

A photograph of a man and a young child in a rural setting. The man, on the left, is smiling broadly and holding a small white object in his hands. The child, on the right, is also smiling and looking towards the camera. The background is a blurred outdoor scene with a thatched roof on the left and greenery on the right.

OXFAM IN UGANDA

ANNUAL REPORT 2015 -2016



OXFAM

CONTENTS

Acronyms	2
About Oxfam in Uganda	3
Introduction	5
The Year in Numbers	6
Message from the Country Director	7
An Overview of the Projects implemented	8
Most Significant Achievements	11
1. Research and Knowledge generation	13
2. Convening and influencing	15
3. Capacity Building	19
4. Humanitarian Response	21
Program Quality and Learning including cross program learning	23
Media	26
Media for influencing	27
Human Resource	29
Partnerships	31
Financial Reports	33

ACRONYMS

CSO's:	Civil Society Organisations
GALS:	Gender Action Learning System
GBV:	Gender Based Violence
ICT:	Information, Communication and Technology
MOU:	Memorandum of Understanding
NAADS:	National Agriculture Advisory Services
ACCRA:	Africa Climate Change Resilience Alliance
CRAFT:	Capacity for Research and Advocacy for Fair Taxation
NGOs:	Non-Government Organisations
OCS:	Oxfam Country Strategy
OPM:	Office of the Prime Minister
UNHCR:	United Nations High Commissioner for Refugees
VAW:	Violence Against Women
WASH:	Water and Sanitation Hygiene
MEAL	Monitoring, Evaluation and Learning



ABOUT OXFAM IN UGANDA

Oxfam is a world - wide development organization in over 90 countries which mobilizes the power of people against poverty. In Uganda, Oxfam started work in the 1960's and since then it has continued to implement both development and humanitarian programs to support practical and 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, implementation practices and when citizens, particularly women and youth, are able to exercise and claim their rights and responsibilities as enshrined in the Constitution and hold duty bearers to account.



OUR VISION

is a Uganda free of extreme inequality and injustice; A society where citizens and particularly women across all age groups claim and exercise their rights and responsibilities and are able to influence decisions that affect their lives.



OUR COUNTRY STRATEGY FOCUSES ON;

- Deepening governance & accountability processes.
- Fostering resilient livelihoods.
- Strengthening humanitarian capacity as well as responding to humanitarian crisis.



All our work has a deliberate focus on women and youth.

PROGRAMME

To deliver our (One) program, we have organized our work around three major themes:

1 THEME 1: GOVERNANCE AND ACCOUNTABILITY

Vulnerable Women, youth (Female and Male) 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 organisations accountable.

This focuses on building active citizenship around taxes and budget allocations, extractives and women leadership.

2 THEME 2: RESILIENT LIVELIHOODS

Vulnerable women, youth, marginalised men and other vulnerable groups in a range of Ugandan livelihood settings are economically empowered and enjoy their rights to food and income security.

The theme focuses on Promoting land & seed rights for women & pastoralists, engendered value chain & markets, private sector engagement, climate change adaptation, youth employment, and addressing Gender Based Violence (GBV) and unpaid care work for women.

3 THEME 3: HUMANITARIAN

Vulnerable women, youth and men are empowered, able to mitigate and cope with shocks and enjoy their rights to a life with dignity.

Focuses on preparedness, humanitarian capacity building and emergency response particularly on water & sanitation hygiene, emergency food & vulnerable livelihoods, and gender & protection of women and children.

OUR COMMITMENT AND ROUTE TO BRINGING CHANGE AT SCALE

Throughout our work, we made a commitment to bring about lasting change. We undertook to hold ourselves accountable to these key commitments.

WOMEN'S LEADERSHIP



We facilitate an enabling environment and mentor women's leadership. Women are supported with the right information (and skills) that empower and encourage them to meaningfully

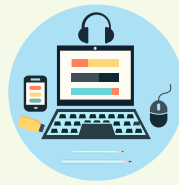
participate in decision making processes and take up leadership roles at different levels from community to national and even global spaces.

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. Using simple tools, GALS allows men and women to jointly identify their aspirations, challenges and opportunities to improve their lives both at household and community levels. This brings about significant changes in attitudes and behavior of both men and women through individual and collective activities.

CITIZENS PLATFORMS

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



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

We commit to our role as 'enablers' and conveners by working more on influencing authorities and the powerful, and less on delivering the services for which duty-bearers are responsible. Where we deliver services, it is to demonstrate models that work and empower communities to demand for services and accountability from duty bearers.



RESEARCH AND INFLUENCING

We carry out strategic research in thematic areas, publish and widely share the reports with the public. Some of the thematic areas include inequality, extractives, women leadership, and violence against Women. We take advantage of Oxfam partner alliances, Oxfam regional and global structures and networks 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 organisation, but especially the creation of opportunities for such change.

BUILDING ON REGIONAL/INTERNATIONAL LINKAGES

We are part of a global movement for change. Our program creates needed linkages with the region and other countries to maximise opportunities for multi country knowledge sharing.

KNOWLEDGE, LEARNING AND ACCOUNTABILITY



We work with knowledge institutions including universities, Think tanks, research organisations and other specialised national institutions and bureaus.

Accountability; We strengthen downward and upward accountability through engaging communities in implementation and monitoring & sharing results, establishing robust community complaints and feedback mechanisms, generating and sharing annual and evaluation reports with other stakeholders
Learning; We measure the impact of our work by employing both quantitative and qualitative methods like World Citizens Panel, stories of change, case studies and participatory impact monitoring.

INTRODUCTION

2015/2016 was a busy year in Uganda in different spheres especially politically with electoral campaigns dominating the larger part of the year. Oxfam in Uganda was just as busy as we took to our commitment to change.

We consolidated our ambitious strategic change process as enshrined in our country strategy towards a shift in our programme work. This shift had profound impact on much of our work on the ground and nationally as well as on the way we organized structures, our staff, and relationships with other stakeholders. In spite of the difficulties that change brings, the strides we took made us even stronger together with our partners. We continued working towards building resilient livelihoods for the women, youth and men in the different communities we work with. We delivered life saving assistance to South Sudanese refugees and their host communities, importantly, strengthened citizen voices towards influencing change especially in policies and practices. In all we did, promotion and protection of women's rights was deliberate. It is from such efforts that we reached 550,000 people with our support, 57% being women/girls. From the report, you will read about some of the most exciting and outstanding progress we made throughout the year. Our focus was capacity strengthening, evidence generation and largely convening for change. We continue to get inspired and draw strength from knowing we are part of a bigger movement fighting to end the injustice of poverty.



Photo: Kasujja Julius/Oxfam

THE YEAR IN NUMBERS

PEOPLE REACHED
DIRECTLY



TOTAL 550,000 **% WOMEN/GIRLS 57%**

TYPES OF PARTNERSHIPS

TOTAL 53

ACADEMIC,
TRAINING AND
RESEARCH

4

GOVERNMENT-
NATIONAL
+LOCAL

10

INTERNATIONAL
NGOS

2

NATIONAL
NGOS

18

PRIVATE
SECTOR

6

WOMEN'S
ORGANIZATION

6

NGO
NETWORKS
AND CAMPAIGN
COALITIONS

7

MESSAGE

FROM THE COUNTRY DIRECTOR



As Country Director of Oxfam in Uganda, I am responsible for ensuring that Oxfam's mission and purpose in Uganda is geared towards supporting citizens and citizen organisations, and partners to meaningfully address the practical and strategic needs of poor and vulnerable people.

