



ANNUAL REPORT 2014

Table of Contents

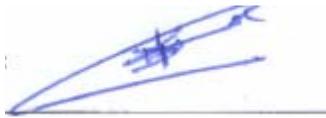
Table of Contents	2
Executive Summary.....	4
1.0 Introduction	5
1.1 About CEEWA-Uganda	5
1.2 Structure of the report.....	5
2. Programmes Implemented	6
2.1 Enhancing Women’s Entrepreneurship Development and Leadership Skills.....	6
2.2: Using Functional Literacy and Value Addition as Tools for Economic Empowerment and Effective Participation of Rural Women	12
3. Partnerships and Networking	16
4. Going forward	17

Foreword

I am pleased to share with our stakeholders this report of our activities for the year 2014. CEEWA-Uganda continued to provide services to the vulnerable members of Ugandan society namely, women, men and young people living in rural areas through training and support supervision. The achievements that have been recorded were possible because of the support that CEEWA-U received from various partners both from within and outside Uganda.

I take this opportunity to thank all of the organizations, institutions and individuals who walked with us throughout the year. I would like to make special mention of the African Women Development Fund, the Global Fund for Women, ILO Uganda Country Office for the financial and other forms of support provided. Without their invaluable support, CEEWA-U would not have been able to record the achievements it has made.

As we move through 2015, we look forward to more cooperation and support so that as many members of society as possible benefit from the empowerment interventions delivered by CEEWA-Uganda.



Margaret Kakande
Chairperson
CEEWA-UGANDA

Executive Summary

The report gives progress of the activities carried out by CEEWA-Uganda during the year 2014. These activities were carried out under 3 main approaches namely, Projects funded by external partners; networking with partners as well as activities aimed at institutional strengthening of CEEWA-Uganda itself.

Among the Programmes implemented during the year were:

a) “Enhancing Women’s Entrepreneurship Development and Leadership Skills” funded by the African Women Development Fund (AWDF). The Programme was aimed at women farmer groups and other associations acquiring more business skills through training, sharing best practices and networking. A total of 600 persons from 2 districts of Buikwe and were reached by this intervention.

b) “Using Functional Literacy and Value Addition as Tools for Economic Empowerment and Effective Participation of Rural Women”. This Project was supported by the Global Fund for Women (GFW) and was a follow up of an earlier intervention supported by the same organization to “empower rural women farmers for improved livelihoods”. It was implemented in 2 districts of Buikwe and Kayunga. The earlier programme had revealed some gaps that needed to be addressed in order to enable the women move from subsistence agriculture to agri-business. These included functional literacy and value addition to their products. The Project will spill over into 2015.

Apart from the Project related work, CEEWA-U members and staff participated in various networking activities with local and external partners. These included the Uganda National NGO Forum (UNNGOF), Women of Uganda Network (WOUGNET), Forum for Women in Democracy (FOWOWDE), Uganda Women’s Network (UWONET), Centre for Women in Governance (CEWIGO), TechnoServe, Uganda Women’s Entrepreneurs’ Association (UWEAL), Centre for Domestic Violence Prevention (CEDOVIP), Federation of Uganda Employers (FUE), ACORD, the School of Women and Gender Studies, Makerere University and the ILO Uganda Country Office.

CEEWA-Uganda put “finishing touches” to its new strategic plan 2015-2019 whose focus will be “Women and Agro-enterprise Development”; “women, governance and decision making” and “women and sustainable enterprises”. It will also address the institutional capacity needs of CEEWA-U as an organization.

1.0 Introduction

1.1 About CEEWA-Uganda

The Council for Economic Empowerment for Women of Africa Uganda Chapter (CEEWA-Uganda) is a national non-governmental and not-for-profit organization that was formed by professional women in 1995. It is a membership organization, governed by a Constitution and bye-laws.

Vision

CEEWA-Uganda's vision is a Uganda in which women's economic aspirations, rights and productive potentials are fully recognized and mainstreamed within the framework of equitable and sustainable human development.

