



BUILDING CAPACITY FOR CHANGE

Developing Women's Leadership and Business Skills

WRITTEN BY: **ELAINE JONES AND CAROL WILLS**
EDITED BY: **LESLIE VRYENHOEK**

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Bunabudde Primary Society (Gumutindo) in Uganda, 2013. Photo: B. Leifso.

Back cover photo: *Women sort coffee beans at the Konokoyi Primary Society on Mount Elgon in Uganda, 2015.*

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Acknowledgements

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Participants in the 2014 Progress Meeting
Kampala, 2014 **Photo: C. Wills**

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The authors assume all responsibility for any errors.



Members of the Twekembe Women's Group, Uganda. 2014. Photo: C. Wills

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Summary

This is an account of the “Developing Leadership & Business Skills for Informal Women Workers in Fair Trade” project, which took place in three countries in Africa – Kenya, Ghana and Uganda – between December 2012 and December 2015. The project aimed to develop the leadership and business skills of informal home-based women workers and farmers in Fair Trade. It has demonstrated that by building the capacity of women to understand the critical assets they need to be productive and by developing their organizing, financial management, production and marketing skills, sustainable change can be achieved.

During a previous three-year project under the MDG3 call to action (2009-2011), WIEGO developed strong relationships with Fair Trade networks in Africa. These networks of membership-based organizations (MBOs) and their affiliated self-organizing groups of women formed the foundation for the implementation of “Developing Leadership and Business Skills for Informal Women Workers in Fair Trade”. WIEGO coordinated and led both projects.

WIEGO's project partners in each country implemented the project activities. Those partners were: in Ghana, Kuapa Kokoo Farmers' Cooperative Union (cocoa); in Kenya, Kenya Federation of Alternative Trade (KEFAT) (mostly handcrafts); and, in Uganda, Gumutindo Cooperative Union (coffee) and the Uganda Federation of Alternative Trade (UGAFAT) (mostly handcrafts). The World Fair Trade Organization for Africa and the Middle East (WFTO Africa & Middle East) was also a partner, and served in a coordinating role across all three countries.

Self-help women's groups often serve as a life-line for their members, providing mutual support, simple saving schemes and a space to learn new skills. Through these women's groups, the Fair Trade networks and their members who were partners in the project were able to extend their reach to provide training and capacity building. The impact has been to change informal women workers' perceptions of themselves and create a shift in how others (from family members to local authorities to international decision-makers) see and value them. Training materials were designed to be accessible and flexible to suit the educational level of the audience and to be delivered as part of regular group meetings.

Women have discovered capabilities within themselves that allow them to make positive choices about their work and their lives. This has helped to increase their incomes, reduce the risks they take and improve their well-being. The women have found a collective voice to articulate their demands and influence what is happening around them. Their groups have legally registered, which confers validity and visibility, allowing them to access benefits that the women never thought could be theirs.

The project aimed to increase the participation of women as active members and leaders of their groups, cooperatives and networks. The final project assessment suggests that this has happened in most cases. Leadership training showed women that they could take part in the running of their organizations and, in some cases, put themselves forward for election within their secondary level cooperatives, or even at the local council level.

The project had five specific intended outcomes. These covered the number of women to be trained as leaders, the number of groups to be formally registered, the training to be received, the level of increase in sales to be achieved, and finally, the development of a training package that would be made available throughout Africa. This account describes the extent to which these outcomes were met and in some cases exceeded.



Sarah Beatrice, Konokoyi Society, Gumutindo Coffee Cooperative, Uganda in 2015: "Everything that has been said here is really true."
Photo: C. Wills

An unanticipated outcome of the project was that participating women learned they are recognized by the International Labour Organization (ILO) as informal home-based workers and that they have rights under this distinction, too. The final project meeting was combined with a regional home-based worker meeting for Africa.

The project leaves a legacy. The hundreds of women trained as community facilitators have internalized new knowledge and skills, and have both the confidence and the resolve to continue to share these with an ever-widening circle of women. More than 8,000 women were trained in the content of materials, and it is expected many of them will pass on what they learned within their families, their groups and the wider community. In addition, the seven modules of training materials, some of which are already translated into local languages, are online and being distributed widely across Africa and beyond. Fair Trade networks and MBOs have been strengthened and have seen their organizational capacity and their sales increase. Nevertheless, previous learning indicates that awareness and skills constantly need to be renewed. We hope that the partners and participants in this short three-year project will have the energy and commitment to ensure that this renewal happens.

This publication is in six parts. The first section describes the context within which the project took place through a summary of the statistical data available on women in the informal economy in sub-Saharan Africa, drawn from a joint ILO-WIEGO database, and a discussion of existing knowledge about Fair Trade workers, organizations, and networks in the region. The second part presents the project design, which is informed by WIEGO's approach to women's economic empowerment, by participatory learning methodologies,¹ and by lessons from a previous project phase that ran from 2009 to 2011. The third section describes the project methodology and its implementation by the project partners. The fourth section examines systems, organizational structures and the broader policy framework. It gives an account of the process that led to the revision of the World Fair Trade Organization's Principle 6, which now includes an informal economy perspective on women's economic empowerment. It then explores the shifts in policies and systems that informal workers and their organizations want and need, and the forms of organization and organizing strategy best suited to bring about these shifts. Finally, it considers how the WIEGO-led project led to changed mindsets. The fifth section captures impact through quotes from participants trained through the project and highlights from an assessment of the project's impact. The final section draws out conclusions and recommendations for the Fair Trade Movement. An appendix includes case studies of the project partners and the impact and changes that resulted from the project.

1 Such as those developed by Paulo Freire and Robert Chambers.



Informal women craft workers, Mpuliziganya Women's Group, Uganda. 2014. Photo: C. Wills

CHAPTER 1:

Introduction

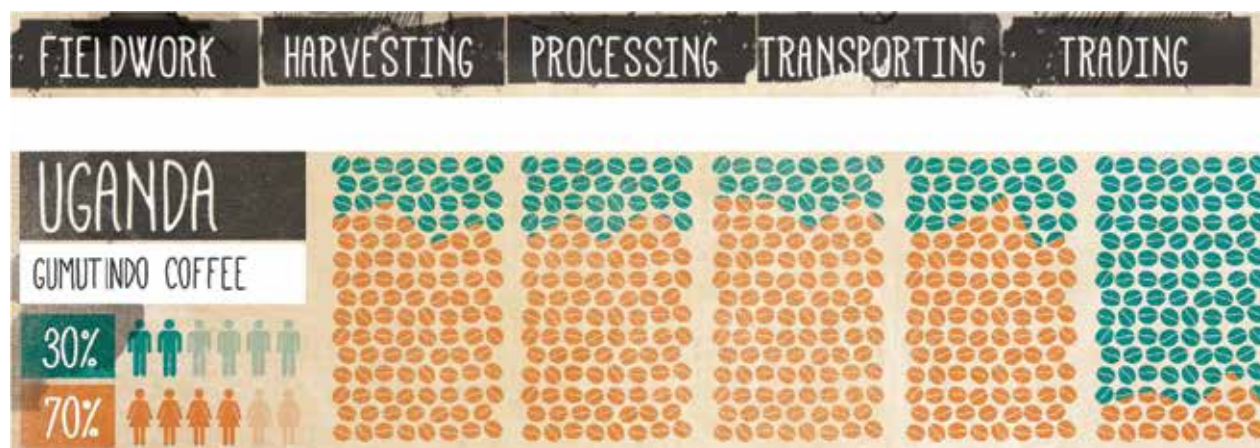
PROBLEM STATEMENT

In the global South, women's work remains undervalued, unrecognized and underpaid. It is still perceived as a secondary activity even when it is the main source of family income. Women themselves remain unaware of their rights, largely unrepresented in consultations and policy forums, and under-represented in governance structures and the membership of cooperatives. Many women lack information on market opportunities and knowledge of marketing and market requirements. In sub-Saharan Africa, as in many parts of the world, there is a need for a change in positioning to recognize women as skilled workers who make a significant contribution to their household and to national economies.

Consider agriculture, for example. Women in Africa are estimated to provide over 70 per cent of the labour in agriculture (Doss and SOFA Team 2011), yet often they see no income from the sale of products they grow. One study of the role of men and women in three commodities found that although women are involved in all stages of crop production, they lose control over the product at the point of sale, thus losing control over earnings and decisions on expenditure (Twin 2014). The following shows the findings from the assessment of the division of labour undertaken at a Fairtrade² certified cooperative in Uganda, Gumutindo, which was also one of the participating partners in the WIEGO project.

2 Throughout this paper, "Fairtrade" (one word) refers to the certification system under the Fairtrade International standards while "Fair Trade" (two words) refers to the wider movement.

IMAGE 1: Division of Labour in Coffee, by Gender (2014)



Fair Trade actively targets poor producers and offers an alternative means of livelihood for thousands of producers in Africa, Asia and Latin America. Under the Fairtrade International (FLO) scheme, smallholder producers of commodities such as coffee and cocoa who are organized in cooperatives are paid a minimum price and receive a premium, some of which has historically been applied to returning benefits to the wider community through the provision of, for example, safe drinking water and schools.

Research commissioned by Fairtrade International found that producer organization rules, structures and practices create bias in favour of men because membership of producer organizations often reflects local norms in land ownership or in the ownership and right to sell crops. Where men are more likely to own land or to sell crops to the cooperative, they are more likely to hold the cooperative membership on behalf of their household. Since membership is biased in favour of men, leadership tends to be similarly biased, which in turn poses challenges for promoting women's needs and interests within cooperatives (Fairtrade International 2015).

Under the World Fair Trade Organization (WFTO) global network, women in rural and urban communities are organized in self-help groups and associations to supply Fair Trade Organizations (FTOs) and local markets with handcrafted products. Through these organizations, inspirational women leaders have emerged and are occupying more leadership positions in their governance structures.

However, within the discourse of Fair Trade, those who produce the goods that are marketed as Fair Trade are often referred to as "marginalized producers". This discourse can be disempowering and can also lead to "welfarist" rather than rights-based approaches. One of the conclusions of the first phase of WIEGO's work with Fair Trade Networks from 2009-2011 was the need for a paradigm shift from a welfare perspective to a rights-based approach (Jones, Smith and Wills 2011).

Most "marginalized producers" are, in fact, informal workers, many of whom are women. Most producers of crafts are either self-employed or dependent industrial outworkers, but tend not to be recognized as such because they mainly work from their homes. Some are wage employed in small craft workshops or factories. Increasingly, the self-employed producers are organized into producer groups. There is an ongoing need for a paradigm shift away from a disempowering, philanthropic approach and toward recognizing producers as informal workers with rights who are actively organizing as agents of change and advocates of trade justice.



This woman farms cocoa with Kuapa Kokoo in Ghana.
Photo: C. Wills

WORKERS' STATUS

"Fair trade" is a crowded field, but only WIEGO is looking at it from the perspective of the individual worker and their employment status.

As mentioned above, the conceptualization of producers commonly used in Fair Trade discourse is problematic insofar as it does not recognize their status as workers with rights. Under the Fairtrade Certification system, the category of "worker" tends to be reserved for waged workers on plantations, for example. However, most producers are in fact informal workers – either self-employed workers, industrial outworkers, or wage workers for small workshops or factories.

Under the International Conference of Labour Statisticians' (ICLS) 2003 definition, informal employment is sub-divided into self-employment and wage employment. *The Informal Economy: Definitions, Theories and Policies* (Chen 2012) further divides these into sub-categories, as follows:

INFORMAL SELF-EMPLOYMENT including:

- employers in informal enterprises
- own account workers in informal enterprises
- contributing family workers (in informal and formal enterprises)
- members of informal producers' cooperatives (where these exist)

INFORMAL WAGE EMPLOYMENT: employees hired without social protection contributions by formal or informal enterprises or as paid domestic workers by households. Certain types of wage work are more likely than others to be informal. These include:

- employees of informal enterprises
- casual or day labourers
- temporary or part-time workers
- paid domestic workers
- contract workers
- unregistered or undeclared workers
- industrial outworkers (also called homeworkers)

(Chen 2012: 7-8)

Most of the above categories of workers are likely to exist within the membership of Fair Trade Organizations (FTOs) and Producer Organizations (POs). Many of the FTOs in the networks are owned and run by micro- and small entrepreneurs with social and economic goals, a prerequisite for membership in the Fair Trade networks. As stated earlier, many of the craft producers are home-based workers, either self-employed or industrial outworkers (making products to order for FTOs), or they are informal employees of small-scale enterprises.

The WFTO Fair Trade Standard classifies its trading members in two over-arching categories:

1. PRODUCER FTOS (PO)

- a) Cooperatives or other formal producer associations owned and controlled by the producers. This includes settings where producers work in a cooperatively owned workshop.
- b) Fair Trade workshops or Fair Trade producer companies/ organizations with employees producing Fair Trade products.
- c) Fair Trade business units contracting individual small-scale producers to produce and sell Fair Trade products to them. These producers work at the premises organized by the Fair Trade unit or work at premises of their choice (e.g., homes, farms).
- d) Umbrella organizations of producer organizations where the umbrella organization is controlled by the producer organizations and responsible for the marketing and selling of producer Fair Trade products.

2. MARKETING FTOS (MO)

- a) Retailers
- b) Wholesalers: exporters, importers, other traders, brand companies
- c) Marketing organizations (e.g., national exporters) buying from independent producer groups and other Fair Trade suppliers and marketing their products.

(World Fair Trade Organization 2014: 2-3)

The Fairtrade Standard for Small Producer Organizations (SPOs), as developed by Fairtrade International (FLO) for the purpose of its certification system, puts small producers into two categories (Fairtrade International 2011):

1. Those producers producing what is referred to as low labour intensive products such as cocoa, coffee, herbs and herbal teas and spices, honey, nuts, oilseeds, cereals, seed cotton. These producers are small producers if:
 - farm work is mostly done by members and their families
 - they do not hire workers all year round
2. Those producers producing highly labour-intensive products like cane sugar, prepared and preserved fruit and vegetables, fresh fruit, fresh vegetables, and tea. These are small producers if they comply with either the above or the below criteria:
 - they hire less than a maximum number of permanent workers as defined and published by the certification body
 - the size of the land they cultivate is equal to or below the average of the region as defined and published by the certification body
 - they spend most of their working time doing agricultural work on their farm
 - most of their income comes from their farm

At least half of the volume of a Fairtrade product that a producer organization sells as Fairtrade per year must be produced by small producers.

Under the Fairtrade International Small Producer Organization standard referred to above, workers are defined as follows: "Workers are waged employees, whether they are permanent or temporary, migrant or local, subcontracted or directly employed. Workers include all hired personnel whether they work in the field, in processing sites, or in administration. Senior managers and other professionals are not considered workers" (Fairtrade International 2011: 24).

Here, the Small Producer Organization standard is actually mixing criteria around the type of product and status of employment. To understand the status of employment, it is important to distinguish between the three statuses of employment: those who do not hire others; those who hire others; and those who are hired by others.

While the Fairtrade International SPO standard recognizes the rights of workers in line with ILO core labour standards, historically the primary focus has been on the smallholder farmer rather than on the labourers hired on farms, usually as seasonal or casual workers. The latest edition of Fairtrade International's monitoring report cites the findings of a multi-year study, carried out by the School of Oriental and African Studies in London, funded by the UK Department for International Development, which was undertaken to try to understand more about this issue (Fairtrade International 2015). The research found that the agricultural workforce in these locations is, in general, poor and vulnerable and that Fairtrade's work with farmers in cooperatives does not necessarily result in any significant benefits trickling down to the workers on the smallholder farms.

It is important that Fair Trade networks and their members begin to document information about the producers who make and grow Fair Trade goods in a way that unpacks the different worker categories in the Fair Trade system and assists FTOs in their capacity-building support to producers in compliance with WFTO Fair Trade Principle 8 (providing capacity-building). The existing conceptualization of producers and workers masks a host of different categories of employment relations, which means that many informal workers remain unaware of their rights and many employers unaware of their responsibilities towards their employees.

SIZE AND SIGNIFICANCE OF THE INFORMAL ECONOMY IN SUB-SAHARAN AFRICA

Informal employment comprises more than one-half of non-agricultural employment in most regions of the developing world – specifically 82 per cent in South Asia, 66 per cent in Sub-Saharan Africa, 65 per cent in East and Southeast Asia, and 51 per cent in Latin America (Vanek, Chen, Carré, Heintz and Hussmanns 2014). In Sub-Saharan Africa, 74 per cent of women non-agricultural workers are informally employed compared to 61 per cent of men (Vanek et al. 2014). For the purposes of this paper, we will focus on the statistics available on sub-Saharan Africa to provide the context within which the project of work described below has been carried out.

Statistics on informal employment are often restricted to non-agricultural activities. However, lack of social protection through work (which is the defining feature of informal employment) also characterizes much of agricultural employment. It can be assumed that much of agricultural employment is also informal. In sub-Saharan Africa, agricultural self-employment accounts for over half (54 per cent) of total employment (Vanek et al. 2014). Agricultural self-employment accounts for a larger share of women's employment compared to men's in Sub-Saharan Africa, with 57 per cent of women and 52 per cent of men in informal self-employment as a percentage of total employment³ (Vanek et al. 2014).

The ICLS definition of informal employment and the statistics on its share of informal employment – whether of total employment or of non-agricultural employment – offer significant insights for the Fair Trade Movement's conceptualization of small-holder farmers organized in cooperatives and certified under the umbrella of the Fairtrade Labelling Organization (FLO Cert). The same is true regarding producers of handcraft items, which make up the majority of the products under the WFTO umbrella. Both systems present an opportunity to gather more nuanced information about the small producers within the Fair Trade networks with a view to increasing their visibility as informal workers who can be counted as contributing to their national economies. It can also increase understanding of the employment relationships that exist within the systems, and improve working conditions for informal workers.

3 *Agricultural informal self-employment includes employers, own account workers, members of producers' cooperatives, and contributing family workers.*



Christine Luboga, Chair of UGAFAT, and Bernard Outah, Regional Director of WFTO Africa & Middle East, at the Home-Based Workers Regional Meeting, Kampala, 2015. Photo: C. Wills

PROJECT DESCRIPTION

The project proposal was developed in response to a call for proposals under the Funding Leadership Opportunities for Women (FLOW) Fund within the Dutch Ministry of Foreign Affairs. WIEGO submitted an application for a follow-up project to a previous phase of work carried out under the MDG3 call to action from 2009-2011.⁴ The new project, "Developing Leadership and Business Skills for Informal Women Workers in Fair Trade"⁵ under WIEGO's Global Trade Programme, proposed to involve fair trade producers in Kenya, Uganda and Ghana. The partners are described below.

The plan outlined in the proposal was to develop the ability of the partner organizations, made up of both Fair Trade Organizations that work with producer groups as well as directly with producer organizations, to provide training and skills development to their members. Best practice examples would be shared within and between countries to increase women's active participation in their organizations and build their capacity to assume leadership roles.

Knowledge is the key to economic gain for women workers. Women must understand they have rights and how to access those rights. They need business, marketing and leadership skills to build successful enterprises and strong organizations. Previous experience working with the cooperatives and self-help groups had indicated that it was imperative to renew, constantly, the awareness and skills of producers to ensure democratic, accountable and effective organizations which engage in trading activities that benefit all members. The project aimed to increase the participation of women as active members and leaders of their groups, cooperatives and networks. Activities to be carried out through this project were expected to strengthen organizations, improve their ability to access markets and generate income, and increase women's control over, and access to, assets. Finally, a package of training materials would be developed and made available to producer networks across Africa and beyond.

4 The results of the work carried out under the MDG3 project can be found in *Trading Our Way Up: Women Organizing for Fair Trade* by Elaine Jones, Sally Smith and Carol Wills, published by WIEGO in December 2011 and available for download at <http://wiego.org/publications/trading-our-way-women-organizing-fair-trade>.

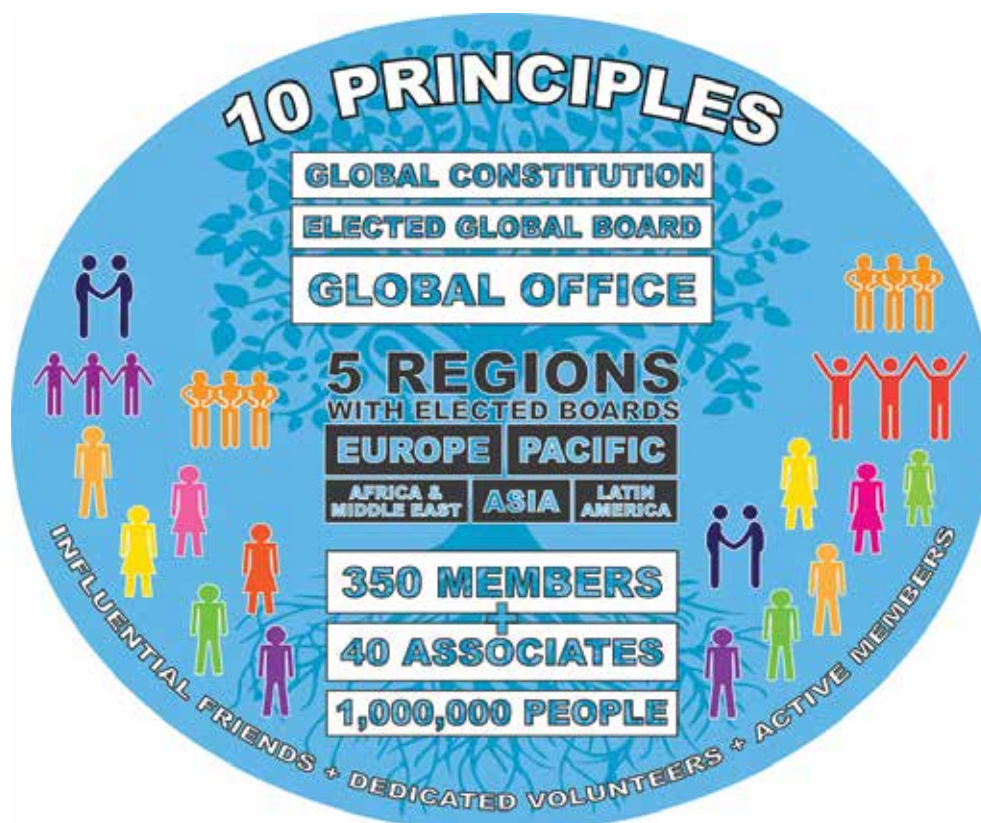
5 This project, under the leadership of WIEGO's Global Trade Programme, was one element of a multifaceted global project proposed by WIEGO and involving several of its programmes. The overarching project, funded by FLOW, was called "Securing Economic Rights for Informal Women Workers". See <http://wiego.org/wee/securing-economic-rights-informal-women-workers> for more.

PARTNERS IN THE PROJECT AND THEIR ROLE

The project partners were the Fair Trade networks in Uganda (UGAFAT) and Kenya (KEFAT), which are members of the World Fair Trade Organization (WFTO), and two FLO Certified Fairtrade registered cooperatives – Kuapa Kokoo in Ghana (80,000 cocoa farmers in 1,000 primary societies) and Gumutindo in Uganda (10,000 coffee farmers in 16 primary societies). As a partner, WFTO Africa & Middle East played a coordinating role. With the Fair Trade networks, the project worked at three levels: the national networks; the Fair Trade Organizations (FTOs), who are the members of the networks; and the Producer Organizations (POs) that make the goods the FTOs market. Many of the POs also sell into the local market. Through the national networks, 27 Ugandan groups and 30 Kenyan groups participated.

This illustration, courtesy of WFTO Africa & Middle East, shows how the WFTO is structured. Arching above the members are the 10 Fair Trade Principles, a set of compliance criteria that all members are required to adhere to. The WFTO, “a global network of organizations representing the Fair Trade supply chain”, operates in more than 70 countries across five regions (Africa, Asia, Europe, Latin America, and North America and the Pacific Rim), with elected global and regional boards. There are five active country networks in sub-Saharan Africa. Country networks, which fall under the Regions (and are not shown on the diagram), are autonomous, democratically-organized bodies of members.

IMAGE 2: Structure of the World Fair Trade Organization



BOX 1**Partners in “Developing Business and Leadership Skills for Informal Women Workers in Fair Trade”****WFTO AFRICA & MIDDLE EAST**

WFTO AFRICA & MIDDLE EAST currently has about 90 producer organizations, largely non-food producers, from over 20 countries in Africa, the Middle East, Mauritius and Madagascar.

Formally registered in 2007, WFTO Africa & Middle East is fulfilling its mandate of growing and developing Fair Trade across the region, and facilitating the registration of small-scale producer organizations to become members of WFTO.

Like Africa & Middle East, all REGIONAL SECRETARIATS are constitutionally aligned with WFTO's GLOBAL CONSTITUTION. Primary oversight and governance is the responsibility of the WFTO Africa Board. The Board also appoints and supports the Regional Director (and the staff of the secretariat) in many of the day to day affairs of the organization. Board members are elected periodically at the Annual General Meeting (AGM). The regional secretariat is also supported by country networks, volunteers and serve as the hub for the dissemination of services offered by various agencies to members in the region.

