

Women in Humanitarian–Development–Peace (HDP) Nexus Leadership Summit 2025

Theme: *Beyond Vulnerability: Women as Architects of Sustainable Change*

Date: 15 December 2025

Venue: Silver Springs Hotel, Bugolobi – Kampala

Organized by: Charter for Change (C4C) Working Group Uganda



1. EXECUTIVE SUMMARY

The Women in Humanitarian–Development–Peace (HDP) Nexus Leadership Summit 2025 was convened by the Charter for Change (C4C) Working Group Uganda on 15 December 2025 at Silver Springs Hotel, Bugolobi, Kampala. The Summit brought together over 100 participants, including women-led and women-serving organizations, refugee-led organizations, government representatives, UN agencies, international NGOs, private sector actors, academia, and development partners.

Held under the theme "*Beyond Vulnerability: Women as Architects of Sustainable Change*," the Summit intentionally reframed women-led organizations not as beneficiaries within the HDP nexus, but as institutional leaders, decision-makers, and system-builders driving sustainable humanitarian, development, and peace interventions.

The Summit aimed to strengthen women's institutional leadership, promote equitable partnerships, enhance governance and sustainability of women-led organizations, and facilitate multi-sector collaboration within Uganda's localization agenda.

The discussions emphasized that sustainable change requires strong governance systems, strategic partnerships, direct and flexible funding, evidence-based advocacy, and collective action among women-led institutions.

2. BACKGROUND AND CONTEXT

Uganda continues to face complex humanitarian, development, and peace challenges, including hosting over 1.9 million refugees, climate-induced disasters, land conflicts, gender-based violence, youth unemployment and service delivery gaps.

Women remain at the forefront of crisis response, peacebuilding and community recovery. However, women-led organizations continue to face

- Limited access to direct and core funding
- Fragile governance systems
- Limited representation in policy spaces
- Overreliance on short-term project funding

The Charter for Change Working Group Uganda convened the Summit to address these structural barriers and reposition women-led organizations as central actors in Uganda's HDP nexus.

3. ABOUT THE CHARTER FOR CHANGE

The Charter for Change (C4C) is a global initiative launched in 2016 to transform the humanitarian system by advancing locally led response. The Charter for Change includes 8 commitments see <https://charter4change.org/> that INGOs agree to implement, to address imbalances and inequality in the global humanitarian system.

In Uganda, the C4C Working Group serves as a national platform for coordination, advocacy, and accountability around localization that brings together signatories, endorsers, and allies to Promote localization and equitable partnerships, Advocate for increased direct funding to local and national actors, strengthen institutional capacity of local organizations, Amplify national and community-based leadership within decision-making spaces

The Women in HDP Leadership Summit is one of the Working Group's flagship platforms advancing this agenda.

4. SUMMIT OBJECTIVES

The Summit aimed to:

1. Promote women's leadership in shaping locally led HDP interventions.
2. Facilitate collaboration among donors, government, INGOs, private sector, academia, and women-led organizations.
3. Strengthen governance, strategy, and sustainability of women-led institutions.
4. Identify challenges, opportunities, and innovations within women-led humanitarian leadership.

5. SUMMIT FORMAT AND STRUCTURE

The Summit adopted a hybrid, high-level format and included

- Regional experience-sharing panels
- Keynote addresses
- Donor and partner engagement dialogue
- Strategic discussions on governance and sustainability
- Media engagement and documentation
- Closing plenary commitments

This structure allowed cross-sector engagement and practical dialogue grounded in lived experiences.

6. PROCEEDINGS OF THE SUMMIT

6.1. Arrival and Registration



The Arrival and Registration session aimed to formally receive participants, facilitate networking, and ensure smooth logistical onboarding for the Summit. The session was coordinated by the Charter for Change (C4C) Secretariat, hosted by the Northern Uganda Widows and Orphans Support Organization (NUWOSO) from 8:00–9:00 AM, the session brought together over 100 participants from across Uganda and beyond, including representatives from women-led and women-serving organizations, local and national NGOs, refugee-led organizations, international NGOs and Charter for Change signatories, United Nations agencies, government institutions, private sector actors (including banking institutions), academia, and development partners. The diversity of participants reflected the Summit’s Humanitarian Development Peace (HDP) Nexus approach, ensuring cross-sectoral engagement and inclusive dialogue from the outset.

6.2. National Anthem and Prayer

The National Anthem and Prayer session formally opened the Summit in a spirit of unity, reflection, and shared national purpose. The proceedings commenced with the Uganda National Anthem, followed by the East African Anthem and a prayer session, all facilitated by the Moderator, Angeline Nawal (CMD). This opening moment grounded the gathering in collective identity, solidarity, and commitment to national

and regional values, while creating a respectful and reflective atmosphere for the deliberations that followed.

6.3. Welcome Remarks and History of the Women in Leadership Summit

The session formally opened the Summit and reflected on the evolution of the Women in Leadership platform, its purpose, and its role in advancing women-led, locally driven humanitarian, development, and peace action in Uganda.



Ms. Joyce Julian Acoko, Chairperson, Charter for Change Working Group Uganda and Executive Director, Northern Uganda Widows and Orphans Support Organization (NUWOSO)

We welcome you all to the Women in Humanitarian–Development–Peace Nexus Leadership Summit 2025. Allow me to convey our warm greetings and sincere apologies from our Vice Chairperson, **John Jal Dak**, who is today representing the Charter for Change Working Group Uganda at the Global Refugee Forum Progress Review in Geneva. He sends his full solidarity to this Summit and to all the women leaders gathered here today.

In this room today, we have women-led and women-serving organizations, local and national NGOs, refugee-led organizations, international organizations, Charter for Change signatories, private sector actors, academia, United Nations agencies,

development partners, government representatives from the Office of the Prime Minister, and allies and friends of women and of the Charter for Change. This diversity reflects the collective effort required to achieve the sustainable change we seek.

For those joining the Charter for Change space for the first time, the Charter for Change is a global initiative led jointly by local and international organizations to practically transform the humanitarian system by enabling more locally led responses. It was first presented during the World Humanitarian Summit consultations in Geneva and officially launched in 2016 at the World Humanitarian Summit in Istanbul. Through its eight commitments, international organizations commit to changing the way they work so that Southern-based local actors community-based organizations and national NGOs play a more prominent role in humanitarian action. This is about stepping back so that communities and those closest to them can take the lead in responding to crises.

Since 2016, the Charter for Change has grown into a peer-support and influencing network, with many organizations adopting localization guidelines. Organizations such as Oxfam, CARE, DanChurchAid, CRS, and others including UN agencies have developed frameworks to work more effectively with local actors so that communities are better positioned to respond to crises affecting them.