Mission

The organization's mission is *“to promote the economic empowerment of women in the development process through advocacy, training, research, information dissemination and documentation”*.

Goal

Our goal is to contribute to increased level of women's access to and control over resources for development including but not limited to: land, finance, knowledge and appropriate technology.

Areas of focus

- Women and agro-enterprise development
- Women and sustainable enterprises
- Women, governance and decision making and
- Institutional development

1.2 Structure of the report

Section 1 of this report consists of the introduction and background of the organization. Section 2 describes the programmes that were implemented in 2014, their achievements and challenges as well as lessons learnt. Section 3 provides an outlook to the future, including focus areas for CEEWA-Uganda Strategic Plan 2015-2019.

2. Programmes Implemented

During the year 2014, CEEWA-Uganda ran 2 programmes funded by the African Women Development Fund (AWDF) and Global Fund for Women (GFW) respectively.

2.1 Enhancing Women's Entrepreneurship Development and Leadership Skills

Overview

The project was implemented with support from the **African Women Development Fund (AWDF)** and the focus was on empowering women farmer groups and women associations through entrepreneurship development and leadership skills. The purpose of the project was to train selected women farmer groups and women entrepreneurs/associations in entrepreneurship development and value chain management. It was also intended to establish networks among trained women with organizations that address the needs of grassroots women in at least six hundred (600) people in the target women's households and communities. The project was implemented in two districts of Buikwe and Mayuge.

Beneficiary groups

In Buikwe district, CEEWA-Uganda worked with Bugoya Women's Group in Najjembe Sub county. The members are mainly horticultural and vegetable farmers. Gwossussa Women's Group in Buikwe Sub County is engaged in handcraft making; soap and herbal medicines production. Tusubira Development Group in Ngogwe Sub county are mixed farmers. In Mayuge, CEEWA-Uganda worked with Tweyimbe Group (Mayuge Women and Youth Goat Project) in Mayuge Town Council who are engaged in goat rearing and crop farming. Mayuge Women Integrated Development Association (MAWIDA) in Mayuge Town Council who run a piggery and poultry project, and Ibanga Bakusekamajja Group in Buwaya Sub County who are mixed farmers and also have a village savings and loan association. A baseline survey was conducted to establish the number and types of enterprises owned/run by women in the two districts. This was intended to inform the intervention and subsequent evaluation. The beneficiaries were later trained in entrepreneurship and value chain management; leadership,

governance and advocacy. The groups also participated in a study visit to the Uganda Industrial Research Institute (UIRI) to learn firsthand, of available opportunities for value addition and marketing. In consultation with the Groups, CEEWA-U selected Community Based Trainers (CBTs) and sharpened their skills to enable them provide continuous support to their respective groups after CEEWA-U intervention ended. The activities are detailed out below.

Activities and beneficiaries

1. Baseline survey:

A Baseline survey was carried out in Buikwe and Mayuge districts targeting women farmer groups and women entrepreneur associations. The overall objective was to establish the status of farmer groups and women associations engaged in entrepreneurship development and value chain management. The purpose was to identify existing women owned enterprises and the types of businesses run by women and select the farmer groups and women associations to work with. CEEWA-Uganda worked with members (as respondents) from the following groups: Tusubira Development Group, Bugoya Women's Group, Gwosussa Women's group, Tweyimbe Group (Mayuge Women and Youth Goat Project), Mayuge Women Integrated Development Association (MAWIDA), Ibanga Bakusekamajja Group, and Imam Hussein Foundation Group.

2. Training women farmer groups in entrepreneurship and value chain management in Buikwe and Mayuge districts:

Basing on the results of the baseline survey, one of the needs identified by respondents was business and management skills training (entrepreneurship development skills training) for group members. The overall objective was to enhance entrepreneurship/business and value chain management skills among women farmer groups in the targeted districts. The beneficiaries were equipped with knowledge and skills to successfully run a business venture; individual women were able to start their own businesses; and the capacity of women farmer groups to improve on the performance of their businesses was enhanced. Value chain management in agriculture was emphasized and the beneficiaries were supported to develop a business plan. The major components that guided the trainings were: Personal Development (Individual growth), Entrepreneurship Development, Business Idea Generation and the Strengths- Weaknesses-

Opportunities-Threats (SWOT) analysis, Practical Business Management Skills/Business Planning, and Value Chain Management.