From <http://www.wfto-africa.org/About.html>

According to its website, **GUMUTINDO COFFEE COOPERATIVE** is a secondary level cooperative that began as a small group of 200 farmers in 1998 and now has 7,000 farmer members (13% women and 87% men) organized in 16 primary societies. Despite the poor ratio of women to men, 50 per cent of its Board seats are reserved for women, as are two out of seven places on the primary societies committees. Much of Gumutindo's work is focused on empowering women who carry out nearly 100 per cent of the work on the farms. However, men own most of the land and take most of the money paid for coffee.

Gumutindo produces Arabica coffee and is 100 per cent Fairtrade certified and 98 per cent organic. One initiative has been to promote women's coffee and to sell it separately. The Fairtrade premium is then given to the women. Small group savings schemes have been started.

From www.gumutindocoffee.coop

THE KENYA FEDERATION FOR ALTERNATIVE TRADE (KEFAT) is the network of Fair Trade producers in Kenya. It is a country network of the wider World Fair Trade Organization Global (WFTO) working closely with the African regional body, WFTO Africa & Middle East. It was established in 2003 with a mission is to improve the livelihoods and well-being of marginalized Kenyan producers through innovative approaches to market access on Fair Trade terms and speaking out for greater justice in world trade. With a current membership of 35 organizations, KEFAT serves the interests of producer groups engaged in crafts and food products from all over the country.

From www.kefat.org

KUAPA KOKOO FARMERS UNION: When internal marketing of cocoa was liberalized in Ghana, a group of farmers established Kuapa Kokoo as a farmer's cooperative in 1993. Two years later, the union received its first Fairtrade certification. The cooperative works at improving the social, economic and political well-being of its members. Kuapa Kokoo simply means Good Cocoa Farming. Currently it has more than 80,000 farmer members.

Kuapa Kokoo's mission is "to develop itself into a formidable farmer-based organization capable of mobilising quality cocoa products, improving the livelihood of members and satisfying customers."

Objectives are to:

- Provide a medium for the social, economic and political empowerment of cocoa farmers
- Enhance the participation of women in the decision making process at all levels of operation and organization
- Encourage environmentally sustainable cocoa production processes

Kuapa Kokoo is organized at four levels:

- **The Annual Delegates Conference (ADC):** This is the highest decision making body of the union. Two persons from each society (one man, one woman) attend the ADC. It is at this conference that major policies are approved for implementation.
- **National Executive Council:** Twenty people from the area executives are elected to the NEC. The members then serve on the boards of KKL, KKFT and KKCU.
- **District Executive Council:** The societies in an area elect a seven member executive to form the area executive council. Together with the area manager, they form the area management committee that sees to the day to day running of the area. There are fifty-two (52) districts in all.
- **The Village Society Level:** This is the grassroots level where members of the cooperative are found. Members of the society elect seven executives to see to the day to day running of the society: the President, Vice President, Secretary, Treasurer, Recorder, and two other executive members. Currently there are 1,300 village societies.

From www.kuapakokoo.com

THE UGANDA FEDERATION FOR ALTERNATIVE TRADE (UGAFAT) is a membership network for Fair Trade producers and organizations in Uganda. The network, established in 2008, is linked at the region level to WFTO Africa & Middle East and at the global level to the World Fair Trade Organization global. With 23 member organizations (all with affiliated small groups), UGAFAT envisions a sustainable improvement of livelihoods of producers through Fair Trade. Its mission is to enable producers to improve their way of living through Fair Trade. Its work is centred on three areas: Product and Market development for Fair Trade; Fair Trade monitoring and building trust in Fair Trade; and information access through regular communication, collection and dissemination of information.

From www.ugafat.org

DESCRIPTION OF THE PROJECT, OBJECTIVES, DESIRED OUTCOMES AND APPROACH

The project design of “Developing Leadership and Business Skills for Informal Women Workers in Fair Trade” was based on the findings of contextual analyses undertaken during a previous phase of work under WIEGO’s Global Trade Programme. The first phase of work (2009-2011) had focused on testing whether organizing in groups increases women Fair Trade producers’ market access or affects other positive change in their economic and social situations. Although it found that women gained many benefits from being organized, it also revealed that being organized did not necessarily lead to more effective or efficient marketing. Strong marketing skills are essential for success. Up-to-date information on trends and markets help producers create the right products and sell them at a fair price. Women also need business skills to run productive and effective trading entities.

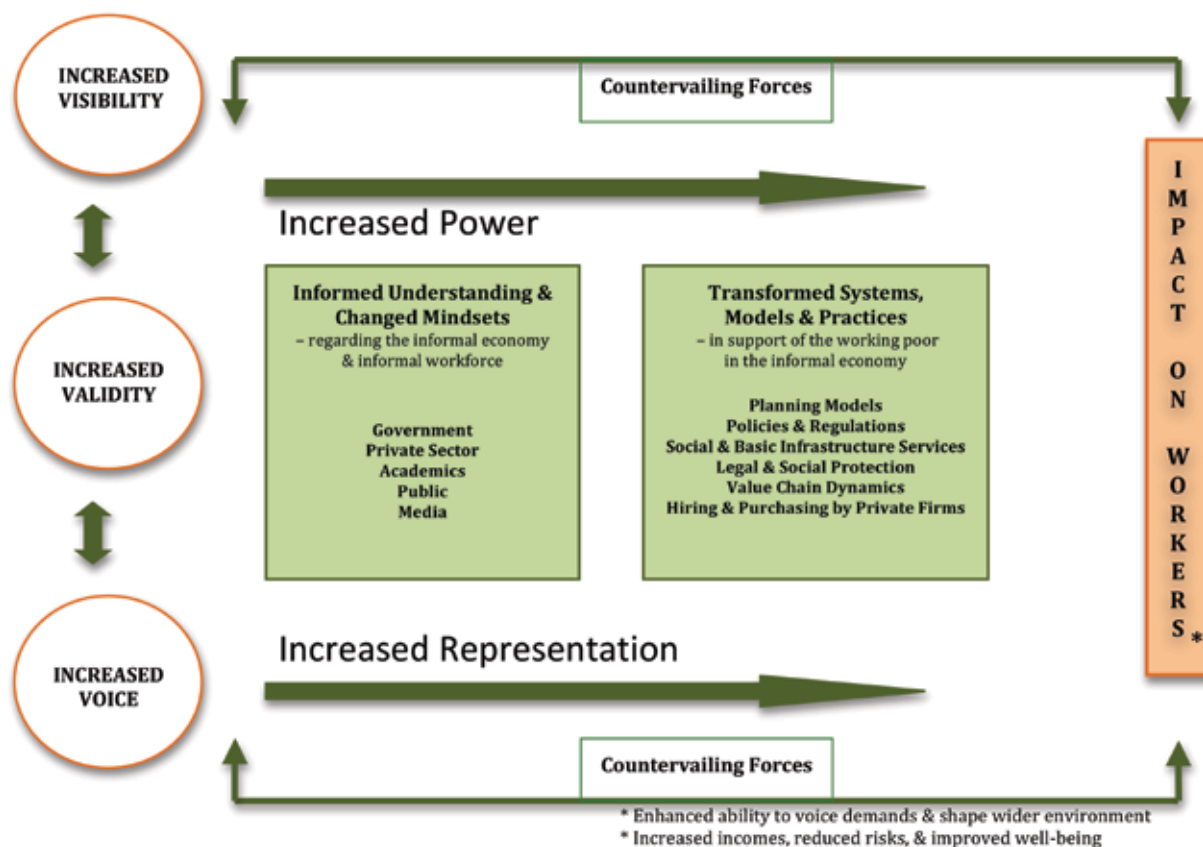
In addition, the first phase revealed that women required training in leadership skills to gain the confidence and knowledge needed to assume leadership positions and run democratic and accountable organizations. These organizations are central to their ability to access their rights as workers and to secure their livelihoods.

Furthermore, to succeed in their enterprises, women producers must be able to access and own resources. Contextual analyses found that despite the existence of laws and policies aimed to promote women’s equality and secure their access to assets such as land and credit facilities, these are rarely implemented (Jones et al. 2011). For this reason, the second phase of the project, which was completed in December 2015, built on the learnings from the first phase of work and included content on women’s rights to productive assets.

The project framework on women’s economic empowerment derives from WIEGO’s approach, which is informed by its close collaborations with organizations of informal workers and its grounded knowledge of informal workers and livelihoods. WIEGO emphasizes the increased ability of working poor women to influence the wider policy and regulatory environment that shapes their livelihoods and lives. Through our work with MBOs of informal workers, WIEGO has learned that increased access to resources without an enabling environment will not necessarily translate into more secure and remunerative livelihoods. Existing policies, regulations, and institutions are not designed to meet – and can often undermine – the needs of the working poor, especially women. Therefore, improved outcomes for the working poor, especially women, requires their ability to significantly influence the wider environment (Chen 2010).

For WIEGO, empowerment refers to the process of change that gives working poor women – as individual workers and as members of worker organizations – the ability to gain access to and control over the resources they need while also gaining the ability to influence the wider policy, regulatory, and institutional environment that shapes their livelihoods and lives (Chen 2010). Additionally, all WIEGO activities are underpinned by its theory of change, which has the “3 V framework” of increased voice, visibility and validity as enabling conditions. This is shown in the model of change below:

IMAGE 3: WIEGO Model of Change



The objectives of “Developing Leadership and Business Skills for Informal Women Workers in Fair Trade” were:

- to increase women's participation as members and leaders of producer cooperatives, which will translate into increased equality
- to foster increased realization of rights and access to assets
- to help women achieve an increase in income through improved design, quality and production techniques, leading to an increase in market readiness and improved global, regional and domestic sales
- to strengthen institutional capacity of producer groups for more effective market access
- to strengthen networks to ensure sustainability and replicability

The project utilized a capacity-building approach based on participatory techniques, which recognize that the learner is the co-creator of knowledge (Freire 1970). The craft producer is a skilled worker even though she does not see herself as such and her skills are undervalued in the value chain. The process of empowerment requires the producer to gain an awareness of self-worth as well as of the monetary value of the goods she produces. The vast majority of the project participants have had only a few years of formal schooling, but they are skilled in their occupations and possess critical thinking skills and the ability to learn new information when it is presented in an appropriate format.



Tabitha Namarome conducts training on GALS at a project progress meeting in December 2013. Photo: C. Wills

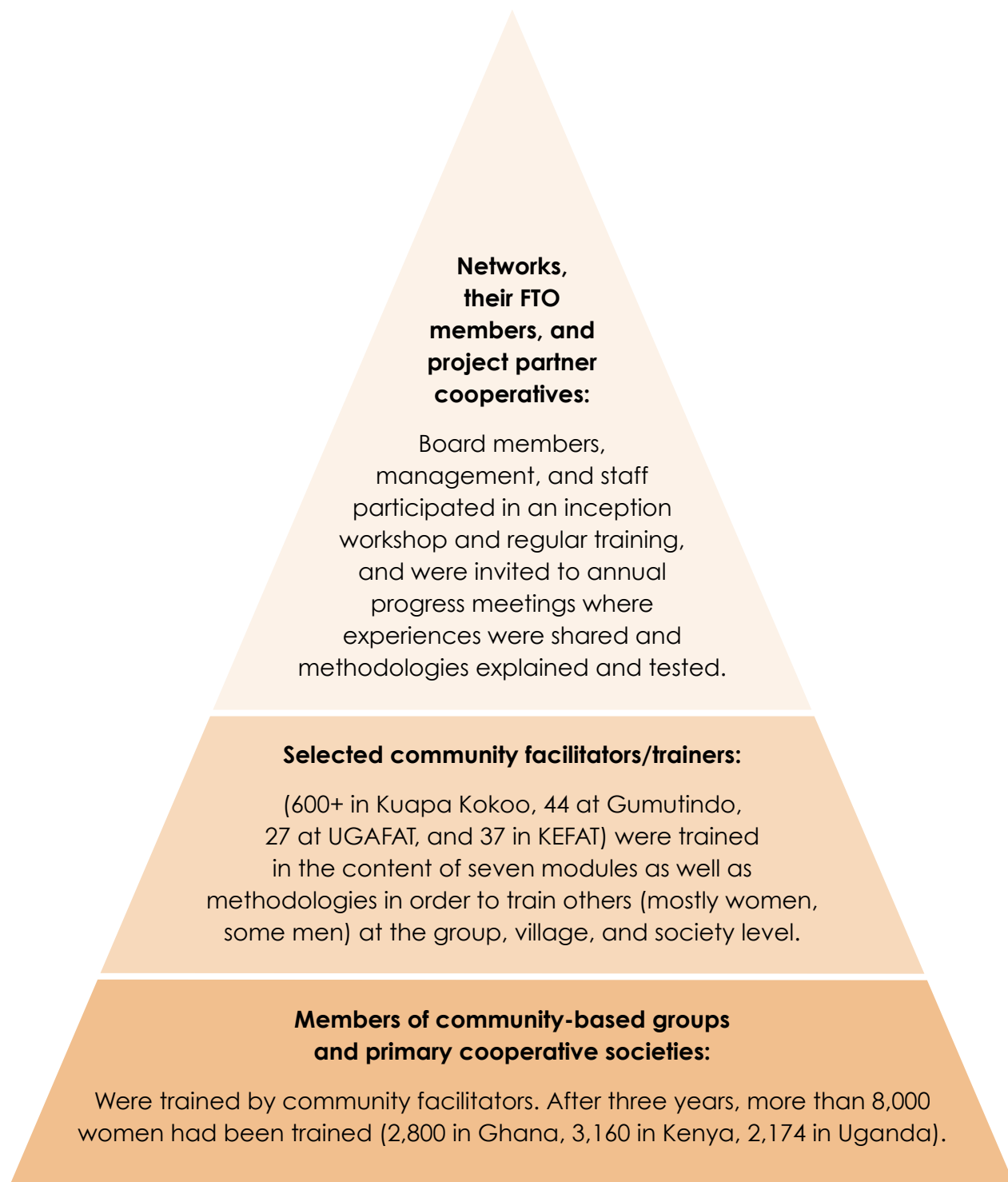
The methodology upon which the training and capacity-building were developed was inspired by WIEGO'S Model of Change and by participatory methodologies such as the innovative Gender Action Learning System (GALS) methodology developed by Oxfam NOVIB,⁶ which has proven effective in increasing women's participation and developing their skills. Rather than written words, GALS uses drawings and diagrams to explore the different roles that men and women take on and to highlight the multiple unpaid tasks women assume in the home and those tasks they do to earn money. Everyone can participate fully, enjoy the exercise, and have fun. Reflection on what the drawings describe leads to clarity on what needs to change to empower women and to lead to greater gender equality. Other participative methodologies included games, drama, songs and acting, brainstorming, and small group work. Language was kept simple. Facilitators asked many questions and respected all the answers given. The premise is that all people know more than they believe they know and can do more than they think they can do – and they can usually manage to solve their problems faster and better together than when instructed by outsiders.

In partnership with WIEGO, networks and cooperatives coordinated the project at the country-level. Outreach to the participating producer organizations was achieved through community-based facilitators who were trained as trainers and took what they had learned back to the women in their organizations (and communities). Through this cascading approach, the project reached an estimated 8,000 women. In Kenya, the groups have been geographically clustered to enable facilitators to increase coverage.

The project was designed to be as participatory as possible at the three levels on which the project undertook to affect change, which are detailed in Image 4.

6 Gender Action Learning System (GALS) was developed for Oxfam NOVIB by Linda Mayoux.

IMAGE 4: Three Levels of Activity for Change



Participant input during the training helped shape and refine training materials. In the final year of the project, the WIEGO coordinators undertook the development of a package of training materials as a project output. These modules draw on the extensive knowledge and experience of the craft producer and the farmers. See Chapter 3 for details of the topics covered in the seven modules.



Lydia John was selected to be a facilitator for her group, part of the Machakos Cooperative Union in Kenya. Photo: L. Vryenhoek

CHAPTER 2:

Project Implementation Over Three Years

INITIAL PLANNING AND INDUCTION WORKSHOP

In December 2012, participants from KEFAT, UGAFAT, Gumutindo, WFTO Africa & Middle East and WIEGO gathered in Kampala, Uganda for an intense two-and-a-half day workshop. Together they looked in depth at the project concept and design, considered the value of participatory methodologies, and reviewed existing literature that might be of use in developing training materials. They also shared experiences of economic empowerment of women and capacity building and spent time drawing up plans for implementing the project. There was much discussion of how to structure the project within each partner organization, how to select and train community-based facilitators, how to use the budget wisely, and the importance of gathering good baseline data to facilitate measuring what has been achieved at the end of the project.

Ways of working established at that first induction workshop set the model for the next three years. It was agreed that each year, an annual project meeting would be held at which plans and budgets for the following year would be agreed and finalized. Those annual meetings would offer a training opportunity in themselves.

In between the annual meetings, the WIEGO coordinators would make regular visits to engage with partner Boards at meetings and brief Board members, to support partners' staff, and to visit the participating cooperatives and self-help groups to observe training, interview women and collect stories of change.

WFTO Africa & Middle East would be available throughout to provide partners with support and advice.

All four partners charged with implementing the project carried out baseline surveys in 2013.

BASELINE SURVEYS AND NEEDS ASSESSMENTS

At the induction workshop in December 2012, a session was held on the importance of carrying out a baseline survey, its purpose and what it should cover. This was seen as particularly important as it became evident that partners did not have up-to-date information on their membership. Having no clear picture of a starting point would pose a challenge in measuring change over the life of the project, while collecting the right baseline data would allow us to answer the question: "How do we know when change has happened?" It would also help with monitoring project achievements. Specific advice was offered on what questions should be asked about the Fair Trade networks, and about the producer groups and cooperatives taking part in the project.

The four surveys provided a rich source of information on each organization, its members and affiliates, and provided numbers that could be updated at the end of the project. What was especially interesting was to see how useful the partners found this exercise to gain insights into their organizations/networks. When they "held up the mirror," the reflection was not entirely what they expected. For example, KEFAT had believed it had 50 active members and found it actually had only 35.



Conducting the Needs Assessment at Kuapa Kokoo in Ghana in 2013, which helped determine the training these informal women workers required. Photo: C. Wills

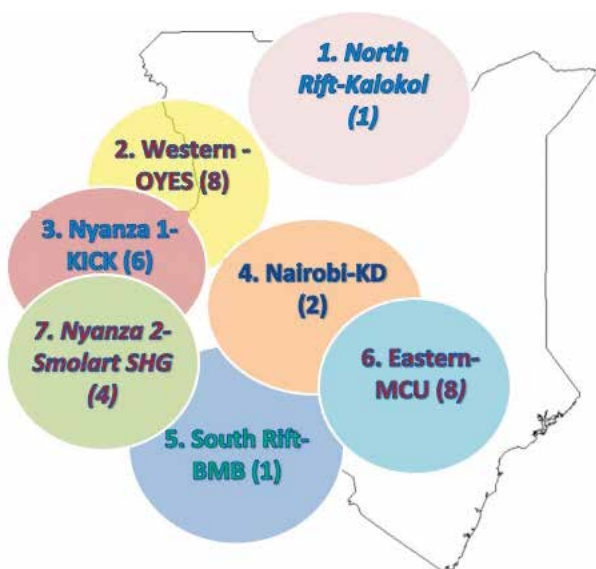


Kyali Women's Group Uganda, 2014.
Photo: C. Wills

IDENTIFICATION OF PARTICIPATING GROUPS IN GHANA, KENYA AND UGANDA

All rural home-based workers who participated in this project are also agricultural workers growing food for their families on the family plot of land and selling surpluses. Urban home-based workers will use any small plot of land available to grow vegetables and mushrooms, and to keep poultry and other small livestock such as rabbits. Most women reported working in their "gardens" in the mornings and doing craft work in the afternoons. All women's groups also have savings schemes. They usually meet one afternoon a week to save and borrow money, to discuss and resolve matters of concern and to receive training.

Participating Organizations



Charts identifying the participating groups in Kenya and Uganda may be found in the appendices at the end of this document.

IMAGE 5:
Map of Kenya showing location of participating groups

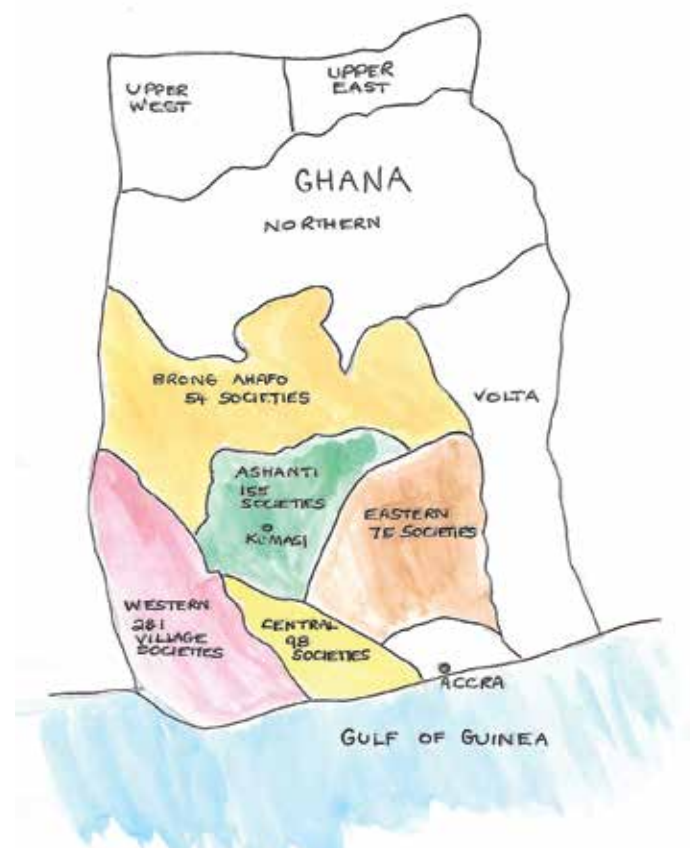
IMAGE 6:
 Sketch map⁷ of Uganda indicating location of participating partners, groups and primary village societies

Uganda Map 2015



IMAGE 7:
 Sketch map of Ghana showing regional location of participating village primary societies

Ghana Map 2015



7 Both sketch maps by Carol Wills.

RISKS AND CONSTRAINTS FACED BY HOME-BASED WORKERS

Discussion of the risks and constraints faced by home-based workers took place at three levels. First, group interviews were conducted. Second, discussions took place during the project Annual Progress Meetings. Additional discussions shed more light at the Home-Based Worker Regional Meeting convened by WIEGO (as part of the Organization and Representation Programme) immediately after the final project meeting for “Development of Leadership and Business Skills for Informal Women Workers in Fair Trade”, held in Kampala in November 2015.

Significant risks and challenges for individual informal home-based workers were identified as:

- maintaining quality
- growing income
- market access
- not having someone on the spot to consult (if things go wrong)
- lack of electricity (often no electricity supply in villages)
- working from home with all its interruptions
- rejects
- lack of space in the home
- children

Both the project Progress Meetings and the Home-Based Worker Africa Regional Meeting in November 2015 considered risks and constraints faced by informal home-based workers from the legal and policy perspective and discussed how working poor women could influence the wider policy and regulatory environment shaping their livelihoods and lives:

- Social protection and labour laws should be based on decent work principles and workers' rights.
- Health care and insurance must be affordable.
- Home-based workers must be recognized by authorities as workers.
- Existing laws must be enforced.
- Laws should be extended to explicitly cover home-based workers.
- Home-based workers should receive fair prices, fair piece rates and have contracts.
- Home-based workers themselves should be part of any policymaking about home-based workers.
- Proper data and statistics need to be collected on home-based workers so that when governments are approached with demands, home-based workers can prove beyond doubt that they are many.
- Home-based workers need support in accessing markets, including financial measures.
- Home-based workers need access to skills development and training and support for their children's education.
- Governments should give priority to developing urban infrastructure, access to electricity throughout their countries and building better roads to improve access to markets.



The Nubian Women's Group in Entebbe, Uganda, pilot training materials in 2015. These modules are now available online for other organizations. **Photo: C. Wills**

CHAPTER 3:

Informed Understanding

DEVELOPMENT AND PILOTING OF THE TRAINING MATERIALS

The project design demanded that the content of training materials be defined through an iterative, bottom-up process based on the needs and experiences of the groups themselves. Initially, partners designed their own capacity-building materials, which were tailored to their groups' point of departure in the learning process. The themes for the capacity-building sessions were defined under seven headings: Understanding Gender and Gender Relations; Understanding Women's Economic and Social Contribution to Effective Poverty Reduction; Promoting Democratic Participation and Accountability; Enhancing Financial and Business Management Skills; Understanding the Market, Quality Management Systems; and Improving Innovation and Production Techniques. The process was then to take the materials from partners and to use these as inputs for the development of a centralized package of training materials.

The content of the training materials also drew on the learning from WIEGO's first phase of work with Fair Trade groups (beginning in 2009) and, particularly, on the base-line surveys and training needs assessments carried out by project partners at the beginning of the second phase of work (beginning in 2013). Partners already had experience in training groups (particularly in relation to product development, improved production techniques, better agricultural practices, and quality control) using their own materials. These were collected to inform the consultants, who were engaged to write the core materials. Here, a particular difficulty was encountered. It proved to be more difficult than expected to find consultants with experience in using participative methodology and in preparing content for people with limited formal education. Early drafts were too academic in approach and were more suitable for undergraduates than for women with low levels of literacy.

