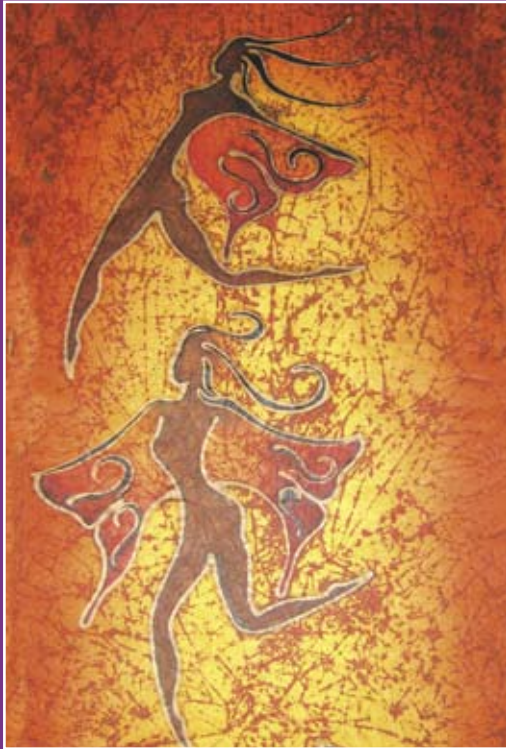


# FIDA UGANDA

STRATEGIC PLAN 2009 - 2014





**TO PROMOTE THE  
HUMAN RIGHTS  
AND THE INHERENT  
DIGNITY OF WOMEN  
AND CHILDREN  
USING LAW  
AS A TOOL FOR  
SOCIAL JUSTICE**

**Our Mission**

# FIDA BUTTERFLY

## The BUTTERFLY: Symbol for FIDA-U's renewal.

A caterpillar builds its cocoon, known as 'imaginal cells.' These are so totally different from the caterpillar cells that the worm immune system gobbles them up. The cells continue to appear so fast that the caterpillar's immune system cannot destroy them fast enough.

And then an amazing thing happens! The little tiny lonely imaginal cells start to clump together, into friendly little groups. They all resonate together at the same frequency, passing information from one to another. Then at some point, the entire long string of imaginal cells suddenly realises all together that it is something. It is different from the caterpillar, the birth of a Butterfly.

This metamorphosis of the caterpillar or worm to a butterfly is a powerful metaphor for transforming FIDA. The people who awake to the new possibilities, to the need to re-build FIDA, are like the imaginal cells of the organisation. The process of organisational transformation starts with the emergence of these individuals who carry with them the seeds of the future. They are "imaginal" in that they carry in their innovation an aspect of the image of the future of their organisation.

These innovative individuals: the visionaries, somehow may be considered the "deviants" of their own organisation. They are not recognised as the bringers of good. Rather they are attacked as disturbers of the present, destroyers of self-defeating habits of the current practices with the organisation

However, these violent reactions do not stop the emergence of more "imaginal" individuals in the organisation. Soon they link together to form the various movements striving for a better organisation. You will note that, externally, in the early stages, you will not see the caterpillar transforming into a butterfly. Rather you will see that the worm has digested itself into a kind of liquid. The stage of biological "chaos" has set in. This chaos, however, is not our modern concept of chaos, which we equate with disorder. This "chaos" is the Greek chaos, where the potentials for a new order lay hidden, waiting to be expressed. Out of this chaos, the beautiful butterfly emerges.

## WHAT WE HOPE TO ACHIEVE

### Objective 1

To consolidate gains in access to justice through the provision of legal aid, legal education, public interest litigation and advocacy for law and practice reform.

### Objective 2

To promote the sexual and reproductive rights of women including combating and redressing effects of HIV and AIDS.

### Objective 3

To promote economic justice and the rights of women through monitoring and advocacy within the framework of pro-poor development.

### Objective 4

To contribute to transitional justice, peace building and effective political participation of women as decision makers.

### Objective 5

To reposition FIDA-U as a sustainable human rights, and governance and activist organisation.

