

# REBIRTH

A Re-imagination of the  
World We Want

Annual Report 2021



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# Introduction to the theme

A tale of a community was once told titled 'the survival of the fittest'. Their community, albeit large in numbers, was impoverished with systems that place profit over people, structures that enable gender roles and stereotypes, and governance that oppresses them. Their survival was hinged on so many factors. They were shaken by a pandemic and experienced a scarcity of resources. This community held on to what they had ---the collective care, shared ownership and grounding knowledge on disrupting the patriarchal capitalist system. They knew what they needed to do. They also knew that they had to do things differently. They dreamed of newness in their world and pushed for a rebirth. In 2021, when bodies and souls yearned for alternatives to doing things, Akina Mama wa Afrika was positioned for the rebirth revolution. Having established new partnerships, we embarked on intentional expansion across Africa. With renewed dreams of what our world should look like, we ambitiously organized across the continent and expanded our global influence. With most of the year in the rear-view mirror, we can now undertake a proper assessment to see if we met the ambitions we set out for the year. What is immediately clear is that 2021 has been the year of reshaping AMwA's vision and our very identity as an institution. Here's a brief of what 2021 looked like.



## Chants of Rebirth from Dr. Maggie Kigozi - Chairperson Akina Mama wa Afrika



2021 was a year of resetting, doing things differently and reimagining alternatives. After the COVID-19 pandemic disrupted our world in 2020 and proved the urgency of creating new models and solutions, 2021 launched us all into rethinking, reorganizing, and restructuring our beliefs and convictions. We continued to analyze systems of power and privileges, and our alternative solutions to the neoliberal, capitalist, patriarchal world were birthed from that ignition.

This year, AMwA strategically worked under three thematic areas, Economic Justice and Climate Action, Sexual and Reproductive Health and Rights, and Women's Political Leadership;

of course, our core message was the need for a feminist analysis for improved



engagement across levels of decision-making spaces.

Firstly, the need for a quality, accessible, affordable, and inclusive healthcare system in Africa became pertinent since the COVID-19 pandemic ravaged the world; healthcare service delivery and access to services needed transformative intervention.

AMwA positioned herself as an advocate for health financing and reviewing health-related laws and policies to reflect the realities of African women, girls, and gender-expansive persons. However, we have seen how insufficient investment in the health sector and actions to tackle the environmental and social determinants of the health system across the continent have proved ineffective in improving health outcomes in Africa.

The overarching framework of AMwA's work this year was rooted in the feminist delivery of Universal Health Coverage (UHC), which means access to needed, good quality health services – promotion, prevention, treatment, and rehabilitation – for everyone, especially women and girls, without the risk of financial hardship as a result of having to pay to access these services.

Secondly, with the current economic and debt crisis the continent is facing, one must ask the question, 'who bears the burden the most? In all their diversities, African women who primarily perform reproductive work and unpaid care bear the burden of the continent's economic and debt crisis. With the inequalities in tax policies in different countries and the austerity measures proposed by the World Bank and the International Monetary Fund (IMF), the economic liberation for African women seems bleak. With this knowledge, African feminists and scholars have plunged into research and academic writing on what feminist economic alternatives look like, what it means, and who benefits the most. Joining the economic justice crusaders was AMwA through research and development of policy briefs and papers to assert feminist economic alternatives at the global, regional and multi-state levels. Equally important was the need to see how the climate crisis impacts people differently. Climate action, primarily induced by human activities and rooted in legacies of colonialism and capitalism, has compounded effects over the years to cause the present climate crisis.

It is with this understanding that AMwA's work on climate action this year was rooted in decolonial, anti-capitalist, and feminist perspectives. It is exciting to note that this work was done in 3 African countries.

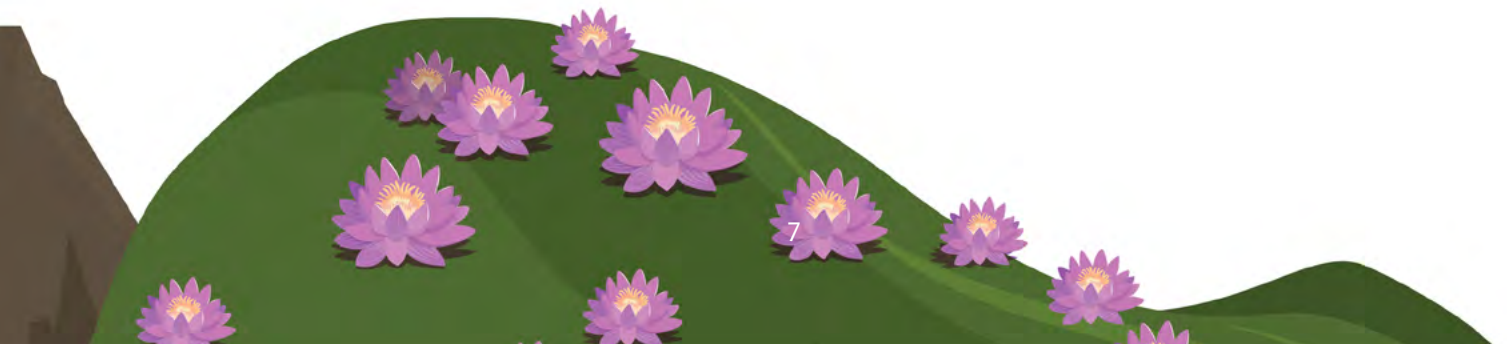
Thirdly, owing to patriarchy and gender inequality, the personal cost of participation in politics is unnecessarily high for youth and women candidates. The 2021 statistic, according to Women's Political Participation: Africa Barometer, reveals that women constitute only 24 per cent of the 12,113 parliamentarians in Africa, 25 per cent in

the lower houses, and 20 per cent in the upper houses of parliaments. Our calling at AMwA is to disrupt the dominant patriarchal leadership and infuse feminist and transformative leadership approaches as an alternative model. We engaged parliamentarians, political parties, and civic groups about the imperative need for a feminist pan- African leadership approach to women's political and civic leadership in Africa.

I deeply extend gratitude to all the development partners and friends of AMwA who journeyed with us in this newness to make the world a better place for all. My profound appreciation goes out to the Board of Directors who ensure that we steadily progress towards our vision. Let this revolutionary fire that we have sparked continue to burn down systems that work against us.

In Solidarity

**Dr Maggie Kigozi**





## **Chants of Rebirth from Eunice Musiime - Executive Director of Akina Mama wa Afrika**



Somewhere deep within us, we all carried the hope that 2021 would be our dawn. The previous year had been a long night that left us laden with anxiety and fatigue trying to survive the global health crisis that mutated into more economic, climate, and social crises. We hoped the pandemic and all its effects would cease at the stroke of the hour that ushered in the new year. But of course, we would learn soon enough that the pandemic and its effects would become our new normal, at least for a while.

At Akina Mama wa Afrika, we decided that if this was the new normal indeed, then we too would



undergo a rebirth that would have us emerge well adapted to continue our feminist work as well as eliminate the systemic crisis which was made more apparent by the pandemic. Further roused by the pandemic recovery plans enacted by African Governments that seemed like a band-aid to a gunshot wound, we went for the tap root of the problem, which was targeting the neo-colonial, patriarchal, and capitalist oppressive systems with a feminist approach.

Under three thematic areas - Sexual and Reproductive Health and Rights, Economic Justice and Climate Action, and Women's Political Leadership, AMwA organized and applied herself to feminist transformative work. We soon identified the health financing crisis that doomed the delivery of accessible, affordable, quality, and inclusive healthcare services and information in Africa. Even though health systems are supposed to exist to fulfil purposes, including protecting and improving health and providing professional, ethical, accountable, and accessible health care for all, scarcity of finance in the health system is a significant hindrance. Therefore, AMwA provided a technical analysis of policies that influence the nature and extent of healthcare financing and advocated for equity and justice in the healthcare system in Africa. Likewise, our technical analysis of healthcare commercialization provided evidence for improved advocacy on effective health policy.

Because transforming societies requires feminist voices across various fronts, we did a lot of movement-building. With SRHR being a field often faced with the work of shifting long-standing ideas around the body that become deeply embedded in culture and institutions, in 2021, we refuelled grass-root organizations, especially of historically marginalized people, to empower them in advocating for their rights. We did this through the provision of trainings in feminist analysis on SRHR advocacy for young women and gender expansive persons in Uganda and Kenya. We beam with pride looking at the result of that work.

Our work in Ghana particularly fills us with pride because a 6-week online advocacy training on feminist perspectives and SRHR to 25 LBQ persons gave birth to a proposal for the formalization of their consortium. With our seed grant support, we know that we have set many dreams and increased the momentum of this organization.

When it comes to SRHR, especially the state of SRHR in African countries, there is an urgent need for policies that can push back on the worrisome realities we exist in. Realities like 34% of adolescent maternal deaths resulting from sepsis, 66% of HIV infections being contracted by adolescent girls, and 15% of girls being married off by age 15, we need to address these issues.

