


OXFAM IN UGANDA

ANNUAL REPORT 2014 -2015



OXFAM

ACRONYMS



CSO's:	Civil Society Organisations
GALS:	Gender Action Learning System
GBV:	Gender Based Violence
GENVAD:	Value chain development for gender justice
GMO:	Genetically Modified Organisms
ICT:	Information, Communication and Technology
MOU:	Memorandum of Understanding
NAADS:	National Agriculture Advisory Services
ACCRA:	Africa Climate Change Resilience Alliance
CEW-It:	Citizens Watch It
CRAFT:	Capacity for Research and Advocacy for Fair Taxation
NFIs:	Non Food Items
NGOs:	Non Government Organisations
NUSSEP:	Northern Uganda Secondary School Engagement and Empowerment Program
OCS:	Oxfam Country Strategy
OPM:	Office of the Prime Minister
UNHCR:	United Nations High Commissioner for Refugees
URA:	Uganda Revenue Authority
VAW/G:	Violence Against Women/Girls
VAW:	Violence Against Women
WASH:	Water and Sanitation Hygiene

Disclaimer

This report highlights our program work in the year 2014/2015. For more information regarding our work and detailed financial reporting, please contact us.

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2014 - 2015 IN NUMBERS

**600,000
PEOPLE**

Total number of people reached in the year 2014- 2015

**70,000
PEOPLE**

Supported with appropriate humanitarian assistance

**350,000
PEOPLE**

Supported to increase incomes and food security

**180,000
PEOPLE**

Supported to ensure that women and men know their rights and have greater influence on decisions affecting their lives



MESSAGE

FROM THE COUNTRY DIRECTOR



I am proud of Oxfam in Uganda's contribution to an important year of change in Oxfam both in Uganda and around the world. Proud of the efforts of our own staff and of the partners with whom we work. All that is reflected in this report is as a result of the work that Oxfam and more than 30 partners have jointly delivered. I am most grateful for their partnership. The year 2014/15 was significant for us in deepening learning from our work over the years and most significantly clarifying our purpose and intentions for change and transformation in Uganda over the next five years. It was a year when our new Country Strategy 2015-19 was approved and became effective.



At the heart of this strategy is our ambition to grow as an 'influencing' organisation, a thought leader whose most valued agency is the knowledge we generate from our work, the relationships we cultivate with the communities, the partners we work with and the power we have as a truly global organisation. In this strategy, we have committed to put Women's rights at the centre of the work we do. We have committed to apply a robust gendered analysis across all of our program cycle starting from program analysis, design, delivery, evaluation, reporting and communication.

We are alive to our own limitations and understand

that for us to achieve impact at scale; we need and have to work with others. We especially have to engage with and influence government and the private sector to be more effective, accountable and responsive to the needs and rights of the citizens.

This change in focus for Oxfam in Uganda is taking place in the context of wider and far reaching change in Oxfam at a global level. It has meant rethinking our structure, reimagining our relationships with partners and our supporters. Perhaps a more and far reaching change has involved a need for a 'mindset shift' among our own staff. As we get into the New Year 2015/16, we are beginning to

turn a corner yet it remains clear that there is much more to be done before we can truly master all we need to deliver our ambitious strategy. I am confident that the team we have is prepared to meet the challenges.

Despite this multiple organisational change processes, we made important achievements for the people of Uganda for example we mobilised 7,612 female and 9688 male change makers across the country who have now become part of a social movement that is working to end all forms of violence against women particularly at the grassroots level. We supported incubation of 3,52 ICT based

MESSAGE FROM THE COUNTRY DIRECTOR cont.

citizen platforms which are and will continue to be important means for citizens to engage with their government and leaders on important issues that affect them including taxation, extractives and other natural resources, social service delivery, agricultural services, land rights and such other issues as citizens will find important. There is a strong foundation for the kind of “influencing” work that our new Country strategy emphasises.

On the livelihoods front, we continued to deepen important ‘models’ that we believe will be critical in reinforcing our advocacy for scale up including models that enhance youth engagement in agriculture and related enterprises and those that support women economic empowerment. We deepened our action research and analysis on “Care work” that women especially provide at the households and communities. The reports and evidence we are generating is and will continue to strengthen our aim to understand these issues better

and as such advocate more effectively for ways this can be reduced, redistributed and rewarded. There are many such models and approaches in this report and I trust you will find them insightful and inspiring.

On the humanitarian theme, we worked with our local partners to meet the humanitarian needs of the refugees from south Sudan and the host communities in West Nile. Working with UNHCR, The Office of the Prime Minister (OPM), the local governments and our local partners, we have strengthened the capacities of the local actors and the refugees to cope better with current and future emergencies.

On the basis of these experiences, we will be engaging donors and government in in the coming year to design programs that bring to scale ahead of time investment on preparedness and resilience building. The focus on strengthening local humanitarian actors and the gains realised presents us a strong case to advocate for this approach. We will continue to

advocate for changes to the humanitarian systems so that it is more efficient, effective and responsive to the needs of the people in need.

As this report confirms, Oxfam in Uganda strongly commits to support citizens and citizen organisations both as co implementing partners and as strategic partners with whom we share knowledge and networks, delivering well-targeted programmes, generating game changing knowledge through research and support to models for impact.

Together we can contribute to a Uganda that is free of extreme inequality and where citizens (particularly women) across all age groups claim and exercise their rights and responsibilities and are able to influence decisions that affect their lives.



Peter Kamalingin B.L.
Country Director
Oxfam, Uganda

ABOUT OXFAM IN UGANDA



Oxfam has been working in Uganda since the 1960s focusing both on development and humanitarian program to support practical innovative ways for people to lift themselves out of poverty. We work with poor communities, local organisations, volunteers and supporters to bring change.

We believe that fundamental change will happen in Uganda with a shift in government and donor policies and implementation practices and when citizens, and particularly women and youth, can claim their rights as enshrined in the Constitution, and hold duty bearers and elected officials to account.

OUR WORK

We empower ordinary people to enhance citizen participation in order to challenge and hold duty bearers to account. We are building and fostering networks, platforms like neighbourhood assemblies for civic engagements. Together with partners and civil society organisations, we are

campaigning and lobbying the national and local governments on a wide range of issues, including tax justice, climate change, food security, extractives, youth empowerment, land rights, disaster management and resilience and conflict resolution as well as gender equality. We believe that enabling the

ABOUT OXFAM IN UGANDA

advancement of women's rights is key to addressing drivers of poverty and inequality

We invest in research, knowledge management and evidence building to anchor our advocacy for alternative policies and practice.

We work with partners to support communities to build resilient livelihoods. We pilot and scale up inclusive methodologies and tools such as the Gender Action learning System and care work analysis tool all towards achieving gender justice.

We pilot initiatives in rural and urban areas that enhance youth skilling and employability. The pilots are a basis for wider advocacy in policy and practice change.

We work with and support partners to carry out regular emergency and vulnerability analysis, maintain early warning systems and respond to humanitarian emergencies.

The evidence we generate out of this also informs our advocacy for local, national and global systems that respond to the needs of the vulnerable especially women. We have a

special focus on strengthening local humanitarian actors.