## Institutional Objectives

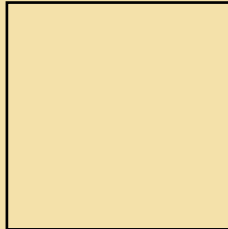
## THE BOARD



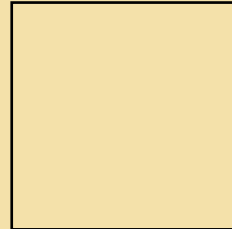
Ms Allen Asiimwe  
Chairperson



Ms Rebecca  
Nasimbwa Nsumba



Ms Doris Akol  
Treasurer



Ms Peruth  
Nshemereirwe



Ms. Maria Nassali  
Chief Executive  
Officer

# THE PRINCIPLES THAT GUIDE OUR WORK

## RESPECT

We actively listen to each other's contribution. We listen to each other, argue and agree or disagree on merit. We treat each other the way we would like to be treated.

## WOMEN CENTRED

Although FIDA-U prescribes to the principles of gender mainstreaming, we shall do so in a manner that mainly expands rights and freedoms for women. In its gender work, FIDA-U shall put women's rights and interests first.

## PROFESSIONALISM

We work systematically and set performance standards to achieve our vision. We are therefore a learning organisation. FIDA-U shall ascribe to and adhere to legal ethical standards.

## TRANSPARENCY AND ACCOUNTABILITY

FIDA-U shall strive to maintain transparency and accountability in its operations including the provision of timely, quality, and accurate information. We shall ensure evidence-based results and decision-making with respect to the use of resources and the management of people.

## TEAMWORK AND COLLECTIVE GOOD

FIDA-U shall capitalise on collective strength, to address challenges, acknowledge each other's contribution and share successes. In so doing, FIDA-U shall reward both team and individual effort. As an organisation we shall promote the solidarity of women lawyers as peers alongside intergenerational and international learning.

## BACKGROUND

### Learning from the past to inform the future

The Organizational Development Evaluation 2007 findings recommended the following:



Strengthen FIDA-U's strategic relevance and sharpen vision and mission.



Streamline FIDA-U's structures and clarify the roles/ responsibilities of each.



Recruit audacious, dynamic, self-motivated, competent and well remunerated staff.



Build active movements or sustained support for change at the community level and work with women in ways that create the possibility of human rights action.



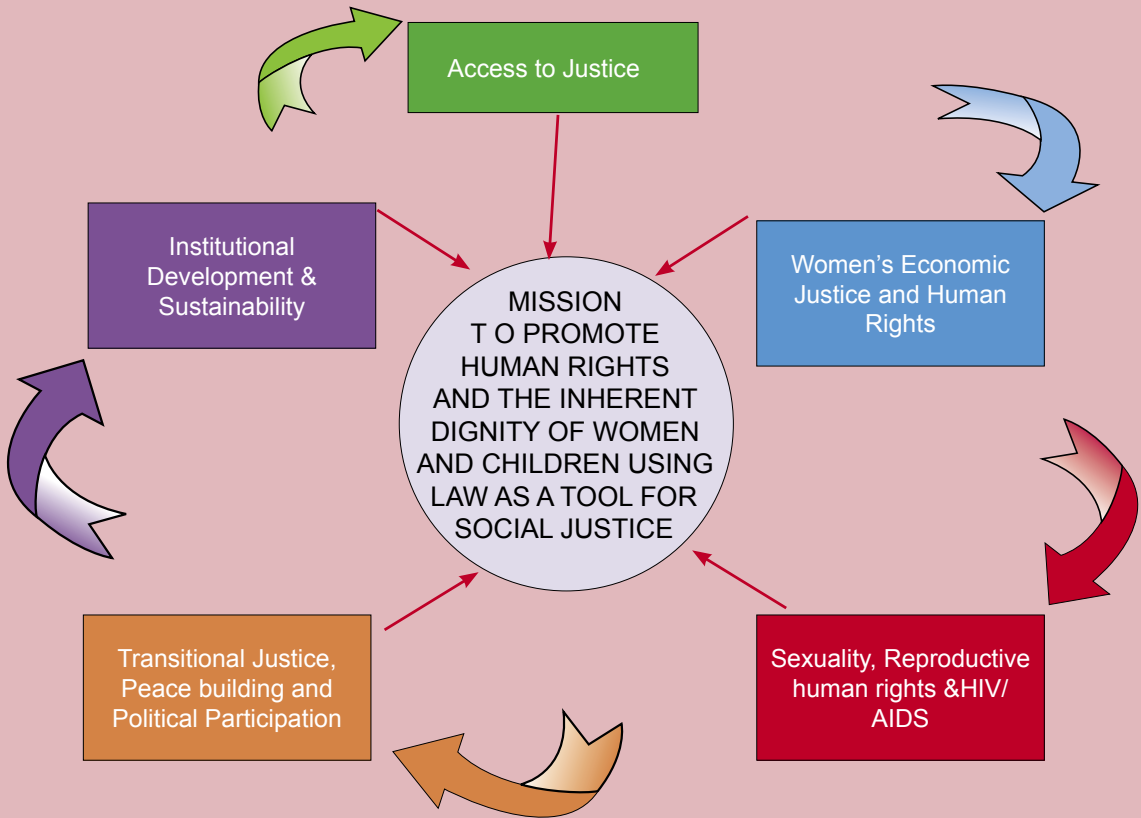
Upgrade the information infrastructure and communicate in a timely, accurate and relevant manner.



