CONFERENCE REPORT

Federation of Uganda employers (FUE)

Seventh Annual Women Leadership Conference (AWLC)

Building a lasting legacy: What is yours?

19th October 2018
Kampala Serena Hotel, Uganda
The Conference was organized by FUE in partnership with Confederation of Norwegian Businesses (NHO), International Labour Organization, UN Women, UN Global Compact, and the Swedish Embassy. It was attended by over 280 women and men in Leadership positions and those aspiring, Women on boards, CEOs from the Corporate World, Ministers, Senior Government Officials and Experts from Ministries Responsible for Gender and Labour, Civil Society Organizations, resource persons from leadership training and related institutions, the Sister Employers Organizations within East Africa and Norway (NHO), ILO, UN Women, United Nations Global Compact and Ambassadors.

Seven years ago FUE decided to celebrate the Female Future Program in a manner that is bigger than a regular graduation ceremony. The Federation chose to crown it up by organizing the Annual Women Leadership Conference which is a graduation platform for FFP participants. This year’s conference was officially opened by Hon. Peace Regis Mutuuzo, the Minister of State for Gender and Culture, Ministry of Gender, Labour and Social Development.

The keynote address was delivered by Dr. Deborah France-Massin, the Director of the Bureau for Employers’ Activities. This was followed by the panel discussion that emphasized the need to do more in the promotion of women in leadership. Twelve (12) CEOs signed up to uphold the Women Empowerment Principles in their respective organizations. In addition, 19 ladies graduated from the Female Future Programme.

Three main recommendations have been made; firstly, UN Women and Federation of Uganda Employers need to support more organisations to sign up to promote the Women Empowerment Principles and to join efforts with other UN agencies to implement Gender Equality Schemes throughout the corporate sector. Secondly, FUE should work in partnership with the Ministry of Gender, Labour and Social Development to enroll members of Parliament into the Female Future Programme. Thirdly, the 2019 conference should be better publicized to ensure better attendance of women from the political sphere.
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Since 2012, the Federation of Uganda Employers (FUE) has organized seven Annual Women Leadership Conferences which have gained prominence as a leading women empowerment forum. Most importantly it has provided an opportunity for Ugandan Women Leaders as well as aspiring young women from all spheres including; business, politics and civil society to meet, share and exchange inspiring ideas and knowledge on Leadership.

This report presents major ideas, conclusions and recommendations on how to promote women in top leadership positions and on boards. The report demystifies the barriers and proposes practical solutions to challenges faced by women leaders in their attempt to build lasting legacies.

The seventh Annual women leadership conference was officially opened by Hon. Peace Regis Mutuuzo, the Minister of State for Gender and Culture. The conference was also addressed by Maxime Houinato, UN Women Resident Representative in Uganda, Douglas Opio, Executive Director FUE, Nicholas J.Okwir, Chairperson FUE, Zenia Chrysostomidis, Deputy Head of Mission, Royal Norwegian Embassy Kampala and Jealous Chirove from the office of the ILO Country Office Director.

The key note address was delivered by Dr. Deborah France-Massin, Director ACT/EMP. The conference also had an exciting panel discussion which included Dr Derrick Samuels, CEO, DSLI, USA, Annet Mulindwa Nakawunde, Managing Director, Finance Trust Bank, Dr. Noerine Kaleeba, Founder of TASO and Jamila Mayanja- CEO Girls with Tools.

The Conference was organized by FUE in partnership with Confederation of Norwegian Businesses (NHO), International Labour Organization, UN Women, UN Global Compact, and the Swedish Embassy. The Conference was attended by over 280 women and men in Leadership positions and those aspiring, Women on boards, CEOs from the Corporate World, Ministers, Senior Government Officials and Experts from Ministries Responsible for Gender and Labour, Civil Society Organizations, resource persons from leadership training and related institutions, the Sister Employers Organizations within East Africa and Norway (NHO), ILO, UN Women, United Nations Global Compact and Ambassadors.