The final core materials consist of seven modules, each with four sessions of no more than two hours each – a practical necessity that fits with the time scarcity most informal women workers face.

The content of the training was predicated on these overarching concepts:

- Firstly, that to be empowered, women must understand their legal rights, including to own property, and know that they can assume leadership roles.
- Secondly, that building and managing strong democratic organizations can amplify women's voices and thus enhance their opportunities.
- Thirdly, that solid business and financial skills are required so women can run productive enterprises and access credit.
- And finally, that improved understanding of international markets and buyers ensures informal producers can create saleable products and sell them at a fair price.

The core materials were piloted in Ghana, Kenya and Uganda from March 2014 onwards. The final versions took shape in 2015, following observations of the piloting and feedback from partners and groups.



Lucy Nyambura of Bega kwa Bega in Nairobi checks the quality of products destined for a European market. Training materials cover leadership and business skills, including quality control. **Photo: L. Vryenhoek**

BOX 2: Training Modules and Sessions⁸

TRAINING MODULE 1: Understanding Gender and Gender Relations

Session 1: Gender and gender roles

Session 2: Women and the informal economy

Session 3: Women and inequality

Session 4: Women's economic empowerment

TRAINING MODULE 2: Understanding Women's Economic and Social Contribution to Effective Poverty Reduction

Session 1: Role of women in poverty eradication

Session 2: Women's Constitutional and Human Rights

Session 3: Women's access to, and control over, land and other assets and resources, government funds and credit facilities

Session 4: Women's access to savings and loans

TRAINING MODULE 3: Promoting Democratic Participation and Accountability

Session 1: Democratic and accountable organizations and how they work. Roles and responsibilities

Session 2: Strengthening women's voice in decision making

Session 3: Developing women's leadership skills

Session 4: Increasing women's visibility in networks and organizations

8 A full set of training materials may be found at: [www.http://wiego.org/wee/fair-trade](http://wiego.org/wee/fair-trade) and [www.http://wiego.org/organizing/workers-resources-capacity-building-materials](http://wiego.org/organizing/workers-resources-capacity-building-materials).

TRAINING MODULE 4: Enhancing Financial and Business Management Skills

- Session 1:** Financial Skills – Managing money
- Session 2:** Financial Skills – Practical book-keeping skills
- Session 3:** Business Skills – Managing a small business or enterprise (including how to develop a simple business plan)
- Session 4:** Business Skills – How to run a meeting and keep proper records

TRAINING MODULE 5: Understanding the Market

- Session 1:** What is the market? What is marketing? Knowing your customer
- Session 2:** Finding out about Fair Trade
- Session 3:** Costing and pricing products
- Session 4:** Attending a trade fair

TRAINING MODULE 6: Quality Management Systems

- Session 1:** Looking at quality in products and how to improve this
- Session 2:** Quality management and its core elements (planning, quality control, quality assurance and quality improvement)
- Session 3:** Practical session on quality control
- Session 4:** SWOT analysis (strengths, weaknesses, opportunities and threats) and action planning

TRAINING MODULE 7: Improving Innovation and Production Techniques

- Session 1:** Introduction to design, new product development and packaging
- Session 2:** Obtaining information about design trends
- Session 3:** Practical session on documenting production techniques
- Session 4:** The importance of innovation to trainees' business success

Session plans all contain line drawings based on photographs to illustrate the material. Facilitators use copies of the drawings as training aids (bearing in mind that training may take place outside, under a tree, or in a small shelter or house without electricity). The core materials are written in the English language. These are translated into local languages during the Training of Trainers/ Facilitators (TOT), who then return to their community-based groups to share the learning orally, in the vernacular, with group members.

The content is designed to address both the strategic and practical needs of informal women workers in Fair Trade networks. The first three modules are rights-based and address women's strategic needs to realize their rights. The remaining four modules are focused on women's practical needs as leaders and producers.

The training was piloted in Ghana, Kenya and Uganda throughout 2015 and is being widely disseminated, through WFTO Africa & Middle East, to Fair Trade country networks and producer organizations across Africa and beyond.

PARTNERS LEARNING TOGETHER THROUGH THE ANNUAL PROGRESS MEETINGS

Project partners met together on four occasions through the lifetime of the project. An induction workshop was held in December 2012, progress meetings in December 2013 and November 2014, and a final project workshop in November 2015. All meetings of partners took place in Kampala, Uganda. Each meeting gave partners the opportunity to share experiences and learn from each other. From 2013 onwards, community facilitators, home-based craft workers and farmers joined the meetings. This allowed for a richer exchange of experiences.

Specialist sessions and workshops were held at each meeting to introduce new points of learning. In 2012 these included WIEGO's Theory of Change, an in depth look at the project concept and design, the value of participatory methodologies, and a review of existing literature that might be of use in developing training materials.

Partners working together at the 2014 Progress Meeting. *Photo: C. Wills*



In 2013 a GALs workshop was held. There were also sessions on communications, social media and storytelling, as well as monitoring, evaluation and learning. The WFTO Gender Policy and its implications for Fair Trade Organizations were also discussed.

In 2014, topics covered were WIEGO's cross-programmatic work on home-based workers and the mapping research done by WFTO Africa & Middle East and WIEGO, and Most Significant Change Methodology and policy and advocacy work (how to relate to policymakers and influence the policy environment). At the final meeting in November 2015, workshops were held on outcome chains, tracking achievements against FLOW indicators, marketing strategy development, methodologies for interviewing people and collecting stories, and policy "asks" in relation to women's economic empowerment.

Each meeting also allowed partners the time to work on their detailed plans and budgets for the year ahead. From 2013 onwards, each partner shared a report of their achievements since the previous meeting. This demonstrated their approach to implementation which, in each case, had been done in a slightly different way. The final meeting addressed the issue of sustainability once the project had finished.

The output from each learning meeting was a report that was widely shared.

The outcome was a confirmation that emerged from each meeting that major progress had been made by partners in the economic empowerment of women through capacity building, skills development using a Training of Trainers approach, and participatory methodology.

Reports from home-based workers themselves indicated that training was beginning to transform their lives. Many had no idea of their rights in law to own land and property, particularly after the death of a husband, and that they could speak out in the presence of men. Leadership training had encouraged women to stand for election to their group committees and, in some cases, at the secondary cooperative level. The value of registering with the local authority (in the form of access to government resources) showed women the importance of visibility as a group. Simple training in book-keeping had led to proper record keeping and understanding of profit and loss. In many cases, marketing training led many women to understand that they need not stick to one income-generating activity such as basket making – or to one outlet for their products – but could diversify. Product design and development training helped them to develop a range of products and achieve better sales. Above all, it became apparent that the training enhanced self-esteem and self-confidence.

The final partners' meeting ended on a note of optimism. Women informal workers, home-based workers and farmers had increased their participation as members and leaders of their organizations. The 8,000+ women who received training had a much better understanding of their rights. The product design and development module, along with the module on quality, had helped women to increase their incomes. Networks had strengthened their capacity to empower women and had plans in place to sustain themselves once the project finished.

OUTCOMES AND OUTCOME CHAINS

There were five intended project outcomes. An outcome is the result that happens as a consequence of the project activities. Its achievement demonstrates the impact of the project. For “Developing Leadership and Business Skills for Informal Women Workers in Fair Trade”, the desired outcomes were quite evident in the title: that informal women workers should have the opportunity to develop their leadership and business skills.

The first intended outcome was that 2,800 women cocoa farmers, members of Kuapa Kokoo Farmers’ Union in Ghana, and 800 coffee farmers, members of the Gumutindo Coffee Cooperative in Uganda, would be trained in leadership, and that women would increase their participation as members and leaders of producer cooperatives to an estimated 30 per cent of the total membership.

Jennifer Wettara with a list of Gumutindo’s outcomes at the final Progress Meeting in 2015. Photo: C. Wills



This outcome was more than achieved. In Ghana, 673 women cocoa farmers were trained as community facilitators; each committed to training at least six women in their village society for a total that exceeds the target. The impact survey carried out at the end of the project confirmed that this had occurred. In Uganda, 1,281 coffee farmers, members of Gumutindo, were trained. Also, women's formal membership in Kuapa Kokoo increased to 33,175 (33 per cent of the total membership). In Gumutindo, women's membership more than tripled to 2,041 (from 650 at the start of the project).

The second intended outcome was that 25 self-help groups of women producers in Kenya and Uganda would be formally registered, improving their access to government funds and credit facilities.

In Kenya 27 of the 30 participating groups and in Uganda 20 of the 29 participating groups were registered by the end of the project, a total of 47 – or 22 more than the target.

The third intended outcome stated that 25 women producer groups in Kenya and 27 in Uganda would be trained in improved design, quality and production techniques, leading to improved market readiness for global, regional and domestic sales. Again the target was exceeded. Thirty groups in Kenya and 29 in Uganda received the training.

The fourth intended outcome sought an increase in KEFAT's and UGAFAT's institutional capacity and ability to serve their members and for more effective market access. Board members at both KEFAT and UGAFAT received governance training in 2013 to improve their understanding of Board roles and responsibilities, good governance, and leadership. They report that this has created better functioning, more dynamic boards. KEFAT subsequently developed a human resources manual, a procurement guide, a strategic plan and an inventory management system. Both networks also improved their websites (www.kefat.org and www.ugafat.org) to better communicate with members and to enhance marketing. Finally, both networks created strategic plans with strong marketing components.

Finally, the fifth intended outcome required the development of the package of core training materials for online distribution and sharing throughout the Africa Fair Trade networks. This was done and the materials can be found on at <http://www.wiego.org/wee/fair-trade>, the project web page, and also on a Workers' Capacity Building material page: <http://www.wiego.org/organizing/workers-resources-capacity-building-materials>.

AN OUTCOME CHAIN is another way to capture impact and results. This comes from a methodology called Outcome Harvesting which captures “*changes in what social actors do, in their behaviour broadly understood – from relationships, to actions, activities, policies and practices*” (Klugman 2014:2). At the final Project Partner meeting in November 2015, small groups of participants worked on outcome chains on one of the following topics:

- (1) women leaders standing for office
- (2) women understanding their rights to own property
- (3) women realizing profits from businesses and knowing that they have profits
- (4) the practice of saving linked to access to credit and what has made that possible
- (5) access to markets

Two examples are given below:

BOX 3: Women Leaders Standing for Office

ACTION

Training on leadership and gender

OUTCOME

- Women realized their leadership potential
- Women gained voice through the creation of awareness among their fellow women at group meetings
- Women gained visibility due to participation in the trainings
- Women achieved acceptance in the community
- Women started declaring interest in leadership positions
- Women have been elected in top leadership positions. Women have a voice in the wider community.

BOX 4: Access to Markets

Product development training

Created new products – new designs of baskets

Engaged in training on market access

- Pricing
- Branding
- Packaging
- Customer relationship
- Quality control

Introduced product to market

Now accessing markets, both local and international

Profits are used for building the business and supporting families

LIVING STANDARDS ARE IMPROVED

GROUP IS SUSTAINABLE

NEW MEMBERS ARE BEING RECRUITED

CHAPTER 4:

Transformed Systems and Changed Mindsets



The World Fair Trade Organization's new Principle 6 addresses gender equity and the employment status for informal women workers like this woman who produces for Basecamp Maasai Brand.
Photo: L. Vryenhoek

This section examines the shifts in policies and systems that informal workers and their organizations both want and need.

WORLD FAIR TRADE ORGANIZATION POLICY CHANGES

A key outcome from this project was the modification of the WFTO's Principle 6 to address recognition of the employment relationship, particularly in relation to women informal workers. There was a clear link between the project and the WFTO. Partners in the WIEGO project included: the WFTO Africa & Middle East Regional Body; two WFTO country level networks (UGAFAT and KEFAT, many of whose members are members of the global WFTO as well as being country-level members); the Gumutindo Coffee Cooperative (a member of UGAFAT certified by Fairtrade International); and Kuapa Kokoo Farmers Union (certified by Fairtrade International).

This passage from the WFTO's website emphasizes its significance in the global Fair Trade movement:

“Membership in WFTO provides Fair Trade organizations with credibility and identity by way of an international guarantee system, a place of learning where members connect with like-minded people from around the world, tools and training to increase market access, and a common voice that speaks out for Fair Trade and trade justice – and is heard.

... WFTO's route to equity in trade is through the integrated supply chain. Practices used across the supply chain are checked against the WFTO Fair Trade Standard, a set of compliance criteria based on the 10 Fair Trade Principles and on International Labour Organization (ILO) conventions.

(WFTO: About Us at <http://wfto.com/about-us/about-wfto>)

WFTO comprises producers, marketers, exporters, importers, wholesalers and retailers—all must adhere to the agreed-upon principles.

The 10 Fair Trade Principles developed by the WFTO (with Fairtrade International) underpin the Standard, which lies at the heart of the WFTO Guarantee System (GS) developed in response to demands from the international market for a more trustworthy Fair Trade recognition scheme. Earlier, WIEGO members and project partners had been invited to join the WFTO Gender Working Group, chaired by Elaine Jones, Director of WIEGO's Global Trade Programme. That Working Group, informed by WIEGO's work on developing leadership opportunities for informal women workers in Africa, crafted revisions to WFTO Principle 6. These encouraged the membership of WFTO to develop clear policies and plans to address the root causes of gender inequality and to ensure that women benefit equally from Fair Trade relationships by acknowledging women's contribution to economic and social development and by acknowledging that women must be able to realize their rights at the individual, household, organizational, and national levels. The Gender Working Group also stressed the need to recognize women producers and workers as informal workers.

The proposed revisions to Principle 6, approved unanimously and with a standing ovation at the WFTO AGM in Rio de Janeiro in 2013, reads as follows:

The organization has a clear policy and plan to promote gender equality that ensures that women as well as men have the ability to gain access to the resources that they need to be productive and also the ability to influence the wider policy, regulatory, and institutional environment that shapes their livelihoods and lives. Organizational constitutions and by-laws allow for and enable women to become active members of the organization in their own right (where it is a membership-based organization), and to take up leadership positions in the governance structure regardless of women's status in relation to ownership of assets such as land and property. Where women are employed within the organization, even where it is an informal employment situation, they receive equal pay for equal work. The organization recognizes women's full employment rights and is committed to ensuring that women receive their full statutory employment benefits.

At Rio, the changes approved to Principle 6 were followed by a resolution to adopt the gender strategy. This was also agreed.

BOX 5:**World Fair Trade Organization (WFTO) Gender Strategy****PROMOTING WOMEN'S ECONOMIC EMPOWERMENT THROUGH FAIR TRADE****1. Strategic Goal**

The goal is for each WFTO Regional network to develop a strategy that aims to improve the situation and position of women at three levels: (1) at an internal level within their own organization through policies of gender equality and equal rights; (2) to ensure that all Fair Trade relationships between organizations and producers consider how business transactions may impact women and men differently and strive toward a more equal distribution of money and power; and (3) to incorporate gender considerations into their own advocacy agenda to influence policy and decision-makers to address the structural barriers that keep women from realizing their rights.

WFTO members are encouraged to undertake a gender analysis to understand how the production and/or employment practices within their own organization are challenging or reinforcing gender norms and inequalities. From this, each organization will be able to develop its own gender policy and action plan to improve the situation of women within their organization over a defined time frame.

Gender Strategy of the WFTO, adopted 2013

Following the WFTO 2013 Conference, the Gender Working Group was re-convened, still chaired by Elaine Jones. Its work focused on keeping gender on the agenda at the regional level within the WFTO and particularly at the Regional Conferences held in Africa, Asia, Latin America, Europe and North America/ Pacific Rim in 2014. This led to a further resolution being approved at the 2015 Global Conference (in Milan, Italy) for the gender work to continue, for a global Gender Policy to be developed, for the regions to work on their own gender action plans, and for members of the Global Working Group to advise on further revisions to the Standard and Self Assessment Report form to ensure that the requirements of the Principle were being met.

Also at the conference in Milan, Edwin Bett, Coordinator of KEFAT and an active partner and participant in the WIEGO project, was elected to the Global Board of WFTO.

As mentioned above, at the WFTO global network level, the amendment to Fair Trade Principle 6 to include an informal worker perspective and the modification to the reporting and monitoring system to capture progress against the principle, represents an important shift in the perspective on informal women workers. The following outcome chain illustrates the process that led to that change in the system.

BOX 6:**Outcome Chain: Project's Contribution Towards Influencing Policy Change Regarding Informal Women Workers**

<p>On May 26, 2011 in Mombasa, at the WFTO AGM, women representatives from the partners in the WIEGO project "Fair Trade for Women Producers" (many of whom are home-based workers) drafted resolutions calling for the WFTO to introduce a gender policy and revise Fair Trade Principle 6 to highlight the contribution of women informal workers and the importance of women's economic empowerment in Fair Trade.</p>	<p>In 2012, WFTO requested the support of WIEGO's Global Trade Director to chair a Gender Working Group, which worked on the draft gender policy and revised Principle 6 to make explicit the contribution of informal women workers in the production of goods sold as Fair Trade.</p>	<p>In May 2013 in Rio de Janeiro at the WFTO AGM, delegates voted unanimously with a standing ovation for the draft gender policy and revised Fair Trade Principle 6, which makes explicit the recognition of the contribution of informal women workers. Following the AGM, WFTO requested that WIEGO's Global Trade Director continue to chair a Gender Working Group to take forward the policy to ensure implementation through the regional WFTO chapters at a global level.</p>	<p>In 2014, the regional representatives of the WFTO who sit on the Gender Working Group, with the support of the WIEGO Global Trade Programme, took forward the May 2013 resolution to their regional conferences in Latin America and Asia to form Regional Gender Working Groups that would work to ensure the implementation of the Gender Policy.</p> <p>In 2014, the WFTO International Secretariat integrated the reporting on informal women workers in the Fair Trade supply chains into the Fair Trade Self-Assessment process.</p>
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Regional Gender Working Groups were convened in Asia, Latin America and Africa to develop an action plan for implementation of the gender policy and to feed into the drafting of the revised policy to go for approval to the 2016 WFTO AGM.

PUTTING HOME-BASED WORKERS IN AFRICA ON THE GLOBAL MAP

"Developing Leadership & Business Skills for Informal Women Workers in Fair Trade" was one element of a global project consisting of six project elements under WIEGO's various programmes. A close synergy formed between the work being carried out under the Global Trade Programme and the work carried out under WIEGO's Organization and Representation Programme (ORP), since most of the producers in the Fair Trade networks are home-based workers, a key constituency of ORP. The project work under the ORP had the following specific aims:



Home-based workers from the OYES Cluster, Kenya, in 2015. Photo: C. Wills

- to support the creation, strengthening and expansion of membership-based organizations (MBOs) of home-based workers, leading to more national-level organizations, and to foster the establishment of regional networks and eventually a global alliance of home-based workers
- to facilitate capacity-building efforts that focus on democratic governance of MBOs
- to provide policy-advocacy training to help the home-based workers influence policy changes that will improve their lives

Hitherto, ORP's work with organizations and networks of home-based workers had principally focused on Asia and South East Asia. In 2013, as a result of the work of the two programmes, WFTO Africa & Middle East was commissioned to undertake a mapping of home-based worker organizations in Kenya, Uganda and Egypt. Egypt was selected because of the burgeoning apparel and textiles industry there; this decision was based on the assumption that where there is a textile industry, there is a high probability of finding homeworkers. Mapping was undertaken in partnership with KEFAT in Kenya and Partner Africa in Egypt. In August 2014, 29 home-based workers, organizers and facilitators (25 women and four men) participated in a workshop held in Nairobi. They came from Egypt, Kenya, South Africa and Uganda as well as from South Asia (India, Nepal, Pakistan and Sri Lanka). Field visits were arranged for participants from outside of Kenya. WFTO Africa & Middle East hosted the workshop and field visits, assisted by KEFAT.

The objectives of the workshop were:

- to understand more about home-based work and the situation of home-based workers in African and Asian countries
- to share the findings of the study on home-based workers in Egypt and Kenya
- to share information and experiences about organizing and organizations working with home-based workers, and to learn from these experiences
- to explore the possibility of further work with home-based workers in countries in Africa and to begin to make plans
- to help build solidarity between home-based workers in Africa and Asia

Chris Bonner, Director of ORP, presented a short overview of WIEGO's work with home-based workers:

- Home-based workers are estimated at over 100 million worldwide
- Some are sub-contracted workers (mainly piece rate) and others are self-employed, and many do both types of work
- WIEGO has been working to support home-based workers since the mid-1990s, mainly in Asia until recently
- WIEGO is now working with home-based workers in South and South-East Asia, Latin America, Eastern Europe, and Africa
- WIEGO provides different types of support, e.g. research, statistics, documents, worker education materials, capacity building activities, networking, etc
- There are many challenges in organizing home-based workers such as isolation in their homes
- There are also many successes

Participants from different countries shared their experiences and highlighted the similarities and differences:

- The majority of home-based workers are women
- Women home-based workers reside in both rural and urban areas
- Most are self-employed and some are both self-employed and sub-contracted. There is still a need for further clarification
- There are many diverse trades such as handcrafts, food processing, textiles, garments, bead work, weaving
- Challenges were almost similar in Asia and Africa:
 - marketing
 - low wages
 - civic issues (e.g. housing, electricity)
 - lack of recognition

One of the striking – though perhaps not surprising – findings from the mapping in Africa was that the concept of “home-based worker” was virtually unknown as a category of worker and that those women who do work from home did not see themselves as workers at all.

It was a challenging process in Egypt because of the unstable political situation; home-based workers thought the researcher was part of the intelligence services. It was found that home-based workers were working at home or in workshops, in bad conditions and without accident insurance or health insurance. Children were also working. Women were paid by the piece and often paid for fewer pieces than they had produced. They had no proper contracts.

One representative from HomeNet South Asia, Firoza Mehrota, made a poignant reflection on hearing the experiences of representatives of member organizations from the Africa Networks:

“If I had my eyes closed and forgot about the accents I could have been in South Asia 25 years ago, because that is the way it started in South Asia.”

Firoza also reflected that the lack of organizing is similar in both Asia and Africa. Most organizations are not exclusively working with home-based workers as they have different agendas such as violence, HIV, single women, disability, etc.

Recommendations that came out of the discussions were as follows:

- We should partner with other informal economy workers like street vendors, waste pickers, vegetable vendors, domestic workers, waste pickers, etc.
The discussions in the ILO on formalization are important for home-based workers
- Women home-based workers are the end of the value chain, so skill enhancement training should be done
- Before conducting training, it is useful to conduct a needs assessment
Social security can't be addressed unless the livelihood issue is addressed
- Organizing is important for resolving issues (in one working group, 80 per cent of solutions to challenges were seen to be through organizing)
- The strategy of first training leaders who in turn train the group members is a useful one (as had been carried out under the project with the Fair Trade networks)

The workshop in Nairobi opened the way for integrating more MBOs of home-based workers into the activities around global alliance that WIEGO had been building since its inception in 1997. In January 2015, representatives from Kenya, South Africa and Uganda travelled to a global meeting of home-based workers in New Delhi, India organized by Home-Net South-Asia and WIEGO. The key outcome of the meeting was The Delhi Declaration of Home-based Workers (see Appendix D).

ORGANIZING STRATEGIES BEST SUITED TO BRING ABOUT SHIFTS

Over the seven years of WIEGO's engagement with Fair Trade networks, from 2009 to 2015, the strategy was to support the formation and strengthening of collective forms of enterprise that would help improve the ability to bargain for fairer terms and conditions, improve recognition of producers as informal workers, and improve the policy environment. This is consistent with WIEGO's theory of change where voice, visibility and validity are seen as the key enabling conditions to improve the situation of informal workers. Organizing is the lynch-pin for the realization of these enabling conditions.

The groups that participated in the "Developing Leadership and Business Skills for Informal Women Workers in Fair Trade" came in a variety of organizational forms and sizes. The majority were small, self-help groups of mostly women home-based workers who were not legally registered at the outset of the project. The project encouraged the groups to seek legal registration. Official registration confers recognition, visibility, important legal status and opportunities. A group with legal status can, for example, have a bank account and gain access to credit and resources. Registration makes a group eligible for government programmes. Once registered, it can also make demands of authorities – for example, demands for infrastructure to create a better business environment. A key achievement of the project was that 47 groups became legally registered.

Marilyn Kabalere of NAWOU trains partners on advocacy at the 2014 Progress Meeting. *Photo: C. Wills*



Women felt empowered not only to assume leadership positions in their own organizations, but within the wider community and political processes as well. The formal cooperatives that were partners in the project had a relatively low number of women members and an under-representation of women in leadership positions. Through the project, the situation improved in both cooperatives, though in uneven ways. Moreover, the pace of change has been slower than hoped. The barriers to women's participation as members of cooperatives in their own right remain entrenched. However, there is an increased and growing acknowledgement that this inequity sits uncomfortably with the underlying values and principles of both the cooperatives and the Fair Trade movement.