In all we do, we consciously place emphasis on women and girls. This is because their rights are consistently compromised. Youths, vulnerable men and pastoralists communities are also a key focus of our program work.

OUR GEOGRAPHICAL FOCUS

Our country strategy is a national strategy although our program footprint is in the Greater North. We work with strategic partners across the country to generate wider evidence for our work.

PROGRAM

To deliver our (One) Program, we have organised our work around three major themes which are;

- **Theme 1:** Governance and Accountability
- **Theme 2:** Resilient Livelihoods
- **Theme 3:** Humanitarian

All these themes have a deliberate bias on promotion and protection of Women's rights

PARTICIPATORY METHODOLOGIES EMPLOYED IN OUR WORK

Oxfam has for the last years used participatory approaches in all its interventions for improved participation and gender justice within the program work.

These methodologies are part of Oxfam's global programmes that have been implemented in a number of countries and scaled out given the great impact they create and power they give to people to transform their lives.

A. Gender Action learning System (GALS) methodology
GALS (Gender Action Learning System) is a community-led empowerment methodology which aims to give women as well as men more control over their lives and catalyse and support a sustainable movement for gender justice. GALS puts people in the centre of the frame, working with household members to make the most of their opportunities, helping them to identify and overcome obstacles and, quite simply, to change their lives for the better.

Great impact has been registered from all the areas where GALS has been implemented. There has been improved gender relations at household level, increased incomes and improved livelihoods. http://issuu.com/oxfaminheca/docs/gals_photo_story_booklet_oxfam

NOTABLE ACHIEVEMENTS FOR THE YEAR

FEMALES

MALES

HUMANITARIAN
RESPONSE AND
PREPAREDNESS

37,100

32,900

RESILIENT
LIVELIHOODS

208,600

141,400

GOVERNANCE AND
ACCOUNTABILITY

117,724

62,276

TOTALS

363,424

236,576

NOTABLE ACHIEVEMENTS

THROUGHOUT THE YEAR, THERE HAVE BEEN NOTABLE ACHIEVEMENTS IN THE PROGRAM AS DISCUSSED IN THIS REPORT.



1. ACTIVE CITIZENSHIP

Oxfam is working towards building active citizenry where Vulnerable Women, youth (Female and Male) and men have increased space for and role in contributing meaningfully to government, private-sector, social-institutions and civil-society organisations decisions.

Oxfam and partners invested in strategic research in the areas of Tax Justice, Extractives, climate change and financing in order to build critical areas for influencing change.

A. TAX JUSTICE

Working with local partner SEATINI, The Capacity for Research and Advocacy for Fair Taxation (CRAFT) project expanded its outreach in 2014–15, to include local

governments, and collaborated with Citizens Watch-IT (CEW-IT) to enhance the capacities of the Neighbourhood Assemblies to advocate and influence tax policy and practice issues with lower local governments (i.e.

village, parish, sub-county and district).

The Tax Justice project reached 200 key policy-makers (including senior government staff and Members of Parliament.) and

NOTABLE ACHIEVEMENTS

engaged in discussions about the harmful effects of unfair and ineffective tax policies and practices, through legislative engagement, joint advocacy campaigning and launching of the Fair Tax Index (FTI).

Community based platforms such as Neighbourhood assemblies and local media were used for information dissemination and access. The awareness led to citizens actively monitoring public funds allocation and utilisation hence demanding for accountability and better public services from the duty bearers.

From the influencing work done in the CRAFT project, significant steps were made in policy formulation. For example at the national level, Oxfam partner SEATINI, was requested by the Ministry of Finance to make contributions in policy

development of key areas of tax policy including developing the Double Taxation Treaties policy framework 2015. The Ministry used some of the analysis and recommendations in the study conducted by SEATINI on Double Taxation Agreements (DTAs) to inform the tax treaty policy framework.

Oxfam will continue to work with and support its local partners like SEATINI to organize joint advocacy targeting not only the government but also the private sector and pan-African institutions.

B. EVIDENCE BUILDING

Oxfam invested in a number of studies including; a scoping study on the extractives sector. The study resulted in a better understanding of the sector in Uganda, and will inform Oxfam's strategic paper on extractives in the following year.

A research study was conducted in partnership with Climate Action Network Uganda on climate change adaptation finance in Uganda, particularly looking into the mechanisms and implementation approaches at the sub-national level. The findings of the report will be very key in engaging the government on addressing the impacts of climate change. It will also be instrumental in informing Uganda's and Pan African positions on negotiations at the climate change conference of parties (COP21) in Paris.

Oxfam will continue building on the influencing efforts from this year using the evidence generated to enhance capacity in critical areas of lobbying, campaigns and advocacy for CSOs, women, youth and men. We will strengthen the social platforms like neighborhood assemblies to enhance participation and civic competence.



NOTABLE ACHIEVEMENTS



Leah Rose during one of the group meetings

2. WOMEN EMPOWERMENT

Oxfam deepened initiatives that enabled women to take charge of their social, economic and political lives.

A. WOMEN'S LEADERSHIP

Oxfam working with local partner Uganda Women Network mobilised for women's collective action and strengthened their leadership capacities. As a result they have started advocating for their rights including on issues around land

rights, Violence Against Women/ Girls (VAW/G) and influence policy decisions that have a direct, positive impact on their lives.

Oxfam built on the legal, policy and contextual analysis of land and VAW framework that it

commissioned in the previous year and which unearthed a number of policy and implementation gaps that needed to be addressed. Partners were facilitated to form strong and functional district level, cross-political party women's coalitions and caucuses. These coalitions have now established linkages with Uganda Women Parliamentary Association (UWOPA) and developed a co-ordinated legislative agenda around VAW and women Land rights.

Through dialogues, female politicians at local level were able to raise issues around VAW and women land rights and the members of parliament agreed to support the proposed constitutional amendment which will ensure security for women's land rights during and at the dissolution of Marriage. Under the women leadership project, a total of 6,866 people were directly reached of whom 4,768 were women

CASE STUDY

LEAH ROSE

When Leah's father died, their land was taken away from her mother. As they had previously earned money by raising animals and growing food on their land, Leah's mother could no longer afford to pay for her children to go to school. Leah got married when she was 15 so that the dowry paid for her could help care for her siblings. Initially, Leah suffered from domestic violence. According to her culture, Leah had no home to go to, as her father had died and her land had been taken away. This meant that she had no option but to stay in the marriage. Leah became involved in the project through Nakere Women's group, and took part in trainings on preventing domestic violence and

women's land rights. Leah shared this knowledge with her husband Mateo, who realised how important it was for him to use his role as chairperson of the sub county for good. He encouraged her to continue her work with the project. Leah ran awareness-raising sessions in her community, and provided Mateo with information to help him when addressing issues brought to him as sub county leader. Leah is now 35, well-respected and consulted in cases of domestic violence, rape, and land issues. This built her confidence and motivated her to continue working with her community. Because of her personal experience and her knowledge of the dangers of early marriage, Leah and her hus-

band have vowed to help their children finish school. They have also to a marriage free from violence. They own a piece of land where they both grow food and jointly agree how to use the money. "For me, educating all my children is very important, I also encourage other parents to keep their children in school because I have seen people who have been educated and now they are supporting their parents and living well." Mateo adds: "I recently gave my wife her piece of land because I don't see why she should not have land if we work hard together. I married someone's daughter at a young age. I would not want my daughter to go through the same."