This is no mean task because every year, we discover that poverty and inequality is increasing even when the economy continues to grow at more than five percent. We see that vulnerability to climate shocks, to conflict and violence to all forms of denials and injustices such as land grabbing and other forms of dispossession continue to pose a major hindrance to the fight against poverty and inequality.

Oxfam in Uganda continues to learn, adopt and improve our work and ways of delivery. In many ways, this means reviewing our ways of working more rigorously – dedicating more time and resources to knowledge management and research, investing in models for best practice and convening other actors around those models and experiences so that together we are able to encourage and in some cases push government, the private sector and other actors to take those tested models to scale.

For the year 2015-16, we fast tracked and completed the transactional aspects of a change and re alignment process which Oxfam continues to lead (Vision 2020). We finalized a new country operating model, a new country structure, and a new HR staffing plan. As we ushered the new financial year 2016-17, we were in a good place to commence new and more exciting transformational aspects of change process. Part of this has meant inducting staff into new ways of working and at a broader level more investment

in understanding our political and social context (including regional dimensions). We are researching into the drivers of poverty and inequality and displacement of people both out of and into the communities where we work. Some of the new exciting and transformation programmes include those to be achieved through projects like financing for development which seek to engage and support citizens to understand and influence how their development is financed and those that push for realization of right to food through land and seed rights for small farmers. We worked with many actors to influence both the regulatory and policy practices relevant to NGO work in the country.

None of the achievements listed throughout this report could have been possible without the support of the Oxfam staff, the many partners, supporters and donors we worked with. As I thank all of them, I assure you that next year is one of promise and more impact especially because more than before, we are in a better place to build and nurture more effective partnerships – partnerships which will progressively take our impact to scale. Together we can end poverty and inequality in Uganda.

A handwritten signature in black ink, appearing to read 'Peter Kamaligin B.L.', written over a horizontal line.

PETER KAMALIGIN B.L.

Country Director
Oxfam, Uganda

AN OVERVIEW OF THE PROJECTS IMPLEMENTED



Project: Value chain development

Together with partners, we established pro-poor, gender sensitive value chains like cassava, sesame, coffee and honey. The purpose of investing in these value chains is to enhance the position of women (who are the majority small scale farmers/food producers) so that they become food and income secure. This entailed promotion of women participation in the high end of the value chain including in value addition and improving coordination of the different value chain actors. Small Scale farmers' capacity was built in agri-business skills through training in farming as business hence improving their linkages with input dealers. The GALS methodology was used to address gender inequalities as it enabled women and men plan and work together.

PROJECTS: COOL FARMING, ARUA BITS, YOUNG@ HEART, YOUTH LIVELIHOOD AND MENTORSHIP AND THE NORTHERN UGANDA SECONDARY SCHOOLS ENGAGEMENT AND EMPOWERMENT PROJECT (NUSSEEP)

Working with partners, we promoted economic empowerment and participation of youth in the development process. We did this by piloting different innovative models in rural and urban areas, including ICT for youth employment, agribusiness innovations and youth as active citizens initiatives. This was also to generate evidence and best practice that informed our advocacy for qualitative change in the vocational skills, educational curriculum and agricultural reforms.

PROJECT/METHODOLOGY: NEIGHBORHOOD ASSEMBLIES

During the year, we enhanced participation of women, youth and men in policy influencing using the neighborhood assembly (N.A) platforms. The N.A's mobilized citizens and leaders to discuss issues that affect them at local level to improve service delivery and accountability. Another dimension of Tax Justice awareness was added as part of the N.A's to deepen the understanding of tax issues at local level. As an example, this knowledge enabled a community in one of our districts of operation to monitor road construction in their areas after understanding that the road was constructed using local revenues from their taxes.

PROJECT: TAX JUSTICE

Working with local partner SEATINI, The Capacity for Research and Advocacy for Fair Taxation (CRAFT) project expanded its outreach 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).

PROJECT/METHODOLOGY: MARKET WOMEN

Oxfam and Partners piloted a transformative leadership methodology with women in markets dubbed "Market Women". This concept was borrowed from Liberia and aimed to support women in the markets to mobilize, lobby, advocate and engage with government on issues of taxes, involvement in leadership and improvement in the working conditions. The platforms created in some markets resulted in the structures being registered with the Uganda Registration services Bureau and all the market women groups are now a force to reckon with, since consultations are made with them and their views taken before major decisions in the markets are made. Several women now feel empowered and are expressing interests in vying for leadership positions both at the market level and local government levels.

PROJECT: WE CAN END VIOLENCE AGAINST WOMEN

We can end all violence against women campaign (WE CAN) is a global campaign that aims to mobilize men,

women, youth, and children especially at the grassroots urging them to take a personal stand and commitment to ending all forms of violence against women. Within the WE CAN campaign, capacity of 15 Grassroots Alliances was strengthened to mobilize communities using the change maker approach to fight gender-based violence. Over 4000 change makers mobilized within the different alliances were equipped with community counselling skills to amplify the messages against gender based violence as well as raise advocacy issues for policy implementation of the Domestic Violence Act.

PROJECT: WOMEN LEADERSHIP

The project aimed at building a movement to realise and promote women's rights by: empowering women to come together and influence the decisions that affect their lives, building strength through numbers; and lobbying political leaders to improve and enforce laws on land rights and Violence against women. We supported community activists, trained councillors and leaders in policy drafting and lobbying; and at the national level, supported politicians to lead improvements to key pieces of legislation.

PROJECT: BUSINESS FOR DEVELOPMENT

Through Inclusive impact investments, 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. The project continued creating a wide network of both private and public entities that add value to Oxfam private sector engagement and development work.

PROJECT: ADAPTATION FINANCE INITIATIVE / CLIMATE CHANGE WORK

Oxfam working in a consortium of Climate Action Network Uganda (CAN-U) and influenced work on monitoring adaptation finance mainly targeting three key ministries of Finance, Water and Environment and Local Government.

This increased awareness on the level of adaptation finance available in Uganda. Oxfam continued working with Africa climate change resilience alliance (ACCRA) on climate related initiatives including embarking on developing a climate smart agriculture alliance.





MOST SIGNIFICANT ACHIEVEMENTS

WITHIN THE FRAMEWORK OF OUR COUNTRY STRATEGY, OUR MOST SIGNIFICANT ACHIEVEMENTS OF THE YEAR FROM THE DIFFERENT THEMES WERE AROUND FIVE SPECIFIC AREAS INCLUDING

RESEARCH AND KNOWLEDGE GENERATION

CONVENING AND INFLUENCING

CAPACITY BUILDING

HUMANITARIAN RESPONSE

LEARNING & INFORMATION SHARING

1. Research and Knowledge generation

A number of researches were undertaken in order to widen our learning as an organization as well as build evidence around a number of issues for our influencing work. Some of these included; inequality research, fair tax monitor, women economic empowerment mapping, un paid care work analysis, gender in extension paper and adaptation finance accountability initiative.