The good news is that the East African Community SRH Bill 2021 could address all these realities; however, we must demand its passing collectively. Therefore, in 2021, we mobilized feminist leaders and gender justice advocates to critically interrogate



the provisions within the Bill using a feminist lens to ensure that it would reflect the SRHR needs of all the people.

Through our flagship programme the African Women's Leadership Institute (AWLI), we were happy to birth a feminist leaning caucus formed by women political leaders from different political parties in Uganda. The 25 political leaders trained have conducted solidarity visits to different political parties where they dialogue on addressing the unique challenges women face in political party leadership aimed at creating a levelled environment for women's participation in decision making spaces. It delights us to see this kind of solidarity that surpasses the boundaries of partisan politics and is channeled to the crux of the matter.

We cannot forget, of course, that all the best efforts towards the liberation of women and girls can only go so far in the context where they continue to have zero to minimal economic power. Through our programme, Economic Justice and Climate Action, we rolled up our sleeves to take on the matter of economic justice. We trained 28 economic justice advocates from 5 African countries who are advancing and generating feminist economic policy alternatives in their respective countries. We also launched the feminist taxation and framework guide to arm tax justice and gender justice advocates with feminist alternatives as sustainable development models to economic justice.

I am also happy to look back and see a trail of feminist scrolls of knowledge across the different programmes that can be used as reference points to illuminate the present and the future.

Looking back on the year, we feel accomplished in having powered through every challenge while continuing to offer feminist analysis and strategy to guide recovery in seven countries. Our work contributes to our larger vision of creating an equitable and just world for women, girls, and gender-expansive persons.

Ah truly! The harvest is indeed plentiful!

Our gratitude to all the hands that have walked this journey with us.

With revolutionary love,

**Eunice Musiime**  
**Executive Director.**



# Who We Are

We are a feminist-Pan-African leadership organization founded in 1985 by African women living in the diaspora who remained keenly aware of their African roots and the need to organize autonomously. We were named Akina Mama wa Afrika, which means solidarity among African women. Collective action is, therefore, our heritage. We were fearless right from birth and remained so, having chosen to identify as feminists at a time when the word was primarily shunned in Africa and beyond. Our boldness stems from our unwavering desire for women's agency and gender justice.

For the last 35 years, we have relentlessly focused on uprooting all forms of deeply entrenched patriarchal structures and systems which use power and privilege to oppress, exclude and exploit women. We have been doing this by increasing the visibility of women's lived experiences, particularly those living on the margins of society. In addition, we have been building women's individual and collective power to influence policy and social change. Our flagship programme - the African Women's Leadership Institute (AWLI) (and a pioneer on the continent), is well known for igniting feminist fires and has produced a strong community of over 8,000 feminist leaders, aka AMwAzons. They champion a progressive women's rights agenda in different parts of Africa. Equipped with the knowledge and tools to dismantle patriarchy, our Alumni have been instrumental in forming social movements campaigning against gender inequality, women's exploitation and discrimination.

## **Our Vision**

AMwA envisions a dignified and equitable feminist society for African women and girls.

## **Our Mission**

To build feminist leadership and collective power to deconstruct systems of oppression to advance gender and social justice.

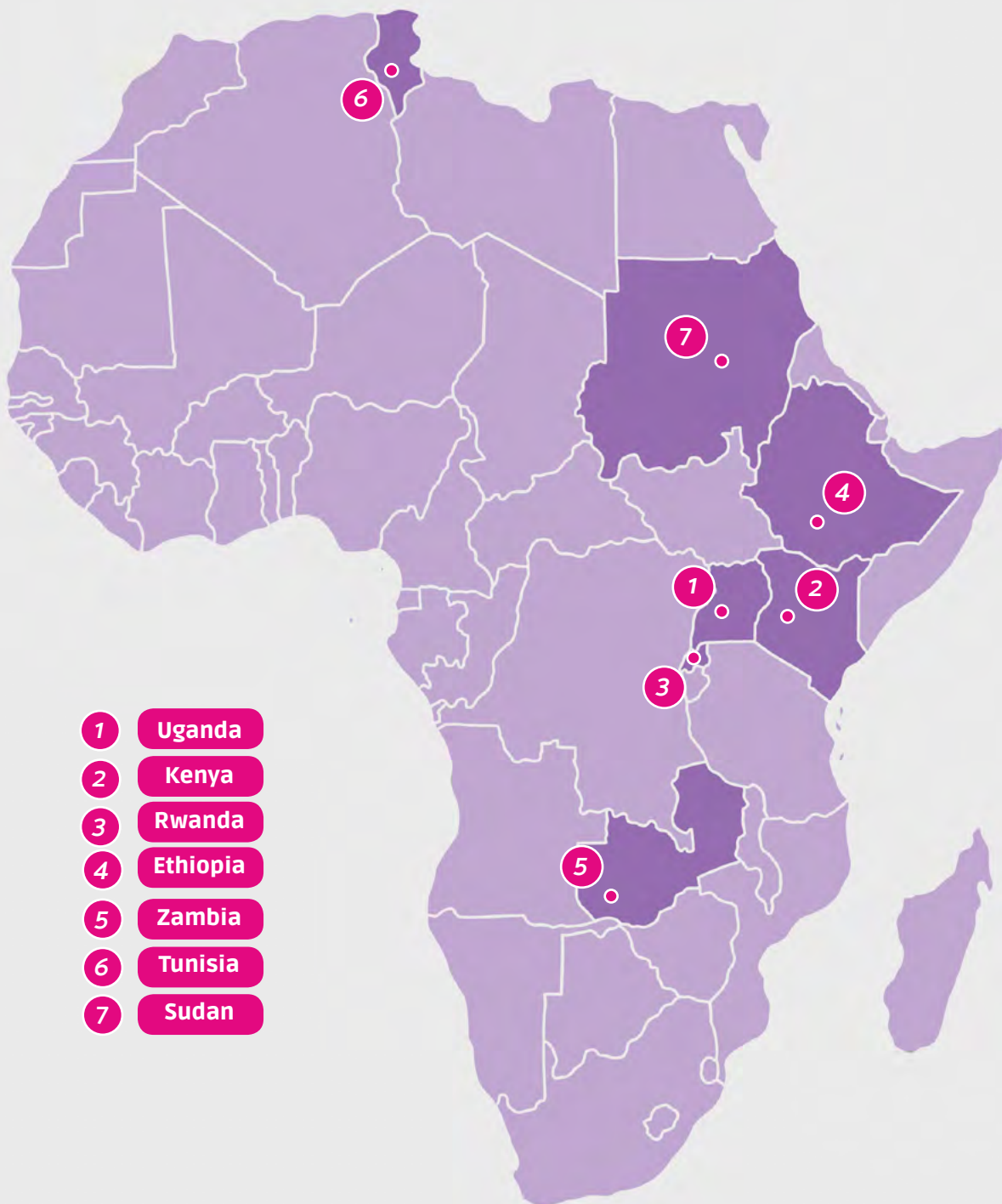
## **Strategic Pillars**

- **Feminist and Transformational Leadership Development**
- **Feminist Research and Knowledge Building**
- **Policy Influencing and Movement Building**
- **Arts and Creative Expression**



# 1.0 Stoking Revolutionary Fires

After a year that shattered what was normal, it was imperative for us to sow seeds of newness within and across our communities. We recognized the need to extend our new vision across countries for women and girls to catch the revolutionary fire. We sowed seeds across 3 programme areas and set footprints in African countries as shown below.



### 3 programmes



**Women's Political Leadership**



**Economic Justice and Climate Action**



**Sexual and Reproductive Health and Rights-SRHR**

## **11 projects namely**

**Power of Dialogue**

**Amplifying Voices for Just Climate Action**

**The Make Way Programme**

**Strengthening women's leadership and influence in political party processes in Uganda**

**A bold and progressive movement for the realization of women's rights through the Maputo Protocol**

**Centering a Feminist Approach to Economic Policy Reforms post COVID-19**

**Power of Young Women's Voices**

**Regional African Women's Leadership Institute on Influencing Global Women's Rights Frameworks**

**Capacity strengthening of actors to address SRHR in humanitarian and emergency situations across the African continent**

**Feminist response to SRHR amidst the COVID-19 pandemic**

**Joint Advocacy for Sexual and Reproductive Health and Rights**



**9** *funding partners*



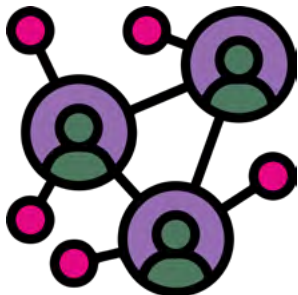
**3** *strategic partnerships with Global North and Global South organisations*



**14** *implementing partners*



**2,532** *persons directly reached with AMwA programmes in 2021*



**15,131** *persons indirectly reached through the AWLI alumni for 2021*



# Little fires everywhere

Applying our 3 strategic pillars, AMwa kindled fires that birthed...