Ensure sustainability of FIDA-U by strengthening its membership base to serve as ambassadors of FIDA-U and participate in programme implementation as well as critique FIDA-U to enhance its responsiveness to contemporary challenges.

# THEMATIC REFOCUS

This Strategic Plan realigns FIDA-U programmes into 5 key thematic areas rather than based on activities.



Thematic Refocus

## Consolidating gains in access to justice through legal aid, legal education, public interest litigation and advocacy for law and practice reform

### EXPECTED OUTCOMES



Enhanced knowledge of rights and mechanisms to claim them amongst women and children



Community action groups strengthened to identify and address legal and human rights issues



Increasing number of reported cases on human rights violations effectively addressed



Improved capturing of information amongst FIDA-U offices for institutional and wide sector learning



Increased recognition and adoption of alternative dispute resolution mechanisms



State agencies empowered to effectively address gender and human rights work



Wider and cutting edge impact on women's and children's rights through strategic litigation

## Advanced economic justice and enforcement of the rights of women through monitoring and advocacy within the framework of pro-poor development

### EXPECTED OUTCOMES



Increased visibility on strategies to improve livelihoods and eradicate poverty from a human rights perspective.



A better regulated and accessible economic environment with structures that promote women's economic empowerment.



Enhanced awareness amongst women on economic policies, tax laws and legal frameworks to ease and facilitate the growth of women entrepreneurs.



Improved relationship building with regional and international processes towards the enhancement of women's economic status.

## To reposition FIDA- U as a sustainable human rights and governance organisation

### EXPECTED OUTCOMES



Increased audibility, visibility and credibility of FIDA-U as a spokesperson on women's and children rights.



Strengthened legal fraternity of women lawyers in their career development.



Improved and credible documentation and dissemination of information for institutional and wide sector learning.



Performance monitoring indicators to document impact and lessons.



FIDA-U's sustainability strategy developed and implemented.



Strategic plan of FIDA-U implemented effectively.

