



# STRATEGY OF UGANDA

UGANDA GROUP





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#### 1. FRAME OF REFERENCE

The frame of reference of the present strategy is the *Network for Empowerment of African and Spanish Young Women (NAWEY)*, which objective is seeks to ensure gender mainstreaming in development, strengthen promotion of women's empowerment in development projects and position young women as key agents for promoting and implementing change through inclusion in the political agenda.

The network NAWEY is composed of young women aged 36 and under who actively participate in an African or Spanish NGOs and/or social organizations working for the promotion of women's rights and their empowerment. Recently, the network is integrated by 62 leaders from these countries: Democratic Republic of Congo, Ivory Coast, Kenya, Liberia, Mali, Mozambique, Namibia, Niger, Nigeria, Senegal, Spain and Uganda. In Uganda, NAWEY has got a young woman working for Katosi Women Development Trust (KWDT) an NGO empowering rural women groups in Mukono district in the sub counties of Mpata, Mpunge, Nakisunga and Ntenjeru to participate in social, economic and political development processes to improve their livelihoods.

In account of the legal frameworks that fight for women's rights and empowerment, at the international level we have references of:

- The Convention of Elimination of All Forms of Discrimination against Women (CEDAW 1979)
- The African Charter on Human and People's Rights (1981)
- The Beijing Platform for Action (BPFA 1995) and Declaration of Beijing.
- The Millennium Development Goals (MDGs 2000)
- Protocol to on the Statute of the African Court of Justice and Human Rights (2003)
- The Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (2003).
- Solemn Declaration on Gender Equality in Africa (2004).

And in the *national level* of Uganda we have:

- Decentralization policy (1993)
- Constitution of the Republic of Uganda (1995).
- Local Government Act (1997)
- National Gender Policy (1997).
- Land Act (1998).



- National Action Plan on Women (1999).
- The social development policy.
- National Health Policy and Health Sector Strategic Plan.
- Science and Technology Policy.
- Poverty Eradication Action Plan (PEAP 1999).
- Plan for Modernization of Agriculture (PMA 1999).
- Employment policy.
- National Education policy.
- Social Development Sector Strategic Investment Plan (SDIP)

#### And at the local level;

- Katosi Women Development Trust organization's constitution (1996), thematic programs(2011) and strategic plan(still under structuring)
- Ntenjeru Sub county Financial Development Reports (2010)

As a last point, we consider appropriate to refer to the frame conceptual:

- Empowerment is a concept adopted at the Forth World Conference on Women in Beijing in 1995 as a key strategy to promote women's rights and participation in all spheres of society, the Beijing Declaration on paragraph 13 provides the empowerment of women as a key development strategy, "women's empowerment and their full and equal participation in all spheres of society, including participation in decision-making processes and access to power, are fundamental to achieving equality, development and peace."

It is a process from individual to collective and it is deeply linked to power relations between the genders. There are many definitions, but in short we can say that empowerment is:

- o A process
- o change, of transformation
- by which you acquire or develop skills, abilities
- to direct or lead the life
- has a single dimension, in conjunction with the capability of personal change
- And has a collective dimension, concerning the political and social change.



The empowerment of women is basic for the development and has got two dimensions which form part of the empowerment process:

- The Individual dimension concerns the internal process of becoming aware of gender inequalities and thereafter pondering how to take up a position and a strategy to face them.
- The collective dimension of empowerment is based on the existence of a group of women who gather around common goals. These goals reinforce their empowerment process and enhance their awareness of the need of collective work because it provides a greater capacity of action and influence. That dimension have two levels:
  - The political level of empowerment involves making visible the work carried out by women and above all ensuring that women participate equally in political development processes so as to achieve effectively their most pressing demands and those of their community. This visibility is the basis to exert influence and achieve genuine empowerment at the social and political level.
  - This level represents the true and effective possibility of developing actions and projects for the empowerment of young women based on the availability and accessibility of resources and funding for their execution<sup>1</sup>.
- Leadership, given that there are many kinds of leadership, under NAWEY Network, aimed at promoting the empowerment of women, for, among other objectives to promote and participate in processes of change and development, we wish to emphasize the transformational leadership, democratic leadership, which promotes horizontal participation of people, enhancing individual skills, recognizing the value they deliver, and causing that to develop.

