



OXFAM IN UGANDA
ANNUAL REPORT
2016-2017



OXFAM

2

OUR VISION

OUR COUNTRY STRATEGY FOCUSES ON:

1.1. THE THEMATIC GOALS INCLUDE:

1 GOVERNANCE AND ACCOUNTABILITY

Oxfam is working to ensure that vulnerable women, youth and men have increased space for and role in contributing meaningfully to decision-making in development processes and holding Governments, Private sector, Social Institutions and Civil Society Organizations accountable. We are building active citizenship around taxes and budget allocation, extractives and women leadership.

2 RESILIENT LIVELIHOODS

Focus is on ensuring that vulnerable women, youth, marginalized men and other vulnerable groups in a range of Ugandan livelihood settings are economically empowered and enjoy their rights to food as well as have increased incomes.

Under this theme, we promote land and seed rights for women and pastoralists, engendered value chain and markets, private sector engagement, climate change adaptation, youth employment, and addressing Gender Based Violence (GBV) and unpaid care work for women.

3 HUMANITARIAN PREPAREDNESS AND RESPONSE

We work to empower vulnerable women, youth and men with skills and knowledge so that they are able to mitigate and cope with shocks and enjoy their rights to a life with dignity. In cases of disaster, Oxfam works together with partners to provide lifesaving assistance that meets that needs of those affected.

Besides saving lives, we also strengthen humanitarian capacity at local and national level to ensure better, quicker and cost-effective preparedness and response to humanitarian situations.

1.2. OUR MODELS AND APPROACHES TO ACHIEVING IMPACT

Throughout our work, we strive to bring about lasting change and we hold ourselves accountable to these key commitments:



WOMEN'S LEADERSHIP

We support women with the right information (and skills) that empower and encourage them to meaningfully participate in decision making processes and take up leadership roles at different levels from community, national and global spaces.



CITIZENS PLATFORMS

We strengthen spaces for citizen engagement like women foras, neighbourhood assemblies and others that provide a platform for communities to engage with their leaders and demand for accountability.



PARTICIPATORY METHODOLOGIES

We scale up participatory and inclusive methodologies such as the Gender Action Learning Systems (GALS) that give power to the people to take charge of their lives. GALS allows men and women to jointly identify their aspirations, challenges and opportunities to improve their lives both at household and community levels.



ICT BASED INNOVATIONS

We work with ICT based innovations especially for youth for instance online commodity platforms, ICT for employment to promote entrepreneurship, market access, strengthen value chains and improve access to knowledge and information.

ALLIANCE BUILDING

We build and strengthen alliances and networks to work together towards change.

ADVOCACY AND CAMPAIGNS

As 'enablers' and conveners, we work to influence authorities and the powerful to ensure delivery of services.

RESEARCH AND INFLUENCING

We carry out strategic research on inequality, extractives, women leadership, and violence against Women, publish reports and share widely to influence policies.

CAPACITY STRENGTHENING

We empower partners; staff and target groups so that they buy into, own and lead processes of change. We believe that transformative change requires not only knowledge and organization, but creation of opportunities for such change.

BUILDING ON LINKAGES AND KNOWLEDGE SHARING

As part of a global movement for change, our program we create linkages with the region and global communities to maximize opportunities for multi country knowledge sharing. We work with universities, think tanks, research organisations and other specialised national institutions and bureaus.

ACCOUNTABILITY AND LEARNING

Together with partners, we strengthen downward and upward accountability through engaging communities in implementation and monitoring and sharing results, establishing robust community complaints and feedback mechanisms. We measure the impact of our work by employing both quantitative and qualitative methods like World Citizens Panel, stories of change and case studies.

2.0. OUR YEAR IN NUMBERS

Thank you for your support, this financial year we impacted:



PEOPLE WITH
OUR GOVERNANCE
WORK



PEOPLE
THROUGH OUR
HUMANITARIAN
RESPONSE
ACTIONS



PEOPLE THROUGH
OUR RESILIENT
LIVELIHOODS
PROGRAMME



PEOPLE WITH
OUR WOMEN'S
RIGHTS EFFORTS
PARTICULARLY
IN WOMEN
LEADERSHIP AND
ENDING VIOLENCE
AGAINST WOMEN

IT SHOULD BE NOTED THAT OUR WOMEN'S RIGHTS WORK CUTS ACROSS ALL OUR PROGRAMMING. 59% OF THE PARTICIPANTS IN OUR ACTIONS ARE WOMEN.

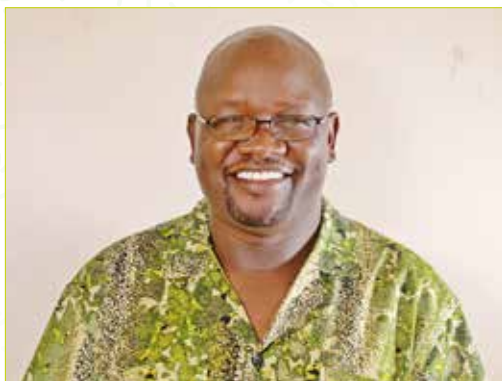
WE REACHED OVER 5,000,000 PEOPLE INDIRECTLY USING MULTIPLIERS LIKE ADVOCACY, MEDIA AS WELL AS THE EXISTING SOCIAL NETWORKS

% WOMEN/GIRLS

59%

TOTAL (ROUNDED)

599,638



3.0. YEAR IN REVIEW

The year 2016-17 saw Oxfam in Uganda take its transformation agenda to a level higher. We tested and applied Oxfam's power to convene and influence actors around issues we believe address the root causes of injustice and inequality. The year saw a lot of investment in coaching and accompaniment for our staff and for our partners to be more effective in applying the experience, the knowledge and the learning from our programs for influence.

The public launch of our inequality report **"Who Is Growing? Ending inequality in Uganda"** was perhaps the most significant in the reporting year. The report was a study of the major drivers of inequality in Uganda. The widely reported and attended launch and the subsequent discussions including through print, electronic and digital media has significantly shifted the development narratives from poverty to inequality. Oxfam and partners have since been invited to different platforms including at the Economic Monitoring Group chaired

by the Permanent Secretary ministry of Finance and Secretary to The Treasury to discuss the report and propose how the recommendations there in can be brought to bear on the national policy making.

In July, Uganda saw a new surge in the number of refugees from South Sudan into Uganda yet working with national and local humanitarian actors, Oxfam in Uganda was able to deliver timely and high-quality humanitarian assistance to more than 283,000 refugees and host communities. We were effective in using the crisis to highlight the critical role of local and national humanitarian actors. We have continued to call on donors, governments and actors to create space, enable the voice and invest in the technical capacities of local and national humanitarian actors to make delivery more efficient, more timelier and more sustainable.

Perhaps the most important accomplishment in the year is to be found in the qualitative improvement in the leadership that our own staff and partners have begun to show in the different streams of the work we pursue. From convening around climate change issues and land rights to facilitating research and analysis on extractives and public finance management to innovative ways of delivering water and sanitation and protection services to high refugee populations. From supporting local humanitarian actors into a collective voice to shift the humanitarian system to purposeful engagement of women leaders and women movements, our staff and partners are now exhibiting leadership with more courage and conviction.

As we get into the new reporting year, I am assured that there is a good momentum to

build on. The Uganda team and partners will need to deepen its knowledge management, provide more time for purposeful reflection and learning from the good work we do. We will need to be more conscious about how we work with other actors in the sector to ensure that the civic space and ability for citizens and citizen organizations to meaningfully engage with government and private actors is realized. The follow up on our commitment to make regular briefs on the identified drivers of inequality is a more effective way to consolidate the gains of the launch of the report.