INEQUALITY RESEARCH

Inequality research was conducted to unpack the drivers of poverty in Uganda. The analysis was conducted not only to inform programme interventions but also to provoke policy debates amongst the citizens and have policy makers/stakeholders discuss the issue and analyse how current policies are addressing or promoting inequality. The report is to be finalised and launched in 2016. It will contribute to the global campaign on inequality as well as bring Uganda stakeholders together to discuss the salient findings on the issue. This will ensure a strong start of the campaign on inequality reduction in Uganda and possibly collaboration on a long term inequality intervention.

FAIR TAX MONITOR

Oxfam together with its partners led by SEATINI conducted this study, which is a unique evidence-based advocacy tool that identifies the main bottlenecks within the tax systems and provides strong evidence for advocacy work. The study was used to convene all the key

stakeholders on the issue to discuss and develop commitments on the findings. The findings and policy recommendations from the research informed and equipped citizens to demand for accountability from their duty bearers, provided civil society with information to strengthen awareness and advocacy campaigns and influence progressive tax systems, provided government agencies and key decision makers with solid understanding of the taxation and expenditure gaps in order to develop pro-poor fiscal policies. The report recommended key policy options as a result of gaps realized with the Uganda tax administration.

WOMEN ECONOMIC EMPOWERMENT (WEE) MAPPING

Oxfam undertook a Women Economic Empowerment mapping exercise in order to derive legitimate mandate to engage in national, regional and global influencing platforms on the issue. Women's Economic Empowerment (WEE) is the process that increases women's real power over economic decisions that affect

their lives and priorities in society. Several interventions are ongoing by government, national and international organizations but with possible variations in tools, approaches, successes, challenges and levels of scale. In a bid to understand the various interventions, establish who is doing what where and draw learning from different interventions, Oxfam undertook the WEE mapping exercise. Two products were produced from the mapping including, the WEE community of practice guide (WEE CoP) which captures WEE best practices including tools, methodologies, approaches and success stories meant to provide reference for learning, replication and leveraging WEE initiatives in Uganda, and other parts of the world. The Actors Catalogue (WEE Catalogue) contains contact of all WEE actors across the country as reference point. These will be available to a number of actors in the country including all key government ministries.

HYDROLOGICAL STUDY

Hydrological study is the evaluation of the ground water situation through collecting available relevant data, evaluation of data from surrounding existing boreholes, and carrying out soil measurements. Oxfam with support from UNICEF undertook a hydrological study in the refugee hosting districts of Kiryandongo and Arua to identify ground water supply sources with a view of meeting Oxfam, UNICEF, donors, government and community objectives of drilling boreholes that provide

MOST SIGNIFICANT ACHIEVEMENTS

sufficient water for domestic and livestock use. The survey identified more than 20 locations where boreholes could sustainably be drilled within targeted refugee and host populations. This contributed to the water supply to the refugee and host communities. Many other agencies and stakeholders consulted with and sought Oxfam's views on a number of technical areas like the solar powered water systems that Oxfam set up in the refugee settlements

GENDER AND EXTENSION

Oxfam undertook an analytical study on the gender dynamics within the agricultural extension services in Uganda with the view of informing the on-going government process of developing the National Agricultural Extension Policy (NAEP). Oxfam believes that a gendered extension system will go a long way in overcoming some of the key bottlenecks impeding transformation of the agricultural sector. The study revealed that while NAADS tried to address gender concerns in agricultural extension, there were concerns that men benefited more from the high value enterprises than women and access to extension services was lowest among women. The draft policy was not clear how the Directorate of Agricultural Extension Services (DAES) will develop her capacity to deliver a gender-responsive agricultural extension system so besides informing the formulation processes of the policy, the study will



contribute to availing recommendations related to the implementation of the policy.

ADAPTATION, FINANCE AND ACCOUNTABILITY INITIATIVE STUDY

This study was conducted together with our partner

Climate Action Network Uganda. Examined adaptation finance in Uganda, particularly looking into the mechanisms and implementation approaches at the sub-national level. The findings and conclusion of the report were that whereas adaptation finance is well understood at international level, there is no common definition for "adaptation finance" both national and local levels in Uganda and Sub national governments continue to be underfunded in implementing climate change adaptation work. During the launch of the report, the minister of state for water and environment Hon. Flavia Munaaba commended Climate Action Network Uganda and Oxfam for unpacking a very difficult issue of climate change finance and supporting the Government of Uganda in tackling climate change. The report increased awareness on the level of adaptation finance in Uganda. The government started considering climate change in the budget circulars for the 2016/17 year and the National Planning Authority particularly also requested that this work be integrated into the Climate Change Actors Landscape that is spearheaded by the Climate Change Department. The report findings were very instrumental and provided evidence for civil society position on climate change to the government towards influencing discussions at the 21st Conference of Parties (COP21) that was held in Paris in November 2015.

2. Convening and influencing

Using evidence from our programme work, we deepened and created spaces as part of our convening role to bring a number of stakeholders together to: Build working groups where we can learn, share and agree on a common agenda/strategies on how to create impact at scale together, present evidence that would inform and influence opinions, policies and practice change on issues that perpetuate inequality and poverty.

NATIONAL CONFERENCE FOR NEWLY ELECTED WOMEN MEMBERS OF PARLIAMENT

Oxfam together with UWONET, FIDA (U), ACFODE and UWOPA jointly organized a national women's conference on leadership. The conference brought together women members of the 10th parliament, civil society organisations, women's rights, human rights organisations, media and government. The purpose of the conference was to rally women leaders particularly the women members of the 10th parliament to take advantage of their positions and numbers to influence the passing of gender sensitive policies and regulations and adequate resource allocation particularly to Education, Health, Land, Justice Law and Order sector that have direct impact on women. The members of the 10th parliament agreed on a common agenda on women and gender equality to inform government policy and development agenda for the next five years that address the different factors that continue to impede

the advancement of women and gender equality. Besides creating awareness on issues that affect women, the participants were lobbied to work in collaboration with civil society on advancing women's rights.

WOMEN AND FOOD CLIMATE JUSTICE CAMPAIGN

Oxfam was part of the African wide Women Food Climate Justice (WFCJ) Campaign together with partners like Africa Climate Change Resilience Alliance. The campaign was aimed at influencing the publics and the African governments including Uganda and the rest of the world to stand with the people on the front-lines of the climate crisis. We mobilised the public to speak out in demanding action from leaders. Through initiatives leading up to World Food day which was a key spike, together with partners and the Ministry of Agriculture, we collected a total of 4,686 petitions (492 online, 1,003 missed calls and 3,181 off-line). This demonstrated the power of the people in pushing for change. Some of the initiatives



Right Hon. Speaker of Parliament Rebecca Kadaga at the National Conference for newly elected women MPs.

leading up to this mobilisation included exhibitions, TV live debate, radio talk shows, social media mobilisation, and engagement with celebrity ambassadors. These petitions were part of the many other voices collected from different countries to influence leaders at the 21st Conference of Parties in Paris on climate change. The national level efforts were part of the prior sustained efforts by a number of different stakeholders advocating for a budget increments in the Agriculture sector. During the world food day celebrations where Oxfam participated, the President of Uganda made commitments to increase funding to the agriculture sector. In Paris where Oxfam, partners and women farmers participated among other delegates, an agreement was signed by the key player

countries that contribute to the emissions. We attribute this commitment to the pressure from all the different campaigns world wide including the WFCJ.