## Strategic Pillar One: Feminist and Transformational Leadership Development

**101** women from

**6** countries reached through **5** African Women's Leadership Institutes in thematic areas of Women in Political leadership, Sexual and Reproductive Health and Rights, Economic justice and Climate Action

**31** seed grants totaling **US\$ 15,366** disbursed to support alumni's advocacy initiatives

**20** women from **14** countries skilled in academic writing at the African feminist writers' workshop in preparation for the Leaders' Journal.

**341** persons reached with capacity strengthening initiatives in 2021



**24** women from **3** countries trained on advocacy for SRHR

**32** people trained in budget advocacy for increased public health financing.

## Strategic Pillar Two: Feminist Research and Documentation

**7** knowledge products developed during the course of the year.



## Strategic Pillar Three: Policy Influencing and Movement Building

**2,241** people reached through 26 virtual and in-person public dialogues.

**10** organizations in Uganda, Kenya, and Ghana provided technical and financial support for activities.

**43** people benefitted from 4 mental health engagements.



## 2.0 Fanning the Embers

The flames of our work in 2021 were spread across traditional and digital media houses in Africa. News of AMWA's position on sexual and reproductive health and rights, political leadership for women, and youth participation in governance were reported across major media outlets.

- ◆ Activists urge govt to prioritize health budget funding, Daily Monitor; <https://www.monitor.co.ug/uganda/news/national/-activists-urge-govt-to-prioritisehealth-budget-funding-3339506>
- ◆ He Gave Her a Job, Then an STI. She Says Police Care More About Money Than Truth, Vice Media; <https://www.vice.com/en/article/7k9eyd/he-gave-her-a-job-then-an-sti-she-says-police-care-more-about-money-than-truth>
- ◆ What polls say about women's political leadership, Daily Monitor; <https://www.monitor.co.ug/uganda/oped/commentary/what-polls-say-about-women-s-political-leadership-3288068>
- ◆ Urgently Recall Sexual Offences Bill Says Akina Mama wa Afrika, <https://ugandaradionetwork.com/story/urgently-recall-sexual-offences-bill-says-akina-mama-wa-afrika>
- ◆ Youth Participation in national planning is key to good governance: <https://www.iri.org/news/youth-participation-in-national-planning-is-key-to-good-governance/>





## 3.0 The Audacity to Disrupt

During the course of the year, we organized and worked towards achieving four major outcomes. These outcomes served as harbingers of our dreams and hopes for African women and girls.

### **Outcome One: A Pan-African feminist agenda advanced in political and decision-making spaces.**

In the quest to disrupt the symbolic status, tokenist, and descriptive representation of women in decision-making and political spaces, our souls called for a radical political transformation in the hegemonic structures, systems, and societal norms. In our newness, women-led and thrived in public leadership, especially in visible spaces such as politics. This year, AMwA, not only dreamt but yielded to the calling of disrupting the dominant patriarchal leadership and infusing feminist and transformative leadership approaches as an alternative model of leadership. In that regard, AMwA convened a reflection meeting for political leaders of the Inter-Party Youth Platform (IYOP) and the National Youth Council (NYC) in Uganda under the Power of Dialogue (POD) programme. The meeting with 137 attendees who are political leaders and civic actors in Uganda birthed a synergy

that developed a communique that will act as a blueprint and amplify African women's and youth's voices in political spaces for collective advocacy and movement building.

***“...because the political is personal, a feminist political movement was birthed through AWLI ”***

We nurtured our birthright and dared to extend to new frontiers with it. This year, the African Women's Leadership Institute (AWLI) planted the seed of a feminist political movement in 25 women from 5 political parties in Uganda; National Resistance Movement (NRM), Forum for Democratic Change (FDC), Democratic Party (DP), Conservative Party (CP), and People's Progressive Party (PPP). Using our unique ingredients - Personal Mastery, Organizing Skills, and Taking Action model, the alumni increased their understanding of feminist leadership which revolved around sisterhood, bonding, and movement building. Ultimately, the women political leaders conducted solidarity visits to different political parties for dialogue which spawned continuity of peer-to-peer support and created spaces for collective organizing to address the unique challenges faced by women in political party leadership.



**Changes in small places birth changes in big places. The seeds we planted began to grow and flourish. In small places, our dreams became reality and it pushed us a step closer to our goals.**

With AMWA's element of nurturing a feminist reality for African women in political leadership, members of the Democratic Party Women's League, worked with their mainstream party leadership to formulate a Democratic Party gender policy against sexual harassment. Significantly, this growth, in mainstreaming gender justice within political spaces not solely benefits women but also addresses the needs and priorities of all persons regardless of their sex.



**Outcome Two: Feminist alternatives adopted as viable sustainable development models and systems at scale for economic and climate justice.**

As creators of this newness, it was important to us that things were done differently. That decisions made for our redevelopment, our healing, and our continent are people-centered. This position fueled our mission of raising feminist consciousness in the sustainable development of models and systems at scale for economic and climate justice.

In different spaces, we carried along our conviction of analyzing the climate crisis from a feminist perspective. One of the core platforms we used this year is the Voices for Just Climate Action programme, a five-year strategic partnership funded by the Dutch Ministry of Foreign Affairs. Our policy brief, “Why the Climate Crisis is a Feminist Issue” evoked the proposition of new alternatives and solutions to the climate crisis particularly for African women and girls.

## **What we have is not enough. What we want is possible. A new reality.**

Furthermore, 2021 proved that indeed the economic alternatives that we want for African women are possible.

## **Strengthening feminist perspectives in tax policy and climate action discourses**

Having successfully introduced work on illicit financial flows and tax justice over the last 2 years, we have been looking for opportunities to widen and strengthen it. This year we deepened our work on economic justice in general and tax justice in particular by developing and debuting a feminist taxation and framework guide to support tax justice and gender justice advocates to challenge international financial institutions’ role in shaping tax systems. This was done in concert with the Global Alliance for Tax Justice’s (GATJ) Tax and Gender Working Group, and Womankind Worldwide. We found souls who sang the same song as ours and together we launched the Feminist Taxation Framework Guide (FTFG). The guide uses a feminist and human rights-based approach to fiscal policies and provides tools to assess the gender bias in the current tax system and how to advocate for a feminist tax framework. Additionally, this guide has been shared in spaces such as the Commission on the Status of Women and also influenced discourse during the budget season within the East African community. With this guide, AMwA was positioned as a key player in feminist taxation discourse which enabled our application and subsequent acceptance into Tax Justice Network Africa as a member. Further, this year we were invited to be co-convenors of the Pan African Conference on Illicit Financial Flows, an annual space convened to strategize on tax policy in Africa.

## **Strengthening the feminist movement building on economic and climate justice advocacy.**

Having gained enough knowledge and resources within ourselves on economic and climate justice, it was important that we poured into the knowledge tank of other advocates in Africa who are advocating for economic and climate justice. This year, AMwA, trained 26 economic justice advocates from 5 African countries; Burundi, Uganda, Kenya, Tanzania, and Zambia. And in the same capacity, trained 17 climate justice advocates from 3 African countries; Zambia, Kenya, and Tunisia. These advocates were plunged into the theoretical underpinning of their feminist praxis and grounded their analysis and interventions on the economic and climate crises in Africa. The trainings created agency and laid ground for the formation of alliances among African feminist leaders to disrupt critical decision-making spaces for the realization of a just economic and climate action in Africa.

## Participation in the COP26

This year, as a partner under the Amplifying Voices for Just Climate Action Programme (VCA), we actively participated in the COP26. Evidently, it is becoming more apparent that we need to define what a feminist climate solution is. We brought to the room, our feminist knowledge to guide stakeholders on yardsticks/checklists to determine what a feminist solution is. Thus, to enable the prioritization of local solutions that address the interest of indigenous communities, women, youth, and other minoritized groups while incorporating nature and the need to coexist efficiently with nature. Having done thorough research and analysis on the technical brief 'why the climate crisis is a feminist issue', we stressed the need for more climate finance and local solutions alongside other VCA members at the COP26.