As well as strengthening recognition, the project also led to stronger group cohesion. Most of the groups saw a growth in actual membership, but there was also a growth in active member participation. Informal women workers who were chosen to travel to project meetings gained additional benefits, which they carried home and passed on to their groups. For example, Lucy Nyambura, the treasurer and facilitator from Bega kwa Bega (Shoulder to Shoulder in English) in Nairobi, the learning she gained from exchanging experiences with others has inspired a vision for her group. As noted by the writer who visited the group in situ in December 2015 (see Appendix A):

Through the project, Lucy travelled recently to a home-based workers' meeting in Kampala, where she met representatives of many of WIEGO's partners from around the world. She was particularly impressed by the solidarity of the home-based workers she met from India. "They are so close and so organized. They have one voice, and they go one way—and achieve what they want. We have to do that here."

This echoes the words of other informal workers in MBOs with whom WIEGO is working from around the world:

"This is the only school we have: to come together and learn from one another."

Marcelina Bautista (CONLACTRAHO)⁹

Information exchange between partner organizations also added value. Leaders within KEFAT and UGAFAT were able to share learning and experiences at the annual progress meetings. UGAFAT was inspired by the geographical clustering approach that KEFAT had used when implementing the project, and through which a team of facilitators took responsibility for project oversight of clusters of groups. These UGAFAT facilitators met regularly to report on progress to a sub-committee of the UGAFAT Board thus creating an accountability and guidance mechanism to steer project implementation against its goals and objectives. And according to a project report by Bernard Outah, Regional Coordinator at WFTO Africa & Middle East – which has historically worked with producers of non-food, though that is changing – partnering in a project that involved women who grow coffee and cocoa gave WFTO critical insights into the challenges faced by women in the agricultural/food sector. This will be of value as food producers are becoming increasingly interested in certification through the WFTO Guarantee System.

⁹ The Only School We Have (Bonner and Spooner 2012) became the title of a handbook that WIEGO produced, based on the lessons learned and shared by WIEGO's institutional members at a workshop in 2011. The handbook is a resource for those organizing in the informal economy in any sector.



Elaine Jones and Sarah Lutwama at WIEGO General Assembly, Yogyakarta, Indonesia. 2014. Photo: C. Wills

CHANGED MINDSETS

The process of building awareness of the situation and position of “women producers” as women workers with rights was developed at multiple levels through links with the WFTO:

- at the individual woman worker level
- at the grass roots group level where individual women workers are members
- at the marketing organization level to which individual groups are affiliated through their connections with fair trade markets and through their membership in the country-level network
- at the country-level network, in the wider membership and governance structure
- at the regional level of the WFTO
- at the global WFTO level

The following extract comes from a presentation made by Sarah Lutwama, a home-based worker from Ngalo Women’s Development Initiative in Uganda, to the WIEGO General Assembly in Indonesia in 2014. It is a clear illustration of change at the individual level, demonstrating a transformation in her awareness of her situation and position:

“I am Sarah Lutwama a Ugandan, aged 41 years and a single mother with two children. I am a home-based worker doing patch-work production from kitengi fabrics. I earn a living from selling my products and am able to pay my children’s school fees and take care of my family. What I have achieved is being a member of NAWOU and UGAFAT, being involved in the UGAFAT project supported by WIEGO... We contribute to the economy of our country but we are invisible – we want to be counted. We have no common voice – we want to be heard. We want policies that can enable us to work confidently because we are being chased all the time.”

Another facet of the project was the formal registration of the informal self-help groups in the KEFAT and UGAFAT networks – the underlying assumption being that once informal groups become legally registered, they could open group bank accounts, access financial products such as savings and credit, and become eligible for governmental support programmes. The pre-requisite for registration was to have a constitution or articles of association. The process for developing these encouraged groups to think about and improve governance and accountability.

The following quote illustrates how the project led to an increased awareness at the group level of how formal registration has brought greater visibility and validity.

"We have also learnt about the benefits of formal registration. After registration we will be known. The government will know about us and we will work under the law. We already have our group constitution, our rights as members of the group and leadership in the group. We have learnt that it is very important to save as a group, keep money in the bank as a group and for our leaders to be accountable to the group as far as funds are concerned."

Agnes Mugabe, Ngalo Women's Group, Uganda

In the case of the participating partners Gumutindo Coffee Cooperative in Uganda and Kuapa Kokoo Cooperative in Ghana, the training led to an increase in the number of women who were prepared to put themselves forward for leadership positions:

"This training [has helped] us to move from this level to another. Our achievements so far: savings groups, women working together and learning skills from the training. We have built a few provision stores. Some women are now taking leadership positions on society committees and some aspire to take seats on the local Council. From all this training, harmony has been created in the homes and domestic violence has been reduced."¹⁰

Jenipher Wettara, Bunabudde Society (Gumutindo), Uganda

At the regional WFTO level, Bernard Outah, Regional Director at WFTO Africa & Middle East, noted the project was instrumental in drawing attention to potential weaknesses in the relationships at the bottom of the supply chain. He cited, in particular, compensation, contractual obligations, and the legal status of workers.

At a national, regional and global network level, WFTO's change to its Principal 6 and the appointment of a Gender Working Group by the WFTO Board (global level) has led to the formation of regional Gender Working Groups in Africa, Asia and Latin America. These have a mandate to ensure the development of regional gender policies that implement Principal 6. This demonstrates a high level of commitment to take forward the recognition of "producers" as workers with rights.

¹⁰ References to a reduction in domestic violence were made over and over by participating women workers.



Agnes Mugabe, Ngalo Women's Development Group in Uganda, holds the group's new registration certification in 2015. Registration has brought visibility and new funds. **Photo: L.Vryenhoek**



Mariam Nakutu, Kyebaija Tobona Women's Group, Uganda, 2014: "NowI understand where I have got to." **Photo: C. Wills**

CHAPTER 5:

Increased Visibility, Voice and Validity

IMPACT AND STORIES OF CHANGE

Interviews with women group members who have received the training indicate the transformational change that participatory methods such as these can bring about. Impact has been tracked through twice yearly narrative reports against the project log frame from each partner organization. Stories of significant change have been collected that verify the value of the training and other changes that have taken place as a direct or indirect result of the project.

While recapping learning at the December 2013 Progress Meeting, it emerged strongly that despite the best efforts of WIEGO project partners and many others, gender justice remained illusory, with women working in agriculture carrying out the vast majority of the work – tilling, weeding, harvesting, pulping, fermenting, drying, sacking and carrying to a sales point – but often receiving no money. A story repeated time and time again was of women being followed by their husbands to a sales point, the men being handed the money and then disappearing for several days (usually to drink), only returning home when all the money had gone. Incidents of domestic violence were said to be common. It is not possible to separate household dynamics from women's economic empowerment in such situations. The behaviour of men had to be challenged. Men had to understand and appreciate the contribution of women and be encouraged to share.

A major issue continued, and continues, to be land ownership. Despite laws in all three project countries that give women equal inheritance rights, traditional custom often still prevails. Widows lose their homes and any rights to the land they have been working. If the man only had daughters, his brothers' children inherit all property. Many women are unaware of their rights in law. Low literacy rates, especially among women, contribute to the problem.

Between 2013 and 2015, the Fair Trade networks in Kenya and Uganda (KEFAT and UGAFAT) and the Fairtrade International Certified cooperatives Kuapa Kokoo in Ghana and Gumutindo in Uganda, worked with many of the member community-based women's groups and with women farmers (many of whom were not members, but wives of members) to raise awareness of women's human and constitutional rights, to strengthen their voices in decision making, to understand how democratic and accountable organizations work, to develop leadership skills, and to increase women's visibility in networks and organizations. The knowledge these women had of their rights, which had been low at the outset, increased. Here is one example:

"I also learnt about women's rights. Men are over our heads and bring trouble. When I learnt about women's rights, I found out that even if I am living at home with my husband, the belongings around us belong to me as well. I am supposed to have a share. The relatives of our husbands are 'chronic' to us. When a husband dies, the relatives come and chase the wife out of her home and claim that as she came with nothing she must leave with nothing – and so out you go, weeping with nothing in your hands. All women here are supposed to fight for their rights and not allow men to tread on us. We can go to the law enforcement and they will help us."

Jane Innocent, Group Chair, Kyebaija Tobona (Nurturing Uganda), Uganda

At Kuapa Kokoo in Ghana, 673 women (and 15 men) received TOT training on leadership and empowerment and all have returned to their local societies to train other women and to encourage them to stand for election to their local committees and to the National Executive. At the 2014 elections, women won 40.7 per cent of available seats at the society level and 5 per cent of recorder positions – a more than 300 per cent improvement on the previous situation. In addition, 8 out of 13 National Executive Committee members are now women, including the President.

In Uganda, four Gumutindo societies have women chairpersons and all 16 Gumutindo societies have at least two women sitting on committees. There are also five women managers. We have heard women expressing their intentions of standing for election at the local authority level and even beyond.

While we cannot attribute all this directly to the impact of the project, it is clear that something significant began to change in the lives of the participating women.

THE GENDER ACTION LEARNING SYSTEMS APPROACH

Inheritance is an issue that applies equally to all women, including those working in craft projects as well as women farmers. Empowering women requires – and affects – cultural change. It is not enough to target women with awareness and training; sensitization must occur for the whole community, for women and for men. Participants all believed that gender training must not be exclusively for women. Men had to be involved. They needed to know what their wives were doing, what the training was all about and to take part themselves.

It was to tackle these issues that partners in the WIEGO project decided to draw on the Gender Action Learning Systems (GALS) methodology. Workshops were held at the Progress Meetings to teach participants about how to use the methodology. Through a series of practical demonstrations, participants learned about the five tools used in training with women and men. No writing is involved. Everything is drawn and then explained orally:

- **THE DIAMOND** exercise starts with women and men (using separate diamond diagrams) drawing in what makes them happy, what makes them unhappy and what they would like to change. It leads to women and men committing to what they want to change.
- **THE GENDER BALANCE TREE** identifies what women and men do and what they would like to do together (the balance).
- **THE VISION, OR ROAD, JOURNEY** is a planning tool. This is the road women (and men) want to travel from where they are now to where they want to be in a certain time via a number of steps or blocks, with opportunities and challenges identified.
- **THE EMPOWERMENT MAP** plots out each person's immediate environment and the relationships within it.
- **THE CHALLENGE ACTION TREE (CAT)**, the final tool, has women and men draw out the actions they can take to achieve their vision and overcome the challenges facing them on the way, looking for solutions and drawing what they actually are going to do.

In filmed interviews with women and men who had taken part in GALS through a parallel project supported by Twin Trading, men said they could now see what their wives did; they were no longer invisible to them. The men said they appreciated the benefits that could come from sharing tasks on the farm and in the household and the impact on household income and well-being. Partners Gumutindo and Kuapa Kokoo, who were already using the GALS methodology, pointed out the vital importance of constant follow-up and reinforcement. Participants found the workshops empowering and returned to their communities to put the methodology into practice.

“Our gender activities are carrying on, especially the GALS methodology. This has seen women working together with their husbands. Now that they understand more about gender, husbands are in agreement with their wives and let wives take more from the coffee sales. Wives and husbands are planning together for the different needs of the family.”

Jenipher Wettara, Bunabudde Society (Gumutindo), Uganda
Interview July 2015

“What I have learnt from GALS has created peace in my home because we now know our different roles and this has created harmony. At first my husband would not let me go to the training but I spoke to him and he agreed that I could go. When I told him about the benefits of savings, he encouraged me to take part. One time I took out a loan for school fees and school materials and he was very happy. He now encourages me to go to all meetings that are called.”

Sarah Namboso, Bunabudde Society (Gumutindo), Uganda
Interview July 2015

Towards the end of the project, during observations of training and interviews with groups and individual women, many women spoke of their growth in confidence and ability to speak out and have their voices heard in the home, in group meetings, in the community and more widely. Visibility and validity have come through awareness of the value of registration of groups with local authorities and others, resulting in invitations to participate in all kinds of activities from which they were previously excluded. There has been an improvement in the women's access to assets and resources. Organizations have been strengthened.

BEYOND THE LOG FRAME – THINKING OUTSIDE THE BOX

Improving market access and income was intended to involve handcrafts with the Fair Trade networks in Kenya and Uganda, coffee with the Gumutindo Coffee Cooperative in Uganda and cocoa with Kuapa Kokoo in Ghana. However, when it came time to gather evidence of change towards the project's end in December 2015, it was apparent that improvements in earnings from these primary sources of income had generated spin-off economic activities within the participating communities. Women began to invest in diversifying their incomes. The following excerpt in Box 7 is from a case study on the Machakos women's group in Kenya who make sisal baskets. Written by the Leslie Vryenhoek, the independent consultant who interviewed women from the groups in December 2015, it demonstrates how even a little income rise can go a long way.

BOX 7:

Savings, Access to Credit and Investment

The [Machakos Cooperative Union women's] group also engages in savings strategies like table banking, which sees each put money in the pot regularly, creating a savings habit and a fund for loans (at a low interest rate) if someone needs more than they have saved.

Improved earnings have given the women access to formal credit. A financial services provider has come into the community directly because of the sisal bag success. It offers flexible, low-interest loans backed by a peer guarantee system. Some women have borrowed to buy solar panels. Because loan payments are due on the 12th of the month, the group holds its table banking sessions on the 10th of the month, and any woman struggling to make her payment can borrow what she needs.

The influx of income has allowed members of the group to buy water tanks, to get gas cylinders and to buy livestock like goats and chickens. The goat's milk can be sold, providing another income stream.

"Our living standard is better," says Lydia. "The money we get allows us to save and to borrow."

With the encouragement of the WIEGO-led project, the group formally registered in 2013, paving the way for the women to access government funding from sources such as UWEZO, a local fund specific to women. Leaders in the group told us they are trying to get an appointment with officials so they can access the fund. If they are successful, they plan to use the money to build storage space and a showroom, with a covered open area that will allow them to keep a fire lit and heat water for dyeing the sisal even during the rainy season.

Meet Nora Mueni Nyile

Learning that she had land rights changed Nora's life. A single mother of two who lives with her aunt, she had no access to land—or so she thought. But a training module on the new constitution, which grants women the same legal right to inherit land as men, opened her eyes.

Nora laid claim to a parcel of land that had belonged to her father. She has planted some food crops there, and with income from the baskets she makes as part of a women's group under the Machakos Cooperative Union, she bought a goat that now grazes on her land.

Nora says the money from the sale of baskets at first helped her buy basic necessities "like sugar and soap". Now, it isn't just necessities she can afford. She has also invested some of the money—and realized a terrific tenfold return. A chicken she purchased for 300 Ksh has given her 10 chicks, each of which she sold for 300 Ksh. Improved income and title to the land have also led to increased confidence. "As a woman, I have my rights," she says, adding, "We have the freedom to speak in the community, to have a voice."

Women's groups affiliated with the Machakos Cooperative Union produce sisal bags that are marketed internationally.

Photo: L. Vryenhoek



During another December visit to the Konokoyi Society of coffee growers on Mount Elgon, the women there gave an account of how they had learned to think outside the box. Cash income in coffee is elusive for women coffee farmers. In spite of providing often more than 70 per cent of the labour, men take the income from the sale of the product. So under the WIEGO project, Gumutindo worked with women in 10 primary societies to form alternative income-generating activities. Box 8, also written by Leslie Vryenhoek, offers information on some of the gains made by women involved with Gumutindo.

BOX 8: **Outcomes of Training on Livelihood at Gumutindo**

The training led women to realize that growing coffee is a long-term process that provides income only during the annual harvest—and often only to men—so the women could better secure their livelihoods by diversifying their incomes. In addition, a culture of saving was introduced. Small group savings schemes have been started by all groups, and their funds are accumulating. This has allowed women to build capital to start new small businesses, as well as provide for their households.

Before the project, most of the women had no income. Therefore, any amounts they earn now, whether because they have gained ownership of some land and the crops grown on it or because they have started another small enterprise, represent a 100 per cent increase in their earnings. However, those earnings vary widely by individual, and Gumutindo is unable to track the amounts.

The cooperative reports that since the women received training on product innovation and income diversification, they are not waiting for the men to provide money. They are selling vegetables, kerosene and other products. Women can buy food or other household items for themselves now, as well as pay school fees, and for many, every evening brings economic activity.

The ongoing, negative impact of the cooperative's membership rules, which require land ownership, is recognized as a barrier to increasing women's membership and participation in the cooperative. As explained in the previous section, this is common to many of the Fairtrade registered cooperatives around the world. Gumutindo has begun a process to change its constitution to open the way for greater women's participation.

ENHANCED ABILITY TO VOICE DEMANDS AND SHAPE THE WIDER ENVIRONMENT

An enhanced ability among women informal workers to voice their demands and shape the wider environment became apparent during the latter part of the project. The selection of quotes from interviews, below, indicate how women are doing this:

"I have learnt leadership skills and in the coming elections I want to participate. I want to be a Parish Councillor for women."

Topista Namise, Bunabudde Society (Gumutindo), Uganda
Interview July 2015

"I have learnt leadership so that I can take part in Kuapa activities. After the training I had the confidence to join my society's executive. I gained enough confidence to know that women can join."

Kate Effah, Danguahlcrom Village Society (Kuapa Kokoo), Ghana
Interview August 2014

"The training taught me that in Kuapa, a woman can become President or be elected to another position on the NEC."

Margaret Nponi, Kwesilcwn Village Society (Kuapa Kokoo), Ghana
Interview August 2014

"The women really have learnt a lot. Much has changed in the group because everyone can stand up and speak and represent us. We produce more. The women value the training. We are becoming good leaders. We can lead."

Agnes Mugabe, Ngalo Women's Development Group, Uganda
Interview July 2015

INCREASED INCOMES, REDUCED RISKS AND IMPROVED WELL-BEING

Project monitoring has shown that incomes have increased and well-being improved. The training has taught women how to manage their money. It has shown them the importance of saving. Before the training, many women had no idea how much they were earning. They kept no records and just spent money as it came in.

"I have received training in how to plan my business, how to keep records, how to budget and how to save. What I have learnt from all this is how to keep my records and how to make a profit and loss. This helps me to know the amount I have on budget and how much cash I have."

Dorothy Atiena, KICK, Kenya
Interview July 2015

"My life has changed. I have earned money to help my brothers and sisters go to school. From the work at KICK I have found the money to start my chicken business and maintain it. If I do an order from KICK worth KSh 6,000 they put KSh 3,000 in my account and the other 3,000 when I deliver the goods. What I do is save half of the 3,000 and use half of it."

Belinda Akinyi, KICK, Kenya
Interview July 2015

"I have learnt about record-keeping.... Now I know how much money I have put into my business and what I have taken out. I know about profits and losses. I understand where I have got to."

Marian Nakatu, Kyebaija Tobona Women's Group, Uganda
Interview November 2014

Belinda Akinyi, 2015.
Photo: C. Wills



"I know how to make and grow my business. I can see where my weaknesses are and know about income and expenditure. The training is good. So long as we learn more it is good."

Susan Namagende, Patience Pays Initiative, Uganda
Interview July 2015

"I learnt to account for my business, do book-keeping and record-keeping. Now I know how to differentiate between the money in my business, what sales I make and if I have made a profit or loss at the end of the day."

Millie Nakale, Kyali Women's Group, Uganda
Interview November 2014

It was difficult to measure precisely how much earnings had increased. Few individual women could put this in precise terms, as an amount or percentage. What they could do was talk about how the increased earnings had translated into improvements in their lives and in their households. While school fees and supplies were the most common item the women said they could now afford, others spoke of household wares, water tanks and even solar panels.

"All the women in the group went together to buy a gas cooker for 5,000 Kenyan shillings. Now if we are late from work, we can prepare a meal without having to take time to fetch wood and make a fire."

Nalakiti, Basecamp Maasai Brand, Kenya
Interview December 2015

"Before, I couldn't even afford to buy a pencil. Now I participate in paying the school fees for the children."

Mutesi, Nurturing Uganda, Uganda
Interview December 2015

One member of Nubian Crafts in Entebbe, Uganda – where income increases were modest – said she now has enough to pay someone else to do her garden work, creating an employment opportunity in the community while allowing her to spend more time on her income-generating handcrafts.

MONITORING AND EVALUATION

As the programme moved to completion in 2015, as one way to measure impact, the community-based facilitators and WIEGO coordinators and researchers interviewed informal women workers in Ghana, Kenya and Uganda who had received training. The evidence provided by the records of these interviews suggests that "Developing Business and Leadership Skills for Informal Women Workers in Fair Trade" has led to a strengthening of the Fair Trade networks, the cooperatives and groups, and to individual women's economic empowerment.

In December 2015, an independent consultant was contracted to assess the project's impact. The consultant visited seven groups in Kenya and Uganda that had taken part in the project. The consultant had visited some of the groups in 2013. The purpose of the visits was to determine what, if any, changes had occurred as a result of the project, and to gather stories from the women involved. The report in Appendix A includes some of these stories of change.



A Kuapa Kokoo farmer tells her story in 2013. Photo: C. Wills

BOX 9: Observed Outcomes

During the December 2015 visits, it was evident that the women's increased knowledge has dramatically bolstered their confidence levels, strengthened their organizations, and improved their livelihoods. Many women who were interviewed said they had a newfound ability to speak out and to have their voices heard in the home, in group meetings, in the community, and more widely. One outcome is that women—women like Justine at Gumutindo and Lucy at Bega kwa Bega—are putting themselves forward as candidates for leadership roles within their organizations, while others have assumed roles beyond their organizations. In fact, the external monitor met two women who are currently running for public office, and credited the project with helping them find the confidence to campaign. And we learned that Jenipher Wettaka at Gumutindo applied for a local government post and is now parish chief. UGAFAT reports that five women who participated in the training have contested local or district elections.

Organizations were also strengthened, and members reported greater solidarity, regular meetings and elections, and better record keeping. Official registration of the groups—a step emphasized in the training—was undertaken by most, and led to increased visibility and validity. Organizations that had begun as social welfare projects (such as Bega kwa Bega and Basecamp Maasai Brand, both in Kenya) became independent, women-run membership-based organizations. And official status gave the organizations access to authorities, resources, and funding. In one great example, Ngalo in Uganda recently received a very large grant from local government to expand its operations.

Excerpt from final project assessment report by Leslie Vryenhoek



Widow Esther Namusisi. "After learning about my rights, I am not scared any more." 2014. Photo: C. Wills

CHAPTER 6:

Increased Power and Representation

CONCLUSIONS AND RECOMMENDATIONS

There is a growing recognition within the Fair Trade movement that women continue to be under-represented in the leadership and governance of Fair Trade Producer Organizations. The findings from WIEGO's project on "Developing Leadership and Business Skills for Informal Women Workers in Fair Trade" show that, with the right type of support, the Fair Trade networks and the organizations within them can strengthen women's organizations and leadership, improve their ability to increase income and control over productive assets, and gain voice in the policy environment that affects them. It is hoped that the learning from this project can be replicated throughout the Fair Trade networks at a global level.

Through the extensive monitoring that goes on throughout the Fairtrade International certification system and, more recently, the WFTO Fair Trade Guarantee System, there is an opportunity to gather more precise data on the numbers and types of informal workers within the Fair Trade networks. By shining a light on the thousands of informal workers who work within these networks, it is hoped that the benefits of Fair Trade can be extended to all workers in the value chain, that their employment status can be recognized, and that their working conditions can be improved in accordance with international labour standards.

It is critical to the development of the Fair Trade movement that much more attention is paid to equipping women with the skills necessary to lead their organizations, market their products, influence the wider policy environment that shapes their lives and livelihoods, and stand up for their equal rights for pay and benefits. More needs to be done to encourage the membership of WFTO to develop clear policies and plans to ensure that women benefit equally from Fair Trade relationships, that they are empowered to lead their own organizations, and that they are trained in business skills. Without this empowerment, Fair Trade becomes a hollow term and Trade Justice will remain elusive.

In conclusion, this paper makes four concrete recommendations to the Fair Trade movement, as follows:

1. Recognize the producers and workers who produce for Fair Trade markets – and acknowledge their contributions.
2. Recognize the importance of organizing to Fair Trade producers and workers – both for advocacy and marketing purposes.
3. Recognize the need to train Fair Trade producers and workers in a) leadership skills, so they can build and strengthen their own organizations and b) business skills, so they can produce and market more efficiently.
4. Develop and implement policies within the Fair Trade systems that ensure that women are able to participate in formal membership and leadership positions of cooperatives and groups.

Overall, we conclude that the project fulfilled its objectives:

- to increase women's participation as members and leaders of producer cooperatives, which will translate into increased equality
- to foster increased realization of rights and access to assets
- to help women achieve an increase in income through improved design, quality and production techniques, leading to an increase in market readiness and improved global, regional and domestic sales
- to strengthen institutional capacity for more effective market access and women's economic empowerment
- to strengthen networks and replicability

The project succeeded for a number of particular reasons. The first is the importance of recruiting committed partners on the ground to steer the project and remain in regular contact with the participating groups identified by them. The second is the use of baseline surveys and needs assessments to discover exactly what was happening (or not happening) at a given point in time and to find out what informal women workers felt they needed by way of training. Thirdly, the project used a bottom-up approach to the development of core training materials. Fourthly the training of trainers who then returned to their communities to train others proved an effective way of reaching large numbers of informal women home-based workers and farmers. Finally, learning together at annual progress meetings with representatives of the participating groups allowed for a rich exchange of experience.