Considering that the influx of refugees into Uganda and the attendant response actions that Oxfam in Uganda and the partners have mounted continued to stretch the country program, more effort will have to be invested in addressing the root causes of the displacement from home countries particularly in South Sudan. Oxfam in Uganda working with teams in the region as well as with other actors should continue to explore more effective ways through which governments in the region, regional bodies and international communities can peacefully resolve the issues that drive the refugees out of their countries.

This year yet again, we prove that by working with and in partnership, we make what seem impossible, more possible. I look forward to an even better year as we get into the third year of delivering our Country strategy.

Thank you to all our supporters

Peter Kamalingin B.L.
COUNTRY DIRECTOR



Left-right: Professor Nuwagaba, Peter Kamalingin (Oxfam in Uganda Country Director), Hon Rebecca Kadaga (Speaker of Parliament) and Dr. Wilberforce Kisamba Mugerwa (Chairman, National Planning Authority) during the launch of the Oxfam in Uganda Inequality report

Photo Credit: Oxfam

4.0. SHIFTING THE NARRATIVE FROM POVERTY TO INEQUALITY

4.1. INEQUALITY CAMPAIGN LAUNCH INCLUDING FOLLOW UP ENGAGEMENTS

While Uganda's economy has registered consistent growth and poverty has reduced over the last decade, this has not translated into better welfare for households and individuals. This is the finding in the Oxfam inequality report titled Who's Growing?

Oxfam in Uganda in partnership with Uganda National NGO Forum, COPASCO, Uganda Women's Network, Uganda Youth Network and Citizens watch-IT Uganda launched the 'Who is Growing?' report that highlights the key drivers of inequality in the country. The report further demonstrates that a few individuals are benefitting from economic

growth. It makes policy recommendations to key actors and notes that unless the widening inequality is addressed through interventions that promote economic inclusion, it might reverse the gains in poverty reduction.

The launch was graced by over 200 participants from government, private sector representatives, students, Civil society members, Embassies/ Ambassadors, Religious leaders, Farmers, Market women, media, Academia and Oxfam staff. The RT. Hon speaker of parliament of Uganda, Rebecca Kadaga was the chief guest and gave an official endorsement to the report. Other key guests were the Danish Ambassador and the IMF resident representative and the Chairman of Uganda National Planning Authority who was also a panelist.

With the different media efforts, we reached over 5 million people both online and offline with over 500 people adopting the hashtag #EndInequalityUG. The report dominated the media discussions on many television and radio stations and it featured on first page of all major dailies.

With growing inequality, Uganda may experience growth and but not sustainable development that benefits ordinary citizens. The Inequality campaign therefore focuses on policy progress and shifting the terms of debate from poverty to inequality so as to create an economy that works for women and young people.

Inequality is already a common thread under all the three themes of Humanitarian, Resilient Livelihoods and Governance and Accountability, as well as under the cross cutting Gender and Women's Rights. Therefore, the campaign will bring together all the existing campaigns and these three themes, in the spirit of the one programme approach.

4.2 CAMPAIGNS: WORLD WIDE INFLUENCING NETWORK (WIN)

Oxfam believes that much change happens at national level and the importance of linking national realities with, and influencing positive outcomes through, regional and/or international processes. To achieve this, Oxfam works in alliances and partnerships with a wide range of civil society organizations and social movements ensuring momentum, resourcing and alignment between the global to regional and national objectives and strategies, and across teams. We campaign so that the voices of the poor influence the local and global decisions that affect them.

During the year, we participated in the following campaigns:

4.2.1. THE TAX MY MEMBER OF PARLIAMENT CAMPAIGN



Citizens marching during the #TaxMPs campaign

We reached nearly 5 million people. The reason behind the campaign was because Members of parliament had sought to exempt themselves from income tax on a significant portion of their allowances. Our partner CSBAG with our support engaged

with other civil society members to mobilise citizens who signed a petition calling on the president not to sign the amendment into law. Whereas this succeeded in the first attempt because the president sent back the Bill to Parliament, he (the president) later assented to it in what was viewed as a win for the Executive and the Legislature. Never the less, it raised interest and awareness among the masses on tax issues. Messages for this campaign were partly informed by the Fair tax monitor that we worked with partners to produce.

4.2.2. REVENUE MOBILIZATION AND PUBLIC EXPENDITURE

Together with our partners, we made several proposals to government on public finance management (revenue mobilization and public expenditure). Eleven of our proposals were adopted by the Parliament Budget Committee on the National Budget Framework Paper (NBFP) 2017/18; these included; Agriculture (3), education (1), health (3) and water (4).

And to make budgets more inclusive, 39 ministerial Policy statements were assessed to be complying with the Gender Certification of Equity. (GCE); these included; 4 social sectors of Education (64%), agriculture (51%), health (72%) and social development (88%) were compliant with the certificate of gender and equity since they all scored above the 50% pass mark on their Budget Framework Papers FY 2017/18.

There was increased political will, key duty bearers at local, sub national and national governments have shown increased willingness to support local revenue mobilization and making budget process inclusive. Following Oxfam/CSO

engagements and increased awareness, the MPs did not approve submitted sector plans from different ministries due to their failure to pass the Gender and Equity pass mark. A key example is in the health sector, which was rejected on grounds that it should first have Gender Targets revised by the Health Committee of Parliament

4.2.3. GLOBAL DISPLACEMENT CAMPAIGN



Children jumping rope in Bidibidi settlement

With the increasing crises across the region, it becomes crucial to coordinate efforts for enhanced preparedness, response and advocacy work. In response to the South Sudan refugee crisis, the Uganda Program worked very closely with the regional responses in South Sudan, DRC and Ethiopia through sharing information regularly (weekly calls) and exchange of technical personnel as and when required. The sharing of information enabled updates of Contingency Plans and enhanced preparedness for an effective response. Oxfam also continued to monitor the developments in the Burundi political crisis and the refugee influx and information has been shared with the Oxfam HECA region.

4.2.4. INEQUALITY CAMPAIGN

With growing inequality, Uganda may experience growth but not sustainable development that benefits ordinary citizens. Women and children are most affected by poverty and inequality which may stand in the way of Uganda achieving her development goals. The Uganda Inequality campaign therefore focuses on policy progress and shifting the terms of debate from poverty to inequality. We seek to create an economy that works for women and young people.

The inequality campaign is the umbrella that brings together all the existing campaigns to strengthen Oxfam's influencing role seeing that inequality is already a common thread under all the three themes - Humanitarian, Resilient Livelihoods and Governance and Accountability and cross cuts gender and women's rights.

4.2.5. 16 DAYS OF ACTIVISM

16 days of activism is a global campaign aimed to set aside time to galvanize action to end violence against women and girls around the world. It runs from 25 November, the International Day for the Elimination of Violence against Women, to 10 December, Human Rights Day.

At Oxfam in Uganda, we held a reflection moment on violence against women in schools. To bring the issue closer to home, we wore school uniforms sung the national and school anthems and shared experiences. We committed to using our diversity and passion for positive change to champion inclusiveness and women's rights.

The reflection included a discussion on

laws and policies in the education sector and how they perpetrate or prevent violence against women. We noted that decreased investment in the education sector has seen people lose trust in public education while giving rise to questionable private institutions. This in turn deepens inequality as those who cannot afford private education are left behind.

We also exchanged ideas on better advocacy to end violence against women and girls noting that the constitution and international standards state that private education supplements, not usurps, public education.

4.2.6. INTERNATIONAL WOMEN'S DAY 2017 ACTIVITIES



Christine Abol cooks using the Lorena stove

As part of International Women's Day, Uganda Women's Network with support from Oxfam held a press conference to demand for increased investment in education, health and agriculture. We were also demanding for improved the conditions for women in the workplace and addressing unequal workload.