An individual leadership of women as citizens, enabling leadership at the *community sphere*, which promotes development processes, encouraging the participation of women and encourages them to become key players to fill spaces where actions are resolved to improve the quality of community life, and generates networks that ensure the incorporation of the interests and needs of women. Finally, leadership in the *political sphere*, is occupy spaces of political decision in order to translate the objectives of equality and empowerment of women to the

 <sup>&</sup>lt;sup>1</sup> Fundación Mujeres. Meeting of Young Women from Africa and Spain: Empowerment and new challenges. Conclusions document. Edition 2009.



political and get to their incorporation in the definition of public policies. Community involvement and advocacy are complementary to social transformation.<sup>2</sup>

#### 2. JUSTIFICATION

The Situational Diagnosis of Young rural women rights in Katosi Village, Ntenjeru Sub County Mukono District, Uganda aimed at identifying the status of young women to wards achieving women's rights and analysing the pressing issues among young rural women of Katosi in the development circles of Socio, economic, political, cultural, educational, religious and environmental aspects. This diagnosis was done on young women that are members of Katosi Women Development Trust based in Mukono district.

Taking as starting point for the development of this strategy was the Situational Diagnosis of Young rural women rights in Katosi Village Ntenjeru Sub County Mukono District, Uganda. The diagnosis identified the needs of women in Katosi from which development of this intervention strategy is based.

Below are details showing how young women are still disempowered. These are derived from some of the reflections and conclusions of the different sectors analyzed in the situational analysis:

### ■ Socio- economic factors.

With the changing times over the centuries due to influence from global developments there are changes in people/ cultural perceptions; demands and exposures from different societies or individuals have enabled an increasing participation of Katosi young rural women members in socio economic development process. The Ugandan and global supportive legal institutions and frameworks were enforced to bring about gender equality have seen to this. However, due to the remote setting, cultural influence, individual human disadvantages of illiteracy, poverty, among others, many young women are still affected by these factors and their participation in the socio economic development is still way below the average to be considered or recognized in the socio economic development processes.

#### Socio-cultural and religious factors:

Legislations, policies have been structured to better the socio, cultural and religious rights of women in Uganda. However, weak and limited implementation and enforcements mechanisms of these policies and legislations are still contributing factors to move away from this achievement goals of women's rights in rural settings.

<sup>- 2</sup> García Comas, Cristina. Women's Leadership, basic facto for social transformation. Fundación Mujeres. Article.



The diagnosis identifies that young women in Uganda still languish at the bottom of social developments. There are continued limitations to access natural resources, participate in social economic processes Affected by poverty, ignorance and corruption, and some cultures and religious backgrounds where their rights are still stepped on. These cultural, religious and social practices should be harmonized with the aim of promoting and achieving women's rights and empowerment by government, civil societies, community leaders and developmental partners.

### ■ Environmental factors:

Factors such as education, illiteracy and ignorance, high poverty rates and weak policy implementation are contributing to limitation of women to access and control environmental resources, participation in decision making among young women are still low not forgetting the natural disaster occurrences that destroy the natural resources.

Women in Katosi continue to be a bigger percentage of the population that depends on natural resources as they are most in contact with the natural resources have highly depended on them for improvement of their livelihoods and have participated in local markets of informal sectors in which they trade local products from these natural environments which still they don't have control to but little. Continued distractions of the natural resources due to urbanizations leave many of the women in Katosi with no optional source for life dependency or base of survival.

#### <u>Technological factors:</u>

Traditionally, women's use of advanced technology was unheard of in the Buganda culture where the biggest percentage of katosi women originates from. However, due to globalization and westernization, the society in Katosi has been exposed to new technologies and the need or demand for quality products, better livelihoods has forced many of the young women in katosi to participate in these new technology advancements. Influence from NGOs, local governments that have enabled the women to come up with new innovations and skills in technology advanced have empowered women to self sustain their rights for example; through the use of their local knowledge and skills to access proper water, hygiene and sanitation, young women have come up advanced technologies in their local settings as shown in the picture above.