We conclude that providing training in this way does result in transformed systems and changed mindsets and that this changes lives. Women, who for a variety of reasons (family poverty, lack of opportunity, marriage/childbearing at a young age) had received very little formal education, proved themselves well able to absorb the training sessions and benefit from them. They were highly motivated. Following training, informal women workers were able to identify the shifts in policies and systems they needed to significantly improve their livelihoods and incomes and to voice their demands.

The key project outcome was increased power and representation among women and improved well-being. The legacy of the project is the training materials published by WIEGO online and in hard copy, and the new knowledge resident within the women in Fair Trade groups that will continue to be passed along as a result of the cascading approach to training.

APPENDICES

Appendix A:

SECURING ECONOMIC RIGHTS FOR INFORMAL WOMEN WORKERS PROJECT REPORT



DEVELOPING LEADERSHIP & BUSINESS SKILLS FOR INFORMAL WOMEN WORKERS IN FAIR TRADE

Developing Leadership & Business Skills for Informal Women Workers in Fair Trade, one element of a multipronged project (sidebar) targeted poor workers in Africa—specifically in Ghana (cocoa farmers), Kenya (handicraft producers) and Uganda (coffee farmers and handicraft producers)—and offered training to help them improve and diversify their livelihoods.

The project was implemented and the training delivered by WIEGO's ground-level partners:

- in Ghana, Kuapa Kokoo, a cocoa farmer cooperative
- in Kenya, the Kenya Federation for Alternative Trade (KEFAT) – a network of membership-based fair trade handicraft organizations
- in Uganda, Gumutindo Coffee Cooperative, a farmer's cooperative
- in Uganda, the Ugandan Federation for Alternative Trade (UGAFAT), a network of membership-based fair trade handicraft organizations

In December 2015, at the end of the project, WIEGO's Global Trade Director Elaine Jones and writer Leslie Vryenhoek visited seven groups in Kenya and Uganda that had taken part in the project. The purpose of the visits was to determine what, if any, changes had occurred as a result of the project, and to gather stories from the women involved.

SECURING ECONOMIC RIGHTS FOR INFORMAL WOMEN WORKERS

Improving the organizing and leadership capacity of informal women workers can build economic self-reliance. It can also lead to growth in women's participation in politics, governance and management. This multifaceted project, implemented through WIEGO's partner networks and organizations, aimed to strengthen the voice, visibility and validity of informal women workers on both policy and practice levels. Efforts focused on research, and on helping women informal workers collectively raise their voices through dialogue and sharing.

Seven project elements were implemented in over 36 countries.

Securing Economic Rights for Informal Women Workers was supported by Funding Leadership and Opportunities for Women (FLOW), Government of the Netherlands, Ministry of Foreign Affairs.



Ministry of Foreign Affairs of the
Netherlands

This report reflects the findings of that visit, as well as reported facts from the partners. A final piece on Kuapa Kokoo is derived from reports made by Mary Mabel Addy, the Gender Consultant who played a key leadership role in delivering the project to women in her cooperative.

PROJECT METHODOLOGY

The project was designed to raise the voice, visibility and validity of informal women workers. It emphasized a bottom-up approach utilizing local expertise and a participatory process. First, partners conducted baseline surveys. An assessment of needs for training was done. Then training materials were developed that met those needs.

The training relied on a cascading method. In each organization, a small group of local facilitators were trained. They then trained women in their own organizations and communities. In Ghana, Kenya and Uganda, a total of 8,134 women have received training over the three year life of the project. The training covered areas ranging from leadership to record-keeping, from marketing to governance.

The content of the training was predicated on these overarching concepts:

- Firstly, that to be empowered, women must understand their legal rights, including to own property, and that they can assume leadership roles.
- Secondly, that building and managing strong democratic organizations can amplify women's voices and thus enhance their opportunities.
- Thirdly, that solid business and financial skills are required so women can run productive enterprises and access credit.
- And finally, that improved understanding of international markets and buyers ensures informal producers can create saleable products and sell them at a fair price.

The training regime respected organizational, economic and cultural realities. Project partners were able to customize the training. Gumutindo, for example, trained women coffee growers to improve their farming practices, while KEFAT and UGAFAT trained handicraft producers in product design and quality assurance.

Customization also meant translation into local languages, and addressing local culture and custom. Some organizations found it helpful to invite men to attend sessions so they, too, could come to understand the benefits of empowering women.

TRAINING TOPICS

The training includes seven modules, each of which has four sessions. Topics are:

1. Introduction & Understanding Gender and Employment Relations
2. Understanding Women's Economic and Social Contribution to Effective Poverty Reduction
3. Promoting Democratic Participation and Accountability
4. Enhancing Financial and Business Management Skills
5. Understanding the Market
6. Quality Management Systems
7. Improving Innovation and Production Techniques

It was interesting to discover, through the final interviews in Kenya and Uganda, that different organizations identified different facets of the training regime as the most crucial catalyst for change. For example, women at Bega kwa Bega and Machakos—both Kenyan handicraft producers—spoke most passionately about having achieved solidarity through a strong organization. This, they felt, was the crucial piece that led to other improvements.

For coffee growers at Gumutindo, it was the combined knowledge of women's rights, especially property ownership rights, and the push to diversify their earnings that had the biggest impact. Others, like Basecamp Maasai Brand in Kenya and the Nubian craft producers in Uganda, focused their comments on what they learned about improving product quality and creating new products.

That said, it is important to note that women in all groups spoke to all facets of the training as important ingredients in facilitating the changes they experienced. The differences in what they emphasized most likely reflect differences in their type of work, their overarching circumstances at the project's outset, and in the maturity of their organization.

OBSERVED OUTCOMES

During the December 2015 visits, it was evident that the women's increased knowledge has dramatically bolstered their confidence levels, strengthened their organizations, and improved their livelihoods. Many women who were interviewed said they had a newfound ability to speak out and to have their voices heard in the home, in group meetings, in the community, and more widely. One outcome is that women—women like Justine at Gumutindo and Lucy at Bega kwa Bega—are putting themselves forward as candidates for leadership roles within their organizations, while others have aspirations beyond their organizations. In fact, we met two women who are currently running for public office, and credited the project with helping them find the confidence to campaign. And we learned that Jenipher Wettaka at Gumutindo applied for a local government post and is now a parish chief. UGAFAT reports that five women who participated in the training have contested local or district elections.

Organizations were also strengthened. They reported greater solidarity, regular meetings and elections, and better record keeping. Official registration of the groups—a step emphasized in the training—was undertaken by most, and led to increased visibility and validity. Organizations that had begun as social welfare projects (such as Bega kwa Bega and Basecamp Maasai Brand, both in Kenya) became independent,

OBJECTIVES OF THE PROJECT

- to increase women's participation as members and leaders of producer cooperatives, which will translate into increased equality
- to foster increased realization of rights and access to assets
- to help women achieve an increase in income through improved design, quality and production techniques, leading to an increase in market readiness and improved global, regional and domestic sales
- to strengthen institutional capacity for more effective market access and women's economic empowerment
- to strengthen networks and replicability

women-run membership-based organizations. And official status gave the organizations access to authorities, resources, and funding. In one great example, Ngalo in Uganda recently received a very large grant to expand its operations.

However, in one instance—the Nubian handicraft producers in Entebbe, Uganda—change at the organizational level was less evident. While some gains had been made, particularly in a wider range of products and in improved income, a more focused effort on organizational strength could have led to better results.

Women in every group reported increased earnings. Often this was a result of better product quality or better product costing. Just as often, it derived from new streams of income, often the result of coming to own property such as livestock. Much of the information gleaned on increased earnings was anecdotal; few women could pin hard numbers to their statements—though at least two handicraft producers in Uganda said their earnings had doubled in the past two years. The women did, however, provide elaborate details on how better cashflow led to improvements in their lives and households. Most often this involved the ability to pay school fees for children, but women also reported purchasing water tanks, solar panels, better-built houses, cooking items and clothing.

Over and over, we heard women talk about how they had gained an understanding of their rights—especially their right to own property, which has given them a much more solid foundation from which to earn a livelihood and to access credit. The women also said they experienced a significant shift in their perceptions: they now see themselves as workers who bring in earnings that benefit their households and their communities. This identification clearly made the women proud. It also led to a “professionalization” of their behaviour. Because they saw themselves as workers, and their handicrafts as real work, they applied more rigorous standards and quality control, which in turn improved earnings. Within the Nurturing Uganda group, two women spoke about how the concept of quality control spilled over into their small retail businesses, leading them to ensure their wares were of better quality and more attractively displayed; each said this has brought them more customers.

SUSTAINABILITY OF THE CHANGES

In addition to ensuring new knowledge and skills reached thousands of women, the cascading training approach created sustainability beyond the life of the project. Women who have been trained can continue passing along the skills into the future.

Initially, some of WIEGO's partners had expressed concerns that poor and largely uneducated local women would not be able to successfully take on training and facilitating roles. Despite that initial skepticism, in every community WIEGO visited, we met women who had risen to the challenge and excelled. Their energy, intelligence and intimate understanding of their communities has been crucial to local success of the program. As the project ends, those local leaders and their enthusiasm offer a chance that the positive changes in their organizations and communities will be sustainable.

A training package for broader use has been compiled by the WIEGO project coordinators in collaboration with partners and with input from expert trainers and subject specialists. Training manuals are now available at <http://wiego.org/wee/fair-trade>.

Combining the learnings and best practices from the three project countries, the resource consists of seven modules focused on women's leadership, governance and business skills (including clear, accurate record keeping, marketing and quality assurance). This will allow the partner networks and cooperatives to offer ongoing training to their membership, while making the training available to other informal worker networks worldwide.

Poor informal women workers in Kenya and Uganda turned new knowledge into power, seizing the opportunity to diversify their livelihoods and to assume leadership roles. Consistently, the women we met in December 2015 wanted to deliver these messages: they are grateful to all who made the project possible, and they would like more—more ongoing training and more knowledge.

The project led to clear improvements in women's confidence, in their product lines, and in their organizations. They gained an understanding of their rights as women, built leadership capacity, and learned financial skills, including the value of savings and reinvestment. This suite of knowledge and skills has the potential not just to continue to benefit the women who received training between 2013-15, but to multiply outward in their communities and down through generations.



PROJECT PARTNER:

KENYA FEDERATION FOR ALTERNATIVE TRADE (KEFAT)

KEFAT was created in 2003 so Kenyan fair trade groups could collaborate on organizational capacity development, market access, and fair trade growth. Across the country, KEFAT currently has 37 member organizations that provide incomes to 6,000 artisans, helping support an estimated 30,000 individuals in their households. Through KEFAT membership, these organizations and producers have benefited from trainings in business management skills, craft skills, product development, and financial management.

KEFAT is a country network affiliated to the World Fair Trade Organization. It was a country-level partner in the Developing Leadership & Business Skills for Informal Women Workers in Fair Trade project.

ROLLING OUT THE PROJECT

First, KEFAT conducted a baseline survey on its membership to collect data and determine the gender balance and registration status of its member groups, and where training should focus. The network intended to target 50 of its members—but the first discovery was that it only had 35 active member organizations.

The baseline survey also identified gaps where capacity-building training was most needed across the membership. Organizational challenges were among the most significant issues identified. This research informed the development of training materials.

Thirty women-led producer organizations were selected to take part in the project. KEFAT decided to divide the country into seven geographic clusters, and appointed a coordinator in each cluster to support project implementation at the regional level.

In May 2013, coordinators took part in a three-day training session that gave them a range of knowledge on leadership skills, women's rights and roles in poverty alleviation, relevant legislation, democratic participation and accountability, business and financial skills, and an understanding of marketing and quality management.

Once trained, these community coordinators took their new knowledge back to women's groups in their areas. By the projects' end, over 3,100 women had received training.

In addition to the seven community coordinators, three other leaders have also been trained as trainers. KEFAT has had training materials translated into Swahili for those women with little or no understanding of English.

OUTCOMES OF PROJECT PARTICIPATION

KEFAT's goal in this project was to see the new knowledge translate into an increase in sales of at least 15 per cent in three years for member groups. For some groups, that goal was exceeded. For example, Lucy Nyambura said her group, Bega kwa Bega, saw sales jump by 30 per cent in one year due to better communication with customers and better leadership within the group. (She also noted respect for women has led to engagement with local leaders on issues like waste disposal and provision of toilets in the slum area where their production centre and office is located.)

In turn, better group management and opening up training to women in the community beyond the group's membership has led to increased membership in many groups.

While not all groups could provide definitive sales numbers, all reported an improvement. KICK, one of the participating groups, recorded improved sales of almost 40 per cent, though not all of that growth can be attributed directly to this project.

The project's training on product design and quality management, in particular, helped participating groups find new markets and new customers as products improved and diversified (across participant groups, 17 new products were designed).

Because the participating groups are all formally registered, it allowed them to be recognized by institutions and enabled access to financial services. Economic empowerment followed, as both groups and individuals were able to take out loans, leading to improved standards of living. And a culture of saving was established among participants that will help sustain the positive changes in their lives.

PROJECT HIGHLIGHTS

PARTICIPATION

30 self-help women's groups from all parts of Kenya participated

67 separate trainings were held
3,160 women received training

REGISTRATION

At outset: Only 13 of 30 groups were properly registered with current certification

Project goal: To have 25 participating self-help groups registered

Outcome: All 30 self-help groups participating in the project are registered and have current certification

WOMEN'S LEADERSHIP

At the 2014 AGM, for the first-time ever, the gender balance shifted on KEFAT's nine-person Board of Directors when five women were elected.

STRENGTHENING THE NETWORK

KEFAT's Board members received institutional governance training in 2013. The workshop was sponsored by the WIEGO project and facilitated by OYES, an affiliate member of KEFAT. Board members were equipped with leadership skills and awareness of Board roles and responsibilities, the principles and practice of good governance, financial budgeting and reporting, corruption and resource mobilization and other relevant topics. This training has enabled them to better deliver on their mandate.

KEFAT subsequently developed a human resources manual, a procurement guide, a strategic plan and an inventory management system throughout the project. Improvement of KEFAT's website was undertaken to ensure it remained dynamic and responsive to the needs of its membership and that it communicated effectively.

SUSTAINING THE GAINS

In 2013, KEFAT created a five-year strategic plan that reflects the aspirations of the membership in terms of institutional development and market expansion. A key part of this is a marketing strategy. In the coming years, KEFAT will focus on linking to other organizations and to governments, building on the global interest in fair trade and expanding KEFAT's reach. It has set a target of increasing its market share by 5 per cent by 2018. Already, a feasibility study is underway, and partnerships are being built with tourism operators, county governments, and NGOs.

KEFAT STORIES OF CHANGE

- **Success for the Women of Machakos**
- **Maasai Women Bead Better Products, Better Lives**
- **Bega kwa Bega: Shoulder to Shoulder, Achieving Their Goals**

KEFAT MEMBER PROFILE

MUCH SUCCESS FOR THE WOMEN OF MACHAKOS COOPERATIVE UNION

For a group of women who weave baskets in Machakos, Kenya, coming together to work—and coming to perceive their basket weaving as a business—has created a shift first in perspective and in a better standard of living.

Unity and harmony are soft, immeasurable outcomes, but for a group of women in Machakos, Kenya, these have translated into solid earnings and improved well-being.

In December 2015, five women from rural Kenya dressed up and travelled an hour by taxi to the town of Machakos to meet with WIEGO representatives. They told us how working with KEFAT in the WIEGO-led Developing Leadership & Business Skills for Informal Women Workers in Fair Trade project has changed their lives.

The women are part of a burgeoning 40-member group that is affiliated with the Machakos Cooperative Union. They produce sisal bags woven in different styles and sold through Machakos to an international market—for example, in Japan, Canada, Italy and Germany.

Since 2013, the women have undergone training on organizational governance, on their legal rights as women, and on financial and business practices that will strengthen their livelihood. These include how to appropriately price and cost their goods and how to negotiate a better price.

"The training has taught us to take this as a business. Before it was just leisure," said Lydia John, the coordinator of the project in her group.

She added that learning better techniques and how to manage quality has dramatically improved the product—and the women's earnings. "Before, we were weaving without knowing what we were doing. Now, you are counting your hours to make sure you are paid enough."

It is worth noting that the women who visited were well-groomed and dressed as modern business women—a stark contrast to the way they presented when we visited them two years earlier. They admit the way they dress has changed as their income has risen, and that this also enhances their confidence.

"Even if you are going to tend cattle, you have to be coordinated," laughed Lydia, whose tailored red blazer matched her red and black shoes.

She also cited the importance of the social aspect, which is crucial to the group's success. "We gather together and teach each other. Now we meet and you can correct where you have gone wrong. Before, we went home to weave alone."

Relationships within this tight-knit group have become more harmonious. "We share stories and now we are stress free," Lydia said, explaining that the tendency to gossip or quarrel has diminished because the women have come together with a common purpose, while being able to talk and advise one another has helped women cope with difficulties. "We are at peace with each other."

Two years ago, group membership was just 25, but as women in the community saw how their neighbours inside the group were thriving, and as orders increased, the group's ranks began to swell. Recruiting often happens through training sessions, which are open to the whole community. Each new member must pay 500 Kenyan shillings to become a full-fledged member. However the payment is deducted in 50 shilling increments each time the woman is paid for a bag or basket.

ABOUT MACHAKOS

Machakos is a cooperative union in southeast Kenya. Registered in 1972 as a coffee cooperative, it has 34 primary societies; most are certified through the Fairtrade Labelling Organization. This year, the cooperative union milled over 1.2 metric tons of coffee—about 50% of the coffee grown in this region.

In 1980, Machakos started a handicrafts division to provide women with livelihood options. The handicrafts division is an affiliate of the Kenya Federation for Alternative Trade (KEFAT). Today, more than 26 women's groups representing over 3,000 women are part of Machakos.

These groups are not full-fledged members of the union, but according to Martin Malila, CEO and General Manager, the goal is to continue to strengthen their capacity and organizational structure until they can become cooperatives. Only then can they become members. "It's a process," he said, noting that it is a necessary process to ensure these new members will be honoured by the existing membership.

The groups do have voice on the Machakos Board, however. Two directors—each representing a region of women's groups—now sit as directors.

Training in product design and new development has also paid off. In addition to the original sisal baskets they still weave, the group has branched out to making new sizes and shapes, and using different materials such as banana fibers. One creative member of the team, Donata (shown in photo), has designed a basket that is rounder and wider. Part of the group's commitment to environmental issues, the bag is designed for shopping and aimed at the global desire to reduce plastic bag usage.

Most sales are made through the cooperative union, which markets the products online and in catalogues. The project provided support with these marketing endeavours. Orders have become fairly steady, keeping the women busy most months of the year. (Women occasionally sell their own bags at markets, too, but report that they receive less money per item this way.)



Donata, a member of the women's group, designed this new shopping bag.

Photo: L. Vryenhoek

When the satisfactory product is delivered to the Machakos office, the women are paid. Some money is deposited in the group's joint account at a savings and credit organization, a cooperative in which they are shareholders. Some is used to buy sisal and other raw materials. (The cooperative union has provided them with bulbs to grow their own sisal, but the plants take years to mature and are not yet ready.)

SAVINGS, ACCESS TO CREDIT AND INVESTMENT

The group also engages in savings strategies like table banking, which sees each put money in the pot regularly, creating a savings habit and a fund for loans (at a low interest rate) if someone needs more than they have saved.

Improved earnings have given the women access to formal credit. A financial services provider has come into the community directly because of the sisal bag success. It offers flexible, low-interest loans backed by a peer guarantee system. Some women have borrowed to buy solar panels and make a loan payment on the 12th of the month. The group holds its table banking sessions on the 10th of each month, and any woman struggling to make that payment can borrow what she needs.

The influx of income has allowed members of the group to buy water tanks, to get gas cylinders and to buy livestock like goats and chickens. The goat's milk can be sold providing another income stream.

At the WIEGO-led project's outset, not a single woman sat on the 12-person Machakos Board of Directors. In 2014, three women were elected to the Board.

"Our living standard is better," says Lydia. "The money we get allows us to save and to borrow."

With the encouragement of the WIEGO-led project, the group formally registered in 2013, paving the way for the women to access government funding from sources such as UWEZO, a local fund specific to women. Leaders in the group told us they are trying to get an appointment with officials so they can access the fund. If they are successful, they plan to use the money to build storage space and a showroom, with a covered open area that will allow them to keep a fire lit and heat water for dyeing the sisal even during the rainy season.

MEET NORA MUENI NYILE

Learning that she had land rights changed Nora's life. A single mother of two who lives with her aunt, she had no access to land—or so she thought. But a training module on the new constitution, which grants women the same legal right to inherit land as men, opened her eyes. Nora laid claim to a parcel of land that had belonged to her father. She has planted some food crops there, and with income from the baskets she makes as part of a women's group under the Machakos Cooperative Union, she bought a goat that now grazes on her land.

Nora says the money from the sale of baskets at first helped her buy basic necessities "like sugar and soap". Now, it isn't just necessities she can afford. She has also invested some of the money—and realized a terrific tenfold return. A chicken she purchased for 300 Ksh has given her 10 chicks—each of which she sold for 300Ksh.

Improved income and title to the land have also led to increased confidence. "As a woman, I have my rights," she says, adding, "We have the freedom to speak in the community, to have a voice."

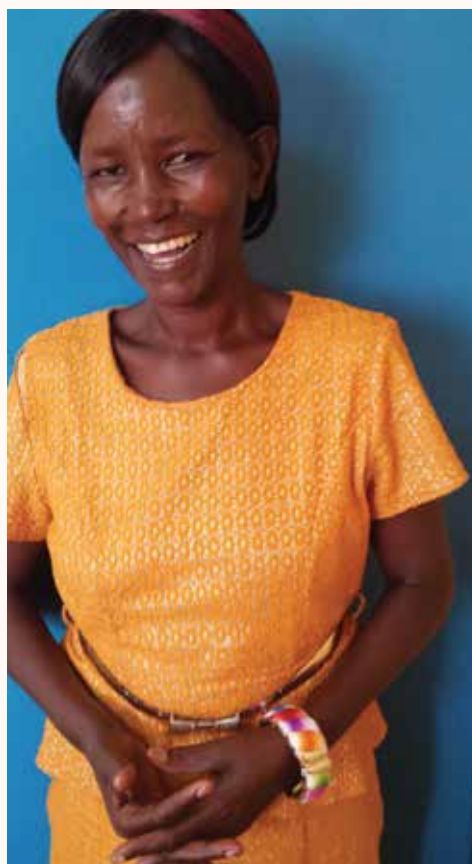


Photo: L. Vryenhoek

KEFAT MEMBER PROFILE

MAASAI WOMEN BEAD BETTER PRODUCTS, BETTER LIVES

by *Leslie Vryenhoek*

Nalakiti Sayaiael has a slow but fierce smile, punctuated by the custom-made gap in her lower set of teeth. As she shares her story in Maa, the local language, that gap forms part of the sound. Her hands, meanwhile, stay in motion. She's finishing a bright blue bracelet that ties together her traditional beading skills and a new understanding about international markets. Blending new knowledge with old skills has led to a dramatic change in her household — and in her sense of self.

Nalakiti lives in Talek, a community adjacent to the Maasai Mara National Reserve in southern Kenya. Although separated from Kenya's urban areas by rough, unpaved roads, the place and its people are being transformed by external forces. More frequent and severe droughts in this semi-arid region, for example, threaten subsistence livelihoods based primarily on rearing livestock, particularly cattle. Meanwhile, grazing areas are limited by a conservancy movement that sees the Maasai trade parcels of land to outside interests in exchange for regular payments. Add to this mix a growing tourism industry, which imposes new customs to satisfy tourist preferences.

According to the Maasai Association, over the past thirty years the economy here has grown increasingly connected to global markets. In 2003, Basecamp Maasai Mara, an eco-safari enterprise operated by the Norwegian company Basecamp Explorer, opened here. It sought to provide local employment while helping preserve local nature and culture. The tourism company also set up a foundation to support community projects, including schools, hospitals and a handicraft enterprise. That enterprise, Basecamp Maasai Brand (BMB), gives women an opportunity to make and sell traditional beaded crafts in a global marketplace.



Nalakiti Sayaiael has turned her traditional skills into a good source of income. Photo: L. Vryenhoek



The women who produce for Basecamp Maasai

Brand say learning to do things better has improved their lives. They too have spent their increased earnings on livestock, on more functional homes, and most especially on education for their children.

Photo: L. Vryenhoek



Nalakiti finishes beading a bracelet destined for international markets

Photo: L. Vryenhoek

In 2013, a project called Developing Leadership & Business Skills for Women in Fair Trade was implemented by BMB, to help its handicraft producers improve their livelihoods. The project, led by WIEGO in partnership with the Kenyan Federation for Alternative Trade (KEFAT), provided training in women's leadership, business and finances, organizational governance, and women's economic rights.