NOTABLE ACHIEVEMENTS

B. WOMEN IN EMERGENCIES

Women's participation and leadership in the emergency response was critical to enabling women have access to essential services.

Oxfam and partners supported the formation of gender and protection committees where women participated and took up leadership roles. These committees mapped and identified protection risks. Using this evidence, they engaged camp management and humanitarian actors for effective Gender Based Violence referral systems in both Adjuman and Arua districts. There are now fairly functional GBV referral points.

The women's engagement in these committees has resulted into reduced tensions between refugees and host communities e.g. at water points since they have been instrumental in addressing such tensions. The peace committees were also empowered with skills to make energy savings stoves, re usable sanitary towels to sell and earn a living and enable girls stay in schools. When women are economically empowered, they have more confidence to engage in leadership spaces.

Oxfam in Uganda continues working with local partners and allies to strengthen the resilience of the refugees and host community in northern Uganda.

The evidence we continue to generate will support our and partner advocacy agenda for a humanitarian system that is responsive to the special needs of women in emergencies.

C. REDUCING SOCIAL ACCEPTANCE OF VIOLENCE AGAINST WOMEN

Oxfam working with its partners ACORD and YADEN continued with the WE CAN campaign, whose strapline is "We can end all violence against women". The campaign has massively mobilized people to commit to ending all forms of violence against women by becoming change-makers in their areas of influence. A total of 7,612 female and 9,688 male change-makers were recruited across the country. This has created a popular social movement aimed at ending violence against women especially at the grass-root level.

D. WOMEN'S ECONOMIC EMPOWERMENT

Over the past year, we increased economic opportunities for

women. This was achieved by enhancing market opportunities through increasing access to credit, and developing of marketing information systems. Small Scale farmers' capacity was built in agri-business skills through training in farming as business hence improving their linkages with input dealers and traders. Using the Gender Action Learning Systems (GALS), methodology, households reported changes in gender relations with 70% of women feeling more supported by the men in the production sector in activities such as weeding that were deemed only for women. There was an increase in households where women and men shared responsibilities, and joint income generating activities.



Oxfam has documented the tremendous impact registered by the methodology in the areas where it has been



TAKING CHARGE

Nyalwol, a tall dark Dinka woman displays a kind of pride and elegance only she can master. Despite many weeks of walking into a refugee life in northern Uganda, she remains undeterred and is still taking charge of her life. She says, "I have found so much peace in joining the

gender and protection committee. Here I get to share my experiences with fellow women and together we also try to identify other issues affecting women and girls in the settlements which we present to the bigger committee for solutions. We feel that we are still very useful in the community we are in and this keeps us going."

DESTINY MAKERS: BUILDING DREAMS TOGETHER

Through the GALS methodology, individually and collectively, people are emerging as winners and creators of a new destiny. They are in charge of their lives, are power sharers, human rights “valuers” and resource maximisers. Individuals, families and communities are benefitting. No one is left behind.

A VISION FOR LIGHT BRINGING SOLAR HOME

“With the Vision Road Journey, I’ve learnt how to keep money well which has helped me pay school fees for the children. I also got a vision to light up my home with solar. I used to take my phone for charging in the center, but now I charge from home.”



adopted by communities. The evidence drawn from using this methodology will be used to influence the government for scale up of the methodology given that it has been tried and tested to be effective, cost efficient and inclusive.

GALS tools and participatory processes can be adapted to promote gender transformation and gender mainstreaming in any issue including general life planning, livelihood and value chain development, financial services, reproductive rights and government planning.

In the following year, Oxfam will engage with the government, ministries, private sector, peer agencies and education institutions to see how the effective model can be scaled up at national and regional levels.

E. CARE ANALYSIS

Oxfam understands that Care work (The work that is carried out in the home especially by women like fetching water, cooking among others.) inhibits women’s involvement and participation in economically viable interventions as well as their participation in public engagements. As part of the global drive to understand impact of Care work on women’s social, economic and political lives, a pilot study was commissioned by Oxfam working with UWONET in Lamwo district. From the study it is evident that women spend most of their time (over 12hrs) doing Care work which limits their ability to engage in development interventions.

Oxfam will widen this research and build more evidence so that in the coming years we can more efficiently influence policies and practices around this important issue.

F. LIVELIHOOD POLICY ENGAGEMENTS

Oxfam and partners were involved in efforts towards achieving a favourable legal and policy environment that would enhance livelihoods of pastoralists, agro-pastoralists living in most marginalised areas of Uganda. Working with partners like PELUM, farmers’ capacity in micro-level advocacy was enhanced. 3 regional platforms (East, West, North regions) were organised in order to influence national policies like the cooperative policy which is being reviewed and updated with an aim of reviving the cooperative movement in Uganda. Dialogues were held with Ministry of Trade, Industry and Commerce on the revival of the cooperative alliance and a national dialogue was held with Uganda Revenue Authority (URA) focussing on harmonization of local market levies.

Oxfam partners mobilized and collaborated with other civil society organizations working on seed, food and nutrition security, farmers’ rights and the protection of biodiversity. From this collaboration we developed civil society positions/ statements on the national seed policy, the draft Biotechnology and Bio safety Bill, 2012 and the Plant Variety Protection Act (PVP), 2014. Although the

THE 'POWERLESS' MAN

"I have no problem doing home care work and I do not mind what others say or talk about me. I know they do talk that I am a powerless man and that my wife has controlled me" Isaac Onyabo.

31 year old Isaac Onyabo and Amito Beatrice are married and together they have 3 children (2 boys and 1 girl). The couple lives in Ayago West village, in Lamwo District, Acholi sub region

Unlike the majority of men in this district, Isaac wakes up everyday to support his wife in home chores. He says "When I wake up in the morning, I sweep the compound, some times when I don't go to the garden but I go fetch water and help my wife in the kitchen or wash dirty clothes as she is busy in the kitchen. I know how to cook very many dishes."

According to Isaac, before WORUDET introduced the WE-Care interventions in the area, he would only help do care work when his wife was away, sick or when she has just given birth, even then, his contribution was limited to just particular chores. The discussions with WORUDET about the burden women take up with heavy care work made him realise how much his own wife was going through. Amidst



reservations, he felt inspired to start helping out.

Isaac reveals that in their household, care work is shared almost equally and he can do one thing as the wife does the other. The Rapid Care Analysis and Household survey on care work revealed that fetching water and firewood collection were the two hectic care activities for especially young women like Beatrice. Most women trek long distances to collect the firewood and water especially in the absence of a nearby borehole or well and there is always need for more than one trip to secure enough water for the entire family. The survey revealed that of those that accessed safe water, only 48.7% households in project area had water points from within 0.1- 0.5miles meaning that over 51.3% water sources are out of the 0.5 miles radius as recommended by Government. This Distance does not only leave women burdened but

also exposes them to a number of protection risks.