This report is designed to be part of an ongoing conversation on the promotion of women in top leadership positions and on boards. It underscores the importance of partnerships and collaboration with organizations both in private and public sectors. FUE envisages that the report will be used by all stakeholders who are keen on promoting women in top leadership positions and on boards.
1. Official Opening

Mr. Douglas Opio
Executive Director
Federation of Uganda Employers (FUE)

Welcome to the 7th edition of the Annual Women Leadership Conference. It has been an exciting journey of knowledge sharing and preparing women for top leadership positions through our Female Future Program (FFP). We are delighted to have a good number of female executives out there who have gone through the program.

Seven years ago we decided to celebrate the Female Future Program in a manner that is bigger than a regular graduation ceremony. We decided to crown it up all by organizing the Annual Women Leadership Conference which is a graduation platform for FFP participants as well as a major conference operating under a particular theme. This year the theme was “Building a lasting legacy: What is yours?”. Building a lasting legacy is arguably the most powerful thing that leaders can do in their career and life because it enables them to have influence into the future even after they are out of regular employment.

Mr. Nicholas J.Okwir
Chairperson
Federation of Uganda Employers (FUE)

While the focus has previously been on women’s political leadership, the Federation of Uganda Employers recognizes the need to promote women in top leadership positions and on boards in the private sector, FUE believes that women’s corporate leadership should take the front stage and increase board diversity so as to ensure greater representation of women alongside men to improve business performance, investment and ethics. FUE carried out several surveys which established that within our membership, women formed less than 10% of top leadership and on boards.

The above facts underscore the need to promote women in top leadership positions and on boards. This conference was organized with the support from our partners; the Confederation of Norwegian Enterprise (NHO), the International Labour Organisation (ILO), the UN Global Compact, the Swedish Embassy and UN Women.
The Norwegian Embassy applauds the foresight by NHO to bring the Female Future Program (FFP) to Uganda. FFP aims to train and equip women with the skills necessary to be effective in leadership positions, as managers and board members. FFP has proved to be a success in Norway and so far, it has been implemented not only in Uganda, but also in Kenya and Tanzania. The programme is based on a model developed by the NHO as a service to its corporate members in Norway. This unique programme gives companies a wider pool of competent human resources to select from when recruiting for board and leadership positions. This is good for both women and companies, and it responds to calls by governments to include more women in leadership positions.

Aside from building that big company- the known brand- the shining career- women leaders also should keep in mind the importance of mentoring and encouraging fellow women in their struggle to achieve. An example is the “Women4Women” initiative that the Norwegian Ambassador and other women Ambassadors and Heads of International Agencies in Uganda. This initiative seeks to honor and encourage women who are not well known outside their circles, but who are achieving and taking forward pioneering work. It is worth mentioning that among the top three winners in each category, two had benefited from the Female Future programme.

ILO is happy to be associated with these events, not just in Uganda, but also in Kenya and Tanzania where similar programmes on support to women in leadership to scale greater heights in senior management and boards of private sector organizations. The programme in Uganda is achieving commendable results in getting more women into board positions as well as bigger and more challenging positions.

In the run up to the anniversary, seven Centenary Initiatives are being implemented as part of a package of activities aimed at equipping the Organization to take up successfully the challenges of its social justice mandate in the future. One of them is the Women at work initiative, which is reviewing the place and conditions of women in the world of work and engaging workers, employers and governments in concrete action to realize equality of opportunity and treatment. The women at work centenary initiative aims to better understand, and to address, why progress on delivering decent work for women has been so slow and what needs to be done towards securing a better future for women at work.

The World Employment and Social Outlook – Trends for Women of 2018 reported for important findings:
(a) Gender gaps in labour force participation remain wide.
(b) Women are more likely than men to be unemployed in large parts of the world.
(c) Vulnerable employment is more severe for women in developing countries.
(d) Informality remains pervasive among women in emerging and developing countries.