Over 200 women and men attended the press conference and government to fulfill

international commitments and dedicate a bigger percentage of the national budget to improving agricultural technology and information to empower women particularly women smallholder farmers.

The conversation continued online under the hash tag #RetireTheHoe. The hashtag trended for three days reaching nearly 2.5 million people. The women's day campaign got mentions on mainstream media and raised debate on women's unfair care work load, especially in the agricultural sector. Other media coverage included a live debate on land rights on NTV, a major national broadcaster in which Oxfam's Head of Programmes Rose Atim was participant.

As a program, we held an internal reflection meeting on women in the Oxfam workplace. We also participated in the national celebrations held in Dokolo, Northern Uganda where we exhibited our women economic empowerment work.

At the International Women's Day celebrations held in Dokolo district, under the theme **"Women's Empowerment in the changing world of work"** together with UWONET and WORUDET, we presented the Lorena stoves made by women's groups we work with under our Women Economic Empowerment and Care work. The exhibition was an opportune platform to discuss women empowerment through skilling such as crafts, hair dressing and tailoring.

The International Women's Day activities fed into our inequality campaign launch which also highlighted gender as a key driver of inequality. An award-winning blogger **published a commentary on the World Economic Forum** highlighting ways in which Ugandan women are still not yet economically empowered; and making an

argument on why we still need women's day and, indeed, women's month.

4.2.7. LAND AND SEED WORK



Mrs. Ann Tame shows maize seeds she grows at her home garden at Erepi village in Moyo district

While most people depend on agriculture, resources such as land and seed are not distributed evenly and access is limited worsening inequality across communities.

Oxfam in Uganda works with partners to lift rural communities out of poverty through ensuring that people secure their rights to land and seeds.

Working with our partner PELUM, IIRR, and CIDI we translated models from community practices and technologies of managing their seeds in Teso, Acholi, West Nile and Karamoja Regions in to three models namely:

1. **Community Managed Seeds Security Model (CMSS)** an approach where rural communities identify, collect and multiply seeds of their interests that perform well in their areas.
2. **Climate Resilient Agro-Ecosystems Model** is a comprehensive approach of promoting both on farm and off farm practices of adapting to and mitigating climate change effects.
3. **Pasture Seeds Model** aims at promoting pasture seeds variety that is tolerant to climate change effects to ensure continuous pasture availability to pastoralists communities.

These models are aimed at promoting community seeds security, secure land use, access and ownership rights of the vulnerable groups.

We also organized a national conference on seeds to present and promote CMSS model as an alternative seeds distribution model that is sustainable and inclusive to complement the seeds distribution model under the government program of operation wealth creation.

The Secretariat for Operation Wealth Creation appreciated the model and committed to explore its feasibility. Sub national dialogues were also held with many rural communities, attracting support from traditional institutions and local government. Six community seeds banks have been established so far to preserve and promote community seeds security practices and technologies. CMSS models also aim at collecting and preserving traditional varieties in the national gene bank through participatory plant breeding with research institutions.

Working with our partners, we engaged local government on land governance. As a result, commitment to enact ordinances that promote sustainable land use practices and women land rights were made by the district of Nebbi and Omoro, while the LC5 chairperson of Soroti supported GIZ interventions of registering customary lands in the district. On the national land debate, Oxfam and partners engaged different stakeholders including ministry of land to identify opportunities and challenges of the national land policy.

4.2.8. WOMEN LEADERSHIP

Oxfam and partners work to enable women leaders and political leaders to adopt the African Union Protocol on women's Rights aimed to address issues of discrimination, abuse and violence, traditional rules and practices like imbalances in land inheritance.

During the year, we enhanced our work on increasing women leadership both at local and national level. Lobby/ dialogue meetings were held with 3 committees in Parliament bringing together 30 representatives drawn from the 3 parliamentary committees on human right, legal and parliamentary affairs

and gender participated. The meetings were used to create awareness on the Maputo protocol among the committee members to influence their support and informed debate during plenary in parliament.

At the local level, 152 women councilors and representatives from women's rights Organizations were trained to increase their knowledge and skills on women's land and property rights, prevention and response on Violence Against Women and Girls and the enabling legal and policy framework on land to influence voice and action in the district council.



Frances Adong Avakit chairperson of the Neighborhood Assembly in Oseera Subcounty, Kumi district

4.2.9. EXTRACTIVES

During the course of the year, we begun implementing the extractives program to add value to the sector building on its experience in the country and globally. In Uganda, Oxfam intends to play majorly a convening role for influencing government decisions', company practice, leveraging IFC safeguards, and ensuring communities' rights are respected during the pipeline community engagement process.

Oxfam and other CSOs under the auspices of the Mining Working Group participated in the review of Uganda's Mining Act, 2003. A compilation of civil society observations and recommendations for amendment of the said law were generated.

4.2.10. WOMEN, YOUTH AND VALUE CHAINS



Atimango Sharon raises a cassava stem tuber harvested from the joint farmers group garden in Pader district

One of the avenues for reducing inequality is ability for people - particularly women - to engage in value chains, which gives them an opportunity to increase their incomes. During the year, Oxfam and partners supported youth with initiatives aimed at increasing their employment opportunities and income. They were supported to develop business ideas through linkages them with internship opportunities and provision of equipment's like driers in the cassava value chain, which enabled them to reduce

post-harvest losses, add value and hence realizing better prices for their products.

Oxfam together with Africa 2000 Network and NARO-NaCRRRI is implementing a cassava value chain development livelihood intervention. The project aims to evaluate near release cassava genotypes together with farmers, increase farmers' knowledge on cassava disease management, and increase farmer access to quality cassava planting materials and Improve quality of cassava products for better markets.

During the year, we established demonstration and multiplication gardens of high yielding varieties, and trained over 2500 small holder farmers, 60% women in the cassava value chain with trainings in agronomy, farming as a business and Post-Harvest handling. This increased access to cassava varieties with high yielding, disease resistant and drought tolerant and resulted to high quality and quantity of cassava products and increase in incomes, which in turn has improved their lives.

CASE STORY



Members of Gen Badi Farmers group and the cow they bought from a few of their savings

GEN BADI FARMER GROUP IN ACHOLIBUR SUB COUNTY, PADER DISTRICT

Located in Arit Latwong village, Gem Onyot parish Acholibur Sub County, Gen Badi Farmer group is made up of 30 farmers; 21 female and 9 male. The group started receiving support from Oxfam's cassava project from July 2015 to December 2015.

"We received support training sessions in September 2015, covering areas of cassava agronomy, post-harvest handling and storage, farming as a business, village savings and loans associations. After the training, we established two cassava multiplication sites and 1 demonstration site," says the chairperson of the farmer

group Apwonyo Dina.

In 2016, the cassava project was rolled out and Gen Badi Farmer Group, supported by our partner A2N-Uganda, planted 1 cassava demonstration, Participatory Variety Selection site and 1 multiplication site. This aimed at enabling the farmers' group to have clean and improved planting materials that would increase their production in terms of food availability and also increase their income in the long run.

"In February this year," said Acaye Bosco, the group's secretary, "we harvested from one of our multiplication sites and added some value by chipping and drying the cassava. The market however, was a challenge; we tried hard to sell our cassava chips at 1000shs per kilogram but because

of few buyers, we ended up selling to a local buyer from Lira at a lower price of 750shs per kilogram." The gains from the sales made were divided among the group members and they bought individual plots of land as well as pay their children's school dues.

In regards to future plans, Gen Badi group members intend to plant four new cassava multiplication sites (both individually and as a group) at the onset of the first rains in order to produce more for trade.

