

TABLE OF CONTENTS

TABLE OF CONTENTS	i
ABBREVIATIONS AND ACRONYMS	iii
ACKNOWLEDGEMENT	iv
PRESIDENT'S FOREWORD	v
CHIEF EXECUTIVE OFFICER'S FOREWORD	vii
CHAPTER ONE	1
1.0 Introduction.....	1
1.1 About the Organization	1
1.2 Legal Status.....	2
1.2 How this Strategic Plan was Developed	6
1.3 The Legal, and Planning Context	7
1.3.0 Introduction	7
1.3.1 National Objectives and Directive Principles of State Policy.....	7
1.3.2 The Ministry of Gender, Labour, and Social Development (MGLSD	7
1.3.4 Agenda 2030	8
1.3.5 Africa's Agenda 2063.....	8
1.3.6 EAC Vision 2050.....	10
1.3.7 Vision 2040	10
1.3.8 National Development Plan (NDP) III FY2020/2021-FY2024/2025.....	11
1.4 Governance and Organizational Structure of the FLN	12
1.6 Structure of the Strategic Plan.....	14
CHAPTER TWO	16
STRATEGIC DIRECTION OF THE FLN	16
2.0 Introduction.....	16
2.1 FLN's Vision.....	16
2.2 FLN's Mission Statement.....	16
2.3 FLN's Strategic Objectives.....	16
2.3.1 Strategic Objective 1:	17
2.3.2 Strategic Objective 2:	17
2.3.3 Strategic Objective 3:	17
2.3.4 Strategic Objective 4:	18

2.3.5 Strategic Objective 5:	18
2.3.6 Strategic Objective 6:	18
2.4 FLN's Core Values and Principles	19
2.5 FLN's Strategic Goal.....	20
2.6 Target Group.....	20
2.7 Geographical focus	20
2.8 Increasing visibility of the organization.....	20
2.9 Outcomes	21
CHAPTER THREE.....	23
SWOT ANALYSIS.....	23
3.0 Introduction.....	23
3.1.1 Strengths.....	23
3.1.2 Weaknesses	24
3.1.3 Opportunities	24
3.1.4 Threats/Obstacles.....	25
CHAPTER FOUR.....	26
4.1 Political and Operational Situation	26
4.2 Social Situation Analysis.....	27
4.3 Economic Situation Analysis.....	28
4.4 Legal and Policy Framework	29
4.4.1 The Constitution of the Republic of Uganda, 1995 (As amended)	29
4.4.2 Uganda National Gender Policy	29
4.5 Technological Advancement.....	30
4.6 Stakeholder Analysis.....	30
4.7 Risk Management	32
CHAPTER FIVE	34
MONITORING AND EVALUATION FRAMEWORK	34
5.0 Introduction.....	34
5.1 Monitoring and Evaluation Framework	34
5.2 Progress Reporting	35
5.3 Mid-term Evaluation.....	36
5.4 End-of-Term Evaluation	36

ABBREVIATIONS AND ACRONYMS

AU	African Union
CSOs	Civil Society Organizations
FLN	Female Lawyers' Network
GEWE	Gender Equality and Women Empowerment
HR	Human Resource
ICT	Information Communication Technology
IT	Information Technology
M&E	Monitoring & Evaluation
MGLSD	Ministry of Gender Labour and Social Development
MOU	Memorandum of Understanding
NDP	National Development Plan
NGP	National Gender Policy
NRM	National Resistance Movement
SDG	Sustainable Development Goals
UBOS	Uganda Bureau of Statistics
UN	United Nations

ACKNOWLEDGEMENT

The process of the development of this Five-Year Strategic Plan was a participatory, extensively consultative exercise that was comprised of a compilation of ideas from the Board of Directors, members, secretariat, partners, and stakeholders.

Special gratitude particularly goes to our membership for the support rendered towards the preparation and publication of this plan.

On behalf of the FLN Board of Directors, we wish to present to you this plan as an agreement developed and as an invitation to all our stakeholders to regularly guide all their activities for the planning period. We are quite certain that a considerable impact will be created through this plan.

PRESIDENT'S FOREWORD

"Women don't need to find a voice, they have a voice, and they need to feel empowered to use it, and people need to be encouraged to listen."

— Meghan Markle

The Female Lawyers' Network (FLN) is a membership association of women lawyers majorly focused on gender equality, professional development, mentorship, and empowerment of women and the girl-child.

FLN is the first of its kind in Africa focused on female lawyers and the girl child in this era of the rule of law dispensation. It is very timely and necessary in the current political, economic, and social climate. Uganda has great policies that provide for gender equality and empowerment however the number of gender injustices and inequalities that are perpetrated against women and girls have continued to escalate.

The FLN has therefore come on board to sensitively empower and train women and the girl child in the legal sector and beyond. It is our role as women to stand for each other and our rights. There is no better time to do it than now.

This is the first FLN strategic plan and it shall run for a period of five years from 2023 to 2028 focusing on its vision; to have empowered female lawyers and the girl child in a gender-equal and just world.

During its first Strategic Plan 2023 – 2028, the FLN aims to achieve the following;

Reduced gender-based inequalities, injustices, and biases through sensitization and mentorship, efficient and effective networking and collaboration of women in law, professional development for women in law in Africa, increased and consistent gender-

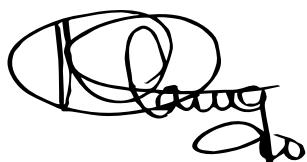


responsive participation in legal practice, and a generation of the girl child that is aware of women's rights.

I, therefore, call upon women in the legal fraternity in Uganda, the neighboring countries and other concerned stakeholders to join us on this journey.

On behalf of the FLN Board of Directors and Management, we present to you a consensus developed and invite all our internal and external stakeholders to regularly use the Strategic Plan to guide their work while combining urgency with innovations and focus with results. May we implement this plan with the same enthusiasm, commitment, and understanding that we brought into the planning phase

For God and My Country

A handwritten signature in black ink, appearing to read "Joyce Nalunga-Birimumaaso". The signature is fluid and cursive, with the first name "Joyce" and middle name "Nalunga-Birimumaaso" connected by a flourish.