For Beatrice, this burden has been lessened and she says "I am happy to have a man like Isaac. In the past I had almost no time for anything else as I was always busy fetching water or cooking or collecting firewood. Now that we share work with my husband, I have time to engage in other activities for our home. For example I am a member of a Village Savings and Loans Association group and I have time to participate in other community activities. We have no violence in our home. Some of my fellow women do talk badly about me as to why I let my husband do care work like cooking and fetching water but I hope they will soon see the good part of sharing work"

The couple is one of the 15 families that have been selected as Role model families to help in influencing people especially men and boys to engage in care work in the community where they live. As of now Isaac and his wife through being exemplary, have reached out to 7 households where they are trying to influence positive change.

Women and Rural Development Network (WORUDET) is a local NGO implementing Local level WE Care interventions in Lamwo district and works in collaboration with Uganda Women's Network to Profile Care work at National Level. The Women Empowerment - Care (WE- Care) Project is a global Oxfam pilot project implemented in over 6 countries including Uganda. In Uganda, the project has been piloted in 3 sub counties in Lamwo District since August 2014.

President signed the GMO bill into law, he directed that in future, the Ministry of Trade should consult and include CSOs in amendments to the Bill. Oxfam will continue to engage with partners and other key stakeholders on this.

G. BUSINESS FOR DEVELOPMENT

Oxfam believes that investing involves more than just money. Through Inclusive Impact Investments (ONII), Oxfam hopes to bridge the gap between investors looking for impactful investments,

and socially conscious entrepreneurs whose businesses create the required social impacts for small farmers, women and youth. During the year, ONII created a wide network of both private and public entities that add value to Oxfam private sector engagement and development work. These include among others Enterprise Uganda, Uganda Investment Authority, and Private Sector Foundation Uganda, Uganda National Chamber of Commerce and Industry, Makerere University

Business School, Technoserve, Uganda small scale industries and Uganda Manufactures Association. All these Public entities are good allies on advocating for a favourable policy and legal environment for investment. ONII has created partnership with similar funds and incubators like Mango fund, LGT philanthropy, Pearl capital Partners, Grofin, Root capital etc. who could be possible co-investors and sharing experiences on the operations of impact funds.



NOTABLE ACHIEVEMENTS



3. UNLOCKING YOUTH POTENTIAL

Oxfam continued to support livelihood options for youth through piloting innovations in rural and urban areas and creation of an enabling environment that promotes economic empowerment, through analysis and advocacy for appropriate policies and practices. We believe that the issues youth are faced with will be addressed only if there is a shift in the education curriculum to include vocational and ICT skilling as a vital component of increasing opportunities for youth employment.

Throughout the year, Oxfam continued to model initiatives that are continuing to generate evidence and best practice that is informing our advocacy for qualitative changes in the vocational skills, education curriculum and Agriculture reforms.

A. ICT FOR YOUTH EMPLOYMENT.

This provided youth with IT knowledge and skills and was realized through two initiatives

ARUA BITS, implemented by CEFORD, provided youth with knowledge in web design, IT skills, creative multimedia and entrepreneurship to improve their opportunities in employment or own venturing into business. The initiative targeted vulnerable youth mostly from informal settlements who face many



socio-economic challenges hindering them to progress in life and make meaningful contributions to society. The second lot of participants successfully graduated from Media Lab Programme of the

Bits Academy in different areas of specializations i.e. Graphics, Video, Programming among others.

Internet Now! Continued to generate work and income opportunities for youth through affordable and sustainable access to high-speed Internet. Throughout the year, 121 young females and 364 young males were trained and employed at the 21 centres, set up throughout the sub-regions of Acholi and West Nile. Thanks to these centres, access to online agricultural information increased through a commodity platform OctionX. Nine hundred producers, processors and transporters were registered on the system, and this is expected to improve their agricultural business transactions as they



"Unemployment starts in the mind. I do not want to be a job seeker but a job creator."

Janet Atizuyo.

Just like many youths, Janet had a miserable life and was full of self pity when she failed to make it to higher level of education having stopped in senior four. Now she is a perfect definition of inspiration and a blogger who is using

her newly acquired blogging skills to write about youth and development to inspire youth out there as well as provide what she thinks would be solutions to the issues they face. atizujanet.wordpress.com.

With her newly acquired skills in web design, she is optimistic she will start her own business as soon as she is through with her web design course and this is possible since a number of her fellow youths at Arua bits are running their own business.

Arua bits is an ICT based academy in Arua equipping youth from vulnerable communities with web based skills like graphic and web design to enable them create their own jobs or find employment. Arua bits is implemented by Oxfam with local partner CEFORD.

CASE STUDY

NOTABLE ACHIEVEMENTS

CASE STUDY



INTERNET NOW!

Everlyn is a farmer and a leader of a women farmer group in Koch goma, Nwoya district. She says they have recently sold maize at 800 Uganda shillings a kilo instead of 350/-per kilo that a middle man was offering thanks to price information sourced via octionx, an online platform that Oxfam and partners SINFA, ALIN and DOT helped incubate via Internet Now project.

get equipped with market information. It is anticipated that by the end of financial year 2015/2016, this initiative will independently be run by a social enterprise we have incubated known as SINFA Uganda

B. PROMOTING YOUTH IN AGRICULTURE

Cool Farming is a youth-focused Agri-Business livelihood concept that makes farming accessible, gainful and attractive to young people. A change of attitude was promoted through reduced negative narrative about farming and engaging inspirational creative and innovative methodologies. During the year, over 305 female and 250 male youths participated in the project. Youth learned new farming methods and technologies, enabling them to viably engage in farming and earn a decent livelihood through establishing agri-business enterprises. Cool farmers were able to increase their savings

with one group being able to save 6 Million UGX which enabled them to access 30 Million UGX grant to fund their maize mill Enterprise.


In the coming year, evidence from this 'cool farming' model will be used to inform engagement with government and advocacy reforms and investments in agriculture sector.

C. YOUTH AS ACTIVE CITIZENS

Young @ Heart approach involved youth in exploring the challenges they face, possible solutions and interventions to address the challenges. Through doing this they were able to map who has the power to change the situations, what the youth need to do and in the long run their capacity on advocacy, campaigning and engagement was enhanced. Youth testified that they felt they have the power to engage with their leaders and this gives them hope. The Initiative engaged 1,648 youth of which 817 are female.



NOTABLE ACHIEVEMENTS



4. HUMANITARIAN PREPAREDNESS AND RESPONSE

Oxfam enabled vulnerable women, youth, and men to mitigate, cope with shocks and enjoy their rights to a life with dignity. This was done by strengthening the abilities of communities and civil society organisations to prevent, prepare for, and respond to humanitarian emergencies.



Photo: Kasujia Julius/Oxfam

A. STRENGTHENING HUMANITARIAN RESPONSE AND SYSTEM

Throughout the year, our work was dominated by the South Sudanese Refugee Response in West Nile Region. Besides ensuring that the emergency needs of refugees are met, Oxfam was highly engaged in a number of initiatives to ensure that the office of the prime minister and implementing partners adopt approaches that put the safety and protection needs of refugees especially the women at the forefront of the response.