3. Training women farmer groups in leadership, governance and advocacy skills:

The overall objective of the training was to enhance leadership and advocacy skills of women farmers in the targeted districts to enable them take charge of their affairs. They explored the principles of good governance while reflecting on their groups; identified key governance and capacity issues that affect the operation of their groups/associations; examined effective leadership traits and explored various leadership styles. The women farmers gained a clear understanding of how to align leadership styles with the tasks/activities to be executed. Their advocacy and lobbying skills were also enhanced. The major components that guided the training were: Leadership, Governance, Group Dynamics, Advocacy, Record keeping, HIV/AIDS, Savings mechanisms, Credit Management, Quality Control, and Business Planning.



A participant making a point during training

4. Study visit to Uganda Industrial Research Institute (UIRI):

Group members visited the Uganda Industrial Research Institute in order to enhance their entrepreneurship/business and value chain management skills. The specific objectives of the study visit were: to expose the women farmers to good practices in crop and animal

husbandry/production and processing, to create a network through which women farmers can exchange ideas with others engaged in similar activities, to assist women farmer groups learn and appreciate the importance of adding value to their products and explore the different ways of adding value to what they produce, and to assist women to obtain information on marketing and market access.



Beneficiaries watch a cake making process at UIRI

5. Monitoring/support supervision visits to women farmer groups

The visits were intended to observe what the group members were doing, how they were progressing in order to enhance their entrepreneurship/business and value chain management skills. The specific objectives were to assess progress of economic activities done by the women; to identify what individuals or groups have done and what has changed, if applicable, after CEEWA-Uganda's intervention. It was also intended to identify challenges faced by women farmer groups while contributing to economic development; and to suggest recommendations/solutions to the challenges. The visits were also used to document success stories from the groups.

6. Sharpening the skills of Community Based Trainers (CBTs)

CEEWA-Uganda worked with the respective group members and identified a total of 18 CBTs in the two districts. The idea behind training them was to build capacity among community members to be able to sustain the project activities including more timely training opportunities

since the trainers would be living within the project sites, and to have a team of local trainers with skills and knowledge which would be passed on to people in their respective communities. Thus there was need to build capacity of Community Based Trainers to be able to gather and disseminate information in their communities.

The objectives of this activity were: to build a cadre of dedicated trainers in economic empowerment for enterprise development, business management and entrepreneurship development. The training was to strengthen the capacity of Community Based Trainers through refresher training so as to enable them be more effective in executing their work ; to equip them with skills in identifying, gathering and disseminating information; and to contribute to sustainability and continuity of the project in the communities. The CBTs were taken through the following: Communication skills, Principles of Adult learning, Session preparation and presentation, effective customer service and care, life skills essentials for a business, Tips for starting a business, business planning skills, record keeping, resource mobilization and monitoring.



Handing over training materials to a CBT in Mayuge and a CBT in Buikwe

Achievements

CEEWA-Uganda's interaction with the beneficiaries had an impact on women empowerment and individuals' confidence. Some of the beneficiaries started new businesses as

individuals/groups for example retail shops, art and craft making, hair salons, and baking for income generation.

Box 1: Beneficiary experiences

1. “The trainings changed my life through participation because I am now confident and I can speak in public unlike in the past. Whenever, they would tell me to contribute during the meeting or sessions, I would be shaking and fearing to speak out, but facilitators kept on encouraging us and now I got used, I can speak and contribute to decision making in my family and community”.

Allen

2. “I expanded my business, I added some stationery in my studio, bought a machine for printing photos which has been more feasible than travelling long distances to print photos”.

Edirisa

Edirisa commended CEEWA-Uganda for the knowledge and skills given and noted that he was putting what he learnt into practice.

3. “In the past I feared to start a business but I had a business idea and when my group engaged with CEEWA-Uganda I realized the importance of putting a business idea into action”.