Ms Joyce Nalunga- Birimumaaso

FLN President

CHIEF EXECUTIVE OFFICER'S FOREWORD



"There is no limit to what we, as women, can accomplish." - Michelle Obama

The Female Lawyers' Network (FLN) is pleased to present to you its five-year plan that shall run from the year 2023 to 2028. The FLN is a not-for-profit organization established with the general objective to harness support for the formidable works of women lawyers in Uganda and across the continent. The Organization strives to provide a platform for women and the girl child to meet, network, motivate and mentor each other in order to enhance good governance, and to eradicate gender-based inequalities, injustices, and biases in

all spaces and sectors in Africa by empowering women and the girl child, promoting gender equality and awareness in Uganda and across Africa.

The Strategic Plan builds on FLN's unique strengths, experiences and network of partners within Uganda and across the world. It also reaffirms the network's commitment towards realizing its set strategic goals and objectives.

This Plan is designed to be a practical, user friendly and be used by the FLN management, staff and related stakeholders to guide them in their operational/ work planning processes over the next five (5) years. I therefore call upon everyone at the national and international level to support the implementation of this Strategic Plan.

I wish to thank the Board of Directors, our partners and stakeholders for embracing the cause for an equal society and for supporting the strategic planning process.

As the FLN secretariat team we remain devout to the development of a proficient membership network that fosters gender equality, women empowerment and generally leading the journey to socio-economic transformation in the country and in the entire continent.

For God and My Country

A handwritten signature in black ink, appearing to read "LNB".

Ms. Leah Nasasira Bita
Chief Executive Officer

CHAPTER ONE

1.0 Introduction

Systematic planning is the systematic process of envisioning a desired future, translating the vision into broadly defined goals and objectives, and defining a sequence of steps to achieve them. This Strategic Plan provides the Female Lawyers' Network with a five year roadmap for support, services, and the organization's development. It presents the FLN's priorities for the planned period and how the organization intends to achieve them.

The Board of Directors, management, and staff will review progress, and update the plan annually but also whenever the need arises. Additionally, it is the intention of the board of directors and management to ensure that FLN grows into a more financially sustainable organization within the next few years and to demonstrate greater value for money for members and the public. It is against this background that the FLN Board of Directors decided to commission the development of this strategic plan.

“Our goals can only be reached through a vehicle of a plan, in which we must fervently believe, and upon which we must vigorously act. There is no other route to success.” — Pablo Picasso, painter

1.1 About the Organization

The Female Lawyers' Network (FLN) is a not-for-profit membership-based feminist organization that was established in 2022. The organization is committed to supporting the formidable works of women lawyers in Uganda and across the region. The FLN aims at eradicating gender inequality, injustices, and biases in all spaces and sectors in Africa by empowering women and the girl child, promoting gender equality and awareness in Uganda and Africa, providing a platform for women in law to meet, network, inspire, motivate and mentor each other in order to enhance good governance. It also aims at providing training, awareness sessions, and professional development for women in law in Africa, promoting gender-responsive participation in legal practice in governance and fostering the training of a girl child on women's rights.

To be able to enhance efficacy and effectiveness in the execution of its mandate, the FLN gathered information from its membership and concerned stakeholders that assisted in the development of its strategic plan that will guide the period running from 2023 to 2028. Since strategic planning must be strategic, deliberate, and continuous, the FLN intends to review its strategic plan every after one (1) year through a continuous comparable review system.

1.2 Legal Status

The Female Lawyers' Network was duly registered with the Uganda Registration Services Bureau as a Company Limited by Guarantee on the 22nd day of November 2022 under registration number 80020003909827 and is therefore legally permitted to run activities of a non-for-profit organization in Uganda.

THE PATRON

Rt. Hon. Honourable Rebecca Alitwala Kadaga

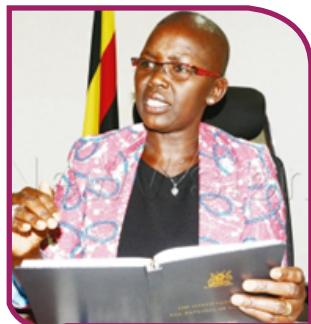
First Deputy Prime Minister & Minister for East African Community Affairs.



THE INAUGURAL FEMALE LAWYERS' NETWORK BOARD OF DIRECTORS



Hon. Lady Justice Lillian Tibatemwa-Ekirkubinza
Supreme Court Justice
Chairperson



Hon. Lady Justice Jane Frances Abodo
Director of Public Prosecutions
Vice Chairperson



Ms. Mabel Nimwesiga
Auditor – Treasurer



Ms. Joanita Bushara
Managing Partner of Justicial Advocates
Private Practice – Member



Ms. Anne Abeja
Chief Legal of Housing Finance Bank Limited
Company Secretary



Ms. Mariam Mbabaali
Managing Partner of Kobuzire
Mbabali & Co.Advocates,
Proprietor of Drip & dry Cleaners - Member



Ms. Patience Tumusiime Rubagumya
Commissioner Legal & Board Affairs URA
Member



Mrs. Angela Namakula Ofwono
Chief Legal DFCU Bank Ltd
Member



Dr. Justine Walusimbi -Ngobi
Non-Executive Board Member



Mrs. Innocent Ngobi Ndiko
FLN Non -Executive Board Member



Mrs. Joyce Nalunga Birimumaaaso
Founder/President/
Non-Executive Board Member

ASSOCIATE MEMBERS



Hon. Asuman Kiyingi
Deputy Chairperson, Leadership Code Tribunal



Mackay Robert
Deputy Head Bar course, Law Development Center
Managing partner, R.Mackay & Co. Advocates



Stanley Okecho
Partner, Gem Advocates



Simon Peter Musangala
Managing Partner, Musangala and Co. Advocates

1.2 How this Strategic Plan was Developed

This 2023 – 2028 Strategic Plan, was developed through a participative process. The stakeholders' input, both internal and external, was received through meetings, key informant interviews, surveys, and workshops coupled with the review of previous performance and plans which provided lessons that greatly informed this study.

Furthermore, the organization's vision, mission, and objectives were reviewed in light of the external and internal environment. Key decisions were determined by the existing legal and regulatory framework, Vision 2040, EAC Vision 20250, and Africa Vision 2063. On this basis, the strategic objectives and general plan for 2023-2028 were well-defined. Resultantly, a budget, resource mobilization strategy, plans for monitoring and evaluation, and risk management were also developed.

The consultants of this strategic plan applied a qualitative model that included an inclusive review of key documents, an assessment of key success factors among member associations, and benchmarking of umbrella bar associations in Africa and internationally. The process also included key informant interviews and focus group discussions that considered a representative spread of key stakeholders. The consultants worked to ensure that there was a fair representation of the young women lawyers, development partners, judges, and senior lawyers.