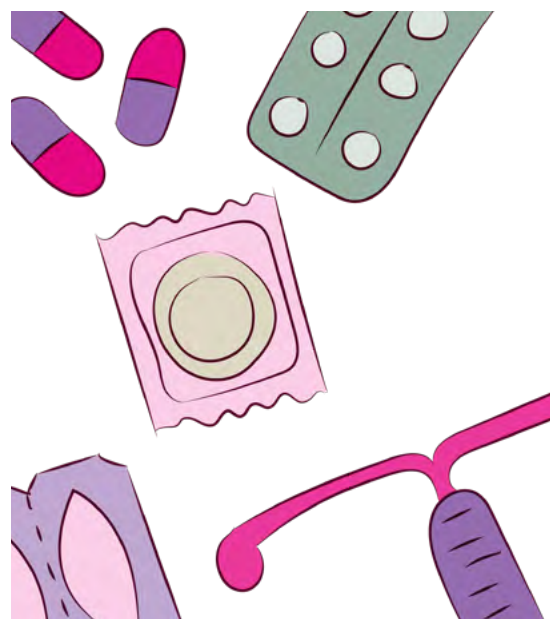
## Outcome Three: African women and girls realize their Sexual and Reproductive Health and Rights (SRHR)

After a year that disrupted normalcy and the health ecosystem, 2021 demanded a new reality. Particularly, a health system that works for everyone including African women, girls, and gender-expansive persons. The COVID-19 pandemic evidently showed the need for feminist advocacy on health financing and laws designed to advance SRHR in Africa.

## New frontiers of advocacy: The East African Community (EAC) Sexual and Reproductive Health (SRH) Bill and health financing.

This year, AMwA penetrated dauntlessly into new advocacy issues and new advocacy spaces. In regards to the EAC SRH Bill, a piece of legislation designed to protect and facilitate the attainment of life course sexual and reproductive health and rights for all persons in the EAC, AMwA served as convener, thought leader, and resource support across Uganda, Kenya, and Rwanda. AMwA successfully convened feminist leaders and gender justice advocates with whom we collectively developed a feminist analysis of the Bill, critically interrogated the provisions within the Bill using a feminist lens to; provide recommendations for the reframing of language, removal of harmful provisions, and introduction of new proposals that ensure that the SRHR of all people, regardless of background and identity, are provided for within the Bill. Working with the East African Legislative Assembly (EALA) provided new challenges and opportunities for us to apply learning gleaned from our advocacy work on the Sexual Offences Bill in Uganda.

Additionally, our advocacy for health financing proved our readiness to learn and our determination to bring our new reality to existence. When we learned about planned cuts to Uganda's health budget amidst a pandemic, AMwA quickly mobilized civil society actors to challenge this, followed by wide media coverage. This resulted in new partnerships with whom we developed a position paper presented to the Health Committee of parliament and another position paper focusing on reproductive health



presented to the Uganda Women's Parliamentary Association. Both papers illustrated the impact of the proposed cuts, particularly on women and girls. While the key demands were never met, the movement was spurred to learn more about budget advocacy in order to influence the process better. A capacity strengthening exercise was held in this regard, and processes for influencing the 2022/23 budget are now underway. Further under health financing, we have also expanded our demands for accountability using a feminist lens to focus on international financial institutions such as the World Bank and International Monetary Fund and the role they play in undermining health outcomes through their policies that foreground the privatization of health services.

***“Striving to influence policy requires straightforward presentations supported by sound evidence on the dangers of inaction and the urgency for action. Akina Mama wa Afrika did exactly this during their health financing campaign in 2021. The data and evidence presented by Akina Mama wa Afrika on the effects of Health budget cuts specifically on Maternal Child Health provided a basis for debate in the parliament of Uganda to increase health financing”. Hon Lucy Akello, Member of parliament in the Republic of Uganda. “***

## **Growth in new places.**

As we carried on with the new revolutionary fire, growth happened in new places. The fire was caught in Western Africa where the gender expansive community in Ghana formalized their consortium by initiating and adopting the development of their constitution, administration policy, financial policy, and human resource policy. This development was possible because of AMwA's financial support to the community. In line with building a critical mass of women, girls, and gender-expansive persons exercising voice and agency on SRHR, AMwA grounded 25 SRHR advocates in topics such as SRHR and the economy, SRHR Legal and policy frameworks, understanding SRHR advocacy, power mapping, communications, and media strategy as well as advocacy planning. 21 SRHR advocates translated knowledge from the training into practice by developing 15 advocacy action plans individually and collectively. The seed grants enabled participants to innovate and test advocacy ideas on a small scale and provided them with opportunities to put into practice the learning and strategies they picked up from the training. Through their advocacy, the alumni raised awareness on SRHR issues such as comprehensive sexuality education, child marriage, and HIV, worked to challenge prevailing norms and practices around SRHR individually and collectively, and held power holders accountable on matters of health financing, access to SGBV/SRHR services and policy inclusion on SRHR for minoritized groups.

***When we say nothing about us without us, we mean it. In this newness, participation is key, inclusive, and disruptive.*** When huge structural or political decisions are being debated, there are inevitably lobbyists, corporations, politicians, and the usual powerbrokers making sure their agendas are heard. The people who are often the most affected by these decisions are simply not at the table. Hence in 2021, 12 young African feminists below 35 years from Kenya participated in the virtual 69th session of the African Commission on Human and People's Rights and reported on the Maputo Protocol. Having received rigorous and deep feminist orientation on how to follow the session proceedings and the platform usage, their contribution to the sessions included improving access to SRHR, particularly for LGBTI, female sex workers, and non-binary persons. This process is indeed distinctive as the Maputo Protocol is the most progressive binding regional legal framework that recognizes the rights of African women and girls to realize their bodily autonomy and integrity.



Also, we witnessed an increased knowledge of feminist analysis in Sexual Reproductive Health and Rights (SRHR) advocacy among young women between 21 and 35 years. This growth was seen through their development and implementation of advocacy plans on a number of issues including bodily autonomy, menstrual health management, SRHR for persons.

## **Using advocacy campaigns to create safe spaces in Kenya.**

Live Dayo Atieno's SRHR journey started in 2018 working in SRHR policy advocacy spaces with a focus on women, gender, and sexual minorities. She is currently an advocacy officer at The Initiative for Equality and Non Discrimination (INEND) an NGO that "researches and undertakes strategic action towards equality, acceptance, and inclusion in the coastal region of Kenya." Atieno's main interest is advocating for policy change to address the SRHR needs in Kenya. She leads engagements with County gender desk officers, County Health Management Teams (CHMTs) teams, and Members of the County Assembly (MCAs). She also hosts capacity-building spaces for sexual and gender minorities to learn about their rights and demand access to SRHR information and service.

Atieno saw the SRHR advocacy training as an opportunity for belonging, a space to share and understand experiences, especially the challenges faced in other countries. The training expanded her knowledge in conducting advocacy campaigns and how to effectively mobilize resources to facilitate safe spaces where SRHR issues can be discussed. Atieno understands the exclusion of SRHR in health discourse in Kenya and wants to shift focus back to it. Understanding the Maputo protocol and how it can be used in advocating for policy change gave her confidence in holding policymakers and influencers accountable for the inclusion of SRHR needs of women.

The training shifted Atieno's understanding of how to measure success in her advocacy efforts. She no longer focuses on counting how many persons she is able to reach but rather on the impact and change, especially in the community. She stated that instead of just reporting on more women going to the clinic or more women demanding services when the real issue could be the lack of services. Additionally, the skills gained from the stakeholder mapping and developing an advocacy communication strategy made it possible for her to train others in developing advocacy plans and drafting relevant SRHR advocacy messages. She also credits the training for her personal growth, she uses more inclusive language, and she can confidently facilitate SRHR conversations physically or virtually with people of all ages. She confidently demonstrates condom use and can talk to her adolescent daughter now about sexual education with ease which was hard before the SRHR advocacy training.



## **Outcome Four: A feminist organization with a soul that has excelled at learning, creativity, and innovation.**

Change starts from within and as 2021 proved to be the unorthodox year, we strengthened our institutional capabilities to align with our mission and feminist principles. This year, the Board of Directors of AMwA approved new and updated policies. These policies include the reviewed Financial and Human Resource manual and the new Sub-granting policy. These policies are now in use by staff and partners. Learning and re-strategizing are key to institutional strengthening. In 2021, AMwA established a monitoring, evaluation, and learning department to legitimize its programming, build a culture of accountability and foster a spirit of excellence by instituting systems and accountability mechanisms. This process included the development of the organizational theory of Change, Results Frameworks, and the Management Information System. The engine that drives programming in every organization is its staff, 2021 saw AMwA expand its human resource from 7 to 22 permanent staff across the region.

### **Strengthening the imprint of feminist organizing through support to women-led organizations.**

For the creators of this newness, their song was to look after each other. To give, share, and thrive in solidarity. AMwA recognized the many challenges that bedevil women's rights and LGBTI organizations, particularly around issues of funding, and their cascading effect in frustrating organizations' abilities to organize and demand accountability. This year, AMwA provided technical and financial support to a number of organizations across the continent. We convened workshops on violence against sex workers on the coast of Kenya, mental health and legal support, and support for digital pride to highlight violence against women and sex workers online. As a feminist organization, this support is a critical feature of our movement building and nurturing of activists. Direct beneficiaries have appreciated all the support provided as it came at a time of critical need.



## 4.0 An Evocation of Power

Throughout the year 2021, our birthright which is collective action was manifested across our work.