The Charter for Change Working Group Uganda provides a national platform that brings together signatories, endorsers, and allies to implement these commitments, advocate for localization, and ensure that power, resources, and decision-making increasingly shift to local and national actors. This includes advocating for at least 25% of international humanitarian funding to be passed directly to local and national actors, promoting equitable partnerships that endure beyond project cycles, strengthening local capacity to lead responses, and ensuring the visibility and recognition of local actors particularly women-led organizations.

Our role is to champion localization advocacy in Uganda by influencing donors, INGOs, and aid systems, connecting women-led and national organizations to funding, partnerships, and capacity-strengthening opportunities, and amplifying the voices of local actors in decision-making spaces. We continue to emphasize the principle of “nothing for us without us,” ensuring that local actors and refugees have a seat at the decision-making table.

This Summit is part of a journey that began in 2020 during COVID-19 with a humanitarian leadership training for just ten women. In 2022, we launched the Women in Humanitarian Development Leadership Summit as a platform for women from Uganda and the region to come together, learn, share, and lead. Today, we gather with over one hundred women in this room, demonstrating how far we have come.

The theme of this year's Summit, **"Beyond Vulnerability: Women as Architects of Sustainable Change,"** reflects our commitment to changing the narrative. Women are too often labeled as vulnerable sometimes by others and sometimes by ourselves. Today, we reject that label. Women are architects of sustainable change. Our slogan, **"Power in Strategy, Strength in Structure,"** speaks to this repositioning.

Between 2023 and 2025, the Charter for Change Working Group Uganda mapped 587 local actors across the country, including 120 women-led organizations identified as searchable, findable, and fundable. While these organizations meet basic legal and operational requirements, our assessments revealed that governance and leadership gaps remain the strongest challenge. In response, we conducted corporate governance and leadership training for 45 women leaders, with support from the Woord and Daad, OXAFM in Uganda and other partners in Uganda.

This Summit therefore seeks to reposition women-led organizations as strategic leaders, decision-makers, and institutional builders within the humanitarian development peace nexus. Our objectives are to promote women's leadership in locally led humanitarian and peace interventions; facilitate collaboration among donors, government, INGOs, private sector, academia, and women-led organizations; strengthen governance and sustainability of women-led institutions; and identify challenges, opportunities, and innovations in women-led humanitarian leadership.

We will engage on leadership and governance, peace and security, crisis response, GBV prevention and response, localization impact, evidence, funding, and sustainability. We also celebrate collective achievements, including the Feminist Humanitarian Network National Platform, now comprising 32 women-led organizations implementing joint programmes, and recent funding secured for GBV interventions across multiple regions of Uganda.

- Localization is not symbolic; it must be practical. International organizations must intentionally step back so that communities and local actors can lead responses.
- Women-led organizations are not beneficiaries. We are institutional actors, programme designers, and decision-makers within the humanitarian, development, and peace systems.
- We are calling for equitable partnerships, direct funding to local actors, intentional capacity strengthening, and the recognition and visibility of local women-led organizations for the work they are already delivering.

"I wish funders would listen to local women before making decisions about supporting them".

I wish to appreciate our signatories, allies, local actors, and technical working group members who have made this Summit possible. Above all, this is a safe space for women to speak, learn, share, and contribute boldly. May we return to our communities renewed, strengthened, and transformed.

Once again, you are most welcome to the Women in HDP Leadership Summit. Thank you

6. 4. Opening Remarks and Official Opening of the Summit



Ms. Suzanne Walisa, Senior Engagement Officer, CRRF Secretariat, Office of the Prime Minister, Uganda

We have moved beyond vulnerability. Women are no longer only responding to crises; we are designing solutions that strengthen communities, institutions, and social cohesion. Across Uganda, women are leading in humanitarian action, development programming, peacebuilding, and local governance, and we are building systems that endure beyond projects and funding cycles.

This Summit theme reflects our national reality. Women are not being supported because they are women; they are being supported because they can deliver. The focus must now be on building well-structured organizations with strong systems, so that funding and partnerships are based on performance, credibility, and impact.

Localization is central to this shift. Uganda continues to prioritize locally led, gender-responsive, and partnership-based approaches under the Comprehensive Refugee Response Framework. We are currently developing a national localization strategy, working with local actors, donors, INGOs, and platforms such as Charter for Change to ensure alignment, reduce silos, and strengthen coordination across the humanitarian development peace nexus.

Women-led organizations are essential to this vision, yet challenges remain particularly access to financing, decision-making spaces, and institutional strengthening. No one will strengthen our institutions for us. We must build them ourselves. Strong systems build trust, and trust attracts partnerships and investment.

This Summit provides an opportunity to reflect honestly on how our collective systems can better support women not as beneficiaries, but as leaders and institutional

builders. We must move beyond sympathy-driven support and focus on competence-driven investment.

Our call to action is clear.

- Government will continue creating policies and coordination spaces where women's leadership is visible, valued, and influential.
- Donors and development partners must move beyond short-term project funding and invest in core funding, governance, and institutional resilience of women-led organizations.
- UN agencies and INGOs must model equitable partnerships that share power, risk, and decision-making, in line with localization commitments.
- The private sector and academia must bring innovation, evidence, and long-term investment to strengthen women's leadership ecosystems.
- And to women leaders, take up your space. No one will give it to you. Take it not as beneficiaries, but as architects of the future we are building.

We must choose collaboration over competition. United, we are stronger. When women plan together, act collectively, and build systems deliberately, sustainable change follows. Let us commit today to planning boldly, acting collectively, and rebuilding systems where women lead sustainable change.

With that, I am pleased to officially declare this Summit open

6.5 Thematic Area I: Leadership and Governance in Women-led Organizations.

Opening Insight – Exploring women leadership gaps and how women-led organizations can strengthen governance, leadership, and accountability to effectively drive community change.

The session was delivered by **Ms. Flora Tumwebaze**, Partnerships and Development Coordinator, Finn Church Aid (FCA) and focused on leadership gaps facing women-led organizations and examined how strengthened governance, leadership, and accountability systems can enable women-led institutions to drive sustainable community change. The discussion reflected on the evolution of women's leadership within the humanitarian, development, and peace nexus, highlighting the shift from participation to power and from project delivery to institution building. Attention was drawn to the role of national platforms in creating space for women-led organizations to speak boldly, claim leadership, and demand equitable participation in decision-making systems. The Charter for Change Working Group Uganda was recognized as a critical platform supporting this transformation by enabling women-led organizations to grow, organize, and position themselves as institutional actors within the aid ecosystem.



Ms. Flora Tumwebaze, Partnerships and Development Coordinator, Finn Church Aid (FCA)

We are reframing the conversation from participation to power. The question of whether women can lead is no longer relevant. That debate is closed. Women are already leading, shaping organizations, and delivering impact across the humanitarian, development, and peace nexus. The real question before us now is different: how do women lead organizations as they transition from participation to power, from delivering projects to shaping systems, and from being included to influencing direction?