WOMEN ECONOMIC EMPOWERMENT (WEE) ACTORS

Oxfam believes that learning from what other actors are doing contributes to building alliances towards the fight against poverty. In a bid to understand what other Organisations are doing, Oxfam in Uganda convened a women economic empowerment learning and sharing platform for Civil Society Organisations, government ministries specifically Ministry of Gender, academic institutions and the private sector. This was towards achieving cross-organizational learning, sharing experiences on women economic empowerment initiatives and largely to improve synergies towards programme quality that improves women welfare. We brought together

over 15 Organisations and a good linkage between civil society, academia, government and the private sector was created. This was the first space of this kind. Oxfam continues to engage in such learning opportunities and calls on all WEE actors to improve on our sharing, cross organizational learning, documenting so that we track the impact of what we do, avoid duplication and above all deliver interventions that are relevant to advance women empowerment in social, political and economic spheres.

YOUTH EXHIBITION / SHOWCASE

Oxfam believes that the biggest potential in Uganda is in its youths. There is need to support and create an enabling environment for them to realize their potential. Oxfam works with partners like CEFORD, UYONET, SINFA and YADEN to support livelihood options for youth through piloting innovations in rural and urban areas and help create an enabling environment that promotes

economic empowerment. In order to share with other stakeholders the innovations and ideas that Oxfam and partners are undertaking to address the youth challenges and influence collaboration, Oxfam with its partners organised a youth led exhibition. The event highlighted the challenges faced by youth in different contexts, showcased the different interventions giving an opportunity to the participants to share their experiences and impact created. This stimulated useful dialogue between various stakeholders in Uganda on the issue. Oxfam continues to influence key stakeholder strategic investment decisions and policies around youth empowerment.

<http://news.ugo.co.ug/interview-oxfam-beneficiary-shares-mentorship-magic-business/> <http://busiweek.com/index1.php?Ctp=2&pl=4951&pLv=3&srl=%2068&spl=&cl=10>

COLLECTIVE VOICES CRITICAL TO ENDING HUNGER

This blog was first featured on ; <https://blogs.oxfam.org/en/blogs/15-10-19-collective-voices-critical-end-hunger>

As the November 2015 Grow week came to a close, Dorah Ntunga from Oxfam in Uganda reflected on World Food Day as the pivotal moment for Africa's Women.Food.Climate campaign.

"Last week, in the lead up to World Food Day (Oct 16), I witnessed the true definition of power to the people. Across Africa, over twenty countries came together with a common calling to create a

space for women to tell their stories and ask their governments to act on issues that are important to them.

As we are all experiencing, the impacts of climate change are evident on our plates. This is why the Women Food Climate campaign makes so much sense regardless of where one comes from. Hunger, as a result of extreme weather - and its causes - needs to be put in the spotlight.

Speaking to Anne, a woman from Kampala's suburban area on why she's supporting the campaign, she did not hesitate to say, "I no longer have a choice over what I feed my family because the prices of food have become extremely high. My mother, back in the village, can no longer send me bags of food as she used to to support the family because the harvests have been so poor. I actually need to send her money for food. She also has the same cry, things have to change to enable my mother grow enough food, that way I will have food too. This is why I am signing this petition."

Like Anne and many other voices of women from different countries it is evident that women are indeed feeling the impacts of climate change the most, as they have the responsibility of feeding their families. Women farmers currently account for 45-80 per cent of all food production in developing countries.

Climate change affects development and it increases already high poverty levels. The strong statements

the campaign has generated particularly inspire me. In Uganda, Oxfam Country Director Peter Kamalingin noted that, "If you do not have food, it is difficult to be active in democratic processes or development." - a sentiment that resonates with many and could not have been articulated any better at a time when Uganda is gearing up for the next general elections in March 2016.

True to his statement, hunger leaves people even more vulnerable and in Uganda nowhere is more affected than the Karamoja region where rain patterns have been erratic for many decades. This situation is now being seen not only in Uganda, but also across many other parts of the African continent.

Climate change is already eroding food production in Africa and will continue to hit the continent hardest, increasing food insecurity where it is already amongst the worst in the world. This is the time to act, the time to build resilience and strengthen communities ability to guarantee a future where we can all enjoy our rights with no insecurities of any form.

The climate change story needs to be told, and I strongly believe our efforts in the campaign so far have gone a long way in influencing the global agenda. At the World Food Day celebrations in Uganda, President

Yoweri Museveni acknowledged Oxfam's work on climate change in his public address. And at national level I have witnessed great collaboration with partners and communities at all levels.

It is my hope that thousands of people who have signed the petitions across Africa and the rest of the world demanding our leaders to act will be listened to and their voices will count at the table where they will not be present. Leaders, particularly those from Africa, should therefore be sensitive to the needs of the people and their support of women farmers and make concrete commitments that address the impacts of climate change.

Just like the old saying, I think Women.Food.Climate is a true stitch in time - leaders must therefore demonstrate their true leadership and act now to save the continent from adverse impacts.

If world leaders make strong commitments towards tackling climate change at the UN climate talks in Paris it will be a great step towards putting us on the road towards ending hunger, achieving food security and fighting poverty.

I do hope the collective voices will make a significant difference."

CONVENING STAKEHOLDERS



Panel discussion at the Youth led exhibition



MPs and the speaker of parliament at the national conference for newly elected women members of parliament



Oxfam Pan-African Director Janah Ncube presenting at the national conference for newly elected women members of parliament

3. Capacity Building

In our route to achieving impact at scale, we believe that transformative change requires not only knowledge and organisation, but the creation of opportunities for such change. We therefore embarked on capacity building initiatives for Oxfam staff, partners and participants of our work. These trainings were deemed critical for the delivery of the OCS and have contributed to empowering staff and partners to effectively deliver while adhering to Oxfam program standards.

MEDIA, ADVOCACY AND INFLUENCING TRAINING

Oxfam organised an advocacy and media training for staff and partners to orient them with approaches such as advocacy and related advocacy tools such as media. Key media training agency, African Centre for Media Excellence (ACME) along with a print editor Oxfam confederation advocacy and digital advisor, key personalities in the light of influencing were brought on board to give a rich composition of the training. The training enhanced the knowledge of staff and partners on how influencing can be undertaken using different tactics and tools, online and offline engagement, the role of media, movement building and networking and the importance of working as a team in influencing as well as understanding the shift in civil society space and the media. Oxfam’s ability to convene and influence other actors will depend a lot on its ability to take necessary shifts in ways of working and mindset. . The training contributed to this shift and inspired participants to be part of the wider movement for change. This is steadily

contributing to positive and lasting positive changes to the vulnerable people. 28 staff and partners were trained.