The FLN Strategic Planning Committee directed the choice of the key stakeholders, guided the development of tools used for stakeholder analysis, and key informant interviews, and approved the overall methodological approach to this concluded strategic planning process. The strategy development process was extremely participatory in order to have the principles required for its effective implementation at the core of its development. As such the secretariat, the Board of Directors, and its strategic planning committee were central throughout the process of critically evaluating the challenges and opportunities facing society, and the capacity of the secretariat to exploit the opportunities and address the challenges facing society. The team also identified priority areas where the FLN should focus in order to achieve its strategic intent and clarified the vision of success for the next five years.

The consulting team synthesized the feedback from members and stakeholders into insights that informed the compilation of this final document.

1.3 The Legal, and Planning Context

1.3.0 Introduction

The FLN strategic plan takes cognizance of the various initiatives put in place by the Government, regional, and continental organizations towards the establishment of a society that protects and promotes gender equality. This part, therefore, gives a brief about some of the policies that directed/ inspired the vision and the mission of the development of the strategies to achieve the same. These are as follows; -

1.3.1 National Objectives and Directive Principles of State Policy

Under Objective VI, the state is supposed ensure gender balance and promote fair representation of marginalized groups on all constitutional and other bodies.

1.3.2 The Ministry of Gender, Labour, and Social Development (MGLSD)

The Ministry of Gender was established in 1998 as the national machinery for the advancement of women in Uganda. It is the successor to the Ministry of Women in Development created in 1988. This Ministry is responsible for the protection and promotion of the rights of the vulnerable population, addressing gender inequalities, ensuring cultural growth, labor, and employment as well as community mobilization and empowerment. The MGLSD is also responsible for coordinating and overseeing the implementation of gender mainstreaming and women's advancement programs nationally and supervises gender focal persons and units in different ministries. The ministry has a Community-Based Service/Gender Department at the local level. The MGLSD's role at the local level spearheads gender mainstreaming in district development plans and budgets.

1.3.4 Agenda 2030

The Sustainable Development Goals (SDGs) "seek to realize the human rights of all" (Preamble, 2030 Agenda) and are universally applicable to all people in all countries. SDG 16 is about promoting peaceful and inclusive societies, providing access to justice for all, and building effective, accountable, and inclusive institutions at all levels. It provides that people everywhere should be free of fear from all forms of violence and feel safe as they go about their lives whatever their ethnicity, faith, or sexual orientation.

Equally importantly, SDG 5 provides for the promotion of gender equality and empowering all women and girls. It is focused on pursuing the main goal of real and sustained gender equality in all aspects of women and girls' lives which includes ending gender disparities, eliminating violence against women and girls' lives, eliminating early and forced marriage, securing equal participation and opportunities for leadership, and universal access to sexual and reproductive rights.

The key intervention in this strategic plan aims at promoting an inclusive society and a population of empowered women and girls.

1.3.5 Africa's Agenda 2063

Agenda 2063 is the blueprint and master plan for transforming Africa into the global powerhouse of the future.

Aspiration 6 of Agenda 2063 calls for
"An Africa, whose development is people-driven, relying on the potential of



African people, especially its women, and youth, and caring for children." Agenda 2063, therefore, requires that we live in a more inclusive society where all the citizens are actively involved in decision-making in all aspects and where no child, woman, or man is left behind or excluded, on the basis of gender, political affiliation, religion, ethnic affiliation, locality, age or other factors.

Article 3 of the Protocol on Amendments of the Constitutive Act of the African Union recognizes the critical role of women in promoting inclusive development and calls for the AU “to ensure the effective participation of women in decision-making, particularly in the political, economic and socio-cultural areas.”

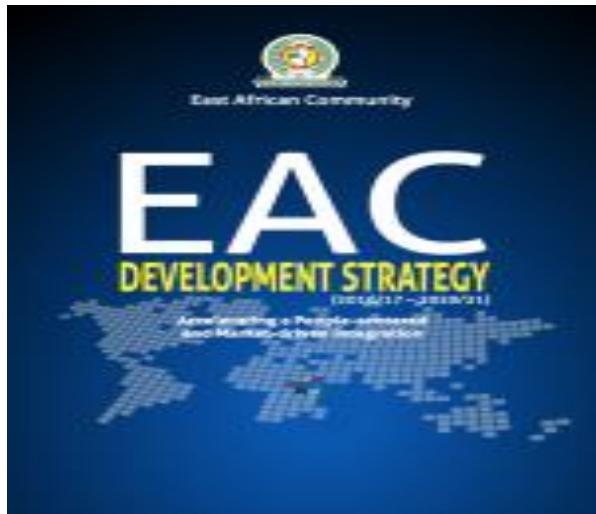
The African Union recognizes that gender equality is a fundamental human right and an integral part of regional integration, economic growth, and social development and has developed the African Union’s strategy for Gender, Equality and Women’s Empowerment (GEWE) to ensure the inclusion of women in Africa’s development agenda.

The Gender, Equality and Women’s Empowerment strategy focuses on six (6) key pillars which include: -

- a) Women’s Economic Empowerment and Sustainable Development – that women’s empowerment is key to growth, prosperity, and sustainability.
- b) Social justice, protection &Women’s Rights – That women’s and girls’ rights are human rights; they span all spheres of social, political, legal, cultural, and economic and must be protected and promoted.
- c) Leadership & Governance – That good governance demands equal and effective participation by women.
- d) Gender Management Systems – providing access and investing resources (financial and other technical resources) to support women and empowerment of the girl child.
- e) Women, Peace, and Security – Ensuring women’s perspectives are included on issues of Peace - Prevention, Protection, Promotion Programmes
- f) Media & ICTs – Given women a voice in African media and access to technology for knowledge

1.3.6 EAC Vision 2050

The East African Community (EAC) Vision 2050 articulates the Community's desired future state. The vision recognizes that no society can reach its full potential unless it



empowers women and remove all obstacles to women's full participation in all areas of human endeavors.

It recognizes that although women in Africa represent 52 percent of the population, only 10 percent of the continent's income is earned by them (AfDB, Human Capital Strategy for Africa, 2014). Gender disparities

remain severe in the region, especially for poor women. The poorest especially girls are less likely to be educated, even less so in rural settings.

During the period of Vision 2050, EAC Partner States would continue to ensure mainstreaming of gender equality and equity into joint priority projects and programs. The region would stress harmonized gender policies and thereby realize gender equality and women's empowerment. The programs and projects under Vision 2050 will endeavor to include specific interventions addressing the issues of women and gender empowerment.