We are operating in a global moment where institutions are under pressure. Aid is shrinking, crises are increasing, localization demands are intensifying, and expectations around institutional resilience are rising. Leadership models are being tested, and institutions both local and international are shaking. What we need now are leadership models that can stand the test of time. We must ask ourselves whether the leadership models within our organizations are fit for the moment we are in.

Capability is not the issue. Women leaders have the skills, experience, and academic qualifications. In this room alone, we have women with master's degrees, PhDs, and years of professional experience. The real leadership gap today is institutional. Our organizations are often powered by remarkable women but are not anchored in strong systems. Too often, passion replaces structure, and systems-building is neglected.

Many women-led organizations continue to face fragile governance foundations, weak boards, limited accountability systems, reactive strategies instead of long-term vision,

weak leadership pipelines and succession plans, and fragile financial sustainability. These gaps limit innovation, partnerships, relevance in policy spaces, and long-term community impact.

Strong governance determines the speed and quality of decision-making. It determines donor confidence, institutional credibility, and long-term survival. Governance is not just about policies on paper; it is reflected in everyday practice how organizations present themselves, how risks are managed, how values are communicated, and how accountability is upheld. The unsaid often speaks louder than what is said. From the reception desk to the boardroom, institutions communicate their strength or weakness.

Without governance, passion becomes chaos. With governance, passion becomes power. Passion should not be our vulnerability; it should be our strength, anchored in systems that sustain institutions beyond individuals. Governance is the spine of an institution. Without it, even the strongest passion collapses.

We must also confront operational overload. Women leaders often carry entire institutions on their backs acting as finance managers, program leads, fundraisers, and communications officers all at once. This overload kills strategic leadership. High-impact leadership requires delegation, strong teams, and leaders who position themselves in partnerships, policy spaces, and resource-mobilization arenas. Leaders must move from doing everything to setting direction.

We must ask ourselves difficult questions. What happens to your institution when you are not in the room? Does it rise, pause, or collapse? Will it survive beyond you? Legacy is not found in activities, projects, or personal leadership. Legacy is institutional. It is measured by the systems that survive you, the leaders you mentor, the integrity you safeguard, and the change your institution delivers over time.

No organization can shift systems alone. Women-led organizations need coalitions, alliances, peer networks, joint advocacy, shared fundraising strategies, and collective visibility. If you remain invisible, your impact remains invisible. Institutions grow or decline based on how they define themselves, how they show up in networks, and how they are held accountable.

The capacity era is over. The question now is how many leaders you are building to take the institution forward. An institution that cannot survive its founder is not an institution ready for the future.

Women have proven they can lead. The challenge before us is collective. Can we build institutions strong enough to transform communities, influence policy, attract investment, and stand the test of time? We must evolve from passion to purpose and strategy, from individual excellence to institutional greatness, and from doing to

building. The future will belong to organizations that build systems, shape policy, and hold power.

6.6 Thematic Area II: Peace, Security, and Crisis Response

Keynote Address: Women's Leadership in Peacebuilding, Conflict Resolution, and Crisis Response

The keynote Address was delivered by Dr. Paulina Chiwangu, Country Representative, UN Women, Uganda. Aimed to showcase women's leadership in peacebuilding, conflict resolution, and crisis response, and to advocate for their meaningful inclusion in national and community recovery efforts.



Dr. Paulina Chiwangu, Country Representative, UN Women, Uganda.

I am delighted to be here with leaders and architects who are redefining resilience in Uganda. I have rarely attended a summit where the organizers themselves represent such a strong and visible membership. This is powerful, and you should applaud yourselves. This gathering itself is evidence of women organizing, leading, and claiming space.

We must stop holding ourselves in vulnerability. When we position ourselves as vulnerable, the world will treat us as such. The shift beyond vulnerability women as architects of sustainable change is not a slogan; it is a reality already unfolding. What we need now is to stand firm, be strategic, and unite.

This is not the time for women to compete destructively. Funding is shrinking, overseas support is declining, and institutions local and international are closing offices. Unless we collaborate, extend our networks, and pursue joint initiatives, survival will be difficult. Strategic competition is acceptable, but unity is non-negotiable. When women come together, write proposals together, and act collectively, results follow.

We are meeting at a time of changing conflict patterns, increasing climate-induced crises, and rising humanitarian needs. Yet one truth remains constant, **when women lead, peace lasts longer, communities recover faster, and societies thrive more sustainably.**

The year 2025 is pivotal. We are marking 30 years of the Beijing Declaration and 25 years of UN Security Council Resolution 1325. These milestones remind us that women's meaningful participation in peace and security is essential. Uganda stands out globally because of how it has implemented this agenda through inclusive processes, strong coordination structures led by government, and localized action. Uganda was among the first countries to develop a National Action Plan on 1325, and what makes it a model is not the document, but the participatory way it is implemented.

Across Uganda, we see women leading peace from the frontlines. In northern Uganda, women mediators are not simply resolving land disputes; they are rebuilding trust and dismantling the architecture of communal conflict. In Karamoja, women are working across hardened clan lines to transform cycles of revenge into dialogue. During COVID-19, women-led organizations built parallel and more effective systems for health, food, and care when formal systems collapsed. In refugee-hosting districts, women are intentionally designing social cohesion between host and refugee communities to prevent conflict over scarce resources.

These women are not participants. They are strategic leaders. They possess lived intelligence, community trust, and practical ingenuity that formal systems often lack. Their leadership is the backbone of sustainable peace and recovery.

Progress is measurable. Women now constitute 46% of district peace committee members in districts including Kotido, Lira, Kiryandongo, Adjumani, Terego, and Yumbe up from 17% in 2021. For the first time, women are serving in influential roles within traditional justice structures in northern Uganda. A mandatory 30% representation quota for women has been established across conflict early warning and response mechanisms, from national to grassroots levels. Women now make up 41% of district disaster management committees, an increase from 7% in 2021.

These gains show what is possible when inclusion is intentional. But evidence must be made visible. Data matters. Evidence strengthens advocacy, informs funding decisions, and sustains progress.

The call to action is clear. Women must be co-drafters of national and community recovery plans from climate adaptation to refugee settlements to economic revitalization. Investment must move beyond short-term project funding to core, flexible, and multi-year financing for women-led and women's rights organizations. Informal peace roles must be formalized and linked to district and national systems. Inclusive governance must be mandated across recovery institutions, from peace committees to climate and development funds.