Thus, while we are seeing some good progress in reducing gender gaps in the world of work, it is clear that more needs to be done to reach the desired result.
UN Women is currently implementing programmes to increase and strengthen women’s leadership and participation at all levels. Building a legacy must be inspired by the highest work ethics. It must constantly aim at harvesting for the generations to come, while preserving our landscape. And most importantly, it must invest in people: All its people. Producers, manufacturers, workers, clients, heads of companies. And among those: it must invest in women. A legacy is one that is worthy of future generations, where women and men have equal opportunities and the potential to produce and create equally remarkable results.

Since 2015, UN Women and the Federation of Ugandan Employers have joined efforts to ensure that such vision does not remain a merely a theoretical aspiration. We have worked together to ensure greater participation of women in the private sector through the Women Empowerment Principles. The 7 Principles are aimed at establishing a working environment where all women and men are treated fairly at work. The principles guarantee respect and support for human rights and non-discrimination and further promote equality through community initiatives and advocacy. They also encourage a high-level corporate leadership for gender equality in the corporate world. Twenty one (21) companies in Uganda have signed on the Women Empowerment Principles since 21 which indicates good progress.

Though gender gap is closing in certain areas, a lot of efforts remain to be made in terms of access to capital and assets, or financial tools. Legal and cultural barriers must also be eliminated in terms of control on land and property. Women must be encouraged and empowered to embrace profitable business choices and sectors. Social norms within or outside enterprises cannot have women divert time from their businesses towards domestic tasks. They must help and empower women and men to conduct and participate to fruitful businesses and enriching family lives.

The Women Empowerment Principles are very relevant to the national context. They are aligned on the Sustainable Development Goals and they are in line with the vision 2040 as well as Uganda’s National Development Plan for 2019/20. Because Ladies and gentlemen, with the right interventions, commitments and policies, the potential for Uganda to unleash women, boost economic growth and lift millions of people out of poverty in the process is immense. And it starts with you.

CEOs, Managing Directors and Women Leaders that have signed to implement the WEPs should continue with the efforts and implement mechanisms and structures that can strengthen and accelerate the implementation of the process to achieve concrete results for Gender Equality within the private sector. In addition, the Government of Uganda with the support of partners, to continue to pursue your efforts in eliminating barriers for all women to fully participate and contribute to Uganda’s economic prosperity.

UN Women pledges commitment to continue supporting Federation of Uganda Employers in the implementation of the Women Empowerment Principles, at the national, regional and local levels, and to join efforts with other UN agencies to implement Gender Equality Schemes throughout the corporate sector.
The Government is fully committed to the promotion of women in leadership positions. Ministry of Gender Labour and Social Development is a Government Ministry with a responsibility to empower communities in diverse areas. The Ministry promotes cultural growth, skills development and labour productivity while promoting gender equality, labour administration, social protection and transformation of communities. The Government will continue to work closely with the Federation of Uganda Employers to promote women in top leadership positions and on boards.

Participation in the conference needs to be broadened to include all the political leaders especially women who are in parliament since they are involved in making legislation that directly affect the participation of women in leadership. I would like to commit to participate in the Female Future Programme in 2019 February intake and I will encourage others Members of Parliament to do so. Government will continue implementing programmes that promote gender equality at all levels. The private sector needs to do more to complement Government effort in the promotion of women in leadership positions.