In conclusion, one cannot under look the present local negative perceptions towards women taking part in technological advancements. Young women have great interest to acquire knowledge, skills and information of technology as they have greatly benefited from the local technologies. The young rural women need to receive more support from their immediate NGOs, CBOs, and Local governments to venture into Information Technology from which they can advance their social, health, environmental entrepreneurial services or business



as it has been identified that there is a very low or unrecognizable percentage of women that are illiterate to information technology and advanced technology.

#### Language and educational factors:

In Katosi, language setting among the community members is diverse as most of the population is from different tribes due to the fisher community settings. The main language used is Luganda. However, there are language barriers that hinder economic and socio developments among the community members. This has mainly created a visible division (not physically visible) among the members. Low education levels have led to little use of the official language in the political, socio and economic activities. Women are most affected by these, as most of the high level activities, participants use English for communication. This situation has trapped the young women in the constant low livelihoods situations and has in result limited their opportunities to explore more to their rights.

#### Judicial and Political factors:

Many young women in Katosi are affected by illiteracy or ignorance of political knowledge. Limited access to resources hinders their participation in politics and judicial processes. Also, low levels of education and lack of experience and leadership skills are some of the factors contributing to this. High corruption and present traditions hindering from women's participation in public issues are all factors hindering women access and participate their rights fully. This has left many of the women young with will to participate in judicial and political affairs to be sided out by other community members or out competed.

In conclusion, the change in legal systems, continued advocates for women's participation in judicial and political affairs, increased priorities to educate girls has enabled a now increasing visible number of women especially youth girls to participate in these sectors.

Based on the conclusions drawn from the situational analysis, it is clear that is a need for progress in achieving empowerment and real equality of opportunity of young women. Therefore, it is considered a priority to establish an intervention strategy to achieve participation political, economical and social of young women.

It should be noted that the strategy will be developed from an *environmental* mainstreaming, performing at all times appropriate use of natural resources and the awareness that environmental degradation affects the entire society and therefore we must assume an attitude of solidarity and commitment. The incorporation of environmental considerations in decision making at all scales, whether in large projects or in our daily lives allows us to value the environment and thus acquire a commitment to future generations for their social and economic progress.



#### 3. FRAMEWORK OF ACTION

The general framework of the intervention strategy in Uganda set one thematic area that impact to achieve gender equality and empowerment of rural young women in Katosi Ntenjeru Village District Sub Mukono County, Uganda, participation political, economical and social of young women.

The topic area includes well as a set of strategies, which focus on the commitments and objectives of the network NAWEY and international and national commitments more important in terms of human rights and citizenship of women.



General Objective: To promote the participation of young women in political, social and economical development processes Katosi by 2015.

**Specific Objective 1:** To promote leadership activities among young women in Katosi

**Indicator:** Increase the number of women participating in leadership

**Sources of Verification:** Lists of attendance or registration of young women leadership taken in leadership activities

			1 1 3							le	ade	rshi	ра	ctivit	ties	
Results	Indicators	Sources of Verification	Activities	Budget (Ush) as per activity	1	2	3			mon 8 9		)   1	1	12	Resources and responsible persons	Responsibl e person/ Organisati on
1.1: Young women that have individual skills/ knowledge and acting as voices, ears and decision makers for themselves or on behalf of other women and the whole their communities by venturing into holding positions in political	Young women holding political positions	List of names young women leaders, advocates, teachers	1.1.1: 26 KWDT members advocating for improved leadership with within women groups and communities	640,000											Facilitation for the women advocaters in terms of food, drinks and transport refud. To be met by NAWEY and KWDT Responsible person: Ugandan team	KWDT
participation and advocacy and lobbying			1.1.2: Training of 32 young women in leadership skills and knowledge	896,000											Training material, food, drinks, women facilitation. To be met by NAWEY and KWDT  Responsible person: Ugandan team	
1.2: Individual young women understanding the value of leadership in their community such as social, economical, religious, cultural and political leadership with in their communities at group, village and parish, market, sub county levels.	Increasing or equal ratio of young women to men holding leadership positions in katosi village	Registered women groups with thematic areas of leadership promotion Individual young women implementing leadership skills and knowledge in their community	1.2.1: Training of 32 young women in Leadership so as enable them acquire leadership positions like councilors	896,000											Training material, food, drinks, women facilitation. To be met by NAWEY and KWDT Responsible person: Ugandan team	KWDT



**Specific Objective 2:** To empower rural women increase their incomes and promote their livelihoods and those of the community

Indicator: Young women owning entrepreneurial businesses. Improved standards of living among young rural women such as health, food accessibility, education, shelter, etc.