As UN Women, we reaffirm our unwavering commitment to advancing gender equality and women's leadership in peace and security. We will continue to advocate for women's inclusion in decision-making, strengthen partnerships with local actors, and support initiatives that protect women's rights because time and again, we see it clearly. **When women lead, peace follows.**

Quotes

- *"When women lead, peace lasts longer, communities recover faster, and societies thrive more sustainably."*
- *"Women are not beneficiaries of peace processes; they are strategic leaders whose lived intelligence and community trust form the backbone of sustainable peace."*

6.7 Panel Discussion

Transforming Crisis Response through Women's Leadership and Strong Governance



The panel examined how women's leadership anchored in responsive and accountable governance systems, is reshaping crisis response across humanitarian and development contexts. As crises grow more complex, prolonged, and deeply linked to inequality and weak institutions, women particularly at community and frontline levels are leading responses that are inclusive, adaptive, and rooted in lived realities.

The discussion was structured around core themes that provided a framework for the exchange and guided the shared values of partners, speakers, and participants throughout the session. These themes created space for practical examples drawn from humanitarian action, development programming, and peacebuilding,

Moderator

Ms. Juliet Dona, former Vice Chair, Charter for Change Working Group Uganda



Dona Juliet asked the Panel contributors to reflect on their lived and professional experiences in responding to crisis, with a focus on how women's leadership shapes decision-making, accountability, and institutional resilience.

Question to Florence Anobe, Knowledge Manager, CARE International in Uganda.

CARE works closely with women-led and women's rights organizations under the localization agenda. From your experience, how is CARE addressing leadership and governance gaps while intentionally shifting power, decision-making, and resources to local actors?



Florence Anobe Responses.

CARE made a conscious decision a few years ago to stop treating local actors as sub-grantees and start working with them as partners who shape the work from inception. Since 2023, CARE has directly with over sixty Local and National Actors(LNAs) with seventy percent women-led, women's rights, and refugee-led organizations, not just to implement projects, but to co-design them, make decisions together, and share responsibility for results.

In these partnerships, local actors are involved in discussions about budgets, priorities, and how funds are used. Capacity sharing happens alongside implementation, not after. CARE has also had to look inward and change how it works, because power shift is not possible if internal systems remain the same. Some leadership roles in the ECHO funded - STEPs project have intentionally moved to local partners, including positions on steering committees, so that decisions are informed by those closest to the communities we serve.

Evidence is essential. Incremental change must be documented, measured, and communicated. Trust between Local Actors, Donors and International partners is built through addressing the Capacity, Accountability and Transparency (CAT) factors that the Quality Assurance Mechanism -Plus (QuAMPlus) addresses to enhance LNA visibility and institutional growth.

Sustainability requires moving beyond project funding toward diversified income models and long-term institutional investment. Supporting organizational income

generation strengthens resilience and reduces dependency, ensuring women-led organizations can continue delivering impact beyond projects.

Question to Lillian Ojandiru, Technical Advisor – Gender, Catholic Relief Services (CRS)

Women-led organizations often operate under intense pressure and limited resources during crises. How can they strengthen financial, programmatic, and community accountability systems while maintaining credibility and trust?



Responses

From our experience, organizations need to think about accountability long before a crisis happens. Many of the challenges we see during emergencies come from systems that were either weak or not being used consistently. That is why we support partners to put policies in place early and to actually use them, not just keep them on paper.

We work with partners to identify gaps through assessments and then provide targeted support, whether that is training for staff and board members, strengthening financial literacy, or improving reporting and safeguarding systems. At community level, accountability mechanisms are very important. Feedback from communities helps organizations respond better and stay grounded in real needs. Program assessments also help ensure that responses are aligned with what communities are experiencing and what donors expect.

Question to Alum Launa the executive Director, Caritas Moroto

Faith-based organizations are often first responders due to strong community trust. How have faith-based and women-led structures strengthened governance while balancing compassion, flexibility, and donor compliance?



Alum Launa Responses.

For faith-based organizations, trust has always been the foundation of our work. Communities come to us first because they know us and because we are present even when others are not. That is how many faith-based responses began, especially during times of drought and famine.

At the same time, the space has changed. Trust alone is no longer enough. We now have to operate within stronger systems, budgets, and accountability frameworks. Sometimes this creates tension, because when communities need help urgently, the human instinct is to respond immediately, even beyond what was planned or budgeted for. But partners expect accountability, and without systems, credibility is lost. The challenge is finding that balance remaining human and compassionate, while also being structured and accountable so that support can continue in the long term.

Question to Emily Drijaru, Executive Director Integrated Child Services

As a woman leader navigating personal, institutional, and crisis-level pressures, how have you sustained leadership, organizational credibility, and community trust?



Emily Drijaru Responses.

When we talk about crisis, we often think about what happens in communities, but crisis also happens at a personal level for women leaders. I nearly lost my life recently because of the pressure of trying to be everything at once leader, mother, caregiver, and provider. I thought being strong meant carrying everything alone, until my body forced me to stop.

That experience made me reflect deeply on leadership. Organizations cannot survive if everything depends on one person. Trust, credibility, and sustainability come from systems, shared leadership, and teams that can function even when the leader steps back. Women-led organizations need to learn from one another, support each other, and build institutions that are bigger than any individual. That is how we protect ourselves and the communities we serve