From the refugee response, we analysed the key issues especially around protection and shared them with national, regional and global stakeholders via the coordination forums and Oxfam Rights in Crisis campaigns

to continue to influence actions and support towards the refugees.

Because of the influencing role Oxfam played in the humanitarian response, Oxfam's views were always sought whenever gender and protection issues were discussed whether in the inter agency coordination meetings or at peer agency strategy meetings. Oxfam's humanitarian response approach influenced the strategy design of many agencies involved in gender and protection work.

The commitment Oxfam took during the year in ensuring quality and sustainable water supply and other WASH products was influential in the preparedness aspects of humanitarian

program. We did not only supply quality water but ensured interventions are future looking to prepare both communities and government authorities to respond appropriately.

Oxfam throughout the year continued to gather stories, document and profile the response in collaboration with partners and program staff to keep the refugee situation in light. We will continue to strengthen our engagement and coordination with key actors in the humanitarian system including government and peer agencies.

B. RESPONSE

Our humanitarian response to South Sudanese refugees and host communities

NOTABLE ACHIEVEMENTS

focused on the provision of water and sanitation, public health promotion, emergency food security and vulnerable livelihoods, environment, and protection needs of both the refugees and host community. Oxfam continued to support the South Sudanese refugees and host community members in the districts of Adjumani and Arua districts and reached over 70,000 people with Water and Sanitation Hygiene (WASH) and emergency food security and vulnerable livelihoods, environment and protection interventions.

C. WATER PROVISION

Oxfam and partners Drilled and rehabilitated boreholes to provide refugees with sustainable water sources. During the end of the year, Oxfam embarked on constructing more sustainable solar powered water systems in three settlements in order to have reliable water source reducing the vulnerabilities of women, increasing water access to both refugees and host communities, saving costs while at the same time demonstrating a preparedness approach. Oxfam is working on completing this solar water

project in the following year and using it as a demonstration of cost effectiveness response and preparedness plan.

D. SANITATION AND HYGIENE PROMOTION

Oxfam and partners supported refugees with tools and materials for the construction of latrines and bathing shelters and distributed children potties for the young ones who cannot use the latrines. Oxfam also constructed Communal latrines for the settlements which were still in the process of constructing their household facilities. In



NOTABLE ACHIEVEMENTS

addition to providing clean water and sanitation, Oxfam distributed relevant hygiene materials like bar soap, basins, sanitary towels for women, children's potties, brooms, gumboots, gloves, and detergent, and promoted good hygiene practices including proper waste disposal. Oxfam used hygiene promotion approaches such as involving children as change agents, and weekly environment cleaning campaigns.

E. EMERGENCY FOOD SECURITY AND VULNERABLE LIVELIHOODS AND ENVIRONMENTAL PROTECTION

Oxfam provided short-term employment through Cash For Work interventions to both refugees and host communities to help ensure that they can earn reasonable amounts of money to meet basic needs. The Cash-for-Work program included basic construction work like clearing access roads and digging waste pits. In order to mitigate the effect of the refugee influx on the environment and reduce the challenges faced by refugees in accessing sufficient firewood and risk of sexual assault associated with long distances, Oxfam distributed Energy-Saving Stoves, trained women and men how to make Lorena Energy Saving Stoves, carried out environmental awareness sessions, distributed fruit tree seedlings to refugees and the hosts; and provided training and support to them in order to facilitate establishment of their natural resources

for sustainable use and environmental protection.

F. GENDER AND PROTECTION

Oxfam implemented activities to reduce vulnerability and prevent gender based violence among refugees and host communities. Oxfam ensured that the safety, security and dignity of people's lives are taken care of through provision of gender sensitive services like establishing water points nearer to reduce risks of collecting it from far. Oxfam also supported the formation and strengthening of protection/

peace committees made up of refugee and host communities. Refugees and host community were trained to map and identify protection risks and take action to mitigate them and were sensitized on rights and entitlements and availability of referral services. Peace, gender and protection committees made the necessary referral on GBV cases due to knowledge gained on their roles and responsibilities resulting in reduced tensions between refugees and host communities e.g. at water points.



Photo: Kasujia Julius/Oxfam

G. HUMANITARIAN CAPACITY BUILDING

Oxfam in Uganda is creating a critical mass of local humanitarian actors who are empowered to define their own mission and strategies as well as a (collective) humanitarian agenda – within the contours of the country context as well as the globally recognized humanitarian principles and standards. In the year, 57 partner and local government staff were trained in relevant humanitarian aspects such as

SPHERE minimum standards; conducting humanitarian assessments; protection principles; humanitarian accountability and partnerships; basic concepts in food security and disaster risk reduction; disaster risk reduction during emergency response and recovery; Oxfam WASH minimum standards; security awareness and strategies among others. Three of the partners CEFORD, ACORD and URCS implemented the response with Oxfam further strengthening application of the

knowledge and skills gained.

H. RESILIENCE

Oxfam in Uganda is part of Africa Climate Change Resilience Alliance (ACCRA), which seeks to develop longer-term adaptive capacity rather than short-term coping strategies in order to reduce vulnerability and to support communities' agency and resilience in Uganda, Ethiopia and Mozambique. In the last year, ACCRA, Strengthened early warning systems for rural farmers' with a focus

CASE STUDY

HUMANITARIAN

My name is Mary Peter a 25 year old refugee from South Sudan. I am a single parent taking care of four (4) children in Wanyage cluster, a refugee settlement.

When I arrived in the settlement, just like the other refugees, I was so afraid wondering how I would survive but because I had no option, I settled here. Life was not easy especially being a single parent taking care of young children. I had nothing completely and was depending on the food ratio from WFP, but now I can sustain myself through my business.

Life became improved when CEFORD, an Oxfam partner came up with the Cash For Work activity in this cluster where I got selected on basis of being a single parent. The work involved clearing land for access roads in the settlements. This was not easy but I had



to persist with the encouragement of CEFORD. Looking at the improvement in my life especially my small business, I am so glad I engaged in the work.

From my earnings, I have been saving 15000UGX weekly for the

business. Having been a business woman in South Sudan, I had skills in business so I started by buying some simsim, greens, dagah fish, tomatoes and selling it within the cluster to both refugees and nationals and even some of the implementing partner staffs. If I buy simsim for 20000UGX I get a profit of 15000UGX. I buy my items from the nationals in Arua and Kamkam.

Just like any business, I find challenges especially in transport which is expensive especially traveling from Wanyange to Arua and back but i plan to continue with the small scale business in order to raise money for starting a hotel (an eating place) in Wanyange trading centre. I also continue advising fellow women on how they can use the money they earn from cash for work to increase their incomes because only then can we look after our families and live fair lives even in the settlements.

on women by working closely with Meteorologists, sector experts and local civil society organizations to make the scientific weather seasonal forecast information more relevant and understandable. This was made possible by developing seasonal sector based advisory messages and alerts, packaging it into 22 local languages, tackling gender specific information needs, timely dissemination to rural farmers, conducting periodic feedback surveys, and also aligning with indigenous and traditional knowledge in forecasting.