### **Alumni exercising feminist leadership in spheres of influence.**

Alumni of our African Women's Leadership Institute (AWLI) continue to assert themselves and occupy space to influence discourse, policy, and processes on a number of issues, particularly on themes that are not too commonplace in the mainstream women's movement. This speaks to the quality of feminist political education and organizing skills passed on in our training, as well as the suitability of candidates for our leadership training.

Additionally, seed grants provided to support community action plans of the trainees have catalyzed the leadership trajectory of many alumni, increasing their reach and further legitimizing their leadership by creating opportunities to put their skills into practice.

## Meet Loretta from Uganda.

Loretta started her career in human rights and gender equality. Her MA thesis was focused on sexual and reproductive health rights. She however needed an understanding of SRHR from an African feminist perspective as resources were limited in that area. In the communities where Loretta works as an SRHR advocate, she observed the increase in maternal mortality. After the training, Loretta identified the core problem in the communities where she works in Uganda. She strategically used the knowledge gained from the training to develop case studies that explain the harmful alternatives that women and girls are resorting to in the absence of non-discriminatory, safe, and accessible SRHR services. “I boldly talk to my family and friends about what is considered sensitive SRHR issues like Sex work,” Okeny says. Loretta went further to train a coalition of healthcare workers in her community. Since the training, she has continued to provide guidance on other SRHR issues in her organisation. Loretta takes pride in her boldness to disrupt the patriarchy in her community and attributes this to her feminist consciousness that was raised during the training. Her outspokenness compels her audience, particularly community leaders and healthcare workers to think realistically about SRHR



## Creating safe space for feminist book reviews and wellness

In partnership with GBVNet, AMwA hosted an online book chat with 30 African women and gender-expansive persons on *The Sex Lives of African Women* with the author, Nana Darkoa Sekyiamah. As part of our sexual and reproductive health and rights objective, the conversation provided a safe space for African women to discuss sexuality, pleasure, and creating feminist joy in their activism and to kick start conversations around them. In like manner, we carried our new revolutionary fire into the craft of nurturing our minds and soul by convening a four-part Wellness and Health Webinar series. The theme of the sessions provided each participant with coping strategies tailored for African feminists for life post-COVID-19 and imaging a new reality. Attendees were provided with new ways to deal with challenges in their life and work individually and collectively.

***“It was a space that offered reflections on what we do on a daily basis, particularly, prioritizing my mental health and wellbeing and holding space for myself as much as I hold space for others. AMwA did us a solid in creating a space for us activists to pause and take care of ourselves amidst organizing in such difficult times” - a Tanzanian feminist***



## 5.0 Watering the seeds

The seeds we planted needed watering. Our water, filled with deep feminist insights and soulfulness reflected a longing for newness and re-imagination. Here are some of the knowledge products and pieces of research developed during the course of the year.

### Feminist taxation and framework guide

This guide is intended to support progressive tax justice and feminist movements in the collective struggle for tax justice and gender equality. The guide is designed to be an advocacy tool for a feminist taxation framework at all levels, national, regional, and global.



### Feminist Approaches to Access to Medicine and Essential Commodities

The brief provides an analysis of why access to essential medicines and commodities specifically for sexual reproductive health and rights (SRHR) is a feminist issue, focusing on health and health systems, the legal and policy framework on access to medicines in Uganda, highlighting the barriers to said access and sharing best practices.

## **Action Research on Women’s Leadership and participation in political processes in Uganda.**

Action research with a primary focus on the 2021 elections was conducted to inform our advocacy aimed at strengthening women’s political leadership, participation and influence, inclusive governance, and gender equality in Uganda.

## **A Positive Perception Media Strategy**

The Positive Perception Media Strategy has been developed to increase the visibility and positive portrayal of women leaders by engaging progressive and feminist narratives about women leaders in the media.

## **Feminist climate action guide**

The guide presents tools to assess gender biases in current climate actions and strategies looking to advocate toward a feminist climate change policy position at national, continental, and global levels.



## **Feminist audit of SRHR legal and policy framework in Uganda**

A deep analysis of the current policy and legal framework on SRHR to assess the extent to which a gender lens and feminist principles are infused in their design and implementation of these laws and policies.

## **Technical brief on feminist approaches to rights**

An extensive body of knowledge foregrounding women’s bodily autonomy and agency in making decisions about their reproductive health and interrogating the different discourses in Uganda.



## 6.0 Renewal of Souls

As we got familiar with this newness, it was important to also nurture ourselves, form new alliances, and increase our resources. We figured that if we indeed wanted to cause a ripple effect of our new vision, it was crucial to join high-level consortiums and alliances. This year, AMWA applied herself as an organization whose soul was renewed to work in a strategic, intentional, and radical feminist approach.

### **The inception of new projects and new partnerships**

We formed a partnership with the Dutch Ministry of Foreign Affairs which launched three major projects; Power of Dialogue on women's political leadership, Make Way on SRHR for youth; and Amplifying Voices for Just Climate Action in the seven countries of operation. In order to ground ourselves in the work, the bulk of the year was spent on inception activities particularly data gathering to understand the operating contexts and associated risks better and establishing strategic partnerships critical for the projects' implementation. In the process of rooting ourselves, we developed political-economic analyses, baseline studies, and risk matrices which in turn shaped the strategic interventions proposed in each context. Theories of Change were adapted to respond to these realities and complementary work plans were developed. In relation to partnerships established, a key relationship has been with the Embassy of the Kingdom of the Netherlands who

we see as an ally and a power broker in conveying us into our new reality. The relationships within the consortia where we belong have also been critical and AMwA has positioned herself as a leader in feminist political thought and practice, challenging orthodox practice around development and bringing on board a feminist lens to tackling structural oppression. Partnerships have also extended beyond the consortium partners to other strategic players such as the East African Legislative Assembly Women's Caucus with whom we are developing a strategic plan. We intend to use this strategic positioning to influence them on a number of policy issues that we know will come before them for consideration.

## **Capacity strengthening of staff**

This year, our staff, who served as porters of the new reality, undertook a number of capacity strengthening initiatives individually, and as a collective. The major interventions in this period included feminist advocacy training which has resulted in staff developing and implementing advocacy plans; MEL training that has imparted critical skills to fill a glaring gap in monitoring, evaluation, and report writing, and values clarification training to get the team to confront and intentionally unlearn unconscious biases individually and as a collective. The latter is a deliberate effort to ensure that AMwA staff have shared values and feminist politics that enable them to have a common understanding of why we do what we do, and why the strategies we have chosen matter.

The technical expertise of AMwA staff has also been strengthened and legitimized by contributing to the process of knowledge development through writing and panel engagements. AMwA staff have been highly sought after to provide perspectives on women's leadership at the Gender is my Gender Campaign on the sidelines of the African Union, on funding for public health at the High-Level Political Forum, and on tax justice and climate action in a number of fora. Relatedly, the staff has exhibited thought leadership through newspaper op-eds, blog posts, and the development of technical briefs. This all lends credence to the capacity-strengthening initiatives we are undertaking, and positions AMwA as a thought leader on a variety of matters on the continent and beyond.

## **Development of strategic plan and institutionalization of policy and practice**

This year AMwA kicked off the design of the new strategic plan to extend to new frontiers of Afro-feminism between 2021-2025. The participatory consultation process with a wide array of constituents and stakeholders produced a shared vision for what AMwA could contribute to the feminist movement in Africa. Relatedly, the organization's quick exponential growth with new staff from across the continent has necessitated a policy and culture review to ensure that as AMwA enters a new phase with a new strategic plan, the new and old teams co-create a shared vision of what AMwA they want to be part of. The policies developed or reviewed to meet the demands of this new era include the Human resource manual which included the Whistleblowing Policy and Sexual Harassment Policy, Finance policy, sub-granting policy, and Work From Home Guidelines. In a bid to further institutionalize processes on reporting and accountability, and to meet the demands of the expansion of work outside Uganda, a whole Monitoring Evaluation architecture is being set up. Complementary tools and portals have also been developed; a Management Information system is in the works, and an online learning portal has been developed to meet the reality of online training.



## **Observer status at the African Commission on Human and People's Rights**

AMwA hit a milestone this year by gaining Observer Status at the African Commission on Human and People's Rights. This achievement is momentous as it has been many years in the making but is also incredibly relevant given the turning tide against women's rights that is increasingly gaining ground. As an organization with observer status, we now have the legitimacy to not only present human rights concerns before the Commission and hold states accountable but also to influence the thematic areas for the Commission's attention. Additionally, it imbues us with strategic convening power that enables us to occupy a position of influence with other civil society actors.