6.8 Thematic Area III: Funding and Sustainability

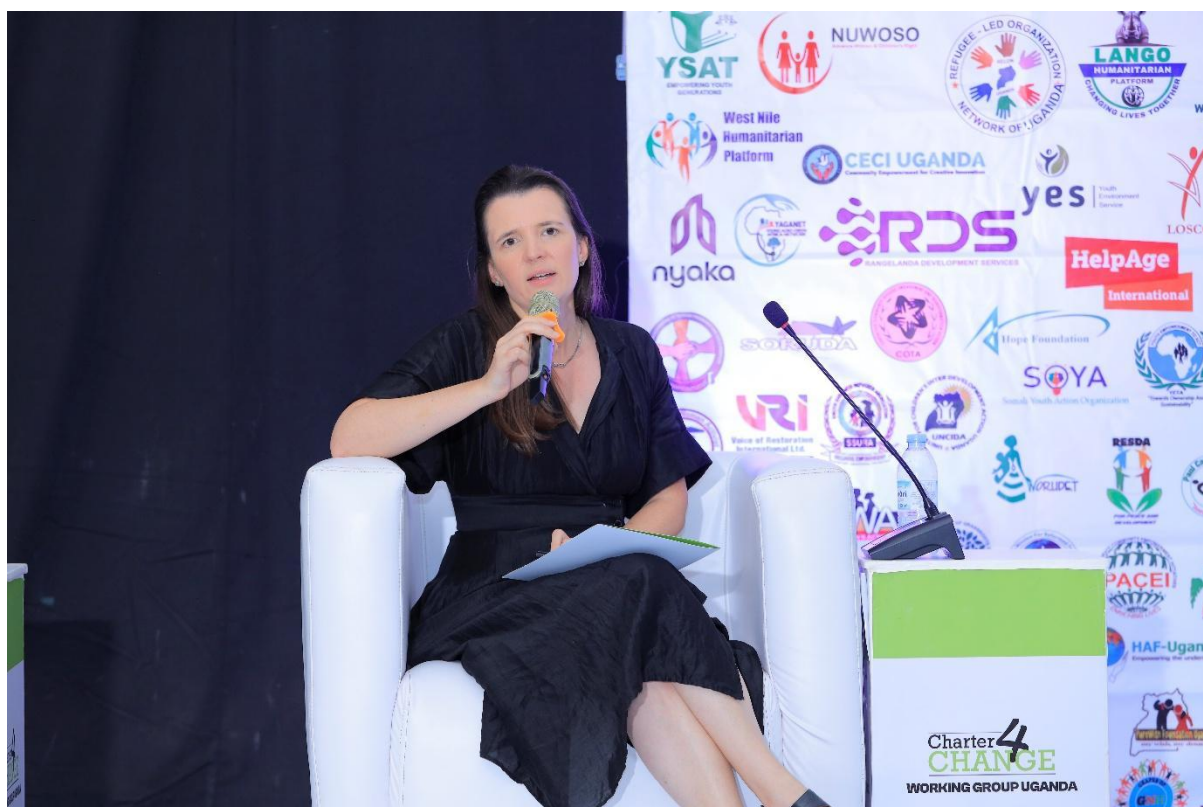
Moderator: Juliet Donna, Woord en Daad



This panel brought together UNWOMEN, the private sector, and Refugees women-led organizations representative (REWON) to engage in a focused dialogue on financing pathways, sustainability, and partnership models that support women-led leadership. The conversation centered on access to funding for grassroots and refugee-led women's organizations, the role of flexible and long-term financing, and the importance of partnerships that enable women-led actors to grow beyond short-term projects toward sustainable institutions. Panel contributors shared perspectives from humanitarian, development, peace, and private-sector contexts, highlighting practical funding mechanisms, diplomatic engagement, and financial inclusion approaches that can strengthen women-led organizations' resilience and long-term impact.

Opening insight from Juliet Donna

We are being called to fight differently, to partner differently, and to trust women's leadership. When women lead sustainably, communities thrive. This panel is about sustainable donor and partner engagement, and it is meant to be honest, forward-looking, and grounded in real experience. If there are questions after, the panelists are here and available. This conversation does not end on the stage.



Natasha Bitrak, Program Specialist, Women, Peace and Security, UN Women

It is a real honour to be part of this conversation. You heard earlier today about the work already happening on women, peace, and security, and about how central localization is to that work. As UN Women, we are entering a new strategic phase. Our next Strategic Note will guide our work from 2026 to 2030.

Over the next five years, we are focusing on three main areas. First, dismantling discriminatory norms and structures that prevent women from participating fully and equally across all sectors. Second, strengthening transformative governance, equitable access to justice, and gender-responsive peace and security. Third, expanding women's access to decent work, resilient livelihoods, and increased household income.

Women's leadership runs through everything we do. Whether the work is humanitarian, development, peacebuilding, or governance, the question is always how women are meaningfully participating and leading. Uganda has made strong progress on the women, peace, and security agenda, and that progress is visible. At the same time, it is uneven. Some regions have benefited more than others. That means there is still work to do, especially in expanding localization and women's leadership to more districts.

Across our entire portfolio, we intentionally work with women-led and women's rights organizations. Wherever we are present, we work alongside women-led movements and community-based structures. This is deliberate, and it will remain a priority.

Funding remains a major concern. We hear the call for flexible, unrestricted, and multi-year funding. Moving away from rigid project-based funding is essential, especially in the humanitarian development and peace nexus. Current global discussions, including those happening at the Global Refugee Forum, are reinforcing the need to channel more unrestricted, multi-year funding directly to grassroots actors. From our perspective, ensuring that this reaches women-led and women's rights organizations is critical, and we remain committed to advocating for this.

One practical example is the Women's Peace and Humanitarian Fund. This is a global fund based in Geneva and run as a partnership between the UN and civil society. The fund channels resources directly to grassroots women-led and women's rights organizations working across the humanitarian, development, and peace nexus.

The fund supports areas such as protection of women and girls and conflict prevention, while also providing institutional capacity support. We know many grassroots organizations face barriers related to compliance and due diligence. That is why funding is paired with targeted capacity strengthening, so that after one to two years, organizations are better positioned to access other funding opportunities.

Currently, there are active grants supporting organizations working across 22 districts, with some operating through consortia. While there is no open call at the moment, the current funding cycle is ending next year, and preparations are underway for the next phase. Organizations are encouraged to follow UN Women platforms for future calls. The process itself is designed to support organizations through proposal development, not just funding delivery.



Private Sector Representative – Ms Clare Awori Centenary Bank Manager Moroto Branch

Question.

Humanitarian funding is shrinking, and many of us are now being pushed to look beyond traditional aid and build partnerships with the private sector. From the perspective of Centenary Bank, what support is available for women-led organizations to achieve financial sustainability and growth, especially in a context where access to capital remains a major barrier?

Responses

Funding for women-led organizations cannot be discussed without looking at how women already engage with financial systems. Globally, women hold the majority of bank accounts, and in Uganda, women are deeply involved in sectors such as agriculture and small enterprise. These are not new achievements. Women are already economic actors.

The challenge is not participation, but access to financial products that respond to how women and women-led organizations operate. When women are treated as exceptions or framed only through “special needs,” exclusion increases. Financial sustainability requires recognizing women’s existing economic strength, building financial histories, and creating partnerships between humanitarian, development, and financial sectors.

From where we sit as a bank, the first thing we have to challenge is how we talk about women. Women are not a special category outside the system. Women are already in

the system. Every time we describe women mainly through vulnerability or “special needs,” that is where exclusion begins.

Globally, about 77 percent of women already have bank accounts. In the Global South, the figure is around 73 percent, and here in Uganda, close to 68 percent of people are financially included. These numbers tell us something very important that women are already saving, borrowing, farming, trading, running small businesses, and managing organizations. The issue is not absence. The issue is how slowly financial systems respond to women’s realities.

From a banking perspective, supporting women-led organizations is not charity. It is about recognizing existing capacity and designing financial products that actually match how women work. Access to credit, tailored savings products, and long-term partnerships are what allow women-led organizations to grow, stabilize, and scale. Sustainability comes when women-led organizations are treated as serious economic actors, not exceptions.

Access also depends on relationships. Many women-led organizations struggle simply because there is no relationship with the bank. Without that relationship, it becomes hard to ask questions, understand what products exist, or know what is possible. Banks do have products designed for women, tailored to different segments and needs, but those products only work when there is engagement and trust.

Long-term sustainability comes from combining grants with financial tools that support growth, savings, credit, and investment. Women-led organizations need pathways that move beyond short-term funding and allow them to plan, grow, and remain operational even as humanitarian funding declines.



