



CREATING AND CONSOLIDATING A SHARED VALUE FOR WOMEN IN THE COFFEE VALUE CHAIN IN UGANDA.

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A. Background

The International Women's Coffee Alliance (IWCA) is a global network of women in coffee that advocates for the reduction of barriers for women in coffee through its mission of empowering women in the international coffee community to achieve meaningful and sustainable lives; and to encourage and recognize the participation of women in all aspects of the coffee industry.

The IWCA Uganda Chapter was formed in 2010 and attained its legal status in 2012. It is currently in the process of reviewing and refocusing its position to lobby and advocate for women as this presents a critical part of stimulating meaningful and sustainable economic growth in the coffee sub sector as well as ensure meaningful participation and share of resources for the women value chain actors.

At present, gender stereotypes, norms and expectations constitute significant factors preventing women from reaching their full potential. Many private sector players are running gender programs but they are disintegrated and there is no proper way of measuring the outcomes and impact of such interventions. This is envisaged to discourage the prospective support programs that would address women empowerment issues in the future.

The IWCA Uganda Chapter now seeks to front a common voice, for the benefit of women in the coffee value chain, an issue that was agreed upon during the Stakeholders Meeting and General Assembly that convened on 1st June 2018 at Hotel Africa in Kampala. In addition, adopting the IWCA global mission and core values, as agreed upon during the same forum, the IWCA Uganda Chapter strives to create a shared value for all women value chain actors in the coffee sector.

The IWCA Uganda Chapter mission and core values, in alignment with those of the IWCA at the global level, now stand as follows:

Mission: To empower women in the international coffee community to achieve meaningful and sustainable lives; and to encourage and recognize the participation of women in all aspects of the coffee industry.

Core Values

- **Respect:** We believe every woman has a unique and valid voice. Therefore, we respect every woman and her ideas equally.
- **Sustainability:** We support programs that foster harmony of environmental, social, and economic impact.
- **Abundance:** We demonstrate and model generosity, supporting programs that encourage the equitable allocation of resources in the world.

- Integrity: We understand that our ultimate reason for being is to serve women in our industry and to make decisions with honesty, integrity, and in accordance with this goal.
- Collaboration: Because communities hold the solutions to their own problems, we believe the best way to impact communities that we serve is through collaboration and partnership.
- Making a Difference: We believe that all women can make a difference while earning a living.

B. Coffee Industry Sustainability Drivers

Despite structural limitations that restrict access to the essential factors of production, including land, labor and capital (including loans and credit), effective women representation, lobbying, advocacy and skills development in general are essential to attain a sustainable breakthrough.

The women, at all levels of the coffee value chain in Uganda need to be recognized for their participation and they feel they can contribute a lot to the coffee agenda. Below are some of the industry drivers that, within the framework of the IWCA Uganda Chapter are identified as priority drivers that will go a long way in catalyzing women participation and empowerment in within the coffee sector:

1. Ugandan exports reaching 20 million bags by the year 2025--the road map for the Ugandan coffee sector (production and productivity improvement);
2. Emerging markets for high quality and specialty coffee—consumers are increasingly willing to pay a higher price for coffee produced in socially and environmentally responsible ways;
3. Continued growth and increase in market niches;
4. Coffee as a sustainable commodity;
5. Increasing demand for women-produced coffee globally;
6. Increased global coffee consumption;
7. Changing societal myths, perceptions and attitudes on coffee, and life styles.

C Creating and Consolidating a Shared Value

The IWCA Uganda Chapter envisages a theory of change that qualitatively describes what changes will be required to be able to achieve IWCA Uganda chapter vision, mission, objectives and make an impact. The focus is on improving the livelihoods and resilience of women in the coffee value chain for equitable and sustainable business and production environment as well as address women participation constraints.