ACCRA in partnership with International institute for Environment and Development (IIED) provided technical support to government ministries including Water and environment, Local Government, Disaster Preparedness department in the Office of Prime Minister and Gender to train five districts of Bulambuli, Bundibugyo, Nakasongola, Kotido and Otuke using the Tracking adaptation and measuring developing initiative (TAMD). The TAMD data collection methods empower the citizens to collect data on the impact of climate change and through a theory of change process, they determine their own positive change by setting their local adaptation indicators which are aligned with national level development indicators.

Oxfam working together with its partners like Climate Action Network Uganda on climate change will use these experiences and that from the

other development initiatives and studies in the next year to influence the government on the issues around climate

change and how it impacts on the vulnerable communities especially women increasing poverty levels.



Photo: Kristina Just

PARTNERSHIPS

PARTNERSHIPS



Partnerships lie at the core of how Oxfam understands the world and our role in working for change. We ensure that we respect the 6 partnerships principles which are;

- Shared vision and values
- Complementarity of purpose and value added
- Autonomy and independence
- Transparency and mutual accountability
- Clarity on roles and responsibilities
- Commitment to joint learning

Throughout the year, Oxfam in Uganda combined efforts with partners to deliver the results and achievements we celebrate. Oxfam and partners are in effect co-owners of the country programme. Oxfam has also created opportunities for regular consultation with partners, to ensure they can all voice their issues as well as share progress on their work. In the year, a partner forum was held to bring together all the partners for sharing and learning as well as discussing key strategic program issues. We continue to work with more than 30 partner organisations to deliver the program on the principles of shared vision and values.

The list of partners below does not include partners with whom we have had strategic relationships with including information sharing and coordination around advocacy.

A2N-Uganda: Africa 2000 Network Uganda
ACORD: Agency for Cooperation, Research and Development
AHEDI: Action For Human Rights and Education Initiative Uganda
ALIN: Arid Lands Information Network
APF: AgriProFocus:
B-Space
CAN-U: Climate Action Network Uganda
Caritas: Caritas Kotido Catholic Diocese
CEFORD: Community Empowerment for Rural Development
CEW-It: Citizens Watch It
CREAM: Community Organisation for Rural Activity Enterprise Management
ESAFF: Eastern and Southern Africa Small Scale Farmers' Forum Uganda
FAWE: Forum for African Women Educationalists
HAG: Health Action Group
IST: Institute for Social Transformation
JICAHWA: Jie Community Animal Health Workers Association

KICWA: Kitgum Concerned Women's Association
PDI: Pearl Development Initiative
PELUM: Participatory Ecological Land Use Management
SACU: Send a Cow Uganda
SEATINI: Southern and Eastern African Trade Information and Negotiations Institute
SINFA: Stitching Internet Now Foundation Africa
Tujijenge
TUNADO: Uganda National Apiculture Development Organisation
ULA: Uganda Land Alliance
URCS: Uganda Red Cross Society
UWONET: Uganda Women's Network
UYONET: Uganda Youth Network
VEDCO: Volunteer Efforts for Development Concerns
WORUDET: Women's and Rural Development Network
Warrior Squad
YADEN: Youth Arts, Development and Entrepreneurship Network

HUMAN RESOURCE OUR GREATEST ASSETS



Oxfam in Uganda Staff and Management
with Oxfam International Executive
Director, Winnie Byanyima at a staff retreat

HUMAN RESOURCE

At Oxfam, we employ a People First HR approach which is about recognizing that our staff are people, first and foremost, and hence must be treated differently than other organizational resources. We support and uphold Oxfam's goals by fostering a positive and engaging work environment while identifying and respond-

ing to the changing needs of our diverse team. We pride ourselves in our ability to align and integrate our HR processes with Oxfam's strategic mission.

STAFFING

We promote diversity and encourage our staff to develop ways to

respect and appreciate differences in the ways people function, which translates into better working relationships, improved teamwork and better communication. In light of this, the staffing in the year was 48 staff who consisted of a rich variety of ethnic backgrounds and nationalities with 17 females and 31 males.

HUMAN RESOURCE

TRAININGS & DEVELOPMENT

Oxfam aims to support staff achieve personal, educational and career development that is also relevant to the achievement of the country strategic objectives. In the last year, we delivered custom learning programs based on employee specific learning needs and program delivery requirements, which included SAP & System training for Adobe authorization, Growth Finance Investment Process/ Guide, Pastel refresher Course for Finance department, Personal Safety and security for all staff, Water & Energy products & application course, Common Approach to MEL and Social

accountability among others. Our learning & development initiatives were meant to build on staff professional competencies, increase their knowledge, and improve their skill set so as to contribute to Oxfam's mission and enhance their individual opportunities for future growth.

INDUCTION

Our Induction program aims to facilitate the smooth integration of new staff into Oxfam. It consists of a number of steps which focus on institutional and job/ function -specific induction. All new staff who joined within the year were taken through

the induction program which enabled them acquire the necessary knowledge and skills required for their specific position, be informed about Oxfam values, policies, processes, programs at both local and international levels.

We acknowledge that learning is a continuous process and therefore continued to encourage knowledge and information sharing through regular use of Sumus, bi-monthly staff meetings, program meetings and management communications so that staffs keep themselves updated with global Oxfam affairs.

CASE STUDY

HAPPY TO BE A MEMBER OF THE OXFAMILY!

I had a friend who inspired me about Oxfam as she continuously spoke nicely about how the organization values its employees as the greatest asset among the many things. This left a deep desire inside me to join Oxfam. So one time I saw an advert, applied, went through the interviews and successfully went through to join this great family. I have been with Oxfam since 2012.

Oxfam has since then continued to inspire, empower and exposed me to the global world where I have met and interacted with people from different spheres of the world. I have participated in a number of trainings such as integrated approach to fund-

ing in a decentralized setting in the Netherlands and recently in Nairobi



as a key user in SAP system which is the information management system used within Oxfam family (Oxfamily) for managing information. I feel empowered with these skills to provide support to other countries where Oxfam implements our vision of a just world free of poverty.

Being at the pivotal position of working with partners, both in Uganda/ Rwanda has also exposed me. My professional and friendly work approach, has made my work with partners very exciting and interesting- I have learnt a lot and happy to call myself a member of the Oxfamily

– Beatrice Akello Mwesigwa
Administration Officer.

HUMAN RESOURCE

POLICIES

We are guided by a set of values/policies/procedures in our ways of work, such as the Code of Conduct, Human Resource, Procurement manuals, anti-bullying policy, Security, Health and Safety guidelines among others. All these are meant to mould our actions, behaviours, working style to reflect Oxfam values.

In the last year, we carried out a review of our Staff terms and Conditions of Service to take into account the changing employment environment in Uganda and address staff motivation issues. All staff were given chance to have their voices heard on matters that are of concern to them and the process to conclude with the revision continued into the following year



SECURITY, HEALTH AND SAFETY

Oxfam considers the health and safety of staff and other people we interact with as precedence. As such, we have Health & Safety policy and Security guidelines to serve as safety measures to all staff and visitors of Oxfam within and outside our premises.