6.9 Celebrating Leadership and Legacy, Honouring Sarah Nyendwoha Ntiro, *Presentation by Ms. Enid Kiiza*



This session was delivered by **Ms. Enid Kiiza**, daughter of **Sarah Nyendwoha Ntiro**, the first woman graduate in first woman graduate in East and Central Africa. She began by expressing her honour and gratitude to the Charter for Change and all those who made the space possible, noting how meaningful it was to see women's leadership and legacy recognized in this way.

She shared a deeply personal story to reflect on sustainability and legacy. In 2018, her mother passed away at the age of 92, leaving behind a book that was not yet finished. Ms. Kiiza was entrusted with the responsibility of completing it and wrote the final chapter herself, following her mother's instructions.

She explained that this experience reshaped her understanding of sustainability showing that it is not only about institutions or funding, but also about preserving knowledge, memory, and women's voices. Had she not taken on that responsibility, the manuscript, like many women's stories, might have remained unfinished or lost. That is the kind of legacy we are talking about. That is what sustainability looks like when it is rooted in family, memory, leadership, and courage. She encouraged participants to read and share the book as part of keeping that legacy alive.

Who was Sarah Nyendwoha Ntiro?

Many people know her as the first woman graduate in Uganda, but that is not accurate. She was the first woman graduate in East and Central Africa. She graduated from Oxford University in 1954.

I see a few things that have made us pause, and I want to share a few phrases directly from the book. These are Sarah's own words.

You don't need to worry. You don't need to speak English. It is the English woman who should learn to speak Luganda. We are in our country. She was very clear about that.

I, Sarah, who works with another region, will collect these girls myself, just like the British missionaries collected my mother to go to school when she was living in a grass-thatched hut. I will collect all of them myself. This was her lobbying for the establishment of Tororo Girls' School. Before the colonialists left, they had built girls' schools in other regions, but they left out the north and the east. She refused to accept that gap.

Another line that stayed with us

We win battles because when things are tough, there are people who lead from the front. And when victory comes, there are people who have been working beside us, keeping us emboldened long enough to carry on.

That word, *emboldened*, is where the title of the book comes from. It means the people around her made her bold. That is why she could do what she did.

And then this one, which always makes us smile

Finally, I have been vindicated. They kicked me out of the mathematics class, but now I have done it through my granddaughter, Nzambi.

My daughter got a first class in mathematics. Sarah was already very old by then, but she was so excited. I remember wondering why she was so emotional. But to her, this was justice. Someone had done it for her. That was Sarah.

Ms. Enid Kiiza then shared her own reflections, drawing from her professional background outside the humanitarian sector. She noted that she had spent over two decades working at the Central Bank before retiring, which shaped how she views sustainability and institutional strength.

She cautioned against the tendency to group women primarily as “the vulnerable,” warning that this framing can weaken women’s power and shift attention away from excellence, productivity, and leadership. She emphasized that women should not be positioned as objects of pity, but encouraged to compete on equal footing, including competing with men, and to strive for excellence as a standard requirement in today’s world.

She observed that funding for NGOs is shrinking and that many organizations risk becoming overly dependent and administratively heavy, rather than competitive and attractive to serious investment. In her view, complacency is no longer an option, and long-term sustainability will depend on organizations positioning themselves as strong, credible, and high-performing institutions.

She also expressed concern about approaches presented as “inclusion,” such as special financing schemes for women or corporate social responsibility initiatives, noting that these often remain at the margins rather than being integrated into mainstream financial and institutional systems.

Women do not belong on the periphery; we must move into the mainstream.

If there is a women's program, the question should be, how does it move women from the outside into the core system? How does it turn women into full, bankable customers, into investors, into decision-makers?

Women should not remain on the side, asking for crumbs. We must move from the margins to the center.

I think there is something here that people are very good at, and that is this kind of energy and impact. For example, there is what I would call *step one*. Step one is the part that I may not personally possess, but I see it clearly in others. It is that initial push, the courage to start, to step forward, to try even when the structure is not yet clear. That first movement matters. Without it, nothing else follows.

What I am seeing in this room is that many people already have that step one. The energy is there. The willingness is there. The commitment is there. What we now need is to build from that starting point into something stronger, more deliberate, and more sustainable. That is the impact I am talking about.

Many of you have passion, commitment, and courage. That is step one. But step one alone is not enough if it is not followed by discipline, structure, and competitiveness.

I worked in the Central Bank for close to three decades. What I learned there is simple sustainability is not about sympathy. It is about excellence. Women should not be permanently framed as vulnerable. Once we are boxed into vulnerability, we lose power, we lose ambition, and we lower expectations for ourselves. The world does not reward vulnerability; it rewards performance.

I want women to compete not only among ourselves, but with men, with institutions, with markets. Excellence is not optional. It is the only way to survive in a shrinking funding environment. NGOs today are no longer operating in a comfort zone. Funding is reducing, competition is increasing, and donors are behaving more like investors. That means organizations must demonstrate value, results, and credibility.

I was also disturbed by how often women are pushed into side programs women's windows, women's products, corporate social responsibility. These are peripheral spaces. Real power is in the mainstream. Women must not remain on the margins receiving small crumbs. Women must be positioned as core clients, core leaders, and core decision-makers in financial systems, markets, and institutions.

If we are talking about access to finance, the question should not be; How do we help women survive? The question should be; How do we position women as strong, bankable, competitive actors in the economy?" That shift in mindset is critical.

Let us not settle for inclusion without influence. Let us not accept visibility without power. Let us move from passion to performance, from vulnerability to strength, and from side programs to the mainstream. That is how sustainability will be achieved.

6.10 Closing Remarks,

The closing remarks were delivered by **Evelyn Akumu**, Partnership Specialist and Localization Focal Point at **World Vision**, who reflected on the day's discussions and reaffirmed World Vision's commitment to advancing localization through stronger partnerships, direct support to local actors, and intentional investment in women's leadership as a core pillar of sustainable humanitarian and development action.



In her closing remarks, **Evelyn Akumu** expressed sincere appreciation on behalf of World Vision to the organizers, speakers, moderators, and all participating organizations for creating a space for open and honest dialogue. She acknowledged the depth and clarity of the discussions, noting that the conversations had already articulated the key issues effectively and did not need repetition.

She emphasized that World Vision's commitment to localization is deliberate and long-term, with women's leadership positioned as a core priority rather than a side agenda. She affirmed that the themes discussed during the session were not external to World Vision's work but were fully aligned with its organizational strategy, reinforcing that localization and women-led leadership are central to how World Vision approaches partnerships, programming, and impact.

Evelyn Akumu, Partnership Specialist and Localization Focal Point, World Vision.