**Sources of Verification:** Ratio in the current and previous statistics of women's participation in economic growth and development

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Results	Indicators	Sources of	Activities	Budget						Ti	me	line	<del>,</del>				Resources	Responsible person/
Results	indicators	Verification	Activities	(Ush)	1	2	3	4	5	6	7	8	9	10	1	1 12	2	Organisation
2.1: Young women able to meet their financial needs at households such as purchase of medicines, school fees	Increased growth of entrepreneurial businesses from micro (formal) scale to large scale	Records of businesses such books of accounts, receipts of purchase, financial statements  Records of micro credit such as loan and saving cards of young rural women	2.1.2: Giving credit facilities to 4 Young women owning income generation activities	1,000,000													Money for loans and operation costs to be met by NAWEY and KWDT	KWDT
2. 2: Young women able to compete with men and in macro economic sectors	Recognition of women entrepreneurs as economic developers by the community members	Names of young women companies or women groups that in leading or 5 top ten leading positions	2.2.1: Supporting growth for 4 young women entrepreneurial businesses from micro (informal) scale to large scale e.g. through lobbying with local government leader	1,000,000													Money for loans and operation costs to be met by NAWEY and KWDT  Responsible person: Ugandan team	KWDT



<b>Specific Objective 3:</b> To empower young women to participate and influence in social development processes in their community														Sources of Verification: Names of young women councilors, cultural, religious leadership positions				
Results	Indicators	Sources of Verification	Activities		Budget (Ush)	Timeline 1 2 3 4 5 6 7 8 9 10							10	11	12	Resources	Responsible person/ Organisation	
3.1: Gender equity and mainstreaming in social activities in Katosi	Gender equity and mainstreaming in social activities such as increased young women employment, education of women on	Improved health services for young women by the local	3.1.1: conduct 2 meetir encouraging young wor to participate in employ education on reproduct and health issues	omen yment,	1,214,000											Money for loans and operation costs to be met by NAWEY and KWDT  Responsible person:	KWDT	

education of women on ugandan team Natosi reproductive and health government issues Gender equity and 3.2.1: 32 Young women 3.2: Improved Money for loans and **KWDT** Recognition of mainstreaming in social participating in community operation costs to be met health activities such as meetings as advisers and by NAWEY and KWDT young services for women's increased young councilors young contribution women employment, women by Responsible person: Ugandan team and education of women on the local 480,000 reproductive and health achievement to government social, cultural issues and political developments in Katosi **3.2.2:** 32 young women and Money for loans and **KWDT** men participating in social operation costs to be met issues or activities such as by NAWEY and KWDT 640,000 dramas, community dialogues, health promotion Responsible person: Ugandan team

Total Budget activities 6,766,000



#### 7. STRATEGY MONITORING AND EVALUATION PROCESS

#### Monitoring.

Throughout the development of the strategy will be closely monitored that aims to guide the implementation of the plan to its purpose and detect possible problems that may hinder compliance. This task involves regular monitoring of technical progress and financial expense, comparing the performance and results with the plan.

The monitoring of the operational plan, provides real-time information needed to manage Nawey Network. This monitoring has arisen with a progressive, adaptable to the changing environment, which includes the direct control of a realistic short and medium term, which routed the steps in the performance of the Nawey Network to greater sustainability.

The monitoring plan is established, in short, as a guide in decision-making, to the extent that allows us to know where we are, where we are going, progress and how far we are from the goals we want to achieve.

Young women that have individual skills/knowledge and acting as voices, ears and decision makers for themselves or on behalf of other women and the whole their communities by venturing into holding positions in political participation and advocacy and lobbying.

INDICATORS	STARTING POINT	GOALS	SOURCES OF VERIFICATION	DATA COLLECTION METHOD	FREQUENCY	RESPONSIBILITY	DATA REPORTING	REPORTING GATHERED INFORMATION
Young women holding political positions	0	Equal participation of Women in politics	List of names young women leaders, advocates, teachers	Primary	Intermediate/final	Nawey Network in Uganda	Final report	Final report public in Nawey website

Individual young women undestanding the value of leadership in their community such as social, economical, religious, cultural and political leadership with in their communities at group, village and parish, market, sub county levels.