Throughout the year, all Oxfam visitors were briefed about prevailing security

and safety situation, preventive and reporting procedures and points of contact in case of emergencies. The welcome and security/safety brief was updated regularly to reflect changes in context and provide guidance on expected behaviour and precautions to take. Our country security management plan was updated twice in the year. The main security threats have remained as terrorism attacks, common crimes, accidents and exposure to violent demonstrations caused by actions of political groups among others. Health and safety concerns have on other hand focused on epidemics and disease outbreaks including Ebola, typhoid, cholera and hepatitis B. Appropriate advisories have been shared with staff and partners.

To strengthen understanding of and adherence to this policy, we carried out a Security and Safety awareness training for 20 key staff and partners security focal point persons last year which saw all participants acquire knowledge, skills and tactics for self defence/survival in times of crisis, and practical application of the skills in incident response situations and reporting procedures.

CHANGES IN THE ORGANISATION/STAFFING

Oxfam underwent a number of change processes during the year which had a great impact on staff and the organ-

isation as a whole. Staff were supported and kept updated with all new developments in the change process through regular meetings with management, email and conference calls for field – based staff. We commend the Oxfam Uganda team for actively participating in the transition activities, meetings and going through it all within a stride.

We had a staff retreat where, aside from staff having a chance to interact and get to know each other better as a One Oxfam team working towards a common goal, we engaged in discussions about the current Oxfam transition processes to understand it better, know expected implications and how best to cope with them. The highlight of the retreat was a visit from our ED, Winnie Byanyima, who appreciated the team for the good work in Uganda and encouraged them to keep the focus on the vision rather than on the changes



LOOKING FORWARD

In the coming year, Oxfam remains committed to investing more in People. Continuous capacity building and improvement is a priority in line with our strategic objectives to be better equipped to deliver on our new country strategy.

PROGRAM QUALITY AND LEARNING



PROGRAM QUALITY AND LEARNING

At Oxfam we ensure that Program quality, monitoring, evaluation and learning are embedded in our programs, where we are able to demonstrate progressive changes in people's lives.

Together with our partners, we monitored, reviewed and commissioned external evaluations in order to learn and improve performance of our programs.



REVIEWS

A. COUNTRY STRATEGY

Within the year, Oxfam in Uganda reviewed its Country Strategy consultatively involving both staff and partners to increase understanding and ownership. The review resulted in a revised strategy which focuses on bringing others together to bring change at scale, building wider networks with other International NGOs including the private sector, academic institutions and the govern-

ment. There were learning taken from the previous strategy which greatly shaped the focus in the current strategy.



B. PROJECT REVIEWS

A number of projects were reviewed to assess the progress including; We Can Campaign, which is focused on ending violence against women. The review of this showed that the campaign had contributed to improved public awareness and understanding of violence against women, and created a popular social movement (change makers) aimed at ending the violence against women especially at

grass root level. Learning from the review required us to change the structure of the consortium and build the capacity for change makers and alliance members in order to make the campaign more robust.



C. PARTNER REVIEW

As part of our commitment to continual learning to improve the quality of our programs, Oxfam organised an annual program and learning review with participation from stakeholders like partners. This year's review provided an opportunity to review achievements and challenges of the year, provided deeper understanding

PROGRAM QUALITY AND LEARNING

of the new country strategy and the new approach to monitoring, evaluation, learning and accountability to the different stakeholders and staff.



EVALUATIONS

Within our humanitarian response for the South Sudanese refugees, we conducted a Real Time Evaluation and organised a project review with key stakeholders. The learning included the need to revise the contingency plan to take into account an anticipated bigger humanitarian crisis as well as adjust our response strategy to create a good link between the emergency, recovery and development phases.

During the year, an external evaluation of the community led value chain development for gender justice and pro-poor wealth creation (GENVAD) was commissioned. The evaluation findings revealed that while progressive economic outcomes were realised, the strongest income increases were found in situations where Gender Action Learning System (GALS) was combined with other interventions supporting rural livelihoods, farmers' organisations and improved access to growth markets. We also learnt that it

was equally important to engage private sector at all levels of the value chain including production level in order to influence standards, quality, and crop selection among others.

IMPACT ASSESSMENT

Oxfam conducted an impact assessment in order to measure change in the lives of people living in poverty and injustice that we supported from 2011. While positive outcomes were registered in areas like economic situation and increase in the number of women owning land, key findings like domestic violence rates still being high and increase in land conflicts despite implementation of projects to reduce them stood out. As a result, Oxfam has made a deliberate effort to integrate Women rights initiatives in all program themes and promote sustainable use of natural resources with women lands right as its key component.

Throughout the year, stories and documenting of impact and progress in the lives of the people in program areas also complimented the impact assessment and showing the real change we are creating

PARTNERSHIP SURVEY

Our programs rely upon partnerships and alliances with other organisations to achieve positive changes in the lives of people. In order to strengthen our relationships and accountability with organisations whom we work with, Oxfam conducted a global partnership survey to help us listen from our partners and improve on how we work with them. The findings of the survey in Uganda showed that Oxfam adds value to its partners but could achieve significant gains by doing better in some areas. We convened a meeting with partners to unpack the survey and discuss areas where Oxfam could improve as well as what role partners have in supporting this process.



FINANCIAL REPORTS

ANNUAL INCOME

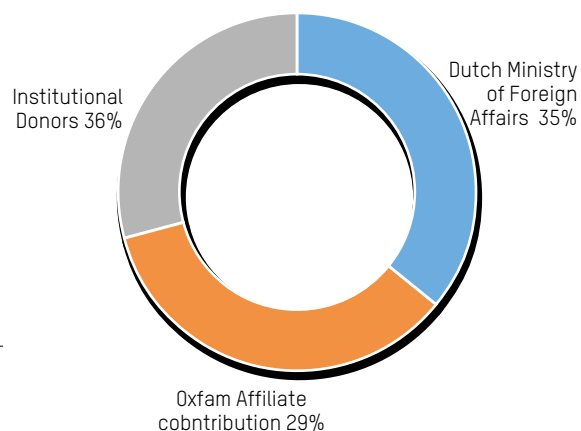
Source of Income	Amount (Euros)	% age
Dutch Ministry of Foreign Affairs	2,780,478	34.5%
Oxfam Affiliate contribution	2,362,715	29.3%
ACCRA	7,656	0.1%
Comic Relief	26,180	0.3%
IFAD	28,865	0.4%
UNHCR	993,982	12.3%
SIDA	89,993	1.1%
The William & Flora Hewlett Foundation Ruach Fund	25,663	0.3%
Irish Aid	48,585	0.6%
Dutch Postcode Lottery	1,697,596	21.1%
Total Income	8,061,713	100.0%