"We are very grateful for the work Oxfam and A2N are doing for our group," Apwonyo Dina said, "As a whole this has made our group stronger than before as we continue to do the Village Savings and Loans Associations (VSLA) meetings every Mondays and joint farm work for the group."



Julius Mukunda (2nd right) ED of CSBAG speaks during a press conference convened by the Tax Justice Alliance of which Oxfam is a member

5.0. RE-IMAGINING PARTNERSHIPS FOR INFLUENCE

Oxfam programs rely upon partnership and alliances with autonomous, independent, accountable organizations to achieve positive changes in people's lives as well as policy changes. To this effect, during the year we increased our efforts in alliance building through consortia, coalition and networks.

5.1. STRATEGIC PARTNERSHIPS

In the last year, Oxfam in Uganda implemented two strategic partnerships with particular focus on strengthening the capacities of CSOs to achieve policy change through two projects:

1. **The Right to Food Project (R2F)** aims at ensuring food producers especially women, pastoralists and their communities, enjoying greater local, national and global public and private sector policies that protect and promote their prosperity and resilience in relation to land rights and quality seed
2. **The Financing for Development (F4D)** aims at having more citizens enjoying their rights especially for quality public service delivery through participation in decision-making processes and specifically being part and parcel of the whole financial planning cycle

5.2. EXTERNAL ENGAGEMENTS

Oxfam believes that to achieve the desired changes, it is critical that a broad range of partnerships is required including both traditional and non-traditional partners. We worked with government institutions such as the, Office of the Prime Minister, Ministry of Environment, Ministry of Agriculture, Animal Fisheries and Industries, academia and Research institutions, the NGO forum, local civil society and peer agencies sharing program information, lobby on humanitarian policy and systems improvement and collaborating on researches, knowledge generation and sharing.

5.3. MEDIA FOR INFLUENCING

Oxfam works closely with the media as a key ally. As part of our information dissemination and collaboration efforts, we partnered with the media on many programmatic issues.

We used several media channels throughout the year including radio, television, facebook, twitter, youtube, whatsapp, emails, newspapers and the website.

Our objectives included:

- Building strong working relationships with the different media houses to share information strengthen our partnership.
- Increasing Oxfam in Uganda's visibility to our target audiences and continuing to be the knowledge brokers that we aim to be.
- Reaching wider audiences at local, regional and international levels.
- Bringing to the forefront and to the public's issues that exacerbate inequality and impede development.

Actions included

Convened a meeting with Africa Centre for Media Excellence (ACME) to introduce the country operating strategy and explore ways of working together.

Media	Frequency	Outcomes of media actions
Television mentions including news coverage, interviews	17	<p>With these media actions, we were able to achieve the following:</p> <ul style="list-style-type: none"> • With the launch of the Inequality Report, we have been able to bring the matter of inequality and its impacts be noticed by the public and the issue as well as how to end the growing inequality has been picked up and continues to be talked about in the government and donor spaces. • Following the launch of the ELNHA project, a number of local NGO's were able to apply for grants through the adverts shared across all media and have been able to give the much-needed aid in response to the South Sudan refugee crisis in Northern Uganda. • From the different social media engagements, got over 59,433,572 impressions, with over 4000 participants across all platforms. Our Facebook account continues to gain a wide followership of now over 7500 likes.
Radio mentions (including news coverage) Capital FM, Akaboozi, Sanyu FM, Radio One, Radio Simba, CBS FM, KFM, Beat FM, Radio City	35	
TV Talk shows – NTV	2	
Live TV debate – NTV	1	
Radio talk shows – Capital FM, Sanyu FM, Radio One, CBS FM, KFM	4	
Press Releases	2	
Newspaper articles (news coverage)	13	
Online media coverage	8	
Blogs	5	
Press conference (Joint)	3	



Photo Credit: Oxfam



5.4. PRIVATE SECTOR



Photo Credit: Oxfam

Oxfam is aware of the role of private sector by way of employment opportunities, technology development and tax revenue.

Oxfam in Uganda works with local Small and Medium Enterprises (SMEs) by supporting entrepreneurs in the SME sector with risk capital, business development assistance and impact measurement services, helping them to realize full business potential and to achieve growth and long-term success. In the past year, we supported SMEs with:

5.4.1. BUSINESS DEVELOPMENT SERVICES

Our goal is to provide small business entities that want to adjust their operations, financial management, product and market development and talent acquisition.

Together with our partner Open Capital Advisors, we reviewed and screened over 100 Ugandan SMEs, out of which ten were selected for dedicated support. We then worked with each business to better understand their major challenges in preparing for investment growth.



Photo Credit: Oxfam

5.4.2. INVESTMENT:

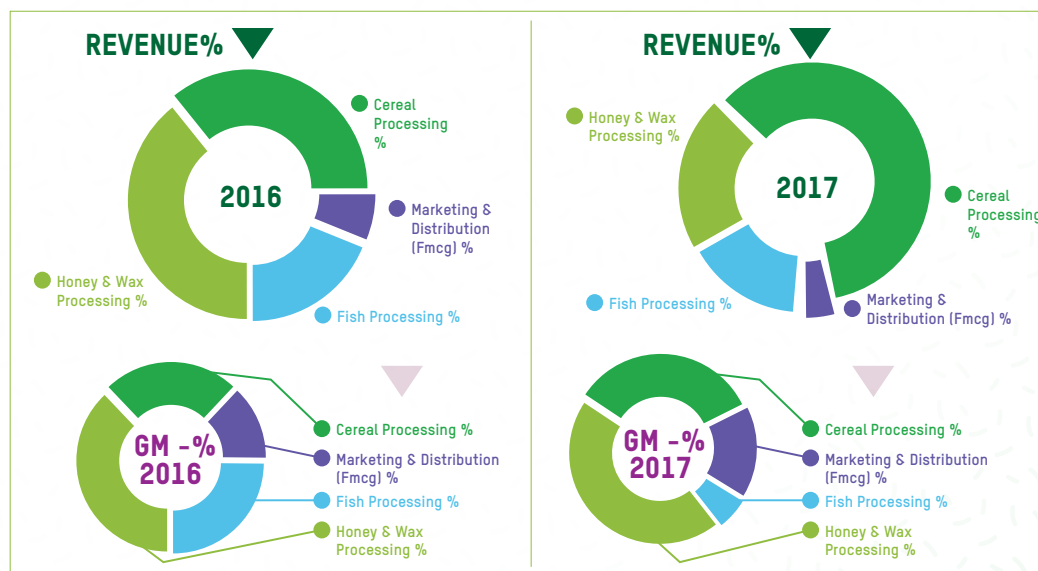
Under investments, we topped up USD 100,000 working capital loan to our existing investee, Bee Natural Uganda (BNU) to help boost wax purchases from farmers. This helped raise wax purchases and sales from 11tons to 16tons and 7tons to 15tons respectively. Prices paid to farmers increased from UGX 15,000 per kg to UGX

21,000 per kg. Over 3,000 smallholder farmers benefitted from the investee and 16 fulltime employees were recruited.

Our other investee Capstone introduced a new sanitary pad brand, Lillies to the Ugandan market with tremendous success. Within two months of launching in the countryside, 19,000 packs had been sold at 20% discount, promoted in three schools and carried in 570 retail stores countrywide. Capstone created 19 full time jobs, 15 of which are taken by women.

This model is a demonstration to government and private sector on how to create market opportunities for entrepreneurs, while ensuring that power, value and risk are distributed equitably among people impacted by businesses.