## **Member of the Executive Council of the Tax Justice Network Africa**

During the 6th Annual General Meeting of the Tax Justice Network Africa (TJNA) held in Dakar, Senegal, AMwA was elected to become a member of the Executive Council- with the Economic Justice and Climate Action Lead as the representative- representing regional and/or pan African organizations. The TJNA Executive Council provides critical leadership and direction to the work of the network. AMwA was voted on the merit that the network has an identified need for gender mainstreaming within its leadership and inclusion of feminist approaches in its intervention. AMwA brings on board a feminist lens and mobilization capacity as well as experience as a regional organization into this council.



## 7.0 Applying and adapting to learning from 2020

### **African feminist writers' workshop**

This year, we took a different approach to develop the Leaders' Journal, a platform for young feminists to exercise thought leadership and contribute to the evidence base of feminist scholarship and activism through writing. We convened an African feminist writers' workshop to foster and nurture a community of young feminist writers who would lead and strengthen activism in Africa, using writing as a key organizing strategy. The output of the workshop would be papers written by participants which would then be published in the second edition of the journal. In the previous edition of the journal, the quality of papers submitted was quite low which showed a capacity gap and required a lot of effort for the consulting editor to shape them into something publishable. We decided to do things differently this time.



## **A new e-learning portal for online training and strengthening connections through e-engagements.**

The transition to online engagements has come with its fair share of challenges including preventing communion in person, which is the critical glue for AMwA's alumni engagements. Our online training in 2020 fell short of ensuring participants connect, despite our goal to catalyze a movement of advocates in the region. Our learning from participants in our prior physical training has shown that post-training follow-up activities play a critical role in linking participants and helping them bond over shared goals and conversations in the same room. This is a lesson we applied by holding successful in-country physical gatherings for participants to meet, learn about each other's work and bond beyond the virtual classroom. This also created opportunities for them to collectively support each other to refine their ideas for their advocacy initiatives/campaigns. The spaces were also very empowering as Alumni met each other in person for the first time and shared their experiences and training, challenges, and opportunities. In addition to this, we also built an online learning portal for self-paced learning. This was intended to enable participants to dig a little deeper into training materials as learning engagements had been reported as too quick and overwhelming.

## **Development of a Management Information System (MIS)**

Storytelling is a unique way of making people appreciate any journey. Hence, over the years AMwA realized the need to have a body of knowledge of its programming, past experiences, and learnings. In order to collectively manage this, AMwA embarked on a journey of developing a Management Information System. This system will act as a buffer for all information across the organization, and smoothen operations, and approval procedures. This is crucial as it will avail evidence to easily measure our successes and impact as an organization. This system will enable the availability of real-time data for decision-making and ease programme monitoring. It will also transcend staff transitions and changes in programme strategies.



## **Lessons learned - 2021**

- ◆ Be prepared to fail. It makes picking oneself up easier as one will have the tools to navigate failure. False starts, bruising failures, unexpected opportunities, and surprising successes were all part of the trajectory of growth that characterized AMwA's year. With an expansion in geography, human resource, and strategic areas of focus, all at once, in the middle of a pandemic, significant bumps in the road were certainly inevitable. With this in mind, we spent this year learning from other organizations, documenting our failures, thinking through how to do things differently, and institutionalizing practices. We are still standing because of that investment.
- ◆ In the current volatile, uncertain, complex, and ambiguous (VUCA) context, AMwA like many other WROs and CSOs needed to carefully balance the competing demands (expectations) between multiple stakeholders and yet still try to create social value for her most vulnerable

constituencies. Importantly, keeping in view the topicality of COVID-19 in the current times, the centrality of our constituencies, and the critical role of WROs to advance a gender-responsive approach, introspection, change management and adaptation became an imperative.

- ◆ Synergizing our efforts across the 3 programme areas is vital in ensuring concerted efforts for effective programme delivery and efficient utilization of resources. This was a key lesson as AMwA took on new streams of work under the different programme areas. It birthed the need for a methodical and systematic approach to programme execution and measurement of results moving forward.
- ◆ With our audacity to disrupt, AMwA's expansion in new contexts brought forth new realities in our policy influencing and movement building strategies. The need for deepened relationships and strong partnership with like minded organizations and collectives at different levels manifested. Cognisant of the snags that come with working in partnerships and coalitions, AMwA navigated the waters and established partnerships with local national level organizations, joined regional and global networks and consortia. Hence creating multiple pathways and collective power in shaping our feminist futures.
- ◆ A team should be like a symphony, playing different parts in harmony. This year has surfaced the challenge of onboarding staff in a virtual world, forcing us to rethink how to ensure that the first few days and weeks of a new staff's employment provide the safety and certainty that they made the right choice in joining AMwA. Also critical was the process of inculcating AMwA's values and culture as a feminist organization. With the new team bringing on board a diversity of strengths and worldviews, we have held values clarification sessions to ensure that even if we play different instruments and have different talents, we sing the same song and strike a perfect harmony at the end of the day.
- ◆ Data gathering must be disaggregated. With the new ways of holding events and programs caused by the COVID-19 pandemic, we learned to track and gather data, especially in virtual spaces in the most inclusive and accurate approach.
- ◆ As an organisation, we anchor our political consciousness, activism and advocacy in evidence generated through our feminist research and knowledge building. Since this is a critical pillar in our work, we learned that externalization of knowledge development is not sustainable if we are to become thought leaders and uphold this approach as an institution. Hence the need to intentionally create space for staff to do intellectual labour. This comes as a harsh reality in our inability to complete scheduled briefs on the one hand due to the heavy workload but on the other insufficient investment in time and the intellectual muscle to do the work.





## 8.0 Gems and Assets

Total income for this reporting year increased by 481% compared to the funds received in the year ended December 2020. The tremendous increase is attributed to the widened areas of interventions and new partnerships and funding from Netherlands Institute of Multi-Party Democracy, WWF, Wemos Sticing, Solidarity for African Women's Rights, ROSA Luxemburg Stiftung and Global Fund for Women. 99 % of the income received was from 10 esteemed funders to implement 12 projects geared at ensuring that African women are economically, politically and socially autonomous and champions of change.

During the year, the expenditure increased by 274% as compared to the previous year. The positive trend was because of increased scope of coverage and funding towards the identified interventions. 9 % was for strengthening the African Women's Leadership Institute, 30% - Amplifying African Women's voices in critical spaces whereas 40% was to strengthen AMwA into a sustained a feminist organizational with robust structure and a culture that excels at learning, creativity and innovation.

# 1. Income and Expenditure statement

Statement of Receipts and Payments and Fund balance

|                    | Notes | 31-Dec-21             |                      |
|--------------------|-------|-----------------------|----------------------|
|                    |       | Budget<br>UGX         | Actual<br>UGX        |
| <b>Receipts</b>    |       |                       |                      |
| Grants Received    | 9.3   | 10,368,156,529        | 9,408,205,452        |
| Other Income       |       | 71,269,160            | 89,560,922           |
| <b>Total Funds</b> |       | <b>10,439,425,688</b> | <b>9,497,766,374</b> |

|   |     |                       |                      |
|---|-----|-----------------------|----------------------|
| <b>Payments</b>   |     |                       |                      |
| <b>Programme Costs</b>  |     |                       |                      |
| Strengthen the African Women's Leadership Institute (AWLI) as a center of excellence on feminist and transformative leadership development                    | 9.4 | 2,025,348,045         | 607,771,516          |
| Amplify African women's voices in critical spaces through collective advocacy, and through movement building, informed by feminist research and documentation | 9.4 | 3,246,666,722         | 2,065,616,255        |
| Institutional Strengthening   | 9.4 | 5,167,410,922         | 4,048,005,154        |
| <b>Total Programme Costs</b>  |     | <b>10,439,425,689</b> | <b>6,721,392,926</b> |
| Foreign Exchange (Gain)/Loss  |     | -                     | 314,975,123          |
|   |     |                       |                      |
| <b>Surplus/(Deficit) for the year</b>   |     | <b>(0)</b>            | <b>2,461,398,326</b> |
| Fund balance as at 01 Jan 2021  |     |                       | <b>429,544,528</b>   |
| Fund balance as at 31 Dec 2021  |     |                       | <b>2,890,942,854</b> |

|                    | Notes | 31-Dec-21        |                  |
|--------------------|-------|------------------|------------------|
|                    |       | Budget<br>USD    | Actual<br>USD    |
| <b>Receipts</b>    |       |                  |                  |
| Grants Received    | 9.3   | 2,880,044        | 2,639,047.81     |
| Other Income       |       | 19,797           | 25,122           |
| <b>Total Funds</b> |       | <b>2,899,841</b> | <b>2,664,170</b> |

|   | <b>Notes</b> | <b>31-Dec-21</b> |                  |
|---|--------------|------------------|------------------|
| <b>Payments</b>   |              |                  |                  |
| <b>Programme Costs</b>  |              |                  |                  |
| Strengthen the African Women's Leadership Institute (AWLI) as a center of excellence on feminist and transformative leadership development                    | 9.4          | 562,597          | 170,483          |
| Amplify African women's voices in critical spaces through collective advocacy, and through movement building, informed by feminist research and documentation | 9.4          | 901,852          | 579,415          |
| Institutional Strengthening   | 9.4          | 1,435,392        | 1,135,485        |
| <b>Total Programme Costs</b>  |              | <b>2,899,841</b> | <b>1,885,384</b> |
| Foreign Exchange (Gain)/Loss  |              | -                | 88,352           |
|   |              |                  |                  |
| <b>Surplus/(Deficit) for the year</b>   |              | <b>(0)</b>       | <b>690,434</b>   |
| Fund balance as at 01 Jan 2021  |              |                  | <b>116,121</b>   |
| Fund balance as at 31 Dec 2021  |              |                  | <b>806,555</b>   |

|                    | <b>Notes</b> | <b>31-Dec-21</b>      |                       |
|--------------------|--------------|-----------------------|-----------------------|
| <b>Receipts</b>    |              | <b>Actual<br/>UGX</b> | <b>Actual<br/>USD</b> |
| Grants Received    | 9.3          | 1,514,628,392         | 419,776               |
| Other Income       |              | 119,486,745           | 33,116                |
| <b>Total Funds</b> |              | <b>1,634,115,137</b>  | <b>452,892</b>        |