PROGRAMME QUALITY

By Oxfam standards, a quality program is one that meets a set of 11 minimum standards for our rights based work. In order to enhance the capacity of staff and partners in meeting these standards, Oxfam organized a training which enhanced the knowledge of Oxfam staff and partners in the Oxfam program quality such as undertaking analysis of root causes of poverty and injustice. The training also built the staff and partner skills and knowledge on quality programme development process in light of the strategic shifts in the country strategy and in measuring the outcomes and impact of our Influencing work.

HUMANITARIAN CAPACITY BUILDING

Building Capacity of Local humanitarian actors has been part of Oxfam’s agenda towards putting humanitarian

actors at the lead of humanitarian preparedness and responses in Uganda. Throughout the year, we continued to enhance the partner preparedness capacity in humanitarian aspects. Partners were trained in key humanitarian standards in Water and Sanitation Hygiene, gender and MEAL in emergencies, Do no harm principles among others. The capacity building efforts contributed to the delivery of quality and timely humanitarian response. Some of the trained partners like CEFORD were instrumental in responding to South Sudanese refugees in West Nile Uganda. Oxfam will continue to influence local and national humanitarian actor involvement in emergency work as well as enhance the capacities of more local and national humanitarian actors. A special programme anchored on our experiences in this area is being designed for implementation in Uganda and in Bangladesh (starting in 2016). This program will contribute in a greater way to Oxfam local humanitarian leadership agenda consistent with the charter for change for which Oxfam has committed to.

GENDER AND POWER ANALYSIS

Oxfam organised a refresher training on Gender and power analysis in order to equip staff and partners with the skills and knowledge to address issues of women’s rights in all the work that we do. Specifically, the training was intended to strengthen capacity of Oxfam team in Uganda to apply a women’s rights perspective to program proposal development (theory of change). A total of 11 Oxfam staff together with 7 partner organisations participated in the training. A practical gender and

power analysis was undertaken by critically examining 3 project proposals including review of and reformulation of Theory of change for each of the projects with gendered power analysis lens. This greatly enhanced the capacity and understanding of staff and partners in application of gender analysis in programme design. Oxfam believes that influencing for advancement of women's rights will only happen if there is a mindset shift and practice change within the organization to live by the commitments laid out in the strategy.



“We cannot create change if we are not living the change we want to see. The commitment to put women's rights at the centre of our work lies with each one of us. Therefore understanding the issue of women's rights like how to carry on the power analysis becomes very key.”

Joselyn Bigirwa, Women rights advisor/Oxfam



Participants in a gender and power analysis training conducted by Oxfam

4. Humanitarian Response

Oxfam continued responding to the south Sudanese refugee situation, reaching over 60,000 people (refugees & host communities) in the reporting period with life saving interventions in the areas of Water and Sanitation Hygiene (WASH), Emergency Food and Vulnerable Livelihoods (EFVL) and Gender and protection.

WATER AND SANITATION HYGIENE

Under the WASH sub sector, there was technical capacity built for Oxfam WASH partners, other humanitarian WASH actor's, Local Community Hand Pump Mechanics, water user committees, and water system operators for improved operation and maintenance of water facilities. WASH interventions led to improved access to safe, user friendly and sustainable sanitation facilities (including latrines, garbage bins/pits, drainage channels) at household and community level especially for new settlements. There was increased awareness and action of the community stakeholders who promoted good personal hygiene practices in settlements, health facilities and schools benefiting a total of 3500 households. Over time resilience of the community to shocks has been built. This was achieved through establishment of community/institution based hygiene promotion committees.

<http://reliefweb.int/report/uganda/pumping-water-help-sun>

EMERGENCY FOOD SECURITY INTERVENTIONS

Over 8500 refugees and host community members were supported with emergency food security interventions including Cash for Work, vegetable gardening skills and tools. Cash for Work interventions focused on improving access roads in settlements to enable refugees and host communities access basic social services like health. Some CFW beneficiaries used cash proceeds into starting up income generating activities within the settlements. Seeds and tools were provided along with training in agronomic practices as well as post-harvest handling. Besides selling some of the harvests for money, they also consumed the food as supplement to food aid which improved on their nutrition. To reduce the time spent on firewood collection by women and also reduce their exposure to protection risks, training in making of improved 'shielded fire rocket' stoves was introduced and supported with positive results. The skill of making the stoves is now being used by some women both refugees and host community as an income generating venture within the community.



GENDER AND PROTECTION

Because women and children make up the biggest percentage of refugees, there was a need for deliberate gender and protection interventions. In order to address and reduce protection risks in the response, a protection analysis was conducted both in Arua and Adjumani districts aimed at identifying different vulnerabilities, threats, possible risks, and possible coping strategies

on how the capacity of persons of concern can be enhanced. The findings of the analysis informed the stakeholders to focus on sectors that affect and influence their work. HIV/AIDS and Sexual Reproductive Health Rights including psychosocial support were some of the issues that were integrated in all the activities. IEC materials with messages like “Let us Keep Girls and Boys in School” as a strategy to reduce early marriage were developed and disseminated to increase information about the importance of girl child education. Trainings on SGBV, human rights, refugee law and the constitution of Uganda were conducted to ensure that refugees and host communities were aware of the law especially focusing on those cultural practices that tend to compromise the law like early marriages. Oxfam and partners mobilised, facilitated and trained relevant community structures including protection committees and Women Forums to identify, resolve and or refer cases of rights violation including SGBV to service centres within the settlements. Women were particularly engaged to share their concerns with local authorities for redress through these structures. As a school retention measure, Oxfam and partners trained refugees in making Reusable Sanitary Menstrual pads (RUMPS) to keep girls in school but eventually women and youth have taken this on as an income generating activity as well. To make refugee and host community approach more sustainable, Oxfam and the partners are continuing to use their experiences as evidence to influence the wider government and stakeholder refugee programming within the ReHope framework for which government and UN agencies are leading. The same is also to feed into the 2016 world humanitarian summit in Istanbul Turkey.



Photo: Kasujja Julius/Oxfam

30-year-old Oyet Mathew, a refugee from Torit in South and currently an Oxfam/CEFORD volunteer in the refugee settlement

Mathew grew up in Uganda until 2010 when the family decided to repatriate back home settling in Torit, Eastern Equatorial. He was later to meet his wife and together they have 3 children. He also managed to get a teaching job given that he had acquired education while he was in Uganda. To him life had new meaning, he had his identity back and he was determined to make the best out of it until disaster struck again this year. He has been in Bidibidi refugee settlement with his family for a number of months now. This is not the first time he is a refugee in Uganda.

PROGRAM QUALITY AND LEARNING INCLUDING CROSS PROGRAM LEARNING



MONITORING

Throughout the year, the Oxfam country Program was monitored and visited by a number of people both within Oxfam but also other stakeholders. Among the visits were, ED of Oxfam in the Hague, ED of Oxfam in Ireland, Oxfam staff from Canada, Office of the Prime Minister staff in Kampala and district leadership among others. These visits did not only help the implementation team get perspectives from outside people, but also provided valuable suggestions that we used to improve our work. Field monitoring visits especially by external stakeholders provided valuable feedback to us for improvement but also enhanced allies for our work – based on deeper understanding of what we do. In fact some of it yielded additional funding to sustain some of the programmes for example more funding (legacy project) was made available to continue the refugee and host community programming in west Nile.