OXFAM BDS SME GROWTH BY SECTOR



5.5. RESILIENCE

Oxfam is strongly committed to building the resilience of vulnerable communities in Uganda, based on decades of local and international programming experience in humanitarian agriculture, climate change and disaster relief initiatives. Last year, Oxfam was involved in resilience partnerships below:

5.5.1. CLIMATE SMART AGRICULTURE (CSA)



Climate Smart Agriculture is defined as an approach for transforming and reorienting agricultural development under the new realities of climate change.^{1[1]} The most commonly used definition is provided by the Food and Agricultural Organization of the United Nations (FAO), defines CSA as “agriculture that sustainably increases productivity, enhances resilience (adaptation), reduces/removes GHGs (mitigation) where possible, and enhances achievement of national food security and development goals.”

Oxfam in Uganda has for the past one year led a consortium of 5 INGO (Care, World Vision, CRS and Concern Worldwide) on implementing CSA in Uganda. As a result, the government strategy on Climate Smart Agriculture (CSA) was reviewed and key recommendations made on how to improve the identified gaps such as integration of gender and youth issues among others. In Collaboration with the CSA National Taskforce comprising of Government (Ministry

of Agriculture Animal Industry and Fisheries, Ministry of Water and Environment), private sector, academia, research institutions and Civil society chaired by MAAIF has cultivated relations centered on planning for scaling up Climate Smart Agriculture in Uganda.

In addition, joint resourcing by the INGO alliance has resulted in a clear position paper with well-articulated value proposition by INGO which has sustained Operations for scaling up CSA.

6.5.2. AFRICA CLIMATE CHANGE RESILIENCE ALLIANCE (ACRRA)

ACRRA is an alliance of Oxfam, World Vision, CARE, Save the Children and the Overseas Development Institute (ODI), working closely with the International Institute for Environment and Development (IIED). During the year, ACCRA worked with the Ministry of Water and Environment, the Climate Change Department and other partners including IIED and USAID’s Feed the Future Project to develop standard national climate change indicators.

These indicators were generated at the community level, validated by decision makers in local and national government, and endorsed by the Ministry of Finance, Planning and Economic Development. In the Budget Circular for 2017 and 2018, the government has made it a conditional requirement for all sectors to plan for and integrate climate change adaptation, risk reduction and mitigation.



Photo Credit: Oxfam

Hon. Hillary Onek, Minister for Disaster Preparedness and Refugees (4th left), Peter Kamaligin (3rd right) and Oxfam staff and partners during the launch of the ELNHA project

6.0. GIVING VOICE AND SPACE TO LOCAL ACTORS

6.1. EMPOWERING, LOCAL AND NATIONAL HUMANITARIAN ACTORS (ELNHA)

With increased humanitarian crises, the role of local and national actors in responding is important since they are closer to the crises and can deliver a response in a cost-effective way. ELNHA is a global project implemented both in Uganda and Bangladesh, which aims to support local humanitarian actors with space to define

the humanitarian agenda and influence other stakeholders at various levels.

During the year, we commissioned a study to determine the capacity of local humanitarian actors in the country. The findings of the report revealed that few NGOs are specialized in humanitarian work though they sometimes respond to humanitarian crisis. Most of them had not clearly defined their mandates on humanitarian work.

Using the report, Oxfam developed an

initiative to strengthen capacities of 19 civil society organizations through training workshops that focused on developing humanitarian influencing strategy, mainstreaming within projects, humanitarian principles and financial training. Five local actors received grants to respond to South Sudanese refugees in West Nile region, Lamwo district and drought affected communities in Karamoja region. (For more details, check the response section).

6.2. VOICE



Voice is an innovative grant facility that supports to the most marginalized and discriminated people designed to support (local) formal organizations and networks as well as informal groups. It is a five-year project implemented in 10 countries of Africa and South-East Asia. On December 8, 2016 in keeping with the International Human Rights Day and the International Day For People Living With Disabilities, we launched the Voice Project.

The Philosophy behind Voice is that No person – regardless of ethnicity, gender, geography, disability, race or other status – should be denied universal human rights and basic economic opportunities. Voice will give the people being left behind the opportunity to have a say in the policies that should make this ambition a reality.

In Uganda, the project prioritizes applications focusing on women facing exploitation, abuse and violence, ethnic minorities and youth. Preference is given

to applications that consider cross-marginalization – that is interventions that acknowledges the different levels of marginalization among a target group and develop strategies to reach the most marginalized and discriminated people of a target group.

The Voice project focuses on three impact themes, namely:

1. improving access to (productive) resources (finance, land, minerals, and water) and employment
2. improving access to social services, health and education in particular
3. fostering space for political participation

The launch of the Voice project was simultaneously done with the Call for Proposals (CfPs) for Influencing grant (IF), which target organizations and networks to strengthen their lobby and advocacy capacities and amplify the voice of marginalized and discriminated groups. The rationale behind is that through this grant systematic efforts to change power relationships, attitudes, and beliefs, and the formulation and implementation of official policies, laws/regulations, budgets, and company policies and practices, in ways that promote more just societies and accountable societies. So far seven organizations were approved for funding and these include; National Union of Persons with Disabilities in Uganda (NUDIPU), Federation of Women Lawyers (FIDA) – Uganda, Foundations for Human Rights Initiative (FHRI), The Centre for Governance and Economic Development (CEGED), Global Rights Alert (GRA), Citizens Watch it with Technology (CEW-IT), Kabarole Research and

Resource Centre (KRC).

6.3. CITIZENS PLATFORMS



Frances Adong Avakit, the chairperson of Oseera neighborhood Assembly

Together with our partners, we enhanced the use of Citizen Platforms such as Neighborhood Assemblies to empower communities to engage with their leaders on accountability. Over 140 organizations and groups were equipped with knowledge and skills on how to conduct action research; influencing financing of social sectors like health, education, social protection and agriculture.

In addition, civil society organizations and local government representations were trained on access to information and open contracting to strengthen their capacity to demand for fiscal accountability. Following the training, the public officials made action plans to implement the access to information law in which some of the commitments were to initiate in-house awareness of the law to more officers as well as to display information, be responsive to requests for information and to provide reports to citizens as required of them by the law.



People collecting water at an Oxfam waterpoint with a water tank in Bidibidi settlement

Photo Credit: Oxfam

7.0. SAVING LIVES AND RESTORING HOPE

Humanitarian Response

Over the past year, Uganda continued to receive tens of thousands of refugees, mainly from bordering countries. In July 2016, renewed violence on South Sudan resulted in a huge influx of new refugees, which translated into a major emergency.

Oxfam was one of the first organizations to support refugees in Bidi Settlement of Yumbe and later Imvepi Settlement in Arua. Oxfam work also extended to Palabek Settlement in Lamwo district.

During the year, we implemented responses to the South Sudanese Refugee influx in Adjumani, Yumbe (Bidibidi), Arua (Imvepi

and Rhino Camp), Lamwo (Palabek) districts reaching approximately 280,000 refugees and host community members (56% Female) with Water, Sanitation and Hygiene services, gender and Protection assistance, as well as livelihoods support.

7.1. INCREASING WATER ACCESS



A water point constructed by Oxfam in Uganda in Rhino Settlement

Access to sufficient amounts of safe water was a challenge to the people of concern in the settlement areas, which already have limited water infrastructure, remotely located, and with poor roads.

To bridge the gap, Oxfam and its partners drilled and rehabilitated boreholes and wells; tracked water and drilled high yielding boreholes to increase sources for water trucking; extended pipeline networks; installed storage water tanks and taps to reach 224, 496 people of which 125,718 are female. The average amount of water per person per day increased, distance walked by the population to access water reduced, and tested water was found to be clean, safe with no contamination.