Source of Income	Amount (Euros)	% age
Dutch Ministry of Foreign Affairs	2,780,478	34.5%
Oxfam Affiliate contribution	2,362,715	29.3%
Dutch Postcode Lottery	1,697,596	21.1%
UNHCR	993,982	12.3%
Other Institutional Donors	226,942	2.8%
Total Income	8,061,713	100.0%

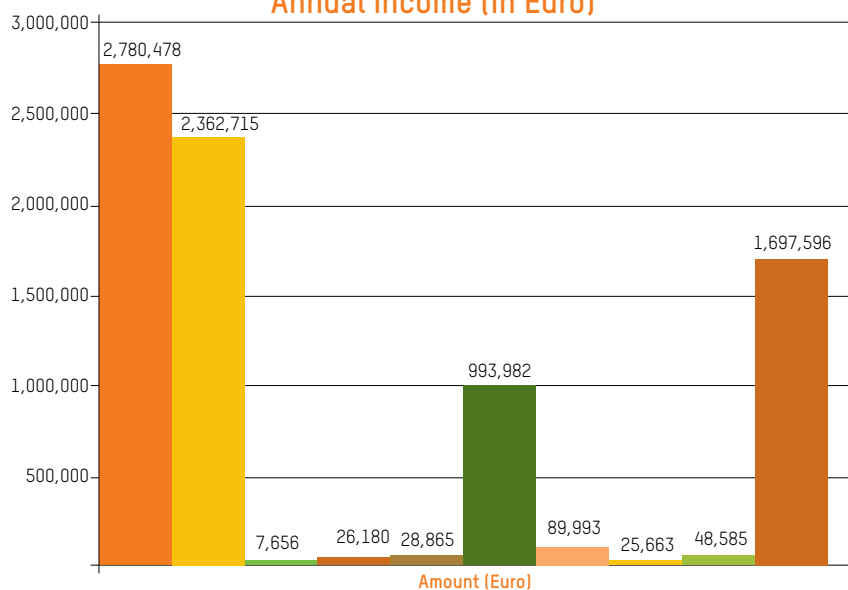
ANNUAL EXPENDITURES

Thematic Category	Amount (Euros)	% age
Governance & Accountability	1,057,918	13.1%
Resilient Livelihood	3,253,851	40.4%
Humanitarian response & preparedness	1,954,901	24.2%
Total Programme Cost	6,266,670	77.7%
Management & support Cost	1,795,043	22.3%
Total Expenditure	8,061,713	100%
Governance & Accountability	13%	
Resilient Livelihood	40%	
Humanitarian response & preparedness	24%	
Management & support Cost	22%	

INCOME BY SOURCE

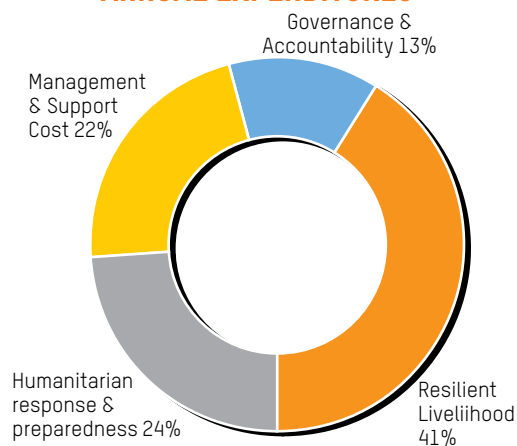


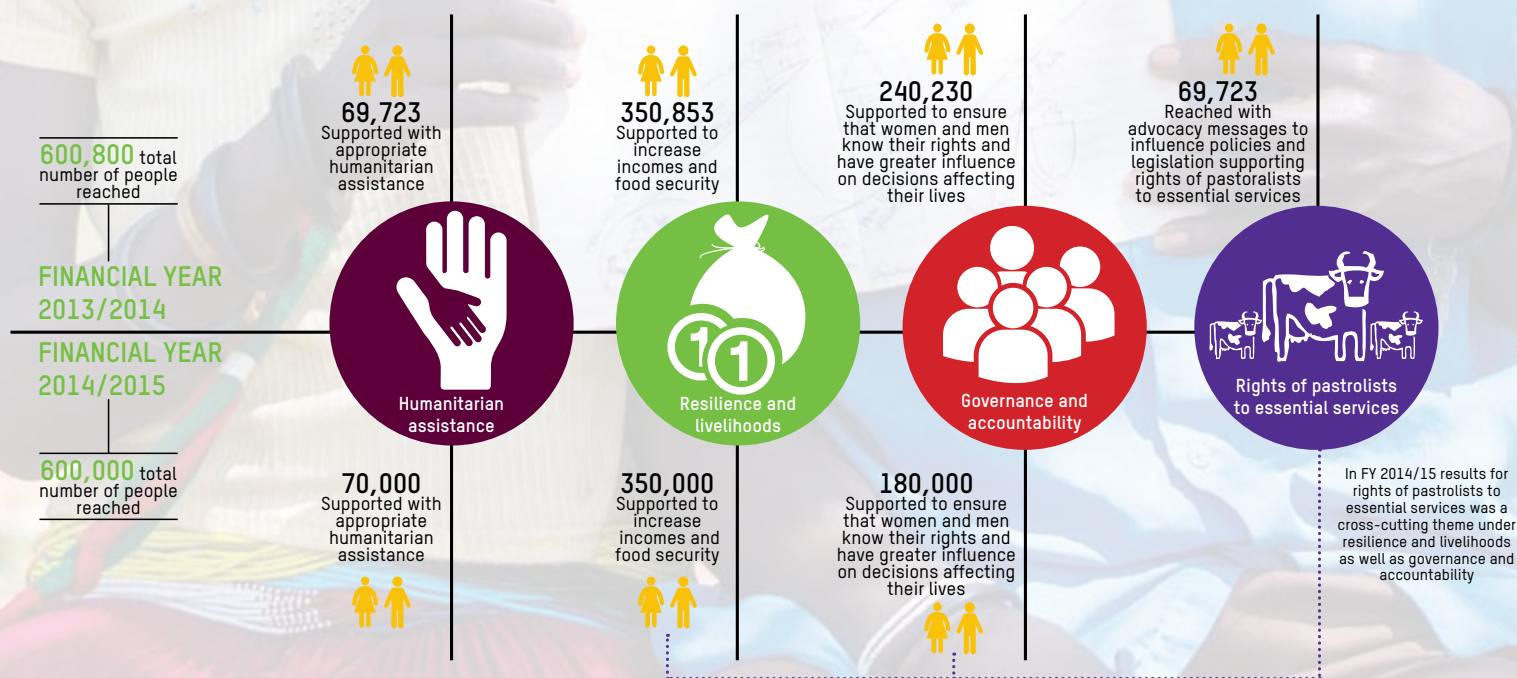
Annual Income (in Euro)



■ Dutch Ministry of Foreign Affairs
 ■ Oxfam Affiliate contribution
 ■ ACCRA
 ■ Comic Relief
 ■ IFAD
 ■ UNHCR
 ■ SIDA
 ■ The William & Flora Hewlett Foundation Ruach Fund
 ■ Irish Aid
 ■ Dutch Postcode Lottery

ANNUAL EXPENDITURES





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