INDICATORS	STARTING POINT	GOALS	SOURCES OF VERIFICATION	DATA COLLECTION METHOD	FREQUENCY	RESPONSIBILITY	DATA REPORTING	REPORTING GATHERED INFORMATION
Increasing or equal ratio of young women to men holding leadership positions in katosi village	0	Recognise and empower Young rural Women in attain leadership actions and positions	Registered women groups with thematic areas of leadership promotion. Individual young women implementing leadership skills and knowledge in their community	Primary	Intermediate/final	Nawey Network in Uganda	Final report	Final report public in Nawey website



Specific Object community	Specific Objective 2: To empower rural women increase their incomes and promote their livelihoods and those of the community								
Young women able to meet their financial needs at households such as purchase of medicines, school fees									
INDICATORS	STARTING POINT	GOALS	SOURCES OF VERIFICATION	DATA COLLECTION METHOD	FREQUENCY	RESPONSIBILITY	DATA REPORTING	REPORTING GATHERED INFORMATION	
Increased growth of entrepreneurial businesses from micro (formal) scale to large scale	0	Empower Young rural Women develop their econiomic processes and improve their starndards of livings to improve their livelihoods	Records of businesses such books of accounts, receipts of purchase, financial statements. Records of micro credit such as loan and saving cards of young rural women	Primary	Intermediate/final	Nawey Network in Uganda	Final report	Final report public in Nawey website	
Young women	able to comp	ete with men a	and in macro eco	nomic sectors					
INDICATORS	STARTING POINT	GOALS	SOURCES OF VERIFICATION	DATA COLLECTION METHOD	FREQUENCY	RESPONSIBILITY	DATA REPORTING	REPORTING GATHERED INFORMATION	
Recognition of women entrepreneurs as economic developers by the community members	0	Imporve Young rural women's contribution to economic Development processes	Names of young women companies or women groups that in leading or 5 top ten leading positions	Primary	Intermediate/final	Nawey Network in Uganda	Final report	Final report public in Nawey website	
Specific Object community	ive 3: To er	mpower you	ng women to p	articipate and	d influence in so	ocial developmer	nt processes	in their	
Gender equity	and mainstre	aming in socia	l activities in Kate	osi.					
INDICATORS	STARTING POINT	GOALS	SOURCES OF VERIFICATION	DATA COLLECTION METHOD	FREQUENCY	RESPONSIBILITY	DATA REPORTING	REPORTING GATHERED INFORMATION	
Gender equity and mainstreaming in social activities such as increased young women employment, education of women on reproductive and health issues	0	Equal or increase participation of Women in social Development processes	Improved health services for young women by the local government	Primary	Intermediate/final	Nawey Network in Uganda	Final report	Final report public in Nawey website	
Recognition of	young wome	n's contributio	n and achieveme	ent to social, cul	tural and political	developments in Ka	tosi.		
INDICATORS	STARTING POINT	GOALS	SOURCES OF VERIFICATION	DATA COLLECTION METHOD	FREQUENCY	RESPONSIBILITY	DATA REPORTING	REPORTING GATHERED INFORMATION	
Gender equity and mainstreaming in social activities such as increased young women employment, education of women on reproductive and health issues	0	Improve the status, participation and involvement in social Development processes.	Improved health services for young women by the local government	Primary	Intermediate/final	Nawey Network in Uganda	Final report	Final report public in Nawey website	



#### Evaluation.

The evaluation process allows us to analyze the impact of network strategy Nawey in Uganda, the assessment will be long-term (ex post), and the end of the period execution of the operational plan, involving the analysis of the implementation of the strategy, processes and results. The criteria for performing an evaluation will be:

- *Relevance*: the degree of congruence between the objectives and the needs or problems identified during diagnosis.
- *Effectiveness*: the degree to which the objectives have been achieved.
- <u>Efficiency</u>: implies cost-effectiveness, i.e. how available resources have been organised and used in the implementation of the plan.
- *Impact*: analyses the changes and effects that the plan has had on people, quality of life, situation between women and men, development.
- <u>Sustainability</u>: the degree to which the population and/or institutions maintain the changes achieved with the plan once it has finalised.