Dr. Deborah France-Massin, the Director of the Bureau for Employers’ Activities delivered the keynote address. She focused on the promotion of women in leadership by using a global and an African perspective to present the prevailing situation and possible interventions which might help in building lasting legacies for women leaders. A summarized version of the keynote address is presented below:

The International Labour Organisation (ILO) is a specialized agency of the United Nations focusing on the world of work, and gender equality is at the heart of its mandate. The United Nations took up the cause of women’s rights and human rights from its earliest days. You will see that gender equality is a right enshrined in the 1948 Universal Declaration of Human Rights. More recently, Member States of the United Nations, including the Uganda, reaffirmed this viewpoint when they unanimously adopted, in September 2015, the 2030 Agenda for Sustainable Development and its 17 goals. The fate of women and girls was placed at the centre of the agenda: not only is one of the 17 goals focusing exclusively on them (Goal 5), but the other 16 goals have key indicators related to women and girls as their full engagement is a condition to successful economic and social development. While for the past decades women’s rights were seen primarily through a human rights lens, the world has now come to understand that the em-
powerment of women is also a factor of success in business as well as a condition to effective development. There is now ample economic evidence that a country’s economic prospects are conditioned by how engaged women are in the workforce, how able they are to engage in the C-Suite and in the boardroom, and how women entrepreneurs can thrive. In other words, companies are now looking to women is part of the solution to address their business challenges. To quote many CEOs—men and women—who, based on the evidence, have pledged to promote gender diversity in their companies: “it is simply the smart thing to do.”

It is clear that the global economic gains from reducing gender inequality are considerable – they’ve been projected at $5.3 trillion by 2025 even if there were only a 25 per cent reduction in the gap. Put it simply, if the full contribution of women to economies and societies aren’t realized, it’s not only women who won’t reach their full potential – whole countries won’t reach their full potential.

The Federation of Uganda Employers through its Women Executives Chapter has been expanding the pool of female business leaders in Uganda and has successfully enabled more women to advance to senior management and board positions. FUE has already started to drive change and to build a legacy for girls, young female professionals who are starting their careers, mothers who are looking to come back to their jobs after giving birth and more.

To have a long-term impact that not only shapes our companies or our businesses today, but leaves a lasting impression to future generations, we need to transform how company decision makers view the issue of having a gender-inclusive workforce from recruitment to promotion and from junior positions to top executive and board positions. It needs to be seen as a competitive differentiator. The business case needs to be told and reinforced. And we all have responsibilities of telling the business case to transform mind-sets, change policies, address wider structural issues and most importantly empower our future generations.

In the corporate world, study after study is also finding that companies with more women in leadership get better financial results. That’s hardly a surprise – those companies stand to be more attuned to the attitudes and behaviours of whole populations, rather than just one-half of them. This year, ILO worked with the International Organisation of Employers to launch a good practice brochure on Women’s Economic Empowerment for International Women’s Day. Here ILO showcased the Federation of Uganda Employers’ efforts to promote women into leadership positions – the Female Futures Programme and Annual Women’s Leadership Conference were highlighted as good practices.

Today, more and more studies are speaking towards the business case with tangible evidence. For example, a study by McKinsey that was launched in January and compiles data for over 1,000 companies in 12 countries shows that companies in the top-quartile for gender diversity on executive teams were 21 per cent more likely to outperform on profitability. Similarly, a 2017 study by the International Finance Cooperation (IFC) of 4,000 companies found that gender diversity leads to higher innovation and further outlines the business case for gender-smart solutions.

Diving into companies acknowledging improved profitability, there was a concrete group of companies indicating that gender diversity is driving financial performance. Globally:

- Approximately 27 % of companies indicated that profits had increased between 5 to 10%; and
- A near 30 % of companies indicated that their profits had increased between 10 to 15%.
- About 18 % of companies responded that their profits had increased by 15 to 20 %, and
- Another 17 % of companies responded that profits had increased by over 20%.
- For the Africa region, the response was more or less aligned with the global average for all profit ranges.

Therefore, data is clearly showing that companies are directly connecting the gender diversity to business outcomes. And in some cases, com-
panies are measuring the relationship between gender diversity and profitability.