LEARNING

Oxfam believes that learning from our work is key in improving program quality. During the year, we organised project quarterly and end of project evaluation reviews with partners and stakeholders. Important learning was picked and in some cases like in humanitarian, it was incorporated in the response implementation design. We learned that success in implementing an emergency program relies on comprehensive and deeper involvement of the refugees and their leaders to enable them understand the strategies for ownership and participation. There is need (and there are tools) to focus and link the transitional phase from emergency through recovery to development. Messaging on critical needs



Oxfam Ireland Executive Director Jim Clarken speaking to a Karamajong elder on issues of land during a visit to Karamoja

and gaps needs to be harmonised and documentation regularly done to report the impacts the programme has on participating communities.

A humanitarian learning event was Organised in Adjumani district to show case Oxfam and other partner's work and interventions in emergency WASH, for the South Sudan Refugees. Different partners were able to

exhibit their work in WASH. Over 200 local government representatives, community leaders and other humanitarian partners were able to share on innovations for WASH in emergencies being implemented by Oxfam and its partners. This widened the knowledge base on effective WASH interventions thereby improving on the quality of the Wash interventions for the participating refugee and host communities.

A partner exchange visit was organised for 15 staff from the implementing partners in the South Sudan Response interventions in West Nile to Rwamwanja Refugee settlement in South Western Uganda. The learning visit strengthened relationships and teamwork, and created opportunities to bring together people to learn from different perspectives which in turn strengthened the response.

Oxfam Organised one programme level partner meeting during the year. Deliberations from the meeting provided insights, which provided useful considerations in our journey of improving partnerships.

EVALUATIONS

We piloted the use of the World Citizen Panel to research the impact of our programme work in the humanitarian setting. The World Citizen Panel is a digital tool that is able to measure results at the level of the direct beneficiary. In this response, the findings from the survey showed that the intervention contributed to improving the livelihoods of people in need as it increased their access to water, hygiene, protection and food needs but also enhanced the capacity of local actors in supporting refugee humanitarian interventions.

We evaluated a unique and creative project called Cool Farming. Cool Farming is a youth focused Agri-Business Livelihood project aimed at making farming Accessible, Gainful and Attractive to young people. The effectiveness of the project was largely attributed to the unique, innovative and youth resonating strategy and implementation style that was used while building the

capacity of youth. For the young people that participated in various capacities, the project was a life transforming experience with impact manifested through a number of ways like increased farm production, increased income and improved livelihood, new skills and knowledge acquired

DOCUMENTATION

As part of our MEAL, and our influencing role, we invested in documentation of our work for purposes of sharing, and learning. We documented different interventions including the Neighbourhood Assemblies. Youth interventions like Cool Farming, Northern Uganda Secondary Schools Engagement and Empowerment Project (NUSSEEP), Young at heart, Youth mentorship, youth livelihood project and Arua bits. The materials continue to be used to engage and inform different stakeholders including government, CSOs and donors on the different methodologies and

approaches that have worked in order to influence uptake and support.

<https://sumus.oxfam.org/uganda/documents/empowering-youthunleashing-potential-stories-change>
https://issuu.com/oxfaminuganda/docs/oxfam_in_uganda_s_work_with_youth

MULTI COUNTRY CROSS PROGRAM LEARNING

Uganda continued to share learning across the confederation within HECA as well as globally. As a result, we started to jointly design multi country programs with a select group of countries in HECA on extractives (Tanzania, Uganda, Kenya, South Sudan, and DRC), women economic empowerment (Kenya, South Sudan, Ethiopia, Uganda and Rwanda) and on Local humanitarian leadership (Uganda and Bangladesh). We will continue to draw into and from Oxfam experiences in the coming years.



Oxfam Novib ED Farah Karimi with the Arua-bits students during her visit to WestNile - Arua bits is an Oxfam project on youth skilling

MEDIA



Media for influencing

We continued working with the media, which was very critical for our influencing work. The issues we were campaigning on and the target audiences informed the media actions. We combined various digital tools to be able to achieve the planned outcomes from the objectives we set. Some of the issues we engaged on included the women food climate justice campaign, unpaid care work for women, youth employment, women in leadership and humanitarian response and preparedness.

Digital channels we worked with through the year included: Television, Radio, Facebook, twitter, YouTube, whatsapp, emails, newspapers and the web.

SOME OF THE OBJECTIVES INCLUDED;

- To mobilize the public towards signing a petition calling on world leaders to sign the climate agreement

at the COP21 towards addressing the issue of climate change.

- To simplify messaging and raise awareness on issues like unpaid care work, impacts of climate change among others.
- To increase the level of engagement on the issues we were addressing among the target audience.

- To reach a wide audience from local to international with the different campaign key messages
- To showcase innovative methodologies employed to address issues like youth unemployment.
- To call on policy makers specifically in the ministry of education to consider youth skilling as a critical but missing element in the education system.

ACTIONS INCLUDED

Media interviews, social media share graphics, radio talk shows, blog posts, TV/radio ads, press conference, press releases, live television talk show, Facebook videos, tweets, re-tweets, stories, e-mailers, ambassador engagement, what Sapp video and mobile phone missed concepts, social media posts around the issues we were addressing and asking people to give their views, petition.

MEDIA SUMMARY

MEDIA	FREQUENCY	OUTCOMES OF MEDIA ACTIONS
Television Mentions (these include news coverage, interviews) NBS, UBC, Urban, Bukedde, Channel 44, WBS	11	With our media actions, we were able to; <ul style="list-style-type: none"> • Mobilise and have 4,686 petitions signed over a few weeks. The campaign was to get as many people to understand the issue of climate change to add their voice by signing the petition asking the African governments to make bold commitments towards climate change. • Our face book account which was opened in the same reporting period March 2015 grew from 0 likes to 5,000 Likes and continues to grow with over 6,000 likes – the highest peak being around August 2015 – Feb 2016 the time we had considerable number of media actions. The figures are above the initial target.
Radio mentions (These include news coverage) Capital FM, KFM, Sanyu FM, Radio one, Radio Simba, Beat FM, Radio city, Radio Pacis, Nenah FM, Arua One	30	

T.V Talk shows -NTV	1
Live TV debate - NTV	1
Radio talk shows	3
Newspaper articles (news coverage)	12
Press releases	2
Press conference (Joint)	1
Blogs	9
Facebook	
Twitter	
Videos (Anne Kansime video)	
YouTube	

- The twitter account growth is also attributed to the media actions within the year – The account, which was opened up in August 2015, has grown to over **1,000 followers** with an active engagement.
- The comedy video by Anne Kansime on the impact of climate change on small-scale women farmers increased understanding and engagement of the publics on the issue of climate change and contributed to **mobilising people to sign the petition**. The video got **over 382,000 views** and **8,000likes**. The engagement was high with over 6,000shares and **over 500 comments**. Anne Kansime is a Ugandan comedian with an international wide audience especially in Africa.
- Contribution to the discourse on the issue of unpaid care work, youth unemployment and migration.