1.3.7 Vision 2040

Considering that women constitute over 51.2 percent of Uganda's population, Vision 2040 recognizes it as paramount in the next thirty (30) years to reduce gender inequalities as a prerequisite for accelerating and sustaining socio-economic transformation. Women and men of Uganda will thus be treated as equal partners in development right from the household to the Country level.

The Vision provides that over the next 30 years towards 2040, an effort will be made to ensure gender-responsive policies, programs, and actions. Furthermore, because of women's unique biological and gender roles especially of childbearing and rearing,

measures, deliberate policies, and programs will be put in place, to facilitate them to equally participate in the development process.

1.3.8 National Development Plan (NDP) III FY2020/2021-FY2024/2025

NATIONAL PLANNING AUTHORITY



In designing this plan, the FLN considered Uganda's National Development Plan (NDP) III which focuses on inclusive growth, human well-being and resilience, and transformational and inclusive governance positions. The NDP III is a convergence framework for the entire UN System to coherently contribute to the advancement of Gender Equality and Women's Empowerment (GEWE) in Uganda with UN Women as a strategic partner on the path to transformation.

The achievement of this development objective requires a robust civil society scheme and FLN provides the platform through which women and girls can be empowered to be able to realize the plan's objectives.

1.4 Governance and Organizational Structure of the FLN

FLN is a membership organization with its members at the helm. It also has a board of directors which is the governing body comprised of ten (10) persons consisting of senior women lawyers practicing in different jurisdictions who have volunteered their time and services. The FLN National Secretariat is in Nakulabye, Makerere in Kampala, and the National Secretariat is headed by the Chief Executive Officer who spearheads the running of the day-to-day activities of the organization. At the secretariat, the FLN has planned to create strong departments like Finance department, ICT department, Human Resources and Administration, among others.

The summary of the FLN's organizational structure is as indicated in Figure 1 below.

ORGANOGRAM

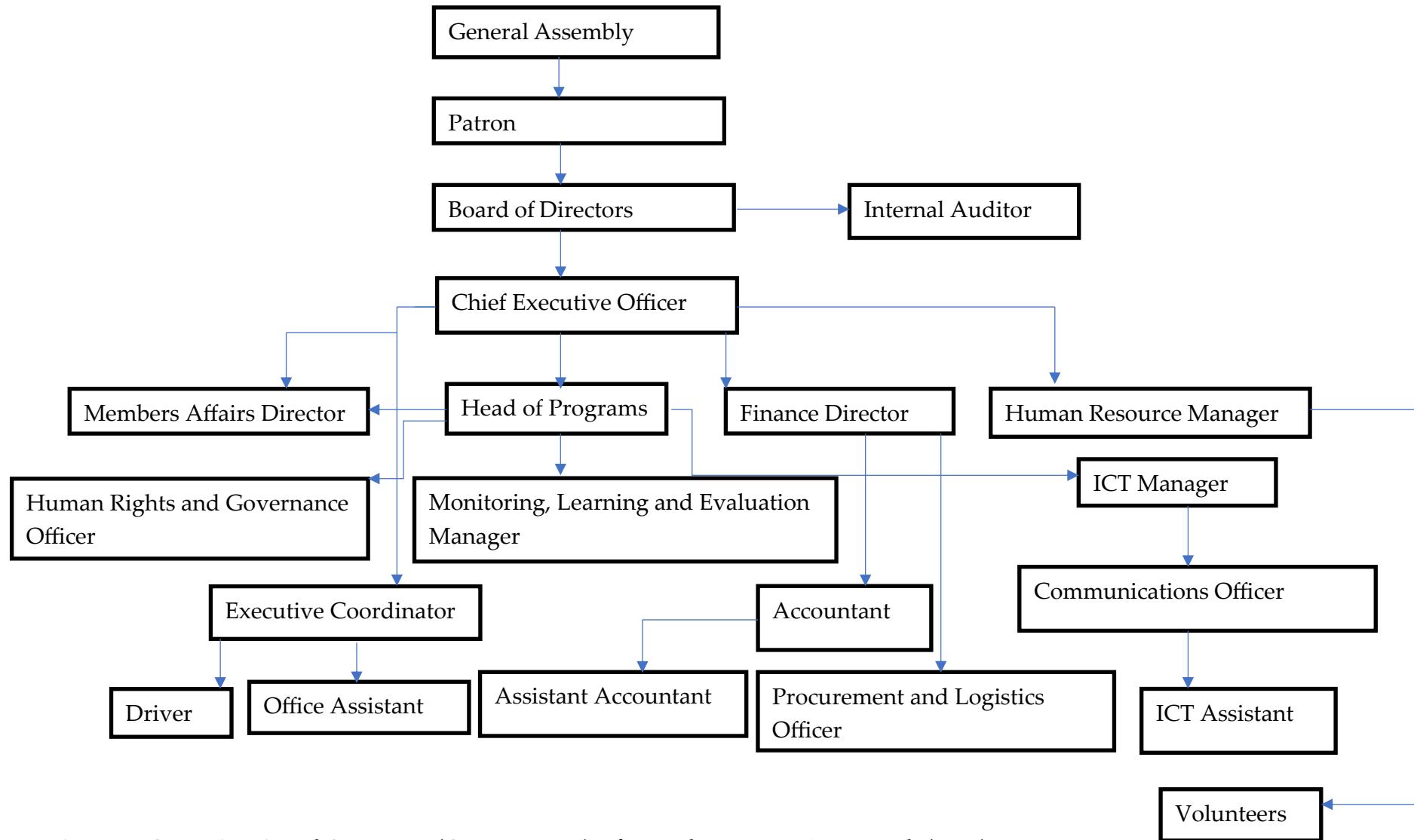


Figure 1: Organizational Structure (Organogram) of Female Lawyers' Network (FLN)

1.5 Purpose of the Strategic Plan

This Strategic Plan seeks to leverage the innovations and reforms introduced within the human rights framework in recent days and direct the movement towards the empowerment of women and girls. It is in this sense that this Plan was drawn up to direct the activities of all staff members of the FLN, build teamwork, and commitment to ensure that their efforts and performance are consistent.

The vision and mission of the organization are clearly outlined in the Strategic Plan. Furthermore, the strategies and objectives of the organization are aligned with the vision and mission. In addition, the five-year strategic plan will guide the actions and priorities of the FLN. However, the strategic plan remains flexible to any changes in national priorities that may be brought about by new developments in the national, and regional continental development plans.