The ILO’s labour force surveys show that a good number of countries in Africa have exhibited an increase in women’s labour force participation over time (1991 vs 2018)
- Mali has seen a 25 percentage point increase.
- Countries like Benin, Botswana, Namibia, and Senegal have jumped by over 10 percentage points.
- And Uganda has also increased women’s labour force participation by over 4 percentage points.

Let’s now take a look at the percentage of women as a share of total managers over time for the Africa region.
- Ghana has experienced a considerable increase by almost 30 percentage points (2006 vs 2015);
- Congo, Namibia and Madagascar made improvements where the share increased by approximately 10 percentage points.
- Uganda also increased women’s share of total managers by around 4 percentage points (2002 vs 2017).

Looking into the results of ILO’s new company survey and the presence of women in various management levels, globally we the share of women dropped the higher the management level. This re-affirms that the glass ceiling is still intact. At the very top of the echelon, our new company survey shows that about 21 per cent of CEOs are women. In Africa, this figure was slightly lower at 17 per cent.

Representative business organizations also have an important role to play in supporting their member companies by creating awareness, providing information and making the link between productivity and gender diversity policies. There are various women leadership issues that business organizations can work on to build a legacy. One includes empowering women economically. The ILO has been working with EOs and women’s business association on women’s economic empowerment through various entrepreneurship programmes. The FUE is well positioned to support women entrepreneurs by influencing policy choices to ensure an environment that promotes investment, developing tools and training that promote entrepreneurship, or facilitating access to economic opportunities for women entrepreneurs.

The world is changing fast and businesses need to stay one step ahead to succeed - and we all know that increasing diversity is essential for the survival of businesses in the coming years. The impact women have on our economy is beyond question. On the way forward, we know that providing a strong evidence-base is a starting point for further debates and helps companies examine their own policies and practices. Positive changes at the company-level can have a direct impact in changing societal attitude and dismantling structural barriers. Obviously, there is much that needs to be done to develop proactive and effective programs to identify and recruit existing qualified women to be among the leadership in Uganda. There is no shortage of candidates.

Overall, employers’ organizations like FUE and women’s business associations are critical in enabling businesses to tap into the best possible talent, working with government and educational institutions to develop that talent pool, and advocating for more modernized employment regulations to reflect the changing nature of work that allow men and women to have options to climb up the company ladder.
Mrs. Annet Nakawunde Mulindwa
Managing Director of Finance Trust Bank; the first women-focused bank, started by a group of women, for promoting women’s financial interests. She has attended a number of trainings including Harvard Business Schools’ Strategic Leadership in Inclusive Finance, Advanced Leadership Training in Wharton Business School - University of Pennsylvania in USA, Coaching Program for Mission, Leadership and Performance by Creative Metier Limited in Oxford - England, Women in Leadership by Women’s World Banking, Center for Microfinance Leadership in New York where she received the Financial Woman’s Association’s Women in Leadership Award for 2008, Balance Scorecard Training and Basic Banking by the Uganda Institute of Banking & Financial Services.

She is currently the Chairperson of the Microfinance CEO Working Group Uganda, a Member of the Board of Trustees - The Insurance Institute of Uganda (IIU), a Member of the Board of Private Sector Foundation Uganda (PSFU), Member of the Tax Agents Registration Committee of Uganda Revenue Authority (URA) and Vice President of AMFIU (Association of Microfinance Institutions in Uganda).

She is passionate about women and youth empowerment, as well as ensuring best practices in Banking and Microfinance and creating value for customers.

Jamila Mayanja
In 2012, Jamila Mayanja started Smart Girls Uganda, a social enterprise that empowers and supports girls and women through trainings to build their life and economical skills.

Smart Girls has famous girls and women empowerment programs like the Girls with Tools program that socially and economically empowers vulnerable girls and young women through skills development in male dominated careers like automotive mechanics, driving big trucks and welding and mental fabrications in order to increase their employability and their earning potential. Out of this program she has launched an all ladies car service and washing bay.