Claire

Claire started a retail shop and commended CEEWA-Uganda as she was motivated by the intervention to start her business and it was doing well.

One of the groups named Bugoya Women Group in Buikwe district bought tents to support their catering service initiative and they testified that it was a result of CEEWA-Uganda’s intervention and encouragement for them to save and start a group business. They decided to buy tents for hiring by the community as one of the group’s income generating activities.

Challenges encountered

The following challenges were encountered during the project implementation:

- (a) Limited financial resources which did not favor residential trainings for participants.
- (b) Higher expectations from the groups/communities than what CEEWA-U could meet.

2.2: Using Functional Literacy and Value Addition as Tools for Economic Empowerment and Effective Participation of Rural Women

Overview

CEEWA-Uganda received a one year grant from Global Fund for Women to support *using functional literacy (FAL) and value addition as a tools for economic empowerment and effective participation of rural women*. This project is phase 2/continuation of phase 1 “empowering rural women farmers for improved livelihood” project which was also funded by GFW in 2011-2012. The project is working with 4 women groups; Kangulumira Women Entrepreneurs Development Association, Mukunganya Women’s group in Kayunga district and Living Hope women’s group, as well as Stefano’s Group in Buikwe district.

The project began in August 2014 and has since carried out the following activities;

i. A base line survey in the target districts.

The objectives of the baseline survey included; identifying and selecting beneficiaries in need of FAL trainings, to determine the availability of FAL opportunities in the target districts and identify the main economic activities of these beneficiaries for possible value addition.

The survey covered 143 respondents and only 15 were male. Designed survey tools were used in the data collection and these included; Individual interviews, group interviews and Interviews with the Community Development Officers of each district.

Survey findings showed that FAL trainings were on going in both districts and was being implemented as a government programme and all members could access it after registering. Members interested in this training were encouraged to register for it at the sub-county government offices. The survey also identified the current group activities that the project would focus on during the planned trainings.

ii. Training of women groups in business skills development and management.

Objective: To enhance entrepreneurship/business management skills among women groups in Kayunga and Buikwe districts. The training had a total of 60 participants 53 females, 7 males and it was a 3 days training for each district.

The training in Business planning skill and management was to greatly contribute to the women developing sustainable businesses and able them to compete in the growing market. After this training the women were expected to apply their newly acquired skills into their respective enterprises. In addition, there were also to come up with new business ventures so as to increase their incomes and thereby contribute to their economic empowerment.

The project is yet to carry out follow-ups on the progress of the groups to assess the effects of the training.

iii. Contact visit to Makerere University Faculty of Food and Science.

Objective: Identify networking channels for rural women farmers with the institution.

The project required identifying possible technical bodies that help the women farmers improve their income generating activities and also to network.

The institute offers short modular training opportunities to upcoming small and medium enterprise in value addition.

Having been given a tour and introduction to the workings of the institution, there were limitations for the rural farmers possibly networking with the institution and they include;

- ❖ The institution prefers to train persons with at least an Ordinary level qualification yet most the beneficiaries do not have the qualification.
- ❖ The institution does not allow exposure visits for the public.
- ❖ The institution does conduct trainings only during university student holidays.

The project plans on visiting other institutions like the Uganda industrial research institute which also offer trainings and exposure visits to the public and also identify their networking channels.

iv. Monitoring and Support Supervision visit.

Objective: To assess progress of activities within the women groups.

The project carried out a support visit to the women groups to evaluate the progress of the group activities, the challenges they are facing and possible way forward for the groups.

In the business aspect of the group, it was realized that some women were still incubating possible new business ideas and while other groups were facing challenges in deciding their way forward due to the dynamics within the groups.



Touring a pumpkin and banana garden of one beneficiary in Buikwe

It was noted that some of the women have started to venture in side businesses like beauty salons, small retail shops, and poultry as individuals aside of agriculture and contributing to group activities. The support visit helped identify the challenges that affect the women in their agricultural and business development.