To ensure that that established water infrastructure is well maintained and functional, we trained pump operators in the basics of operation and maintenance of generators, water pumps, and established and trained water user committees for the water sources.

Through sector coordination, Oxfam also continued to contribute to quality improvements in WASH programming and service delivery by sharing designs, regional and global WASH best practices and supporting technical capacity building initiatives.

7.2. HYGIENE AND SANITATION



Amina, an Oxfam Hygiene Promoter briefing community members in Imvepi Refugee Settlement, Uganda

Proper hygiene and sanitation is essential to improve health and reduced outbreaks of diarrheal diseases. Together with our partner CEFORD, we constructed over 101,64 communal or household sanitary facilities including latrines and bathing shelters. We also distributed about 3,250 washing containers to 119,250 people of concern with 66,780 being females. The emergency communal latrine coverage reduced contamination of water sources. The cholera outbreak was contained with no reported cases death. People with Special Needs (PSN), were also supported through construction of dome shaped latrine slabs, which also combines as a bath shelter.

To increase hygiene work among the communities, 33 people were trained in production of dome shaped latrine slabs. Participants came from host and refugee communities and WASH centered organizations including Norwegian Refugee Council, WeltHunger, Danish Refugee Council, ADRA, Samaritan Purse and Health Assistants and Inspectors from Yumbe District Health Department.

7.3. ENVIRONMENTAL HEALTH AND HYGIENE CAMPAIGNS IMPLEMENTED

Together with our partners including district health departments, we trained 300 hygiene promoters focusing on safe water chain, maintenance of water points, record keeping and roles and responsibilities of members.

The roles of the promoters include community mobilization, dissemination of key hygiene messages, distribution of hygiene items, follow up on household latrine construction and routine monitoring and reporting of public health risks.

We distributed sets of IEC materials containing key hygiene messages, constructed communal waste bins, supported excavation of garbage pits and latrine cleaning kits. We also conducted child to child hygiene promotion activities in schools, facilitated formation and training of school hygiene clubs. The hygiene promotion activities reached 119, 500 people of which 66, 920 were females. We have noticed that many in our target communities are practicing good hygiene.

7.4. EMERGENCY FOOD SECURITY AND LIVELIHOODS (EFSL)



Mary Saki Sadic watering her vegetable garden in Bidibidi settlement

Diversification of food sources in settlements and host communities is important to ensure food security light of increased refugees coming to the country and reduced rations particularly for old refugees. Becoming food secure was a challenge for communities due to limited capacity for own food production and lack of income to purchase food items from local markets. To increase food diversification and food security, we supported 1212 women and 477 men with kitchen gardening projects through provision of seed and appropriate agronomy training. We also supported 187 female-headed and 44 male-headed households to earn an income through construction of energy saving stoves using Cash for Work Intervention

7.5. PROTECTION



Beatrice combs and plaits her daughter's hair as part of her efforts to keep the bond and erase bad memories of war

Within the refugee population, women who care for many children and the rest of the family head the majority of households. Women and girls continue to be exposed to different forms of sexual and gender based violence including early marriage. In addition, cultural barriers hamper their access to jobs, education, and vocational and life-skills' training opportunities. The disruption of social networks and trauma caused by the conflict and the multiple movements have exacerbated intra-family violence, high-risk behavior of adolescents and youth such as early pregnancy, drug abuse, and other protection risks. Many of the children and youth fled without their parents or even extended families and are mostly out of school with no or limited opportunities to access both secondary and vocational skills training.

Oxfam and partners mobilized 300 women to conduct a protection analysis and service mapping to inform our programming. We conducted community outreach, trained

refugee and host community Trainer of Trainers on making RUMPs who in turn trained other women and girls on making RUMPs, and organized meetings between protection committees and local authorities. We also provided referral support to survivors of violence. These interventions resulted in people undertaking measures to improve their circumstances with protection committees equipped with information on local protection needs and how to address them.

We supported production of fuel-efficient stoves to aid in environmental conservation, reduce exposure of women to sexual violence as they collect firewood. This intervention also reduced conflicts between nationals and refugees for fuel wood.

As indicated earlier, five local and national humanitarian actors namely. URDMC, CEFORD, PAG, KAPDA, and VEDCO built implemented the response in three regions namely Arua (Rhino camp), Yumbe (Bidibidi camp), Lamwo and Kaabong districts. This was in response to the refugees' influx in West Nile and Lamwo and the drought affected pastoralists from Karamoja. The organizations also worked in consortiums with other local actors. VEDCO teamed up with the local government District Disaster Management Committee (DDMC) of Lamwo and the women organization AWYAD; while KAPDA joined forces with the DDMC of Kaabong and DOCAHWA. The response reached 31,400 people with 16,200 being girls and women with support in WASH, Gender, social protection, social cohesion, and food assistance.

7.6. PREPAREDNESS

The Oxfam country office is observing the regional conflict – particularly the influx of refugees from South Sudan, Democratic Republic of Congo, and previously Burundi plus natural hazards. In this regard, we developed a national multi-hazard contingency plan with consultations from UNHCR and humanitarian partners. This enabled Oxfam to prepare, fundraise and respond to the increased influx of South Sudan refugees in West Nile Region and later Lamwo District from February 2017.

Oxfam, under Empowering Local and National Humanitarian Actors (ELNHA), is supporting capacity building of both local and national actors to enhance their preparedness to respond to all categories of emergencies. Oxfam believes that local capacity is key in effective, timely and sustainable response. The capacity enhancement has been through training, mentoring and coaching and funding humanitarian response as indicated in the previous section.

Oxfam has expanded its staffing and stocking of emergency logistics in preparation for response.

CASE STORY

WASH INTERVENTION IN ZONE 2 BIDIBIDI REFUGEE SETTLEMENT



My name is Betty Keji, I am 20 years old from South Sudan. I live in Kochi Sub County and I am married to John Juma with 2 children, a boy and girl. I sell food items at a local market in Yei. I used to work as a cook at a school in South Sudan and this opportunity enabled me to save some money. It is this money that I used to start my business.

Before the May and July 2016 South Sudan

conflict, life was calm and fulfilling, we had dreams. Then war broke out we were forced to leave our country and come to Uganda in September 2016. My group was lucky in that we did not encounter disturbances on our way here. Our major problems were lack of transport, food, water and medicine.

Upon arrival at Bidibidi settlement, we were registered and taken to Zone 2 in Swinga where I was given a 30 by 30 square meter plot. During this time, life was very difficult even though I was guaranteed of security. There were extreme water shortages such that people resorted to fetching water from a nearby stream. We also didn't have access to dignified sanitary facilities forcing people to openly defecate. Compounding the problem was the lack of soap, jerry cans and limited knowledge on hygiene practices. In my own family we suffered diarrhea, malaria and fighting at water points. I hated that we ran away from conflict to come here and fight each other over water.

A short period after my arrival, Oxfam came our zone and life changed for the better. A community meeting was organized to sensitize us about health. Oxfam brought us water in a truck, drilled a borehole and started building communal latrines. Hygiene promoters were also teaching us about the importance of having a latrine.

I also benefited from a set of digging tools given to the group households I was registered under. Assessment of people with completed latrine pits was done by the hygiene promoters and I was among those that received nails, 4 poles, 6 treated logs, 1 plastic slab, 1 tippy taps and 3 soap upon completion of my latrine and I also received a bucket for storing drinking water and children pooties.

Continued sensitization on good health, hygiene and sanitation has greatly improved my life. I not have my own latrine, bath regularly and laundry because I have access to water nearby. I am now a model home other people come to learn from me and there has been reduction in watery diarrheal and malaria cases in my household.