To reach this goal, several changes are required to give women the power and tools to participate at the same level as men in the coffee value chain. This, among other considerations will include improving production and productivity through:

1. Equitable access to resources (assets, financial and agriculture services);
2. Empowering women to act (decision making, build self-confidence, skilling, mentoring and knowledge sharing to enhance capacities) as entrepreneurs, actors in farmer groups and/or organizations, or as employees;
3. Increasing access to training and capacity building opportunities, focus on:
 - promoting climate-smart agriculture and integrated soil fertility management (ISFM),
 - increasing access to quality inputs and finance,

- Improving quality and its consistence for produced coffees to meet market requirements,
- Carrying out promotional activities while at the same time lobbying and advocating for increased participation of women.

These changes, when effectively implemented are envisaged to considerably help in overcoming several a myriad of constraints, which the women are experiencing.

D Reaching the Goal

The IWCA Uganda Chapter aims to reach its goal through:

1. Increased lobby and advocacy campaigns,
2. Market access through promotions and participation in agricultural value chain fora (with a bias on coffee), both nationally and internationally;
3. Resource mobilization and fundraising campaigns;
4. Increased production productivity enhancement mentoring, skilling and training, based on good farm management practices;
5. Coffee quality enhancement activities, and
6. Promoting business development services along the coffee value chain.

E Strategies and Approaches

1. **Leadership development and strengthening:** Training and capacity building for women to confidently take up leadership roles along the coffee value chain;
2. **Leverage technology in lobby and advocacy:** Take full advantage of information technology and other cost-friendly approaches to pursue lobbying and advocacy strategies for women's social and economic empowerment:
 - Support gender-responsive policies at all levels of the coffee value chain,
 - Support women participation in the entire value chain as agro-inputs dealers, coffee nursery bed proprietors and operators, coffee traders, coffee quality controllers, coffee roasters, coffee packers, café operator, and much more. Women must be supported and encouraged to participate in all activities for betterment of their lives and those of their households.
3. **Identify and address impediments to production:** conduct surveys, assessments and essential research to establish and address production impediments and constraints including equitable access to resources, effects of climate change;
4. **Market development and promotions** – providing essential information to women on existing and prospective markets for coffee within the entire value chain, in and out of Uganda;
5. **Fundraising and resource mobilization** – profiling existing and potential funding partners that provide the needed financial resources to support outreach, training, mentoring and skilling of women in the coffee sector, as well as sensitize women about their rights.
6. **Publicity and communication** – leverage modern information technology and new media to enhance visibility, publish newsletters on activities, reach out to key stakeholders and effectively lobby and advocate for women in coffee.
7. **Monitoring and evaluation** – Committing resources and effort to monitoring and evaluation of the effectiveness and impact of programs implemented towards addressing constraints associated with women in coffee in Uganda.

1. The Governing Board (appointed on 1 June 2018) will oversee the formulation of the overarching strategic direction of the IWCA Uganda Chapter;
2. Urgent need for the setup of Board Committees to support the management and administrative team at the Secretariat;
3. Regional representation will be essential in coordinating with the respective committees of the Board and the Secretariat;
4. Need for the Board to recruit an Executive Director. The Executive Director will fast-track the recruitment of competent staff to deliver the change;
5. Form and sustain strategic partnerships and collaborations on issues of women in coffee, both locally and internationally;
6. Mobilize resources to effectively fund the activities;
7. Develop and/or review the strategic plan for the next five years along the theme of creating a shared value for all women in the coffee value chain.
8. Progress monitoring and evaluation, reporting to stakeholders (regularly) and collection and use of feedback;
9. Conduct of assessment for situational understanding, establish the priority interventions, build stakeholder interest and increase demand for services;
10. Opening the space for membership recruitment and development;
11. Lobby and advocate for women-friendly policies;
12. Design specific programs tailored for women in the coffee value chain;
13. Trainings, skilling, mentoring and capacity building on aspects of financial literacy, women's rights awareness, market intelligence, among others;
14. Promote the formation of women groups;
15. Initiate, nurture and sustain district-level dialogue on the potential of women in the coffee value chain, to empower and encourage women participation.