MPs warned against sexual relationships with colleagues

By Vision Reporter

The Pan African director, Oxfam, Janah Ncube, has warned the newly elected women Members of Parliament to desist from engaging in sexual relationships with their male colleagues, saying this will affect their performance.

She gave the warning during the National Women's Conference held at Hotel Africana in Kampala on Monday.

Ncube said as the new legislators come to Parliament, they will be looking for mentors to guide them and some male MPs may take advantage of the relationships to demand sex from them.

"If you accept and sleep with one, he will tell other males about it. They will also approach you for sex and if you accept, this will have an effect on you. You will fear to speak out in Parliament and always remain in the shadows of these men. Men use sex to disempower women and that will be the beginning of your downfall," she said to auditions from MPs.

Ncube, a former legislator in the Zimbabwean Parliament, was addressing the parliamentarians on the role of women MPs.

The conference was organised by Uganda Women's Parliamentary Association (UWOPA) in partnership with OXFAM and Action for Development (ACFODE), Uganda Women Network (UWONET) and Uganda Association of

Women Lawyers (UAWL). It was organised under the theme "Sustaining women call for parity on the policy agenda."

Ncube said some MPs after winning, focus on being called honourable forgetting to focus on legislating for the people who sent them.

"Focus on how to make a change in your constituencies and communities. People need MPs who have got a change agenda to transform that society. Be relevant so that even after your term of office, people have a reason to vote you back," advised Ncube.

"Desist from bad behaviour like coming late for meetings in Parliament and leaving early. Focus on being intelligently engaged and knowledgeable through research. Be informed so that when there are matters in Parliament for debating, you can speak from an informed point of view."

She advised the women to work together, irrespective of their party affiliation, to put the issues of women on the fore so as to transform the Ugandan woman and stop the politicking.

Meanwhile, Prof. Ben Twumasi from Centre for Health, Human Rights and Development (CEHURD), told female legislators that while pushing for affirmative action, they should focus more on maternal health, especially advocating for free universal access to emergency obstetric care.



From earning 2,000,000 UGX, roughly 45,000 from her coffee and beans harvests per year to almost no harvests, this is Florence Dwa's experience and that of other Oxfam partner supported small scale women farmers I met in Kyabakula village, Nebbi District. The impact of months of drought and how heavy rainfall hit them hard. Layers need to invest in empowering these women to adapt to climate change to be able to feed their families and earn incomes."

POLICY & PRACTICE BLOG

Get blog to a hub for news, analysis and debate written by and for development and humanitarian professionals both inside and outside of Oxfam.

"Unless there is total peace I cannot go back"

Posted by Dore Ilunga Information, media and communications officer
20th May 2016

Since conflict broke out in South Sudan in December 2013 thousands have died and more than a million refugees flee to their homes. Nyakath Kyury and her family are among the many South Sudanese refugees in Uganda, here Dore Ilunga shares Nyakath's story.

Last December, Nyakath Kyury was living happily in Linyi, South Sudan, with her husband and five children. At 27 years-old, she was Nyakath's eldest son to see day visit Uganda little did she know she would meet and end up there as a refugee.

"I was happy with my whole family when fighting broke out in Linyi state. My husband ran away because he heard that as a government soldier that would be the best to be longer for selling. He just did not know he was the soldier and was to be shot and up there as a refugee."

Subject

- Agriculture (37)
- Aid (32)
- Climate change (17)
- Conflict (26)
- Disasters (77)
- Development methods (11)
- Disasters (77)
- Economics (75)
- Education (46)
- Emergency (11)
- Gender (144)
- England (3)
- Finance (14)
- Food security (74)
- Funding (7)
- Government (33)
- Health (40)
- HIV and AIDs (5)
- In the news (32)
- Inequality (43)
- Innovation (11)
- Livelihoods (110)
- Poverty in the UK (90)
- Private sector (42)

Meet Apio Maria, the Karamajong Business advisor

By Dore Ilunga March 6, 2016, 9:01 am

38 year old Apio-Maria was born and raised in Karamoja and married off at just a tender age of 16. Just like many Karamajong women, she cannot believe she now owns so much in her life and has people who look up to her.

Oxfam – Change Education Curriculum

Oxfam together with partners Community Empowerment for Rural Development (CEFORD), Uganda Youth Network (UYONET) and Youth Arts, Development and Entrepreneurship Network (YADEN) have called for a shift in Uganda's education curriculum to include vocational, life and Information, Communication and Technology (ICT) skills, as a strategy to promote youth voice and address youth unemployment, which will in turn unlock their full potential. Youth unemployment poses economic and social challenges to Uganda, since it is one of the contributors of high poverty levels across the country.

This call was made during a youth-led exhibition held at Hotel Africana under the theme 'Empowering Youth, Unleashing Potential' during which youth engaged various stakeholders from Government, Private sector, Development partners and Civil Society. According to the Country Director

OXFAM Uganda Peter Kamalungu who was speaking at the youth-led exhibition, "Oxfam believes that the issues youth are faced with will be addressed only if there is a comprehensive shift in the education curriculum to include vocational, life skills and ICT skilling as a vital component of increasing opportunities for youth employability by tailoring them to the labour market demands." (By Aloysius Kasoma)

HUMAN RESOURCE



Oxfam delights itself in having a diverse team in terms of gender, cultures, backgrounds and age groups. This brings with it varied work styles, strengths and talents hence mutual respect for one another as well as better and lasting relationships. This goes to show Oxfam's commitment to gender justice and embracing differences and change. Our total staff at the end of the year was 34, with 23 males and 11 females. This ratio will progressively be righted as we navigate through the difficult change and restructuring process intended to be completed by the first quarter of the next financial year 2016/17.



THE CHANGE/TRANSITIONAL PROCESS AND STAFF SUPPORT

2015/16 marked the peak of the re-organisation process in Oxfam Uganda with a global Oxfam change process that was ongoing from 2014 into 2016 in an effort to reposition for greater impact worldwide. This shift had profound impact on our structures and therefore called for support structures in place. A change management team comprising of 2 staff representatives and other staff was put in place to enhance communication between staff and management. This team was especially useful during the change process in collecting and delivering

feedback and in coordinating team consultative meetings. Other strategies included regular communications as well as bringing on board professional individual and team coaches to support the staff during and after the transition. Staff got to enhance their skills in key areas like dealing with change and decision-making among others.

Much as change was difficult, the strides we took made us even stronger and together. We continue to invest in staff as our vital resource through trainings and other mentorship avenues.

ANNUAL STAFF RETREAT

We held our annual all staff retreat in January 2016. It was a moment for the team to reflect on the achievements and challenges of the year ending and agree on our intentions for the New Year. It was a fruitful and energizing get together as the team reflected more on the past and current changes and how best to cope with future challenges. The retreat was also an opportunity for staff to relate more with the shift in the ways of working and develop rapport that would be key going forward in working as a team.



THE FUTURE

We remain committed to investing more in people, who are Oxfam's most valued resource. Our focus is continuous improvement to increase efficiency and accountability amongst the team. Deliberate efforts will be directed towards individual and team capacity building and improvement in line with our Vision 2020 goals.