1.6 Structure of the Strategic Plan

This strategic plan is comprised of chapters as described below; -

Chapter one of this plan presents the introduction to the plan, the background of the organization, the process through which the strategic plan was developed, the legal, planning context, and the purpose of the plan.

Chapter two discusses the strategic direction of the organization by giving the vision, mission, goals, strategic objectives, core values and principles, target group and strategy of the organization.

Chapter three presents the SWOT analysis of the organization by defining the strengths, weaknesses, opportunities, and threats of the organization.

Chapter four discusses the situation analysis of the organization by analyzing the external environment through which the organization operates. This part also discusses the risk management strategies to be employed by the organization.

Chapter five discusses the monitoring and evaluation framework as adopted by the organization to enhance its performance towards the realization of its goals and objectives.

CHAPTER TWO

STRATEGIC DIRECTION OF THE FLN

2.0 Introduction

To be able to offer a mental picture of what the organization wants to achieve, be able to explain the purpose of the organization, what it is, what it does, where it is going, and how it is going there, the board of directors together with the strategic planning committee through a consultative approach defined and fine-tuned the key components of the FLN's strategic plan as follows; -

2.1 FLN's Vision

The vision of the FLN is to have empowered female lawyers and the girl child in a gender-equal and just world.

2.2 FLN's Mission Statement

The mission of the Female Lawyers Network is to eradicate gender injustice through engagement and awareness with women and girls to promote women's rights, foster good governance, and uphold the Rule of Law in Africa.

2.3 FLN's Strategic Objectives

In line with Female Lawyers' Network's vision and mission, the strategic plan focuses on the following strategic objectives:

- To eradicate gender inequality, injustices, and biases in all spaces and sectors in Africa by empowering women and the girl child.
- To promote gender equality and awareness in Uganda and Africa.
- To provide a platform for women in law to meet, network, inspire, motivate, and mentor each other in order to enhance good governance.
- To provide training, awareness sessions, and professional development for women in law in Africa.
- To promote gender-responsive participation in legal practice in governance.
- To train a girl child on women's rights.

2.3.1 Strategic Objective 1:

Eradicate gender inequality, injustices, and biases in all spaces and sectors in Africa by empowering women and the girl child.

The FLN will strive to eradicate gender inequality, injustices and biases in all spaces and sectors in Africa. This will be done through carrying out seminars, conferences and outreaches to sensitize women and the girl child about their rights. The FLN will also ensure there's strategic litigation to deal with matters concerning gender injustices affecting female lawyers.

2.3.2 Strategic Objective 2:

Promote gender equality and awareness in Uganda and Africa.

The FLN will carry out specific interventions to promote gender equality and awareness in Uganda and Africa. These will include:

- a) Publication of monitoring reports on issues concerning gender equality
- b) Holding trainings and talk shows to sensitive the general public about gender equality
- c) Awarding and recognizing institutions that promote gender equality

2.3.3 Strategic Objective 3:

Provide a platform for women in law to meet, network, inspire, motivate, and mentor each other in order to enhance good governance.

Under strategy, the FLN will ensure that women in law have a platform to meet, network, inspire, motivate and mentor each other. This shall be done through among others;

- a) Conferences
- b) Radio and TV talk shows
- c) Twitter spaces
- d) Clubs
- e) Community outreaches

2.3.4 Strategic Objective 4:

Provide training, awareness sessions, and professional development for women in law in Africa.

The FLN will ensure that female lawyers are provided with regular trainings to equip them with the necessary research, legal analysis and organizational ability for professional development.

2.3.5 Strategic Objective 5:

Promote gender-responsive participation in legal practice and governance.

The FLN will strive to advocate for laws and policies that prohibit gender discrimination and call proactive efforts to promote women's participation in legal practice and governance.

2.3.6 Strategic Objective 6:

Train the girl child on women's rights.

The FLN will carry out regular training for the girl child about their rights. This will promote a culture of self-awareness and nurture a generation of females that are aware of their rights. The specific interventions will be:

- a) Trainings on the rights of the girl child
- b) Providing access to sexual and reproductive health services
- c) Mentorship programs
- d) Providing academic scholarships to the girl child

In summary, by the end of this planning period, FLN will certainly be one of the strongest women's networks in East and Central Africa with a physical presence in East African countries. It shall probably have a vibrant board, and strong secretariat, and will be part of the Security and governance structure and FLN shall be a household name.

2.4 FLN's Core Values and Principles

The FLN is concerned with the way it behaves and is certain that an organization must be guided by a set of values and beliefs that should be applied.



The FLN is guided by these realities in its day-to-day decision-making and how its members behave; -

Gender Equality and justice- The FLN will be known for advocating for gender equality and creating a society where everyone can thrive regardless of their gender (male or female).

Empowerment- The FLN will be known for laying a platform where women and girls can gain influence and equal opportunity to pursue personal, social, and economic endeavors, engaging in all parts of society on the same basis as men.

Good stewardship- The FLN will be known for carefully, trustfully, and responsibly dealing with its members, and stakeholders in the execution of its mandate.

Collaboration- The FLN will be known for partnering and cooperating with several stakeholders, teams, and individuals with whom they share an ideology of promoting gender justice and empowerment of women and girls in Africa.

Professionalism and integrity – The FLN will operate with strong adherence to moral and ethical principles and values such as honesty, honor, dependability and trustworthiness.

2.5 FLN's Strategic Goal

To eradicate gender injustices, inequalities, and biases against women in African societies through the empowerment of women and girls.

2.6 Target Group

The Female Lawyers' Network is a membership organization focusing on women lawyers in Uganda and across Africa. FLN is committed to supporting the formidable works of female lawyers and to provide a platform for women and the girl child to meet, network, motivate and mentor each other in order to enhance good governance.

The organization also intends to focus on women and girls with an aim of eradicating gender-based inequalities, injustices and biases in all spaces and sectors in Africa by empowering women and the girl child, promoting gender equality and awareness in Uganda and across Africa.

2.7 Geographical focus

The FLN is mandated to operate nationally and internationally and should attract members from different countries, regions and races. The first few years shall majorly focus on Uganda and the neighboring countries in the East African region and the organization shall continue to extend to the rest of other African countries.

2.8 Increasing visibility of the organization

The organization intends to maintain an increased and consistent engagement on gender-related issues, maintain a strong online presence, and be result-oriented.