Nalakiti is one of the women who benefitted from these trainings. She believes the project taught her to be a leader, allowing her to overcome shyness and help other women learn to earn a living. And in 2014, her newfound confidence helped her win election as the chair of BMB, which has grown into a 120-member community-based organization (CBO).

According to Jemimah Lenjirr, BMB's coordinator, the group has officially registered with the Kenyan Ministry of Gender Children and Social Development. Registration brings benefits, Jemimah explained, by making a group more visible and offering access to government funds.

"The women have a voice as a group," she says. "When you are alone, you cannot claim your rights. But when you are together, you can negotiate."

But the new identity brings worries, too. In a move to promote sustainability and independence, the foundation ended its financial support for women's enterprise last year, although it continues to offer free use of an Art Centre and office on its site. Now, to pay salaries to Jemimah and two other staff and to cover expenses, BMB must rely on its sales.



A range of Basecamp Maasai Brand products.

Photo: L. Vryenhoek

SECURING BETTER LIVELIHOODS

Currently, buyers come from Europe and the USA. Most place orders through an online catalogue, though some ask for custom designs. BMB also sells products on consignment in some of Nairobi's gift shops.

Women producers pay no membership fee to belong to the organization. Instead, their buy-in is the skill they bring to make the products that BMB sells. They are paid on a piece rate as subcontracted producers. BMB provides the beads and other material, and instruction on new designs. However, while the women start working on new items at the Art Centre, much of the work is done in the women's homes, where many also produce their own products to sell independently.

In the past two years, training in new techniques and quality management, alongside basic business skills and financial topics like saving and diversifying their income, have bolstered both BMB and individual earnings.

Because BMB is Fairtrade certified, it pays a fair price for the work the women do. This gives the producers a sense of security. In fact when she was nearly finished her bracelet, Nalakiti held it up and said, "When I'm beading this, I know how much I will get for this product."

Her earnings from the work are now significant—about 20,000 Kenyan shillings every two months. This has allowed her to improve her household and to share in the cost of schooling her five children. Nalakiti's husband also contributes to the family expenses, but his income from cattle farming is not high and he has three other wives with children to support.

Nalakiti has built a bigger, more modern house and bought a water tank, and recently a group of the women went together and each bought a gas cooker for 5,000 Kenyan shillings. The cookers save time. Now if Nalakiti is delayed with work, she said, she can prepare the evening meal without having to take time to fetch wood and make a fire.

She has also reinvested her earnings to diversify her income. Once she came to understand that she could own property—ownership and other rights were also part of the training—she purchased cows and sheep. These give her additional income streams.

Many of the women who had gathered also talked of how much it has meant to them to learn to do things better. They too have spent their improved earnings on livestock, on more functional homes, and most especially on education for their children.

"Women now are able to know that they can have their own money and have control over it. They can say 'This money can take my daughter to school,'" said Jemimah.

One woman noted that what has really changed is the respect that the women are afforded in the community.

BRINGING IN MORE WOMEN

Nalakiti echoed that, saying she is proud that she's setting an example for other women to follow. Many women, she says, ask her if they can join.

However, it's not that simple. "We have a waiting list of young women who want to join, but we need higher orders to absorb more," Jemimah said, but added that all interested women in the community were welcome to attend the project trainings, regardless of whether they were members.

Following Maasai tradition, some younger members inherit their spot in the group. An older woman who can no longer efficiently make the products can hand over her spot to a younger woman—usually a daughter or daughter-in-law who has learned the skills. The older woman maintains the membership and receives 50 per cent of the income generated by the younger woman. Only upon the older woman's death will the younger woman gain full membership.

KEFAT MEMBER PROFILE

BEGA KWA BEGA: SHOULDER TO SHOULDER, ACHIEVING THEIR GOALS

In a Nairobi slum, the women of Bega kwa Bega are checking linens—table runners, decorative cushion covers and an ingenious pan carrier—and then packaging each piece. It's a flurry of activity. A buyer from Italy is coming to collect the 400-piece shipment in two days, and the women must ensure each item meets the demanding standards of this customer. The order is worth 305,000 Kenyan shillings for the self-help group; for the women who made the products, that represents a significant payment.

Both the large order and the careful attention to quality control are a sign of how much has changed since this group joined the Kenya Federation for Alternative Trade (KEFAT) in 2012.



Lucy Nyambura, treasurer of Bega kwa Bega since 1994, says, "Now we are strong on our own."

Photo: L. Vryenhoek

Bega kwa Bega (in English, Shoulder to Shoulder) was started in 1992 under the auspices of the Catholic Church. Then, it was a social program for single mothers. Eventually, the group expanded to include others, and its ranks grew to more than 100 members before dwindling to almost none due to a lack of organizational leadership. But in recent years, Bega kwa Bega has become independent, reinventing itself as a fair trade enterprise that produces quality accessories and housewares.

“Now we are strong on our own. We are independent,” explains Lucy Nyambura, who has been the treasurer of the organization since 1994. But while the organization values its autonomy, the women value solidarity. “We learn from each other. We have that spirit, so we can achieve our goal.”

According to Lucy, much of the group’s current success comes from participating in the WIEGO-led Developing Leadership & Business Skills for Informal Women Workers in Fair Trade project.

It provided a range of training, including on the rights of women and their identity as home-based workers. Financial and business skills training—from record keeping to quality control, pricing and costing—dramatically improved the group’s capacity to operate.

The project uses a cascading training approach, in which community facilitators are trained and then bring home their new knowledge to their groups. Lucy is a facilitator. “I trained everyone [in the group] on finance and recordkeeping” she says, “Now I do not have to be here all the time.” While other people can record incoming items and pay the producer, she concedes that she does check to ensure everything has been recorded correctly.

The group has also grown. “Three years ago we were only 12 members,” Lucy says. “Now we are 20.”

Last year, Bega kwa Bega opened a bank account and officially registered. It plans to make use of its official status to begin lobbying the government for improved services—especially water and sanitation—in this slum.



The women of Bega kwa Bega conduct quality checks to make sure each piece they have made will meet their European buyer’s standards. *Photo: L. Vryenhoek*

Through the project, Lucy travelled recently to a home-based workers' meeting in Uganda, where she met WIEGO's partners from around the world. She was particularly impressed by the solidarity of the home-based workers from India.

"They are so close and so organized. They have one voice, and they go one way. And they achieve what they want. We have to do that here," she says.

KEFAT Coordinator Edwin Bett says he has seen a great change in the attitude of these Kenyan women. The first training that he did, he refused to pay the "sitting allowance"—a long-standing practice of organizations paying people to attend a meeting. After his presentation, Edwin found himself locked in their offices, alone and unable to leave until he agreed to pay the women what they felt they were owed for their time.

"I had to explain to them that this training was for them, to help them," he recalls, "and that I would not pay."

Today, Edwin and Lucy can laugh about it, but that afternoon it was a delicate negotiation.

"At the time KEFAT came in, we were down. We had no work, no money, so we weren't going to sit for nothing," Lucy explains. "Now we have realized it was for us."

Today, the group members are grateful for the training and support. Like Bega kwa Bega itself, their incomes have risen from the ashes. On average, the women now make about 6,000 Kenyan shillings each month through external orders. To put that in context, it is about 13.5 days of work at the standard day labour rate in Nairobi of 450 Kenyan shillings.

But each month is different, and depends on the incoming orders and the amount of work an individual does. Currently, the complicated bead necklace many of the women are fashioning pays 180 Kenyan shilling each—and it is only possible to make two in a day. However, the US buyer who specified the design follows ethical trade practices, and Lucy says they will negotiate a fairer price.

"Because of the training, we know how to come up with the appropriate cost, how to add up our time and any materials, and we know we have the right to ask for a fair price," Lucy says.

For most of the women, this is not the only source of income. While Bega Kwa Bega works entirely on external contracts, making its members subcontracted homeworkers, most also create their own products as own account home-based workers. Then they sell these on the streets or in markets. Lucy and the others light up when they talk about the self-employed work. It is simply more creative and more enjoyable.



For making this complicated bead necklace, a woman is paid 180 Kenyan shilling each. However, because the work is time-consuming and the US buyer who specified the design follows ethical trade practices, Bega kwa Bega will negotiate a fairer price for the next order.

Photo: L. Vryenhoek

Another funder provided a computer, after the group realized its inability to communicate directly with buyers was hampering its income potential. The computer will let them stay in touch with current customers, find new ones and recapture old ones. To assist with marketing, KEFAT has helped them design a website; the group also has a brochure, and plans to try to place the best of its products in large gift shops.

When Bega kwa Bega holds its bi-annual elections next year, Lucy plans to put her name forward to be the next chair. She says, "I always tell [the other women] we are going to fight for our rights. No one else is going to fight for our rights—it is just us. So if you want to be back, stay back. But we are looking forward."



PROJECT PARTNER: GUMUTINDO COFFEE COOPERATIVE

Gumutindo is a secondary level cooperative which began as a group of 200 farmers in 1998 and now encompasses 10,000 farmer members organized into 16 primary societies. The farmers live on Mount Elgon in eastern Uganda. Gumutindo produces Arabica coffee and is 100% Fairtrade certified.

In recent years Gumutindo has focused on empowering women, who carry out nearly all of the work on coffee farms. However, men own most of the land and take most of the earnings from coffee production. Currently, land ownership is a requirement for membership in the cooperative, so women comprise just a small percentage of Gumutindo Coffee Cooperative members. However, Gumutindo has a gender policy: 50 per cent of the Board seats are reserved for women, while on the primary societies' committees, at least two of seven seats must be held by women.

The Developing Leadership & Business Skills for Informal Women Workers in Fair Trade project targeted not just Gumutindo Coffee Cooperative members but the wives of members who also engage in growing and harvesting coffee.

PROJECT HIGHLIGHTS

PARTICIPATION

10 OF 16 primary societies participated. 40 women—4 in each primary society—trained as facilitators.
OVER 1,280 women trained.

WOMEN'S MEMBERSHIP & LEADERSHIP

Issue: Only landowners can belong to the cooperative, and few coffee farmers knew women could own land. At the outset of the project, women accounted for just 13% of Gumutindo's membership.

Intervention: Women learned that land can belong to them as well as their husbands.

Outcome: Women's names have been added to joint legal titles or husbands have granted their wives some land to hold alone. Women's membership in Gumutindo grew to over 21%.

Four primary societies are now chaired by women.

ROLLING OUT THE PROJECT

Gumutindo selected 10 primary societies to participate. Initial meetings were held in those societies so that women would understand the goals of the project. A baseline survey was carried out and training needs were identified.

For each primary society, four local facilitators were chosen to carry out the training and capacity building. A three-day workshop was held to train the 40 women facilitators on asset ownership, rights, leadership and savings and credit. They returned to their communities to train others.

The first target was to train 80 women in each society. In 2013 alone, more than 800 women were trained. In subsequent years, increasing numbers of women were drawn to the groups. Group size and the number of groups swelled. By the end of the year, more than 1,200 women had been reached with training.

OUTCOMES OF TRAINING ON LIVELIHOOD¹¹

The training led women to realize that growing coffee is a long-term process that provides income only during the annual harvest—and often only to men—so the women could better secure their livelihoods by diversifying their incomes. In addition, a culture of saving was introduced. Small group savings schemes have been started by all groups, and their funds are accumulating. This has allowed women to build capital to start new small businesses, as well as provide for their households.

Before the project, most of the women had no income. Therefore, any amounts they earn now, whether because they have gained ownership of some land and the crops grown on it or because they have started another small enterprise, represent a 100 per cent increase in their earnings. However, those earnings vary widely by individual, and Gumutindo is unable to track the amounts.

The cooperative reports that since the women received training on product innovation and income diversification, they are not waiting for the men to provide money. They are selling vegetables, kerosene and other products. Women can buy food or other household items for themselves now, as well as pay school fees, and for many, every evening brings economic activity.

The leadership training also resulted in clear gains. Women are now more likely to run for leadership positions on primary societies—four are now chaired by women, while in some societies, women now make up two-thirds of the committee members, a major increase. Some have participated in local councils. An example is Jenipher Wettaka, who recently was appointed as a parish chief (district local government).

One clear indicator of the women's interest in playing an active role in the organization is that they respond to the call to come to meetings, and once there, they ask questions and share information. A marked increase in confidence is reported in how they express their views with the

¹¹ The WIEGO-led project within Gumutindo has run concurrently with training in the Gender Approach Learning System (GALS) that was designed by Oxfam-Novib to sensitize women (and men) to gender-specific power dynamics at home, at work and in the community. Since the same women's groups participated in both trainings, it is difficult to cleanly separate the impacts by project.

leadership. Men are also changing because of their proximity to the training. Training is often done in private homes, so it reaches the husbands and other family members, too. Thus, knowledge about land rights and shared assets has transferred, and some men have come to understand the benefits of owning the land and working it together. It's a gradual process, but Gumutindo has noted an uptick in joint financial decision making, including over whether to sell land.

The financial training provided by the project has helped this along, since women have gained knowledge they previously lacked about budgeting and financial management.

An unintended consequence of the interventions through this project and the GALS training appears to be a marked decrease in domestic violence. Gumutindo says there are fewer reported cases and police interventions. This may be a result of the ability for women to talk through problems and find solutions within their groups. Some also suggest it is because women with independent incomes do not have to ask their husbands for cash—a flashpoint for angry exchanges.

STRENGTHENING THE COOPERATIVE

The project had a significant impact on the Gumutindo cooperative. It provided a marked stimulus to address gender issues within the cooperative and the inadequate number of women in leadership positions. A gender policy is now in place that mandates that half the representatives on its board are women, and that at least two of seven primary society committee members are women. In some societies, this ratio was quickly surpassed.

Gumutindo now plans—in part, because of the encouragement of WIEGO's Global Trade Programme Director—to begin the process of changing its membership policy to amend the land ownership requirement and allow women coffee farmers to belong as members.

Gumutindo has become economically stronger as a result of the project, too. There is big competition in coffee. The benefits of training through the project have strengthened the loyalty of members to sell their coffee to Gumutindo, which has helped increase its volume.

SUSTAINING THE CHANGE

Gumutindo has committed to continuing training in the years ahead. In 2015, three community facilitator training sessions were held to introduce the facilitators to the seven modules that WIEGO and project partners have developed as an online resource. This will help ensure that knowledge sharing started during the project continues into the future.

GUMUTINDO STORIES OF CHANGE

- **Gumutindo Coffee Cooperative: Finding a New Balance**
- **Gaining Ground: The Cooperative Life of a Smallholder in Uganda (from 2014)**

GUMUTINDO SOCIETY PROFILE

GUMUTINDO COFFEE COOPERATIVE: FINDING A NEW BALANCE

Halfway up Mount Elgon, a bumpy hour's drive from the busy centre of Mbale in eastern Uganda, the women meeting at the Organic Coffee store are unabashedly cheerful. Cheerful, despite the persistent, late rains that threaten this year's coffee harvest. They have recently discovered that they can make money beyond coffee, though that crop remains the main source of earnings in their households.

We have come to talk with a group of women who grow coffee for Konokoyi, one of the 16 primary societies that belong to the Gumutindo Coffee Cooperative. For the past two years, 10 of those societies have taken part in the WIEGO-led Developing Leadership & Business Skills training project, offering training that reached over 1,200 women. Since traditionally, it is men who own the land—and since land ownership is a requirement for membership in the cooperative—Gumutindo opened the project to both women members and the wives of its members.

In a shaded alcove near where coffee is being dried and sorted, we meet Justine Watalunga, the project coordinator for Konokoyi. She has an expressive face set off by her bright yellow dress in a traditional style and print.

She explains that Konokoyi formed 12 women's groups, each with 20 members. As one group gathers, Justine tells us the women have enjoyed the project trainings, and the social aspects of coming together. "But what they learned most, and loved most, is savings."

Justine explains the revolving merry-go-round style of saving that the women established. Each group of 20 decides on what they will save for in a particular month—it could be household goods like cups and plates, or something to improve their businesses. They all contribute 1,000 shillings each week. In the first week, the full sum is divided between five women; the following week, another five women receive the money. This repeats in the next two weeks, and by the end of the month every woman has received a lump sum of 4,000 shillings and bought the items.

But their saving strategies go beyond the simple, enforced merry-go-round system. They have all been encouraged to make budgets and save on their own. One of the older women in attendance, Esther, praises the habit. "I no longer have financial gaps. The needs at home are met, and we do not depend just on the men."



Justine Watalunga, the project coordinator for Konokoyi, says women have loved learning to save for their household needs.
Photo: L. Vryenhoek

From watching each other, the women have learned that they can use their savings to invest in businesses that improve their livelihoods. Justine points to Stella, a young woman sitting in the group, and tells us that Stella got the idea to sell petrol to motorcycle drivers. She began with one jerry can, saved the proceeds from sales, and now has five jerry cans—and money in her pocket that she can call her own.

“She is admired. When women look at Stella, they see how she has grown up. Then they look around for where there is a need and they have their idea, just like Stella did,” Justine says, adding that the training has helped them understand how to spot a particular market. “They are thinking far and looking far now.”

Justine says the women’s small businesses have made a big difference. “Life comes better. Before, we were waiting for men to give us everything because we didn’t have any money in our pocket.” That creates greater harmony at home, too—many of the women shared that their husbands are pleased that instead of “demanding” money or things, their wives now contribute income to the household.

There’s plenty of irony in that statement, given that these women do most of the work involved in growing and harvesting the coffee. However the land, and therefore the coffee grown on it, almost always belongs to the husband. On Mount Elgon, gender inequality has very deep roots.

According to Tabitha Namarome, Gumutindo’s Gender Coordinator, “A lot of these women prune, pick, wash, dry and carry the coffee to market—and the man will follow and sell it and take the money.”

But she believes a progressive change is happening—slowly. In the past few years, she says, she knows of about 30 husbands who have given a plot of land to women in the training program—because the men, too, have learned about the issues—and 34 who have agreed to make the land a joint holding with their wives. Bureaucratic red tape, however, makes the official transfer of title difficult. Tabitha says it can take years. While Gumutindo requests that women keep at it until they have the documents, the cooperative does recognize the transfer of land title as soon as the process is begun.

Justine herself farms 300 coffee trees. One of her six children, a son, works with her. Her husband, however, works far away and is only home occasionally and for short times. “I am the one controlling everything at home,” she laughs.

She was trained as a master trainer more than two years ago, and has since passed on her knowledge to four other leaders who now train the women in this primary society. “Before, I had nothing to teach them. But then I learned to help them plan and I learned even more about saving than what I used to do, and now I feel powerful.”



Dena grows and sells vegetables—primarily eggplants and tomatoes. Since joining the group and its mutually-beneficial merry-go-round, she has been able to invest in this business and has seen it double from 2014 to 2015. Her ability to bring in money, she says, has helped smooth out a previously fractious relationship with her husband.

Photo: L. Vryenhoek

Her newfound confidence led her to put her name forward to become chairperson of her primary society last year. She was defeated, largely she says because so few women are members and the men opposed her. Now, she's encouraging all the women who can to pay the membership fee to Konokoyi before the 2017 elections. Because in 2017, Justine plans to win.

"We shall have a woman as the chair. Men say this is our store, but we will change that."

Willington Wamayeye, the general manager of Gumutindo, believes this is an indication of how the women's perspective has changed in the past few years. "The mere fact that she offered herself without thinking that 'I am a woman' is a huge, huge cultural step," he says. "They no longer consider themselves women first, they consider themselves human beings. They have become very forthright, which is thanks to these training projects."

He notes that women's leadership is taking hold at Gumutindo, with one-quarter of its primary societies now chaired by women, and a 50-50 split on the cooperative's board. He also says about 60 per cent of the paid administrative staff are women.

Nonetheless, gender inequality remains a fact at Gumutindo. The cooperative has not yet changed its policy of conferring membership only on those who own the land, despite a strong push throughout the project from WIEGO's Global Trade Programme. The land ownership restriction leaves the majority of women coffee farmers on the outside, despite the fact that here, like everywhere, women do most of the work in coffee.

Gumutindo is working toward the formulation of a new policy. According to Willington, the cooperative will initiate a process, beginning at its January 2016 AGM, with an organization-wide conversation. "We have to define what we want and have the general agreement of the membership, and then make policy that includes aspirations." He notes that only through this kind of inclusive process will a change to the rules of membership that breaks with cultural traditions "become part of [Gumutindo's] DNA."



Fazida (second from the right) is a tailor. The group allowed her to take a loan, with which she was able to buy material and take on a large production of school uniforms. With the money she earned, she was able to pay school fees for her children. **Photo: L. Vryenhoek**

But he goes on to share his own strong beliefs: "The definition of what we call a member should be redone. We originally took the 'head of household' as the member," he explains, adding that he hopes to see it redefined to include anyone who can stand and say "I'm selling my coffee."

And he believes what is good for the women will be good for the cooperative, too. "Initially, all our gender work we undertook because it was just a good thing," he explains. "Now we want to use it as part of our marketing strategy."



PROJECT PARTNER: UGANDAN FEDERATION FOR ALTERNATIVE TRADE (UGAFAT)

UGAFAT is a fair trade network in Uganda established in September 2008 by producers who organized themselves for the purpose of fair trade facilitation, debate and advocacy. It brings together different producers, consumers and trader groups from diverse sectors with a view of improving livelihoods through the practice of Fair Trade principles as defined by the World Fair Trade Organization (WFTO).

The network has 26 member organizations representing over 2,500 producers of textiles and handicrafts—from jewelry to baskets to bark and paper products—as well as cooperatives producing coffee and cocoa.

The network's focus is to support mostly small groups operating in the informal economy where wages and incomes are low, social benefits are almost non-existent and working conditions are difficult by linking these groups to importers and buyers in and outside Africa.

UGAFAT is affiliated to the WFTO, and was WIEGO's country-level partner in the Developing Leadership & Business Skills for Informal Women Workers in Fair Trade project.

ROLLING OUT THE PROJECT

A baseline survey at the project's outset captured information on 18 UGAFAT members and 25 affiliate groups. Its findings offered a better understanding of members' status and highlighted the needs of the members and their affiliates as a basis for appropriate intervention.

At the project's inception, while all of the official member organizations were registered, only 6 of the 25 affiliated producer groups surveyed were registered as community-based organizations. Further, only 8 per cent had constitutions. Several issues were identified through the baseline survey, including organizational weakness, inadequate sharing or communication, and high-cost and/or poor quality raw materials and techniques that lowered the quality of final products.

UGAFAT initially selected 30 affiliated groups that belong to its member organizations to participate in the project; the number of groups participating later dropped to 29. Then field mobilizers were identified and trained. An inception workshop was held for all stakeholders to learn about the project and the share findings from the baseline survey.

PROJECT HIGHLIGHTS

PARTICIPATION

29 self-help women's groups from all parts of Uganda participated

39 women were trained as trainers

893 women received training

WOMEN'S LEADERSHIP

Women have come up to stand as leaders. In fact, five women out of the participating women are now running as candidates for office in the upcoming elections at both local and district levels.

MORE DEMOCRATIC ORGANIZATIONS

Issue at Outset: Among participating groups, half had leadership that was not elected and had not held elections for 5 years or more.

Outcome: All groups now have elected leaders in place.

The Board, which underwent governance training as part of the project, formed a sub-committee to oversee the project implementation.

Beginning in 2013, training workshops were held on human rights and legislation, organizational governance, product design and development, quality control, and financial and business skills.

In addition, UGAFAT began to hold network-wide fair trade exhibitions to raise profile, give members another way to access customers, and to allow them to share information with one another.

STRENGTHENING THE GROUPS

The unregistered groups received information on the benefits of registering and by the end of 2014, 20 of the participating groups were formally registered as community-based organizations, making it possible for them to be recognized and to have joint bank accounts. The members in 12 of those newly-registered groups worked together to develop constitutions.

Six of the participating groups have increased their membership numbers, mainly because of the trainings.

The groups report improved participation of members in their groups, better attendance at meetings, and proper record keeping within their groups.

At the beginning of the project, only six groups had group savings schemes. In December 2015, 15 of the participating groups had started savings and credit within their groups to boost the businesses and the lives of their families.

And in terms of securing both their ongoing relevance as enterprises and the livelihoods of their members, the groups have developed stronger links to international markets.

OUTCOMES OF TRAINING ON LIVELIHOOD

UGAFAT's project goals for its membership included increasing the capacity of organizations to serve their membership in gaining effective market access, leading to at least a 10 per cent increase in sales. However, they estimate that the increase achieved, averaged across all participating groups, is currently only about 3 per cent. Though slow, income is steadily increasing for most of the women who participated in the project. This is expected to continue, as the groups are stronger and more cohesive. UGAFAT reports that where the women's groups used to wait for their umbrella organizations to give them orders, now they go out and search for their own markets, participate in exhibitions and trade fairs, and seek out individual buyers.

Much of this newfound confidence comes from the product design and development trainings they did. Quality control is now a crucial part of their process, and rejected products have been reduced. Many groups have seen a rise in orders. For example, Ngalo women's group is working to fulfill an order of 200 bags at the end of 2015, while in 2014, Kyebaija Toboona completed an order of 100 bags, Chrisams designs completed 200 key holders and Nubian Crafts sent an order of 200 baskets.