We have just developed a five-year strategy, covering 2026 to 2030, and within that strategy, localization is not an assumption; it is deliberate. We have set clear goals and indicators around direct funding, and we are holding ourselves accountable to that. We are asking ourselves very directly: how much funding is going straight to local actors, and what are we doing to make that happen?

You have already seen some of this in practice. We have been sharing calls for proposals openly, and we continue to work through platforms such as Charter for Change to ensure that local actors especially women-led and community-based organizations are aware of opportunities and are able to apply. We are also engaging in competitive bidding at national and global levels, including consortium approaches where local organizations are part of the core partnership, not an afterthought.

For us, partnership is central. Our approach is to work through signed MOUs with local actors' community-based organizations, faith-based institutions, cultural institutions, private sector actors, and financial institutions. We are already doing this. We have worked with banks, including those represented here today, and through our sister entity, Vision Fund, we continue to explore financing models that support sustainability beyond projects.

That is why I was encouraged by the discussions on funding and sustainability today. These are not abstract conversations for us. They are part of how we are shaping our programming, our partnerships, and our accountability going forward. We have not left out the voices that have been raised today they are reflected in how we are choosing to work.

And as World Vision, we have also intentionally factored in how we are going to support our teams at regional level and within our target areas to disseminate this plan. Once the strategy is online and formally launched, it will not just sit at headquarters. It will be shared, discussed, and owned across our regional offices, so that everyone understands what this commitment means in practice.

There is also a very clear take-home for us from today. As much as we are strengthening our due diligence, we have heard you clearly on the issue of overly rigorous steps, complex requirements, and online systems that are difficult for grassroots and local actors to navigate. These processes can unintentionally exclude the very organizations we are trying to support. That is something I am taking back with me. As World Vision, we need to look at our own systems and ask how we can

champion approaches that are workable, fair, and accessible, while still maintaining accountability.

This is part of our commitment not just to fund differently, but to partner better. We want systems that make collaboration possible, not systems that push local actors out.

I would also like to invite everyone here to engage with us further. If you are interested in learning more about World Vision's funding approaches, partnership models, and localization commitments, please feel free to reach out. We have teams based in over 59 districts, and our regional offices are open and available for engagement.

6.11 Closing Interventions

In this closing session, **the C4C Chair, Joyce Julian Acoko** (Executive Director, Northern Uganda Widows and Orphans Support Organisation-NUWOSO) invited women who had not yet spoken during the day to take the floor, encouraging them to share questions, reflections, or personal testimonies. She intentionally opened the space to amplify voices that had been less visible in earlier discussions, reinforcing the importance of inclusive participation and ensuring that diverse experiences and perspectives were heard before the programme concluded.

Highlights from the floor

- There is power in partnership, and when women and youth-led movements work together, collective action delivers stronger and more lasting results.
- Women-led initiatives must make their work visible by sharing stories, lessons, and impact beyond meeting rooms, using platforms such as social media to amplify voices and influence change.
- Creating intentional spaces where women feel seen, heard, and valued is essential for sustaining leadership, solidarity, and momentum for social change.

"Let us not keep our work hidden in laptops and notebooks, let the stories be visible."

Joyce Nakato, Team Leader, Uganda Youth and Adolescents Initiative; Co-Chair, Girls Not Brides Uganda.

- What I have learnt today is sustainability for grassroots and refugee-led organizations depends on documenting work and clearly communicating impact.

- Local organizations often underestimate the value of their own work, even when that work is making a significant difference in communities.
- Spaces that allow reflection and learning help local actors reposition themselves with confidence and purpose.

"We do a lot of work, but we don't always present it out there. Sometimes we think what we are doing is too small, yet it is actually very big."

Jose Sharon, COTA Uganda, Terego District (Refugee Settlement)

- I am happy and honored to be part of this Women's Summit. This is my first time. One thing I am taking with me is the power of collective action. When we come together as women, as a team, we are able to transform our communities. I am committed to taking this forward and putting it into practice and change the lives of women and girls at the grassroots, especially those who depend on us.
- Gender equality is about being part of the decisions. The real inclusion. It means that as decision-makers, women are involved in shaping the information, the design of proposals, and the policies themselves. It is about participating, not being given money, and intentionally including our own actions and strategies for achieving gender equality.
- Take responsibility for doing self-assessments within our own organizations. That way, when calls for proposals come, we are ready. We already have our documents in place, or we know exactly what is missing.
- This is an opportunity for us to go back, assess ourselves honestly, and prepare. Many calls are now asking about sustainability. One key part of sustainability is working with local and national organizations. We are the foundation. We are the base.
- Sustainability depends on us being ready, our capacity being strengthened, and our risk assessments showing that we can protect persons of concern.
- Have a clear document, including policies on safeguarding and self-governance as an essential.

"Gender equality is real inclusion, being part of decisions, shaping proposals and policies, and taking responsibility to be ready, accountable, and sustainable."

Brenda Madrara, Child Protection, Safeguarding, Gender and Disability Inclusion Specialist, World Vision

"For women-led innovation in AI and technology to be supported, we need clarity on what donors listen for what makes them pause, believe in the idea, and invest in women shaping the future of tech."

Sarah, CEO and an AI Community Leader with over 200 million viewers

Chair's Closing Intervention, "Setting the Trap"

When you look at the design, what you want to put in place, or what you want to do, many times nobody has done it before, get courage and do it. So how do we present ideas that are new, innovative, and untested in a way that donors can trust, understand, and support them?

Let me end with this. We keep talking about funding, sustainability, donors, banks, and partnerships. But the truth is this, opportunities do not fall into our hands by accident. You have to set the trap.

Setting the trap means being ready before the opportunity comes. It means your documents are in place. Your governance is clear. Your vision is sharp. Your story is documented. When the opportunity appears, you don't start running around asking what to do you are already positioned.

Donors will not wait for us to organize ourselves. Banks will not slow down because we are not ready. Funding windows open and close very fast. If the trap is not set, the opportunity passes.

Setting the trap also means working together. No one organization here is strong enough alone. But together, we can share information, share calls, share learning, and pull each other forward. That is why platforms like Charter for Change matter.

And finally, setting the trap means believing that we are fundable. Not tomorrow. Not when we grow bigger. Now. If we don't believe it ourselves, no one else will.

So, as we leave this room, let us not leave inspired only. Let us leave prepared. Let us go back and set the trap because the opportunities are coming.

Help each other to become the woman that you want to be. Correct each other. Support each other. Don't isolate yourselves. Come together in groups. We have the feminists Humanitarian Network National Platform in Uganda. We have the movements of women. We have the networks making noise. That noise is important because silence has never changed anything.

But noise alone is not enough. We must organize that noise. We must turn it into action, into influence, into results.

When we stand alone, we are easy to ignore. When we stand together, we are impossible to overlook. So, build circles. Build alliances. Build sisterhoods that challenge you, not just comfort you.