Our lives are much better and we are very grateful. However, we are still struggling with lack of clothes and beddings and sanitary pads for women. I have not received mine since February 2017. Therefore, I am appealing to our supporters to empower us with more water sources, routine distribution of female sanitary pads and soap and empower us with skills in bread making, tailoring and cash grants do business.



Oxfam staff and partners during a capacity building session

8.0. BROADENING THE LEARNING AGENDA

Oxfam programs are open to learning and innovative ideas, to changes in the external context, to new insights about the local context, to new partners, or to changing donor or government priorities.

8.1. WORLD CITIZENS PANEL

Building on from previous use of the World Citizen Panel, a digital tool that can measure results at the level of the direct beneficiary, we undertook the baselines of new global projects of Right to Food and Financing for Development. We found out that people are aware of (rising) inequality in Uganda

and are strongly in favour of a progressive tax system that offers public services and provides help to the poor. The main issue seems to be that people do not know how to influence the government and feel that leaders in government do not care about them.

8.2. PARTNER REVIEWS AND LEARNING REFLECTIONS

Together with our partners, we recognize the importance of learning from reviews is useful particularly in helping us identify gaps and needs for capacity building.

At project and programme level, we either organized quarterly and or annual reviews and key lessons learnt were identified and incorporated in the design of our programs. In one of the partner reviews, we learnt, that while we work primarily with partners at national level, the district level partners have a big role to play to create changes to the communities and stakeholders at their levels and moving forward, in the coming year, our partnership approach will endeavor to address.

8.3. REAL TIME EVALUATIONS (RTE)

Oxfam is committed to assessing and improving the quality of its humanitarian programs. As a contribution to meet this commitment, and create space for humanitarian teams to “step back” from their work, the organization makes use of “real time evaluations” (RTE). These evaluations review progress to date, and capture emerging lessons both for the country program as well as being of relevance to other operations responding to similar emergencies. These evaluations are usually completed at an early stage of an operation, and supposed to help emergency teams improve their processes.

In November 2016, we conducted a Real

Time Evaluation (RTE) for the response in West Nile, and the overall response in West Nile was found to be timely, fast moving and appropriate to the context. Oxfam was very visible in providing much needed assistance to the affected community and was found to be building and enhancing some very positive external relations on the ground. In all interventions, gender and protection aspects were adequately mainstreamed and staff capacity enhanced.

9.0. INVESTING IN PEOPLE



Photo Credit: Oxfam

9.1. STAFF

By the end of the reporting period, we had 60 in number: 38 males and 22 females with only one international. The staffing structure has grown and is expected to grow to meet the needs of an expanded program portfolio, which has also necessitated establishment of field offices in Arua, Yumbe, Lamwo and Kotido.

Trainings and Capacity Building (Voices)



Photo Credit: Oxfam

Oxfam staff during a staff capacity building workshop

There was continuous effort over the last year to strengthen staff capacity both technical and behavioral in order to deliver the Oxfam Country Strategy. Staff have been regularly encouraged to make use of available development opportunities in the confederation.

The Skills Audit was completed successfully and support needs identified for individuals and teams. A development and training plan was developed and implementation is still ongoing and covers Gender and Power analysis, Influencing and Advocacy, Finance and Fundraising, Leadership and People Management.

Managing and coping with change has been a priority and support has been given to staff and line managers. A training in the Oxfam International performance management policy (and other key Oxfam policies) was conducted for all staff. Further training and support especially to line

managers was given through the Leading from Where You Sit and Managing People at Oxfam (MPD) training were conducted. Staff were taken through critical sessions like motivation and managing performance, situational leadership, giving and receiving feedback, coaching skills, diversity, conflict management among others. The country office organized an interactive session called Being an Oxfam Team (BAOT), aimed to enable both the new and old staff members appreciate what is expected of an Oxfam staff.

As one of our commitments from BAOT training is use of various channels and forums to enhance communication and relations between individuals, teams and staff and management.

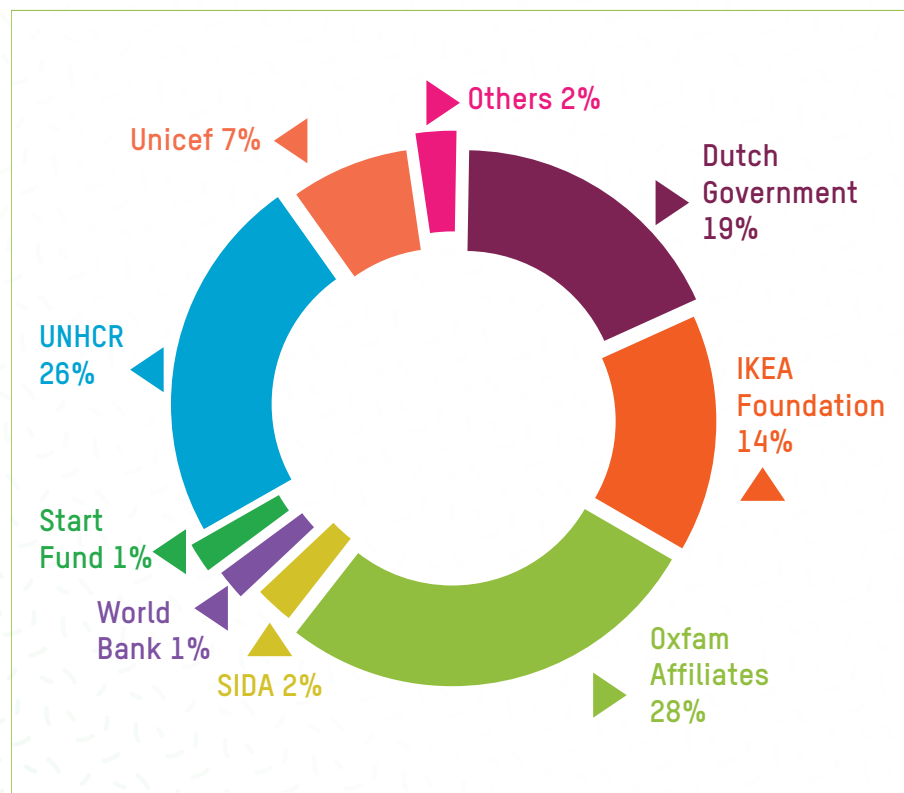
10.0. OUR INCOME GROWTH

10.1. RESOURCING FOR PROGRAM

The strategy we adopted as a program to resource our work was to build a pool of long-term funding streams from diverse institutions. The unrestricted funds are sourced to primarily fund the core costs of the country program, co-financing requirements in selected donor funded projects as well as pilot new initiatives. To increase our income, we were more proactive in our fundraising by reaching out to institutional donors and embassies in country and the region by building and nurturing relations. These institutional donors were engaged directly as well as through various Oxfam affiliate headquarters on various issues we are addressing. This has raised Oxfam's profile among donors.

GRAPH 1:

INCOME (FUNDING SOURCE WISE)



10.2. ENGAGEMENTS WITH AFFILIATES

Oxfam is a global confederation of various affiliates spread across the globe. This adds to the confederation diverse and quality in-house fundraising capacity as well as relationships with respective back-donors. As such, during the year, Oxfam in Uganda made concerted efforts to build and strengthen its relationship with various affiliates. As a result, Oxfam in Uganda has expanded from its existing direct engagements with Oxfam Novib (Netherlands), Oxfam Great Britain, Oxfam Ireland, Oxfam America and Oxfam Canada to include other affiliates like Oxfam Germany, Oxfam Belgium, Oxfam France, Oxfam Hong Kong and Oxfam IBIS (Denmark). These engagements go beyond funding, they allow for technical and knowledge support.