Smart Girls also has The Smart Bags 4 Girls program which is a comprehensive menstrual hygiene bag with kits and educational programming designed with and for girls in Uganda. Because of her work, she was chosen to be part of the 2015 Mandela Washington Fellowship for young African leaders’ initiative where President Obama recognized her for curbing youth unemployment and her Smart Bags 4 Girls idea has been selected as one of the winners of the Openideo UNFPA Young People’s Sexual and Reproductive Health Challenge.
Dr. Derrick Samuels

Dr. Derrick Samuels is the ‘Voice against Stagnation’, addressing more than 150,000 people worldwide each year. Dr. Derrick, the Founder and President of Derrick Samuels Leadership Institute (DLSI) and, CGI and; the host of ‘Evening with Dr. Derrick’, holds the keys to wisdom that will help you circumnavigate the pull of mediocrity, the temptation to do “just enough,” or to settle for a life less than the best. As a highly passionate speaker, highly regarded business consultant, author, professor, transformational leader, he embodies the skill, integrity, vision and drive to become one of the most prominent inspiring thought leaders.

Dr. Derrick, among other places, has spoken at the United Nations as an advocate for Youth Education, Development and Sustainability; he was the Commencement speaker, class of 2014, at the State University of New York (SUNY/ BEOC); Seminar Facilitator for the Military on Leadership and Project Management at the Andrew Airforce Base in Maryland, USA, Guest speaker: RGB, FUE, KCB, ZT (RW), BIAZO, WIM-RCCGNA, among others.

Dr. Derrick Samuels has consulted widely in business and government, as well as within the higher education community. He has served in an advisory capacity to two Universities and two corporate institutions. He is the recipient of numerous awards, honors, and commendations.

Noerine Kaleeba

In 1986, following her husband’s AIDS diagnosis, she started a support group which blossomed into The AIDS Support Organisation (TASO), a pioneer movement to address stigma, restore hope and dignity of people and families living with HIV/AIDS in Uganda. As its founder and first Executive Director, Noerine developed TASO into a global model of HIV prevention, AIDS care and support.

Noerine was among the small group of people to join Dr Peter Piot in setting up the United Nations joint program on HIV/AIDS, (UNAIDS), and became one of UNAIDS first staff members in January 1996, based in Geneva.

At the beginning of 2006, after 10 years of service as UNAIDS’s partnership and community mobilisation adviser she joined the ranks of retired (but not tired) international civil servants. She then worked as Country Director for a collaborative of four UK-based foundations: The Diana Fund, Comic relief, The Elton John AIDS Foundation and the Children Investments Fund Foundation and led the development of a holistic program for children orphaned or made vulnerable by HIV/AIDS in Malawi until July 2008. She operates as an independent consultancy based in Uganda. She has served as a mentor for CDC fellowship program at the Makerere School of Public Health and is a member of the Institutional review Board for the same school.
Women have unique challenges which they face in their struggle to rise to top leadership position and on boards. This implies that sacrifices have to be made in order for their goals to be attained. This because crying and hoping the situation would be different will not help as pointed out by one of the panelists.

The Female Future Programme has made tremendous achievements in promoting women in top leadership positions and on boards. These success stories should be documented in order to encourage more women to take on these positions. It would also be used by companies that are designing new ways of increasing the number of women in top leadership positions and on boards.

The importance of engaging women who are in politics cannot be underestimated as they are involved in making legislation that can directly affect the inclusion of women in leadership positions. Therefore, FUE should invite more members of Parliament to the conference and encourage them to enroll for the Female Future Programme. Hon Peace Regis Mutuuzo together with Hon. Cecilia Atim Ogwal will support FUE in this process.

Women need to grow and nature their resilience. This needs to be coupled with building confidence which can be done in various ways. In addition, women need to network more and join professional as well as community clubs that can be used as avenues for securing opportunities that can promote their career development. Essentially women should better harness their social capital to reach their goals.