RELEVANCE CRITERIA	YES	NO	OBSERVATIONS
Are the objectives and instruments of the action plan consistent with the priorities set in the diagnosis of intervention of the Red?			
Have there been changes in the priorities of the recipients of the action plan from the initial design of the intervention? In the event that has occurred and is there intervention that has been adapted to those changes?			
Have there been changes in development priorities at local, regional and national catchment area of the network?			
EFFECTIVENESS CRITERIA	YES	NO	OBSERVATIONS
Have achieved the expected results in the action plan?			
Have you met the indicators set?			



Has achieved the overall objective of the action plan?			
Do you have achieved the specific objectives?			
EFFICIENCY CRITERIA	YES	NO	OBSERVATIONS
Do you have maintained the initial budgets			
Are the activities performed at the lowest possible cost?			
Have you met the timelines and expected times?			
IMPACT CRITERIA	YES	NO	OBSERVATIONS
Have any unanticipated negative impacts in implementing the action plan?			
Have you had a positive impact on direct beneficiaries of the action plan?			
Have there been any positive impacts that were not foreseen? What?			
Have you at any time integrated environmental considerations?			
SUSTAINABILITY CRITERIA	YES	NO	OBSERVATIONS
Are there permanent changes produced by the intervention of the network?			
Is it possible that member of the network and/or institutions to maintain the changes?			
Could we make recommendations for the sustainability of the network? What?			



#### 8. STRATEGY IMPLEMENTATION AND DISSEMINATION PROCESS

The communication and visibility plan should contain the following elements:

## 1. Overall communication strategy.

#### a. Overall communication objectives:

- Position Nawey Network as a key player in promoting the active participation of young women in society.
- Reaching out to other young women who share the same values as the Nawey Network.
- **b. Target groups:** citizens, associations and social organizations working for equality between women and men, organizations and institutions.

## c. For each specific group, specific objectives associated with the objectives of the strategic plan.

Specific objectives	Group
To promote leadership activities among young women	Citizens and associations and social organizations working for equality between women and men
To empower rural women increase their incomes and promote their livelihoods and those of the community	Citizens, associations and social organizations working for equality between women and men, organizations and institutions.
To empower young women to participate and influence in economic development processes in their community	Citizens, associations and social organizations working for equality between women and men, organizations and institutions.

#### 2. Communication activities.

- Presentation and promotion of Nawey Network in various forums in which they participate and through press release to potentially interested organizations and networks
- Street actions on specific issues of current importance and the objectives defined in the strategy. It is characterized by originality, creativity and respect.



- Announcements and press releases in local media, website of Nawey and KWDT, to disseminate the positioning, strategy and actions of the Network.
- To the extent that the internet allows, dissemination and Nawey Facebook feed.

Responsibility in the organization will be coordinated from KWDT, and intends to be developed by members of the Network, proposed a voluntary and/or elected democratically.

#### 3. Performance indicators.

Activities	Indicators	Sources of Verification
Presentation and promotion of Nawey Network	- At least one press release sent to major potentially interested organizations and networks     - The site is presented in all public events which go KWDT.	<ul><li>News and sent mail list.</li><li>Documents of the web presentation.</li></ul>
Street actions	<ul><li>At least one street action designed and executed, in the first year.</li><li>The young women is interested by the action taken.</li></ul>	<ul><li>Documents of the presentation.</li><li>Photos of the street actions.</li></ul>
Announcements and press releases	- At least, one announcements or press releases at the beginning and end of each activity Nawey strategy.	- Local media Website of Nawey - Website of KWDT
Dissemination and Nawey Facebook feed	- Refresh every activity in the framework of the state Nawey Facebook.	- Nawey facebook.



#### 4. Resources.

#### a. Human resources

At least 2 people Nawey Network in Uganda should be devoted to communication and dissemination activities with an estimated commitment of 2 hours per week. Those responsible will be proposed on voluntary and/or democratically elected leaders from among Nawey.

#### b. Financial resources

It has set up a game specific in the budget of the operational plan, but for each activity should be allocated a percentage of the budget in order to comply with the communication plan.

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