That is how we grow. That is how we sustain ourselves. That is how we win.

"Funding and resources are victims of a calculated trap."

**Chairperson, Charter for Change Working Group Uganda, Joyce Julian
Acoko, (Executive Director, NUWOSO)**

7. KEY OUTCOMES OF THE SUMMIT

The Women in HDP Nexus Leadership Summit 2025 generated strong multi-sector consensus on the future of women-led institutional leadership within Uganda's humanitarian, development, peace architecture. The following strategic outcomes emerged from the deliberations.

7.1 Reframing Women-Led Organizations Beyond Vulnerability

The Summit successfully advanced the shift from positioning women-led organizations as vulnerable beneficiaries toward recognizing them as institutional leaders and system architects. Participants agreed that women are already shaping crisis response, peacebuilding, social cohesion, SGBV prevention, and community recovery across Uganda.

The challenge identified is not the absence of capacity, but the need for institutional strengthening, structured governance, and sustainable financing. Sustainable localization must therefore move beyond participation and toward genuine power redistribution, where women-led actors influence design, budgets, and decision-making processes.

7.2 Governance as the Foundation of Institutional Sustainability

Governance emerged as the most significant structural gap affecting women-led organizations. Discussions highlighted recurring concerns, including weak board functionality, limited succession planning, over-centralized leadership, fragile financial systems, and reactive programming approaches.

There was broad agreement that passion without structure limits long-term institutional survival. Governance was repeatedly described as the “spine” of institutional credibility, influencing donor confidence, partnership trust, and the ability to attract direct funding. Strengthening governance, accountability, safeguarding systems, and leadership pipelines was therefore positioned as central to sustainability.

7.3 Direct, Flexible, and Multi-Year Financing as a Strategic Imperative

Participants emphasized that short-term, project-based funding undermines institutional growth and resilience. Women-led organizations require access to direct funding, flexible financing mechanisms, and multi-year support that allows them to build systems rather than continuously respond to short funding cycles.

The Summit reinforced that localization commitments must translate into measurable funding shifts. Core institutional grants, overhead recognition, and compliance support were identified as essential for strengthening women-led actors as long-term partners within the HDP nexus.

7.4 Localization Requires Practical Power Redistribution

INGOs, UN agencies, and partners present acknowledged that localization must move from policy language to operational practice. This includes co-designing programs, sharing decision-making authority, embedding women-led actors within consortium leadership, and reviewing due diligence systems that unintentionally exclude grassroots organizations.

Localization was positioned as a structural shift in how power, resources, and accountability are distributed across the humanitarian and development ecosystem.

7.5 Financial Inclusion and Private Sector Engagement as Sustainability Pathways

The Summit expanded sustainability discussions beyond traditional donor funding to include financial institutions and private sector partnerships. Participants noted that women are already active economic actors, and sustainability requires moving from grant dependence toward diversified income models, including savings mechanisms, credit access, and long-term banking relationships.

Women-led organizations must therefore be recognized not as peripheral beneficiaries of financial systems, but as credible, bankable institutional actors operating within mainstream economic frameworks.

7.6 Evidence, Visibility, and Strategic Communication

A recurring outcome was the recognition that women-led organizations often under-document their impact. Evidence, measurable data, and strategic communication were identified as critical tools for influencing funding decisions and policy engagement.

Participants stressed that visibility is not self-promotion, but institutional positioning. Documenting success stories, impact metrics, governance improvements, and localization outcomes strengthens advocacy and sustainability.

7.7 Collective Action as a Survival and Growth Strategy

In the context of shrinking global aid and increasing competition, collective action emerged as a core survival strategy. Coalition-building, joint fundraising, women-led consortium models, and network-based advocacy were identified as necessary to strengthen bargaining power and institutional visibility.

The Summit reaffirmed that sustainable transformation requires solidarity, structured alliances, and coordinated influence across sectors.

8. STRATEGIC RECOMMENDATIONS

While the Summit emphasized narrative analysis, clear action points were identified for key stakeholders.

For Government of Uganda

- Operationalize the National Localization Strategy with gender-responsive benchmarks.
- Institutionalize women's representation in peace, disaster management, and recovery structures.
- Integrate women-led organizations into national planning frameworks and refugee response systems.

For Donors and Development Partners

- Increase direct funding to women-led organizations.
- Provide flexible, core, and multi-year financing.
- Simplify compliance systems while maintaining accountability.
- Support consortium models where women-led actors serve as lead partners.

For UN Agencies and INGOs

- Shift from sub-granting relationships to equitable partnerships.
- Share decision-making authority and budget design responsibilities.
- Invest intentionally in governance and institutional strengthening.
- Align localization commitments with measurable funding targets.

For Private Sector and Financial Institutions

- Develop tailored financial products for women-led institutions.
- Promote mainstream inclusion rather than peripheral women's windows.
- Strengthen long-term institutional banking relationships.

For Women-Led Organizations

- Strengthen governance, succession planning, and accountability systems.
- Conduct regular institutional self-assessments.
- Diversify income streams beyond project funding.
- Invest in documentation, visibility, and coalition-building.

9. CONCLUSION

The Women in HDP Nexus Leadership Summit 2025 marked a significant moment in Uganda's localization journey. It demonstrated that women-led organizations are not peripheral actors within humanitarian, development, and peace systems. They are already delivering results, shaping responses, and building social cohesion.

However, sustainability requires more than commitment. It requires governance reform, structured leadership transitions, flexible financing, institutional credibility, and practical power redistribution.

The Summit reinforced that moving Beyond Vulnerability is not rhetorical. It is a structural repositioning. Women-led organizations must be recognized as institutional leaders capable of influencing policy, attracting investment, and shaping sustainable systems.

Power in Strategy. Strength in Structure.

10. WAY FORWARD

Building on the outcomes of the Summit, the Charter for Change Working Group Uganda will integrate the recommendations into its 2026 Roadmap, with a deliberate focus on governance strengthening, direct funding advocacy, and institutional sustainability.

Structured follow-up engagements will be conducted with government, donors, UN agencies, and financial institutions to translate commitments into measurable financing and partnership reforms. A governance strengthening initiative will be developed to support board functionality, safeguarding systems, and leadership succession planning among women-led organizations.

Additionally, a documentation and visibility framework will be established to strengthen evidence generation, impact measurement, and strategic communication across women-led networks. Coalition-building and consortium development will be prioritized to enhance collective action and resource mobilization.

The next phase is not inspiration, but implementation. The opportunity now is to convert dialogue into structural change and ensure that women-led institutions move from participation to power, from project delivery to institutional leadership, and from vulnerability to sustainability.

With gratitude,



Ms. Joyce Julian Acoko

Chairperson, Charter for Change Working Group Uganda

16 December 2025