WHOM WE WORKED WITH/PARTNERS

The list includes all partners/alliances we worked and collaborated with throughout the year.

Our partnership approach combined working with both strategic and implementing partners. The strategic partners mainly supported joint planning and information sharing, while the implementing partners participated in the co-delivery of interventions. The key strategic partners and network of allies included academia, research institutions, women organisations, private sector, local governments, traditional institutions, parliamentarians, elected representatives at all levels and activists. We also worked with the old and new media in the delivery our work.

Community Empowerment for Rural Development	CEFORD	National NGOs
Community Organisation for Rural Activity Enterprise Management	CREAM	National NGOs
Eastern and Southern Africa Small Scale Farmers' Forum	ESAFF	International NGOs
Ecological Christian Organisation	ECO	National NGOs
Family diet		Private sector
Forum forum Education Ngos in Uganda	FENU	National NGOs
Foundation for African Women Educationalists Uganda	FAWEU	Women's organization
Health Rights Action Group	HAG	National NGOs
Institute for Social Transformation	IST	Women's organization
Justice and Advocacy for Women and Children	JAWCU	National NGOs
National Agricultural Research Organisation	NARO	Academic, Training and Research
Participatory Ecological Land Use Management	PELUM	National NGOs
Pearl Development Initiative	PDI	National NGOs
Public Affairs Centre	PAC	National NGOs
Send a Cow Uganda	SACU	National NGOs
Southern and Eastern African Trade Information and Negotiations	SEATIN	National NGOs
The Uganda National Apiculture Development Organisation	TUNADO	National NGOs
The Uganda Youth Network	UYONET	NGO networks and campaign coalitions
TWIN UK	TWIN UK	Private sector
Uganda Environment Education FORUM	UEEF	National NGOs
Uganda Women Network	UWONET	Women's organization
Women and Rural Development Network	WORUDET	Women's organization

Youth Arts, Development and Entrepreneurship network	YADEN	National NGOs
Youth Initiatives for Youth Action Foundation	YIYA	National NGOs
Office of the Prime Minister	OPM	Government-National
United Nations High Commissioner for Refugees	UNHCR	Other
Ministry of Gender, Labour and Social Development		Government-National
Maendeleo Ya Jamil		National NGOs
Civil Society Budget Advocacy Group	CSBAG	NGO networks and campaign coalitions
Makerere University Gender Department		Academic, Training and Research
Uganda National NGO forum		NGO networks and campaign coalitions
African Centre for Energy and Mineral Policy	ACEMP	Academic, Training and Research
Global Rights Alert	GRA	National NGOs
B-Space		Private sector
Centre for Domestic Violence	CEDOVIP	Women's organization
Uganda Women Parliamentary Association	UWOPA	Women's organization
District Local Governments		Government-Local
Climate Change Network Uganda	CAN-U	NGO networks and campaign coalitions
Africa Climate Change Resilience Alliance	ACCRA	NGO networks and campaign coalitions
Uganda National Meteorological Authority	UNIMA	Government-National
National Planning Authority	NPA	Government-National
Ministry of Water and Environment		Government-National
Ministry of Agriculture Animal Industry and Fisheries	MAAF	Government-National
International Food Policy Research Institute	IFPRI	Academic, Training and Research
Private Sector Foundation Uganda	PSFU	Private sector
Uganda Seed traders		Private sector
Uganda INGO CSO Alliance on CSA	CSA	NGO networks and campaign coalitions



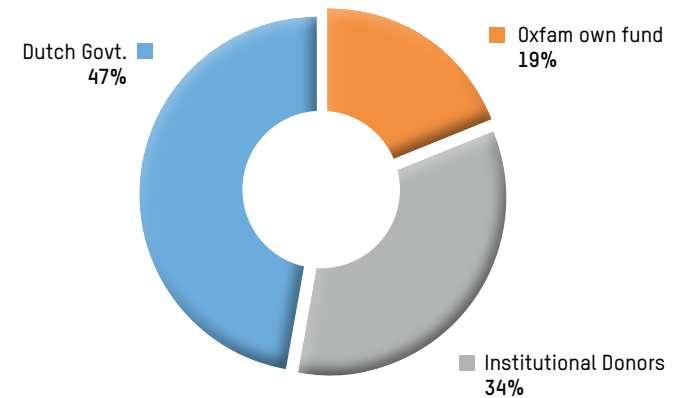
FINANCE

FUNDING SOURCES	EUR	%
Dutch Govt.	2,545,518	46.8%
Oxfam own fund	1,027,389	18.9%
NPL Dutch PostCode Lottery	523,350	9.6%
Global Affairs Committee, Canada Govt.	601,560	11.1%
IrishAid	363,197	6.7%
Unicef	270,865	5.0%
Other Institutional sources	106,173	2.0%
Total	5,438,053	100%

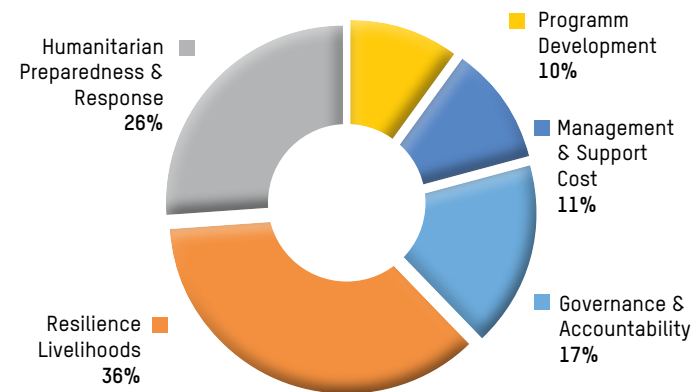
Expenditure	EUR	%
Oxfam Direct	2,350,916	43.2%
Partner Organisations	3,087,137	56.8%
Total	5,438,053	100%

Thematic investment	EUR	%
Governance & Accountability	918,022	17%
Resilience Livelihood	1,950,577	36%
Humanitarian Preparedness & Response	1,429,079	26%
Programme Development	529,219	10%
Management & Support Cost	611,156	11%
Total	5,438,053	100%
Total Programme Cost	4,826,897	89%

FUNDING SOURCES



ANNUAL EXPENDITURE



STORIES OF CHANGE FOR NEIGHBOURHOOD ASSEMBLIES (NA)



Ensuring fair taxation for Market women

The members of Kumi market women NA work in a market that does not have electricity and are forced to take their goods outside the market as it gets dark in the evening.

“After the training by the NA, I learned that we were being double taxed, because we used to pay taxes in form of market dues which is UGX 500 for every stall in the market and would be charged the same for taking our goods out to sell in the evening.

I am happy that the NA intervention has seen the charge for selling from outside reduced from UGX 500 to UGX 300 only and I hope that further engagements will bring in place a fair tax policy.” Says Khadijah member for Kumi market women NA.

A better school structure to ensure quality education

Frances Adong (speaker Oseera NA)

happily shows off the school building that was built after the intervention of the NA. Below is one of the old school structure for Oseera





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Cover photo: Julius Kasujja/Oxfam



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