The FLN will also carry out Corporate Social Responsibility activities. The FLN shall continuously and consistently carry out community outreaches and engagements to further its strategic goal and objectives.

2.9 Outcomes

In line with our strategic objectives, the FLN is certain that it will greatly impact positively in the social, economic, cultural and political arena across the continent in various ways with the following outcomes;

- Female lawyers equipped with the necessary research, legal analysis and organizational ability for their professional development
- Human rights promoted and protected
- Reduced gender-based inequalities, injustices and biases reduced
- Efficient and effective networking and collaboration of women in law created.
- Professional development for women in law in Africa.
- Increased and consistent gender – responsive participation in legal practice.
- A generation of the girl child that is more aware of their rights.
- The FLN institutional and organizational capacity strengthened to deliver on its vision and mission
- Strengthened financial stability and sustainability for FLN
- Women in law provided with a platform to meet, network, inspire, motivate, and mentor each other in order to enhance good governance
- A strong brand identity developed
- ICT tools leveraged on to enhance networks with FLN members



FLN (CORPORATE SOCIAL RESPONSIBILITY) AT KATALEMWA CHESHIRE (HOME FOR REHABILITATION)

CHAPTER THREE

SWOT ANALYSIS

3.0 Introduction

A critical analysis of the internal strengths and weaknesses and external opportunities and threats are an important step in strategy development. The analysis below presents the key strengths and how to leverage them, the weaknesses and how to address them, the opportunities and how to exploit those and the threats/obstacles and on how to mitigate them.

3.1 FEMALE LAWYERS NETWORK- SWOT ANALYSIS

3.1.1 Strengths	How FLN intends to leverage the Strengths
The organization is the first of its kind in Africa	Strengthening the brand
The vision of the organization focuses on the girl child and female lawyers	Focusing on the vision.
FLN is global	Regular engagements
Activities extend to young people especially law students through the Female Lawyers Network Clubs	Lobby for the enactment of laws and policies for promoting equality in the country.
The availability and capacity to adopt new innovations and interventions in the execution of the organization's mandate.	Share skills and information and promote the best practices.
FLN engages female lawyers at all levels in its mentorship across age groups and sectors.	Increase the scope, reach, effectiveness, and efficiency of legal services.
FLN has established networks at national, regional, and international levels.	

3.1.2 Weaknesses	How to mitigate the Weaknesses
<ul style="list-style-type: none"> • Slim human resource • Lack of infrastructure • Limited funding for the organization's activities • Limited awareness of FLN's existence and objectives in Uganda 	<ul style="list-style-type: none"> • By focusing on the goals • Seek donor support for acquiring own offices and improving sustainability. • Increase partnerships with other similar organizations in the region. • Strengthen the resource mobilization capabilities of the organization. • Increase the number of outreaches to schools and other communities in local areas. • Establish branch offices in the major regions of Uganda. • Improve digital capability and online capabilities for program delivery.
3.1.3 Opportunities	<ul style="list-style-type: none"> • Availability of online technologies • Funding opportunities • Training • Mentorship • Partnerships • Networking • International opportunities • Availability of members • Technology-digital era

3.1.4 Threats/Obstacles	How to deal with threats/ Obstacles
<ul style="list-style-type: none"> • Funding 	<ul style="list-style-type: none"> • By being result-oriented • Remaining visible and strong in digital spaces • Networking • Engaging development partners • Recruiting more members • Strengthen communication, visibility, and advocacy • Pursue evidence-based approaches • Establish MoUs with state agencies

CHAPTER FOUR

SITUATION ANALYSIS

4.0 Introduction

This section provides a summary of the internal and external environment analysis that the FLN operates in with an emphasis on the social, political, and operation situation, technology, legal and policy situation, and stakeholder analysis as below; -

4.1 Political and Operational Situation

The promotion of gender equity and female empowerment in Uganda is closely shaped by the dominant ideas and interests within its evolving political settlement. Although Uganda was initially a leading force for women's empowerment, it has become increasingly difficult to convert women's political inclusion into gender equity gains. Potentially transformative agendas, such as the Domestic Violence Act of 2010 have been passed but a highly strategic campaign by activists.

Policy efforts to promote gender equality in Uganda were built on the Ten-Point Programme that the ruling National Resistance Movement (NRM) announced in 1984, two years before coming to power. This program aims to unite all Ugandans under one umbrella irrespective of their gender, religion, ethnicity, and other social characteristics (Mulera, 2020). Under Uganda's 1995 Constitution, 2006 National Equal Opportunities Policy, and 2007 Uganda Gender Policy, affirmative action has sought to reduce gender gaps, with some success (Ministry of Gender, Labour and Social Development, 2007).

The past two decades have seen an increase in the number of women in elected office, including the confirmation of Robinah Nabbanja as prime minister in June 2021 (UN Women, 2021 a, b). Women currently hold 34% of seats in Parliament, ranking 48th out of 187 countries worldwide (Inter-Parliamentary Union, 2022). In education,

enrolment rates for girls have risen steadily alongside those for boys in primary education, but girls continue to trail when it comes to school retention and completion of secondary school (FHI360, 2018). Further, despite improved access to sexual and reproductive health services in the country, two in five women aged 15-49 lack decision-making control over sexual relations, contraceptive use, and/or reproductive health care, and teen pregnancy rates have remained unchanged for the past 20 years, affecting one in four teen-aged girls (Uganda Bureau of Statistics, 2016). Land reforms such as property co- ownership have increased women's land ownership (Rugadaya, Obaikol, & Kamusiime, 2004), but men remain more likely than women to own land (48% vs. 31%) (Uganda Bureau of Statistics, 2016). However, Uganda has continuously stated its commitment to gender equality as part of the United Nations' Sustainable Development Goals (SDGs), and has integrated targets for SDG 5 towards achieving gender equality and empowering of all women and girls (UN, 2022) – into its National Development Plan (NDP) III (Republic of Uganda, 2020; Office of the Prime Minister, 2020). The World Economic Forum's (2022) Gender Gap Index Report 2022 ranks Uganda 61st out of 146 rated countries in gender equality, and 11th-best in sub-Saharan Africa. From the foregoing, as the FLN we remain certain that the current environment remains generally a bit safe for organizations like FLN to carry out their mandate towards realizing gender justice and equality.