# FROM OUR PAST INTO OUR FUTURE

## Where we have been

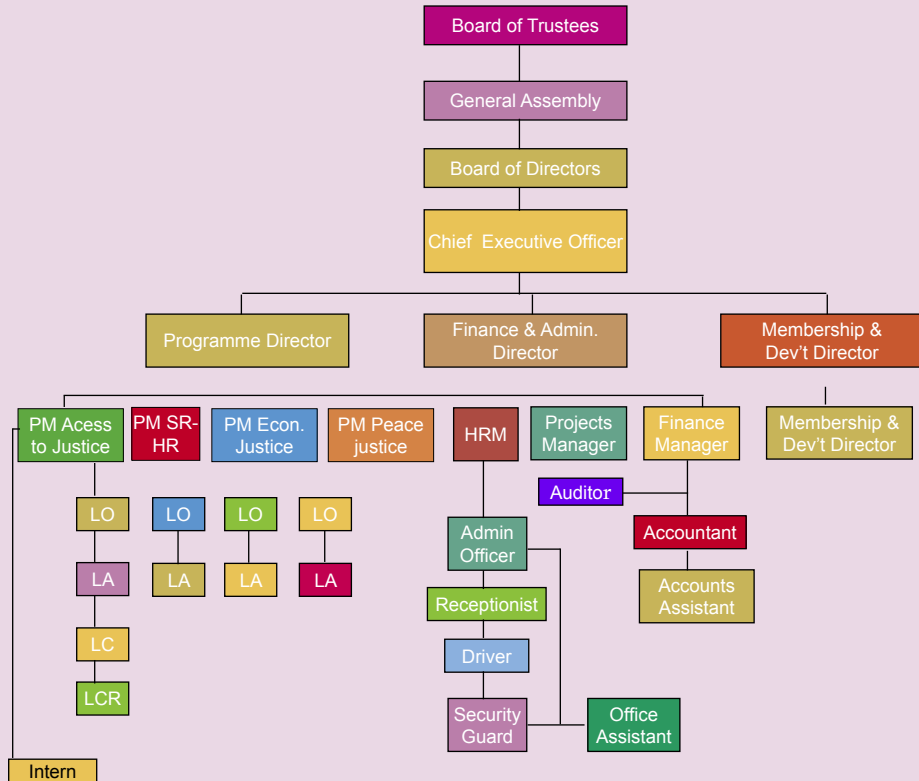


## Where we are going



This drawing is a gratis contribution of J.E. Nsubuga Associates to FIDA-U in honour to the special ladies in his life: mother, wife & sisters

# THE ORGANISATIONAL STRUCTURE



KEY:

PM – Programme Manager, LO – Legal Officer, LA – Legal Assistant, LC – Legal Clerk, LCR – Legal Clinic Receptionist

## STRATEGIC POSITIONING OF FIDA-UGANDA



Previously, FIDA-U mainly used a legalistic approach to promoting rights, downplaying the dynamics of social, economic and political contexts in effecting the enforcement of rights.



By adopting the human rights-based approach to its governance, FIDA-U shall apply the principles of respect, empowerment, accountability and participation to its own governance and relationships with others.



FIDA-U does not in anyway purport to have authority over community voices but documents experiences from the ground in order to articulate a human rights framework.



The legitimacy of FIDA-U is derived from legal knowledge and an understanding of a theory of rights, by formulating women's experiences of injustice and giving them legal expression and recognition.

## STRATEGIC POSITIONING OF FIDA-UGANDA

### Principal changes of sought under this strategy for over the long term



FIDA-U seeks to move from the purely legalistic approach to addressing structural issues that undermine its efforts and ensure the sustainability of reforms relating to the status of women.



FIDA-U endeavours to reframe our understanding of empowerment to visualise processes aimed at changing the nature and direction of systemic forces that marginalise women and other disadvantaged sectors in a given context.



FIDA –U seeks work with and to empower women to claim and assert their human rights and contribute to a society that respects the inherent dignity and equality of women.



FIDA-U strives to see the Government of Uganda as the primary duty bearer fulfilling its obligations to protect and promote the human rights of women through establishing/ strengthening sustainable and effective legal and structural mechanisms.

# STRATEGIC POSITIONING OF FIDA-UGANDA

## Under the new strategy FIDA-U shall



Apply the human rights principles of respect, empowerment, accountability, participation to its own governance and relationships with others.



Adopt an inter-dependent and indivisible human rights approach in order to address the underlying causes of abuse, including inequitable power sharing between men and women, poverty, lack of resources, voice and gender based violence.



Network with like-minded partners to yield a more holistic approach to women's rights. Respect its partners and work with them in their own environments to build legal knowledge for women's rights.



Adopt a demand driven approach that addresses those legal issues of primary interests to the target groups and relevant in improving their life situations.



Build active constituencies for sustained support for change at the community level and work with women in ways that creates and sustains human rights action.