10.3. WORKING WITH PARTNERS TO DESIGN PROGRAMS

Oxfam believes that impactful and sustainable programs should be designed with the involvement of stakeholders who are aware of the issues that affect people. It is for this reason that we work with local civil society organizations that have a better understanding of the local context and bring about key insights to its intervention strategies.

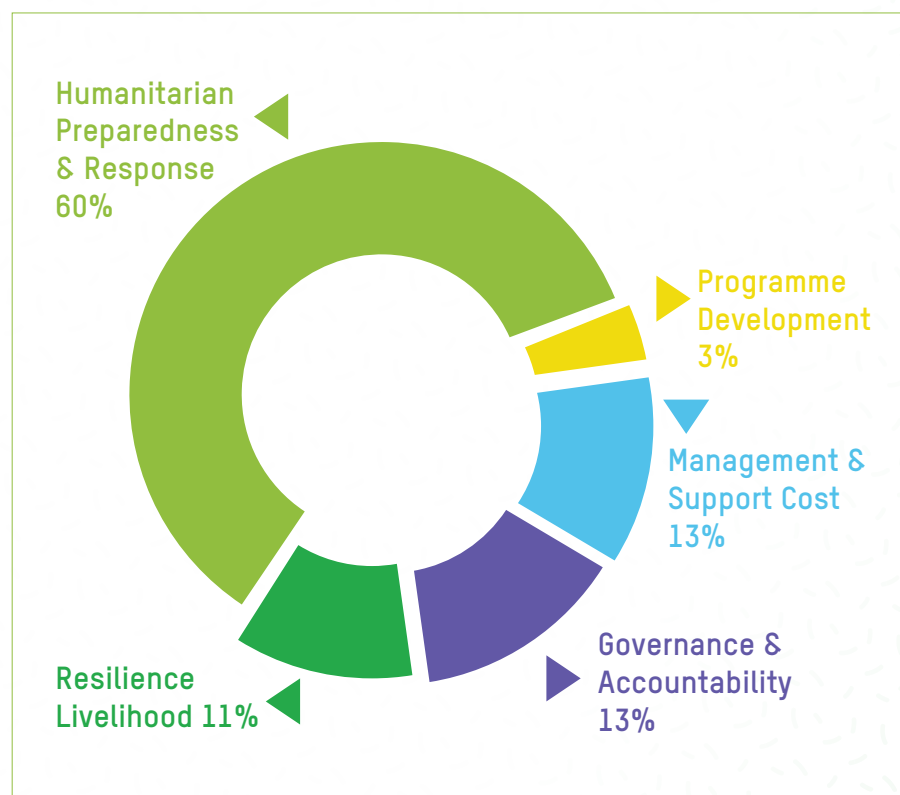
TABLE 2

Annual Outlay 2016 -17 (Oxfam in Uganda)		
Income		
Funding Sources	Euro	%
Dutch Government	1,180,405	19%
IKEA Foundation	920,711	15%
Oxfam Affiliates	1,759,545	28%
SIDA	112,341	2%
World Bank	37,739	1%
Start Fund	73,302	1%
UNHCR	1,671,775	26%
Unicef	462,257	7%
Others	126,521	2%
Total	6,344,595	
Expenditure		
	Euro	%
Oxfam Direct	4,512,998	71%
Partner Organisations	1,831,596	29%
Total	6,344,595	
Thematic Investment		
	Euro	%
Governance & Accountability	822,852	13%
Resilience Livelihood	709,576	11%
Humanitarian Preparedness & Response	3,769,350	59%
Programme Development	208,104	3%
Management & Support Cost	834,713	13%
Total	6,344,595	100%
Total Programme Cost	5,509,881	87%

During the year, we designed programs with our partners and some of the current projects like Financing for Development, Right to Food and some humanitarian projects were co-created with partners. Some proposals like the regional Women Economic Empowerment involving five countries, land and pasture seed proposals were designed together with partner organizations.

GRAPH 2:

THEMATIC INVESTMENT



11.0. OUR PARTNERS WITHIN THE YEAR

Partner Name	Acronym
Action for Development	ACFODE
Africa 2000 Network	A2N
Africa Climate Change Resilience Alliance	ACCRA
Africa Freedom of Information center	AFIC
African Women and Youth Action for Development	AWYAD
Agency for Community Empowerment	AFCE
Agency for Cooperation and Research in Development	ACORD
Bee Natural Uganda	BNU
Capstone	
CARE	
Caritas Kotido	
Catholic Relief Services	CRS
Center for Domestic Violence	CEDOVIP
Centre for Governance and Economic Development	CEGED
Citizens Elections Watch-IT	CEWIT
Civil Society Budget Advocacy Groups	CSBAG
Climate Action Network Uganda	CAN-U
Coalition of Pastoralists Civil Society Organizations	COPACSO
Community Empowerment for Rural Development	CEFORD
Community Integrated Development Initiative	CIDI
Concern World Wide	
District Local Governments	
Dodoth Community Animal Health Workers Association	DOCAHWA
Eastern and Southern Small-Scale Farmers Forum	ESAFF Uganda
Federation of Uganda Lawyers	FIDA
Food Rights Alliance	FRA
Foundation for Human Rights Initiative	FHRI
Global Rights Alert	GRA
International Food Policy Research Institute	IFPRI
International Foundation for Recovery and Development	IFRAD

Partner Name	Acronym
International Institute for Rural Reconstruction	IIRR
Kaabong District Local Government	KDLG
Kabarole Research Centre	KRC
Karamoja Peace and Development Agency	KAPDA
Lamwo District Local Government	LDLG
Makerere School of Women and Gender Studies	
Ministry of Agriculture, Animal Industry and Fisheries	MAAIF
Ministry of Finance, Planning and Economic Development	MoFPED
Ministry of Water and Environment Protection	MWEP
National Crop Resources Research Institute	NaCRRI
National Meteorological Authority	UNMA
National Union of Disabled Persons of Uganda	NUDIPU
Office of the Prime Minister	OPM
Participatory Ecological Land Use Management	PELUM Uganda
Pentecostal Assemblies of God	PAG
Private Sector Foundation Uganda	PSFU
Public Affairs Centre	PAC
Southern and Eastern Africa Trade and Information Negotiations Institute	SEATINI
The Uganda National Apiculture Development Organization	TUNADO
Uganda INGO CSO Alliance on CSA	
Uganda National NGO forum	
Uganda Refugee and Disaster Management Council	URDMC
Uganda Women's Network	UWONET
Uganda Women's Parliamentary Association	UWOPA
Uganda Youth Network	UYONET
United Nations High Commissioner for Refugees	UNHCR
Volunteers Efforts for Development Concern	VEDCO
Women in Rural Development	WORUDET
World Vision	WV

12.0. CONCLUSION

The year 2016 /17 was defining for Oxfam in Uganda because it is when we fully rolled out our programming under our new strategic plan. Subsequently, exciting projects have emerged such as VOICE, extractives and working with local and humanitarian actors.

The program has experienced exponential growth over the past year translating in increased fundraising efforts, human resource, partnerships and geographical coverage particularly, in our humanitarian sector owing to our response to the South Sudan crisis.

This strategic direction is a good foundation for greater influencing efforts in the next financial year. We are now well positioned to carry out comprehensive engagements with the Oxfam affiliates, partners, donors and the government of Uganda.

Finally, as Oxfam in Uganda, we would like to appreciate all our supporters from local, national and international organizations; private sector, local government and line ministries.



OXFAM

For more information, please contact

OXFAM

Plot No. 3459, Tank Hill Road, Muyenga.

P.O. Box 6228, Kampala, Uganda

Tel: +256 414 390500

Fax: +256 414 510242

E-mail: kampalaoffice@oxfamnovib.nl
uganda.oxfam.org