Moses Kaggwa  George Kato  Aine Onan

Alex Tibenderana  Fatuma Kyomuhangi  Tinner Areeba  Ballingtone Olweny  Abdul Muyimbwa