### **Payments**

| <b>Programme Costs</b>   |     |             |         |
|--|-----|-------------|---------|
| Strengthen the African Women's Leadership Institute (AWLI) as a center of excellence on feminist and transformative leadership development | 9.4 | 414,751,366 | 114,952 |

|  | <b>Notes</b> | <b>31-Dec-21</b>     |                 |
|--|--------------|----------------------|-----------------|
| <i>Amplify African women's voices in critical spaces through collective advocacy, and through movement building, informed by feminist research and documentation</i> | 9.4          | 511,917,070          | 141,554         |
| <i>Institutional Strengthening</i>   | 9.4          | 870,542,711          | 240,594         |
| <b>Total Programme Costs</b>   |              | <b>1,797,211,148</b> | <b>497,100</b>  |
| <i>Foreign Exchange (Gain)/Loss</i>  |              | (218,060)            | (60)            |
|  |              |                      |                 |
| <b>Surplus/(Deficit) for the year</b>  |              | <b>(0)</b>           | <b>(44,148)</b> |
| <i>Fund balance as at 01 Jan 2021</i>  |              | 592,422,479          | 160,269         |
| <i>Fund balance as at 31 Dec 2021</i>  |              | <b>429,544,528</b>   | <b>116,121</b>  |

## 2. Statement of Financial Position

Statement of Financial Position as at 31st Dec 2021

|   | <b>Notes</b> | <b>31st Dec 2021</b>  |                       |
|---|--------------|-----------------------|-----------------------|
|   |              | <b>Actual<br/>UGX</b> | <b>Actual<br/>USD</b> |
| <i>Property, Plant and Equipment</i>        |              | 109,281,630           | 31,125                |
| <i>Cash and Cash Equivalents</i>            |              | 4,197,049,261         | 1,195,400             |
| <i>Investment in UAP Trust</i>              |              | 739,660,465           | 210,669               |
| <i>Accounts Receivable and Other Assets</i> |              | 73,635,042            | 20,973                |
| <b>TOTAL</b>                                |              | <b>5,119,626,398</b>  | <b>1,458,168</b>      |

### Represented by:

|  |  |                      |                |
|--|--|----------------------|----------------|
| <i>Fund Balance as at 1 Jan</i>          |  | 429,544,527          | 116,121        |
| <i>Adjustments to Funds Balance</i>      |  |                      | 16,841         |
| <b>Adjusted Fund balance as at 1 Jan</b> |  | <b>429,544,527</b>   | <b>132,962</b> |
| <i>Surplus/(Deficit)</i>                 |  | 2,461,398,326        | 690,434        |
| <b>Accumulated Fund Balance</b>          |  | <b>2,890,942,853</b> | <b>823,396</b> |



|                         | <b>Notes</b> | <b>31st Dec 2021</b> |                  |
|-------------------------|--------------|----------------------|------------------|
| <i>Capital Fund</i>     |              | 109,281,630          | 31,125           |
| <i>Accounts Payable</i> |              | 2,119,401,915        | 603,646          |
| <i>Deferred Income</i>  |              |                      | 0                |
|                         |              | <b>2,228,683,545</b> | <b>634,772</b>   |
| <b>TOTAL</b>            |              | <b>5,119,626,398</b> | <b>1,458,168</b> |

|   | <b>Notes</b> | <b>31st Dec 2020</b>  |                       |
|---|--------------|-----------------------|-----------------------|
|   |              | <b>Actual<br/>UGX</b> | <b>Actual<br/>USD</b> |
| <i>Property, Plant and Equipment</i>        |              | 42,216,051            | 11,412                |
| <i>Cash and Cash Equivalents</i>            |              | 783,062,768           | 211,688               |
| <i>Investment in UAP Trust</i>              |              |                       |                       |
| <i>Accounts Receivable and Other Assets</i> |              | 106,524,796           | 28,797                |
| <b>TOTAL</b>                                |              | <b>931,803,616</b>    | <b>251,898</b>        |

**Represented by:**

|   |  |                    |                |
|---|--|--------------------|----------------|
| <i>Fund Balance as at 1 Jan</i>                 |  | 585,433,936        | 157,316        |
| <i>Adjustments to Funds Balance</i>             |  | 6,988,542          | 2,953          |
| <b><i>Adjusted Fund balance as at 1 Jan</i></b> |  | <b>592,422,478</b> | <b>160,269</b> |
| <i>Surplus/(Deficit)</i>                        |  | (162,877,951)      | (44,148)       |
| <b><i>Accumulated Fund Balance</i></b>          |  | <b>429,544,527</b> | <b>116,121</b> |
| <i>Capital Fund</i>                             |  | 42,216,052         | 11,412         |
| <i>Accounts Payable</i>                         |  | 85,483,324         | 23,109         |
| <i>Deferred Income</i>                          |  | 374,559,713        | 101,256        |
|   |  | <b>502,259,089</b> | <b>135,778</b> |
| <b>TOTAL</b>                                    |  | <b>931,803,616</b> | <b>251,899</b> |

### 3.0 Cash flow Statement

#### 6.0 Statement of Cash Flows (UGX)

|  | Notes | 31st Dec 2021 | 31st Dec 2021 |
|--|-------|---------------|---------------|
|  |       | UGX           | UGX           |
| <b>Cash flow from operating activities</b> |       |               |               |
| Surplus/(Deficit) for the year             |       | 2,461,398,326 | (162,877,951) |
| Prior year Adjustment                      |       | 4,197,049,261 | 6,988,542     |
| Gain realised on Opening Fund Balance      |       | -             | -             |

#### Changes in operating assets and liabilities

|   |  |                      |                    |
|---|--|----------------------|--------------------|
| Decrease/(Increase) in receivable                     |  | 32,889,754           | 176,737,475        |
| (Decrease)/Increase in payables                       |  | 2,033,918,592        | (51,620,403)       |
| Increase/(Decrease) in Deferred Income                |  | (374,559,713)        | 205,234,193        |
| <b>Net cash from operating assets and liabilities</b> |  | <b>1,692,248,633</b> | <b>330,351,264</b> |
| <b>Cash generated from operations</b>                 |  | <b>4,153,646,958</b> | <b>174,461,855</b> |

#### Cash flow from investing activities

|   |  |                      |                     |
|---|--|----------------------|---------------------|
| Investment in Unit Trusts                 |  | (739,660,465)        |                     |
| Acquisition of PPE                        |  | (109,646,800)        | (31,500,000)        |
| <b>Net cash from investing activities</b> |  | <b>(849,307,265)</b> | <b>(31,500,000)</b> |

#### Cash flow from financing activities

|                          |  |            |            |
|--------------------------|--|------------|------------|
| Increase in Capital Fund |  | 67,065,578 | 15,261,274 |
|--------------------------|--|------------|------------|

| <b>Adjustment for Non Cash in the Capital Fund</b> |  |            |            |
|--|--|------------|------------|
| Revaluation Gain                                   |  | -          | -          |
| Exchange diff unrealised                           |  | -          | -          |
| Depreciation                                       |  | 26,927,860 | 16,237,726 |

|  | <b>Notes</b> | <b>31st Dec 2021</b> | <b>31st Dec 2021</b> |
|--|--------------|----------------------|----------------------|
| Write-off                                      |              | 15,653,360           | -                    |
| <b>Net cash flow from financing activities</b> |              | <b>109,646,798</b>   | <b>31,499,000</b>    |

|  |  |                      |                    |
|--|--|----------------------|--------------------|
| Net increase/(decrease) in cash and cash equivalents |  | 3,413,986,492        | 174,460,856        |
| Cash and Cash equivalent at start of the year        |  | 783,062,768          | <b>608,601,913</b> |
| <b>Cash and Cash equivalent at end of the year</b>   |  | <b>4.197,049,260</b> | <b>783,062,768</b> |