4.2 Social Situation Analysis

Uganda's population is estimated at 47 million as of November 2020 (UBOS) and grows at an average of 3.24% annually. According to the National Census 2014, 70% of the country's population is below 30 years. The number of refugees is estimated to be about 1.3 million (World Population Prospects, 2019). In Africa, the average population of females as of 2021 based on 52 countries was 50.08 percent.

In Uganda, there are 23.24 million males and 23.88 million females in Uganda. The percentage of the female population is 50.68% compared to 49.32% male population. Uganda has 0.64 million more females than males (UN World Population Prospects 2019). Uganda is in the 71st position out of 201 countries/territories in terms of the female-to-male ratio. The Uganda population is projected to reach 59.44 million in 2030 and increase further to 89.45 million in 2050 and 136.78 million by 2100. This shows how the female population shall greatly increase.

Uganda has to deal with the issues of gender inequity, inequality, and gender-based discrimination.

Uganda was ranked 126th out of 160 countries on the UNDP's Gender Inequality Index for 20178. Its rank on the 2018 World Economic Forum's Global Gender Gap Index (GGGI) of 43rd among 149 countries moved up two positions higher from its 2017 position of 45th out of 144 countries. From the foregoing, the FLN is certain that the operational environment is safe and conducive enough to support its activities.

4.3 Economic Situation Analysis

The COVID-19 pandemic inflicted high and rising human costs worldwide, and the necessary protection measures severely impacted economic activity. As a result of the pandemic, the global economy was projected to contract sharply by -3% in 2020, much worse than during the 2008/2009 financial crisis.

Recent forecasts show that inflation in Uganda will average between 6-8% in 2023, down from averages of 7.2% and 6% for annual headline and core inflation in 2022 (BOU, 2022). Accordingly, inflation is expected to revert to the medium-term target of 5% by end-2023. The expected decline in inflation is due to declining global energy and non-energy prices as global demand pressures wane, continued easing of supply-side challenges, lower exchange rate depreciation, the current tightening of monetary and fiscal policies, and a rebound in agricultural production. Overall, Uganda has recorded a robust economic recovery.

In order to create a strong and sustainable organization that is financially independent, the FLN intends to fundraise from members and host paid-up activities like conferences to supplement donor funding and partnerships.

4.4 Legal and Policy Framework

4.4.1 The Constitution of the Republic of Uganda, 1995 (As amended)

Article 21 of the Constitution of the Republic of Uganda prohibits gender discrimination generally and enshrines the principle of equality before the law, regardless of sex, race, color, ethnicity, tribe, religion, political belief, or social or economic standing.

Article 33 further provides that women shall be accorded full and equal dignity of the person with men and that the State shall provide the facilities and opportunities necessary to enhance the welfare of women to enable them to realize their full potential and advancement.

4.4.2 Uganda National Gender Policy

The Government of Uganda's first National Gender Policy (NGP) was approved in 1997. The policy provided a legitimate point of reference for addressing gender inequalities at all levels of government and by all stakeholders. The major achievements of this policy include among others, increased awareness of gender as a development concern among policymakers and implementers at all levels; influencing national, sectoral, and local government programs to address gender issues; strengthened partnerships for the advancement of gender equality and women's empowerment and increased impetus in gender activism. The National Gender Policy (2007) includes provisions on gender-based violence, such as domestic violence, sexual harassment, trafficking in human beings, and sexual violence. The objectives of the Policy are as follows to reduce gender inequalities so that all women and men, girls and boys, are able to move out of poverty and to achieve improved and sustainable livelihoods, increase knowledge and understanding of human rights

among women and men so that they can identify violations, demand, access, seek redress and enjoy their rights, to strengthen women's presence and capacities in decision-making for their meaningful participation in administrative and political processes, and to address gender inequalities and ensure the inclusion of gender analysis in macro-economic policy formulation, implementation, monitoring, and evaluation.

4.5 Technological Advancement

The use of digital technologies has substantial potential for social, cultural, political, and economic empowerment of women and girls and in increasing gender equality in the country. The Government of Uganda has positioned ICT as the vital driver for socio-economic development and transformation as laid down in Vision 2040. Due to increased internet access in all regions throughout Uganda, the use of complementary technologies is growing and this is a resource that the FLN is excited to exploit to access women and girls for its mentorship series and other related issues.

4.6 Stakeholder Analysis

The FLN acknowledges the importance of partnership in community development programs as it fosters collective responsibility and yields greater efficiency in delivery and impact. The FLN identified some of its prospective partners as it engages in its different works towards implementing this plan. These include; -

Prospective Partner	Mandate/ Explanation
1. The Uganda Law Society	The Uganda Law Society (ULS) is a National Bar Association of Uganda established by the Uganda Law Society Act of 1956, Cap 276 Laws of Uganda. Its statutory objectives include inter alia: to protect and assist the public in Uganda in all matters touching, ancillary or incidental to the law; and to assist the Government and the Courts in all matters affecting legislation and the administration and practice of law in Uganda. The ULS is mandated to improve the professional standards of the members of the legal profession, and to protect human rights and promote the Rule of Law in Uganda as well as assist the Government and the Judiciary in the administration and practice of the law for the benefit of the people in Uganda.
2. The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)	The UN Women is a United Nations entity working for gender equality and the empowerment of women. UN Women advocates for the rights of women and girls and focuses on a wide array of issues, including violence against women.
3. The Uganda Association of Women Lawyers (FIDA-Uganda)	The Uganda Association of Women Lawyers (FIDA-Uganda) is a women's rights organization in Uganda and the pioneer of legal aid that promotes and defends human rights, with a focus on the rights of women with children as beneficiaries of their work by the use of a feminist and rights-based approach in order to address the underlying causes of abuse, including patriarchy, injustice and exclusion.
4. Women Pro Bono Initiative	The Women's Pro Bono Initiative (WPI) is an indigenous, non-profit, legal, and advocacy organization which is promoting access to justice for women and girls in Uganda. Develop community-based mediation mechanisms that can be utilized outside court. It aims at documenting community practices that inform impact litigations and national advocacy campaigns, training communities on their rights and responsibilities and advocacy.
Others include; the government of Uganda, the Ministry of Justice and Constitutional Affairs, the Ministry of Gender, Labour and Social Development, Uganda Women's Network (UWONET), Diplomatic Missions in Uganda and other development partners in Uganda and Africa.	