Also, the rights training opened their eyes. Women have started demanding and exercising their rights in the homes, groups and the community, and sharing with other women their new knowledge. Many previously did not know that women could own property. After the training, women understand they have a right to have their names included on property records as joint owners with their husbands. Eight of the 893 participating women have acquired property in their names over the last two years.

According to UGAFAT, all of this has combined to markedly improve the participating women's self-esteem and confidence, which is key to their ongoing economic success.

STRENGTHENING THE NETWORK

Strengthening the governance of the network was a key objective of the project. The UGAFAT Board received training in the roles and responsibilities of the network leadership, which they report has led to a more dynamic Board. One Board member was elected to the regional WFTO Africa and Middle East Board.

UGAFAT reports that through the project, it experienced a dramatic rise in its national profile. This was also bolstered through a revamp of its website as part of the project. That led to recruitment of three new organizational members to the network.

During the project, UGAFAT developed and implemented a five-year marketing strategy that spells out its path toward improving production and increasing reach to both local and international markets. Strengthening the network to better serve its members, and building capacity within its membership, is also part of the plan.

SUSTAINING THE GAINS

The project led to clear improvements in women's confidence, in their product lines, and in their organizations' strength. The participants gained an understanding of their rights as women, built leadership capacity, and learned financial skills, including the value of savings. This suite of knowledge and skills offers great prospects for sustainability.

UGAFAT intends to continue to roll out the training. Group facilitators and members in the groups plan to volunteer and pass on the trainings to new members and to people outside their groups. A goal has been set to reach out to leaders from about 7 groups with about 70 individual members to network and sensitize them about the network's objectives, and to bring into the fold four more groups.

The network also plans to translate the training materials into at least one local language so that women are able to read and pass on the material to other people.

UGAFAT STORIES OF CHANGE

- **Confidence Soars for Nurturing Uganda's Women**
- **Kampala Women's Group Sews—and Reaps Big Rewards**
- **Change Comes Slowly for Nubian Home-Based Workers**

UGAFAT MEMBER PROFILE

CONFIDENCE SOARS FOR NURTURING UGANDA'S WOMEN

An alliance between Nurturing Uganda, an NGO in the rural area of Jinja, the Ugandan Association for Alternative Trade (UGAFAT), and WIEGO has proven a remarkable boon to the 23 women who came out to meet with WIEGO representatives on a warm, sunny December day in 2015.

The women represent just about 20 per cent of this burgeoning community group—many of the 106 members, all women, were too busy working to come to the meeting. To manage the fast-growing group, Nurturing Uganda has divided into three subgroups. All three comprise home-based workers who produce handicrafts for domestic and international markets.

Through the WIEGO-led Developing Leadership & Business Skills for Women Fair Trade Producers project, UGAFAT has worked with its member, Nurturing Uganda, to provide a full slate of training on women's legal status, leadership and financial management skills, record keeping and quality production.

Two years earlier, when the same WIEGO representatives visited Nurturing Uganda in the early stages of the project, the assembled women were quiet. Many sat stone faced. Few made eye contact, and even fewer spoke up. Today, they are outgoing and confident. One woman says the leadership training in the project gave her the confidence and courage to run for office. Today she is an aspiring local councillor campaigning toward a February 2016 election.

Almost all agree they have experienced change in their lives, and many women want to share a brief story about what is happening now in their lives.

CHANGE IN THEIR OWN WORDS

Fatima says she has seen a dramatic improvement in her life, thanks to the training she has received in these recent years. "I see a woman can take charge—she doesn't have to wait for the husband to provide."

She has used the additional income she's receiving to pay her children's school fees. When asked how many children she has, she looks embarrassed and then doubles over laughing. The answer, when it comes: 10. She has 10 children, and now she can help pay school fees for all.



Photo: L. Vryenhoek

Edith says what she learned in the project about good business tactics and ensuring only the best-quality goods reach customers has carried over to how she runs her small retail shop. "For instance, the beans—I make sure they are all good beans so the customer can be persuaded to buy."

That attention to detail has been crucial. She says before, customers were hard to come by. Now, she sometimes arrives at the store to find customers waiting for her to open.



Photo: L. Vryenhoek

Cecilia says, "This group has empowered me. It has given me the ability and the capacity to make things."

She appreciates that she received information she could put to practical use and improve her livelihood.



Photo: L. Vryenhoek

For Juliet, one of the most important aspects was the training in women's legal rights. "Now I know my rights; I know that I can own property." She also emphasizes the importance of learning about budgeting and the value of saving. Put together, this new knowledge allowed her to buy her own four cows and 50 chickens. The livestock provide another stream of income.

"Before, I was a lazy woman. I had no purpose. Now I am polished. And my husband is very happy because things in our house have improved."



Photo: L. Vryenhoek

Sophia's husband is also happy with the change in their household. Sophia made money through her home-based handicraft work, saved, and then borrowed money from Nurturing Uganda's loans programme¹² to buy a small boat for fishing on the Nile, expanding her income potential.



Photo: L. Vryenhoek

Betsa, the chairperson of the full 106-member Nurturing Uganda, has experienced a change in how she runs her retail business.

"I didn't know that somebody owning a small business could so greatly improve their circumstances until I took the training." Before, the single mother recounts, it was common to overspend every week. "Now I know how to make a budget, and every week I have about 30,000 shillings left over."



Photo: L. Vryenhoek

Rebecca says she always felt "inferior" until the trainings helped her learn to express herself and stand up confidently, and to save so that she could buy things needed in her household. "Now the home is running smoothly and I have improved my well-being."



Photo: L. Vryenhoek

¹² With the help of a private donor from Austria, Nurturing Uganda has established a fund to give its members access to credit. Women can borrow up to 600,000 shillings from the fund if they have saved 10 per cent of the amount they wish to borrow. But they must have a sound plan for repayment, which is to be done within four months at 7 per cent interest. This fund is separate from the women's own savings.

For young Harriet, the training in gender roles was an eye-opener. "I learned my power as a woman," the small, strong woman says. She thought only a man could drive business lorries, and only a man could work in construction and build houses. Now she does both those things, and is very proud.



Photo: L. Vryenhoek

Mutesi says she was "backward" before she began training with the project. A tailor, she has put her newfound business skills into expanding her business—and has seen her income double.

"Before, I couldn't even afford to buy a pencil," she says. "Now I participate in paying the school fees for the children."



Photo: L. Vryenhoek

After providing English-translation services for the women and the WIEGO visitors, Harriett, the chair of a subgroup with 40 members, made her own strong point. "We are very many and we contribute to the economy, but we do not get seen. Before the training, I was doing my work but I did not recognize myself as a worker. I did not see myself as contributing."



Photo: L. Vryenhoek

While the WIEGO-supported project is ending, training is expected to continue through Nurturing Uganda. Members of the group have been trained to pass on the knowledge they learned, and training manuals are being produced by the project partners. This is important, because the current members must have their learning reinforced to ensure transformative change continues to develop in their lives.

And new members¹³ must undergo two months of intensive training in business practices, savings, women's leadership and rights, and quality production before becoming fully engaged in producing with a subgroup.

Nurturing Uganda registered officially as a community-based organization in 2013 due to the encouragement of the project, but Ivan Waraba Zema, Nurturing Uganda's founder and director, says the organization has a higher goal—to meet the demanding standards of the World Fair Trade Organization and win the right to have products that bear the Fair Trade label. In the immediate future, however, it plans to ensure each of the three subgroups is independently registered and has established its own bank account.

13 New members pay a 7,000 shilling one-time membership fee. Annual membership subscriptions (renewals) cost 4,000 shillings.

And last month, another, bigger dream took shape after WIEGO hosted a gathering of home-based workers from around the globe in Kampala. On a field visit, participants made the two hour drive to visit Nurturing Uganda in Jinja. He was inspired by representatives from Argentina, who formed a cooperative and who he felt had an incredible sense of organization, focus and energy. Now Ivan is looking into transforming Nurturing Uganda into a full-fledged cooperative of women's handicraft producers. Currently, arrangements are being made to send some of the Nurturing Uganda women to visit the nearby Gumutindo Cooperative, another participant in the WIEGO-led project.

SAVINGS AND CREDIT

The women are encouraged to save on their own, but also to place a minimum of 4,000 shillings each Friday on account with the group. While that amount is easy for everyone to manage, it adds up. A woman can draw on her own savings at any time to meet a personal or business need.

Ashia is now a great proponent of putting something aside for the future. "When you save, you just save a little but then you add more and it adds up to something durable." For her, the savings were a lifesaver, allowing her to seek treatment when she got sick recently.

FINDING RESPECT: ONE WOMAN'S STORY



Photo: L. Vryenhoek

As a disabled woman, Jane Innocent faced daily discrimination. She admits she never bothered to strive because she knew she could expect everything to be given to her. But the educated widow and mother of three children wanted to be seen to be doing something worthwhile. She joined a women's craft group because she wanted respect.

"And I got it," she says. Today she earns an income making crafts.

For the past three years, Jane has served as the elected chair of the biggest subgroup, Kyebajja Tobona, which has 50 members. The name does not translate elegantly, but it means roughly "you will be admired by others when they see the results of your labours."

Asked about the biggest achievements in her group, Jane does not hesitate. "The confidence of the women now."

UGAFAT MEMBER PROFILE

KAMPALA WOMEN'S GROUP SEWS—AND REAPS BIG REWARDS

Like all groups involved in the WIEGO-led Developing Leadership & Business Skills for Informal Women Workers in Fair Trade project, Ngalo was encouraged to officially register as a community-based organization. In July 2015, it did. That small act has already paid big dividends.

The women's fair trade handicraft group in Kampala, Uganda, has received a 5-million shilling interest-free loan from local government. The funding will allow Ngalo to dramatically expand by buying industrial sewing machines (they currently use manual machines) and renting workshop space.



Agnes Mugabe at the house she owns. Photo: L. Vryenhoek

"Now that we are fully registered, we are known by government—we are seen," says Agnes Mugabe, the chair of Ngalo who has served as a community facilitator and trainer in the project.

Agnes has been an elected member of the Local Council for 10 years. Her connections to the community and its political leadership are undoubtedly a factor in Ngalo's success—but so are the skills this project has strengthened. The trainings provided through WIEGO's Ugandan partner, UGAFAT, has bolstered confidence and propelled these women to expand their horizons. In fact, in 2016 Agnes will campaign to become chairperson of the Local Council chairperson.

She credits the project. "It really helped me. I can express myself fluently without fear. Formerly, I could not imagine a woman leading," Agnes says. "But it is really happening in our lives and in this group."

Ngalo—which means "fingers" in English—was one of the groups involved in WIEGO's first women's economic empowerment project from 2009 to 2012 as part of the National Association of Women Organizations in Uganda (NAWOU). Six years since the start of this relationship, Agnes reports that her changed attitude has impacted her daughters, because she realized that daughters should also be treated equally to sons and should be educated. The youngest daughter will soon graduate from university.

Agnes has also embraced what she's learned about a woman's right to own property. "I am pleased to tell you that where we are seated is my own home on my own land," she says proudly. Now, she plans to buy a very big piece of land outside the city where she can grow food "to feed a nation"—and on which she can build a training centre. She has gained such inspiration from training through the project that she wants to keep passing on the knowledge.

Outside the small brick house, Agnes has planted a vegetable garden. This is part of the group's plan to diversify income. Most of the women have planted small urban gardens and grow onions, garlic, mushrooms, tomatoes, and other produce for sale. Some are now raising chickens.

But it is the items they design and make together—fabric bags are Ngalo's specialty—that generate the greatest income and the greatest optimism.

The group, now more than 20 women strong, has experienced growing success. After taking the quality production and diversification training, they developed a new range of styles. Orders and income shot up. In December of 2015, they are working to fulfill a 400-piece order for a particularly popular bag.

"We need those new sewing machines," Agnes asserts. "Our business has spread wings."



Margaret holds a bag she designed and sewed.

Photo: L. Vryenhoek

MARGARET

Margaret told us that her husband did not allow her to do anything independently. Even after she joined Ngalo and improved her tailoring skills, he held her back. Eventually she separated from him and today is thriving as a designer and tailor.

Because her seven children stay with her husband in another district, she returns to her former village often. During her visits, she passes along what she has learned through training, both to her children and to other community members. When she does, she says "they can see I have gone on ahead" and they treat her with greater respect. Someday, Margaret hopes to see a new Ngalo group form in that district.

UGAFAT MEMBER PROFILE

CHANGE COMES SLOWLY FOR NUBIAN HOME-BASED WORKERS

In Entebbe, Uganda, just off the main thoroughfare but only accessible by a rutted dirt road, a community of Nubians live and work. There in a quiet schoolyard, we meet Hadijah Ahmed, the coordinator for Nubian Crafts, a group of women handicraft producers. School is out for the December holiday and because it is Friday afternoon, most people—including many of the group's 25 members—are at the mosques. However, Hadijah has gathered six other women together.

The women, all home-based workers, make a range of trays, bowls, baskets and covered containers for household use. These are woven from papyrus, a local grass called *dissi*, and often incorporate fabric ribbons. Dyes are traditionally made from rock, but more recently synthetic dye is also used, which has led to an increase in the range of colours.

They sell the products locally themselves and to international buyers through the Ugandan Federation of Alternative Trade (UGAFAT), of which they are a member.

Like others who received training through the WIEGO-led Developing Leadership & Business Skills for Informal Women Workers in Fair Trade project, delivered here by UGAFAT, the members of Nubian Crafts report an increase in income. This is primarily due to better quality management—"We learned to make different shapes and to do measurements so the pieces are all the same"—and a new understanding of product costing.

That quality, along with their stronger relationship with UGAFAT, led to orders of 200 woven baskets in 2014, and another 50 in 2015.

According to Mayimuna Yusuf, the mobilizer of the group for two years, the women used to be too willing to accept whatever a buyer wanted to pay for an item. Now, they understand how to determine a fair price based primarily on the amount of material used, but also factoring in how much time it took to make.

The weaving is intricate and Mayimuna says it can take a week or more to create one larger piece, for which a woman might be paid 30,000 shillings. But there is an ongoing struggle with buyers who do not want to pay even that much.

"Some buyers do not respect the maker," one woman says. "He does not count me, my time."

Of the seven groups we visited in Kenya and Uganda, Nubian Crafts seemed to have matured the least as an organization. The group has never registered officially, so does not have a bank account. While the women have embraced the idea of saving, and are encouraged to deposit some amount of their earnings regularly, it's an informal system. Hadijah explains that the members carry passbooks into which a stamp is made that shows the amount deposited. The savings are held, and once a year distributed at the AGM.

In the absence of an account, money from non-local product sales is sent to UGAFAT, and then paid directly to Hadijah, who cashes cheques through her personal account and disburses the money to her colleagues.

The group does plan to register in the future, when funding allows, and is slowly trying to recruit new members. New members pay a one-time fee of 10,000 Ugandan shillings to join.

ABOUT THE NUBIANS

The Nubians are an often marginalized group of people with cultural roots stretching back to ancient Egypt, where they lived along the Nile River.

While the largest populations live in what is now Sudan, a Nubian community is also well-established in Uganda.

According to Hadijah Ahmed, despite inter-marriage and other influences, the Nubians do maintain many of their cultural customs. The weaving of colourful containers for household use is a centuries-old Nubian art form.



Nubian Crafts group members show off some of their intricately-woven products. *Photo: L. Vryenhoek*



PROJECT PARTNER: KUAPA KOKOO FARMERS UNION

Kuapa Kokoo Farmers Union is a 100 per cent fair trade cooperative, located in Ghana, which formed in 1993 to allow farmers to trade their own cocoa after Ghana liberalized its cocoa marketing. Kuapa Kokoo represents 83,000 farmers across 1,300 primary societies.

Kuapa Kokoo is committed to the values of transparency, democracy, equity, commitment, and care for community. It aims to facilitate the social, economic, and political empowerment of cocoa farmers and encourages environmentally sustainable cocoa production processes. Since 1996, the cooperative has had a gender program that focuses on educating and empowering women and enhancing the participation of women in decision-making at all levels of operation and organization. However, gender parity in its membership is not yet achieved due to longstanding traditions that allowed only men to own land and assets.

As a partner with WIEGO in the Developing Leadership & Business Skills for Informal Women Workers in Fair Trade project, Kuapa Kokoo delivered training to more than 2,800 women farmers in 670 primary societies.

ROLLING OUT THE PROJECT

In the first half of 2013, an inception workshop was held to share the project objectives with Kuapa Kokoo management, staff and 35 Board members. This provided the opportunity for key people in the Kuapa team to learn about WIEGO and the project, and to understand its objectives:

- to increase the participation of women as active producer cooperative members and leaders
- to foster increased realization of women's rights and access to assets
- to strengthen institutional capacity for more effective market access and women's empowerment.

During the inception workshop, responsibilities of all players were spelled out.

This was followed by the development of a baseline survey questionnaire, data collection and then analysis, which provided a better understanding of Kuapa Kokoo women's land ownership and cooperative membership status. The survey found about 60 per cent of the women involved with Kuapa Kokoo owned land. Assumptions about women's representation on Kuapa committees were checked against reality. As a result of this, Kuapa Kokoo undertook a restructuring of its own Gender Programme.

PROJECT HIGHLIGHTS

PARTICIPATION

670 primary societies (about half) were involved in the project.

697 women trained as facilitators; on average, each trained six women.

2,800+ women have received training on leadership and business skills.

WOMEN'S LEADERSHIP

In 2014, a dramatic surge in women's leadership occurred when women won over 40% of the positions up for election in the cooperative.

Training needs assessment was carried out and a training programme drawn up to meet those needs. By July 2013 (the end of the first reporting period) training of trainers had begun with 670 women selected from 33 districts. Chosen for their active engagement with Kuapa Kokoo and their communities, the women were given training on women workers' rights, business and leadership skills. Each was asked to train a minimum of six other women in their district.

During their training, community facilitators suggested information for content during their training. These new ideas were immediately rolled into the materials before manuals were distributed to community facilitators. The women were encouraged to carry their new knowledge and the spirit of camaraderie that had developed back to their regions and primary societies.

Women leaders learned how to make work plans to benefit their organization. They were invited to create objectives for a particular timeframe, and identify activities that would lead them to achieve their objectives within that timeframe. A similar process was undertaken for issues at the society level that required solutions. Some main problems identified were poor meeting attendance, no keeping of records and members who did not know their responsibilities to their organization. The women were taken through a process to create a work plan and activities that would help resolve these issues.

Key points of learning were recognition of the importance of good recordkeeping, the relevance of a baseline survey, the importance of planning, and the realization that men as well as women are interested in examining gender-specific work activities.

In 2015, the last three leadership trainings were done with 71 women executives from 68 primary societies. The main objective of this was to strengthen institutional capacity, leading to more effective market access and to women's empowerment. The training also aimed to equip women leaders to actively participate in decision-making and to better perform their roles and responsibilities at various executive positions. Again, through the community-based cascading training approach, it is anticipated these 71 women will pass the skills they have gained to other women in their respective societies.

OUTCOMES OF PROJECT

In 2015, an impact survey was developed and administered to women sampled from the five different cocoa regions that Kuapa Kokoo encompasses. Sixty women—12 from each region—were interviewed. The results, compiled and analyzed, showed remarkable improvement in the social, economic, political and emotional lives of the trained women.

When tested, about 80 of those interviewed could remember most of the information they had received in training, while about 14 per cent could recall about 50 per cent of what was learned. All the women said they have applied the lessons and thus made changes in their lives and their businesses. Some claimed that their confidence had increased substantially and they can now address the public.

While the baseline survey had found that 60 per cent of the women involved with Kuapa Kokoo owned land apart from land owned by their husbands, that number had dramatically risen to 89 per cent by the end of the project in 2015. The greatest increase was due to women exercising their inheritance rights and getting land from their parents, while a much smaller percentage acquired land from their spouses. And in 2015, 17 per cent of the women who owned land had purchased it themselves, compared to just 3 per cent in 2013. The women indicated that empowerment training had been the single greatest contributor to their decision to pursue land ownership.

A subsequent result of women's control over cocoa production was a marked increase in the amount of cocoa that was sold by women to the cooperative; in the 2011-12 growing season, about 24.8 per cent of cocoa was sold by women. In 2013-14, the percentage rose to 26.3 per cent.

However, the women have other streams of income, too, such as vegetable gardens, petty trading, manufacturing of soap, gari, and plant oil extraction, and hair dressing. The empowerment training equipped women with how to plan and manage their businesses and finances. The survey revealed that about 94 per cent of the women now plan before implementing a venture. In the attempt to expand their businesses, about 20 per cent gathered confidence to acquire loans from outside sources. The Kuapa Kokoo Gender Programme also runs a micro-finance initiative that has helped about 90 per cent of women involved in the empowerment project.

Now 97 per cent of the women say they control their own money so that they can spend it on family and household needs. Most notably they spend it on educating their children. In 2015, 100 per cent of the women interviewed who had school aged children said their children were going to school.

One of the greatest gains was in the women's leadership capacity. In 2013, Kuapa Kokoo elected its first woman president, but women were still vastly under-represented in leadership roles. Then in July 2014—partially as a result of the leadership training offered by this project—women's representation surged. Women won 2,244 leadership positions up for election, representing 40.7 per cent of available leadership positions in the huge cooperative.

While women as a percentage of membership in Kuapa Kokoo only changed from 32 per cent between 2012 and 2014, the number of women holding the following positions in their societies shot up in those two years:

Role	# 2011-12	% of women in this role 2011-12	# 2013-14*	% of women in this role 2013-14	% increase
Presidents	57	4.28%	134	11.96%	135.09%
Vice Presidents	-	-	889	79.38%	
Recorders	36	2.70%	56	5.00%	55.56%
Treasurers	310	23.26%	1,018	90.89%	228.39%
Secretaries	49	1.84%	148	13.21%	202.04%

* The data for 2014-15 was not yet available.

Women's leadership roles at the District level also grew, but far less dramatically.

About 83 per cent of those interviewed for the Impact Survey are now cooperative leaders. They explained they had previously been afraid to serve because they have not been to school. The training gave them the knowledge they needed about the responsibilities of these roles, and they consequently entered the competition, won their seats, and are carrying out their duties as expected. About 99 per cent of the women interviewed expressed their desire to also take up responsible positions in their communities. Examples of the positions include Assembly Representative (a position dominated by men), Unit Committee Members and women leaders.

The number of women' groups across Kuapa Kokoo also grew through the project, from 38 to 53, representing about a 36 per cent increase. Further, the number of districts that had women's groups saw a 154 per cent increase (from 11 to 28), indicating that change was geographically widespread.

SUSTAINING THE GAINS

The cascading training approach will allow for the almost 700 women who were trained as facilitators to continue to train women in leadership and business skills, and the new online manuals will aid in this. Kuapa Kokoo, however, is particularly interested in spreading the benefit of empowerment trainings to those primary societies in districts that did not participate in this project.

The women surveyed at the end of the project indicated that they feel proud when women gain leadership positions and they think women can do better—that they can do what men can do. They pledged to train their daughters to become women of substance.

APPENDIX B:

BASELINE DATA COLLECTION – GUIDANCE ON QUESTIONS TO ASK

FAIR TRADE NETWORK

Name, address:

- Start date with name of current coordinator & years in office + total number of staff
- Formally registered with what agency as what?
- Number of member organizations + total of fees paid to network
- Total sales of all members together for last 3 years
- Number of Board members/ Total/ Women/ men/ Name of chair & yrs in office
- AGM held Y/N
- Elections to Board held every ? years
- Network income for last 3 years
- Services provided to members
- Does the network have a marketing strategy?

PRODUCER GROUPS SELECTED FOR WIEGO PROJECT

- Name, address, location & establishment date of group with name of current Chair/Leader & years in office
- Formally registered or not Y/N (if yes, with what agency as what?)
- Does the group have a constitution and/or articles of association?
- Number of members: Total: women/men
- Is there a list of members?
- Does the group have a Board or committee? Y/N (if Yes, total and Women/men)
- Is an AGM held? When was the last one?
- Are elections held to the Board/ committee?
- What products does the group make (or grow)?
- Group sales figures for last 3 years (if known)
- Average income for men and women group members (or average household income)
- Average weekly expenditure by women
- Access to credit Y/N
- Training courses delivered to group in last 3 years: Number and type
- How many women in the group currently have land registered in their name?
- Does the group keep records (of any kind e.g. minutes of and attendance at meetings)?
- Do own account workers in an informal group have their own passbooks recording payments for products?
- Are group members aware of technical requirements related to the products they make?
- Are group members aware of Fair Trade and its principles and standard?