Furthermore, women need to adopt a three pronged approach by:
1. Defining who they are-Purpose
2. What they have-skills, beauty, Christian faith, values, etc
3. What they can-what can you do?

Legacies are built over time so women need to plant a piece of their legacies each day. Women are not in competition with men so the focus should be on cooperation for the greater good of our communities. Women also need to attach a feeling when serving fellow women and live a healthy. Skills, knowledge and values are important for women to succeed so programmes such as the Female Future Program are extremely vital.
Ms. Banu Khan, the Programme Analyst of the UN Women Kenya made a presentation on “WEPs: Engaging with Companies in Kenya for Gender Equality and Women’s Empowerment”. It addressed the following issues:

**The Women’s Empowerment Principles**

**Principle 1:** Establish high-level corporate leadership for gender equality

**Principle 2:** Treat all women and men fairly at work – respect and support human rights and nondiscrimination

**Principle 3:** Ensure the health, safety and well-being of all women and men workers

**Principle 4:** Promote education, training and professional development for women

**Principle 5:** Implement enterprise development, supply chain and marketing practices that empower women

**Principle 6:** Promote equality through community initiatives and advocacy

**Principle 7:** Measure and publicly report on progress to achieve gender equality

**Why the WEP’s?**

**Who benefits from the WEPs?** A win-win for all:

**Companies**
- Reduced costs (absenteeism and turnover)
- Attracting top talent as employer of choice
- Increased productivity, profitability and engagement

**Employees**
- Greater career satisfaction and commitment
- Increased perception of fairness
- Better relationships with managers and colleagues

**Engaging Companies**
- Building Relations (trust)
- Invitations to regular forums
- Follow-up through one on one meetings
- Encourage to observe key days in UN Women Calendar
- Demystifying WEPs through peer to peer learning and sharing
- Supporting launches (high-level visibility)
- Active What’s App group
- Industry site visits

Twelve (12) CEOs signed up to uphold the Women Empowerment Principles in their respective organizations. These organizations include; Federation of Uganda Employers, Century Bottling Company, DFCU Bank, Citibank, Smart Girls Uganda, LifeLink Hospital, AAR Health Services, Uganda Breweries Limited, Bioversity International, Finance Trust Bank, Nina Interiors and Hawa Pharmaceuticals Limited, Simlaw seeds.
Under the Women Executives Chapter, FUE embraced the Female Future Program; an idea developed by and borrowed from the Confederation of Norwegian Enterprise (NHO), adapting it to the Ugandan situation to address the gender gap in executive service. The program has three modules, namely; leadership development, rhetoric and board competence. The Program has been nominated by the ILO as one of the 10 best practices of Gender Equality.

Uganda is proud to be the first country in Africa to run the program and so far, 159 women have graduated since 2011. Out the 159 alumni, 32% have got into board positions due to the program, 65% have got into bigger and even more challenging positions, all indicating that they are more focused and productive.

Besides the 9-month training programme, FUEWEC has so far held six Annual Women Leadership Conferences bringing together women from various institutions and at different levels to deliberate on issues pertaining to women in leadership. An Alumni association has also been established with its own board and a mentorship program has also been initiated.

The Female Future programme is specifically designed to build the capacity of Women in Africa to enable them to move up the corporate ladder and remain influential in all spheres corporate, political, family and social. The programme comprises of three modules which contain the following aspects - leading from the apex, managing organizations effectively, how to identify, develop and implement growth strategies in any organization: leadership skills and gender, how to manage various audiences and how to speak at short notice.