Challenges notably identified included;

- ❖ Inadequate farm inputs such as pesticides, quality seeds and machinery.
- ❖ Limited markets for the farmers' produce.
- ❖ High transport costs.

The project will be addressing some of these issues through trainings, support/monitoring visits and sensitization meeting which will take place as the project progresses.

Achievements

This phase enhanced economic performance of women.

Some of the members in this project had benefited from GFW phase 1 and they gave testimonies.

Box 2: Beneficiary testimonies

“After the exposure and engagement with CEEWA-Uganda, I had to make sure that I got a new breed of pigs from NAADS which produced 11 piglets and each was sold at shs 70,000=, giving me a total shs 770,000= from the piglets. Each year the pig produced 3 times which gave me a gross income of shs 2,310,000 =per year from pigs only. I was able to pay school fees for our child who was joining university using money from the pig project. I also hosted visitors and friends from in and outside Uganda as they were referred to our place to come and learn from my experience with pig rearing and this was a result of hard work and applying the knowledge I had received”.

Female beneficiary

“I learnt how to use a small plot of land for cultivating various crops, mainly food crops. Many people in my community come to seek advice on how they can improve because I am earning income from my small plot of land through selling agricultural products”.

Male beneficiary

Challenges

The project has not encountered major challenges that would deter its progress; however there are a few that have been noticed during the project implementation;

- ❖ High expectations from the women groups. The women expect tangible support in terms of monetary help, farming inputs such as machines, seeds, pesticides among others.
- ❖ Low project budget. The budget is constrained and as the project progresses, there are new developments that need to be addressed but cannot be.

The project work plan implementation is still ongoing and we will continue to engage women and other stakeholders through various activities thus contributing to the economic empowerment of the rural women for their improved livelihoods.

3. Partnerships and Networking

The year saw CEEWA-U building various partnerships.

CEEWA-Uganda benefited from partnerships and networks especially within the country. A key strategic partner is the Uganda National NGO Forum. Staff participated in several activities including the Annual General Assembly, the Civil Society Leaders' Reflection Meeting and the Women Civil Society Leaders' Fellowship. Other partners included Women of Uganda Network (WOUGNET), and the Forum for Women in Democracy (FOWODE) where we participated in the Regional and National Conferences on Women in Politics, Women and Power and the Think Tank on Women's Contributions to the Gender Agenda. The activities with the Centre for Women in Governance (CEWIGO) focused on monitoring the implementation of United Nations Security Council Resolution 1325. With the Uganda Women's Network (UWONET), another key partnership, we worked on the review of compliance for CEDAW provisions on economic empowerment of women; advocacy for debating and enacting the Marriage and Divorce Bill; and contributed to the debate on development of the Sustainable Development Goals-how to influence the post-2015 development agenda.

Together with other partners, CEEWA-Uganda joined the Centre for Domestic Violence Prevention (CEDOVIP) in activities to mark the 16 Days of Activism Against Violence Against Women and Girls campaign. CEEWA-U shared research assignments and study results with the School of Women and Gender Studies at Makerere University. We also partnered with ILO Uganda country office to contribute to engendering the Micro Small and Medium Enterprises Policy and the development of the National Action Plan for the Women Entrepreneurship Development and Economic Empowerment (WEDEE) strategy. ACORD spearheaded the review of the Beijing Platform of Action and CEEWA-U actively participated in the themes of Women and Poverty, Women and the Economy, Women in Power and Decision Making and Violence Against women.

These partnerships provided excellent networking opportunities, sharing of ideas and identification of solutions to challenges.

4. Going forward

Strategic Plan

We shall complete the programmes that were under implementation during 2014.

In addition, we shall complete the formulation of our new Strategic plan. CEEWA-U completed the process of developing its strategic plan for the period 2015-2019 and it is expected that the strategy will be approved and adopted by all members early in 2015. The priority areas for 2015 will be:

- Women and agro-enterprise development, focusing on value chain management and value addition to agricultural/farm products by our beneficiaries
- Institutional capacity development for CEEWA-Uganda.
- Documentation of success stories and lessons learned from previous interventions to inform future endeavors.