FAIR TRADE COOPERATIVE

- Name, address, start date with name of current Chief Executive & years in office + total number of staff
- Formally registered or not Y/N (if yes, with what agency as what?)
- Does the cooperative have a constitution and/or articles of association?
- Number of members: Total: women/men
- Is there a list of members?
- Does the cooperative have a Board or committee Y/N (if Yes, total number of members and women/men)
- Is an AGM held? When was the last one?
- Are elections held to the Board/ committee? If yes, how often?
- How many village societies are associated with the cooperative?
- Does the cooperative have women only groups? If so, how many?
- How many people sit on a society level committee?
Is there a target for a minimum number of women and if yes, what is the target?
- What commodity crop/s do farmer members grow?
- Cooperative sales figures for last 3 years
- Average income for men and women group members (or average household income)
- Average weekly expenditure by women
- Access to credit Y/N
- Training courses delivered to farmers in last 3 years: Number and type
- How many women farmers currently have land registered in their name?
- Does the cooperative and its societies keep records e.g. minutes of and attendance at meetings?
- Are farmers aware of quality requirements related to coffee or cocoa?
- Are farmer members aware of Fair Trade and its principles and standard?

APPENDIX C:

IDENTIFICATION OF PARTICIPATING GROUPS

Abbreviations: CBO – Community Based Organization; SHG – Self Help Group; MGCS – Ministry of Gender, Culture and Social Services (Kenya); DDGCS – District Department of Gender and Community Services (Uganda); MGCD – Ministry of Gender and Community Development (Uganda); HBW – Home-Based Worker

KEFAT, KENYA		
Name & location of group / number of members (women and men)	Organizational structure	Sector
1. Kalokol Ewala Project /Rural/South Rift Cluster /134 women members	CBO registered with MGCSS /elected 6 woman Board /Informal HBWs	Handcrafts
2. Malembwa Women's Group /Rural/ Eastern Region Cluster /303 women members	SHG registered with MGCSS /elected 9 woman Board /Informal HBWs	Handcrafts
3. Nungani Women's Group /Rural/ Eastern Region Cluster / 138 women members	SHG registered with MGCSS /elected 9 woman Board /Informal HBWs	Handcrafts
4. Nzambia Women's Group /Rural/ Eastern Region Cluster / 120 women members	SHG registered with MGCSS /elected 9 woman Board /Informal HBWs	Handcrafts
5. Kithoni Women's Group /Rural/ Eastern Region Cluster /84 women members	SHG registered with MGCSS /elected 9 woman Board /Informal HBWs	Handcrafts
6. Ikombe Women's Group /Rural/ Eastern Region Cluster /393 women members	SHG registered with MGCSS /elected 9 woman Board /Informal HBWs	Handcrafts
7. Kithuiani Women's Group /Rural/ Eastern Region Cluster / 153 women members	SHG registered with MGCSS /elected 9 woman Board /Informal HBWs	Handcrafts
8. Muthei Women's Group /Rural/ Eastern Region Cluster /252 women members	SHG registered with MGCSS /elected 9 woman Board /Informal HBWs	Handcrafts
9. Mathima Women's Group /Rural/ Eastern Region Cluster / 164 women members	SHG registered with MGCSS /elected 9 woman Board /Informal HBWs	Sisal baskets
10. Smolart SHG /Urban and Rural/ Nyanza 2 Cluster / 150 women & 200 men members	SHG registered with MGCSS /elected 4 women and 3 men Board /Informal HBWs plus central workshop	Soap stone carving
11. Fatrine SHG /Urban and Rural/ Nyanza 2 Cluster /85 women & 75 men members	SHG registered with MGCSS /elected Board (no numbers) /Informal HBWs plus central workshop	Soap stone carving

12. Nyabigena Soapstone Carvers Organization/ Urban and Rural/Nyanza 2 Cluster/ 185 women & 165 men members	CBO registered with MGCSS /elected Board (no numbers) /Informal HBWs plus central workshop	Soap stone carving
13. Kisii Soapstone Carvers Cooperative Society /Urban and Rural/Nyanza 1 cluster/80 women & 60 men members	Cooperative registered with MGCSS / elected Board (no numbers) /Informal HBWs plus central workshop	Soap stone carving
14. Tujengane Youth Group /Rural/ Western Region Cluster / 10 women and 5 men members	SHG registered with MGCSS / elected Board of 3 women and 3 men /Informal HBWs	Handcrafts
15. Buyofu Jua Kali Women's Group / Rural/Western Region Cluster / 30 women members	SHG registered with MGCSS / elected Board of 2 women and 4 men /Informal HBWs	Handcrafts
16. Namanze Chenda Kala Women's Group /Rural/Western Region Cluster / 12 women members	SHG registered with MGCSS / elected Board of 6 women / Informal HBWs	Handcrafts
17. Jeca Self Help Group /Rural/ Western Region Cluster /28 women and 12 men members	SHG registered with MGCSS / elected Board of 2 women and 4 men /Informal HBWs	Handcrafts
18. Vijana Kazi Bunge Youth Group / Rural/Western Region Cluster / 15 women and 5 men members	SHG registered with MGCSS / elected Board of 1 women and 5 men /Informal HBWs	Handcrafts
19. Khsoko Inuka Youth Group / Rural/Western Region Cluster / 11 women and 4 men members	SHG registered with MGCSS / elected Board of 3 women and 3 men /Informal HBWs	Handcrafts
20. Tegemea Chake Self Help Group / Rural/Western Region Cluster / 20 women and 10 men members	SHG registered with MGCSS / elected Board of 4 women and 2 men /Informal HBWs	Handcrafts
21. Khasoko Rocket Stove Builders Youth Group /Rural/Western Region Cluster / 15 women and 5 men	SHG registered with MGCSS / elected Board of 3 women and 3 men /Informal HBWs	Rocket stoves
22. Kowil Women and Orphans Self Help Group /Urban /Nyanza 2 Region Cluster /5 women and 5 men members	SHG registered with MGCSS / elected Board of 3 women and 4 men /Informal HBWs	Handcrafts
23. Got Matar CBO /Rural/Nyanza 2 Region Cluster /30 women members	CBO registered with MGCSS /elected Board of 5 women /Informal HBWs	Handcrafts
24. Zingira Nyanza Self Help Group / Urban /Nyanza 2 Region Cluster / 10 women and 10 men members	SHG registered with MGCSS / elected Board of 3 women and 4 men /Informal HBWs	Handcrafts

25. Takawiri Initiative CBO /Urban / Nyanza 2 Region Cluster /8 women and 7 men members	CBO registered with MGCSS / elected Board of 4 women and 4 men /Informal HBWs	Handcrafts
26. Heshima Craft Group /Urban / Nyanza 2 Region Cluster /9 women and 9 men members	SHG registered with MGCSS / run by a non-elected committee of 3 men /Informal HBWs	Handcrafts
27. Kibuye Uzima Craft Group / Urban /Nyanza 2 Region Cluster / 9 women and 3 men members	SHG registered with MGCSS / run by a non-elected committee of 3 men /Informal HBWs	Handcrafts
28. Basecamp Maasai Brand – Talek Maasai Mara /Rural /South Rift Cluster / 117 women and 1 man members	CBO registered with MGCSS / elected Board of 12 women and 1 man /Informal HBWs plus workshop	Handcrafts
29. Bega Kwa Bega Women's Group /Urban /Nairobi Region Cluster / 16 women members	SHG registered with MGCSS / elected Board of 5 women / Informal HBWs	Handcrafts
30. Zeddy Youth Group /Urban / Nairobi Region Cluster / 15 women and 12 men members	SHG registered with MGCSS / elected Board of 3 women and 2 men /Informal HBWs	Handcrafts

UGAFAT, UGANDA

Name & location of group /UGAFAT member affiliation / number of members (women and men)	Organizational structure	Sector
1. Nkowe Catholic Women's Group /Wakiso District /NAWOU /25 women members	CBO registered with DDGCS / Informal HBWs	Handcrafts
2. Ngalo Women's Development Group /Urban /Kampala /NAWOU / 21 women and 4 men members	CBO registered with DDGCS / Informal HBWs	Handcrafts
3. Kwegatta Gemanyi Women's Group /Buikwe District /NAWOU / 20 women members	CBO registered with DDGCS / Informal HBWs	Handcrafts
4. Kangulumira United Weavers Association /Kayunga District /NAWOU / 32 women and 3 men members	CBO registered with DDGCS / Informal HBWs	Weaving
5. Kalisizo Post Test Club /Rakai District /NAWOU / 10 women members	CBO registered with DDGCS / Informal HBWs	Handcrafts
6. Bowama Katebo Women's Group /Mpigi District /NAWOU / 16 women members	CBO registered with DDGCS / Informal HBWs	Handcrafts

7. Twekembe Kasamu Women's Group/Mpigi District/NAWOU/20 women members	Group has constitution but is unregistered/Informal HBWs	Baskets
8. Zinunula Kyagalanyi Women's Group/Mpigi District/NAWOU/16 women and 2 men members	No constitution/unregistered/Informal HBWs	Handcrafts
9. Gakuwebwa Munno Women's Group/Wakiso District/NAWOU/14 women and 4 men members	CBO registered with DDGCS/Informal HBWs	Handcrafts
10. Zilibagwa Women's Group/Zilibagwa/NAWOU/20 women members	CBO registered with DDGCS/Informal HBWs	Handcrafts
11. Patience Pays Initiative/Kayunga District/NAWOU/68 women and 20 men members	CBO registered with DDGCS/Informal HBWs/farmers & fruit dryers	Sun-dried fruit
12. Kyebaija Toboona/Jinja/Urban/Nurturing Uganda/106 women members	CBO with constitution and in process of registering/Informal HBWs	Handcrafts
13. Buwambo Ngalo Women's Group/Wakiso District/Easy Afric Designs/21 women members	CBO registered with DDGCS/Informal HBWs	Handcrafts
14. Kabowa Ngalo Women's Group/Kampala/Urban/Easy Afric Designs/16 women members	No constitution/unregistered/Informal HBWs	Handcrafts
15. Suubi Women's Group/Kampala Urban/Joy for Children/41 women and 2 men members	Have constitution/in process of registering/Informal HBWs	Handcrafts
16. In God we Trust Women's Group/Kampala Urban/Joy for Children/38 women members	Have constitution/in process of registering/Informal HBWs	Handcrafts
17. Jesus Cares Women's Group/Kampala Urban/Joy for Children/45 women and 5 men members	Have constitution/in process of registering/Informal HBWs	Handcrafts
18. Mpuliziganya Women's Group/Wakiso District/Uganda Crafts/29 women and 1 man members	CBO registered with DDGCS/Informal HBWs	Handcrafts
19. Lwadda Tukolerewamu/Wakiso District/Uganda Crafts/19 women and 1 man members	CBO registered with DDGCS/Informal HBWs	Handcrafts
20. Twekembe Kyali Women's Group/Mpigi District/Uganda Crafts/47 women members	CBO registered with DDGCS/Informal HBWs	Handcrafts

21. Mirembe Women's Group /Kampala Urban/Uganda Crafts / 15 women and 1 man members	CBO registered with DDGCS / Informal HBWs	Handcrafts
22. Entebbe Women's Group /Entebbe Urban/Nubian Consultative Forum / 27 women members	Have constitution /not yet registered /Informal HBWs	Handcrafts
23. Basoka Kwavula Bombo Group /Luwero District/Nubian Consultative Forum / 40 women and 5 men members	CBO registered with DDGCS / Informal HBWs	Handcrafts
24. Karugutu Women's Group /Ntoroko District/Ruwenzori Cooperative Union / 20 women members	CBO registered with DDGCS / Informal HBWs	Handcrafts
25. Bunyangure Women's Group /Bundibugyo District /Rwenzori Cooperative Union /35 women members	CBO registered with DDGCS / Informal HBWs	Handcrafts
26. Bukonzo Women's Group /Kasese District /Rwenzori Cooperative Union / 43 women members	CBO registered with DDGCS / Informal HBWs	Handcrafts
27. Kyondo Kisinga Women's Group /Kasese District /Rwenzori Cooperative Union / 60 women members	CBO registered with DDGCS / Informal HBWs	Handcrafts
28. Masaka Gyaza Women's Group /Masaka District /Marie Sar Agencies / 15 women and 1 man members	CBO registered with DDGCS / Informal HBWs	Handcrafts
29. Maganjo Progressive Women's Group / Wakiso District /Maganjo Progressive / 14 women and 11 men members	CBO registered with DDGCS / Informal HBWs	Handcrafts

GUMUTINDO COFFEE COOPERATIVE, UGANDA

Name of Society	Organizational structure	Sector
1. Bunabudde Society /328 members / 4 women's groups: Nagabita (45 members), Masola (50 members), Gombe (33 members), Gabusironi (42 members)	Primary Society of Gumutindo Coffee Cooperative / Elected Committee of 7 / societies now have at least 2 and in many cases 3 elected women on their committee	Coffee
2. Nasufuwa Society /544 members / 4 women's groups each with at least 20 members: Magabo, Giningo, Bunasufwa, Bulaago	Primary Society of Gumutindo Coffee Cooperative / Elected Committee of 7 / societies now have at least 2 and in many cases 3 elected women on their committee	Coffee

3. Demukata Society / 353 members / 4 women's groups each with at least 20 members	Primary Society of Gumutindo Coffee Cooperative / Elected Committee of 7 / societies now have at least 2 and in many cases 3 elected women on their committee	Coffee
4. Busamaga Society / 715 members / 4 women's groups each with at least 20 members	Primary Society of Gumutindo Coffee Cooperative / Elected Committee of 7 / societies now have at least 2 and in many cases 3 elected women on their committee	Coffee
5. Buginyanya Society / 1,043 members / 4 women's groups: Gibuzale (25 members), Bumugibole (35 members), Kirwali, (30 members), Kidodo (28 members)	Primary Society of Gumutindo Coffee Cooperative / Elected Committee of 7 / societies now have at least 2 and in many cases 3 elected women on their committee	Coffee
6. Kikuyu Society / 359 members / 4 women's groups: Upper Zone Women's Group (25 members), Central Zone Women (28 members), Lower Zone (30 members), Gibuzale Zone (24 members)	Primary Society of Gumutindo Coffee Cooperative / Elected Committee of 7 / societies now have at least 2 and in many cases 3 elected women on their committee	Coffee
7. Bukalasi Society / 449 members / 4 women's groups: Bukalasi (26 members), Nabulalo Sikhana (38 members), Sume (25 members), Kasuni (32 members)	Primary Society of Gumutindo Coffee Cooperative / Elected Committee of 7 / societies now have at least 2 and in many cases 3 elected women on their committee	Coffee
8. Bumayoga Society / 746 members / 2 women's groups: Ukha Development Group (41 members), Yetana Women's Group (20 members),	Primary Society of Gumutindo Coffee Cooperative / Elected Committee of 7 / societies now have at least 2 and in many cases 3 elected women on their committee	Coffee
9. Konokoyi Society / 374 members / 12 women's groups each with at least 20 members: = Bukigai, Bushica, Konokoyi, Bududa, Nabukoti, Bumumbiyi North, Bumumbiyi Centre, Bumumbiyi South, Bubuya, Bumambwa, Bukirimwa, Bushirib	Primary Society of Gumutindo Coffee Cooperative / Elected Committee of 7 / societies now have at least 2 and in many cases 3 elected women on their committee	Coffee
10. Siipi Society / 268 members / 4 women's groups: Siipi (29 members), Ngsire (30 members), Mukutano (35 members), Chebonet (26 members)	Primary Society of Gumutindo Coffee Cooperative / Elected Committee of 7 / societies now have at least 2 and in many cases 3 elected women on their committee	Coffee

The Gumutindo Coffee Cooperative has more than 7,000 registered members of whom 2,041 are women.

APPENDIX D:

DELHI DECLARATION OF HOME-BASED WORKERS

NEW DELHI, 9 FEBRUARY 2015

We, the members of 60 networks, associations and trade unions of home-based workers, together with non-governmental organizations (NGOs) and researchers from 24 countries, met in New Delhi on the 8th and 9th of February 2015 at the **Global Conference of Home-based Workers**, jointly organized by HomeNet South Asia (HNSA) and Women in Informal Employment: Globalizing and Organizing (WIEGO).

The term home-based worker is used to refer to workers who carry out remunerated work within their homes or the surrounding grounds. We note despite often being a significant proportion of the workforce that a large majority of us home-based workers, especially women home-based workers, are denied our rights. The International Labour Organization (ILO) Convention, Home Work Convention, 1996 (No. 177); the Kathmandu Declaration of 2000; and the South Asian Regional Plan of Action for Home-based Workers, 2007, urged the identification and recognition of home-based workers, the mainstreaming of home-based workers into national economies, the formulation of national policies for home-based workers, the integration of home-based workers into national and regional markets; and sought to raise our visibility, voice and concerns.

We declare our commitment to supporting, building and strengthening our organizations and gaining recognition, rights and representative voice. In order to improve our lives, we are committed to extending our networking and to building global solidarity. To start with, we have also committed ourselves to an action plan.

After having deliberated on our work and our concerns, we note the following:

- Despite the ILO Convention 177 on Home Work (1996), the Kathmandu Declaration (2000) and various other agreements, a majority of us, the home-based workers, remain unidentified, invisible, unrecognized, discriminated against, voiceless and denied our rights as workers.
- Home-based work is a global phenomenon, found in countries rich and poor, and exists in all sectors of employment, including manufacturing, services and agro-based and food sectors.
- Home-based work is an important source of employment, especially for economically and socially disadvantaged women. The majority of home-based workers are women: 70 per cent in Brazil; 75 per cent in Pakistan; and 88 per cent in Ghana.
- Many home-based workers may be migrants who are particularly vulnerable.
- We contribute significantly to the national and global economies and are linked to the formal economy through value chains and supply chains and local markets.
- We are not generally incorporated into national and global data collection systems or into development agendas and programmes and, thus, we, our work, our contribution remains invisible and unrecognized.
- We have limited access to social security, skills development opportunities, credit and markets.
- For home-based workers, our homes are also our workplaces. But our homes are often of poor quality, lack basic infrastructure services (such as water, sanitation, drainage).
- We are not home-bound. as we have to buy supplies and sell or deliver goods, and therefore incur expenses due to lack of affordable public transport services.

1. In light of the above, we strongly recommend and support the following:**A) Recognition of the following facts:**

- i. That there are two basic categories of home-based workers: those who are self-employed and those who are sub-contracted piece rate workers (called homeworkers). Both categories are impacted by irregular or cancelled work orders and wages, an unreliable supply of raw materials, delayed payments and rejected goods. Moreover, each category of home-based workers have specific challenges that need different types of services and policy support: the self-employed face specific challenges in marketing their products, the sub-contracted face specific challenges in negotiating work orders.
- ii. That the majority of home-based workers are women, and their economic activities contribute significantly to their family income security and to local and national economies. For this and other reasons, home-based workers should be prioritized within poverty reduction and women's empowerment initiatives and programmes of the national and sub-national governments.

B) Formulation and implementation of social protection and labour laws and initiatives, based on decent work principles and workers' rights, so that we can have a life of dignity, free from discrimination, poverty and deprivation by:

- i. Recognizing us, the home-based workers, as workers;
- ii. Extending and enforcing labour laws and protections and implementing other supportive laws and regulations appropriate for both the self-employed home-based workers and the sub-contracted homeworkers. These will include
 - a. The right to fair prices in markets (self-employed), and fair piece-rates (sub-contracted);
 - b. The right to secure, transparent contracts – work orders (sub-contracted) and commercial transactions (self-employed);
 - c. Protection from being subjected to poor quality raw materials, arbitrary cancellation of work orders, arbitrary rejection of goods, or delayed payments (both groups but especially sub-contracted);
 - d. The right to labour inspection and complaint resolution mechanisms.
- iii. Supporting our organizations and networks to achieve legal/formal status to enhance access to government and non-governmental services and benefits.

C) Systematic collection of data on number of home-based workers and our contribution to national economies by:

- i. Adopting of the official international statistical definition of "home-based workers" in national labour surveys and censuses or other national data collection systems;
- ii. Ensuring that national Labour force surveys include a question on "place of work";
- iii. Promoting efforts to measure our contribution to the local economy (cities and villages) as well as national economy and exports.

D) Recognition of rights to freedom of association and collective bargaining by:

- i. Recognizing and supporting strong and vibrant member-based organizations and networks of home-based workers (as per ILO Convention 87);
- ii. Ensuring our participation and voice in the formulation of policies and in monitoring implementation;
- iii. Promoting collective bargaining and formal collective agreements with employers and/or with governments (as per ILO Convention 98).

E) Building better and inclusive markets by:

- i. Investing in skill and technology upgradation and product design and development;
- ii. Promoting financial inclusion including access to bank accounts, savings and affordable credit;
- iii. Undertaking trade promotion measures specific to our products, as a part of the mainstream initiatives and ensuring our participation in local and national government strategies and plans for designing and managing markets meant for home-based workers' products;
- iv. Facilitating research on sector-specific home-based work, with a special focus on women home-based workers in the value chain of production.

F) Formulation of effective local and national policies on home-based workers:

- i. Which will be developed with our participation;
- ii. Which will ensure that adequate budget allocations are in place;
- iii. And, which will include the following, at least:
 - a. Upgrading of the homes of home-based workers which are also their workplaces;
 - b. Minimum wages, fair piece-rates and annual bonuses for homeworkers;
 - c. Skill development (including re-skilling for alternative employment) and appropriate literacy programmes, including financial literacy;
 - d. Social protection, including occupational health and safety;
 - e. Access to credit and livelihood development programmes;
 - f. Access to market and economic resources;
 - g. Support for children's education, especially girls' education, to ensure that they attend school and are not exploited as child labourers;
 - h. Combating of all forms of forced labour, child labour, discrimination and violence based on gender, race, ethnicity or caste groups.

G) Extending social protection schemes and interventions to home-based workers, which will:

- i. Ensure affordable and accessible social protection floors, according to ILO Recommendation R 202, which was almost unanimously adopted in 2012 comprising five essential components: child care, maternity benefits, health insurance, old age and disability pensions;
- ii. Make occupational safety and health an integral component of social protection.

H) Provision of essential urban infrastructure services to home-based workers by:

- i. Improving access to basic infrastructure services to upgrade the home as a workplace;
- ii. Establishing appropriate zoning regulations, allowing for selected commercial activities in residential areas, by residents;
- iii. Providing adequate and accessible transport services for home-based workers, especially for women home-based workers and their raw materials and finished goods;
- iv. Providing good quality, low-cost housing schemes that target home-based workers.

I) Ratification of ILO Home Work Convention, 1996 (No. 177):

- i. Advocate for ratification of Convention 177 by all governments as an essential step towards full recognition and empowerment of home-based workers.

2. We therefore urge:

Organizations of home-based workers and supportive NGOs to raise awareness amongst home-based workers about their status as workers and contributors to the economy; extend their reach nationally and across regions; build global solidarity; raise awareness and advocate for the rights of home-based workers; and ensure access to services, markets and social protection and work towards their empowerment.

Trade Unions to reach out to home-based workers, to include them as members as well as help them to build their own organizations and to advocate for ratification of the ILO Convention No. 177.

The private sector and employers to recognize the existence of home-based workers in value chains and to ensure fair income and social protection; to contribute towards building the capacity and skills of home-based workers; and to facilitate them to move up in the value chain of production in accordance with universally accepted global codes of conduct.

National Governments to recognize the contribution of home-based workers to their family income security and to local and national economies and therefore to prioritize them within poverty reduction and women's empowerment initiatives, to formulate and ensure implementation of national laws and policies for home-based workers, ratify ILO Convention No. 177, include home-based workers in national statistics, facilitate more inclusive markets, recognize home-based worker organizations and networks, encourage collective bargaining and social dialogue and give home-based workers a voice in decisions that affect us.

Regional inter-governmental bodies to recognize the importance of home-based workers as contributors to national economies and to growth, and to address their concerns and give an impetus for their empowerment which would substantially reduce poverty.

International development agencies to recognize home-based workers and include the rights and concerns of home-based workers in their policies and programmes; to support organizations and regional networks of home-based workers to combat exploitation and counter the negative effects of globalization; and support the enforcement of Global Codes of Conduct that put pressure on large corporate buyers to improve conditions of employment for home-based workers.

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BUILDING CAPACITY FOR CHANGE

Developing Women's Leadership and Business Skills



About WIEGO: Women in Informal Employment: Globalizing and Organizing is a global research-policy-action network that seeks to improve the status of the working poor, especially women, in the informal economy. WIEGO builds alliances with, and draws its membership from, three constituencies: membership-based organizations of informal workers, researchers and statisticians working on the informal economy, and professionals from development agencies interested in the informal economy. WIEGO pursues its objectives by helping to build and strengthen networks of informal worker organizations; undertaking policy analysis, statistical research and data analysis on the informal economy; providing policy advice and convening policy dialogues on the informal economy; and documenting and disseminating good practice in support of the informal workforce. For more information visit: www.wiego.org.



Launched in 2012, *Securing Economic Rights for Informal Women Workers* seeks to strengthen the organizing and leadership capacity of women working in informal employment so that they gain economic self-reliance and increase their participation in politics, governance and management. As part of this project, WIEGO's Global Trade Programme, in partnership with leading Fair Trade organizations in Africa, initiated *Developing Leadership and Business Skills for Informal Women Workers in Fair Trade*. The focus is on developing both leadership and business skills for informal women workers involved in fair trade activities in Ghana, Kenya and Uganda. This project has received support from Funding Leadership and Opportunities for Women (FLOW), Government of the Netherlands, Ministry of Foreign Affairs.