Utilise multi-disciplinary teams to work with communities, penetrate schools, women's groups, universities, faith-based organisations and cultural institutions to address simple rights violations, and stimulate behaviour change at a community level with the aim of strengthening the women's rights movement.



Apply the principle of empowerment as a participatory process that engages people in reflection, inquiry and action.



Mentor and groom young women lawyers/human rights activists in order to sustain the vision, passion and ideology of FIDA.

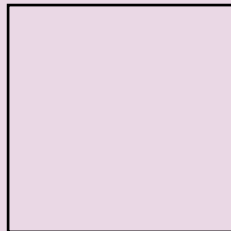
## FIDA-U TRUSTEES

In 1999, FIDA-U established the Senior Advisory Committee (SAC) to advise the Board on matters of policy, strategic direction of the organisation and serve as a disciplinary and grievance body.

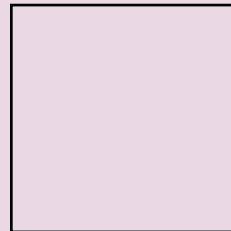
Over the years, the SAC was reduced to a mere advisor upon solicitation by the Board and was therefore incapacitated to act as the ears and eyes of FIDA-U.

In 2008 FIDA-U established the Board of Trustees. The functions of the Board of Trustees are the following:

- Serve as custodian of the Memorandum and Articles of Association of the organisation
- Hold property for the organisation
- Be responsible for the development of the endowment fund of the organisation. d) Be the arbitration body for the disputes involving the organs of FIDA-U.
- Advise the Board of Directors on the general policies of the organisation and promote the organisation's international image
- Participate in membership development.



Ms. Sarah Bagalaaliwo  
/ Trustee



Ms. Jennifer Bitarabehe  
Kagugube  
President of the Trustee

## STRENGTH OF FIDA-U

- 🦋 Ability to take collective blame for the organisation and collectively create and rebrand itself
- 🦋 A willingness to undertake self-examination and address its weakness
- 🦋 Distinctive niche
- 🦋 FIDA cause is a self-motivating cause
- 🦋 Recognised brand and household name
- 🦋 34 years of accumulated experiences
- 🦋 Pioneer and front runner of legal aid services
- 🦋 Voluminous and committed membership as leaders, volunteers, critics, watchdogs, monitors and ambassadors of the organisation,
- 🦋 Proven relevance with services, functions and products in demand
- 🦋 High profile members in government, donor community, politics, academia and civil society
- 🦋 Increased competence in handling strategic litigation cases
- 🦋 Physical presence in four administrative/political regions of Uganda
- 🦋 Mentoring forum for women lawyers
- 🦋 Training ground for women's leadership skills enabling them to access key strategic decision making positions
- 🦋 Reference on women's rights by all stakeholders on legal and key national processes
- 🦋 Ability to regroup acrossgenerations to take charge of strategic growth
- 🦋 Ability of self renewal by recruiting young members to carry FIDA-U banner.

## FIDA-U CONTACT

FIDA-UGANDA

THE UGANDA ASSOCIATION OF WOMEN LAWYERS

Plot 11 Kanjokya Street, Kamwokya

P.O. Box 2157 Kampala - Uganda

Tel: / Fax: 256 - 414 - 530848

Email: [fida@fidauganda.org](mailto:fida@fidauganda.org)

Website: <http://www.fidauganda.org>



# FIDA-U BELONGS TO WOMEN LAWYERS



The success of FIDA-U largely depends on a voluminous and active membership of women lawyers. Women lawyers seek to create a FIDA-U that they love and cherish. A FIDA-U they are willing to hold accountable and be accountable to it.

This Strategic Plan seeks to re-brand FIDA-U as a premier women's rights organisation and leading spokes-organisation on all human rights, governance, legal and policy issues pertaining to women.

The plan reaffirms, FIDA-Uganda's commitment to be a learning organisation reflecting on its mandate, effectiveness and accountability to its constituents (namely the women of Uganda).

The plan combines an in depth understanding of our past with a new re-energised vision for the future.

FIDA-U's long history in empowering women about their rights is testimony of its ability to be the agency for securing the respect, protection and promotion of women's human rights.