4.7 Risk Management

This section deals with the anticipated risks, early warning mechanisms and mitigation measures. The anticipated risks if not handled may affect the successful implementation of the plan. Risk management is an aspect that the FLN takes very serious and intends to follow up on routinely through its structures to ensure that all risks are identified, and well managed. Risk management for the FLN involves identifying where the organisation might be vulnerable to internal and external factors. To be able to create sustainability of operations, the FLN has devised means on how to deal with, and how to mitigate the risks that the organization encounters from time to time. The table below describes the anticipated risks, contributing factors and mitigation actions for the identified risks over the next 5 years.

RISK CATEGORY	EARLY WARNING MECHANISMS	MITIGATION MEASURES
Donor financing sustainability	<ul style="list-style-type: none"> Poor economic performance in financing partners Reoccurrence of severe natural disasters 	<ul style="list-style-type: none"> Prudent macroeconomic policies with provisions for contingency funds and adequate foreign re
IT Related Risk	<ul style="list-style-type: none"> Cyber-crime E-fraud Network and system breakdown Lack of alternative systems 	<ul style="list-style-type: none"> Heavy investment in network securities IT systems integrations Sufficient control mechanisms Continuous research and IT
Stakeholders risk	<ul style="list-style-type: none"> Varying expectations and demands from stakeholders 	<ul style="list-style-type: none"> Massive education and sensitization Stakeholders involvement
Institutional Risk/Operational Risks	<ul style="list-style-type: none"> Failure to implement internal controls Fraud and misappropriation of resources Failure to adhere to approved budgets and work plans Failure to effectively monitor and evaluate performance 	<ul style="list-style-type: none"> Operational assessment Promote innovation Standardize procedures and controls Define operational risk indicators Provide real-time business activity monitoring Enhance operational efficiencies and improve quality and outcomes.

CHAPTER FIVE

MONITORING AND EVALUATION FRAMEWORK

5.0 Introduction

“Monitoring and evaluation are a sine qua non of any organized structure. Laconic monitoring and prudent evaluation are the keys to the success of any project or assignment.”

— Henrietta Newton Martin -Author - Project Monitoring & Evaluation - A Primer

Monitoring and Evaluation will be undertaken to track the performance of the Female Lawyers Network towards the attainment of its objectives and determine the level of implementation of this strategic plan. This will entail documentation of results, processes, and experiences to steer evidence-based decision-making, accountability, and transparency.

5.1 Monitoring and Evaluation Framework

The successful implementation of FLN's Strategic Plan will depend majorly on tracking progress towards the expected outcomes. An ongoing process of monitoring and evaluation will be done at all levels of the organisation and the outputs will form part of the quarterly and annual performance reports.

As part of monitoring exercises, the following exercises shall be undertaken:

- a) Quarterly reviews of progress of implementation of the work plan by the management team
- b) Annual review by the top management team for the first five (5) years.
- c) Mid-term review
- d) End of term review

Every implementing unit will ensure that their respective annual work plans are prepared within the framework of the Plan.

The Monitoring system over the strategic plan period will be guided by the following principles:

- i. Monitoring exercise shall be conducted by the monitoring and evaluation team.
- ii. A standard tool shall be established for data collection and analysis.
- iii. Data will be collected at the activity level and channeled upwards in agreed formats on a continuous basis.
- iv. Key efficiency, effectiveness, and impact indicators shall be established.
- v. Accountability for the production of the reports shall lie on the Monitoring and Evaluation (M&E) staff.
- vi. Responsibility for acting on reports shall lie on the Chief Officer, Finance and Planning.
- vii. The monitoring systems methods to be adopted will be through first-hand information, inspection, interim progress review, testing, and auditing.

5.2 Progress Reporting

Key performance indicators will be used to track the progress of the strategic plan. Performance indicators will help to identify whether the organization's activities are being implemented as planned.

Quarterly, Semi-Annual, and Annual Reports shall be prepared to determine the organization's progress.

FLN's performance indicators shall include;

- a) Number of trainings held for professional development for women
- b) Number of trainings held for the girl-child on women's rights
- c) Number of engagements held to promote gender equality and awareness in Uganda and Africa
- d) Number of women- networking events held

5.3 Mid-term Evaluation

A midterm review will be carried out after two and a half years of the plan implementation thus the review will be undertaken in FY 2025/2026. The mid-term evaluation will be to ensure the implementation of the strategic objectives of the organization for a long-term impact.

The comprehensive mid-term evaluation questions will be as follows:

1. What have been the key achievements, best practices, challenges, gaps, and areas for improvement in the design of the Strategic Plan? (Relevance)
2. What have been the key achievements, best practices, challenges, gaps, and areas for improvement in the implementation of the Strategic Plan? (Effectiveness and efficiency)
3. Does the implementation of the Strategic Plan have the potential to create and/or contribute to sustainable changes? (Sustainability)
4. What recommendations are appropriate on the way forward to enable the successful implementation of the Strategic Plan?

5.4 End-of-Term Evaluation

At the end of the Strategic Plan period, the Female Lawyers Network will undertake an evaluation to ascertain the achievements, shortfalls, and explanations for the shortfalls. This evaluation shall be conducted at the end of FY 2027/2028. A comprehensive report indicating best practices, the time frame within which the achievements were made, and the recommendations for future implementation, shall be prepared by the consultant.

Summary Budget by Strategic Objectives

PROJECTED EXPENSES		Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027
Budget Code	Item/Expense Description					
2.3.1	Strategic Objective 1: To empower female lawyers and the girl child in a gender equal and just world.	258,000,000	194,100,000	319,500,000	466,500,000	553,500,000
2.3.2	Strategic Objective 2: To promote gender justice, human rights and uphold the rule of law in Uganda.	66,000,000	66,000,000	66,000,000	66,000,000	66,000,000
2.3.3	Strategic Objective 3: To develop and strengthen the FLN secretariat and enhance institutional capacity.	421,476,000	474,800,000	661,900,000	770,380,000	862,749,000
2.3.4	Strategic Objective 4: To enhance resource mobilization and management.	15,190,000	3,000,000	5,000,000	16,020,000	6,151,000
2.3.5	Strategic Objective 5: To develop networks, partnerships, synergies with the highest levels of accountability.	100,000,000	100,000,000	100,000,000	100,000,000	90,000,000
2.3.6	Strategic Objective 6: To strengthen the brand and image of FLN to become an effective and professional network meeting the needs of its members.	27,994,000	30,600,000	30,600,000	30,600,000	30,600,000
TOTAL PROJECTED EXPENSES		888,660,000	868,500,000	1,183,000,000	1,449,500,000	1,609,000,000