5. Showcasing the achievements of Female Future Programme

How the organization benefits
1. The program offers the organization a greater variety of solutions to challenges in work environments
2. Improve the risk/return ratio for your organization by applying systematic approaches to leadership
3. Achieving gender equity productively
4. Managing performance and coaching staff from diverse backgrounds
5. A motivated self driven team

Benefits to the Individual
1. Prospects of moving yourself to the top echelon of power in any setup
2. How to exploit your inner potential
3. How to run any organization as a business
4. Self confidence as you lead teams
5. Unmatched oratory and negotiation skills
FFP 11th Cohort graduands
The following graduands received their certificates through representatives of NHO and the Ministry of Public Service:

1. Sarah Kajumba Kwehangana
2. Bennice Kiganda
3. Zaituni Nakonde
4. Annick Hagumimana Moli
5. Dorothy Olwit Tinkamanyire
6. Cecilia Namuddu Muhwezi
7. Agnes Tibayelta Isharaza
8. Sylvia Lydia Nabwire Mulomi
9. Florence Mary Nannyondo
10. Hope Twinomugisha
11. Sylvia Nalumansi
12. Juliane Mukasa
13. Janet Bugembe
14. Solome Luwaga
15. Charity Busingye
16. Zulaika Nabukeera
17. Patience Kemigisha Ssesanga
18. Christine Nankubuge
19. Winnie Ojiambo Nabwire

6. Feedback from participants

Speaking to the participants, there was a general satisfaction with the content, structure and delivery of the conference. There was an appreciation of the panel, the presenters, and the keynote speaker. The feeling was that the content was relevant and resonated with the participants. The panel and presenters were very knowledgeable and impactful with the different issues that were discussed.

Key to note was the high level of interest and enthusiasm that was shown in regards to the Female Future Program. Participants who had not heard of the program before, or those who had heard about it but had not picked interest were now curious and interested in knowing more about the program. Some participants actually signed up for the next intake which is scheduled to start in February 2019.

All in all, the participants that FUE spoke to felt that the conference had achieved its objectives, and to some it exceeded their expectations.

7. Conclusion

The conference is an excellent platform for knowledge sharing and networking for women leaders and those who are aspiring. It generated interests among participants to participate in the female future programme, to promote the Women Empowerment Principles and to change their organisations for the benefit of promoting women in leadership. It also provides an opportunity for several actors to make stronger commitment to building long-lasting legacies beyond institutions. Strong support was expressed by CEOs, women leaders, the Government and development partners.
8. Recommendations

i. UN Women and Federation of Uganda Employers need to support more organisations to sign up to promote the Women Empowerment Principles and to join efforts with other UN agencies to implement Gender Equality Schemes throughout the corporate sector. CEOs who have already signed up need to be given technical assistance to translate their commitment into action.

ii. FUE should work in partnership with the Ministry of Gender, Labour and Social Development to enroll members of Parliament into the Female Future Programme. Members of Parliament will facilitate the enacted of legislation that will fast track the promotion of women in leadership especially top management positions and on boards.

iii. The 2019 conference should be better publicized to ensure better attendance of women from the political sphere. This is because the attendance of women from this category was unsatisfactory despite the value that they bring to the promotion of women in leadership.

About Federation of Uganda Employers

The Federation of Uganda Employers (FUE) was founded in 1958 as the representative body of employers in Uganda. It is the emissary of employers on social and economic issues, in particular; employment and labour issues. Its membership is drawn from public and private sectors and currently stands at over 600 corporate members and 26 sectoral associations. FUE has over 50 years’ experience with a proven track record in implementing workplace-based projects and mobilizing people for development initiatives. It has a qualified and experienced staff body that manages various activities and projects in workplaces.

FUE’s vision is “to be a leading organization in serving employers’ interests and needs by 2018” with its mission being “to enhance employers’ competitiveness through policy advocacy, fostering best employment relations and provision of business development services”. These services include; sensitizing employers on government policies and legislation such as the Equal Opportunities Act to promote compliance and proper representation in the workplace.
FEMALE FUTURE PROGRAM.
REGISTRATION IN PROGRESS.

Enroll today for the next Female Future Program. For more information on how to get started, please get in touch with us

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