## 4.0 Budget Actual Performance

Statement of Receipts and Payments and Fund balance

|                    | <b>Notes</b> | <b>31-Dec-21</b>      |                       |
|--------------------|--------------|-----------------------|-----------------------|
|                    |              | <b>Budget<br/>UGX</b> | <b>Actual<br/>UGX</b> |
| <b>Receipts</b>    |              |                       |                       |
| Grants Received    | 9.3          | 10,368,156,529        | 9,408,205,452         |
| Other Income       |              | 71,269,160            | 89,560,922            |
| <b>Total Funds</b> |              | <b>10,439,425,688</b> | <b>9,497,766,374</b>  |

### Payments

|   |     |                       |                      |
|---|-----|-----------------------|----------------------|
| <b>Programme Costs</b>  |     |                       |                      |
| Strengthen the African Women's Leadership Institute (AWLI) as a center of excellence on feminist and transformative leadership development                    | 9.4 | 2,025,348,045         | 607,771,516          |
| Amplify African women's voices in critical spaces through collective advocacy, and through movement building, informed by feminist research and documentation | 9.4 | 3,246,666,722         | 2,065,616,255        |
| Institutional Strengthening   | 9.4 | 5,167,410,922         | 4,048,005,154        |
| <b>Total Programme Costs</b>  |     | <b>10,439.425,689</b> | <b>6,721,392.926</b> |

|                              |  |   |             |
|------------------------------|--|---|-------------|
| Foreign Exchange (Gain)/Loss |  | - | 314,975,123 |
|------------------------------|--|---|-------------|

|                                       |  |            |                      |
|---------------------------------------|--|------------|----------------------|
| <b>Surplus/(Deficit) for the year</b> |  | <b>(0)</b> | <b>2,461,398,326</b> |
|---------------------------------------|--|------------|----------------------|

|                                | Notes | 31-Dec-21     |
|--------------------------------|-------|---------------|
| Fund balance as at 01 Jan 2021 |       | 429,544,528   |
| Fund balance as at 31 Dec 2021 |       | 2,890,942,854 |

|                    | Notes | 31-Dec-21        |                  |
|--------------------|-------|------------------|------------------|
| Receipts           |       | Budget<br>USD    | Actual<br>USD    |
| Grants Received    | 9.3   | 2,880,044        | 2,639,047.81     |
| Other Income       |       | 19,797           | 25,122           |
| <b>Total Funds</b> |       | <b>2,899,841</b> | <b>2,664,170</b> |

| Payments  |     |                  |                  |
|---|-----|------------------|------------------|
| Programme Costs   |     |                  |                  |
| Strengthen the African Women's Leadership Institute (AWLI) as a center of excellence on feminist and transformative leadership development                    | 9.4 | 562,597          | 170,483          |
| Amplify African women's voices in critical spaces through collective advocacy, and through movement building, informed by feminist research and documentation | 9.4 | 901,852          | 579,415          |
| Institutional Strengthening   | 9.4 | 1,435,392        | 1,135,485        |
| <b>Total Programme Costs</b>  |     | <b>2,899,841</b> | <b>1,885,384</b> |

|                              |  |   |        |
|------------------------------|--|---|--------|
| Foreign Exchange (Gain)/Loss |  | - | 88,352 |
|------------------------------|--|---|--------|

|                                       |  |            |                |
|---------------------------------------|--|------------|----------------|
| <b>Surplus/(Deficit) for the year</b> |  | <b>(0)</b> | <b>690,434</b> |
| Fund balance as at 01 Jan 2021        |  |            | 116,121        |
| Fund balance as at 31 Dec 2021        |  |            | 806,555        |

|                    | Notes | 31-Dec-21            |                |
|--------------------|-------|----------------------|----------------|
| Receipts           |       | Actual<br>UGX        | Actual<br>USD  |
| Grants Received    | 9.3   | 1,514,628,392        | 419,776        |
| Other Income       |       | 119,486,745          | 33,116         |
| <b>Total Funds</b> |       | <b>1,634,115,137</b> | <b>452,892</b> |

|  | <b>Notes</b> | <b>31-Dec-21</b>     |                |
|--|--------------|----------------------|----------------|
| <b>Payments</b>  |              |                      |                |
| <b>Programme Costs</b>   |              |                      |                |
| <i>Strengthen the African Women's Leadership Institute (AWLI) as a center of excellence on feminist and transformative leadership development</i>                    | 9.4          | 414,751,366          | 114,952        |
| <i>Amplify African women's voices in critical spaces through collective advocacy, and through movement building, informed by feminist research and documentation</i> | 9.4          | 511,917,070          | 141,554        |
| <i>Institutional Strengthening</i>   | 9.4          | 870,542,711          | 240,594        |
| <b>Total Programme Costs</b>   |              | <b>1,797,211,148</b> | <b>497,100</b> |

|                                     |  |           |      |
|-------------------------------------|--|-----------|------|
| <i>Foreign Exchange (Gain)/Loss</i> |  | (218,060) | (60) |
|-------------------------------------|--|-----------|------|

|                                       |  |                    |                 |
|---------------------------------------|--|--------------------|-----------------|
| <b>Surplus/(Deficit) for the year</b> |  | <b>(0)</b>         | <b>(44,148)</b> |
| <i>Fund balance as at 01 Jan 2021</i> |  | 592,422,479        | 160,269         |
| <i>Fund balance as at 31 Dec 2021</i> |  | <b>429,544,528</b> | <b>116,121</b>  |

# 9.0 Our Partners

## Funding partners

**Dutch Ministry of Foreign Affairs**  
**UN Women Uganda**  
**African Women's Development Fund (AWDF)**  
**Democratic Governance Facility (DGF)**  
**Rosa Luxemburg Foundation**  
**Global Fund for Women**  
**Solidarity of African women's Rights (SOAWR)**  
**Center for Health, Human Rights and Development (CEHURD)**  
**Anonymous donor**

## Implementing partners

**Netherlands Institute for Multi Party Democracy (NIMD)**  
**Center for Mediterranean and International Studies (CMIS)**  
**Goree Institute**  
**Mzalendo Trust**  
**World Wide Fund for Nature (WWF)**  
**Hivos**  
**South South North (SSN)**  
**Slum Dwellers International (SDI)**  
**Forum for African Women Educationalists (FAWE)**  
**Volunteer Services Overseas**  
**Wemos**  
**The Circle of Women Theologians**  
**Liliane Fonds**  
**Katalemwa Cheshire Home for Rehabilitation Services**

# Our Board



Dr. Maggie Kigozi  
**Chairperson**



Claire Mathonsi  
**Vice Chairperson**



Abisagi Namugenze Mugenyi (ACCA)  
**Treasurer**



Alison Ngibuini  
**Board Member**



Mmabatho Motsamai  
**Board Member**



Rainatou Sow  
**Board Member**



Zoneziwoh Mbongdulo  
**Board Member**

# Steerers of our Rebirth



Eunice Musiime  
**Executive Director**



Beth Naluboka Masangah (CPA)  
**Head of Finance and Administration**



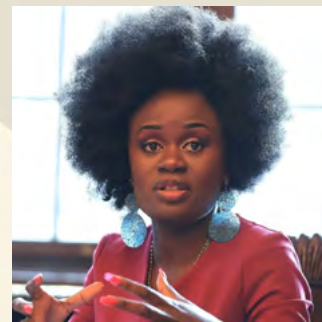
Leah Eryenyu  
**Head of Programmes**



Chimwemwe A. Fabiano  
**Women's Political Leadership Lead**



Olabukunola Williams  
**Sexual and Reproductive Health and Rights Lead**



Stella Agara  
**Economic Justice and Climate Action Lead**



Lumonya Faith  
**Economic Justice and Climate Action Officer**



Sarah Nannyondo Okello  
**Monitoring, Evaluation and Learning Coordinator**





Esther Wambui Kimani  
**Programme Officer, Sexual and Reproductive Health and Rights**



Najjuko Joanita  
**Programme Officer, Economic Justice and Climate Action**



Margaret Nambi  
**Finance and Grants Officer**



Bitamisi Henrietta Nyakato  
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Kyabagye Safura  
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Mugabekazi Gloria Mugasha  
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Komusana Fionah  
**Sexual and Reproductive Health and Rights Associate**



Jean Ngobi  
**Women's Political Programmes Officer**



Chipo Bangira  
**Women's Political Leadership Lead**



Twasiima Bigirwa  
**Economic Justice and Climate Action Lead**



Patience Nganzi  
**Women's Political Leadership Programme Associate**



Grace Amme  
**Communications Associate**



Barbra Kahunde Birabwa  
**Finance and Administration Associate**



CPA Wilson Serubidde  
**Finance Officer**



Mulindwa Isaac  
**IT officer**



Constance Tumuhamy  
**Administrative Assistant**





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